



Department of the Air Force

**Notification and Federal Employee  
Antidiscrimination and Retaliation Act (No FEAR)**

**Fiscal Year 2018 Report**

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## I. INTRODUCTION

### **Agency's Mission and Mission-Related Functions:**

The United States Air Force (USAF or AF) is part of the Department of Defense (DoD). The mission of the USAF is to deliver sovereign options for the defense of the US and its global interests – to fly, fight and win in Air, Space, and Cyberspace. By dominating the media of elevation, the AF offers unique warfighting capabilities that leverage the strengths of surface forces and expand the range of potential effects. We will continue to attract, recruit, develop, and retain a high quality and talented force and we will give them the best opportunities for career development, training and standard of living.

The Assistant Secretary of the Air Force (Manpower and Reserve Affairs), SAF/MR, has overall responsibility for supervision of civilian personnel for the AF and has been delegated authority relating to civilian equal employment opportunity (EEO) programs by the SAF. The Civilian Appellate Review Office (AFCARO), SAF/MRBA, writes final agency decisions (FADs) for EEO complaints.

The AF's civilian EEO program is administered through SAF/MR in SAF/MRQ. Diversity and Inclusion (D&I) management, Affirmative Employment Program (AEP) and Special Emphasis Programs (SEPs) are administered through the Manpower, Personnel and Services function at the major command (MAJCOM) or equivalent level. The discrimination complaints program, however, is administered by full-time Equal Opportunity (EO) professionals reporting directly to the (local) installation commander or designee.

The AF merged the Military Equal Opportunity (MEO) program with the civilian EEO program into a single EO Office at MAJCOMs and local installations in FY08. The AEP is executed by the installation Civilian Personnel Section (CPS). Installation Special Emphasis Program Managers (SEPMs) are typically collateral duty.

### **Accomplishments:**

The Air Force Equal Employment Program continues to advance toward completion of the Business Process Re-engineering (BPR) effort. The BPR was established to identify program needs and potential areas for improvement. A project team of subject matter experts was assembled to conduct a thorough review of the program and to establish a baseline for how it is currently supporting the AF mission. A report of the initial findings, i.e., a "current state of the AF EO program assessment", and recommendations was coordinated with subject matter experts at multiple levels of the AF EO program. The current-state AF EO program assessment was a starting point to identify where the program should further analyze, redesign, and execute improved capabilities to better support the AF. Over the past year, AF EO leaders, have defined future-state EO mission capabilities that align to the AF Priorities, AF Strategic Master Plan, and AF Future Operating Concept, as well as strategic guidance from the Equal Employment Opportunity Commission, Office of Personnel Management, and the Office of the Secretary of Defense. Several of the future-state initiatives resulting from the BPR are: Standardization of Forms and Templates; Fact-Finding Conference as an optional investigation process; Fully Integrate ADR into EEO process to include Information

Technology (IT) Integration; Integration Job Aids; Rebranding of AF EO and Improvement of Organizational Change Management process. The Air Force provided specialized EEO complaint processing and IT training to several Major Commands (MAJCOMs). The training involved senior AF EO leadership meeting and conducting open forum discussions on the state of the AF EO Program. This reporting period, 128,013 employees completed NO FEAR Act Training.

The Air Force Disability Program continues to advance toward its goal of being a model employer for Individuals with Disabilities (IwDs). In FY18, the participation rate of IwDs was 14.48%. In addition, Air Force fully utilized the updated coding for the Standard Form (SF) 256. As a result, Air Force's current participation rate of Individuals with Targeted Disabilities (IwTDs) is 1.43%. During this same time period, Air Force increased the accession of veterans with 30% or greater disability rating to 20.9% (2,844 of 13,582 employees) from 19% (1,993 of 10,205 employees) the previous year. Finally, Air Force won the 2018 Secretary of Defense Award for Outstanding Achievement in the Employment of Individuals with Disabilities, best military department category. The trophy recognizes exemplary achievements and practices the employment of individuals with disabilities. Air Force has won this award six out the last seven years. In 2018 the Air Force again resurveyed its entire civilian workforce requesting employees update their disability status using the new SF-256. Five year trend analysis reveals that the participation rate of IwDs has increased by 4.91% since FY 2013.

The Air Force Affirmative Employment Program continues with the furtherance of the Air Force Barrier Analysis Working Group (AFBAWG). The AFBAGW was created to analyze anomalies found in workplace policies, procedures, and practices with an objective to identify root causes. If root causes are deemed potential barriers, the AFBAGW devises plans to eliminate them. A "barrier" is defined as an employment policy, procedure, practice, or condition (or facet thereof), that effectively limits employment opportunities for individuals of a particular race, ethnic background or gender, or for individuals with disabilities.

The AFBAGW was established in January 2008 in accordance with guidelines of the Equal Employment Opportunity Commission as part of complying with Management Directive (MD)-715. The MD-715 provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity. With proper implementation, MD-715 will help the Air Force uncover and address the impediments to equal employment opportunity in the civilian workplace. As one of the AFBAGW teams, the Hispanic Employment Analysis Team (HEAT) reviews and analyzes guidelines, programs, data and other information for barriers to both employment, advancement, and retention of Hispanic employees and applicants, military and civilian. HEAT subgroups were established to identify triggers and barriers associated with high separation of Hispanic employees, to perform trend analysis of low Hispanic participation rates via MD-715 data points, and to preplan annual recruiting efforts to perform analysis of recruitment and selection of Hispanics. These action items are either pending data retrieval or analysis.

Additional Hispanic focused employment activities in FY18: The Air Force participated in or sponsored the following activities at the 2018 HENAAC Conference: Future STEM Leaders Luncheon, College Bowl, speed networking, Air Force Research Laboratory workshop, and the career fair. The Air Force sponsored the Student Chapter President Breakfast at the Society of Hispanic Professional Engineers (SHPE) Conference with a GS-15 speaker at the SHPE Chapter President’s Breakfast and participation at the workshop and career fair. The Air Force provided a guest speaker at the League of United Latin American Citizens (LULAC) Defenders of Freedom Breakfast.

## II. REPORTING REQUIREMENTS

a. *The number of cases in federal court pending or resolved in each fiscal year and arising under each of the respective provisions of the federal antidiscrimination laws and whistleblower protection laws applicable to them as defined in 5 C.F.R. §724.102, in which an employee, former federal employee, or application alleged a violation of these laws, separating data by the provision of law involved (5 C.F.R. 724.302(a)(1)) and the status or disposition (including settlement) of such cases (5 C.F.R. 724.302(a)(2)(i)).*

Statute	Cases Opened in FY18	Cases Resolved in FY18		Cases Pending at Close of FY18
		Settled	Other	
<b>Title VII, Civil Rights Act of 1964</b> 42 U.S.C. 2000e-16	10	3	9	11
<b>Age Discrimination in Employment Act</b> 29 U.S.C. 631, 633a	5	0	2	2
<b>Fair Labor Standards Act of 1938</b> 29 U.S.C. 206(d)	0	0	0	3
<b>Section 501 of Rehabilitation Act</b> 29 U.S.C. 791	5	3	1	5
<b>Equal Pay Act</b> 29 U.S.C. 206(d)	0	1	0	0
<b>Whistleblower Protection Act</b> 5 U.S.C. 2302(b)(1)	1	0	0	1

Twenty-one (21) cases opened during this reporting period: ten (10) under Title VII; five (5) under ADEA; five (5) under the Rehabilitation Act, and one (1) under the Whistleblower Protection Act. Nineteen (19) cases were resolved: seven (7) settled, and twelve (12) dismissed in favor of the agency. This FY ended with twenty-two (22) cases pending in Federal Court: eleven (11) under Title VII; two (2) under ADEA; three (3) under FLSA; five (5) under the Rehab Act and one (1) under WP Act. Total paid in awards/settlements was 110K; four (4) cases received monetary settlements.

b. *The amount of money required to be reimbursed to the Judgment Fund by the agency for payments as defined in 5 C.F.R. §724.102 (5 C.F.R. 724.302(a)(2)(ii)), and the amount of reimbursement to the Fund for attorney’s fees where such fees have been separately designated*

(5 C.F.R. 724.302(a)(2)(iii)), and any adjustment needed or made to the budget of the agency to comply with its Judgment Fund reimbursement obligation(s) incurred (5 C.F.R. 724.302(a)(8)).

\$ Reimbursed to Judgment Fund	\$ Attributed to Attorneys' Fees	Adjustment to Agency Budget
80K	0	0

\$80K was reimbursed to the judgement fund, no money was awarded for judgments against the agency, and there was no money paid out in attorney's fees. Additionally, there were no adjustments made to the budget.

c. In connection with the cases identified above, the total number of employees in each fiscal year disciplined (reprimand, suspension without pay, reduction in grade or pay, or removal) and the specific nature of the disciplinary actions taken, separated by the provision(s) of law involved (5 C.F.R. 724.302(a)(3)) and the number of employees in each fiscal year disciplined (reprimand, suspension without pay, reduction in grade or pay, or removal) in accordance with any agency policy, regardless of whether or not the matters are in connection to a federal court case (5 C.F.R. 724.302(a)(5)).

Statute	# of Employees Disciplined	Nature of Disciplinary Action (reprimand, suspension without pay, reduction in grade or pay, or removal.)
<b>Title VII, Civil Rights Act of 1964</b> 42 U.S.C. 2000e-16	2	Suspension
<b>Age Discrimination in Employment Act</b> 29 U.S.C. 631, 633a	0	
<b>Fair Labor Standards Act of 1938</b> 29 U.S.C. 206(d)	0	
<b>Section 501 of Rehabilitation Act</b> 29 U.S.C. 791	0	
<b>Equal Pay Act</b> 29 U.S.C. 206(d)	0	
<b>Whistleblower Protection Act</b> 5 U.S.C. 2302(b)(1)	1	Suspension
<b>Matters that did <u>NOT</u> result in a federal court case</b>	3	Suspension

During FY 2018, three (3) employees were disciplined; two for sexual harassment, and one for prohibited personnel practices. None of the disciplined involved Federal court cases. Additionally, there was one (1) finding of discrimination issued by the Administrative Judge, where the agency has appealed both the finding and the remedy.

d. *The final year-end data about discrimination complaints for each fiscal year that was posted in accordance with Equal Employment Opportunity Regulations 29 C.F.R. §§1614.701, et seq. (5 C.F.R. 724.302(a)(4)).*

**See Appendix A**

e. *A detailed description of the agency's policy for taking disciplinary action against Federal employees for conduct that is inconsistent with Federal Antidiscrimination Laws and Whistleblower Protection Laws or for conduct that constitutes another prohibited personnel practice revealed in connection with agency investigations of alleged violations of these laws (5 C.F.R. 724.302(a)(6)).*

**See Appendix B**

f. *The agency's written plan to train its employees (5 C.F.R. 724.302(a)(9)).*

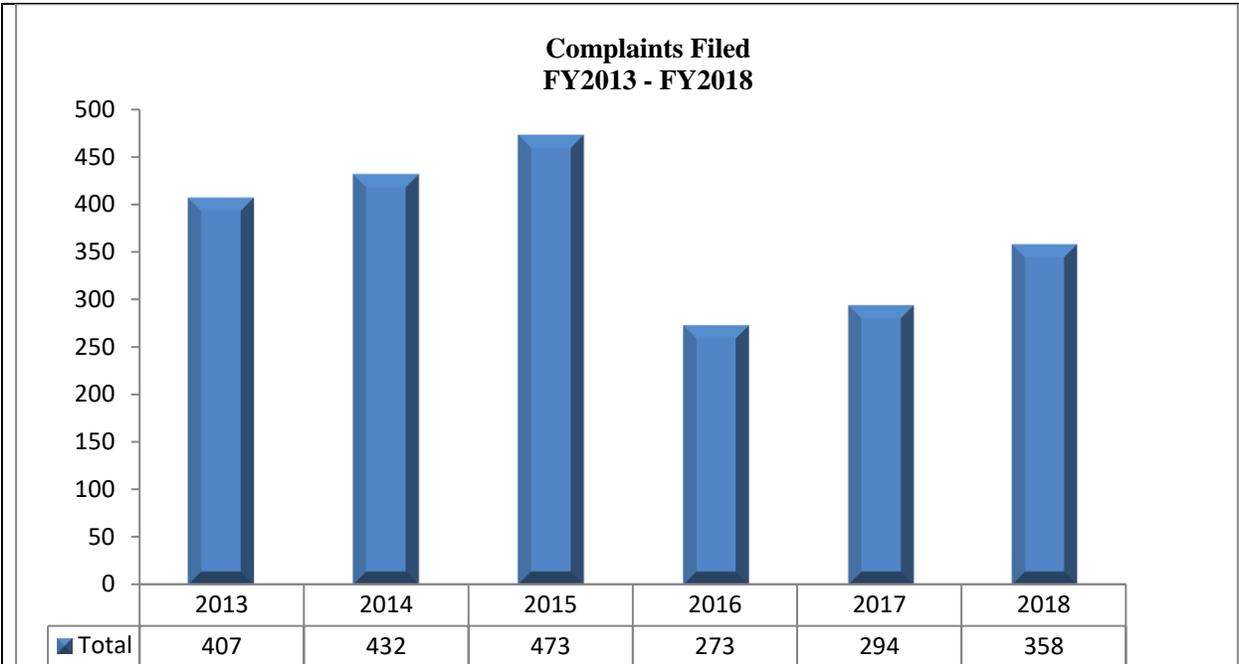
**See Appendix C**

### **III. ANALYSIS**

*An analysis of the information provided in paragraphs (a)(1) through (6) of this section in conjunction with data provided to the Equal Employment Opportunity Commission in compliance with 29 CFR part 1614 subpart F of the Code of Federal Regulations. Such analysis must include: (i) An examination of trends; (ii) Causal analysis; (iii) Practical knowledge gained through experience; and (iv) Any actions planned or taken to improve complaint or civil rights programs of the agency with the goal of eliminating discrimination and retaliation in the workplace (5 C.F.R. 724.302(a)(7)).*

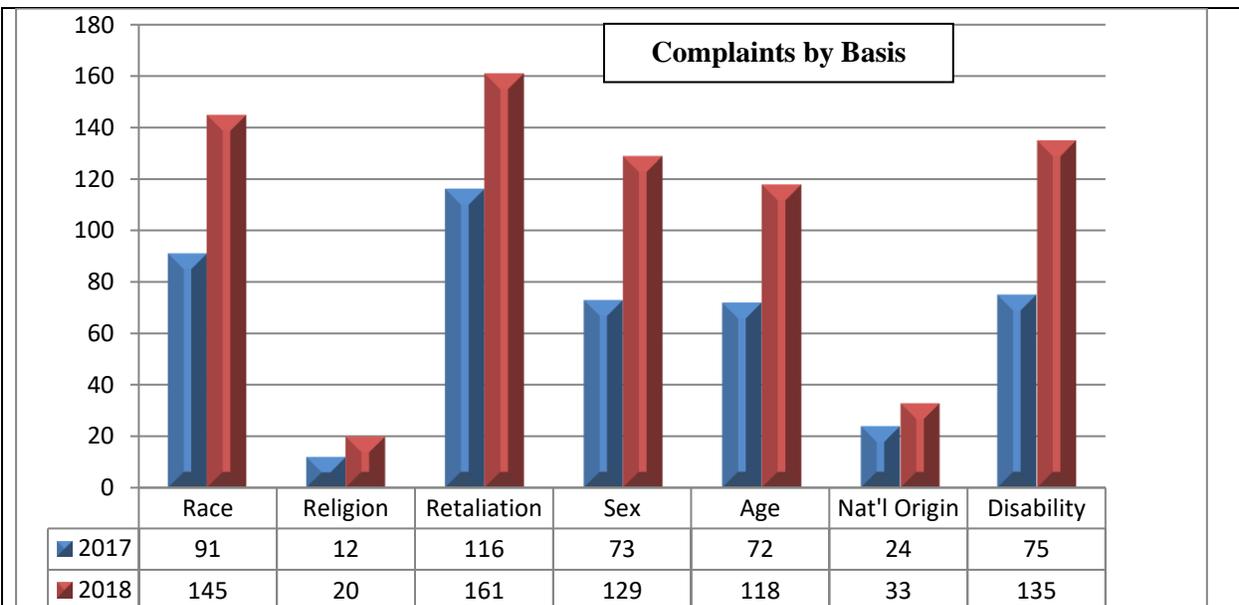
#### **a. Examination of Trends**

Complaint activity can be measured by the number of discriminatory bases and issues alleged in complaints. Further, a single complaint can contain multiple bases and issues, therefore, the metrics contained in this analysis may overlap.
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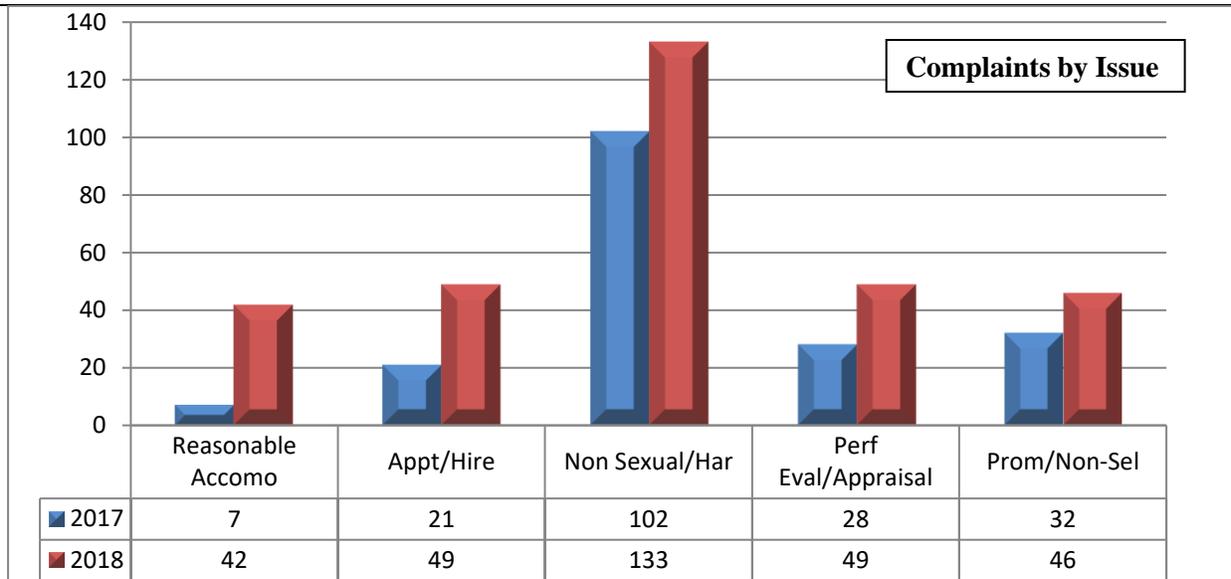
### Complaints Filed

There was an increase in the number of administrative EEO complaints filed this reporting period as compared to FY 2016 and FY 2017. The percentage increase ranged from 17.88% to 23.74% percentage points. However, compared to FY 2013, FY 2014 and FY 2015 complaints filed decreased from 12.04% to 24.31% percentage points. Additionally, there were four (4) repeat filers this reporting period.



### Complaints by Basis

All but three (3) bases reflected an increase filings compared to FY 2017 except for the bases of color, pregnancy and genetics. Retaliation was the most filed bases this reporting period followed by race, disability and sex. Race, retaliation and disability continue to be the top three (3) bases cited since FY 2015. In FY 2013 and FY 2014 color replaced the basis of race as top three (3). This reporting period race reflected an increase of 37.24% compared to FY 2017, and compared to FY 2016 showed an increase of 16%. Disability showed an increase of 44% as compared to FY 2017; but, decreased in FY 2016 by 18%. The basis of national origin increased 27% compared to FY 2017, while it reflected a decrease in FY 2016 by 54%. The only other significant basis was under the Equal Pay Act which increased by 60% compared to what was reported in FY 2017.



**Complaints by Issue**

The most prevalent personnel action cited this reporting period was non-sexual harassment (133), appointment/hire (49) and performance evaluation/appraisal (49) round off the top three (3) issues. In FY 2017, assignment of duties (33), non-sexual harassment (102) and promotion/non-selection were the top three (3). The other significant increase this reporting period in comparison to FY 2017 were: reasonable accommodation disability increased by 83.33% (2018/42); conversion to full time/perm status increased 100% (2018/1); sexual harassment increased by 61% (2018/18); appointment/hire increased by 57% (2018/49); awards increased by 67% (2018/15), and reprimand increased 50% (2018/20). The remaining issues reflected no significant decreases, while three (3) issues remained unchanged from FY 2017: medical examination (3); pay including overtime (10), and telework where four (4) had been cited.

**Processing Time**

In the area of processing time “complaints pending during fiscal year” the average numbers of days in investigation stage increased by 16% (40) days compared to FY 2017. The average number of days in final action stage rose by 504 days in comparison to FY 2017, which reported 130 days. The area of “complaints pending during fiscal year where hearing was requested” average number of days in the investigation stage reflected 249 days an increase of 4% or 10 days compared to FY 2017. The area of “average number of days in final action stage” also reflected a significant increase of 76% or 292 days compared to what was reported in FY 2017 which was 70 days. Finally, in the area of “complaints pending during fiscal year where hearing was “not” requested” the average number of days in investigation stage was 263 days, compared to 198 days reported in FY 2017, an increase of 25%. The “average number of days in final action” went up significantly; reporting 1171 days compared to 428 days in FY 2017, an increase of 63% or 743 days.

### **Complaints Dismissed by Agency**

The agency dismissed a total of 36 complaints this fiscal year while in FY 2017, 23 cases were dismissed. The “average days pending prior to dismissal” was 211 days or 55% increase from FY 2017 where 94 days were pending prior to dismissal. The number of complaints withdrawn by complainants was 37.

### **Total Final Actions Finding Discrimination**

The agency reported one (1) findings of discrimination this reporting period. The agency is appealing both finding and remedy.

### **Pending Complaints Filed in Previous Fiscal Years by Status**

In the area of “pending complaints from previous years” this fiscal year 638 complaints by 595 complainants compared to 479 complaints in FY14 by 444 complainants. The number of complaints pending investigation was 46, number of complaints pending in hearing 290, number of complaints pending in final action 301 and the number of complaints pending in appeal with EEOC Office of Federal Operations was 266.

### **Complaint Investigations**

Overall, complaints exceeding the required timeframes increased this reporting by 46 days. This fiscal year reported 442 compared to 396 days in FY14, an increase of 10.4%.

## **b. Causal Analysis**

The AF believes the increase in the number of EEO complaints may be attributed to applicants for permanent employment, as well as an increase in training provided to employees regarding their EEO rights and responsibilities. In the area of performance evaluation/appraisal and

awards, it was anticipated that implementation of the new Defense Performance Management and Appraisal Program (DPMAP) would create an increase in complaint filings. The overall system is more in-depth and makes more distinctions. Performance elements that are evaluated as “outstanding” or “unacceptable” level must have a narrative justification. Narrative statements may be utilized to justify monetary and/or time off awards. Also, the previous system entailed a “pass” or “fail”; DPMAP applies three levels: “Outstanding”, “Fully Successful”, and “Unacceptable” with a corresponding numeric digit. It is the overall rating score which employees grieve. The transition from pass/fail to numeric score inevitably led to more EEO complaints.

### **c. Practical Knowledge Gained Through Experience**

It is also clear that, as employees gain further understanding of their rights and responsibilities under the Equal Employment Opportunity and Whistleblower Protection Laws, the potential for exercising those rights increases. At the same time, managers and supervisors have become more aware of their responsibilities to ensure workplace practices and the work environment are free from discrimination, harassment and retaliation. Continued training will be provided so that all employees may recognize behaviors and actions that may be perceived as discriminatory or retaliatory and to encourage prevention and early resolution.

### **d. Actions Planned or Taken for Improvement Measures**

The AF continues to make strides in the Business Process Reengineering of its EEO Program conducted by Booz Allen Hamilton, which kicked off on 7 November 2016. The process analysis, deep dive, and improvement have been on-going, reviewing the internal practices and procedures to improve EEO complaint processing, in particular the timeliness of complaint processing.

#### Actions Taken:

- Revising the standard operating procedures for processing complaints
- Improving the management of the complaints processing data system
- Increasing oversight of the complaint process to improve processing time
- Update the AF public website, and ensured compliance with regulatory requirements informing employees of their rights and responsibilities; as well an easily accessible directory of EEO personnel at their assigned location
- Implemented new procedures for ensuring EEO documents are timely uploaded into the IT system
- Conducted several training sessions on how to properly annotate complaint processes in iComplaints to reduce the inaccuracies.

Planned Actions to Improve:

- Update the No FEAR Act computer-based training
- Develop an Anti-Harassment Program for Civilians
- Create a separate policy of non-discrimination Anti-Harassment
- Conduct a EO World-Wide Training Workshop – June 2019

#### **IV. CONCLUSION**

Air Force submitted a partial report for FY16, and was unable to submit a report for FY17 due to challenges with the deployment of our new EO Case Management System. Now that those challenges are behind us, we are able to conduct detailed trend analysis and provide reports in a more automated fashion. Although many of the data points indicate an increase in complaints, we attribute a good portion of this to our increase in educating and training the workforce on supervisor responsibilities and employee rights (as well as to the implantation of a new Department-wide performance evaluation system).

# Equal Employment Opportunity Data

## Posted

### Pursuant to the No Fear Act:

## Air Force HQ (and below)

For 4th Quarter 2018 for period ending September 30, 2018

Complaint Activity	Comparative Data					
	Previous Fiscal Year Data					2018
	2013	2014	2015	2016	2017	
Number of Complaints Filed	407	432	473	273	294	358
Number of Complainants	407	432	473	273	293	354
Repeat Filers	0	0	0	0	1	4
Complaints by Basis	Comparative Data					
	Previous Fiscal Year Data					2018
	2013	2014	2015	2016	2017	
<i>Note: Complaints can be filed alleging multiple bases. The sum of the bases may not equal total complaints filed.</i>						
Race	153	159	190	122	91	145
Color	173	200	189	42	37	35
Religion	17	6	16	9	12	20
Reprisal	156	189	185	133	116	161
Sex	141	116	151	80	73	129
PDA	2	3	2	0	2	1
National Origin	39	46	48	15	24	33
Equal Pay Act	3	2	3	0	2	5
Age	118	123	144	94	72	118
Disability	108	124	163	111	75	135
Genetics	3	0	0	6	4	2
Non-EEO	0	0	0	1	3	2
Complaints by Issue	Comparative Data					
	Previous Fiscal Year Data					

<i>Note: Complaints can be filed alleging multiple bases. The sum of the bases may not equal total complaints filed.</i>	2013	2014	2015	2016	2017	2018
Appointment/Hire	24	12	31	16	21	49
Assignment of Duties	67	78	70	40	33	42
Awards	11	20	17	8	5	15
Conversion to Full Time/Perm Status	0	0	0	2	0	1
<b>Disciplinary Action</b>						
Demotion	4	1	2	0	0	0
Reprimand	34	28	34	18	10	20
Suspension	41	21	40	21	23	21
Removal	11	3	11	17	11	13
Other	37	27	45	38	30	20
Duty Hours	15	21	27	21	6	8
Perf. Eval./ Appraisal	50	63	62	34	28	49
Examination/Test	2	3	0	3	0	1
<b>Harassment</b>						
Non-Sexual	142	153	172	104	102	133
Sexual	34	22	31	15	7	18
Medical Examination	4	12	7	4	3	3
Pay including overtime	18	15	18	13	10	10
Promotion/Non-Selection	67	70	98	73	32	46
<b>Reassignment</b>						
Denied	7	13	11	4	2	0

## APPENDIX A

*The final year-end data about discrimination complaints for each fiscal year that was posted in accordance with Equal Employment Opportunity Regulations 29 C.F.R. §§1614.701, et seq. (5 C.F.R. 724.302(a)(4)).*

NoFEAR Analysis Report

Directed	24	21	13	0	6	15
Reasonable Accommodation Disability	35	39	40	24	7	42
Reinstatement	2	1	4	0	0	0
Religious Accommodation	0	0	0	0	0	1
Retirement	2	2	4	2	1	5
Sex-Stereotyping	0	0	0	0	0	4
Telework	0	0	0	4	4	4
Termination	30	29	34	16	20	29
Terms/Conditions of Employment	54	61	63	29	32	31
Time and Attendance	31	38	30	16	16	29
Training	24	28	26	10	10	12
<b>Other</b>						
User Defined - Other 1	0	0	8	38	37	0
<b>Processing Time</b>	<b>Comparative Data</b>					
	<b>Previous Fiscal Year Data</b>					<b>2018</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	
Complaints pending during fiscal year						
Average number of days in investigation	272	217	201	192	216	256
Average number of days in final action	241	257	468	161	130	634
Complaint pending during fiscal year where hearing was requested						
Average number of days in investigation	286	221	212	279	239	249
Average number of days in final action	76	133	159	31	70	292
Complaint pending during fiscal year where hearing was not requested						
Average number of days in investigation	260	210	226	157	198	263

Average number of days in final action	383	354	602	572	428	1,171
<b>Complaints Dismissed by Agency</b>	<b>Previous Fiscal Year Data</b>					<b>2018</b>
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	
Total Complaints Dismissed by Agency	57	60	54	30	23	36
Average days pending prior to dismissal	40	136	67	93	94	211
<b>Complaints Withdrawn by Complainants</b>						
Total Complaints Withdrawn by Complainants	40	46	35	33	23	37
<b>Pending Complaints Filed in Previous Fiscal Years by Status</b>	<b>Comparative Data</b>					<b>2018</b>
	<b>Previous Fiscal Year Data</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	
Total complaints from previous Fiscal Years	383	479	638	768	976	1084
Total Complainants	346	444	595	768	975	1081
<b>Number complaints pending</b>						
Investigation	22	23	46	128	186	236
ROI issued, pending Complainant's action	1	0	0	2	1	3
Hearing	194	223	290	331	406	425
Final Agency Action	163	230	301	145	184	180
Appeal with EEOC Office of Federal Operations	246	249	266	183	193	200
<b>Complaint Investigations</b>	<b>Comparative Data</b>					<b>2018</b>
	<b>Previous Fiscal Year Data</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	
Pending Complaints Where Investigations Exceed Required Time Frames	70	57	88	193	244	318

The No FEAR data is posted on the agency's public website: <https://www.af.mil/Equal-Opportunity/>

## APPENDIX B

*A detailed description of the agency's policy for taking disciplinary action against Federal employees for conduct that is inconsistent with Federal Antidiscrimination Laws and Whistleblower Protection Laws or for conduct that constitutes another prohibited personnel practice revealed in connection with agency investigations of alleged violations of these laws (5 C.F.R. 724.302(a)(6)).*

The policy (AFI36-704; Discipline and Adverse Actions of Civilian Employees) is available electronically: [https://static.e-publishing.af.mil/production/1/af\\_a1/publication/afi36-704/afi36-704.pdf](https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-704/afi36-704.pdf).

## APPENDIX C

*The agency's written plan to train its employees (5 C.F.R. 724.302(a)(9)).*

### **No FEAR Act Training Plan**

AF adheres to biennial No FEAR Act training for all employees. Additionally, AF makes training mandatory for all military personnel that supervises civilian employees. Base level EO Offices along with the Training Monitors distributes a global message to all employees informing them of their responsibility, and the requirement to take the No FEAR Act training.

The training is administered through Advanced Distributed Learning Service (ADLS) and is the primary method of conducting training. The computer base training (CBT) automatically tracks the number of employees completing the training. To deem successful completion of the training, employees must receive a passing score of 70%. Additionally, no portion of the CBT lessons can be skipped.

For those employees without computer access the EO Offices can administer live training. When live training is conducted, the EO Offices must track numbers of individuals trained and report the statistics when requested by AFPC/EO. The quiz does “not” have to be given in the live format.

EO Offices must ensure the installation's workforce (to include military supervisors of civilian employees) is trained at least every 2 years. Additionally, EO Offices must train new employees as part of its orientation program within 90 calendar days of the new employees' appointment.

The plan is referenced in: [https://static.e-publishing.af.mil/production/1/af\\_a1/publication/afi36-2706/afi36-2706.pdf](https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2706/afi36-2706.pdf); Chapter 11 Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002 Compliance.