

## Arkansas National Guard TAG Policies

<https://armyeitaas.sharepoint-mil.us/sites/NGAR-TAG/TP/Forms/Current%20Tag%20Policies.aspx>

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2020-13 Prohibition of Arkansas National Guard Facilities Usage as Living Quarters

2020-12 Enlisted Reductions Policy

2020-11 Training During Officer- Enlisted Association Conventions

2020-07 Management of AR National Guard Performing Full Time National Guard Duty-Counterdrug

2019-09 Command Policy on Audit Follow-Up

**2018-06 Nepotism**

2017-10 Arkansas National Guard Motorcycle Safety Policy

2016-16 Suicide Prevention Policy

2016-12 Domestic Violence and Stalking

2014-14 DUI-DWI Policy

2013-05 Arkansas National Guard Suicide Prevention Program

2011-11 Community Relations Programs and Domestic Action Projects

2010-03 Providing a Drug Free Workplace



**ARKANSAS DEPARTMENT OF THE MILITARY  
OFFICE OF THE ADJUTANT GENERAL  
CAMP JOSEPH T. ROBINSON  
NORTH LITTLE ROCK, ARKANSAS 72199-9600**



**SARAH HUCKABEE SANDERS  
GOVERNOR**

**OLEN CHAD BRIDGES  
BRIGADIER GENERAL  
THE ADJUTANT GENERAL**

NGAR-HRO-LRS

11 December 2025

MEMORANDUM FOR All Arkansas National Guard Full-Time Federal Employees

SUBJECT: The Adjutant General's Policy# 2025-17, Standard Work Schedule

1. References:

- a. 5 USC § 6120-6133, Flexible and Compressed Work Schedules.
- b. Department of Defense Instruction 1400.25, Volume 610 – DoD Civilian Personnel Management System: Hours of Duty, incorporating changes dated 20 September 2024.
- c. Chief, National Guard Bureau Instruction 1400.25, Volume 630 – Technician Absence and Leave Program, dated 23 April 2021.

2. Purpose. This policy supersedes The Adjutant General's Policy 2024-08, Standard Work Schedule, dated 20 March 2024. Intent is to establish current policy and assign responsibilities reference the organizational hours of operations and work schedules for the Arkansas National Guard.

3. Applicability. This policy applies to all full-time federal employees, including all Active Guard Reserve Soldiers and Airmen; military technicians, as defined by 10 USC § 10216; and Title 5 civilian employees, as defined by 5 USC § 2101. This includes temporary, indefinite and permanent federal employees. State Military Department employees should refer to the current Military Department Compressed Work Schedule (CWS) Policy.

4. Policy.

a. Activity Hours. All units, directorates, wings, and other activities will be at least minimally staffed Monday through Friday from 0700 to 1530, excluding federal holidays, to maximize support to traditional Guardsmen, families, and other supported entities. Supervisors at all levels are responsible for scheduling their workforce to ensure capabilities are maintained each duty day. Guidance in relation to federal holidays is published via the HRO Public Guidance Page on TEAMS.

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SUBJECT: The Adjutant General's Policy# 2025-17, Standard Work Schedule

b. Approved Work Schedules. The 5 x 8 is an approved standard work schedule where an employee works five eight-hour days per week from 0700-1530. The 5-4/9 CWS is another approved option where an employee works eight nine-hour days, from 0700-1630, and one eight-hour day, from 0700-1530, every two weeks to complete 40 hours. The second Monday of each technician pay period, commonly referred to as B schedule, is the compressed day off option for all employees working under the 5-4/9 CWS. Any other day off other than Monday is a deviation from the approved standard work schedules. The first Monday of the technician pay cycle, commonly referred to as A schedule, is not an authorized standard work schedule or deviation request.

c. Alternate Daily Work Schedules. Directorates, Wing Commanders, and Major Command Administrative Officers have authority to approve alternate daily work schedules that change the start and end time of an employee's workday while maintaining a 5 x 8 or 5-4/9 schedule. Alternate report times should be the exception. Employees must request approval of alternate daily work schedules at least two weeks prior to the beginning of the next pay period and they will not be allowed to liberally switch back and forth between schedules.

d. Deviation to Compressed Work Schedules. Establishing an employee's schedule in a manner that is inconsistent with the B schedule 5-4/9 and 5 x 8 constitutes a deviation from the approved work schedules. Deviations will only be authorized if they increase mission readiness. Employee preference is not a justification for deviations.

e. Deviation Requests. Directorates, Wings, and Major Commands will request exceptions to this policy using the attached templates signed by the respective Director, Commander, or Administrative Officer. Exception requests are routed to the HRO-LRS via the HRO App under the routing request title, "Work Schedule ETP." The HRO will coordinate all deviation requests through the Director of Joint Staff (DJS) for final approval. If an organizations deviation request is approved, the respective Director, Commander, or Administrative Officer will ensure appropriate actions are taken in ATAAPS for each T5 and T32 technician.

f. Administration. Chargeable time for leave taken by employees on the 5-4/9 schedule equals the number of hours scheduled to work on the day of leave requested. Employees will adhere to the work hours of any temporary duty/work location, or those hours determined by the mission commander when performing temporary duty/work, operational flying temporary duty/work, attending schools, seminars, conferences, or other training. This may require a temporary adjustment in the employee's work schedule and payroll submission.

g. Reporting. HRO-LRS will maintain a copy of all approved work schedule deviations. Every September, Directorates, Commanders, and Administrative Officers will validate current deviations with HRO-LRS, who will provide a memo rolling up all re-validated deviations to the DJS for review. By name rosters for all full-time employees (T5/T32 Technicians and AGRs) will be provided by each Directorate, Wing, and Major

NGAR-HRO-LRS

SUBJECT: The Adjutant General's Policy# 2025-17, Standard Work Schedule

Command detailing the employee's approved work schedule to ensure appropriate coverage for each organization IAW paragraph 4a.

5. Point of Contact. POC for this topic is the Labor Relations Specialist at [kevin.s.burton.civ@army.mil](mailto:kevin.s.burton.civ@army.mil).



OLEN C. BRIDGES  
Brigadier General  
The Adjutant General



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 188TH WING  
FORT SMITH AR

MEMORANDUM FOR NGAR-HRO-Z  
NGAR-ANG-DOS  
NGAR-DJS

Day Month Year

FROM: 188 WG/CC  
4850 Leigh Ave  
Fort Smith, AR 72903

SUBJECT: Request Deviation from Standard Work Schedule

1. IAW TAG Policy 2025-xx "Standard Work Schedule", I respectfully request a deviation from the standard work schedule for the *Organization Name Here*.
2. Justification: Justification should speak to mission objectives, readiness, and/or training requirements that do not fit into the 5 x 8 or 5-4/9 B Schedule. The *Organization Name Here* hereby requests to deviate from the standard work schedule to <insert proposed schedule>.
3. Point of contact for this memorandum is the undersigned at 479-573-5188 or [john.doe@us.af.mil](mailto:john.doe@us.af.mil).

JOHN E. DOE, Colonel, AR ANG  
Commander, 188th Wing



**MILITARY DEPARTMENT OF ARKANSAS**  
OFFICE OF THE ADJUTANT GENERAL  
NORTH LITTLE ROCK, ARKANSAS 72199-9600

NGAR-HRO-LRS

Day Month Year

MEMORANDUM FOR *Appropriate Directorate or Commander*, Arkansas National Guard,  
*Camp Robinson, North Little Rock, AR 72199-9600*

SUBJECT: Response to Exception to Policy Request

1. I have considered your request of exception to policy to the standard work schedule:
  - a. \_\_\_\_\_ I approve this request.
  - b. \_\_\_\_\_ I disapprove this request.
2. This decision is based on the organization's mission requirements and the reasonable belief that it
  - a. \_\_\_\_\_ will increase mission readiness.
  - b. \_\_\_\_\_ will not increase mission readiness.
3. Point of contact for this memorandum is the Labor Relations Specialist at 501-212-4207 or [kevin.s.burton.civ@army.mil](mailto:kevin.s.burton.civ@army.mil).

JOHN E. DOE  
Brigadier General  
Director of Joint Staff



**ARKANSAS DEPARTMENT OF THE MILITARY  
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**SARAH HUCKABEE SANDERS  
GOVERNOR**

**OLEN CHAD BRIDGES  
BRIGADIER GENERAL  
THE ADJUTANT GENERAL**

NGAR-HRO-EEM

18 June 2025

**MEMORANDUM FOR Arkansas National Guard Full-Time Federal Employees**

**SUBJECT: The Adjutant General's Policy 2025-13, Employee Assistance Program (EAP)**

**1. References.**

a. Technician Personnel Regulation 792, Alcohol and Drug Abuse Program, dated 8 February 2011

b. 5 C.F.R Part 792, Federal Employees' Health, Counseling, and Work/Life Programs

c. Executive Order 12564, Drug-Free Federal Workplace, 51 Federal Register 32.8989 (1986)

**2. This memorandum supersedes The Adjutant General's Policy 2022-12, Employee Assistance Program, dated 27 May 2022.**

**3. Employees are the most valuable resource of the Arkansas National Guard. When employees are working at their best, the Arkansas National Guard is operating at its best. Coping with problems is a normal part of life. We have all, at one time or another, experienced personal problems that have caused us to feel uncomfortable. Most often, with the help of family and friends, we can overcome these problems before they have a serious impact on our lives. However, there may be times when employees may feel overwhelmed by their problems; and if this were to happen, the Employee Assistance Program (EAP) is a resource available to help.**

**4. Assistance may be provided for a wide variety of personal concerns under the auspices of EAP. This service helps employees access problem-solving resources. The EAP Manager can help employees understand governing policies, procedures, and benefits of the EAP, including but not limited to emotional, family, financial, marital, alcohol abuse, and substance abuse counseling. Drug and alcohol abuse are serious, treatable health problems that may affect job performance, conduct, or efficiency of the**

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SUBJECT: The Adjutant General's Policy 2025-13, Employee Assistance Program (EAP)

service. Employees experiencing personal problems will be afforded the same consideration and assistance that is provided for other health issues.

5. There are two different types of EAP actions. The first is called Self-Referral: An employee simply calls the EAP office to schedule an appointment. The second is called Supervisor Referral: Supervisors may refer employees to the Employee Assistance Program when they notice a problem exists by observing such things as declining job performance, increased absenteeism, and/or changes in work habits. When an employee's work is affected, the supervisor must talk to that employee about their work issues. Supervisors will deal with conduct or performance issues as required. Whether a supervisor referral or self-referral, employees are encouraged to utilize EAP resources.

6. Employees are authorized the necessary leave time for EAP visits and will need their supervisor's approval to schedule leave time from work. However, employees do not have to discuss their personal problems with their supervisor. If the employee prefers not to let anyone know they intend to use the EAP service, then the employee will need to take annual leave, sick leave, or make other arrangements. There is no cost for EAP referrals. It is the employee's responsibility to pay any cost for outside resources. Depending on the benefit option chosen on individual medical plans, employee coverage and steps to get help may differ. Your EAP Manager can provide information regarding individual coverage.

7. The EAP is confidential service designed to help employees resolve their personal problems before disrupting their personal or work life. No employee's job security or promotion opportunities are jeopardized by their request for counseling or referral assistance, except as limited by Title II, section 201 (c)(2) of Public Law 92-255, which relates to sensitive positions. Service providers will not provide information discussed during the employee's EAP visits, including information to supervisors, without the employee's written consent unless the employee discloses activities that require reporting. Nothing about an employee's personal problems will be put into their personnel record. Service providers will preserve the confidential medical records of employees with alcohol and/or substance abuse problems in accordance with Section 333 of Public Law 91-616, as amended by Section 122 of Public Law 93-282 and implementing regulations.

8. The point of contact for the EAP is the State Equal Employment Manager, 501-212-4231 or DSN 962-4231.



OLEN C. BRIDGES  
Brigadier General  
The Adjutant General



**ARKANSAS DEPARTMENT OF THE MILITARY  
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BRIGADIER GENERAL  
THE ADJUTANT GENERAL**

NGAR-HRO-EEM

18 June 2025

MEMORANDUM FOR All Service Members and Employees Arkansas National Guard

SUBJECT: The Adjutant General's Policy 2025-12, Anti-Harassment

1. References.

- a. Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000e, et seq., as amended
- b. Equal Employment Opportunity in the Federal Government, 08 August 1969
- c. 29 CFR, Part 1614, Federal Sector Equal Employment Opportunity, 9 November 1999
- d. DOD Directive 1440.1, Department of Defense Civilian Equal Employment Opportunity Program, 21 November 2003
- e. U.S. Equal Employment Opportunity Commission, Management Directive 110, 05 August 2015, "Federal Sector Equal Employment"
- f. Public Law 107-17 4, 15 May 2002, "Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002"
- g. Army Regulation (AR) 600-20, Army Command Policy, 24 July 2020
- h. Air Force Instruction 1-1, Air Force Standards, 07 August 2012

2. This memorandum supersedes The Adjutant General's Policy 2022-14, Anti-Harassment, dated 27 May 2022.

3. As the Adjutant General, it is my policy to maintain a work environment in which people are treated with dignity and respect. I am committed to the Department of Defense (DOD) policies against harassment of any kind and have zero tolerance for these unlawful employment practices. The Arkansas National Guard's goal is to prevent and correct all behavior that violates this policy.

4. All employees (military, civilians, Title 5, and Title 32 Technicians) are subject to this policy. The appropriate command authority will take suitable disciplinary action against any employee who violates this directive. The disciplinary action will depend on the seriousness of the offense and may include verbal or written reprimand, suspension, or termination of employment.

5. I expect every supervisor and leader to be alert for instances of inappropriate harassment or discriminatory behavior. The appropriate command authority will discipline supervisors who knowingly tolerate violations of this policy or fail to report acts of harassment.

6. Harassment is unwelcome or offensive behavior that creates an intimidating, hostile, or offensive environment to a reasonable person. Harassment can be in the form of verbal or nonverbal communication or physical actions and can occur through electronic mediums, including social media, other forms of communication, and personal interaction. Harassment may include offensive jokes, epithets, ridicule, or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. The Arkansas National Guard's Anti-Harassment Program prohibits any of these types of behavior, including sexual harassment, and will take appropriate and immediate action in response to complaints and/or violations of this policy. The following examples of harassment are intended to be guidelines and are not exclusive when determining whether there has been a violation of federal law:

a. Verbal harassment includes comments that are offensive or unwelcome regarding a person's national origin, race, color, religion, sexual orientation, age, body, disability, or appearance, including epithets, slurs and negative stereotyping.

b. Nonverbal harassment includes distribution, display, or discussion of any written or graphic material that ridicules, denigrates, insults, belittles, or shows hostility, aversion, or disrespect toward an individual or group because of national origin, race, color, religion, age, sexual orientation, pregnancy, appearance, disability, marital status, or other protected status.

7. Sexual harassment is a form of unlawful employment discrimination under Title VII of the Civil Rights Act of 1964 and is prohibited under the Arkansas National Guard's Anti-Harassment policy. The Equal Employment Opportunity Commission defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or

b. Submission to or rejection of such conduct by an individual is used as a basis for

employment decisions affecting such individual, or

c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

8. Sexual harassment is not limited to supervisor-to-employee or employee-to-supervisor situations and may take different forms. It may include actions of co-workers, actions of the same or opposite sex, and actions by individuals external to our organization who have contact with employees in our work environment. The following examples of sexual harassment are intended to be guidelines and are not exclusive when determining whether there has been a violation of this policy:

a. Verbal sexual harassment includes innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, lewd remarks and threats, requests for any type of sexual favor (this includes repeated, unwelcome requests for dates), and verbal abuse or "kidding" that is oriented toward a prohibitive form of harassment, including that which is sexual in nature and unwelcome.

b. Nonverbal sexual harassment includes the distribution, display, or discussion of any written or graphic material including calendars, posters, and cartoons that are sexually suggestive or show hostility toward an individual or group because of sex. It also includes suggestive or insulting sounds, leering, staring, whistling, obscene gestures, content in letters, notes, facsimiles, e-mails, photos, text messages, tweets, and Internet postings, or other forms of communication that are sexual in nature and offensive.

c. Physical sexual harassment includes unwelcome, unwanted physical contact, including touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, and forced sexual intercourse or assault.

9. The Arkansas National Guard will not tolerate retaliation against any employee for making a complaint, bringing inappropriate conduct to the agency's attention or for participating in an investigation of an alleged act of harassment. No hardship, loss, benefit or penalty may be imposed on an employee in response to:

- a. Filing or responding to a bona fide harassment complaint.
- b. Appearing as a witness in the investigation of a complaint.
- c. Serving as an investigator of a complaint.

10. Submitting a complaint will in no way be used against the employee or have an adverse impact on the individual's employment status. However, filing groundless or malicious complaints is an abuse of this policy and will be treated as a violation.

Groundless or malicious complaints include fabricated claims of harassment, as well as unsubstantiated claims intended to purposely disparage the reputation or credibility of the organization, supervisor, or another employee.

11. Procedures.

a. Anti-Harassment Program Administrator. The Arkansas National Guard has established the following procedures for reporting harassment complaints. The Equal Employment Opportunity (EEO) Specialist will serve as the Anti-Harassment Program Administrator. The agency will treat all aspects of the procedure confidentially to the extent reasonably possible.

b. Reporting Incidents of Harassment.

(1) Victims or witnesses of harassment will attempt to stop the unwanted behavior at the lowest possible level. If the harassment continues, the behavior should be reported to the victim's supervisor. The chain of command will take the necessary action to stop harassment at the lowest level. If the employee feels uncomfortable with reporting incidents of harassment through their chain of command, they may contact the Anti-Harassment Program Administrator directly in the EO/EEO office at 501-212-4208.

(2) All unresolved acts of harassment should be reported to the Anti-Harassment Program Administrator within three (3) days of the incident and must be acknowledged in writing. Upon receiving notice that a violation of harassment has occurred, the Anti-Harassment Program Administrator will notify the complainant's supervisor within three (3) days and review the complaint. If the alleged offender is the supervisor or Office Director, the Director of the Joint Staff (DJS) will be notified. The alleged harasser and their supervisor, if different from the complainant, will be notified within five (5) days.

c. Notification of Procedures and Rights.

(1) Upon receiving a report or becoming aware of alleged harassing conduct, the supervisor or Anti-Harassment Program Administrator shall inform the complainant about the procedural steps pursuant to this policy.

(2) The Anti-Harassment Program Administrator or supervisor shall also advise the complainant of other avenues of redress, as set forth in the program procedures section, including the right to file a complaint under the EEO process or go through the Alternative Dispute Resolution (ADR) process, which includes informing the complainant of their respective deadlines.

d. Conducting an Inquiry.

(1) The Anti-Harassment Program Administrator will coordinate with the

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SUBJECT: The Adjutant General's Policy 2025-12, Anti-Harassment

complainant's supervisor/commander to appoint an Inquiry Officer who will determine the scope and facts of the complaint. These determinations are fact-specific and shall be made on a case-by-case basis.

(2) The Inquiry Officer will contact the complainant within three (3) days of his/her appointment. The alleged discriminating official will be notified by the Inquiry Officer within five (5) days of Inquiry Officer's appointment.

(3) A temporary reassignment of the alleged discriminating official or the complainant will be determined by the supervisor/commander if needed to protect employees or mitigate disruption in the workplace. The complainant's wishes will be heavily considered by the chain of command when determining the best outcome for all parties and the organization involved.

(4) The Inquiry Officer will interview the complainant, the respondent, and all key witnesses to determine whether the alleged harassment occurred. Inquiry Officers will complete an impartial and thorough inquiry within thirty (30) calendar days and draft a final inquiry report of the findings.

(a) The Inquiry Officer will submit a written report of his or her findings to the appointing authority. The Director of the Joint Staff (DJS) withholds disciplinary authority over full-time employees who are the subject of a substantiated complaint. The DJS may take alternative preventive actions in the case of unsubstantiated or inconclusive inquiries. The following will be considered by the supervisor/chain of command to determine the appropriate level of discipline:

(b) The severity, frequency, and pervasiveness of the conduct.

(c) Prior complaints made by the complainant.

(d) Prior complaints made against the respondent.

(e) The quality of the evidence (e.g., firsthand knowledge, credible corroboration).

(5) The Human Resources Officer (HRO) will staff a review of the Inquiry Officer's report and provide a recommendation to the DJS for final review and decision. The HRO will consider input from the appropriate personnel including supervisors, the Anti-Harassment Program Administrator, the Labor Relations Specialist and the Judge Advocate General.

(6) The Anti-Harassment Program Administrator will notify the complainant and respondent's respective supervisors who will notify each employee of the inquiry findings and disciplinary decisions, if any.

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SUBJECT: The Adjutant General's Policy 2025-12, Anti-Harassment

12. The Anti-Harassment Program Administrator will take adequate steps to ensure that all complaints and inquiries are treated confidentially to the reasonable extent possible. All information pertaining to a complaint or inquiry under this policy will be maintained by EO/EEO personnel in secured files within the EO/EEO office.

13. The spirit and intent of this policy is to foster an environment free from unlawful harassment. The Arkansas National Guard is committed to the establishment of an environment where our military and civilian personnel can perform to their full potential.

14. Commanders and supervisors are responsible for ensuring a copy of this memorandum is posted on all unit bulletin boards and in all work areas.

15. Point of contact for the Anti-Harassment Program is the Equal Employment Opportunity Specialist, 501-212-4208 or DSN 962-4208.

A handwritten signature in black ink, appearing to read "Olen C. Bridges". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

OLEN C. BRIDGES  
Brigadier General  
The Adjutant General



**ARKANSAS DEPARTMENT OF THE MILITARY  
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**SARAH HUCKABEE SANDERS  
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**OLEN CHAD BRIDGES  
BRIGADIER GENERAL  
THE ADJUTANT GENERAL**

NGAR-HRO-EEM

18 June 2025

MEMORANDUM FOR All Service Members and Employees Arkansas National Guard

SUBJECT: The Adjutant General's Policy 2025-11, Alternative Dispute Resolution (ADR)

**1. References.**

a. 29 CFR, Part 1614, Federal Sector Equal Employment Opportunity (EEO), dated 9 November 1999

b. Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000e, et seq., as amended

c. Administrative Dispute Resolution Act of 1996, Pub. Law 104-320

d. Alternative Dispute Resolution Policy and Guidance, CNGBI, 9600.01

**2. This memorandum supersedes The Adjutant General's Policy 2022-13, Alternative Dispute Resolution (ADR), dated 27 May 2022.**

**3. It is the policy of the Arkansas National Guard to maximize the use of the ADR process to resolve disputes as early, inexpensively, and expeditiously as possible. The ADR process will be managed at the lowest level. When used properly, alternative dispute resolution can provide faster, less expensive, less contentious and productive results in eliminating workplace discrimination.**

**4. There is not one ADR model that works for all situations. The Arkansas National Guard's program is flexible enough to respond to a variety of situations and must be adapted to fit the specific need. Generally, this organization uses mediation or facilitation. The definitions of mediation and facilitation are:**

a. The preferred ADR process for EEO complaints is mediation. Mediation is a structured proceeding in which disputing parties use a trained, neutral mediator to assist them in arriving at a mutually agreeable resolution. The neutral mediator guides the process and determines when to meet with both parties in a joint session or individually, establishes a tone to help parties engage in meaningful discussion, and creates a safe environment for discussion.

b. The preferred ADR process for EO complaints is facilitation. Facilitation involves the

use of techniques to improve the flow of information in a meeting between parties to a dispute. The techniques may also be applied to decision-making meetings where a specific outcome is desired (for example, resolution of a conflict or dispute). The facilitator focuses more on the communication processes involved in resolving a matter. In either case, the neutral party may not impose a decision on the disputing parties.

5. The ADR program must be available during the pre-complaint process and the formal complaint process. If the aggrieved and management agree to use ADR, the complaint process time may be extended up to 90 days. If the ADR does not result in a resolution, the State Equal Employment Manager will notify the EEO Counselor who will issue the Notice of Right to File a Discrimination Complaint as required by 29 C.F.R. 1614.105(d). Note that if ADR is made available in a particular case, it can be attempted at any point during the complaint process.

6. The ADR proceedings are most successful where a neutral or impartial third party with no stake in the outcome of a dispute allows the parties themselves to attempt to resolve their dispute. There are trained neutral parties available to assist through either of the ADR procedures mentioned above. If there is no neutral party available locally, there are others assigned to various Arkansas National Guard elements that can assist. If no neutral parties are available within the organization, the National Guard Bureau ADR office can make contract neutral parties available.

7. In some cases, ADR may not be appropriate because of the nature of a particular dispute. EO/EEO officials will evaluate each EO and EEO case to ensure it is appropriate for resolution using the ADR process. Complaints that require a formal written decision to determine precedent, or that could affect the outcome of other similar, but unrelated cases, are examples of cases that are not appropriate for ADR. Cases involving potential criminal involvement such as fraud, waste, and/or abuse are usually not appropriate for ADR. The Arkansas National Guard does not exclude cases from consideration for ADR simply because of the type of EO and EEO basis alleged (e.g. race, color, religion, sex, age, national origin, disability, genetic information, or reprisal).

8. The decision to use ADR for a particular case is voluntary. Management and the aggrieved/complainant must both agree to use ADR. Once the ADR proceeding has begun, it can be terminated by either party at any time. If the ADR process is terminated during the informal pre-complaint stage, complainants will be advised by EO/EEO personnel of the right to file a formal complaint. A decision to use ADR does not obligate either party to settle the complaint or to agree to any terms of settlement.

9. Employees have the right to representation of their choice. An employee's right to have a representative remains in effect during the ADR process. EO/EEO officials are not eligible to represent aggrieved individuals/complainants in the ADR process. The

process must be fair to both parties and provide an opportunity for individuals to be heard and to develop options for resolution. Neither party are obligated to agree to any

NGAR-HRO-EEM

SUBJECT: The Adjutant General's Policy 2025-11, Alternative Dispute Resolution (ADR)

terms or outcomes if they are not satisfactory to them.

10. The Arkansas National Guard is committed to providing ADR proceedings that reflect confidentiality, neutrality, and enforceability. Confidentiality applies to ADR proceedings regarding joint discussions between the parties where the neutral party is providing information to either party, or regarding private discussions (caucuses) held by the neutral party with a respective party. Neutrality is a cornerstone of the ADR program. Neutral parties used by this organization are required to practice the highest standards of integrity and ethics in conducting ADR proceedings.

11. The Arkansas National Guard will make an individual with settlement authority accessible. No responsible management official or agency official directly involved in the case will serve as the person with settlement authority. If the parties reach an agreement, the process allows parties to settle if the proposed agreement is lawful, enforceable, and officials inform both parties of their rights and remedies under the applicable statutes. Any resulting settlement agreement will, upon approval by appropriate Arkansas National Guard officials, be binding on the complainant and the agency.

12. An allegation that an ADR settlement agreement has been breached must be brought to the attention of the State Equal Employment Manager (SEEM). The responsible party will review and investigate the allegation and determine if they will use resources to seek enforcement of the agreement.

13. The Arkansas National Guard will make every effort to comply with all requirements of the ADR process, to include adequate training for the manager and first line supervisor. EO/EEO professionals will use an evaluation process to determine the ADR process' effectiveness, identify deficiencies, and implement corrective actions.

14. Point of contact for this policy is the State Equal Employment Manager, 501-212-4231 or DSN 962-4231.



OLEN C. BRIDGES  
Brigadier General  
The Adjutant General



**ARKANSAS DEPARTMENT OF THE MILITARY  
OFFICE OF THE ADJUTANT GENERAL  
CAMP JOSEPH T. ROBINSON  
NORTH LITTLE ROCK, ARKANSAS 72199-9600**



**SARAH HUCKABEE SANDERS  
GOVERNOR**

**OLEN CHAD BRIDGES  
BRIGADIER GENERAL  
THE ADJUTANT GENERAL**

**NGAR-HRO-EEM**

**18 June 2025**

**MEMORANDUM FOR All Directorates, Supervisors, and Title 5/Title 32 Federal Technicians**

**SUBJECT: The Adjutant General's Policy 2025-10, Technician Equal Employment Opportunity (EEO) Complaint Procedures**

**1. References.**

- a. 29 CFR 1613/1614 Federal Sector Equal Employment Opportunity, 9 November 1999.
- b. DOD Directive 1440.1, Department of Defense Civilian Equal Employment Opportunity Program, 21 November 2003.
- c. CNGBI 9601.01, National Guard Discrimination Complaint Program, 27 September 2015.
- d. CNGBM 9601.01, National Guard Discrimination Complaint Process, 25 April 2017
- e. Arkansas National Guard Joint Civilian Discrimination Complaint Process, 1 October 2017

**2. The purpose of this memorandum is to provide equal opportunity to all employees and applicants for employment in every aspect of their employment and working conditions. This memorandum supersedes The Adjutant General's Policy 2022-11, Technician Equal Employment Opportunities (EEO) Complaint Procedures, dated 27 May 2022.**

**3. I enthusiastically support the goals and objectives of the Department of Defense's Civilian Equal Opportunity Program. I am confident that supervisors and leaders at all levels will provide an environment free of unlawful discrimination and offensive behavior, thus ensuring that everyone is afforded an opportunity to achieve their full potential.**

## NGAR-HRO-EEM

### SUBJECT: The Adjutant General's Policy 2025-10, Technician Equal Employment Opportunity (EEO) Complaint Procedures

4. The EEO complaint procedure addresses complaints that allege unlawful discrimination or unfair treatment based on race, color, religion, national origin, age, handicap and retaliation. As a member of the Federal Technician Program, you have the right to present a complaint without fear of harassment, intimidation, or reprisal. If you feel you are being sexually harassed or discriminated against based on color, race, religion, gender, national origin, age, handicap, or retaliation, do not hesitate to report it.

#### 5. Filing an Informal EEO Complaint:

a. All EEO complaints must be processed informally prior to becoming formal, except for age-based complaints. If discrimination or sexual harassment occurs one-on-one, you are not required to have witnesses to access the complaints channel.

b. EEO complainants must process their complaints through an EEO Counselor or the HR-EEO Office within 45 Calendar days of the alleged discriminatory action. See attached list of EEO counselors provided with this memorandum.

c. EEO Counselor will attempt to resolve the matter informally within 30 calendar days from the date the matter is first brought to the attention of the counselor. If the counselor is close to resolving the complaint, the counselor may request an extension of 30 calendar days.

d. The complainant can request the Alternative Dispute Resolution (ADR) process and be granted an extension of 60 days from initial counsel with the EEO counselor. If the complainant elects ADR and their complaint is not resolved in 90 days after the initial contact with the EEO Counselor, he or she can use the formal complaint process.

#### 6. Processing the Formal EEO Complaint:

a. EEO Counselor will advise the complainant of their right to file a formal complaint within 15 calendar days after conducting the final interview to close the informal complaint stage.

b. Such Formal complaints must be filed on NGB Form 713-5-R, National Guard Bureau Formal Complaint of Discrimination, and submitted to the State Equal Employment Manager (SEEM), HRO, Bldg #7300, Box 17, Camp Robinson, NLR, AR 72199-9600 or The Adjutant General. Formal complaints must be filed with the National Guard Bureau within 15 calendar days after counseling with the SEEM.

c. The National Guard Bureau will conduct a fact-finding process or send an investigator to investigate. The National Guard Bureau will forward a final decision to both The Adjutant General and the complainant. The complainant can appeal the decision made by the National Guard Bureau.


NGAR-HRO-EEM

SUBJECT: The Adjutant General's Policy 2025-10, Technician Equal Employment Opportunity (EEO) Complaint Procedures

7. A copy of this Memorandum is permanently posted on the unit bulletin board and in the work areas. **POST ON THE BULLETIN BOARD.**

8. The point of contact for the Technician Equal Employment Opportunity Complaint Procedures is the State Equal Employment Manager, 501-212-4231 or DSN 962-4231.

Encl  
Counselors List

  
OLEN C. BRIDGES  
Brigadier General  
The Adjutant General

**NGAR-HRO-EEM**

**SUBJECT: The Adjutant General's Policy 2025-10, Technician Equal Employment Opportunity (EEO) Complaint Procedures**

**List of Equal Employment Opportunity (EEO) Counselors**

EEO counselors and the State Equal Employment Manager (SEEM) are available to all Title 5 civilians, Title 32 dual-status technicians performing in a technician status, applicants for Title 5 and Title 32 dual-status employment for the Arkansas National Guard, and all supervisors to discuss, advise, and counsel on issues related to equal employment opportunity, discrimination, or sexual harassment (includes gender, non-sexual or hostile work environment), The following personnel are available to assist you with the types of issues mentioned above:

<b>Name</b>	<b>Title</b>	<b>Location</b>	<b>Phone Number</b>	<b>Email</b>
TSgt Jasmene Jones	Counselor	HRO	501-212-4238	Jasmene.m.jones.mil@army.mil
SGT Bryson Crisel	Counselor	DCSAVN	501-212-5386	bryson.j.crisel.mil@army.mil
SFC Trichell Harden	Counselor	MEDDET	501-212-4178	trichell.n.harden.mil@army.mil
SFC Angie Wilburd	Counselor	DCSIM	501-212-5930	angie.m.wilburd.mil@army.mil
Cpt Delmy Green	Counselor	188 <sup>th</sup>	479-573-5766	delmy.green@us.af.mil
TSgt Antione Leaks	Counselor	188 <sup>th</sup>	479-414-9775	antione.leaks@us.af.mil
SSG Lauren Fountain	EEO Spec	HRO	501-212-4208	Lauren.a.fountain6.mil@army.mil
CW3 Patrick Jacob	SEEM	HRO	501-212-4231	Patrick.d.jacob.mil@army.mil

Contact information is to be posted on all facility and unit/wing bulletin boards and unit websites.



**ARKANSAS DEPARTMENT OF THE MILITARY  
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**SARAH HUCKABEE SANDERS  
GOVERNOR**

**OLEN CHAD BRIDGES  
BRIGADIER GENERAL  
THE ADJUTANT GENERAL**

NGAR-HRO-EEM

18 June 2025

**MEMORANDUM FOR All Arkansas National Guard Supervisors and Title 5/Title 32  
Federal Technicians**

**SUBJECT: The Adjutant General's Policy Memorandum 2025-09, Equal Employment  
Opportunity (EEO)**

**1. References.**

- a. Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e, et seq., as amended
- b. Equal Employment Opportunity Management Directive for 29 C.F.R Part 1614 (EEO-MD- 110), dated 5 August 2015
- c. DOD Directive 1440.1, Department of Defense Civilian Equal Employment Opportunity Program, 21 November 2003
- d. The Age Discrimination in Employment Act (ADEA) of 1967, as amended (29 U.S.C. 633A)
- e. The Equal Pay Act (EPA) of 1963 (29 U.S.C.).206 (d)
- f. The ADA Amendments Act (ADAM) of 2008
- g. The American with Disabilities Act (ADA) of 1990
- h. Army Regulation (AR) 600-20, Army Command Policy, 24 July 2020

**2. Applicability: Civilian members of the Arkansas National Guard serving in a Title 5 competitive or excepted status, Title 32 dual-status technicians performing in technician status and applicants for technician employment.**

**3. This memorandum supersedes Policy Memorandum # 2022-10, Subject: Equal Employment Opportunity (EEO), dated 27 May 2022.**

**4. The Arkansas National Guard is committed to finding the best qualified person by**

NGAR-HRO-EEM

SUBJECT: The Adjutant General's Policy Memorandum 2025-09, Equal Employment Opportunity (EEO)

recognizing their merit, fitness and capabilities to fulfill the requirement of each available civilian position. Therefore, I am committed to prohibiting discrimination or harassment in employment practices for civilian members of the Arkansas National Guard serving in a Title 5 competitive or excepted status, Title 32 dual-status technicians performing in technician status and applicants for technician employment on the basis of race, color, age (40 or older), religion, sex (including pregnancy, childbirth, or related conditions, and sexual orientation), national origin, disability (physical or mental), genetic information (GINA) or reprisal. This includes, but is not limited to, equal treatment in recruitment, hiring, merit promotions, transfers, reassignments, training and career development, benefits, separations and disciplinary actions.

5. Equal Employment Opportunity (EEO) is the law, and I will ensure compliance with the law. The absence of EEO in an environment can have a negative impact on morale and productivity. All employees and applicants for employment have an inherent right to fair and equitable treatment. Any employee or applicants for employment who believes that he/she has been denied EEO or is the subject of an incident of harassing conduct should report the matter promptly.

6. As the Adjutant General, I support the goals and objectives of the Department of Defense's Civilian EEO Program. I am fully committed to advancement opportunities of all personnel employed by the Arkansas National Guard. I will not tolerate discrimination, harassment, or reprisal against anyone who has engaged in a protected activity.

7. Personnel who feel they have been victims of discriminatory actions can contact the State Equal Employment Manager or one of the EEO counselors listed in the enclosure. Initial contact must be made within 45 days of the discriminatory action. All complaints will be processed in accordance with the Equal Employment Opportunity Management Directive for 29 C.F.R Part 1614 (EEO-MD-110), dated 5 August 2015. Commanders and EEO representatives will ensure all EEO complaints are expeditiously, fairly, and thoroughly addressed. The appropriate command authority will discipline confirmed offenders.

8. Questions regarding this policy or filing a complaint may be addressed through the State Equal Employment Manager's Office at (501) 212-4231.

Encl



OLEN C. BRIDGES  
Brigadier General  
The Adjutant General

## List of Equal Employment Opportunity (EEO) Counselors

EEO counselors and the State Equal Employment Manager (SEEM) are available to all Title 5 civilians, Title 32 dual-status technicians performing in a technician status, applicants for Title 5 and Title 32 dual-status employment for the Arkansas National Guard, and all supervisors to discuss, advise, and counsel on issues related to equal employment opportunity, discrimination, or sexual harassment (includes gender, non-sexual or hostile work environment), The following personnel are available to assist you with the types of issues mentioned above:

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SGT Bryson Crisel	Counselor	DCSAVN	501-212-5386	bryson.j.crisel.mil@army.mil
SFC Trichell Harden	Counselor	MEDDET	501-212-4178	trichell.n.harden.mil@army.mil
SFC Angie Wilburd	Counselor	DCSIM	501-212-5930	angie.m.wilburd.mil@army.mil
Cpt Delmy Green	Counselor	188 <sup>th</sup>	479-573-5766	delmy.green@us.af.mil
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SSG Lauren Fountain	EEO Spec	HRO	501-212-4208	lauren.a.fountain6.mil@army.mil
CW3 Patrick Jacob	SEEM	HRO	501-212-4231	patrick.d.jacob.mil@army.mil

Contact information is to be posted on all facility and unit/wing bulletin boards and unit websites.



**SARAH HUCKABEE SANDERS**  
GOVERNOR

**ARKANSAS DEPARTMENT OF THE MILITARY**  
OFFICE OF THE ADJUTANT GENERAL  
CAMP JOSEPH T. ROBINSON  
NORTH LITTLE ROCK, ARKANSAS 72199-9600



**JONATHAN M. STUBBS**  
MAJOR GENERAL  
THE ADJUTANT GENERAL

NGAR-HRO

20 March 2024

**MEMORANDUM FOR RECORD**

**SUBJECT: The Adjutant General's Policy 2024-07, Use of Official Time for Physical Fitness**

1. Purpose. This memorandum supersedes TAG Policy 2016-01, dated 19 October 2015, Subject: Use of Official Time for Physical Fitness. It continues authorization for full-time federal employees of the Arkansas National Guard to use official time for physical fitness and now includes Title 5 civilian employees within this authorization IAW NGB-J1-P memorandum dated 17 November 2023, Subject: National Guard Employee Physical Activity.

2. Applicability. This policy applies to all full-time federal employees, including all Active Guard and Reserve Soldiers and Airmen; military technicians, as defined by 10 USC§ 10216; and Title 5 civilian employees, as defined by 5 USC§ 2101. This includes temporary, indefinite and permanent federal employees. State Military Department employees should refer to the current Military Department Physical Fitness Opportunity Program.

3. Policy.

a. Full-time federal employees, scheduled 80-hours per pay period, are authorized three hours per week to participate in a fitness program during normal work hours. The program must start and end at the individual's workplace and must be approved by the employee's immediate supervisor. Participants should have their doctor and, if appropriate, fitness counselor advise them on a program to meet their fitness goals. Participation is voluntary.

b. In managing the three hours authorized per week, individuals can exercise one hour three times a week or at other time intervals during the workday not to exceed the three hours allowed per week. Official exercise time can be combined with lunch periods, but not with break time as break time is considered duty time. Routine fitness schedules, to include the days and blocks of time, must be approved by the supervisor prior to participating.

c. Mission accomplishment remains our primary goal. Mission requirements may periodically necessitate that supervisors disapprove employee participation in the physical fitness program for a period of time. Generally, supervisors will not disapprove employee participation for an extended period of time. Employees and supervisors must use sound judgement and common sense to ensure a prudent use of time away from the work site.

NGAR-HRO

SUBJECT: TAG Policy 2024-07, Use of Official Time for Physical Fitness

d. Individuals will maintain a high standard of dress and appearance to include the wearing of appropriate physical fitness attire and footwear including shirts, shorts, or pants, socks, and running shoes unless specifically exempted by the supervisor/commander for specific mission requirements. Shirts are required to be worn at all times. The physical fitness uniform is not required. Civilian clothes are authorized.

e. The use of official time for physical fitness is not an entitlement. It is a privilege that is provided as an incentive to assist the full-time workforce in maintaining physical fitness with the intent to increase readiness, enhance morale, increase productivity, reduce sick leave use, and increase job and life satisfaction. Employees who abuse the program will be disciplined and/or have their privileges to participate in the program revoked.

f. Participants may select the type of activity they wish to participate within the guidelines provided. Examples of acceptable individual activities include running, jogging, walking, cycling, stationary cycling, rowing, aerobics and weight training. Employees are prohibited from engaging in competitive contact sports since they are considered high risk.

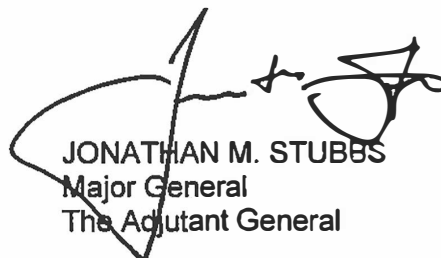
g. Federal Employee's Workers Compensation Officials have ruled that in the event of a civil service employee's injury or death occurring while participating in the physical fitness program, participation in the fitness program will be considered a part of the employment requirement if the employee complied with the established guidelines. Military technicians and Title 5 civilian employees who participate in activities other than those listed in paragraph 2 acknowledge that Worker's Compensation (Federal Employees Compensation Act) may not cover injuries. Military technicians and Title 5 civilian employees must also complete and forward a Form CA-1 through their supervisory chain to the Human Resource Office within 24 hours of an injury sustained during the program.

h. IAW the NGB policy memorandum referenced above, all military technicians and Title 5 civilian employees must complete the attached supporting documents prior to participating in a physical fitness program as authorized by this policy. These completed documents will be maintained by the supervisor.

4. Point of Contact. The point of contact for this memorandum is the Human Resource Officer at (501) 212-4200.

4 Encls

1. Employee – Supervisor Agreement
2. Informed Consent for Participation
3. Physical Activity Questionnaire
4. Physician Approval Form



JONATHAN M. STUBBS  
Major General  
The Adjutant General

ATTACHMENT 1

CIVILIAN FITNESS AND HEALTH PROMOTION PROGRAM EMPLOYEE- SUPERVISOR AGREEMENT

I, \_\_\_\_\_ (Employee name) , understand full participation in the Civilian Fitness and Health Promotion Program allows up to 3 hours per week (no more than 1 hour per day) unless illness, injury, or mission requirements dictate otherwise. I also understand the fitness periods are up to 1 hour of duty time at the beginning of the duty day, up to 1 hour of duty time at the end of the duty day, or up to 1 hour of duty time taken adjacent to (before or after) my 30- or 60-minute lunch period. I understand designated fitness hours cannot be banked, or carried over, to another week for future use. In addition, I understand I may not adjust my lunch period to participate in the program at the beginning or end of the duty day to extend my fitness time. Further, I understand participation in the approved activities will be at or near my place of duty. Failure to use fitness time appropriately or misconduct during these periods may be considered workplace infractions subject to disciplinary action. I understand the program and times may be adjusted or curtailed based on mission needs. I further understand I am required to ensure fitness periods resulting from my participation in the Civilian Fitness and Health Promotion Program are accounted for by entering Administrative Leave "LN-PF" (Type Hour Code "LN" with Environmental/Hazard/Other Code "PF") in the Automated Time Attendance and Production System.

Start Date: \_\_\_\_\_

Days of the Week: Monday [ ] Tuesday [ ] Wednesday [ ] Thursday [ ] Friday [ ]

Time of Day (Select One): Morning [ ] Lunch [ ] Afternoon [ ]

Fitness Location/Place of Duty:

\_\_\_\_\_

Employee Signature/Date:

\_\_\_\_\_

Supervisor Signature/Date:

\_\_\_\_\_

ATTACHMENT 2

INFORMED CONSENT FOR PARTICIPATION IN THE CIVILIAN FITNESS AND HEALTH PROMOTION PROGRAM

I desire to engage voluntarily in the Civilian Fitness and Health Promotion Program to attempt to improve my physical fitness and general health. I understand the activities are designed to place a gradually increasing workload on the musculoskeletal, metabolic, and/or cardiorespiratory system and thereby attempt to improve function and overall health. The reaction of the cardiorespiratory system to such activities cannot be predicted with complete accuracy. Certain changes might occur during or after exercise. These changes might include abnormalities in blood pressure or heart rate.

I understand the purpose of the fitness program is to develop and maintain cardiorespiratory fitness, body composition, flexibility, muscular strength, and/or endurance. I understand fitness programs include warm-up, exercise, and cool-down activities and may include walking, aerobic exercise, and strength training. I understand I am responsible for monitoring my own condition throughout my fitness program. If any unusual symptoms occur, I will stop my participation and seek immediate medical treatment, as needed.

In accordance with the guidelines for the Civilian Fitness and Health Promotion Program, if I must obtain a medical clearance before participating in the program, I agree to consult my medical provider and obtain practitioner approval before beginning the program.

In consideration for being allowed to participate in this program, I agree I am voluntarily participating in this program, and I assume the risk of such exercise. I further agree to hold harmless my organization and its employees and leaders, from any and all claims, suits, losses, or related causes of action for damages, including, but not limited to, such claims that may result in my injury or death, accidental or otherwise, during or arising in any way from the program. In signing this consent form, I affirm I have read this form in its entirety, and I understand the nature of the program in which I choose to participate.

I further acknowledge I have read the enclosed physical activity readiness questionnaire and I (do) I (do not) require physician approval before starting a new fitness activity or dramatically increasing my activity level (duration, frequency, or intensity). I understand this is my responsibility to obtain medical approval before participating in the program.

Employee Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Employee Signature/Date: \_\_\_\_\_

Enclosure 3: \_\_\_\_\_

ATTACHMENT 3

PHYSICAL ACTIVITY READINESS QUESTIONNAIRE

This questionnaire is strictly for the employee's personal use and will not be collected.

Regular physical activity is fun and healthy, and more people are starting to increase their activity every day. Being more active is very safe for most people. However, some people should check with their doctor before they start efforts to become more physically active.

This questionnaire is designed to assist you in determining whether you should see a doctor before beginning any level of activity. It should not be considered a complete or exhaustive questionnaire to determine whether health problems exist. Notwithstanding your answers to these questions, if you believe you have any underlying health concerns, you should consult your doctor before beginning any physical activity program. If you are planning to increase your physical activity, answer these eight questions. Common sense is your best guide when you answer these questions. Please read the questions carefully and answer each one honestly: **YES or NO.**

1. \_\_\_\_\_ Has your doctor said you have a heart condition, and you should only do physical activity a doctor recommends?
2. \_\_\_\_\_ Do you feel pain in your chest when you do physical activity?
3. \_\_\_\_\_ Have you developed any chest pain in the past month?
4. \_\_\_\_\_ Do you lose your balance because of dizziness, or do you ever lose consciousness?
5. \_\_\_\_\_ Do you have a bone or joint problem (for example, back, knee, or hip) that could be made worse by a change in your physical activity?
6. \_\_\_\_\_ Is your doctor currently prescribing drugs (for example, water pills) for your blood pressure or heart condition?
7. \_\_\_\_\_ Do you become extremely short of breath with mild exercise?
8. \_\_\_\_\_ Do you feel frequent skipped heartbeats?
9. \_\_\_\_\_ Have you been diagnosed with diabetes?
10. \_\_\_\_\_ Do you know of any other reason you should not participate in physical activity?

If you answered "YES" to any of these questions, you should talk to your doctor before you become more active. If you answered "NO" to all of the questions, use your own discretion in talking to your doctor before participating in a fitness program. Delaying your participation in this program is recommended if you:

- are not feeling well because of a temporary illness, such as a cold or fever (wait until you feel better.)
- are or may be pregnant (talk to your doctor before you become more active.)

ATTACHMENT 4

PHYSICIAN APPROVAL FORM

Physician Instructions: Your patient is asking to participate in a voluntary Civilian Fitness and Health Promotion Program. (Ask your patient for a copy of the program guidelines for your information.) Please complete this form and give a copy to your patient:

Patient Name: \_\_\_\_\_

Participation in the Civilian Fitness and Health Promotion Program is recommended as follows:

- Medical approval for full participation-no restrictions/limitations
- Medical approval with restrictions/limitations
- Not medically cleared

I understand the program may include mild to moderate intensity exercise and is conducted in unsupervised groups or individually. The following restrictions apply: (provide restrictions only if the second option is selected):

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Physician's Printed Name: \_\_\_\_\_

Physician's Signature: \_\_\_\_\_

Practice/Office Name: \_\_\_\_\_

Office Telephone Number: \_\_\_\_\_

Date: \_\_\_\_\_



**ARKANSAS DEPARTMENT OF THE MILITARY**  
**OFFICE OF THE ADJUTANT GENERAL**  
**CAMP JOSEPH T. ROBINSON**  
**NORTH LITTLE ROCK, ARKANSAS 72199-9600**



**ASA HUTCHINSON**  
GOVERNOR

**KENDALL W. PENN**  
MAJOR GENERAL  
THE ADJUTANT GENERAL

**NGAR-HRO**

**26 March 2021**

**MEMORANDUM FOR All Service Members and Employees of the Arkansas National Guard**

**SUBJECT: The Adjutant General's Policy # 2021-08, Professional and Unprofessional Relationships (Fraternization) Command Policy**

**1. References:**

a. Department of Defense Instruction 1304.33, Protecting Against Inappropriate Relationships During Recruiting and Entry Level Training, Incorporating Change 1, dated 05 April 2017

b. Army Regulation 600-20, Army Command Policy, dated 24 July 2020

c. Air Force Instruction 36-2909, Air Force Professional Relationships and Conduct, dated 14 November 2019

d. Air Force Guidance Memorandum to AFI 36-2909, Professional and Unprofessional Relationships, dated 4 January 2019

e. Arkansas National Guard Regulation 27-10, Military Justice, dated 27 August 2019

**2. This memorandum supersedes The Adjutant General's Policy 2020-04, Professional and Unprofessional Relationships (Fraternization) Command Policy, dated 1 October 2019.**

**3. Purpose.** This memorandum establishes command, supervisory, and personal responsibilities for maintaining professional relationships in the Arkansas National Guard.

**4. Commanders and supervisors of the Arkansas National Guard must adhere to the applicable service directives listed above. They are responsible for ensuring all Soldiers and Airman within their organizations are made aware of and abide by the policies set**

NGAR-HRO

SUBJECT: The Adjutant General's Policy # 2021-08, Professional and Unprofessional Relationships (Fraternization) Command Policy

forth by regulation and policy. Additionally, commanders and supervisors have the authority and responsibility to maintain good order, discipline and morale. As such they are held accountable for failing to act on inappropriate relationships. Unprofessional relationship will not be tolerated in the Arkansas National Guard.

5. Positive interpersonal relationships are essential to the successful operation of all organizations both military and civilian. Our military mission requires absolute confidence in command and adherence to orders. The following descriptions of interpersonal relationships are added for clarification:

a. Professional Relationships. Relationships that contribute to the effective operation of the Arkansas National Guard and are consistent with our core values of Integrity, Commitment, Professionalism, and Warrior Spirit. The Arkansas National Guard encourages personnel to communicate freely with their superiors regarding their careers, performance, duties and missions.

b. Unprofessional Relationships. Relationships are unprofessional, whether pursued on or off-duty, when they detract from the authority of superiors, result in or reasonably create the appearance of favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. Unprofessional relationships can exist between officers, enlisted members, officers and enlisted members, and military personnel and civilian employees, contractor personnel, or civilians not members of the National Guard. While specific details of unprofessional behaviors may be found in the above cited regulations; below are some examples of unprofessional relationships:

(1) Fraternalization

(2) Adultery

(3) Improper Recruiter/Recruit and Drill Sergeant/Trainee Relationships

(4) Improper Treatment, Care and Counseling Provider Relationships

6. All military members share the responsibility for maintaining professional relationships. Leadership requires the maturity and judgement to avoid relationships that undermine respect for authority or impact negatively on morale, discipline, or the mission of the Arkansas National Guard. The senior member is in the best position to terminate or limit the extent of a relationship. However, all members should expect to be and must be held accountable for the impact of their conduct on the Arkansas National Guard as an institution.

7. This policy is punitive in nature. When an Arkansas National Guard service member

NGAR-HRO

SUBJECT: The Adjutant General's Policy # 2021-08, Professional and Unprofessional Relationships (Fraternization) Command Policy

has been lawfully ordered to cease an unprofessional relationship or refrain from certain conduct, the service member is subject to disciplinary or adverse administrative actions for violation of the order. Additionally, all Arkansas National Guard service members may be prosecuted under the Military Code of Arkansas or applicable civilian laws for criminal offenses committed incidental to an unprofessional relationship (e.g., violations of the custom against fraternization and conduct unbecoming an officer, adultery, assault, etc.). Officers may be prosecuted for violations under the Military Code of Arkansas for specific prohibitions. If a relationship is prohibited by the aforementioned regulations or degrades morale, good order, discipline or unit cohesion, a commander or supervisor must take corrective action.

8. The point of contact for this subject is the Human Resources Office, State Equal Employment Manager at (501) 212-4231.



KENDALL W. PENN  
Major General  
The Adjutant General