



**DEFENSE HEALTH AGENCY**  
7700 ARLINGTON BOULEVARD, SUITE 5101  
FALLS CHURCH, VIRGINIA 22042-5101

06/30/2021

**MEMORANDUM FOR ALL DEFENSE HEALTH AGENCY EMPLOYEES**

**SUBJECT: Defense Health Agency Anti-Harassment Policy**

The Defense Health Agency (DHA) is committed to a workplace free of discriminatory harassment based on race; color; religion; sex, (including pregnancy, sex stereotyping, gender expression, gender identity, or transgender status); national origin; sexual orientation; age (over 40); physical or mental disability; protected genetic information; status as a parent; marital or military status; political affiliation; reprisal for opposing discrimination, participation in the Equal Employment Opportunity (EEO) process, or any other non-merit-based factor, by anyone in the workplace – supervisors, co-workers or non-employees.

Harassment can be verbal or physical conduct that denigrates or shows hostility or aversion toward an individual; actions or conduct which has the purpose or effect of creating an intimidating, hostile, or offensive work environment; unreasonably interferes with work performance; or otherwise adversely affects employment opportunities for an employee or applicant. Harassing conduct includes, but is not limited to use of epithets, slurs, negative stereotyping, threatening, intimidating, or hostile acts, written or verbal comments, or graphic material to denigrate or show hostility, or aversion toward an individual or group based upon a protected status, or directed toward an employee or applicant because of his or her membership in a protected category.

The DHA will not tolerate or condone any type of harassment, to include harassment that is not unlawful but adversely affects the work environment. Harassment is inconsistent with good order and has a negative impact on the mission and morale. To continue our path of success, we must ensure that all members of our team are afforded a professional work environment in which they are treated fairly. Therefore, I charge all leaders, managers, and supervisors at every level with maintaining an environment free of any form of workplace harassment.

Individuals who perceive they are being harassed or who witness harassment are encouraged to report it. Immediate reporting can help to bring about timely resolution to problematic situations and assist management in taking appropriate corrective action. Employees should promptly report incidents of harassment to their supervisor or someone in their chain of supervision. Employees may also report incidents of harassment to multiple avenues both within and outside their chain of command, such as to EEO, Human Resources or Legal officials. Allowing an employee to bypass his or her chain of supervision, under this policy, provides additional assurance that the harassment complaint will be handled in an impartial manner. Numerous laws, statutes and regulations have contributed to the development of the EEO program. The complaint process embedded in that program provides a forum for individuals to exercise their right to address perceived incidents of discrimination and/or harassment.

The Agency will protect the confidentiality of the employee or applicant making the harassment allegations to the fullest extent possible. The agency cannot guarantee complete confidentiality, since it cannot conduct an effective investigation without revealing certain information to the alleged harasser and potential witnesses. Information about the allegation of harassment will be shared only with those who need to know. A conflict between an employee's desire for confidentiality and the agency's duty to investigate may arise if an employee informs a supervisor about alleged harassment, but asks them to keep the matter confidential and take no action. Inaction by the supervisor in such circumstances could lead to agency liability. While it may seem reasonable to let the employee determine whether to pursue a complaint, the agency must discharge its duty to prevent and stop all discriminatory harassment regardless of whether it rises to the level of a violation of law.

When an employee reports to management alleged harassment, whether verbally or in writing, the agency is to conduct a prompt and thorough investigation of the allegation within 10 days, with corrective action within 60 days of receiving a harassment complaint. Retaliation, discrimination, or reprisal against an employee or applicant for reporting or cooperating with an investigation of allegations of harassment, is strictly prohibited, and may result in appropriate disciplinary action. Management should undertake whatever measures necessary to ensure that reprisal and retaliation does not occur.

The Agency will undertake immediate and appropriate corrective action, including when warranted disciplinary action up to and including removal of the harasser, whenever it determines that harassment has occurred in violation of this policy. Remedial measures will be designed to prevent and stop the harassment, correct its effects on the employee, and ensure that the harassment does not recur. These remedial measures need not be those that the employee requests or prefers, as long as they are effective. I expect leaders to participate in and support Alternative Dispute Resolution (mediation) at every opportunity, and they are encouraged to help resolve complaints at both the pre-complaint and formal stages of the process.

Any employee who believes that they have experienced employment discrimination should contact their servicing Force Resilience Office at [dha.ncr.readiness.mbx.office-force-resilience@mail.mil](mailto:dha.ncr.readiness.mbx.office-force-resilience@mail.mil). Any employee who believes they have been subjected to harassment within the Anti- Harassment scope of the laws and regulations enforced by the EEOC, can report the matter to his or her immediate supervisor (or second-line supervisor in the event the first-line supervisor is the alleged harasser) or Anti-Harassment Program Management at [dha.ncr.readiness.mbx.office-force-resilience@mail.mil](mailto:dha.ncr.readiness.mbx.office-force-resilience@mail.mil).

Mandatory training is required for all DHA civilian employees and their military supervisors. Training may be accessed through the "DHA LMS hosted by JKO at <https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf?ORG=MHS> for course:

DHA-US481, Anti-Harassment Workplace Training (0.5 hours),  
[https://jkosupport.jten.mil/html/COI.xhtml?course\\_prefix=DHA&course\\_number=-US481](https://jkosupport.jten.mil/html/COI.xhtml?course_prefix=DHA&course_number=-US481)

This policy will be posted on all official bulletin boards and websites and training is to be completed within 90 days of this signed memorandum.

RONALD J. PLACE  
LTG, MC, USA  
Director

cc:  
Defense Health Agency, Chief of Staff  
Defense Health Agency, Force Resiliency Office