



**DEPARTMENT OF THE AIR FORCE  
193D SPECIAL OPERATIONS WING (AFSOC)  
81 CONSTELLATION COURT  
MIDDLETOWN PENNSYLVANIA**

10 February 2023

MEMORANDUM FOR 193D SPECIAL OPERATIONS WING PERSONNEL

FROM: 193 SOW/CC

SUBJECT: Equal Opportunity Program

1. Our national security and prosperity depend on the armed services ability to recruit, develop, and employ the talents of a diverse population. Equal opportunity is not just the right thing to do it is mission essential and is an economic necessity. We cannot afford to have employees that are unable to perform their duties due to the impact of discrimination. I have the fundamental responsibility to ensure that every member of the 193d Special Operations Wing (SOW) is given the opportunity to do his or her job without discrimination or harassment.
2. I embrace the Pennsylvania National Guard (PNG) policy of non-tolerance of discrimination or harassment by anyone affiliated with the PNG. Commanders and supervisors will promptly and thoroughly investigate and resolve any instance of discrimination. Any Airmen who feel that they have been discriminated against or have knowledge of any discriminatory activities are encouraged to report these events to the appropriate commander or supervisor. I expect the Airmen of the 193 SOW to be able to identify and prevent discrimination, including sexual harassment.
3. Equal opportunity must also be implemented as an integral part of all employment and personnel management decisions. The objective is to guarantee fair and equitable treatment of all employees and to sustain a comprehensive effort to eliminate discriminatory practices. It is essential the 193 SOW creates and maintains an environment encouraging professional growth for all, regardless of race, color, national origin, religion, sex (including pregnancy), gender identity or sexual orientation as well as harassment (including bullying, hazing and sexual harassment). I expect commanders and supervisors to embody this concept in all their activities.
4. The EO staff are located in Building 81, Room 213 in Middletown, PA and may be reached at COMM 717-948-2379/2380 or DSN 423-2379/2380.
5. This memorandum supersedes previous memoranda on this subject.

EDWARD J. FINK, JR., Colonel, PAANG  
Commander