



ADMINISTRATION AND
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE
1950 DEFENSE PENTAGON
WASHINGTON, DC 20301-1950

SEP 24 2004

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Equal Employment Opportunity Policy

Equal Employment Opportunity (EEO) is an essential element of readiness that is vital to the accomplishment of the mission of the Office of the Secretary of Defense and Washington Headquarters Services (WHS) serviced organizations. Directors, managers and supervisors are responsible for ensuring that the work environment is free from discrimination based on race, color, religion, sex (including sexual harassment), national origin, age, disability, or reprisal against individuals engaged in EEO activity. There is no rationale to justify discrimination or mistreatment of individuals in the workplace.

Discrimination undermines morale and impedes progress toward achieving performance goals. Such impediments can develop into costly distractions that produce poor business practices. Therefore, all employees should afford one another a level of professional courtesy and respect to foster an environment that is free from discrimination. Inappropriate behavior will not be tolerated and violators will be held accountable. Personal commitment to equal employment is an integral part of leadership and a responsibility shared by all.

Directors, managers, and supervisors should identify problem areas, immediately address the issues and aggressively seek resolution. Your vigilance can make the elimination of discrimination a reality within our organizations. The WHS, Human Resources Directorate, Equal Employment Opportunity Programs Division (EEOPD) staff is available to advise and assist directors, managers, supervisors and employees with EEO-related matters.

I encourage each of you to actively support the policies and principles of EEO to ensure continued progress is made throughout our organization. **Remember EEO does not just happen, we make it happen!** You can obtain additional information regarding the EEO program by contacting the EEOPD staff at (703) 588-0451.

A handwritten signature in black ink, appearing to read "R. DuBois".

Raymond F. DuBois
Director