



## State of New Jersey

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★  
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Brigadier General  
The Adjutant General

**TAG POLICY LETTER 25-08\***

**27 May 2025**

### **ALTERNATE DISPUTE RESOLUTION (ADR) POLICY**

*This TAG Policy Letter is applicable to New Jersey National Guard military personnel, Federal Technicians, Active Guard/Reserve and Competitive Civil Servants who work for the New Jersey National Guard.*

1. This policy provides guidance for Alternative Dispute Resolution (ADR) in the New Jersey National Guard (NJNG) for resolving workplace disputes through the Equal Employment Opportunity (EEO) and Equal Opportunity (EO) complaint systems. It is the National Guard policy to encourage voluntary use of ADR and other collaborative dispute-resolution processes to the maximum extent practical and appropriate to resolve workplace disputes at the earliest stage feasible, by the fastest and least expensive method possible, and at the lowest possible organizational level consistent with the Department of Defense, the Department of the Army, and the Department of the Air Force.
2. The New Jersey National Guard prefers to use ADR first to address all workplace disputes. ADR is offered throughout the EEO/EO pre-complaint and formal complaint process. Whenever a complainant accepts ADR, management will participate in mediation or facilitation to the maximum extent practical and appropriate. ADR is waived in instances of fraud, waste, abuse, criminal behavior, harm, or threats of harm to persons.
3. There are two (2) types of ADR that are most commonly used:
  - a. **Mediation** - A structured process in which disputing parties seek the assistance of a qualified mediator to help them resolve their issues in controversy. The primary attribute of mediation is the process in which the mediator assists parties involved in a dispute in the use of interest-based, problem-solving techniques that allow for resolution of their dispute. To reach a settlement, the parties can participate in separate and confidential caucuses with the mediator and explore possible settlement options thoroughly. Mediation is used primarily in the EEO complaint process.
  - b. **Facilitation** - The facilitation process mirrors the mediation process. The difference is that there is less inclination to caucus throughout the process. A facilitator does not typically become as involved in the substantive issues of a dispute as would a mediator, but focuses more on procedural assistance and remains impartial to the topics under discussion. Facilitation is used primarily in the EO complaint process.


***\*This document supersedes TAG Policy Letter 22-01\* dated 20 July 2022***

4. The State Equal Employment Manager (SEEM) is responsible for the oversight of the NJNG ADR program and maintaining a trained cadre of ADR neutrals who are available to conduct mediation and facilitation for EEO and EO complaints.

5. The Office of Primary Responsibility for this policy is the SEEM. The contact information is as follows:

New Jersey National Guard  
JFHQ-NJNG  
Office of Equality, Diversity and Inclusion  
EO/EEO  
Room 212 B  
3650 Saylor's Pond Road  
JB-MDL, NJ 08640  
(609) 562-0856

6. All commanders and supervisors will ensure the widest possible dissemination of this policy to their personnel and ensure that this policy is posted on all unit/facility bulletin boards.

  
YVONNE, L. MAYS  
The Adjutant General / Commissioner  
Brigadier General, NJANG

Distribution: A, B, C