

DEPARTMENT OF THE ARMY AND THE AIR FORCE  
JOINT FORCE HEADQUARTERS – INDIANA  
2002 SOUTH HOLT ROAD  
INDIANAPOLIS INDIANA 46241-4839



NGIN-ZA

3 December 2021

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Number 03-21: Equal Opportunity (EO) in the Indiana National Guard

1. References:

- a. DoDD 1020.02E, Diversity Management and Equal Opportunity in the DoDD, 8 June 2015, Incorporating Change 2, Effective 1 June 2018.
- b. NGR 600-21 Equal Opportunity Program in the Army National Guard, 22 May 2017.
- c. CNGBM 9601.01, National Guard Discrimination Complaint Process, 25 April 2017.
- d. CNGBI 9601.01, National Guard Discrimination Complaint Program, 27 September 2015.
- e. DoDD 1350.2, Department of Defense Military Equal Opportunity Program, 18 August 1995, Certified current as of 21 November 2003, Incorporating Change 2, 8 June 2015.
- f. ANGI 36-7, Air National Guard Military Equal Opportunity Program, 25 April 2003.

2. Scope: Equal Opportunity is an essential element of readiness that is vital to the accomplishment of our mission. Therefore, it is the responsibility of each member of the Indiana National Guard (INNG) to promote the personal and professional development of subordinates; ensure the fair, respectful treatment of assigned personnel; and establish a workplace and overall command climate that fosters dignity and respect for all members of the Guard. Unlawful discrimination based on race, color, religion, national origin or sex, including sexual orientation, gender identity, and sexual harassment, is strictly prohibited. Additionally, reprisal against an individual for having engaged in a protected Equal Opportunity activity regardless of whether the protected activity pertained to the civilian or military program is prohibited.

3. I expect every Soldier and Airman of the Indiana National Guard to support the legitimate rights of and encourage the aspirations of every individual. We must all work together to achieve a human relations culture in which everyone can realize their full potential.

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4. Background: My policy on discrimination is clear. Treat each member of the Indiana National Guard with dignity and respect. All allegations of discrimination and sexual harassment will be immediately addressed and appropriate corrective action taken. This policy applies to both on and off-post or base facilities during duty and non-duty hours.

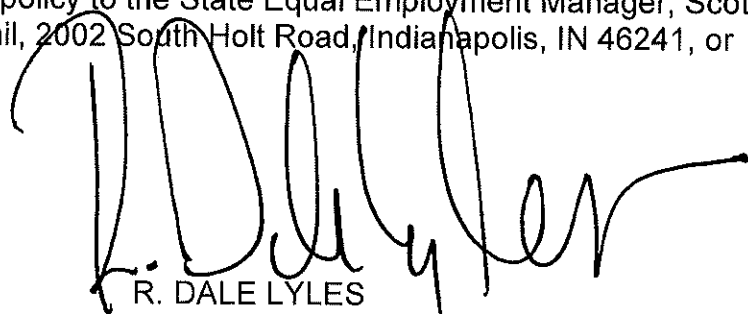
5. DISCRIMINATION COMPLAINTS: Per CNGBM 9601.01, you must report allegations of discrimination within 180 calendar days from the date of the alleged discrimination or the date that you became aware or reasonably should have become aware of the discriminatory event or action. Initially all complaints are informal, attempting resolution at the lowest level, which includes mediation, facilitation, or other Alternative Dispute Resolution (ADR) techniques to resolve issues. When informal resolution attempts are unsuccessful the complainant may file a formal complaint.

6. The chain of command is the primary channel for resolving discrimination complaints. It is a mission imperative for commanders to inquire into the issues and allegations, take corrective action, and to attempt to resolve the complaint where possible. Informal equal opportunity complaints must be filed with an Equal Opportunity Advisor (EOA), Air EO Director, or the State Equal Employment Manager (SEEM).

7. Commanders, managers, or other supervisors will ensure the widest possible dissemination to their personnel and post on bulletin boards and websites. Equal Opportunity Professionals on my staff are available to advise and assist individuals, commanders, management officials, and supervisors in addressing issues of discrimination.

8. This policy memorandum supersedes policy number 03-20, dated 1 July 2020.

9. Direct questions regarding this policy to the State Equal Employment Manager, Scott Lamb, at [scott.a.lamb.civ@army.mil](mailto:scott.a.lamb.civ@army.mil), 2002 South Holt Road, Indianapolis, IN 46241, or call (317) 247-3237.



R. DALE LYLES  
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The Adjutant General

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