



**JOINT FORCE HEADQUARTERS-COLORADO  
COLORADO NATIONAL GUARD  
6848 SOUTH REVERE PARKWAY,  
CENTENNIAL, COLORADO 80112-6709**

15 January 2015

MEMORANDUM FOR ALL COLORADO NATIONAL GUARD SOLDIERS, AIRMEN, AND EMPLOYEES

FROM: TAG-CO

SUBJECT: Military Equal Opportunity (EO) Policy

1. The Colorado National Guard is committed to creating an environment where personnel are respected and valued for their contributions. The policy of the Colorado National Guard is to provide equal opportunity for all military personnel (Traditional and AGR) or applicants for membership in the Colorado National Guard. We must uphold the Seven Army Values and the Three Air Force Core Values in order to adhere to the principles of EO and Affirmative Action. The key to success is active participation from each and every one of us to ensure that each person's individual diversity is appreciated and maintained at all levels.
2. Members of the Colorado National Guard shall be judged on their qualifications, demonstrated skills and achievements without regard to differences in race, color, gender, sexual orientation, religion or national origin. Everyone shares the responsibility for treating one another with dignity and respect. Epithets, jokes, slurs or any other derogatory or harassing actions which are based on these differences cannot and will not be tolerated.
3. EO is the Commander's program. Commanders will be held accountable for developing and regularly monitoring EO programs in their organizations or units. Compliance with EO programs and regulations will be reflected in their officer evaluation report. Commanders, Supervisors and Equal Opportunity Advisors (EOAs) will be familiar with the applicable references for their duties and responsibilities. This includes the requirement for annual Defense Equal Opportunity Climate Surveys (DEOCS).
4. The State Affirmative Action Plan (AAP) provides oversight to the EO program within the organization and requires commanders to show a "Good Faith" effort to attain goals when recruiting, retaining and promoting individuals. Commanders will identify and mitigate deficiencies, actively monitor unit climates and ensure Equal Opportunity for development, assignments and training.
5. All Uniformed Service Members are encouraged to discuss EO related issues with Equal Opportunity Advisors (EOA) and Equal Opportunity Leaders (EOL). As leaders they can be used as sounding boards, guides and mentors in resolving issues.
6. In accordance with NGR 600-22, National Guard Military Discrimination Complaint System, if any Uniformed Service Member believes that he or she has been discriminated against, you

have the right to file an informal complaint by contacting any of the following individuals: Equal Opportunity Leader, Supervisor, Commander, Equal Opportunity Advisor, or the Human Resources Equal Opportunity Officer (HREO) to resolve the matter at the lowest level. If the complaint of discrimination is not resolved; you have the right to file a formal complaint with the next higher command.

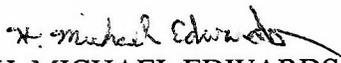
7. You have the right to file a complaint without fear of retaliation. Retaliation against any complainant(s) or individual(s) cooperating with an investigation of discrimination will not be tolerated.

8. The Joint Forces Headquarters EEO/EO staff stands ready to assist all service members, federal employees and commanders throughout the process. Do not hesitate to contact the EO/EEO Office with your questions, to seek assistance in filing a complaint, or to request assistance in the process.

- a. State Equal Employment Manager, 720-250-1175
- b. COARNG Traditional Personnel, HR/EO, 720-250-1438
- c. COANG Traditional Personnel, EO Director, 720-847-6765

9. This Memorandum will be posted on all area Bulletin Boards.

10. This letter supersedes any previous letters, same subject. If you have any questions, please contact Maj Tara Mack at (720) 250-1175 or email [taralene.d.mack.mil@mail.mil](mailto:taralene.d.mack.mil@mail.mil).

  
H. MICHAEL EDWARDS, Maj Gen, COANG  
The Adjutant General