



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

May 8, 2026

**MEMORANDUM FOR ALL DEFENSE HEALTH AGENCY EMPLOYEES**

**SUBJECT: Equal Employment Opportunity Policy Statement**

The Defense Health Agency (DHA) is committed to ensuring an atmosphere that is free from discrimination for all civilian employees. Federal civilian employees provide essential support to the fighting force, enabling the men and women in uniform to focus on their critical missions. As the Director, I am honored to reaffirm the agency's commitment to the principles of Equal Employment Opportunity (EEO) in the workplace.

It is the policy of the United States Government to provide equal opportunity in employment for all persons to prohibit discrimination in employment because of race, color, religion, sex, national origin, age (40 or older), disability, genetic information, pregnancy, childbirth, and medical conditions related to pregnancy and childbirth; and to promote the full realization of equal opportunity throughout each agency. Reprisal against individuals engaged in protected EEO activity (such as reporting discrimination or participating in the EEO process) is also prohibited. DHA employees shall not engage in discrimination or acts of reprisal and must comply with all EEO laws, policies, procedures, and executive orders. DHA will not tolerate workplace harassment or reprisal against anyone who engages in protected activity and will take prompt action if an employee has engaged in discriminatory conduct or an act of reprisal.

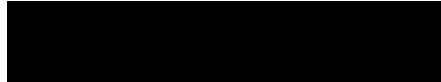
EEO covers all personnel/employment programs, and management practices and decisions, such as recruitment, hiring, merit promotions, transfers, reassignments, training and career development, benefits, and separations. It is DHA's responsibility to ensure that all employees are afforded equal opportunity to compete on a fair and level playing field and enjoy all the same rights and privileges of employment which includes providing reasonable accommodations to employees and applicants with disabilities and sincerely held religious beliefs, observances, and practices.

DHA senior leaders, supervisors and managers have a critical role and responsibility to prevent and eliminate workplace discrimination by exhibiting values-based leadership, modeling appropriate behavior, leading by example, treating everyone with dignity and respect, and promoting a workplace atmosphere that is free from discriminatory behavior. Additionally, senior leaders, supervisors and managers who observe or receive reports of acts of discrimination and/or reprisal must address such matters immediately. Likewise, employees that observe acts of discrimination and/or reprisal must report such acts to senior leaders, their supervisor, and/or manager.

Employees or applicants who believe they have been subjected to workplace discrimination or retaliation should contact the DHA Office of Equal Employment and Resolution Management (OEERM) within 45 calendar days from the date of the alleged discriminatory act(s) at [dha.OEERM@health.mil](mailto:dha.OEERM@health.mil) to initiate an EEO complaint.

It is incumbent upon all of us to ensure the DHA sets the example of a workplace free of discrimination and reprisal, where everyone is treated with dignity and respect. Furthermore, each of us is responsible for implementing DHA's EEO policy and cooperating fully in its enforcement. In doing so, we reaffirm our collective commitment to the principles of EEO in the workplace.

For more information, please visit the DHA OEERM website at [www.dha.mil/OEERM](http://www.dha.mil/OEERM).



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