

29 June 2001

MEMORANDUM FOR ALL TECHNICIAN AND AGR PERSONNEL OF THE  
NEW MEXICO ARMY AND AIR NATIONAL GUARD

FROM: TAG-NM

SUBJECT: TAG Policy - Reprisal is Illegal and Will Not be Tolerated

1. Since my appointment as Adjutant General, we have had a number of instances where management actions have been perceived by some to be reprisal to persons who have complained or taken other legal options during the course of their employment in the National Guard. I want everyone in this organization to understand that reprisal is not only illegal, but also it is destructive to an organization, and it will not be tolerated in the New Mexico National Guard.
2. While the frustration experienced by those supervisors whose subordinates have filed complaints is understandable in human terms, our system is founded upon the principle of an individual having the right to speak up when they feel a regulatory injustice has befallen them. Retribution in response to exercising this right is against the law and is destructive to an organization where there is respect for one another. I believe that a vast majority of our internal personnel problems can be handled correctly at the local level just by using the rules of common sense and common courtesy, and for that reason I would expect formal personnel accusations to be rare. But when a person has exhausted the informal chain for dealing with a perceived violation of their rights, it is our duty to provide them with a viable avenue for formal resolution in an environment that is fair and void of any threat of retribution that would dissuade them from pursuing their rights. The members of the New Mexico National Guard will comply with the both the letter and the spirit of the law that allows any employee to pursue their rights without fear of retribution.
3. Please do not construe this policy to encourage complaining. Nor should this directive be used to justify failing to take appropriate action against those who have earned discipline through their behavior. The bottom line is this – we must treat everyone in our organization with professional respect. This is a basic right of all members of the New Mexico National Guard and I want you to work with me to make it a reality throughout our organization.

RANDALL E. HORN, Maj Gen, NMANG  
The Adjutant General

