DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON
14000 MSCOE LOOP, SUITE 120
FORT LEONARD WOOD, MISSOURI 65473-8300

AMIM-LDG-EE (690-12a)

JUL 08 2026

MEMORANDUM FOR All U.S. Army Garrison, Fort Leonard Wood Personnel

SUBJECT: Garrison Policy 5 - Retaliation for Engaging in Protected Equal Employment Opportunity Activity

1. PURPOSE: Provide guidance and procedures on retaliation for personnel assigned and attached to U.S. Army Garrison (USAG) Fort Leonard Wood.

2. REFERENCES:

a. Title VII of the Civil Rights Act of 1964, as amended.

b. Title 29 of the Code of Federal regulations (29 CFR) Part 1614, Federal Sector Equal Employment Opportunity, 10 April 1992, last amended 10 October 2024.

c. Notification and Federal Employment Anti-discrimination and Retaliation Act of 2002 (No FEAR Act), as amended.

d. Pregnant Workers Fairness Act (PWFA), 27 June 2023.

e. Equal Pay Act of 1963, as amended.

f. Rehabilitation Act of 1973, as amended.

g. Age Discrimination in Employment Act (ADEA) of 1967, as amended.

h. Memorandum, OASA (M&RA), Subject: Retaliation for Engaging in Protected Equal Employment Opportunity (EEO) Activity, 10 November 2004.

i. AR 690-600 (Equal Employment Opportunity Discrimination Complaints), 6 February 2025.

3. APPLICABILITY: This policy applies to all civilian personnel assigned to or under the operational control of, applicant for employment with, and former employees of the U.S. Army Garrison, Fort Leonard Wood.

4. POLICY: I support the Equal Employment Opportunity Commission's (EEOC) rules and regulations that clearly state: no person(s) will be subjected to retaliation for

participating in any stage of the administrative or judicial proceeding under Title VII of the Civil Rights Act, PWFA, Equal Pay Act, ADEA, or the Rehabilitation Act.

a. The EEOC has issued many findings of discrimination against the Department of the Army relative to discrimination that are based on reprisal or retaliation against applicants, employees and former employees who have participated in protected EEO activities.

b. Supervisors must continue to ethically manage their organizations; they cannot be affected by the protected activities of their employees. Supervisors and managers may not fire, demote, harass, degrade, or otherwise "retaliate" against a current or former employee, or applicant for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The legal right to complain of discrimination or to participate in the administrative complaint process as complainants, counselors, or witnesses is mandated by applicable laws and regulations. It is imperative that supervisors ensure their actions are not improperly motivated.

c. There are three main terms that are used to describe retaliation. Retaliation occurs when an employer, employment agency, or labor organization takes an adverse action against a covered individual because he or she engaged in a protected activity.

(1) An adverse action is an action taken to try to keep someone from opposing a discriminatory practice, or from participating in an employment discriminating proceeding. An adverse action can include termination, denial of promotion, unjustified negative evaluations, increased surveillance, having a union grievance dropped or any other actions that are likely to deter a reasonable person from pursuing their rights. Adverse actions do not include petty slights, "snubbing" a colleague, or negative comments that are justified by an employee's poor work performance and history.

(2) Covered individuals are people who have opposed unlawful practices, participated in proceedings, or requested accommodations related to employment. Individuals who have close association with someone who is engaged in such protected activities are also covered individuals. For example, it is illegal to terminate an employee because their spouse engaged in employment discrimination litigation.

(3) Protected activity includes opposition to a practice believed to be unlawful discrimination, participating in an employment discrimination proceeding, or making a request for reasonable accommodation based on religion or disability.

d. Compliance with anti-discrimination statutes permits individuals to freely question suspected discriminatory behavior. Retaliation against those who seek relief from discrimination, if permitted to go unaddressed, would diminish the willingness of employees to speak out or participate in proceedings established to eliminate the unlawful conduct.

e. Voluntary compliance and effective enforcement ensure a workplace that does not discourage employees from exercising their rights. EEO, SJA, and/or CHRA advisors are valuable assets who can provide assistance in this area. We must ensure employees view our commitment to equal employment opportunity as a matter of personal integrity and accountability.

5. This policy supersedes any previous policies and is in effect until superseded or rescinded.

6. The point of contact for this command policy is the Equal Employment Opportunity Office at 573-596-0602 or usarmy.leonardwood.id-training.mbx.usag-flw-eeo@army.mil can be used to contact by email.

ERIC S. MCCALL
COL, LG
Commanding