

COMSCINST 5354.2A	COG CODE N00E	DATE 22 FEB 1989
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DEPARTMENT OF THE NAVY
COMMANDER MILITARY SEALIFT COMMAND
WASHINGTON NAVY YARD BLDG 210
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WASHINGTON DC 20398-5540

COMSCINST 5354.2A
M-00E
22 February 1989

COMSC INSTRUCTION 5354.2A

Subj: COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)

Ref: (a) SECNAVINST 5350.10A
(b) OPNAVINST 5354.3A
(c) OPNAVINST 5354.1B

Encl: (1) Command Managed Equal Opportunity (CMEO) Inspection and Evaluation Criteria
(2) Roles of the Equal Opportunity Program Specialist (EOPS) (9515)

1. Purpose. To provide Military Sealift Command (MSC) policy and program guidance.
2. Cancellation. COMSC Instructions 5300.5A and 5354.2.
3. Background. Reference (a) provides the Department of the Navy policy on Equal Opportunity (EO), establishes goals regarding EO and treatment of all personnel in the naval service, and requires that EO be an integral part of everyday life in the U.S. Navy. Reference (b) requires implementation of CMEO as an element of the Navy's continuing aspects of Phase II and establishes minimum program criteria emphasizing the chain of command as the primary medium for identifying and resolving command EO issues.
4. Discussion. EO plays a major role in maintaining a combat-ready force. An important aspect is the continuing encouragement of proper behavior and attitudes that maximizes morale, productivity, and the cost-effective use of Navy personnel. Reference (c) directs implementation of CMEO. With CMEO, each command directly controls, assesses, and is responsible for its EO environment. Quality and continuity of effort are enhanced through the established command inspection program.

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5. Policy. EO and treatment must be a personal and command responsibility throughout the Military Sealift Command. They will function within and use the established chain of command. All members will understand their rights and responsibilities and be accountable for their actions. Any grievance or complaint will be promptly and fairly evaluated and acted upon by the command. For purposes of this instruction, the term “command” includes activities and detachments thereof.

6. Responsibilities. The Chief of Naval Personnel serves as the director of equal opportunity for establishing policy and programs. The Commander, Naval Military Personnel Command (NMPC) acts as CMEO program coordinator for implementation in accordance with reference (a). The Chief of Naval Education and Training (CNET) plans for the transition of CMEO training from Organizational Effectiveness Centers (OECENs) to designated CNET activities and assures the implementation of EO training at all officer and enlisted accession points. For MSC, overall management responsibility and the focal point for CMEO will be the EEO/EO Offices at COMSC, COMSCLANT, COMSCPAC, COMSCFE, and COMSCEUR. Military personnel will be assigned to assist in program development and implementation as a collateral duty. The Military Personnel Officers at COMSC and at the Area Commands will be responsible for collection and maintenance of demographic data. EEO/EO Officers will ensure that required training is conducted by Command Training Teams (CTTs) from COMSC, Area Commands, or a local Navy command, and that CMEO inspections and assessments are conducted by Command Assessment Teams (CATs).

a. Area Commanders shall keep themselves aware of the EO military and civilian climate within their area of responsibility, coordinate special training or other evaluations as required, and advise COMSC of unusual circumstances which effect EO.

b. Area Commanders shall ensure that command policies, procedures, and ongoing actions are in place to support the principles and practices of EO and fair treatment.

c. CMEO will be formally implemented in commands having authorized allowance of 50 or more military billets as follows:

(1) A qualified CTT and CAT, as defined in reference (c) shall be maintained and utilized.

(2) Newly reporting personnel will attend a Navy Rights and Responsibilities (NR&R) workshop as soon as feasible and within a year after reporting onboard, using CTT facilitators.

(3) Demographic data describing the composition of the command, retention, advancements/promotions, disciplinary, and other personnel actions will be updated, analyzed, and maintained by the CAT in accordance with reference (c) after the results of the March/September Petty Officer advancement examination results are known. These results will be retained for review during command inspections.

d. Commands having fewer than 50 military billets will:

(1) Appoint an individual to advise the CO/OIC regarding EO matters.

(2) Maintain and collect semiannually command demographic data pertaining to advancement, non-judicial punishment (NJP), and retention. The collection process and data availability are inspection items.

(3) Provide workshops for those personnel requiring them, using the services of a larger command's CTT.

e. Area Commanders or Officers in Charge will determine the specific number of CTT and CAT members; however, one member for each 75 personnel assigned is recommended for CTT. The Executive Officer, all Department Heads, Command/Detachment, Master/Senior Chief, and Command Career Counselor are recommended for assignment to the CAT.

7. Reports. Breaches of order and discipline which are racially and sexually motivated shall be promptly reported using the OPREP 3 Navy Blue in accordance with reference (c). Incidents of this nature may presage discord or violence affecting fleet readiness or other national interests and cannot be overlooked.

Distribution:

SNDL 41B (MSC Area Commands)
41C (MSC Subarea Commands)
41D3 (MSC Offices)
41K (MSC Units)
41J (OICMILDEPTs)
COMSC Staff

Note: Admiral Butcher added the following in his own handwriting:

“To all Hands: Let me know personally if you do not have the proper tools, i.e., data, etc. to perform this most sensitive task.” B

**COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)
INSPECTION AND EVALUATION CRITERIA**

1. Procedures for Enforcing Equal Opportunity. (OPNAVINST 5354.1B, Chapter II)

a. Are procedures outlined in OPNAVINST 5354.1B, Chapter II, Section 12, followed when a person is identified as employing discriminatory actions/practices?

b. Do formal procedures exist to identify personnel who employ discriminatory actions/practices?

c. Does the Commanding Officer/Officer in Charge have a written policy statement on sexual harassment per Chapter II, Section 8e?

2. DISCIPLINE. (OPNAVINST 5354.1B, Chapter II, Section 2)

a. Is the NJP process closely monitored to ensure that bias is eliminated in the accusatory or punitive phase of the process?

b. If bias has been determined to exist in the NJP process, what steps have been taken to correct the process?

c. Is demographic data used in the monitoring process of NJP or courts martial?

d. Are detention and correctional custody procedures monitored to ensure equitable, fair, and just treatment for all personnel?

3. Grievance/Redress Procedures (OPNAVINST 5354.1B, Chapter II, Section 9)

a. What formal procedures exist to investigate, review, and resolve discrimination complaints?

b. Is the standard Navy Grievance/Redress Procedures poster displayed in a conspicuous location in the command?

c. Are all personnel aware of the formal procedures for filing complaints?

d. How is the fear of reprisal handled in the command?

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4. Training and Advancement (OPNAVINST 5354.1B, Chapter II, Section 3)

- a. Is demographic data maintained in the monitoring process of training/advancements?
- b. Are programs in effect for orientation, placement, and education of newly reported, non-designated personnel?
- c. Are the procedures for non-rated personnel to strike for ratings commensurate with demonstrated ability and desire?
- d. Is there an on-the-job training program?
- e. Are advancement in rate policies promulgated?
- f. Are all personnel within the command familiar with all educational opportunities (i.e., BOOST, tuition aid, NCFA, etc.)?

5. Retention. Is demographic data maintained in monitoring retention?

6. Equal Opportunity in Duty Assignment. (OPNAVINST 5354.1B, Chapter II, Section 4)

- a. Are job assignments closely supervised to ensure that women and minorities are not assigned out of balance with other personnel and not assigned jobs based solely on race or sex?
- b. Are duty assignments closely supervised to ensure that opportunities for professional development are commensurate with the grade and experience of minority and female personnel?

7. Shore Patrol and Security Forces. (OPNAVINST 5354.1B, Chapter IV, Section 2)
What procedures are used to ensure that:

- a. Selection for shore patrol and security forces are consistent with the minority and female representation in the command?
- b. Specific watch and patrol assignments are made without regard to race, color, creed, sex, or national origin?
- c. Shore patrol relationships with local authorities do not give actual or tacit support to discriminatory practices in the civilian community?

8. Operation of Base and Unit Facilities. (OPNAVINST 5354.1B, Chapter IV, Section 3)

- a. Do Navy Exchange and Commissary products meet the needs of all personnel?
- b. Are women and minorities represented on advisory committees and boards?

9. Are subordinates being evaluated on EO and are they aware that this is an important area of evaluation?

10. Are evaluations being made and FITREP/EVALS being written on the basis of achievement and without regard to race, creed, sex, religion, or ethnicity?

11. Education and Training

a. Has the command established equal opportunity education and training requirements?

b. Are supervisors participating in unit EO training as instructors, discussion leaders, or resources for answering questions?

c. Are EO staff personnel trained and are they serving as good role models?

d. Have educationally deficient personnel been identified and counseled?

e. Is the command working with local education institutions to make educational opportunities available to personnel who could benefit from them?

12. EO Personnel

a. Are authorized requirements for EO personnel documented and filed?

b. Is the EO staff demographically representative of the command?

c. Are Equal Opportunity Management Institute (EOMI) graduates being assigned to authorized EO staff positions?

d. Is there a system for EO personnel to channel complaints back into the chain of command for monitoring and resolution?

e. Are EO personnel serving to provide "heads up" information on potential problems?

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13. Civilian EEO

- a. Is the command familiar with policy and regulations governing civilian employees?
- b. Are efforts being made to ensure civilian EEO receives the same emphasis being accorded to military EO?
- c. Is the command aware of variances in procedures and policies relating to civilian employees?

14. Public Relations. Has information been disseminated throughout the command stressing accomplishments of minority and women members?

**ROLES OF THE EQUAL OPPORTUNITIES PROGRAM SPECIALIST
(EOPS) (9515)**

1. Basic Function. The EOPS is responsible to the Commander, Commanding Officer, or Officer in Charge for EO policies and to provide assistance to subordinate commands as required. In performance of assigned duties, the EOPS goal must be to improve command readiness through optimum use of human resources. Further, all EO matters should ideally be resolved through the chain of command which is the source of the EOPS authority. This action will aid in command leadership development.
2. Duties, Responsibilities, and Authority
 - a. Provide assistance to the next lower echelon of command in the EO portion of administrative inspections.
 - b. Assist subordinate commands in developing Command Management Equal Opportunity (CMEO) Plan of Actions, when requested.
 - c. Assist subordinate commands' CTT and CAT as directed, or as requested.
 - d. Establish a clear and effective line of communications through the chain of command with the COMSC/Area Commanders/EOPS with regard to matters surrounding EO, i.e., implementation of CMEO, quotas at CNET activities for CTT and CAT training, changes to EO policies or directives, etc.
 - e. EOPS will be certified to conduct mobile training for units, CTT(I) and CAT(I). EOPS conducting training will confer with CNET/COMSC ensuring that appropriate training material is being used.
 - f. EOPS will serve in an advisory capacity to the Commander, Commanding Officer, or Officer in Charge in area of EO.
 - g. EOPS are to assist in the investigation of EO complaints, as directed.