



DEPARTMENT OF THE AIR FORCE
AIR FORCE RESERVE

MEMORANDUM FOR 482d FIGHTER WING PERSONNEL

29 January 2016

FROM: 482d FW/CC

SUBJECT: A Positive Environment for Working Relationships at HARB

1. Since I took over command of the 482d Fighter Wing four months ago, I have been impressed with the caliber of the Airmen (both civilian and military) that make up this wing—Airmen who have high standards and care about the mission, the military, and each other. We must keep these high standards at the forefront of our daily workings so as not to lapse into behavior that would not only hurt individual Airmen, but be detrimental to our mission.

2. An 8 January 2016 Policy Memorandum from the Secretary of the Air Force delineates that discrimination or harassment on the basis of race, religion, sexual orientation, pregnancy, age, or any number of other factors will not be tolerated by the Air Force. As Wing Commander, it is my responsibility to ensure the dignity and respect of every member of this wing. We cannot run a wing that is vital to the defense of our nation if our Airmen are not working in an environment that empowers them to fulfill their role. Every Airman at Homestead has a role that is essential to safeguard the security of this country—a tall order that can crumble if we do not make a positive working environment a key to our daily behavior at the 482d.

4. I challenge not only Squadron and Group Commanders, but leadership at all levels to look at your organization and be in touch with the pulse of each office's working environment. Any behavior less than honorable, i.e., below the line behavior, must be identified and halted at the command level. You must not tolerate discrimination nor harassment of any Airman at this wing. Remember, the Air Force has a zero tolerance for any such behavior.

5. Should an Airman feel the need to discuss a potential Equal Opportunity (EO) issue with our EO office, I am confident that supervisors and commanders will support this opportunity to better the office/shop/squadron and that such an individual will receive no reprisal for allaying their concerns. Airmen are our most important resource, their wellbeing is paramount to this organization, and their pursuit to identify any potential discrimination or harassment issues will only make this wing stronger.

6. Reference both AFI 36-2706, *Equal Opportunity Program, Military and Civilian* and Secretary James' Policy Memorandum. We must maintain the Air Force ideals of respect, fairness, and dignity and our wing ideals of love, care, and respect to one another. If we simply keep these ideals at the forefront of everything we do, and if as commanders we emphasize these ideals, we will provide every Airman the opportunity to succeed and flourish at Homestead. For any type of assistance, contact the EO office in bldg. 360, rm 112, (786) 415-6916 or x7821.

A handwritten signature in black ink, appearing to read "DPCGD", is located below the text of the memorandum.

DAVID P. GARFIELD, Colonel, USAFR
Commander