

**ARIZONA**  
Department of Emergency and Military Affairs

**POLICY LETTER NO. 20.08**

**POLICY LETTER**

**DATE 16 MARCH 2011**

**OPR DEMA/SA-A  
AZAA-HRE**

**SUBJECT: Equal Opportunity**


**REGULAR POLICY LETTER DISTRIBUTION  
(POLICY LETTER 10.01)**

References:

NGR (AR) 690-600/NGR (AF) 40-1614, Vol I & II  
NGR 600-22/ANGI 36-3  
DEMA Directive 20.1, Chapter 15

1. Our most valuable asset in accomplishing our mission is the outstanding caliber of people who make up the Department of Emergency and Military Affairs and the Arizona National Guard. I am committed to equal opportunity and direct all commanders, managers and supervisors to continue to assist me in achieving and maintaining an environment promoting equality for all our employees and Guard personnel.
2. Discrimination or harassment based on race, color, religion, gender (to include sexual harassment), national origin, age, physical disability (to include pregnancy) and retaliation based on EEO activity is strictly prohibited. All Department of Emergency and Military Affairs, Army and Air National Guard commanders, managers and supervisors are responsible for and charged with maintaining a fair and equitable working environment, and providing equal opportunity for all employees and applicants for civilian employment and National Guard membership.
3. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility toward an individual because of his/her race, color, religion, gender, national origin, age, disability, or any other characteristic protected by law and that:
  - a) has the purpose or effect of creating an intimidating, hostile or offensive work environment;
  - b) has the purpose or effect of unreasonably interfering with an individual's work performance; or
  - c) otherwise adversely affects an individual's employment opportunities.
4. Any questions or concerns may be directed to the State Equal Employment Manager at (602) 629-4836/ DSN 853 (for Federal Civil Service Technicians or Military members) or the DEMA Director of Human Resources at (602) 267-2731 (for State employees).
5. In addition, all written bid announcements, requests for applications, program brochures and literature, and general solicitations shall include the phrase: "AN EQUAL EMPLOYMENT OPPORTUNITY AGENCY".

**THIS POLICY STATEMENT WILL BE POSTED ON ALL  
UNIT AND WORKPLACE BULLETIN BOARDS.**

  
HUGO E. SALAZAR  
Major General, AZ ARNG  
The Adjutant General