



DEPARTMENT OF WAR
DEFENSE MEDIA ACTIVITY
6700 TAYLOR AVENUE, SUITE 5902
FORT MEADE, MD 20755

December 10, 2025

MEMORANDUM FOR ALL DEFENSE MEDIA ACTIVITY (DMA) PERSONNEL

SUBJECT: Policy Memorandum #1 – Equal Employment Opportunity and Military Equal Opportunity

Purpose. Equal Employment Opportunity (EEO) covers all personnel and employment programs, management practices, and decisions including, but not limited to, recruitment, hiring, merit promotions, transfers, reassignments, training and career development, benefits, and separations. This policy assigns responsibilities for a positive work environment and provides guidance on all aspects of the equal employment program including compliance with Equal Employment Opportunity Commission (EEOC) regulations, EEO complaint processing and adjudication, and affirmative action employment programs.

Policy. My goal is to create a climate of innovation, opportunity, and success within DMA where each employee is recognized for his or her individual performance and is given the opportunity to contribute fully to the accomplishment of our mission, which depends on a work environment free from discrimination that promotes equal opportunity and fair treatment for Service members, civilian employees, and family members.

DMA strictly prohibits discrimination in employment decisions based on race; color; religion; sex; national origin; age; disability; genetic information; pregnancy, childbirth, or related medical conditions; reprisal; or any other non-merit-based factor. All employees have the freedom to compete on a fair and level playing field without regard to the aforementioned factors. DMA is committed to ensuring an environment in which employees are fully empowered to raise concerns about employment discrimination or harassment and to participate in the agency's EEO process. Accordingly, DMA strictly prohibits retaliation against employees for opposing employment discrimination or for participating in the EEO complaint process. DMA also strictly prohibits personnel from interfering with another individual's participation in the EEO process. These protections extend to all management practices and decisions, including recruitment and hiring practices, performance evaluations, and training and career development programs.

Discrimination adversely impacts performance, hinders professional career development, and destroys morale and cohesion. Discrimination will not be tolerated. Anyone who engages in discrimination and/or reprisal resulting from discrimination may be subject to disciplinary action.

DMA employees engaging in EEO activity must understand that this process does not shield an employee from all discipline or discharge. Employers are free to discipline or terminate workers if motivated by non-retaliatory and non-discriminatory reasons that would otherwise result in such consequences.

Our supervisors bear a special responsibility for enforcing anti-discrimination and anti-harassment laws and promoting a positive workplace. Supervisors are also reminded of their responsibilities to prevent, document, and promptly correct harassing conduct in the workplace, and to provide reasonable accommodation to qualified individuals with disabilities and accommodation for religious practices in accordance with applicable laws. Leaders should continually monitor their workforce and take timely and appropriate disciplinary action against individuals who engage in EEO-based discrimination, harassment, or retaliation.

Abuse of the EEO Process. The EEOC considers a complaint to be an abuse of the EEO process if it's a clear pattern of misuse. This means the complainant is using the process for a purpose other than what it was intended for. Examples of abuse:

- Filing multiple complaints about the same issues.
- Filing complaints that are vague or have been previously resolved.
- Filing complaints to retaliate against the agency.
- Filing complaints to circumvent other administrative processes.
- Filing complaints that are an attempt to overburden the EEO system.

How the EEOC determines abuse:

- The EEO Director reviews the complainant's record, including the number and types of complaints filed.
- The EEO considers whether the complainant is attempting to circumvent other administrative processes.
- The EEOC considers whether the complainant is attempting to retaliate against the agency.
- The EEOC wants to protect the integrity of its administrative process.
- The EEOC wants to prevent individuals from abusing the EEO system.
- The EEOC wants to prevent individuals from overburdening the EEO system.

If an employee or applicant believes that they have been subjected to EEO-based discrimination, harassment, or retaliation, the individual must contact an EEO Counselor within 45 calendar days of the date of the matter alleged to be discriminatory, harassing, or retaliatory, or in the case of personnel action, within 45 calendar days of the effective date of the action. Addressing conflict at the lowest level through Alternative Dispute Resolution processes such as conflict coaching and mediation should be used as an alternative to litigation or formal administrative procedures to the maximum extent possible.

Military Personnel. The organization's goal is to eliminate discrimination and unequal treatment by and against its employees through prevention, education, and training. All Service members are required to receive annual training on the prevention of discrimination. DMA will support and follow all applicable requirements of DoD Instruction 1350.02, "DoD Military Equal Opportunity Program." Military Service leaders will select, train and appoint Equal Opportunity

Leader/Representatives (Primary/Alternates). The Military Service leaders will track all compliance reporting requirements and brief the DMA Command Senior Enlisted Leader, Chief of Staff, General Counsel, and the Director of Equal Employment Opportunity. The tracking of this data is critical to the DoD investigations and DoD compliance reporting data calls.

Informal Military Equal Opportunity (MEO) Complaints. Informal MEO complaints will be addressed at the lowest appropriate level and handled by the appointed Equal Opportunity Leader/Representative. In accordance with Military Department and Military Service policy, a MEO professional or a member in the complainant's chain of command (other than the commander) will initiate informal resolution procedures within three duty days. If the complaint is not or cannot be resolved within 30 duty days or the complainant is not satisfied with the outcome, the complainant may file a formal complaint.

Formal MEO Complaints. All formal MEO complaints must be processed in accordance with any applicable privacy requirements of DoD Instruction 5400.11, "DoD Privacy and Civil Liberties Programs," and the Privacy Act of 1974. Formal MEO complaints will be processed by an appropriate MEO professional using the procedures in paragraphs 4.2.a. through 4.2.c. of DoDI 1350.02. Formal MEO complaints submitted to a cognizant commander or supervisor, inspector general's office, or staff designated by the Garrison Support MEO, Military Department and Military Service concerned to receive MEO complaints will be referred to a MEO professional for processing.

This memo cancels the DMA memo on the same subject dated September 25, 2025. Please contact the DMA EEO office at dma.meade.hqdma.mbx.dma-eeo@mail.mil for more information.

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Acting Director