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REFERENCES:

- |                                |                     |
|--------------------------------|---------------------|
| Equal Opportunity Manual (EOM) | MCO P5354.1D W/ CH1 |
| Sexual Harassment              | MCO 1000.9A         |
| Request Mast                   | MCO 1700.23E        |



# LEADERSHIP HANDBOOK ON EQUAL OPPORTUNITY

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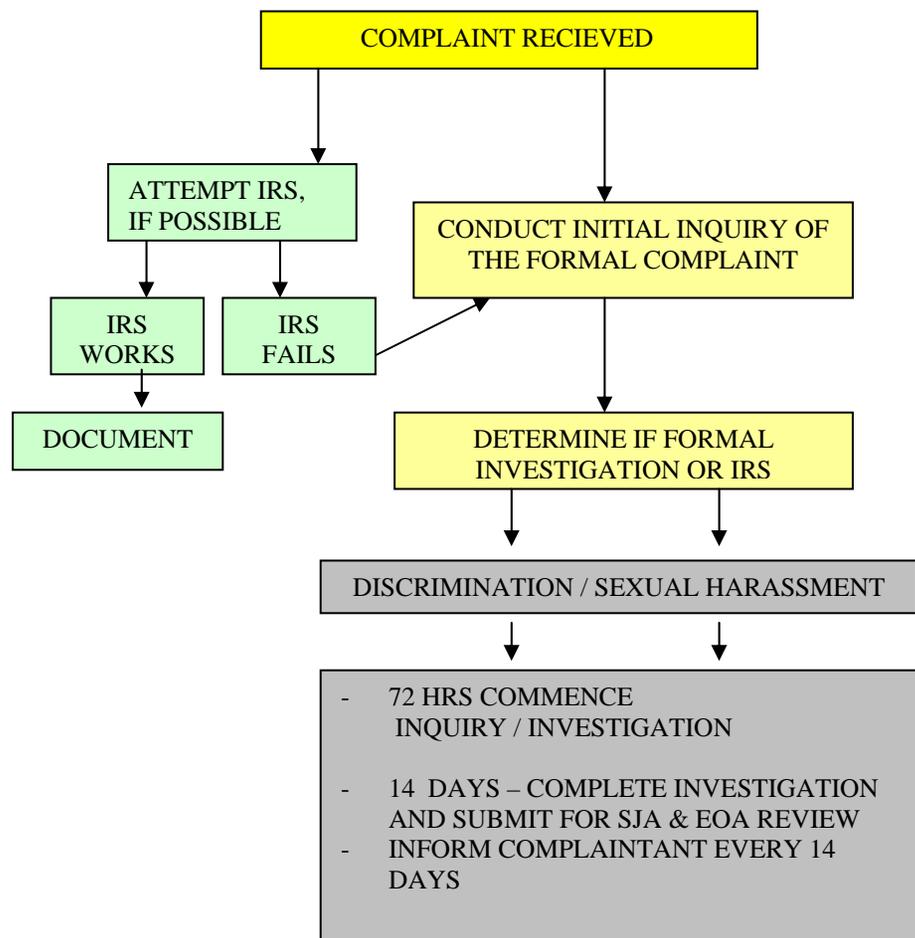
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## IMPORTANT PHONE NUMBERS

Please fill in the blanks with the appropriate phone numbers for your command:

<b>BN EO REPRESENTATIVE</b>	_____
<b>BN SGTMAJ</b>	_____
<b>BN COMMANDER</b>	_____
<b>COMMAND EO ADVISOR</b>	_____

## COMPLAINT PROCESS



## INTRODUCTION

Discrimination and sexual harassment are ugly realities of our society. Their consequences can be painful and are destructive to our Corps. Since our Marine Corps is a microcosm of the society in which we live, it is not immune to these societal trends.

Despite Marine Corps Programs, commanders involvement, and training, Marines and Sailors will occasionally behave inappropriately. A strong continuing commitment is needed by everyone to minimize these behaviors and their effects.

All incidents of discrimination, whether they are racial, religious or gender related, detract from our ability to accomplish the mission effectively and is not in keeping with our core values of *HONOR, COURAGE AND COMMITMENT*. When you are confronted with such a situation, whether you are the victim, the offender, the supervisor, someone who observes the behavior, or the commander, you have an active role in eliminating discriminatory behaviors.

This handbook is designed to help you meet those challenges. It is a ready reference and guidebook to the main issues associated with equality. Refer to this handbook when you encounter equal opportunity situations or utilize it when you're just not sure of what to do.

## Commandant's Policy Statement on Equal Opportunity

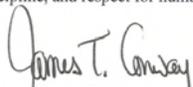
Equal opportunity is a leadership issue — EO and leadership combined equate to mission readiness, which is our ultimate goal as Marines. Our mission requires mutual trust that can only exist in an environment where every individual is treated with respect and dignity — regardless of race, color, gender, religion, age, or national origin.

As Marines, we pride ourselves on “taking care of our own.” In order to maintain this proud tradition of our Corps, there can be no tolerance for discrimination or harassment. These are contrary to our Core Values and have corrosive effects on our mission readiness and the cohesiveness of our warfighting team. Our most valuable asset is the individual Marine, and we must ensure that optimal conditions are set for each member of our diverse Marine Corps family to succeed. This can only be done if a standard of equal treatment and opportunity is enforced.

The Marine Corps is truly an elite force comprised of some of the best men and women our Nation has to offer. As professional warriors, we must hold each other accountable for building the trust and esprit de corps that are vital to our success on the battlefield.

I expect all Marines, Sailors, and Civilian Marines to steadfastly adhere to our Core Values. These values maintain the fundamental qualities that are the cornerstones of the Marine Corps' legacy — pride, leadership, discipline, and respect for human dignity.



  
James T. Conway  
General, U.S. Marine Corps  
Commandant of the Marine Corps

**Prejudice.** The holding of a judgement or opinion, without regard to pertinent fact, that is typically expressed in suspicion, fear, hostility, or intolerance of certain people, customs, and ideas.

**Quid Pro Quo (This for That).** A type of sexual harassment that occurs when submitting to or rejecting such behavior is used as a basis for decisions affecting any person's job, pay, or career. This could be a promise for employment, promotion, a threat of or an actual demotion, a duty assignment, or a positive or negative performance evaluation.

**Reasonable Person Standard.** An objective test used to determine if behavior constitutes harassment. This standard considers what a reasonable person's reaction would have been under similar circumstance and in a similar environment. The reasonable person standard considers the recipient's perspective and not stereotyped notions of acceptable behavior. For example, a work environment in which sexual slurs, the display of sexually suggestive calendars, or other offensive sexual behavior abound can constitute harassment even if other people might deem it to be harmless or insignificant.

**Reprisal.** Taking or threatening to take unfavorable personnel action or withholding or threatening to withhold a favorable personnel action, or any other act of retaliation, against a military member for making or preparing a protected communication.

**Training and Information Resources (TIR) Library.** A library of various books, videos, and lesson plans on equal opportunity issues. Maintained by the EOA.



# DEFINITIONS

**Bias.** A mental leaning or inclination; partiality; prejudice.

**Culture.** The learned and shared behaviors and perceptions of a group that have been transmitted from generation to generation through a shared symbol system.

**Cultural Diversity.** A desirable condition in the military brought about by gender, religion, racial, cultural, and social difference that members naturally bring to an organization.

**DASH.** Discrimination and Sexual Harassment

**Discrimination.** The act, policy, or procedure that arbitrarily denies equal opportunity because of race, color, religion, gender, age, or national origin to an individual or group of individuals.

**Disparaging Terms.** Terms used to degrade or infer negative statements pertaining to age, color, national origin, race, ethnic group, religion, or gender. Such terms include insults, printed material, visual material, signs, symbols, posters, or insignia.

**Equal Opportunity (EO).** The right of all persons to participate in, and benefit from, programs and activities for which they are qualified. Persons will be evaluated on individual merit, fitness, and capability, regardless of race, color, gender, national origin, or religion.

**Hostile Environment.** A type of harassment that occurs when unwelcome behavior of one or more persons in a workplace produces a work atmosphere which is offensive, intimidating, or abusive to another person when using the reasonable person standard.

**Informal Resolution System (IRS).** System used by the Marine Corps that enables the resolution of conflicts in the workplace at the lowest possible level.

## COMMANDING GENERAL'S STATEMENT ON EQUAL OPPORTUNITY

I want to be absolutely clear – the Marine Corps provides equal opportunity for all military members and their families without regard to age, race, gender, religion, color or national origin. The Combat Center's most precious assets are its Marines, Soldiers and Sailors and the mission of training our service members to fight together as combined arms teams. Therefore, I will not tolerate discrimination of any form, and that includes sexual harassment as well as hazing. There is no room for anything other than impartial and professional treatment of our fellow service members.



The chain of command and the Informal Resolution System (IRS) are a few of our tools to resolve complaints at the lowest possible level. Those who report discrimination have my assurance that every complaint will be fully investigated. Any member of the Command Center who engages in inappropriate or discriminatory activities such as hazing, racial, ethnic, religious, or gender related jokes; illegal use of electronic mail to send disrespectful or inappropriate comments, etc., will be subject to administrative and disciplinary actions under the Uniform Code of Military Justice.

Leaders: it is your responsibility to ensure that every Marine, Soldier and Sailor in your charge is continually educated and fully understands the Marine Corps policy regarding equal opportunity, the complaint process, request mast, and reprisal prevention.

Through the collective efforts of our staff and military personnel, our mission of training and supporting warriors who fight to win battles for our country is an honored one. Equal opportunity is an absolute essential for mission accomplishment!

Every unit aboard this installation has an Equal Opportunity Representative (EOR). All military members are encouraged to utilize their unit Representative and chain of command to address discrimination and sexual harassment. Gunnery Sergeant Herrick A. Ross is my Equal Opportunity Advisor and he is available to assist in any way he can. His office is co-located with the Center Inspector (Bldg 1447S) and he can be contacted at 830-4567.

Douglas M. Stone  
Brigadier General, U. S. Marine Corps  
Commanding General, MCA GCC

# BARRIERS TO UNDERSTANDING DIVERSITY

When we hear the term Equal Opportunity, most people perceive it as something of a minefield, *'Be careful where you step...you never know!'*. Equal Opportunity itself is not the problem – the problem lies in our attitudes towards equal opportunity. Those who have negative attitudes toward the differences of others often engage in negative behaviors, including prejudice, stereotyping, and discrimination.

## PREJUDICE

Prejudice is a preconceived feeling or biased opinion or judgement without justification. People are not born with prejudice – they are influenced and learn it. We are all raised with some type of bias. One of the most devastating aspects of prejudice is that most people don't realize they even have them. Denying that the bias exists only perpetuates the potential problem. Our prejudices come from our family, our friends, our environment, the media and other external influences.

## OTHER PEOPLE

Suppose your father, mother or best friend, whom you respect, says something about a specific group. You may grow up believing it to be true. It is made to seem normal, or normed. If you do not experience something that changes that "norm", you may continue to feel biased when dealing with members of that group.

## THE MEDIA

Television, radio, movies and books can entertain us, but they may also mislead us. If what we read and see presents only a biased viewpoint, we may start to think that only those we 'normally' see are the only ones in leadership positions.

## OUR EXPERIENCES

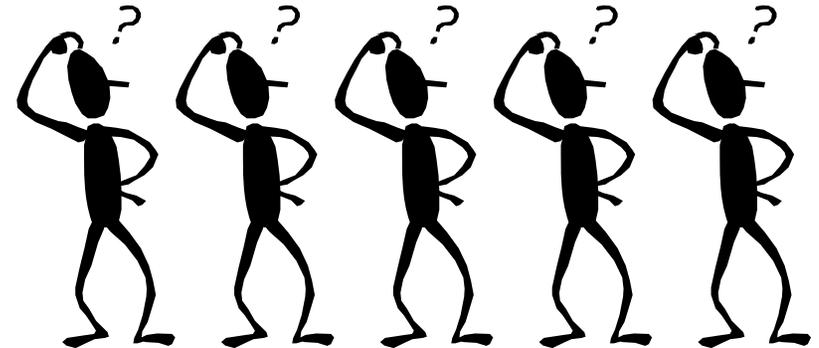
If you deal with someone from a different group that you consider to have an attitude problem, you may decide that everyone from that group has an attitude problem. These prejudices often lead people to create stereotypes when we attribute the behaviors of one person of a group to that of the entire group.

**Q:** I think that some people ask for sexual harassment, they wear provocative clothing and they never say the comments are bothering them!

**A:** Regardless of what a person wears, another person does not have the right to sexually harass them. Every individual has the responsibility for dressing appropriately in the workspace. Most people who experience sexual harassment do not feel comfortable enough to say the behavior offends them. Remember, it is usually the person with the 'power' who is doing the harassing and most victims do not think that they will be believed. They are also intimidated by the behaviors and feel their jobs may be in jeopardy for reporting the conduct or they may be segregated from their co-workers.

**Q:** If someone means no harm by 'friendly behavior and harmless joking, not intending to hurt any feelings,' are they still guilty of discrimination or sexual harassment?

**A:** The determination of whether a behavior is sexual harassment or discrimination is not necessarily based on how it is intended, but how it is received. In other words, the guidelines are that the impact of the behavior, not the intent of the person who did the behavior, normally determines if harassment has occurred. When in doubt, COMMUNICATE!



## **FREQUENTLY ASKED QUESTIONS**

**Q:** How do I protect myself from false allegations of discrimination or sexual harassment?

**A:** First, do not have a reputation in your unit as someone who tells sexual or racial jokes, makes inappropriate comments/innuendoes, or is a toucher/hugger. Second, make legitimate leadership decisions based on sound leadership principles. Third, document those decisions.

**Q:** What are sexually suggestive visuals or objects?

**A:** If you wonder about whether a visual object could be sexually suggestive, don't bring it to the workplace. If you have or allow sexually suggestive visuals or objects in your workplace; recognize that they create the potential for a complaint; do not project an unprofessional image; and contribute to creating an offensive, hostile, and intimidating work environment.

**Q:** If I am from a minority group, is it OK for me to joke around with people from my same group and make jokes about us?

**A:** Absolutely not. Inappropriate behavior is inappropriate in any setting. You are also setting yourself up for "third party discrimination," where others who observe or overhear the jokes and comments can also be offended. Ask yourself if someone of a different group told the same joke about you, would it still be a 'joke'. In a professional working environment, jokes and comments of any group are not appropriate for anyone.

**Q:** What is the big deal about having pictures, cartoons, and calendars around the workplace? Just because they are sexually oriented doesn't mean they are wrong or bad, right?

**A:** They can contribute towards creating a hostile, offensive, and intimidating work environment. These visuals portray males and females more as sex objects and not as professionals and are not appropriate. Sexually oriented visuals can be used as evidence in sexual harassment cases.

## **STEREOTYPES**

Stereotypes are perceptions about a group of people. They can be negative and positive. They are based on differences that we see in each other. Ask yourself if you are treating others differently and did not even realize it? Do you assume things about others based on differences? Stereotypes occur when we apply biases to all members of a group, for example:

- *All \_\_\_\_\_ are dumb.*
- *That was a \_\_\_\_\_ mistake.*
- *All \_\_\_\_\_ are lazy or unemployed.*
- *All \_\_\_\_\_ are too emotional.*
- *All \_\_\_\_\_ are drug dealers.*
- *\_\_\_\_\_ people are cheap.*
- *All \_\_\_\_\_ are smart.*
- *All Marines are \_\_\_\_\_.*
- *You're not a real Marine unless you \_\_\_\_\_.*

*Did you automatically fill in the blanks by stereotyping?*

## **DISCRIMINATION**

Discrimination is treating people differently, unequally, and usually negatively because they are different from you or a member of a particular group. Discrimination comes in many forms, such as sexual harassment, religious bigotry, anti-Semitism, racism, sexism – to name a few. This goes against our Marine Corps values of *Honor, Courage and Commitment*.

Discrimination denies equal treatment because of differences.

**Actions are based on age, gender, race, religion, ethnic group, or background. Ask yourself:**

**“Do I treat everyone the same, regardless of age, gender, race, religion, ethnic group, or background?”**

**“Do I ever ask a person to do something that I wouldn't ask anyone to do?”**

## **HONOR**

- Integrity, Responsibility, Accountability

## **COURAGE**

- Do the right thing, in the right way, for the right reasons

## **COMMITMENT**

- Devotion to the Corps and my fellow Marines

## **MARINES.....**

- ❑ OBEY LAWS AND REGULATIONS
- ❑ LEAD BY EXAMPLE
- ❑ RESPECT THEMSELVES AND OTHERS
- ❑ MAINTAIN A HIGH STANDARD OF INTEGRITY
- ❑ SUPPORT AND DEFEND THE CONSTITUTION
- ❑ UPHOLD SPECIAL TRUST AND CONFIDENCE
- ❑ PLACE HONOR ABOVE ALL ELSE
- ❑ HONOR COUNTRY, CORPS & OUR FELLOW MARINES

## **REPRISAL**

Acts of reprisal are illegal. Reprisal occurs if someone threatens an individual or an individual's career because they have filed a complaint or discussed an issue with the chain of command or another agency. It could include:

- Negative performance rating
- Letters of counseling or reprimand
- Non-recommendation for promotion, reenlistment, etc.

Some well-intended actions may be perceived as reprisal:

### **EXAMPLE:**

An individual filing a complaint may be removed from their work section to protect them from hostility. However, the individual may feel he or she is being punished for filing the complaint.

A person, who knowingly makes a false accusation or tries to use the complaint system in retaliation against another individual, can be reprimanded. However, a complaint that is found 'unsubstantiated' is not necessarily a false allegation.

ACTS OF REPRISAL OR INTIMIDATION OF ANY TYPE  
ARE ILLEGAL AND WILL NOT BE TOLERATED

## EO COMPLAINTS

### FORMAL

Any complaint or allegation of discrimination as a result of Request Mast, Congressional inquiry, DON or IGMC Hotline, Article 138 or UCMJ, Article 1150 of the Navy Regulations, or initiation of administrative or criminal investigation is a formal complaint and will be promptly investigated by the appropriate authority and reported to CMC (MPE) via the Equal Opportunity Advisor (EOA).

- ❖ Request Mast is the preferred method for an individual to file a formal EO complaint.
- ❖ A Marine or Sailor who alleges wrong(s) committed by the CO may file a complaint under Article 138, UCMJ. Commanders should consult with the Staff Judge Advocate (SJA) when processing a complaint under Art. 138.
- ❖ A Marine or Sailor may also file a complaint against any other superior, in rank or command, whom the service member believes committed a wrongdoing (USNAVREGS, Art 1150). Commanders should consult with the SJA when processing a complaint under Art 1150.
- ❖ As an alternative to the normal chain of command, DON military and civilian personnel may lodge complaints and provide facts to the local Command Inspector or the representatives of the Deputy Naval Inspector or to representatives of the Deputy Naval Inspector General for Marine Corps Matters/Inspector General of the Marine Corps (DNIGMC), DSN 224-1348/49 or commercial (703) 614-1348/49, without fear of reprisals, concerning violations of laws, rules, and regulations; fraud, waste, or inefficiency, abuse of authority; or other misconduct.
- ❖ Marines and Sailors may write an individual letter to members of Congress at anytime concerning EO issues.

## PROFESSIONAL RESPONSIBILITIES

1. Marines, particularly leaders, should view their responsibilities in the following manner:

- **Know the way things should be done.**
- **Recognize when they are not being done the right way or up to standards.**
- **Provide instruction to subordinates to enable them to make corrections.**

2. Younger Marines should concentrate on the basics. The focus of their responsibilities is as follows:

- **Discipline.**
- **Weapon.**
- **Uniform and equipment.**
- **Living and working spaces.**
- **MOS skill.**

3. Noncommissioned Officers and Staff Noncommissioned Officers should:

- **Supervise and inspect Marines.**
- **Train and correct Marines.**

4. Officer should:

- **Provide general supervision.**
- **Plan (for next month, not tomorrow).**
- **Think.**

## EXAMINING YOUR BEHAVIOR

Think through your own personal experiences, being honest with yourself. Honestly reflecting on the way we actually think about and treat others, particularly those who are different from us, is beneficial. This approach works well for any type of conflict or argument. Some helpful tools include:

- **If angry, calm down before dealing with a situation.**
- **Reflect on what actually took place.**
- **Be honest and constructive with yourself.**
- **Do not lay blame.**
- **Ask yourself why you acted or reacted in a certain way.**
- **Ask why the other person acted or reacted in a certain way.**
- **Try to identify how you may have contributed to their behavior.**
- **Ask yourself if you could have acted differently.**
- **If you had acted differently, would it have changed the situation for the better?**
- **Remember your Core Values when dealing with a situation.**

## **DISCRIMINATION**

Discrimination is defined as the illegal treatment of a person or group based on race, color, national origin, age or gender. Whether personal or institutional, lawful or unlawful, treatment of people is often expressed through the exercise of authority or 'power' over others. When Marines exercise authority (power) and the result is the mistreatment of others based on the factors above, whether intentional or not, it is discrimination and illegal. Often, the unequal treatment is based on faulty or negative prejudices. Acts of discrimination may also include Marines condoning, ignoring, or failing to correct negative and hostile duty or working environments during the performance of their duties.

Forms of discrimination can come in many forms. Racism, sexism, anti-Semitism and sexual harassment are the ones encountered most often.

### **Acts of discrimination contain one or more of the following elements:**

- ❑ They are unwanted.
- ❑ They are expressions of power, authority, or control through indications of superiority over the target individual or group.
- ❑ They are often invisible to those who are not the target, by the seemingly "normality" of the ideas and practices which perpetuate these acts.
- ❑ They have a negative impact upon the individual(s) and the unit or work environment.
- ❑ They deny individuals equal access to education, career development and assignments, resources, decision-making, health, well-being, employment and other opportunities afforded to others.

## **INFORMAL**

This is the first step in resolving a complaint and should be started at the lowest level possible. Informal procedures are designed to complement, not replace the formal procedures.

- ◆ First, attempt to resolve the complaint with the person or persons involved
- ◆ Use the Informal Resolution System (IRS) to resolve the complaint unless the behavior is clearly criminal (e.g. rape, sexual assault)
- ◆ A third person may be called upon to assist in the resolution
- ◆ Assistance of the immediate supervisor in resolving the complaint may be requested as the circumstances require
- ◆ If the complaint is against the immediate supervisor, present the complaint to the next senior in the chain of command
- ◆ Seek guidance from the unit EOR when necessary

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THE IRS SKILLS BOOKLET FOR RESOLVING CONFLICT PROVIDES STEP-BY-STEP GUIDANCE FOR RESOLVING CONFLICTS OF ANY NATURE IN THE WORKPLACE. CONTACT YOUR EOR OR YOUR EOA FOR DETAILS AND/OR A COPY. THE EO PORTION OF THE MARINE CORPS WEBSITE ALSO CONTAINS THIS INFORMATION.

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## EO COMPLAINTS

### MCO P5354.1D W/ CH 1

An EO complaint is a report of conduct that is known or suspected to be discriminatory in nature, based on race, color, religion, gender, age, or national origin. It can be made orally or in writing.

There are two types of EO complaints – Informal and Formal

### MEMBER'S RIGHTS AND RESPONSIBILITIES WHEN MAKING AN EO COMPLAINT

- Present any legitimate complaint to the command without intimidation, reprisal or harassment
- Communicate with the commander concerning their complaint per the MCO listed above and the Request Mast order
- Obtain feedback from the commander on the resolution of the complaint

### INDIVIDUAL RESPONSIBILITIES

- Advise the command of specifics of discrimination/sexual harassment complaints
- Provide the lowest level of command the opportunity to rectify, remedy or take appropriate action before it is brought to the attention of higher authorities
- Submit only legitimate complaints and exercise caution against false or reckless allegations

## TYPES OF DISCRIMINATION

- ◆ **Overt/Blatant Discrimination.** Refers to discrimination that is open to view and is completely obvious, conspicuous, or obtrusive.
- ◆ **Covert/Subtle Discrimination.** Refers to discriminatory acts that are hidden and operated insidiously or cunningly and are usually the result of personal prejudices towards another individual or group of individuals based on differences.
- ◆ **Personal Discrimination.** Action(s) taken by an individual to deprive a person(s) of their right because of that person's age, color, religion, gender, or national origin. Personal discrimination is normally behavior, covert or overt, that is partially based on preconceived perceptions, stereotypes, values, attitudes, and biases that a person brings with them upon entering the Marine Corps.
- **Institutional Discrimination.** Actions, procedures, or policies that have a differential and negative impact on members of other groups within that institution. This mistreatment is often perceived as the 'normal' way of doing things." Many DOD regulations and policies lawfully permit the Armed Forces to discriminate against people who do not meet acceptable standards of mental or physical abilities that preclude accomplishment of the mission. However, leaders when interpreting or applying DOD and Marine Corps policy must not, overtly or covertly, discriminate against members based upon differences in age, race, color, religion, gender, or national origin.

# **SEXUAL HARASSMENT**

The consequences of sexual harassment can be painful and destructive for everyone involved. If there is any member of a command who sexually harasses another member, everyone suffers. Teamwork is compromised, integrity is lost, and unit readiness is destroyed!

## **WHAT IS SEXUAL HARASSMENT?**

### **MCO 1000.9A**

A form of discrimination that involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly as a term or condition of a persons job, pay, or career
- Submission to or rejection of such conduct is used as a basis for career or employment decisions affecting that person
- Such conduct has the purpose or effect of unreasonably interfering with an individuals work performance or creates an intimidating, hostile, or offensive working environment

## **TWO TYPES OF SEXUAL HARASSMENT**

- **QUID PRO QUO** - “This for that” or “in exchange for.” An easier way to look at quid pro quo is to replace the term with ‘extortion’. To use force, threats, or intimidation to get what is wanted.
- **HOSTILE ENVIRONMENT** - Such conduct has the effect of unreasonably interfering with an individuals work performance or creates an intimidating hostile or offensive working environment.

# **TRAINING REQUIREMENTS**

The Marine Corps’ Leadership Training Program is an important means to provide Marines with instruction to enhance the development of professional capabilities necessary for increased grade and responsibility. In addition, it’s objectives are in concert with several basic objectives of the Equal Opportunity Program, such as the elimination of individual discriminatory practices, the elimination of prejudice, and the promotion of harmonious personal relationships among Marines. Leadership training stresses the importance of individual needs and fosters beliefs that provide commanders with a vital program. This helps effect changes in behavior and attitudes in those Marines whose prejudices and preconceptions conflict with the concept of equal opportunity and good order and discipline.

All commands, to include PME and formal schools, will ensure EO is included in indoctrination training. Awareness training consists of an overview of the command’s EO policies and procedures, to include EO complaint processing, and the Informal Resolution System (IRS). During awareness training, personnel shall be provided information on how to contact the command’s EO representative.

All Marine Corps personnel will receive at a minimum one hour annually of training 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 IRS.



## COMMANDER'S RESPONSIBILITIES

Per MCO P5354.1D W CH 1

- ❑ Commanders are responsible for publicizing, implementing, and enforcing the Marine Corps policy on equal opportunity and sexual harassment.
- ❑ Establish quality control procedures, conduct training, and make discrimination and sexual harassment issues (complaint procedures, corrective action(s), and education/training) a special interest item in the command.
- ❑ Ensure EO complaints are properly received by the chain of command, promptly investigated in a fair, impartial manner, and appropriately resolved while protecting complainants against reprisal or retaliation.
- ❑ Ensure widest dissemination of the current CMC Equal Opportunity Statement, to include prominent display on unit bulletin boards and common areas.
- ❑ Commanders down to the battalion/squadron level will designate, in writing, an EO Representative. Representative will be an Officer or SNCO, with high moral quality, motivation and experience. Volunteers are ideal candidates, however, in the absence of a volunteer, the commander must ensure the EOR is fully capable of dealing with issues that may be sensitive in nature. Upon designation, the EOR(s) must be assigned for a minimum of one year.
- ❑ Conduct cultural events/celebrations set aside for the recognition of the various groups that make up American society and their contributions.

## SEXUAL HARASSMENT AND THE UNIT

- ✓ Threatens unit cohesion
- ✓ Devalues individuals
- ✓ Has no place in the Marine Corps

### KNOW THE POLICY

The policy on sexual harassment is simple:

- ❑ Violating the policy is not tolerated
- ❑ Reprisal against someone who has made an allegation is illegal
- ❑ Knowingly making a false allegation is illegal
- ❑ Supervisors will not ignore or condone sexual harassment

### REMEMBER:

- ❑ The fact that the offended person says nothing to the offender does not mean they were not offended
- ❑ Saying nothing does not mean the offender was in the right

### PREVENTIVE STEPS FOR THE COMMANDER'S EO PROGRAM:

- ❑ Knowledge of the policies and procedures governing sexual harassment
- ❑ Knowledge of the Informal Resolution System (IRS)
- ❑ Establishing solid guidelines for all members and ensuring all members conform to that guidance
- ❑ Publish a Commander's Policy on Equal Opportunity that is impactful and establishes clear policy
- ❑ Maintain continual training and education IAW MCO P5354.1D W/CH 1
- ❑ Assign an Equal Opportunity Representative (EOR) IAW MCO P5354.1D

### STEPS TO TAKE AS A SUPERVISOR:

- ❑ Take every complaint seriously
- ❑ Be supportive
- ❑ Listen without judging
  - *Don't focus on the victim, focus on the crime*
- ❑ Maintain confidentiality
- ❑ Utilize resources

## FORMS OF SEXUAL HARASSMENT

### ➤ PHYSICAL

- Unnecessary or unwanted touching
- Kissing
- Hugging (inappropriate and unwelcome)
- Grabbing (sexual in nature)
- Purposely blocking a person's path for personal gratification

### ➤ VERBAL

- Foul or obscene language
- Making sexual innuendos
- Jokes about gender-specific traits
- Spreading rumors about another's sex life
- Words used as slurs

### ➤ NONVERBAL

- Displaying sexually explicit photographs
- Utilizing computer software that depicts sexual situations
- Pornography
- Sexually explicit cartoons
- Whistling and catcalls
- Crude pranks with sexual overtones



## SEXUAL HARASSMENT...YOU MAKE THE CALL!

Major Smithers calls Sgt. Judy into his office. He closes the door and tells the Sgt. to take a seat. He tells her that he appreciates her loyalty and discretion, and that he really needs her help on a special project. He tells her that it would be best if she come to his home this weekend to complete the project. He adds that it would be best because his wife would be out of town and that would give them some privacy. At this point, the Major stands up and walks around the desk, and casually places his arm on the Sgt's shoulder, with his body touching the Sgt's arm, and assures her he will make it worth her time and her loyalty and discretion would be rewarded...

- QUID PRO QUO
- HOSTILE ENVIRONMENT

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PFC Bootcamp complained to his SNCOIC that he was very uncomfortable about some of the things that his NCO has been saying to and about him. She is constantly discussing sex and telling sexual jokes with the other Marines in the office. She is always asking the PFC if "he is getting any" and talking about how you can tell the size of a man's privates by the size of his feet and then makes him get up from his desk to look at his boots. The other Marines don't seem to mind and some actually join in to make the ones that feel uncomfortable even more uncomfortable. The PFC tells the SNCOIC that he has asked the NCO to not ask him those types of questions and she tells him he is too sensitive and he should get on board because that's the way things work around here. The PFC tells the SNCOIC that all of these behaviors make him feel uncomfortable.

- QUID PRO QUO
- HOSTILE ENVIRONMENT