



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
JOINT FORCE HEADQUARTERS  
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CAAG

4 February 2010

MEMORANDUM FOR MILITARY SERVICEMEMBERS

SUBJECT: Policy Memorandum 2010-02 - Equal Opportunity

1. References:

- a. NGR 600-21, Equal Opportunity Program in the Army National Guard
- b. ANGI 36-7, Air National Guard Military Equal Opportunity Program

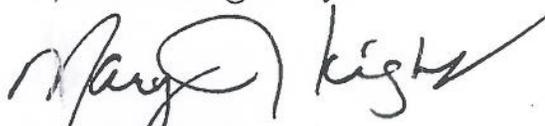
2. The California National Guard holds that Equal Opportunity is vital to the unity, readiness, and total capability of the organization. All leaders are responsible for ensuring that our Soldiers and Airmen (AGR, FTNGD-OS, M-Day, Traditional) receive fair and equitable treatment based on merit and capability, not their race, color, religion, nationality, or gender. We must foster a command climate that assures all Soldiers and Airmen their freedom to identify and report injustices and discrimination without threat of intimidation or reprisal. I expect leaders, Soldiers, and Airmen, to take swift, positive steps to help eradicate bias behaviors and discriminatory practices.

3. It is only with full command support that equal opportunity can become a reality. Soldiers and Airmen are encouraged to use the command's Equal Opportunity Complaint Process and report all violations to their chain of command. Should Soldiers and Airmen feel uncomfortable or fearful about filing a complaint with their chain, there are a number of alternate channels available to include Equal Opportunity professionals.

4. Diversity creates a competitive advantage which is the key to mission readiness and accomplishment. We must take advantage of all our strengths to make the California National Guard the quality organization we all expect. We are committed to maintain a culture that practices the following:

- a. Treats everyone with dignity and respect.
- b. Promotes a command climate that fosters fair, equitable and non-discriminatory treatment.
- c. Recognizes members as our most valuable asset.
- d. Promotes teamwork and constructive working relations.
- e. Utilizes leadership as the tool for the continuous pursuit of excellence.

5. Questions or comments may be addressed to Mr. Steven Read, State Equal Employment Manager, at (916) 854-3421, DSN 466-3421, CAGNET 6-3421, or [steve.read1@us.army.mil](mailto:steve.read1@us.army.mil).

  
MARY J. KIGHT  
Brigadier General  
The Adjutant General