



STATE OF WEST VIRGINIA
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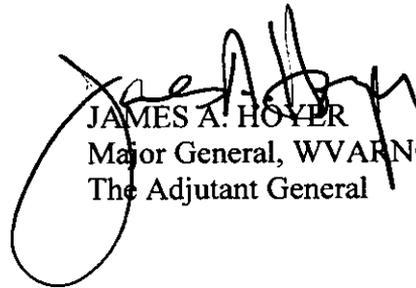
MEMORANDUM FOR All Personnel

OCT 04 2012

SUBJECT: Equal Employment Opportunity Policy

1. Applicability and guidance for this policy comes from Title VII of the Civil Rights Act of 1964, as amended, and implemented by National Guard Regulation NGR (AR) 690-600/NGR (AF) 40-1614.
2. It is the policy of the West Virginia National Guard to provide equal employment opportunity based on qualification, merit, and fitness without regard to race, color, religion, sex (gender), national origin, age, and physical or mental disability. The purpose of this policy is to emphasize my total support of Equal Employment Opportunity programs within the West Virginia Army and Air National Guard.
3. In this time of great change, it is more important than ever each of us incorporates the tenets of equality into our daily lives. We must strive to support, encourage, and enhance the values of equitable treatment by example. Each commander, manager, and supervisor must demonstrate dynamic leadership by fostering a workplace free of discrimination. We must continually strive for a full-time workforce reflective of the communities we serve. It is my hope each leader of this organization will promote equal opportunity as an integral part of every personnel policy and proactively endeavor in the employment, development, advancement, and treatment of all employees by:
 - a. Administering an Affirmative Employment Program in a positive and effective manner.
 - b. Assuring recruitment activities reach all sources of job candidates.
 - c. Utilizing to the fullest extent the present skills of each employee,
 - d. Providing maximum feasible opportunity to employees to enhance their skills to perform at their highest potential and advance in accordance with their abilities.
4. Each leader, along with each employee, is expected to maintain an harassment free environment without discrimination to facilitate mission accomplishment. Opportunities for promotion, training, awards, and selection for key leadership positions will be based upon merit and performance.
5. Leaders at all levels share the responsibility for achieving our equal employment opportunity objectives. I expect each of you to adopt these measures and make it a reality.

6. The point of contact for this memorandum is the State Equal Employment Manager, Lt Col Kenneth L. Hale, at (304) 561-6430 or DSN 623-6430.



JAMES A. HOYER
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