



## NATIONAL GUARD BUREAU

1636 DEFENSE PENTAGON  
WASHINGTON DC 20301-1636  
APR 14 2015

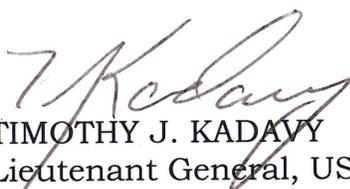
### MEMORANDUM FOR SEE DISTRIBUTION

Subject: National Guard Equal Employment Opportunity (EEO), Equal Opportunity (EO) and Discrimination Policy

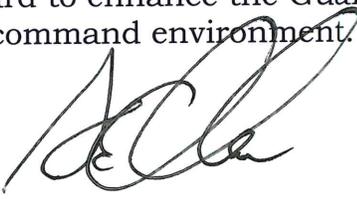
References: (a) 29 CFR Part 1614, "Federal Sector Equal Employment Opportunity"  
(b) NG Regulation 600-22/ANG Instruction 36-3, "National Guard Military Discrimination Complaint System," 30 March 2001

1. The National Guard is committed to developing and maintaining a professional environment in which all individuals are treated with dignity and respect. This includes fostering a policy of equal opportunity and fair treatment for Service members and their families based solely on merit, fitness, and capability in support of readiness. This policy applies to both on and off-post or base facilities during duty and non-duty hours.
2. Civilians, Service members, and their families have the right to participate in and benefit from opportunities and services for which they are qualified without regard to race, color, gender, religion, or national origin. All National Guard programs and activities will be free from social, personal, or institutional barriers that prevent anyone from rising to the highest level of responsibility possible. It is our responsibility to provide and maintain an environment that fosters mutual respect, dignity, and equitable treatment.
3. Equal Opportunity (EO) is a commander's program. Every commander must lead by example. Commanders must understand and be able to identify prohibited discrimination. They must fulfill their obligation to prevent unlawful discrimination and take immediate corrective action, including discipline as appropriate.
4. Civilian employees and applicants for employment will not be discriminated against based on race or color, pregnancy, genetic information, religion, sex, national origin, age, or disability. Equal employment opportunity (EEO) maximizes human potential, enhances morale, and promotes mission accomplishment and productivity.
5. Civilian employees and applicants for employment who believe they have been subjected to unlawful discrimination should report the matter directly to their Service EEO Office in accordance with reference a.

6. Service members will not be accessed, classified, trained, assigned, promoted, or otherwise managed on the basis of race, color, sex, religion, or national origin, except as required by Federal law. Such discriminatory behaviors and practices undermine teamwork, loyalty, and the shared sacrifices of the men and women of America's National Guard.
7. Service members who believe they have been subjected to unlawful discrimination should report the matter directly to their chain of command, an EO Professional, or Inspector General in accordance with reference b.
8. Retaliation against any civilian or Service member for participating in any way in a protected EEO or EO activity is unlawful. Any perceived incidents of retaliation should be reported to the above-referenced offices based on civilian or military status.
9. If civilians, Service members, or their families feel uncomfortable for any reason reporting any incident of perceived discrimination directly to their chain of command, EO Professionals, or Inspector General within their State or Territory. Persons unsure of whom to contact should contact the National Guard Bureau using the EO hotline at 800-371-0617.
10. We encourage all members of the National Guard to enhance the Guard's readiness by achieving and maintaining a positive command environment.



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Director, Army National Guard



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