



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

MEMORANDUM FOR SEE DISTRIBUTION LIST

SUBJECT: Equal Opportunity and Diversity Management Policy

The Defense Health Agency (DHA) embraces Equal Employment Opportunity (EEO) and inclusiveness and strives to maintain a work environment that is free of discrimination. EEO principles and policies cover all personnel/employment programs, management practices, and decisions, including, but not limited to, recruitment, hiring, merit promotions, transfers, reassignments, training and career development, benefits, and separations. To ensure a fair and equitable work environment for our employees, we fully embrace the principles of EEO, diversity, and inclusion as we recruit, develop, and retain a high-performing workforce that has the critical skills necessary for mission success. We recognize that in order to achieve greatness as an Agency, we must practice our principles of mutual respect for all.

It is DHA policy to ensure that no applicant for employment or employee of the DHA is denied equal opportunity because of race; color; religion; sex (including pregnancy, sex stereotyping, gender expression, gender identity, or transgender status); national origin; sexual orientation; age; physical/mental disability; protected genetic information; status as a parent; marital or military status; political affiliation; reprisal for opposing discrimination, participation in the EEO process, or any other non-merit-based factor. These protections extend to all management practices and decisions, including, but not limited to recruitment and hiring practices, appraisal systems, merit promotions, reassignment, transfers, benefits, training, and career development programs.

I am committed to fostering an inclusive workforce that reflects diversity through recruitment, hiring, effective outreach, and employee development. We will continue to identify and eliminate barriers to EEO and provide reasonable accommodations for individuals with disabilities. I expect managers and supervisors to ensure that our employees are given equal opportunity for career development programs, promotions, awards, training, recognitions and other applicable benefits and privileges of employment. Employees will have the freedom to compete on a fair and level playing field.

The DHA does not tolerate any form of workplace harassment (sexual or non-sexual), discrimination or retaliation. Employees and applicants for employment have the right to report incidents of discrimination or harassment without fear of reprisal. We will take prompt and appropriate corrective and/or disciplinary action, to include dismissal, when a DHA employee, agent of the DHA, or non-employee is found to have engaged in discrimination, retaliation, or harassment. Retaliation against those who initiate discrimination complaints, serve as witnesses or participate in the EEO process, or otherwise oppose discrimination and harassment is strictly prohibited.

Employees and applicants for employment who have knowledge of or believe they have been subjected to harassment, discrimination or retaliation for opposing discrimination in the workplace, or hindered from participating in the employment discrimination complaint process are encouraged to contact an EEO Counselor at [dha.ncr.eeo.mbx.eodm@mail.mil](mailto:dha.ncr.eeo.mbx.eodm@mail.mil) within 45 calendar days from the date of the alleged harassment, discrimination or retaliation or from the date on which they reasonably became aware of the harassment, discrimination or retaliation. If a formal complaint is filed and accepted, there will be a prompt, thorough, and impartial investigation.

Each of us must take responsibility for implementing the agency's EEO policy and cooperate fully in its enforcement. In doing so, we reaffirm our Agency's commitment to a workplace free of unlawful discrimination, harassment, and retaliation. Thank you for your personal support and commitment to upholding a positive work environment where all employees are free to perform at their highest capacity to further our mission.

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TELITA CROSLAND  
LTG, USA  
Director