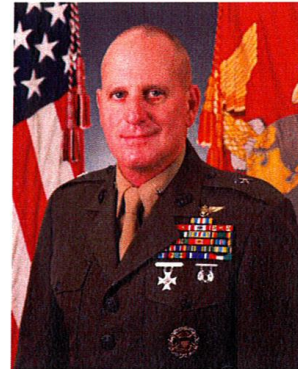




3D MARINE AIRCRAFT WING COMMANDING GENERAL'S GUIDANCE



EQUAL OPPORTUNITY

We will create and maintain a work environment that is free of any form of harassment. As leaders we must understand that trust and teamwork guide us to reach our leadership objectives, thus it is integral for a leader to maintain our leadership standard by being fair, scrupulous, and unbiased. **I REQUIRE LEADERSHIP AT ALL LEVELS TO BE PROFESSIONAL AND TREAT EVERYONE WITH RESPECT AND DIGNITY.**

3d MAW is committed to the Marine Corps policy of providing equality of treatment and the opportunity for all Marines to achieve their full potential based solely upon their individual merit, fitness, and ability. It is everyone's responsibility to ensure that discrimination based on age, color, gender, race, religion, or national origin, to include sexual harassment does not occur. Similarly, unlawful discrimination includes anyone who condones, ignores, or fails to correct negative and hostile working environments.

We must all understand how to address inappropriate behavior. We shall recognize conflicts that need to be resolved without intimidation and/or fear of reprisal. The Informal Resolution System (IRS) allows for and encourages individuals to resolve conflicts between themselves at the lowest possible level. When a formal complaint is needed, the preferred method is a Request Mast. All complaints will be reviewed and fairly processed in an impartial manner. Personnel responsible for unlawful discrimination will be subject to appropriate disciplinary action. Similarly, those who submit false allegations will also be held accountable.

We are all important to the success of our organization. When everyone is treated with respect and dignity there is no limit to what they can achieve as Marines. We will not tolerate behavior inconsistent with our Core Values of honor, courage, and commitment. Everyone's vigilance and active involvement in enforcing the Equal Opportunity Policy will ensure 3d MAW's success today, and in the future.

A handwritten signature in black ink that reads 'S. W. Busby'.

S. W. BUSBY

**BRIGADIER GENERAL, U.S. MARINE CORPS
COMMANDING GENERAL, 3D MARINE AIRCRAFT WING**