



**NATIONAL GUARD BUREAU**  
1636 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1636

**MAY 19 2025**

**NATIONAL GUARD BUREAU EQUAL EMPLOYMENT OPPORTUNITY**

As Chief of the National Guard Bureau, I am committed to providing a work environment that promotes dignity and respect. Our employees will have the freedom to compete in a fair and level playing field. We must embrace Equal Employment Opportunity and the principles of fairness, opportunity, and compliance as we recruit, develop, and retain a high-performing workforce.

We are committed to ensuring that all applicants and employees of the National Guard Bureau are treated fairly and are free from discrimination based on race, color, religion, sex (including pregnancy), parental status, national origin, age, disability, genetic information (family medical history), political affiliation, military service, and other non-merit-based factors. These protections extend to all aspects of employment, including recruitment, hiring, performance evaluations, promotions, training, and access to career development programs.

We are committed to upholding a workplace that is free from harassment and discrimination. All employees and applicants have the unequivocal right to report any incidents of harassment or discrimination without fear of retaliation. Any form of retaliation against those who file complaints, serve as witnesses, or engage in protected communications is strictly prohibited and will not be tolerated.

Leaders, managers, and supervisors are responsible for fostering a respectful work environment and will promptly address all allegations of harassment before they escalate. Any employee or applicant who believes they have experienced, or are aware of, discriminatory or harassing behavior should file an Equal Employment Opportunity complaint within 45 days of the incident by contacting a supervisor, the Human Resources Office, or the National Guard Bureau Equal Opportunity Compliance Office.

Each of us has a vital role in ending workplace discrimination. By remaining vigilant and dedicated to this effort, we reaffirm our agency's commitment to our greatest asset, our people, to be Always Ready, Always There!

Sincerely,

A handwritten signature in black ink, appearing to read "S.S. Nordhaus", is written over a horizontal line.

Steven S. Nordhaus  
General, U.S. Air Force  
Chief, National Guard Bureau