



**DEFENSE HUMAN RESOURCES ACTIVITY**  
4800 MARK CENTER DRIVE, SUITE 06J25-01  
ALEXANDRIA, VA 22350-4000

**MEMORANDUM FOR DEFENSE HUMAN RESOURCES ACTIVITY CENTERS AND  
OFFICES**

**SUBJECT: Equal Opportunity Policy Statement**

The Defense Human Resources Activity (DHRA) is committed to equal opportunity and maintaining a model federal work environment free of discrimination. DHRA is committed to ensuring that no civilian employee or military member is denied equal opportunity because of race, color, religion, sex, pregnancy, national origin, age (40 or older), disability, or genetic information. It should be noted that equal opportunity for military members is driven primarily by military policies and regulations. While federal laws and regulations do not apply in their entirety to military members, DHRA Operating Instructions afford military members the same rights, to the extent possible, as those for civilian employees. DHRA is also fully committed to protecting its civilian employees and military members from retaliation for opposing unlawful discrimination, filing a complaint of discrimination, or participating in the discrimination complaint process. DHRA will not tolerate workplace harassment or reprisal against anyone who engages in protected activity.

The Pregnant Workers Fairness Act requires DHRA to provide reasonable accommodation to an employee's known limitations related to pregnancy, childbirth, or related medical conditions, unless such accommodation would pose an undue hardship. Equal Employment Opportunity covers all personnel and employment programs, management practices, and decisions, including, but not limited to, recruitment, hiring, merit promotions, transfers, reassignments, training and career development, benefits, and separations.

DHRA will continue to promote a healthy and nurturing workplace where all staff are valued, treated with dignity and respect, and empowered to maximize their full potential. All applicants and employees have the freedom to compete for employment and advancement opportunities, on a fair and equitable basis. Leaders at all levels are responsible for modeling appropriate conduct, and taking immediate action when issues arise. Supervisors and managers will be held accountable for ensuring compliance with EEO laws, regulations, and merit system principles.

All DHRA civilian employees and military members are afforded legal protection against equal opportunity violations and have the right to raise allegations of discrimination and harassment without fear of reprisal. Employees and applicants who believe they have been subjected to discrimination must contact an EEO Counselor within **45 calendar days** of the alleged discriminatory action or personnel matter. Individuals also have the right to request reasonable accommodation for disability or sincerely held religious beliefs.

The point of contact is Ms. Shirley Raguindin, EEO Director, at (571) 645-6952 or by email at [dhra.mc-alex.eeo.list.saco@mail.mil](mailto:dhra.mc-alex.eeo.list.saco@mail.mil).

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Director