



UNITED STATES MARINE CORPS

MARINE CORPS AIR BASES WESTERN AREA MIRAMAR
PO BOX 452001
SAN DIEGO CA 92145-2001

ABO 5354.3
EO
12 DEC 2001

AIR BASES ORDER 5354.3

From: Commander
To: Distribution list

Subj: COMMAND EQUAL OPPORTUNITY PROGRAM (EOP)

Ref: (a) DoD 1350.2
(b) SecNavInst 1730.8
(c) MCO P5354.1C
(d) MCO 1700.23E
(e) MCO P1900.16E
(f) MCO 11000.22
(g) MCO 5354.3A

Encl: (1) Command Military Personnel Race/Ethnic Statistics Format
(2) Unit Demographics
(3) Commanders Statement on Equal Opportunity

1. Purpose. To establish policy for an Equal Opportunity Program (EOP), provide a comprehensive Equal Opportunity Plan, and assign related command and staff responsibilities.

2. Background. The references establish policy and guidelines for managing the Command EOP.

3. Definition of Terms. The definition of terms contained in appendix F of reference (d) applies and should not be redefined.

4. Concept

a. Ensuring that fairness and equality of opportunity are extended to each individual is an inherent function of leadership at all levels. The formalized initiatives of an EOP will not automatically ensure equality to all individuals. These initiatives should be supportive of traditional leadership. Therefore, in effecting the Commanders policies, virtually every command action must be scrutinized in terms of its potential EO impact. It must be recognized that an EO is not merely associated with assignments, promotions, reenlistments, and military justice, but transcends every aspect of military life. Religious preference, housing and subsistence needs, child care, community relations, recreational, and educational opportunities all have

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very real EO impact considerations and must be constantly monitored and addressed.

b. The actions directed by this Order are designed to:

(1) Identify and monitor all command policies, programs or procedures in which discriminatory practices have occurred or could occur, and to initiate actions to either eliminate these practices, or prevent their occurrence in the future.

(2) Eliminate prejudice or the perception of prejudice, and to promote professional and harmonious interpersonal relationships among all personnel.

(3) Create an atmosphere which encourages the professional and personal advancement of all individuals without regard to age, race, color, religion, gender, or national origin.

c. The chain of command will be continuously emphasized as the primary and preferred channel for correcting discriminatory practices and for coordinating and communicating relative to all EO matters.

5. Policy. Consistent with the concepts, principles, and objectives of DoD regulations per reference (a) and the Marine Corps EOP, reference (c), it is the policy of the Commander, Marine Corps Air Bases Western Area (COMCABWEST) that:

a. All military personnel are assured equal opportunity without regard to age, race, color, religion, gender, or national origin consistent with the law, regulations, and the requirements for physical and mental abilities.

b. Cultural, racial, gender, and ethnic diversity be accepted as a desirable characteristic within the American society and the Marine Corps, and that this diversity be recognized in ensuring that all personnel are assisted in attaining both personal and professional goals.

6. Responsibility. The efforts of all personnel are required to maintain the effectiveness of the EO environment. It is through command emphasis that all efforts are formalized and directed into a continuous, effective and successful program. Enforcing EO is the responsibility of Commanders at all levels. The command responsibilities listed in the following paragraphs are fundamental to the integration of this concept and must be continuously addressed within the framework of each command's program.

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a. EO Complaint Procedures. Eliminating all vestiges of discrimination and sexual harassment is the ultimate goal of the EOP. Commanders at all echelons will establish and promogulate procedures through which all complaints will be received, reviewed, reported, and promptly resolved per reference (d). These procedures will:

(1) Stress the Informal Resolution System (IRS) as the desirable and preferred method of resolving conflict. Commanders must ensure that all members of their unit understand and encourage the use of the IRS.

(2) Stress the request mast procedures per reference (e) as the primary method of initiating a formal complaint of discrimination or sexual harassment. Identify other means to file formal complaints per reference (d) as an alternate means of initiating such complaints if request mast procedures fail to resolve the issue.

(3) Provide a prompt and thorough investigation into formalized allegations of discrimination or sexual harassment per reference (d), to be conducted by an Officer or Staff Noncommissioned Officer (SNCO) not involved in the complaint. If an allegation is directed against a CO, formalized through the Inspector General of the Marine Corps, Base Inspector, or by a letter to Congress, the next higher command in the chain will convene the investigation as directed by this headquarters.

(4) Prepare a Discrimination And Sexual Harassment (DASH) report per reference (c) appendix D, and forward to the COMCABWEST Equal Opportunity Advisor (EOA), for submission into the DASH reporting system.

b. Military Justice. The most dominant area in which Marines perceive they are subjected to either discrimination or bias is military justice. To reduce the possibility of this perception, and to ensure that military justice is administered with fairness and in complete compliance with the Manual for Courts-Martial (MCM) and the Judge Advocate General Manual (JAG Manual), the following procedures will apply:

(1) Review all charges and non-judicial punishment proceedings to ensure that racial, ethnic, or sexual bias have not been a factor in the accusatory stages or in the imposition of punitive measures.

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(2) Investigate all cases where bias is suspected per the MCM or JAG Manual.

(3) Monitor all command disciplinary statistics for evidence of possible patterns of improper treatment of members within the command.

(4) To further reduce the perception of unfairness in administering military justice, all non-judicial proceedings should be published in the plan of the day, on command bulletin boards, or at daily formations. Minimum information published should include the offense(s) and disposition of each case. Commanders may identify the offender by name if deemed appropriate. Additionally, all available means will be used to inform and discuss the effects of disciplinary actions relative to every aspect of each Marine's career.

(5) The establishment of an "open door" policy for all non-judicial punishment proceedings is strongly encouraged.

c. Religious Accommodation. Religious and spiritual beliefs are an important aspect of an individual's culture. Per reference (c), every effort should be made to allow personnel the opportunity to practice their religious/spiritual beliefs, when doing so doesn't adversely impact unit readiness, unit cohesion, health, safety, or discipline.

d. Training and Education. The areas of training and education offer Commanders a viable means through which the EOP can be implemented. The degree to which individuals are able to assimilate professional training, or participate in locally available educational programs influences their ability to improve professionally and technically. This in turn improves advancement and career opportunities. Identify and encourage educationally deficient personnel to participate in programs that will enhance their opportunity for upward mobility. This can most efficiently be accomplished through the development of programs specifically designed to increase the effectiveness of all available training and education. The following guidelines apply:

(1) Pre-service educational background could influence individual ability to meet the established training objectives. Where it is determined that an individual's poor performance in professional training is the result of an educational deficiency, refer the individual to a remedial education program designed to

increase basic skill performance. This will enhance the individual's ability to both assimilate unit training and attain the proficiency necessary for professional advancement.

(2) Actively encourage and assist Marines whose performance is adequate, but whose career opportunities are limited because of educational deficiencies, in enrolling in an off-duty education program.

(3) Professional Military Education (PME) is designed to enhance the development of those professional capabilities necessary for increased grade and responsibility. Included among the objectives of PME are many of the objectives of the EOP. Therefore, each Marine will receive specific training which outlines the concepts of the command's EOP. At a minimum, commanders will ensure the required EO and sexual harassment training is conducted annually per reference (d). All training will be recorded in unit training records.

(4) Marines will be encouraged to participate in special training programs, such as correspondence courses, as a means of enhancing professional development.

(5) Continuously emphasize the role of continued educational development as a further means of enhancing a Marine's personal and professional career. Establish programs at all levels of command to disseminate information on off-duty education and encourage participation in such programs. Use statistical data submitted per enclosure (1) to both evaluate progress in this area and to establish realistic goals.

(6) Encourage all personnel within the unit to organize and participate in the various ethnic heritage observances. These events are designed to provide education and awareness for all personnel to understand and appreciate the diversity within our country and Armed Forces.

e. Career Development. The EOP cannot be successful if equality of opportunity for promotion and upward mobility are not ensured. Aside from the obvious career development enhancement actions discussed in the previous paragraph, the following measures will be initiated and/or continued:

(1) All members of the command will receive counseling concerning service record book entries relative to conduct and performance, training records, fitness reports, and all other matters which may affect promotional opportunities and career development. Inform individuals eligible but not recommended for

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promotion, as to the reasons, and to the extent practicable, actively assist in eliminating any correctable deficiencies.

(2) All formal screening boards for promotion, school, or special programs will be composed of representatives of all race, gender, and ethnic groups whenever feasible.

(3) Statistical data on promotions and reenlistments, school assignments, and various commissioning programs will be continuously reviewed to ensure bias has not been a factor in either advancement or selection. Special attention must be directed toward informing all individuals of the opportunities for special advancement programs, and procedures toward increasing minority applications for the various commissioning programs.

f. Assignment/Reassignment. To ensure equality of assignment to primary duties, work details, and to prevent the perception of inequality in these areas, the following guidelines apply:

(1) Assignment to primary duty is based solely upon grade and occupational skill requirements. Personnel will not be denied assignment to any billet for which they are otherwise qualified because of age, race, color, religion, gender, or national origin.

(2) Assignments to command billets will be periodically reviewed to ensure a proportionate distribution of qualified minorities have been assigned to these billets. The annual Equal Opportunity Data Summary Report will be completed and forwarded to COMCABWEST, for submission to CMC (MPE) annually per the guidelines outlined in reference (c), appendix C.

g. Administrative Discharge. Discriminatory bias will not be a factor in administrative discharge actions. Each recommendation for administrative discharge must be reviewed prior to expiration of active service under the provisions of reference (e), to ensure that bias has not been a factor in the recommendation for discharge. Command discharge statistics must be maintained and reported using enclosure (1), and monitored at all echelons of command to determine any patterns of systemic discrimination in the initiation of administrative discharge proceedings.

h. Recognition/Commendation. Appropriately recognizing individual achievement enhances individual behavior and morale, and contributes directly to unit efficiency and readiness. All Marines must receive just consideration for recognition, commendation, and

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decoration. The same standards for recommendation will be applied equally to all members of the command. Recognition/commendation data will be maintained, reviewed, and reported per enclosure (1).

i. Barracks/Living Areas. Segregation in barracks and other living areas is prohibited. Commanders must ensure that any voluntary segregation which takes place in barracks reading/recreational/TV rooms during off-duty hours does not result from or reflect discriminatory practices.

j. Use of Base and Unit Facilities. The services available at all Base and unit facilities must be responsive to the needs of all personnel. The requirements identified for each of the below listed facilities must be monitored to ensure they continue to support the concepts of the EOP.

(1) Exchange Services

(a) The Marine Corps Exchange and Convenience Store(s) will carry a diverse selection of products such as: toilet articles, magazines, greeting cards, music, etc., to fit the needs of all personnel.

(b) All barbers and beauticians employed in exchange barbershops and/or beauty salons must be trained and qualified to provide service to all personnel.

(2) Commissary. To the extent practicable within the constraints imposed by storage and sales space, the commissary will stock those foods and products frequently requested by various ethnic groups.

(3) Entertainment/Recreational Facilities

(a) Entertainment and recreational facilities will provide programs of sufficient diversity to appeal to the preferences and needs of all personnel. The demonstrated interest of all customers will be addressed and included in the planning of all command and unit sponsored recreational activities.

(b) Library facilities, barracks reading rooms, and other reading areas must provide a representative selection of minority and female oriented books, magazines, and periodicals among those reading materials regularly purchased at Marine Corps expense.

k. Housing. The provisions within references (c) and (f) must be implemented to ensure complete fairness and equality in both assignment to Base housing and/or referral to off Base housing facilities.

l. Civilian Community Relations. Specific actions must be taken to promote sound civilian community relations and prevent discriminatory practices towards Armed Forces personnel within the civilian community. It is the responsibility of all officers and SNCO's to assist the command in identifying and eliminating any discriminatory practices encountered by Marines, other Armed Forces personnel, or their dependents in the surrounding community.

7. Maintenance of Statistical Data. Enclosures (1) and (2) provide the format for collecting, reporting, and reviewing the statistical data required to support the attainment of the command's EO objectives, and for the EOA to provide accurate analysis of Marine Corps Climate Assessment Survey (MCCAS) data.

8. Applicability. This Order applies to all Department of the Navy (DON) civilian personnel, including non-appropriated fund employees; active duty military personnel, both Regular and Reserve; and Reserve personnel when performing active or inactive duty for training or engaging in any activity directly related to the performance of a Department of Defense (DOD) duty or function.

9. Action

a. Department Heads

(1) Ensure widest dissemination and compliance with the policy and concepts contained in this Order.

(2) Establish procedures through which discrimination and sexual harassment complaints are received, investigated, reviewed, and resolved.

b. COMCABWEST EOA

(1) Advise and assist the station Commander and unit commanders, to include those within the geographical area, with their EOP per the guidelines per references (c) and (g).

(2) Provide counseling, advice, and training to Marines and other Armed Forces personnel as the need arises.

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(3) Monitor the "pulse" of the EO climate through the use of surveys, observation, and statistical analysis of data derived from enclosure (1).

(4) Provide an EO review of all formal investigations into alleged incidences of discrimination and sexual harassment.

(5) Conduct EO Representative (EOR) training on a quarterly basis.

(6) Serve as point of contact to formally report complaints of discrimination and sexual harassment to CMC (MPE) through the DASH reporting system.

(7) Maintain the Training Information Resources library.

(8) Comply with the reporting procedures per references (d) and (i).

(9) Attend the various training sessions/conferences available as directed by this or higher headquarters.

c. Commanders

(1) Implement the policies and requirements detailed in paragraphs 6a through 6l of this Order.

(2) Implement, in writing, a command equal opportunity and sexual harassment statement per reference (c), and display it in prominent areas within the command.

(3) Maintain and report command racial/ethnic statistics, enclosure (1), to the Commanding General via the COMCABWEST EOA, annually, not later than 15 October.

(4) Appoint, in writing, a unit EOR. Ensure the individual is either a SNCO or officer with high moral quality, motivated, and has a strong leadership background.

(5) Ensure that the IRS is encouraged and supported as the primary means of resolving conflict between members of the command.

(6) Ensure that unit request mast directives identify request mast as the primary means to formally report allegations of discrimination and sexual harassment.

(7) Forward all EO related inquires/investigations to the EOA and Staff Judge Advocates (SJA) office for EO review and legal sufficiency.

(8) Report all formalized allegations of sexual harassment to the Commanding General.

(9) Arrange through the EOA to have a MCCAS conducted within 90 days of assumption of command. Use the Unit Demographics Form, (enclosure (2)), and submit with MCCAS request.

(10) Ensure that BEQ directives reflect the information in paragraph 6i.

d. COMCABWEST Inspector

(1) Establish and promulgate procedures, per reference (c) in which discrimination and sexual harassment complaints are received, investigated, reviewed, and resolved.

(2) Ensure that personnel assigned to investigate allegations of discrimination and sexual harassment understand the provisions per reference (c).

(3) Forward all completed investigations of discrimination and sexual harassment to the EOA and SJA for review prior to submission to higher headquarters.

e. Director, Marine Corps Community Services (MCCS). Ensure that at a minimum, the EO considerations identified in paragraph 6j relative to the use of command service facilities are addressed to all branches within MCCS.

f. Assistant Chief of Staff (AC/S), G-4. Implement the provisions of references (c) and (f) to ensure EO in all housing assignments and referral programs.

g. Assistant Chief of Staff (AC/S), G-1

(1) Establish information programs as well as active measures to assist commanders in their career planning development program.

(2) Ensure officer and enlisted assignment procedures meet the guidelines established in paragraph 6f.

h. Staff Judge Advocate (SJA)

(1) In conjunction with organizational commanders, carry out the provisions of paragraph 6b.

(2) Upon the completion of a formal investigation into allegations of sexual harassment or discrimination, provide a legal review of the case.

i. Public Affairs Officer (PAO). Ensure the command's public information efforts support the Marine Corps' commitment to EO issues.



W. G. BOWDON

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COMMAND MILITARY PERSONNEL RACE/ETHNIC STATISTICS FORMAT

See Note 1	<u>White</u>	<u>AI/AN</u>	<u>AA/PI</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other/ Unknown</u>	<u>Total Command</u>
I. On-Board Strength							
A. Number Males	_____	_____	_____	_____	_____	_____	_____
B. Number Females	_____	_____	_____	_____	_____	_____	_____
C. Percentage Males	_____	_____	_____	_____	_____	_____	_____
D. Percentage Females	_____	_____	_____	_____	_____	_____	_____
II. Promotions							
A. To Sergeant							
1. Males Eligible	_____	_____	_____	_____	_____	_____	_____
2. Females Eligible	_____	_____	_____	_____	_____	_____	_____
3. Males Not Recommended	_____	_____	_____	_____	_____	_____	_____
4. Females Not Recommended	_____	_____	_____	_____	_____	_____	_____
5. % Males Not Recommended	_____	_____	_____	_____	_____	_____	_____
6. % Females Not Recommended	_____	_____	_____	_____	_____	_____	_____
B. To Corporal							
1. Males Eligible	_____	_____	_____	_____	_____	_____	_____
2. Females Eligible	_____	_____	_____	_____	_____	_____	_____
3. Males Not Recommended	_____	_____	_____	_____	_____	_____	_____
4. Females Not Recommended	_____	_____	_____	_____	_____	_____	_____
5. % Males Not Recommended	_____	_____	_____	_____	_____	_____	_____
6. % Females Not Recommended	_____	_____	_____	_____	_____	_____	_____

ENCLOSURE (1)

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	<u>White</u>	<u>AI/AN</u>	<u>AA/PI</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other/ Unknown</u>	<u>Total Command</u>
III. Recognition							
A. Medals							
1. Males Awarded	_____	_____	_____	_____	_____	_____	_____
2. Females Awarded	_____	_____	_____	_____	_____	_____	_____
3. % Males Awarded	_____	_____	_____	_____	_____	_____	_____
4. % Females Awarded	_____	_____	_____	_____	_____	_____	_____
B. Certificates of Commendation/Meritorious Masts							
1. Males Awarded	_____	_____	_____	_____	_____	_____	_____
2. Females Awarded	_____	_____	_____	_____	_____	_____	_____
3. % Males Awarded	_____	_____	_____	_____	_____	_____	_____
4. % Females Awarded	_____	_____	_____	_____	_____	_____	_____
IV. Education							
A. Male (#'s)							
1. Some College	_____	_____	_____	_____	_____	_____	_____
2. High School Grad	_____	_____	_____	_____	_____	_____	_____
3. Non-High School Grad	_____	_____	_____	_____	_____	_____	_____
4. Number Enrolled in Off-Duty Education	_____	_____	_____	_____	_____	_____	_____
5. Percent Enrolled in Off-Duty Education	_____	_____	_____	_____	_____	_____	_____
B. Female (#'s)							
1. Some College	_____	_____	_____	_____	_____	_____	_____
2. High School Grad	_____	_____	_____	_____	_____	_____	_____
3. Non-High School Grad	_____	_____	_____	_____	_____	_____	_____
4. Number Enrolled Off-Duty Education	_____	_____	_____	_____	_____	_____	_____
5. Percent Enrolled in Off-Duty Education	_____	_____	_____	_____	_____	_____	_____

ENCLOSURE (1)

	<u>White</u>	<u>AI/AN</u>	<u>AA/PI</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other/ Unknown</u>	<u>Total Command</u>
V. Discrimination/Harassment Complaints							
A. Male (# reported)							
1. Discrimination	_____	_____	_____	_____	_____	_____	_____
2. Sexual Harassment	_____	_____	_____	_____	_____	_____	_____
B. Female (# reported)							
1. Discrimination	_____	_____	_____	_____	_____	_____	_____
2. Sexual Harassment	_____	_____	_____	_____	_____	_____	_____
VI. Disciplinary Actions							
A. NJP (Total)							
1. Males	_____	_____	_____	_____	_____	_____	_____
2. Females	_____	_____	_____	_____	_____	_____	_____
B. Court-Martial (All)							
1. Males	_____	_____	_____	_____	_____	_____	_____
2. Females	_____	_____	_____	_____	_____	_____	_____
VII. Admin Discharges (Prior to Normal EAS/ECC)							
A. Honorable (Total)							
1. Males	_____	_____	_____	_____	_____	_____	_____
2. Females	_____	_____	_____	_____	_____	_____	_____
B. General (Total)							
1. Males	_____	_____	_____	_____	_____	_____	_____
2. Females	_____	_____	_____	_____	_____	_____	_____
C. Other than Honorable							
1. Males	_____	_____	_____	_____	_____	_____	_____
2. Females	_____	_____	_____	_____	_____	_____	_____

ENCLOSURE (1)

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UNIT DEMOGRAPHICS

	Male	Female
AI/AN	_____	_____
AA/PI	_____	_____
BLACK	_____	_____
HISPANIC	_____	_____
WHITE	_____	_____
OTHER/UNK	_____	_____

RANK DEMOGRAPHICS

O6	_____	E9	_____
O5	_____	E8	_____
O4	_____	E7	_____
O3	_____	E6	_____
O2	_____	E5	_____
O1	_____	E4	_____
W5	_____	E3	_____
W4	_____	E2	_____
W3	_____	E1	_____
W2	_____		
W1	_____		

ENCLOSURE (2)

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COMMANDER'S STATEMENT ON EQUAL OPPORTUNITY

As the Commander of Marine Corps Air Bases Western Area, I am fully committed to Equal Opportunity for all Marines, Sailors, and civilians employees of this command, without regard to race, color, religion, gender, age disability, or national origin. Equal opportunity is the responsibility of all leaders and I expect all personnel to work toward an environment of mutual respect. Each member working aboard MCAS Miramar must have the opportunity to serve in an environment free from unlawful discrimination and harassment.

Sexual harassment and discriminatory conduct in incompatible with the Marine Corps core values of Honor, Courage, and Commitment and will not be tolerated at this command. This type of behavior threatens combat readiness by impacting an individual's emotional well being and impairing unit cohesiveness. Personnel engaging in discrimination or sexual harassment will be subject to appropriate disciplinary action.

If you observe or are a victim of sexual harassment you are encouraged to use your chain of command to resolve the situation. All leaders should strive to resolve discrimination complaints at the lowest possible level using the Informal Resolution System. For those requiring it, encouragement should be provided to use the Request Mast procedure, as it is the preferred method for reporting formal complaints. Additionally, personnel are encouraged to seek advice from the Equal Opportunity Representative/Advisor (military) or Equal Employment Opportunity Counselor (civilian) as appropriate. Reprisals, intimidation, or any further harassment related to such complaints will not be tolerated under any circumstances.

We all have the right to work in an environment free of sexual harassment and discriminatory conduct and I charge all leaders to foster an environment that treats everyone with dignity and respect.



W. G. BOWDON

MAJOR GENERAL, U.S. MARINE CORPS
COMMANDER, MARINE CORPS AIR BASES WESTERN AREA

ENCLOSURE (3)