



UNITED STATES MARINE CORPS  
I MARINE EXPEDITIONARY FORCE  
U. S. MARINE CORPS FORCES, PACIFIC  
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IN REPLY REFER TO:  
I MEFO 5354.1A  
EOA

16 SEP 2011

I MARINE EXPEDITIONARY FORCE ORDER 5354.1A

From: Commanding General  
To: Distribution List

Subj: I MEF EQUAL OPPORTUNITY (EO) POLICY AND PROGRAM GUIDANCE

Ref: (a) MCO P5354.1D w/ CH 1  
(b) MCO 5354.3B

Encl: (1) Annual Equal Opportunity Data Summary Report

1. Situation. Reference (a) is the Marine Corps Equal Opportunity Manual which outlines the Marine Corps' policy on equal opportunity (EO), provides for the establishment of a comprehensive military EO Program, and assigns command and staff responsibilities. Reference (b) is the Equal Opportunity Advisor (EOA) Manual, which outlines the guidance regarding the utilization and functions of the EOA. This I Marine Expeditionary Force (I MEF) order contains command specific policy, program guidance, and Commanding General's areas of emphasis.

2. Cancellation. I MEFO 5354.1

3. Mission. Commanders at all levels will emphasize the importance of a command climate of inclusiveness and acceptance. People are our most precious asset, and our combat readiness and ultimate success on the battlefield rely on the teamwork and cohesive units; teamwork that is built on a foundation of mutual trust and respect. Every member of I MEF will know they have the opportunity to succeed and excel based on their individual merit in an environment free of discrimination of any kind. Commanders at all levels will ensure they foster such a climate, holding their chain of command accountable to the tasks and intent of this Order and the reference.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commanders Intent. The I MEF EOA runs the I MEF EO program. I MEF will continue, through an active training and assist program, to promote EO throughout I MEF. Through a proactive program of training, education, and awareness, I MEF and each Major Subordinate Command (MSC) will maintain a visible and viable EO program, and refuse to relegate their EOA or unit Equal Opportunity Representative (EOR) to merely an administrative reporting role.

(2) Concept of Operations

(a) Each MSC EOA works for their respective Commanding General. EOAs are the subject matter experts (SME) in the area of EO; therefore, it is imperative that they are assigned in accordance with the references, and this assignment/Military Occupational Specialties is their primary duty. The EOA is unique, in that they are the eyes and ears for their respective Commanding General's command climate, through proactive training programs, interaction within the command via observations, and command climate surveys. The I MEF EOA will serve as a resource for the MSCs, providing assistance when requested and coordinating instructor augmentation, as required to sustain required training.

(b) Command Climate Workshop (CCW). Commanders are highly encouraged to request from the I MEF EOA a CCW as part of their command climate assessment. The CCW, tailored to unit needs in size and scope, provides the commander with an independent, confidential, and non-jeopardy assessment of the unit's command climate with respect to EO, safety, and overall organizational effectiveness. Information gleaned through small focus groups by rank is summarized and presented to the unit leadership, ending with a confidential debrief to the commander. The only report, verbal or written, that leaves the unit will be the commander's critique form. The commander's critique will be forwarded up the chain of command to the unit's Commanding General. This workshop program is voluntary and will not be used as an "inspection" or "report card" for the unit. The I MEF EOA will provide a CCW upon request to any command within I MEF. The CCW will be administered as a coordinated effort with the I MEF EOA office and the MSC EOA, with the MSC EOA acting as coordinator and the MSC command representative. For I MEF Headquarters Group (I MHG) units or Marine Expeditionary Units (MEUs), the Unit EOR will fulfill this role.

b. Coordinating Instructions

(1) The I MEF EOA will coordinate instructor support for EOR courses and Senior Leaders Workshop (SLW) from adjacent commands when able in order to encourage a sharing of best practices and experiences aimed at improving the EO program throughout I MEF and the entire Marine Corps.

(2) When deployed forces from I MEF desire or require EOA assistance and there is not a deployed EOA available, reach-back is available via e-mail and phone.

c. Tasks

(1) Commanding Generals

(a) Comply with all directives in the references.

(b) Maintain a proactive EO program, keeping with the commander's intent in paragraph 3.a.(1) above.

(c) Encourage continued sustainment training education for EOAs per references (a).

(d) Encourage units to utilize the CCW program as described in paragraph 3.a.(2) (b) above, as part of their command climate assessment. Maintain the non-jeopardy nature of the program within your command.

(e) Provide the I MEF EOA an Annual Equal Opportunity Data Summary Report as required by reference (a) in the format provided in enclosure (1).

(2) Commanding Officers 11th, 13th, 15th MEU, and I MHG

(a) Comply with all directives in the reference.

(b) Maintain a proactive EO program, keeping with the commander's intent in paragraph 3.a.(1) above.

(c) Provide the I MEF EOA an Annual Equal Opportunity Data Summary Report as required by reference (a) in the format provided in enclosure (1).

(3) EOA

(a) Maintain compliance with required reports.

(b) Promote a proactive training program to ensure adequately trained EOR capability at each unit with I MEF.

(c) Provide SME expertise and command support/guidance to the involved commander and their chain of command for any discrimination charge, alleged or substantiated, with the goal of resolving the issue completely in a timely manner with full regard for the complainant's rights.

(d) Provide assistance and coordinate instructor support from all available EOAs for required training in order to maintain an appropriate level of trained EORs as well as provide senior leader EO training.

(e) Assist MSC EOAs/EORs in scheduling unit CCWs upon request and coordinate instructor support if needed.

5. Administration and Logistics

a. Each MSC will fund their respective EOA's temporary additional duty costs for participation in scheduled training events.

b. I MEF will fund any facilitator TAD costs for requested CCWs. The parent command will fund assistant facilitator TAD costs when required for their units.

6. Command and Signal

a. Command. This Order is applicable to all I MEF subordinate commands.

b. Signal. This Order is effective upon the date signed and supersedes previous policies.



R. F. CASTELLVI  
Chief of Staff

Distribution: I/II