



**DEPARTMENT OF DEFENSE  
WASHINGTON HEADQUARTERS SERVICES**

**1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155**



**MAY 13 2009**

**MEMORANDUM FOR ALL WASHINGTON HEADQUARTERS SERVICES (WHS)  
PERSONNEL**

**SUBJECT: Equal Employment Opportunity (EEO) Policy**

WHS holds EEO as a fundamental element of readiness that is vital to the Department's mission. WHS does not discriminate based on race, color, religion, sex (including sexual harassment), national origin, age (i.e., employees age 40 and older), disability (mental and physical), or reprisal against individuals engaged in protected EEO activity.

Unlawful discrimination diminishes organization morale, impacts productivity, and impedes progression toward achieving performance goals. Therefore, inappropriate behavior will not be tolerated and violators will be held accountable. Directors, managers, and supervisors should initiate proactive measures to prevent discrimination before it occurs. If there is evidence of misconduct, immediate and appropriate corrective action must be taken. Every effort should be made to protect individuals from reprisal for surfacing concerns of alleged misconduct.

Our personal investment in the tenets of EEO will enhance the quality, diversity and effectiveness of the workforce. These principles are inherent to sound human capital management practices, and must be an integral part of day-to-day conduct. The EEO mission is a collective responsibility for all military, civilian, and contract personnel assigned to or serviced by WHS.

The WHS, Planning and Evaluation Directorate, Equal Employment Opportunity Programs (EEOP) staff is available to advise and assist directors, managers, supervisors, and employees with EEO related matters. Additionally, the WHS Collaborative Resolution Program Advisor is available to discuss informal, neutral, voluntary, and confidential methods for early dispute resolution. For more information, EEOP staff may be reached at (703) 699-1805.

**Albert C. Ellett  
Acting Director**





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MAY 13 2009

MEMORANDUM FOR ALL WASHINGTON HEADQUARTERS SERVICES (WHS)  
PERSONNEL

SUBJECT: Anti-Harassment Policy

WHS shall not tolerate harassment based upon race, color, religion, sex (including sexual harassment), national origin, age (i.e., employees age 40 and older), disability (mental and physical), or reprisal against individuals engaged in protected equal employment opportunity (EEO) activity.

Inappropriate behavior crosses the line into "harassment" when it is unwelcome, based on a protected class cited above, and severe enough to alter the conditions of the victim's employment. Harassment can take two primary forms: hostile work environment and tangible employment action. All personnel and contractors must avoid behaviors that offend, intimidate, or interfere with the work performance of others. Managers and supervisors must avoid harassment involving a significant change in employment status or benefits.

If you encounter harassment, I encourage you to take a stand immediately and tell the individual that the behavior is inappropriate, offensive, and unwelcome. Use your chain of command or your agency's redress processes to report complaints of harassment.

Leadership is responsible for ensuring that the work environment is free of harassment. The agency has an obligation to conduct a prompt, thorough, and impartial inquiry into any matter where harassment is suspected or when a specific allegation is brought to the agency's attention. If there is evidence of misconduct, immediate and appropriate corrective action shall be taken.

The WHS, Planning and Evaluation Directorate, Equal Employment Opportunity Programs (EEOP) staff is available for advice and assistance on this and other EEO-related matters. The EEOP staff may be reached at (703) 699-1805 or email [diversity@whs.mil](mailto:diversity@whs.mil).

Albert C. Ellett  
Acting Director





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

JUN 1 1 2007

ADMINISTRATION AND  
MANAGEMENT

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: No FEAR Act Training and Notification Requirements

On May 15, 2002, Congress enacted Public Law 107-174, the "Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002;" commonly referred to as the No FEAR Act. As the name suggests, this law increases agency accountability for compliance with equal employment opportunity, anti-harassment and retaliation laws.

In accordance with the Act and implementing guidance, all personnel shall receive training in the rights and remedies available under discrimination and whistleblower protection laws (to include harassment of all forms), managing a diverse workforce, dispute resolution, and communication skills. New employees shall receive No FEAR Act training within 90 calendar days after entering on duty. Subsequent refresher training is required every two years thereafter. This satisfies equal employment opportunity and sexual harassment training requirements cited in Administrative Instruction No. 40, "Employee Learning and Development."

In addition to training, agencies must provide notice on the rights and remedies available under applicable antidiscrimination and whistleblower protection laws. As such, all WHS Serviced Components are responsible for prominently displaying the attached WHS "No FEAR Act Notice" in common areas or on their website. Furthermore, senior leaders must ensure that deployed civilian personnel are provided this notice, since the remedies and resources are applicable.

Washington Headquarters Services (WHS), Planning and Evaluation Directorate, Equal Employment Opportunity Programs (EEOP) is responsible for implementing the No FEAR Act. I encourage leadership to dedicate all resources necessary to achieve full compliance of this ongoing requirement. More information may be obtained by contacting the EEOP staff at (703) 699-1805 or by visiting the EEOP website at [www.whs.mil/EEOP/NoFEARAct](http://www.whs.mil/EEOP/NoFEARAct).

I stand firmly dedicated to a workplace free of harassment and unlawful discrimination and reprisal. Enduring commitment to the tenets of diversity, equal employment opportunity and collaborative resolution is an integral part of sound human capital management practices.

*Michael B. Donley*  
Michael B. Donley  
Director

Attachment:  
As Stated



ADMINISTRATION AND  
MANAGEMENT

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

MAY 15 2007

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Collaborative Resolution Program Policy

It is Department of Defense policy to utilize alternative dispute resolution (ADR) to the maximum extent appropriate to help resolve disputes, complaints, grievances and appeals. The Washington Headquarters Services (WHS) program for ADR is the Collaborative Resolution Program (CRP). The CRP is available to help resolve a broad scope of workplace issues, primarily through the use of mediation and facilitation. I am reaffirming my support for the CRP. This program is a resource for informal dispute resolution and a means for effective human capital management. It offers voluntary, neutral, confidential and enforceable processes.

The goal of the program is to facilitate conflict resolution at the earliest point feasible, through the quickest and most cost effective means, and at the lowest possible organizational level. The CRP is equipped to handle the gamut of workplace related disputes: communication, performance management, roles/responsibilities, personalities, cultural differences (including military/civilian), harassment and reasonable accommodation, to name a few. The CRP techniques are designed to effectively handle situations ranging from simple misunderstandings to complex cases. The CRP also offers more detailed training in conflict resolution skills, which provides employees and managers the ability to handle workplace disputes when they arise. For more information, you may visit the CRP website at [www.whs.mil/eeop/crp](http://www.whs.mil/eeop/crp) or contact the CRP Advisor at (703) 699-1813.

We all have a responsibility to actively participate in resolving workplace conflict in a productive and timely manner. I encourage utilizing the services of the CRP. This program is available to all personnel and components serviced by WHS.

*Michael B. Donley*  
Michael B. Donley  
Director