



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
JOINT FORCE HEADQUARTERS, KENTUCKY NATIONAL GUARD  
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FRANKFORT, KENTUCKY 40601-6168

NGKY-TAG

8 March 2023

MEMORANDUM FOR All Commanders and Supervisors, Kentucky Army, and Air National Guard

SUBJECT: Equal Opportunity

1. This policy memorandum supersedes all previous editions.
2. References:
  - a. Interim Guidance Memo to Supplement CNGBM 9601.01 – Reforms to Counter Sexual Harassment in the National Guard.
  - b. DoDI 1350.02, DoD Military Equal Opportunity Program, 4 September 2020, Change 1 Effective 20 December 2022.
  - c. DoDI 1020.03, Harassment Prevention and Response in the Armed Forces Effective 8 February 2018, Change 2 Effective 20 December 2022.
  - d. NGR 600-21 Equal Opportunity Program in the Army National Guard, 22 May 2017.
  - e. CNGBM 9601.01, National Guard Discrimination Complaint Process, 25 April 2017.
  - f. CNGBI 9601.01, National Guard Discrimination Complaint Program, 27 September 2015.
  - g. NG Pam 600-22/ANGP 36-3 Investigating Military Discrimination Complaints, 26 April 2002
3. Equal Opportunity (EO) is an inseparable part of sound leadership. Arbitrary barriers of harassment, including sexual harassment, and unlawful discrimination on the basis of race, color, national origin, religion, sex, gender identity, or sexual orientation interfere with the professional and personal development of our Soldiers and Airmen. They also undermine the combat readiness and mission effectiveness of our units. Conversely, fair treatment promotes quality of life and provides an environment in which personnel can perform to their maximum ability. This policy applies to both on and off-post or base facilities during duty and non-duty hours.
4. Commanders at all levels are responsible for the climate of their command. I expect them to be thoroughly familiar with applicable regulations, and to empower their Military

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Equal Opportunity (MEO) Officers or Equal Opportunity (EO) Advisors and EO Leaders to do their jobs and see to it they do it properly.

5. The Commander will emphasize EO policies, procedures, and training. Policies and posters must be displayed in prominent areas. Individuals assuming command responsibilities must be mindful to set the example.

6. The chain of command is the primary channel for resolving informal resolution requests. The Chain of Command will ensure discrimination is not practiced, condoned, or tolerated in the KYNG. It is a mission imperative for commanders to assist the claimant, appoint investigating officers outside of the Brigade Size Element or Wing to investigate the issues and allegations, take corrective action, and to attempt to resolve the informal resolution request, where possible. Informal Resolution Requests (IRRs) must be filed with the Equal Opportunity Advisor (EOA), EO Director, or the State Equal Employment Manager (SEEM) within 180 calendar days from the date of the alleged discrimination or the date the individual became aware or reasonably should have become aware of the discriminatory event or action.

7. I prohibit commanders, NCOs, and all leaders from taking any action that discourages a member or recruit from filing an informal resolution request or seeking assistance when resolving EO matters. It is the responsibility of command to ensure the claimant is protected from reprisal or retaliation when engaging in protected activity.

8. My points of contact for this memorandum are LTC Walter N. Shackelford, HR/EO at 502-607-1274 or via e-mail at [walter.n.shackelford.mil@army.mil](mailto:walter.n.shackelford.mil@army.mil), 1<sup>st</sup> Lt LaShonda R. Unseld-Hopkins, EO Director at 502-413-4094 or via e-mail at [lashonda.r.unseld.1@us.af.mil](mailto:lashonda.r.unseld.1@us.af.mil).



HALDANE B. LAMBERTON

Major General, KYNG

The Adjutant General