



UNITED STATES MARINE CORPS  
I MARINE EXPEDITIONARY FORCE  
U. S. MARINE CORPS FORCES, PACIFIC  
BOX 555300  
CAMP PENDLETON, CA 92055-5300

I MEFO 5354.1C

EOA

JAN 6 2016

I MARINE EXPEDITIONARY FORCE ORDER 5354.1C

From: Commanding General, I Marine Expeditionary Force  
To: Distribution List

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

Ref: (a) MCO P5354.1D  
(b) MCO 5354.3B  
(c) JAGINST 5800.7F  
(d) CMC WASHINGTON DC 171556Z Sep 13 (MARADMIN 464/13)  
(e) CMC WASHINGTON DC 141509Z Jun 13 (MARADMIN 291/13)  
(f) CMC WASHINGTON DC 081720Z Sep 15 (MARADMIN 438/15)  
(g) SECNAVINST 5350.16A

Encl: (1) Executive Summary Command Climate Survey Results Template  
(2) Annual Command Climate Assessment Report (O5 Level and above)  
(3) Visual Inspection Report Template

Reports Required: I. Annual Command Climate Assessment Report (O5 Level and above) (Report Control Symbol I MEF-5354-01), encl.(2)

1. Situation. Reference (a) is the Marine Corps Equal Opportunity Manual (EOM) 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 (MEF) Order contains command specific policy, program guidance and Commanding General's (CG's) areas of emphasis.

2. Cancellation. I MEFO 5354.1B.

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

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commanders Intent. The I MEF EOA is responsible for the

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execution of the MEF EO program. I MEF will continue to promote EO through an active training and assist program. Each Major Subordinate Command (MSC) will maintain a visible and viable EO program. Their EOA or unit Equal Opportunity Representative (EOR) shall not be relegated to merely an administrative reporting role.

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

b. Subordinate Element Missions

(1) CG, 3d Marine Aircraft Wing, 1st Marine Division and 1st Marine Logistic Group

(a) Comply with references (a) through (g).

(b) Maintain a proactive EO program, keeping with the commander's intent in paragraph 4.a.(1) above.

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

(d) Provide the I MEF EOA, an Annual Command Climate Assessment Report as required by reference (d) in the format provided in enclosure (2).

(2) Commanding Officers 11th, 13th, 15th Marine Expeditionary Unit and I Marine Expeditionary Force Headquarters Group

(a) Comply with references (a) through (g).

(b) Maintain a proactive EO program, keeping with the commander's intent in paragraph 4.a.(1) above.

(c) Provide the I MEF EOA, an Annual Command Climate Assessment Report as required by reference (d) in the format provided in enclosure (2).

(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.

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(d) 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 the MEF and the entire Marine Corps.

c. Coordinating Instructions

(1) Training. Per reference (a), all I MEF military personnel will receive at a minimum, one hour of training annually that details the Marine Corps EO policy; the effects of discrimination and sexual harassment on the individual Marine, the unit and how discrimination undermines morale and mission accomplishment; and the proper use of the Informal Resolution System (IRS). During the annual training, personnel shall be provided information on how to contact their MSC EOA.

(a) EOR will attend the quarterly EO sustainment training conducted by their respective EOA.

(b) The EOA will maintain a Training Information Resources (TIR) Library. The TIR Library includes videos, powerpoints, books, lesson plans and other materials. The units' EOR will coordinate with the EOA to use these resources to conduct training at their units. Only EO training materials approved by the EOA will be used to conduct EO training.

(2) Command Climate Assessment. Per references (a) and (d), the following requirements and timelines apply:

(a) Commanders are required to assess their command EO climate within 90 days of assumption of command using the Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS), and ensure proactive strategies are initiated to monitor unit progress if needed. Commands that have been assessed within 90 days of a new commander's arrival are not required to be reassessed. Commanders must ensure all military members administratively attached to their command have the opportunity to participate in the assessment process. The total number of surveys requested will be based on the total on-hand strength of the unit's morning report on the day the survey is requested.

(b) Command EORs will administer the climate assessments for units with more than 50 personnel. Subordinate units with 50 or less personnel shall be surveyed with a larger unit in the command to ensure anonymity.

(c) All DEOCS results shall be briefed to the next higher level commander within 30 days of receipt of survey results. All commanders shall develop a written action plan to address concerns identified in the DEOCS report. This action plan must also identify periodic evaluations to assess its effectiveness.

(d) Once the DEOCS has been initiated by the command EOR, the assessment process shall not last longer than 60 days (survey start/completion; analysis conducted by EOA/executive summary; written results/plan of action briefed to the next higher level commander). For those commands with unique circumstances, an extension request may be made to

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their MSC CG. The MSC EOA will receive a courtesy copy of all requests for survey extension.

(e) Upon completion of the DEOCS, the command EOR will forward an electronic copy of the survey results to the EOA for an analysis of the report and the completion of the executive summary. The EOA will analyze the report, complete the executive summary and return the summary to the commander.

(f) All commanders will brief the results, to include a written plan of action for concerns identified in the report, to the next higher level commander. The next higher level commander will approve the action plan prior to implementation.

(3) Formal Complaint Procedures. Per references (a) and (f), all Commanders will refer Marines and Sailors seeking advice/guidance or those seeking to file a complaint of discrimination or harassment based on color, sex, race, religion, national origin, and sexual orientation or any other forms of unlawful discrimination, to include sexual harassment to their MSC EOA prior to the initiation of any inquiry or investigation. The EOA will conduct the required intake interview with the complainant to clarify concerns, frame complaint(s) and coordinate investigations. The EOA will then inform the unit commander of the complaints/allegations. Commander must adhere to the following timelines:

(a) Within 72 hours or three working days of a commander receiving a formal complaint, the command must initiate an investigation into the allegation(s). Also within 72 hours or three working days, a detailed description of the allegation(s) shall be forwarded in writing to the CG. A copy of the written notification will be sent to the MSC EOA. This report must also include the name of the investigating officer.

(b) The commander shall inform the complainant when the investigation has commenced and will provide a status update every 14 days if the investigation is ongoing. The unit EOR will provide the complainant with the status update via written correspondence to include email. Commanders should make every effort to complete the investigation within 14 days. If the investigation is not completed within 14 days, a written request for extension shall be submitted to MSC CG. The CG can authorize up to 30 days extension.

(c) Upon completion of the investigation, the investigating officer shall ensure a legal sufficiency review and EO sufficiency review is conducted on the findings and recommendations. The Staff Judge Advocate (SJA) will conduct the legal review. The investigation will then be provided to the EOA. The EOA will complete the EO sufficiency review before forwarding the investigation to the commander for review and final disposition.

(d) The commander has six days upon completion of the investigation to include, legal and EO reviews, to forward a final written disposition report to the respective MSC CG. The report shall include a statement from the complainant indicating their satisfaction or dissatisfaction with the resolution. The complaint resolution statement shall be taken by the EOR or EOA after notification of resolution.

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(e) A Discrimination and Sexual Harassment (DASH) report is required when a formal complaint is filed and a Marine is the complainant or alleged offender. It is the responsibility of the command in which the complaint was received to ensure a DASH report is initiated. The DASH report will be submitted to Commandant of the Marine Corps (CMC) Diversity Management Branch (MPE) with the assistance of the MSC EOA. The EOA will advise the command on the DASH processing requirements and assist in submitting the report.

(4) Appeals. IAW reference (g), either the complainant or the subject of the complaint may appeal the decision of an EO investigation resulting from a formal complaint. There are two levels of appeals, neither automatic. Each appeal must be affirmatively requested by either the complainant or the subject of the complaint. In addition to the request, documentation, statements of witnesses, personnel records entries, etc., which may be helpful in resolving an appeal, may be submitted to the appellate authority by the party requesting the appeal. The first appeal of a decision on a formal complaint will be to the respective MSC CG. This appeal should be requested within seven days of the notice of the decision on the formal complaint. If a further appeal is requested, the final resolution will rest with the Secretary of the Navy (SECNAV) or his designee.

(5) Reports of Investigations. IAW reference (c), the complainant or the offender may request Reports of Investigation (ROI) for the EO investigation. All requests for such report will be made to their respective MSC CG, via the SJA office.

(6) Visual Inspections. Per reference (e), commanders will perform an annual comprehensive visual inspection of all workspaces to ensure they are free from materials that create a degrading, hostile or offensive environment. The results of the inspection shall be documented using the template format in enclosure (3).

5. Administration and Logistics. Distribution will be made by electronic copy to MSCs and I MEF Staff Principals.

6. Command and Signal

a. Command. This Order is applicable to the I MEF Total Force.

b. Signal. This Order is effective the date signed.



D. H. BERGER

DISTRIBUTION: I/II

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Executive Summary Command Climate Survey Results Template

## UNITED STATES MARINE CORPS

Unit Address

IN REPLY REFER:

5354

CO

Date

From: Commanding Officer  
To: Commanding General, I Marine Expeditionary Force  
Via: Equal Opportunity Advisor, I Marine Expeditionary Force

Subj: EXECUTIVE SUMMARY COMMAND CLIMATE ASSESSMENT RESULTS (UNIT)

Ref: (a) CMC WASHINGTON DC 171556Z (MARADMIN 464/13)

1. Per the reference, a command climate survey was administered to \_\_\_\_\_ on \_\_\_\_\_, and closed on \_\_\_\_\_. The number of survey participants was \_\_\_\_\_ of a total population of \_\_\_\_\_. Both military service members and civilian employees (bargaining and non-bargaining) were included in the survey population. The survey response rate was \_\_\_\_\_ percent with a \_\_\_\_\_ percent validity rate. The responses of the survey population were compared between sub-cultures and the total Marine Corps Force comparison group in order to identify disparities above or below the average in assessment categories.

2. The categories surveyed covered a range of factors that included:

- a. Sexual Assault Prevention and Response
- b. Organizational Effectiveness
- c. Equal Opportunity/Equal Employment Opportunity
- d. Fair Treatment

3. Unit consistently maintained a median score above the comparison group in all categories with a total median score of \_\_\_\_\_.

4. Three areas were listed with most favorable results, where the Marines and civilians felt the unit does well:

- a.
- b.
- c.

5. Three areas were listed with the least favorable results where the Marines and civilians felt the unit could improve:

- a.
- b.
- c.

6. Plan of Action: Provide detail strategy to address areas identified as least favorable in the unit.

I. M. COMMANDER

Enclosure (1)

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Annual Command Climate Assessment Report (O5 Level and above)

UIC	MCC	O5/O6 LEVEL COMMAND	PARENT COMMAND	SENIOR COMMAND	TYPE OF ASSESSMENT	CHANGE OF COMMAND DATE	DEOCS START DATE	DATE REPORT PROVIDED	DATE BRIEFED TO HIGHER	WAIVER AUTHORIZED

## Explanation of Terms

Background: MCO P5354.1D and MARADMIN 464/13 established guidance for commanders to assess their commands within 90 days of assumption of command and annually thereafter. The Command Climate Compliance Tracker will be used to report to HQMC all slated commands compliance with the references.

1. UIC: Self-explanatory.
2. MCC: Self-explanatory.
3. O5/O6 Level Command: Self-explanatory.
4. Parent Command: Self-explanatory.
5. Senior Command: Self-explanatory.
6. Type of Assessment. For the purpose of this report the only requirement is to report Change of Command (COC) or Annual Assessment. All other periodic assessment will not be reported.
7. Change of Command Date: Insert the date of the Assumption of Command listed on the assumption of command letter (date format dd-mmm-yr).
8. DEOCS Start Date: Enter the start date of the survey (date format dd-mmm-yr).
9. DEOCS End Date: Enter the ending date of the survey (this date can be obtained from the DRS) (date format dd-mmm-yr).
10. Date Report Provided: Enter the date the report was completed and made available by DEOMI (this date should match the date on the cover of the DEOCS report) (date format dd-mmm-yr).
11. Date Briefed to Higher: Enter the date the results were briefed to the higher level commander (date format dd-mmm-yr).
12. Waiver authorized: If waiver was authorized provide reason and tentative date for when assessment will be conducted (i.e. due to operational commitment assessment could not be conducted within the required timeframe, will conduct assessment in month year upon return from deployment).

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Visual Inspection Report Template

5300  
S-3  
dd mon yr

MEMORANDUM FOR THE RECORD

From: Gunnery Sergeant I. B. Marine  
To: Commanding Officer, Combat Logistic Battalion XXX

Sub: RESULTS OF VISUAL INSPECTION

Ref: (a) CMC WASHINGTON DC 141509Z Jun 13 (MARADMIN 291/13)

1. Per the reference, a visual inspection of workplaces and common areas under your responsibility was conducted on date-month-year.

2. A total of xxx items were removed as a result of the inspection. Sexually suggestive magazines, poster/calendars and individual artwork represented the majority of inappropriate items found. These items were immediately removed from the workplace under the authority of the supervisor/commander.

3. Point of contact is GySgt I. B. Marine at 760-725-1234.

I. B. MARINE

Enclosure (3)