

2D FSSG (REIN) ADJUTANT  
CENTRAL FILES

UNITED STATES MARINE CORPS  
MARINE CORPS BASE  
CAMP LEJEUNE, NORTH CAROLINA 28542-5001

BO P5354.1B Ch 1  
MANP/jjs  
19 May 1986



BASE ORDER P5354.1B Ch 1

From: Commanding General  
To: Distribution List

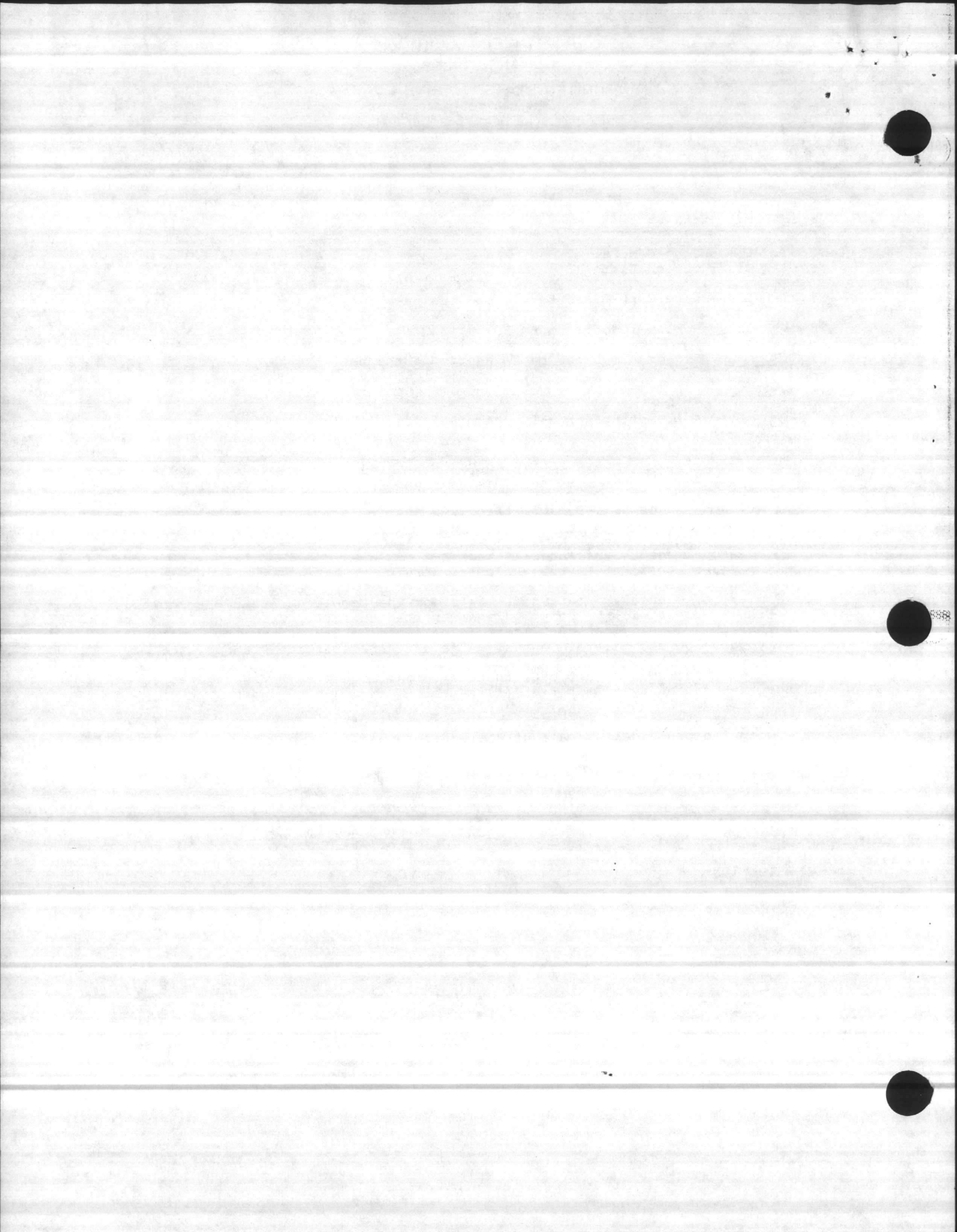
Subj: The Marine Corps Base Equal Opportunity Manual (EOM)

Encl: (1) New page inserts to BO P5354.1B

1. Purpose. To transmit new page inserts to the basic Manual.
2. Action
  - a. Remove present pages 3-3, 3-4 of Chapter 3 and replace with page 3-3 contained in the enclosure hereto.
  - b. Remove pages B-1, B-2 of Appendix B and pages C-1, C-2 of Appendix C and replace with corresponding pages contained in the enclosure hereto.
  - c. Remove pages D-1, D-2 of Appendix D and replace with page D-1 contained in the enclosure hereto.
  - d. Remove page D-3 of Annex-1, page D-4 of Annex-2 and replace with corresponding pages contained in the enclosure hereto.
3. Summary of Changes. Statistical data for the Command Military Personnel Race/Ethnic Report will be compiled and reported quarterly vice monthly. Appendix D, paragraph 4 is eliminated as there is no longer a requirement below the Base level to develop and maintain annual AAP's and AA Assessment Plans.
4. Change Notation. Significant changes contained in the revised pages for this Change are denoted by an asterisk (\*) symbol.
5. Filing Instructions. This Change transmittal will be filed immediately following the promulgation page of the basic Manual.
6. Certification. Reviewed and approved this date.

*M. C. Harrington*  
M. C. HARRINGTON  
Chief of Staff

DISTRIBUTION: A

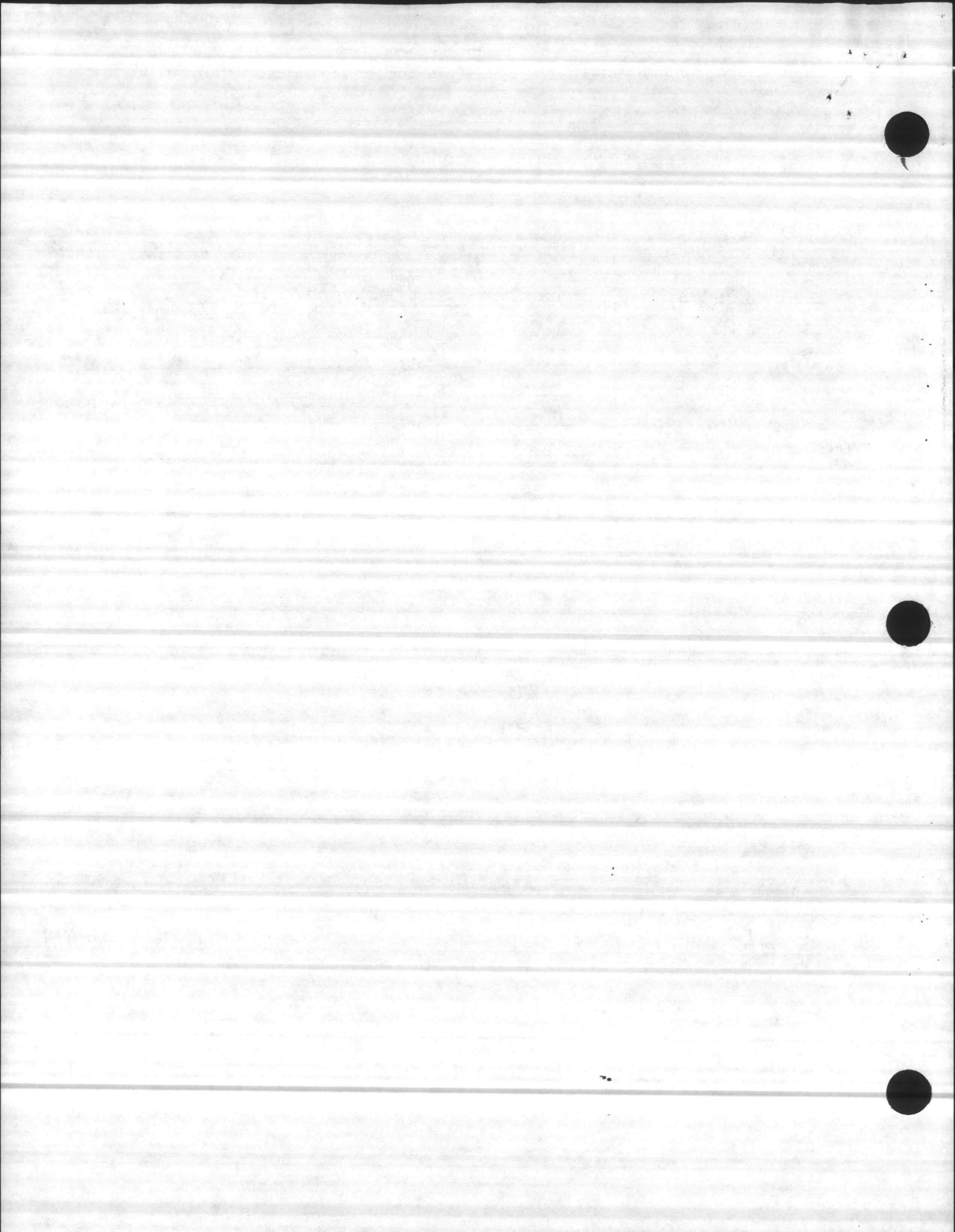


THE MARINE CORPS BASE EQUAL OPPORTUNITY PROGRAM

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Received	Date Entered	Signature of Person Entering Change
1	19 May 1986	31 Jan 1989	31 Jan 1989	<i>Clarence F. Syden</i>





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BO P5354.1B  
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12 Feb 1986

CG / HD  
CIS /  
67 /  
ADJ / 13/14

BASE ORDER P5354.1B w/dh1

From: Commanding General  
To: Distribution List

Subj: The Marine Corps Base Equal Opportunity Manual (EOM)

Ref: (a) MCO P5354.1B

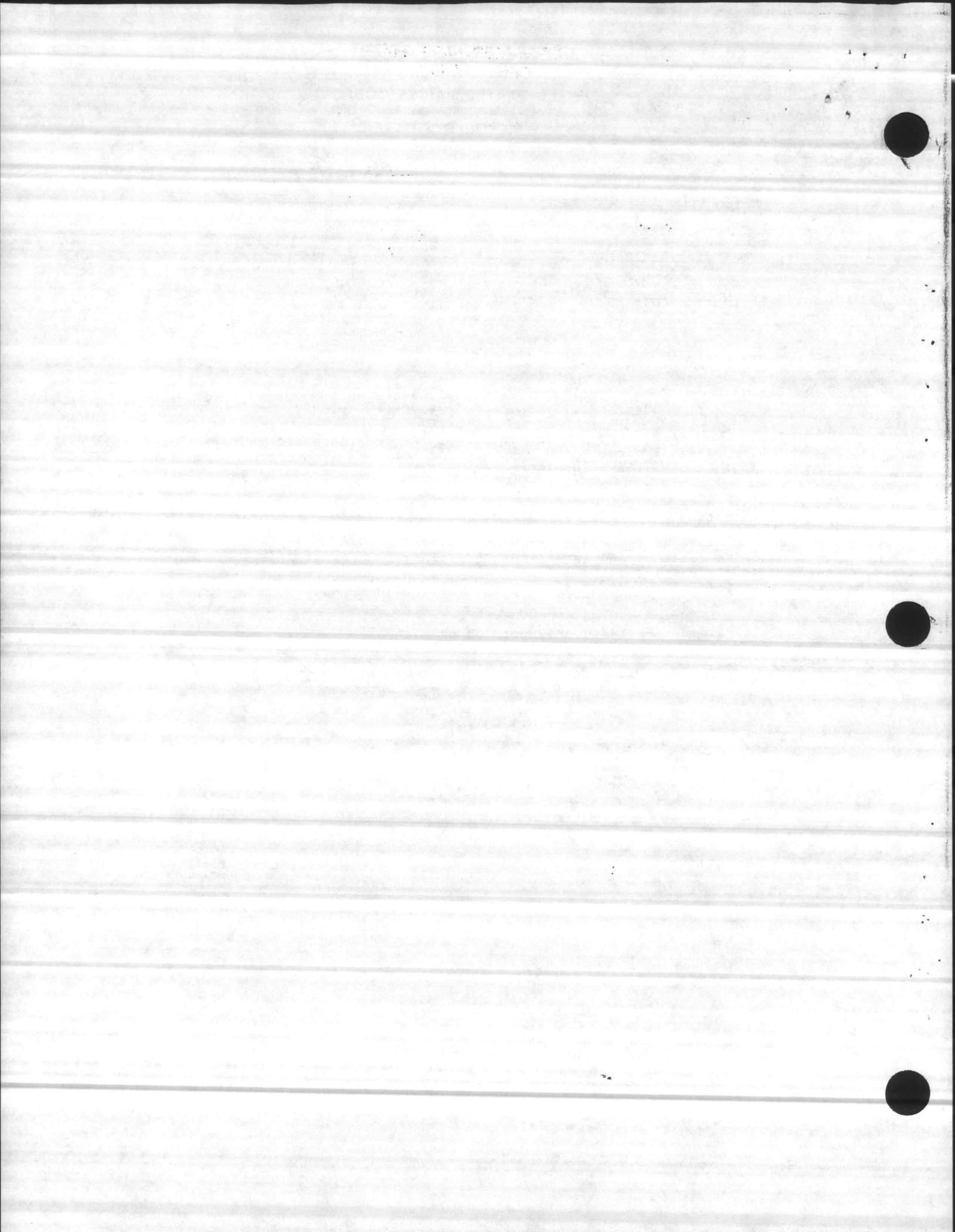
Encl: (1) LOCATOR SHEET

Report Required: Command Military Personnel Race/Ethnic Report, (Report Symbol MANP-5354), Appendix B, par. 2

1. Purpose. To implement the provisions of the reference and state Marine Corps Base policy on equal opportunity, provide for the establishment of a comprehensive Marine Corps Base Military Equal Opportunity Program, and assign staff responsibilities.
2. Cancellation. BO 5354.1A.
3. Summary of Revision. This revision includes major modifications, provides more concrete guidance and establishes the requirement for developing and maintaining an affirmative action plan at the command level. Because of the substantial number of changes and new procedures, this Manual should be completely reviewed.
5. Certification. Reviewed and approved this date.

*M. C. Harrington*  
M. C. HARRINGTON  
Chief of Staff

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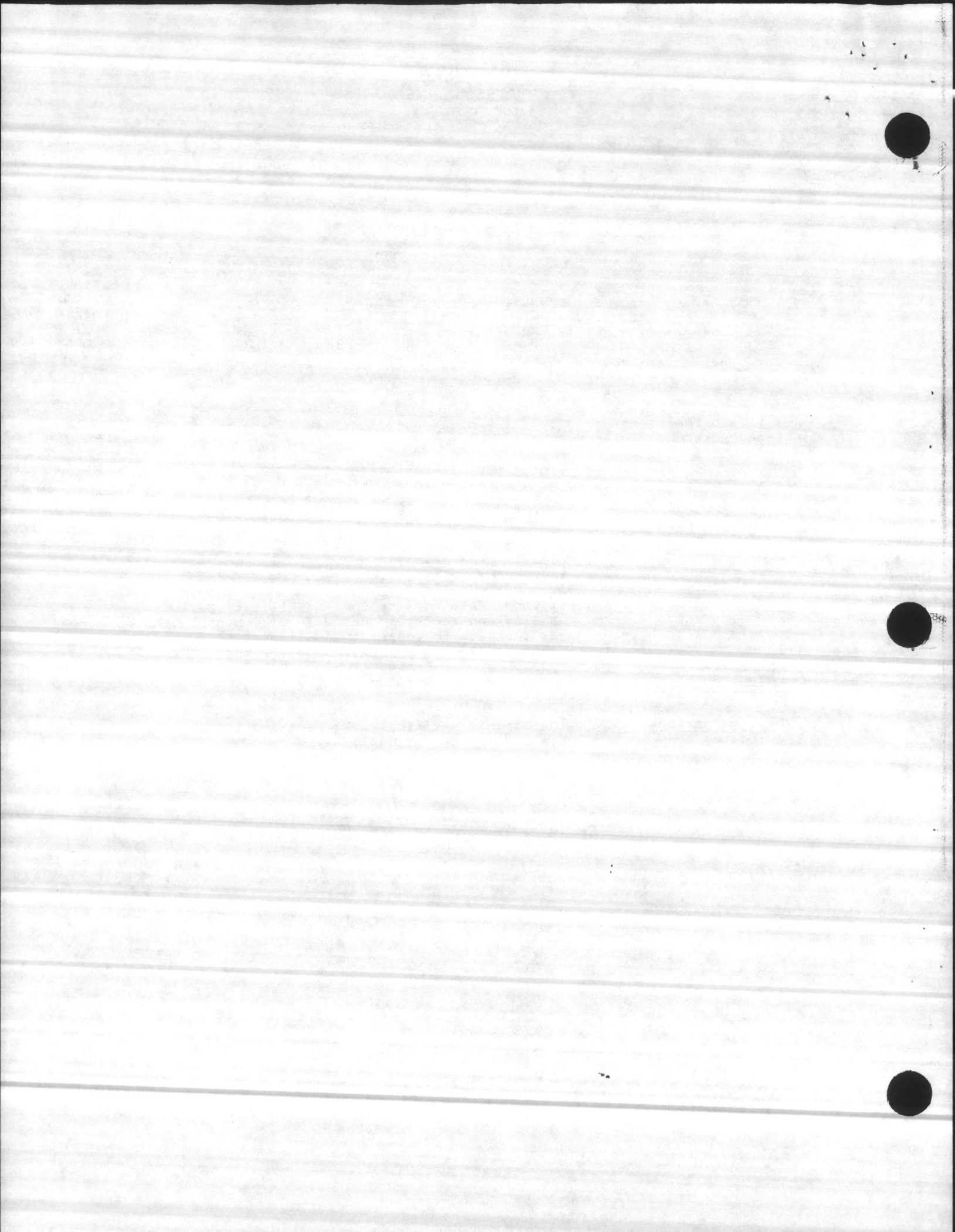
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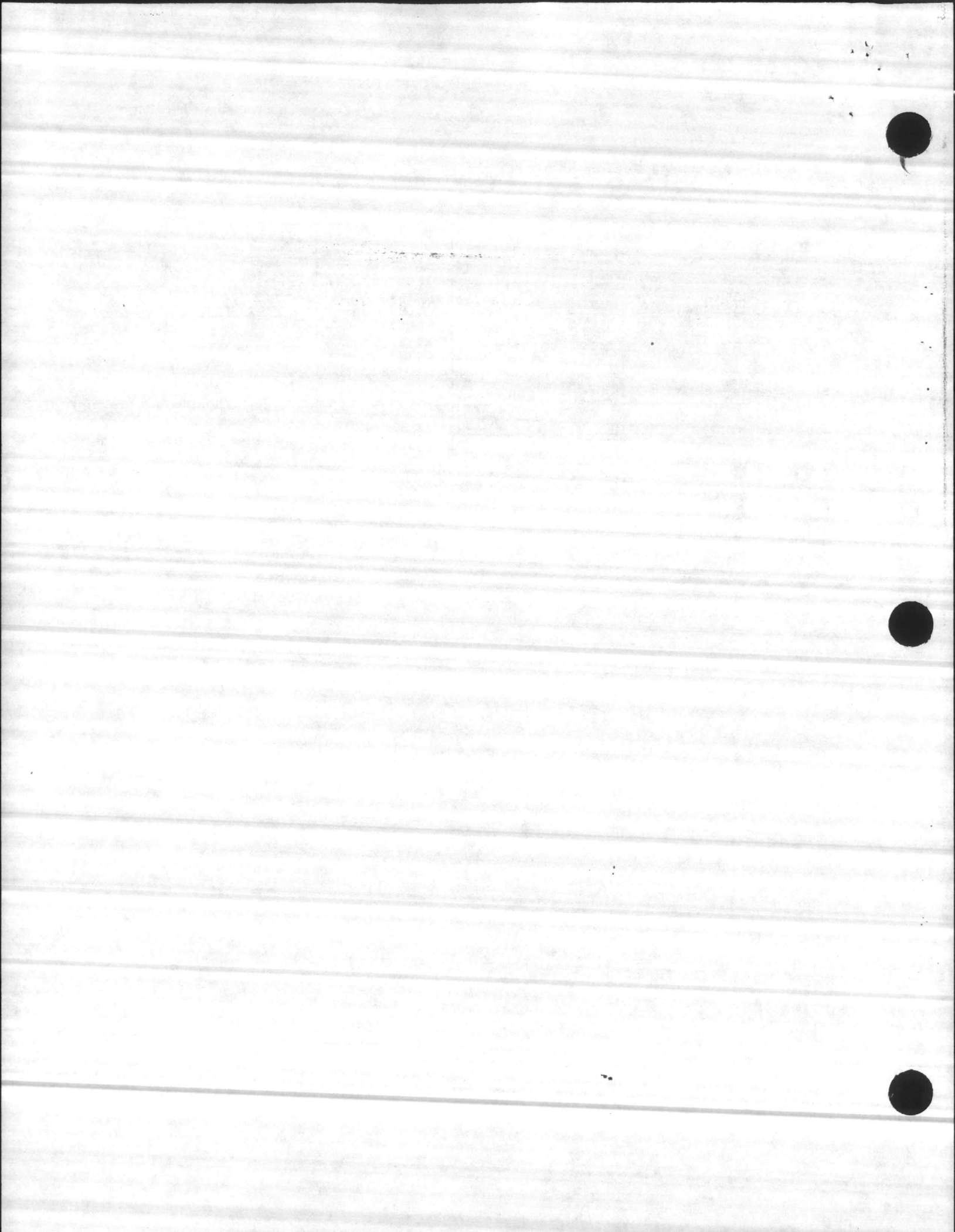


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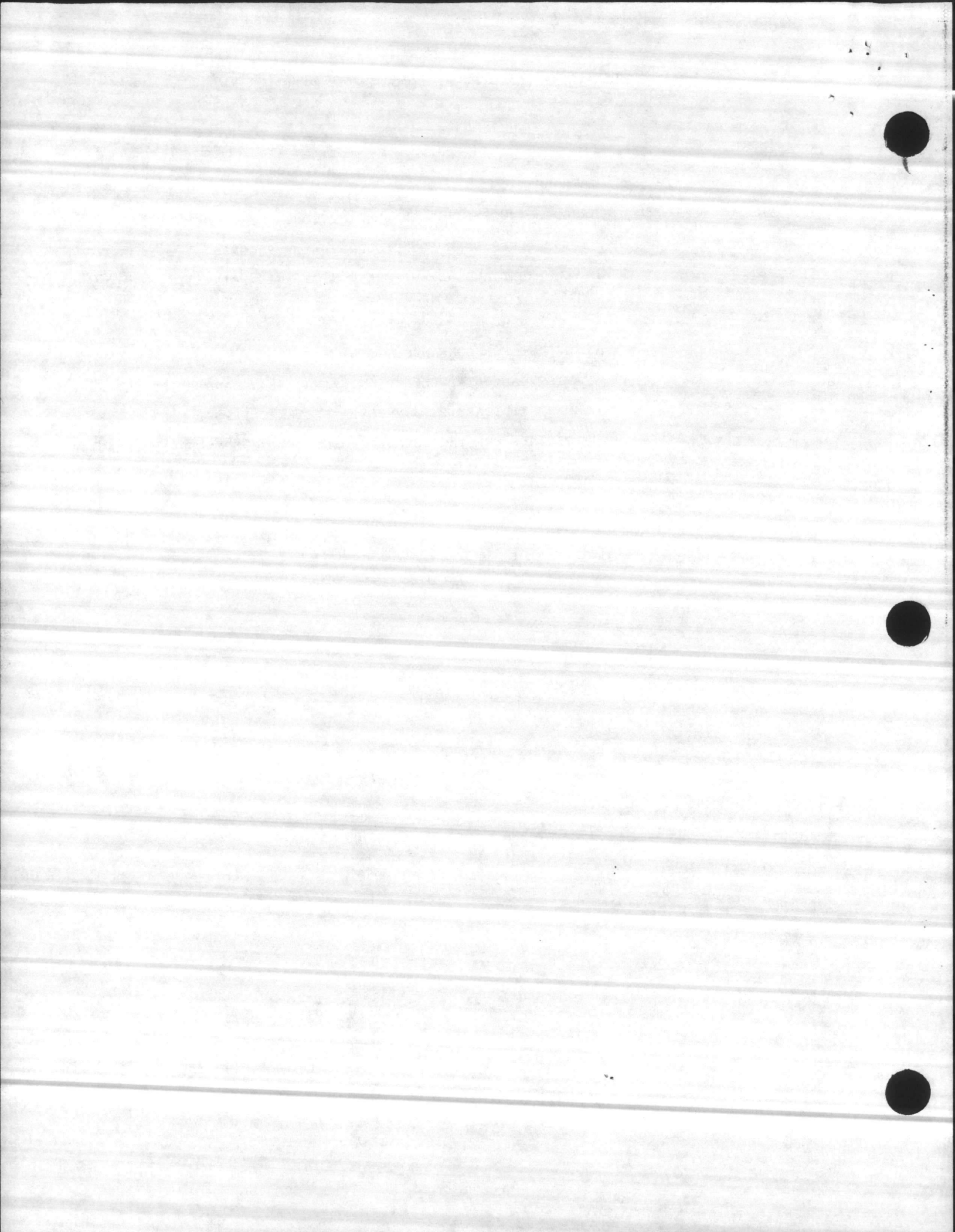
CONTENTS

CHAPTER

- 1 INTRODUCTION
- 2 GENERAL INFORMATION AND DEFINITIONS
- 3 MARINE CORPS BASE EQUAL OPPORTUNITY PROGRAM
- 4 DEVELOPMENT AND ADMINISTRATION OF THE AFFIRMATIVE ACTION PLAN

APPENDIX

- A CHECKLIST FOR COMMANDERS
- B STATISTICAL DATA COLLECTION, MANAGEMENT, AND REPORTING
- C COMMAND MILITARY PERSONNEL RACE/ETHNIC REPORT
- D GUIDELINES FOR THE ESTABLISHMENT OF THE COMMAND AFFIRMATIVE ACTION PLAN



# THE MARINE CORPS BASE EQUAL OPPORTUNITY PROGRAM

## INTRODUCTION

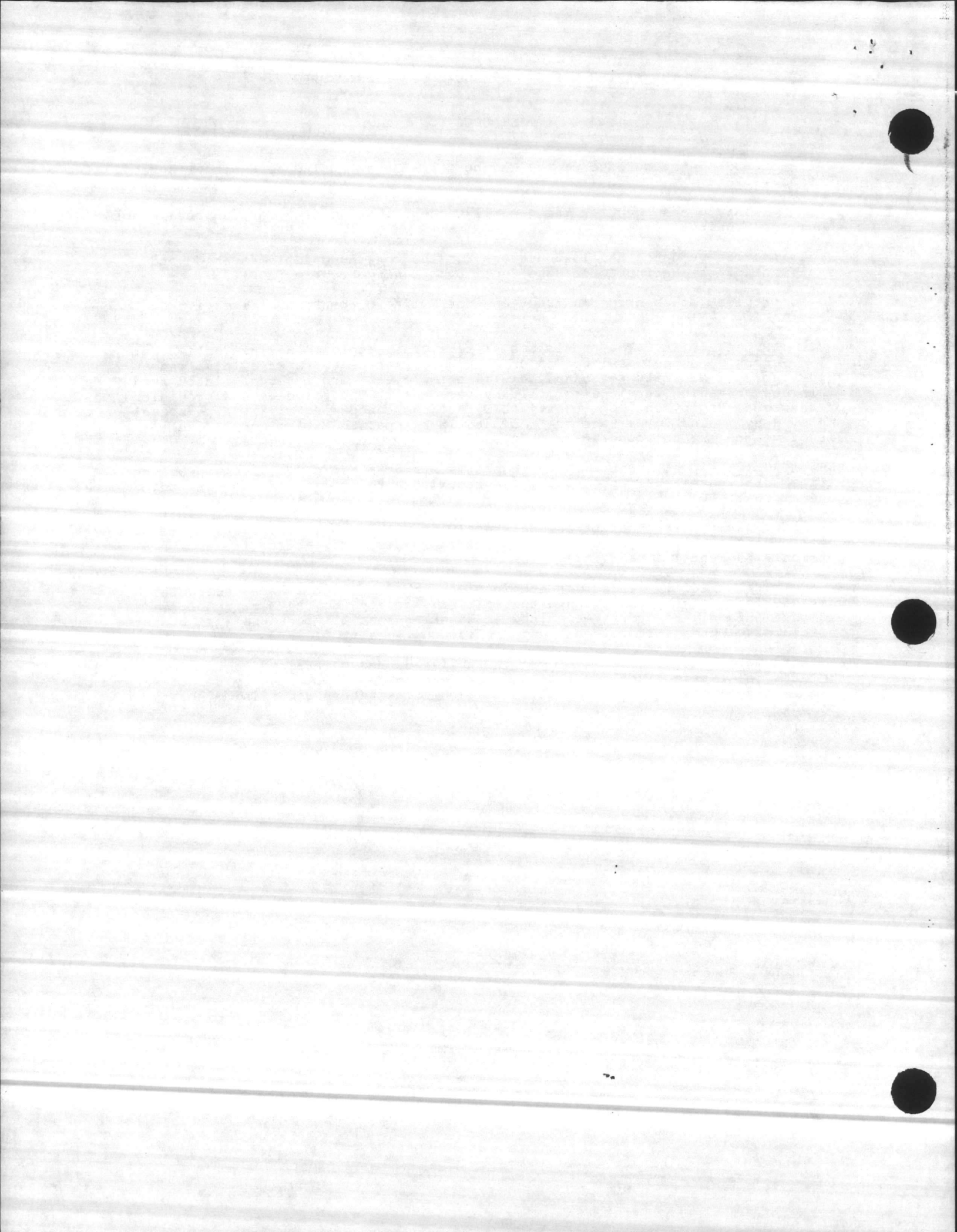
0001. PURPOSE. The purpose of the Marine Corps Base Equal Opportunity Program is as follows:

1. To delineate and identify the general concepts, principles, and objectives of equal opportunity.
2. To provide guidance and instructions for the continued implementation and management of the Marine Corps Base Equal Opportunity Program (EOP).
3. To provide implementing instructions for Marine Corps Base Affirmative Action Plan (AAP).

0002. APPLICABILITY. The provisions of this Order apply to Marines, all other Armed Forces personnel assigned to or serving at Marine Corps Base, civilian supervisors of military personnel, civilian employees, and nonappropriated fund employees providing services to military personnel. The policies and provisions of the Equal Employment Opportunity (EEO) Program concerning civilian personnel employed by Marine Corps Base are provided in a separate Marine Corps Base directive and are not covered in this Order.

0003. POLICY. Consistent with the concepts, principles, and objectives of the Marine Corps Base Equal Opportunity Program, it is the policy of the Commanding General that:

1. All military personnel be assured equal opportunity without regard to race, color, religion, sex, age, or national origin consistent with requirements for physical and mental capabilities.
2. Cultural, racial, gender, or ethnic diversity be accepted as a desirable characteristic that exists within the American society and the Marine Corps, and that this diversity be recognized in ensuring that all personnel are assisted in attaining both their personal and professional goals.
3. Affirmative actions be developed, established, and maintained to eliminate the effects of past discrimination and barriers to equal opportunity resulting from institutionalized discrimination or lack of awareness regarding minority groups.

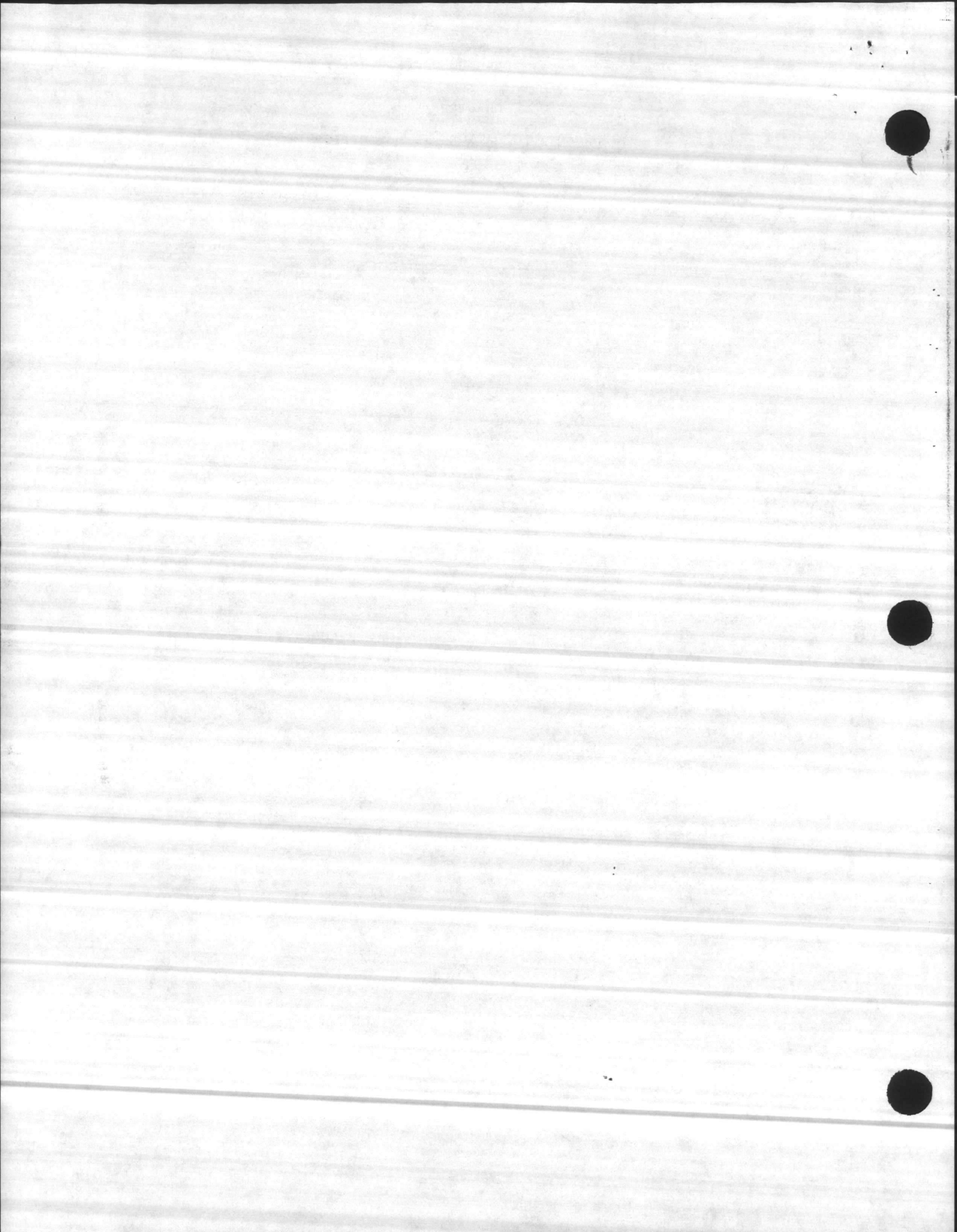


THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

CHAPTER 1

GENERAL INFORMATION AND DEFINITIONS

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL INFORMATION . . . . .	1000	1-3
DEFINITIONS . . . . .	1001	1-3





CHAPTER 1

GENERAL INFORMATION AND DEFINITIONS

1000. GENERAL INFORMATION. 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 equal opportunity program will not automatically ensure equality to all individuals. Nor are these initiatives designed to replace established leadership principles. These initiatives should be viewed as management development actions based on and supportive of traditional leadership, i.e., the results of a continuous effort to improve personnel management. Similarly, affirmative actions should be considered as goal oriented management actions which take into consideration population diversity. Therefore, in effecting the Commanding General's policies, virtually every command action must be scrutinized in terms of its potential equal opportunity impact. It must be recognized that equal opportunity is not merely associated with assignment, promotion, reenlistment and discipline, but transcends every aspect of life in the military. Religious preference, housing and subsistence needs, child care, community relations, recreational and educational opportunities all have very real equal opportunity impact considerations, and must be constantly monitored and addressed in any viable equal opportunity effort.

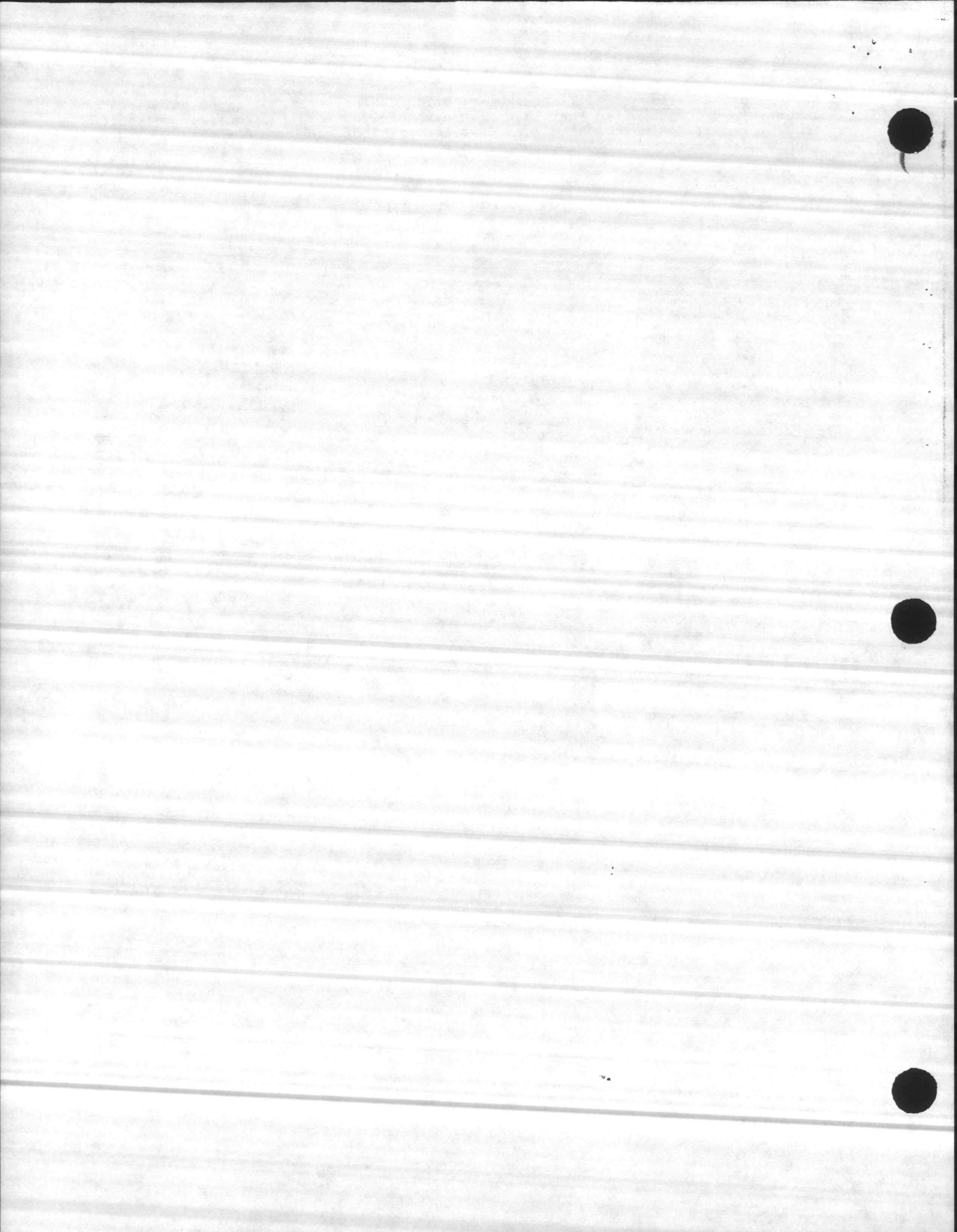
1. The actions directed by this Order are designed to:
  - a. Identify and monitor all command policies, programs, or procedures in which discriminatory practices have occurred or could occur, and to initiate affirmative actions to either eliminate these practices or prevent their occurrence in the future.
  - b. Eliminate prejudice or the perception of prejudice, and to promote professional and harmonious personal inter-relationships among all military personnel.
  - c. Create an atmosphere which encourages both the professional and personal advancement of all individuals without regard to race, color, religion, sex, age, or national origin.
  - d. The chain of command will be continuously emphasized as the primary and preferred channel for correcting discriminatory practices and for overall coordination and communication relative to all equal opportunity matters.
  - e. Effective management of the command internal information program and command public affairs program will assist commanders in demonstrating their commitment to a policy of equal opportunity. The role of the Joint Public Affairs Officer in support of all equal opportunity objectives cannot be over emphasized.

1001. DEFINITIONS

1. Action Step. Task-oriented steps; manageable and logically sequenced tasks; the effort required to achieve the objective.
2. Affirmative Action (AA). Any action directed toward the implementation and advancement of the concept of equal opportunity.
3. Affirmative Action Plan (AAP). A management document consisting of formalized affirmative actions with quantifiable goals and milestones, used to bring about the accomplishment of equal opportunity program objectives.
4. Analysis of Variance. Summary of specific problems encountered, actions taken during the reporting period to counter problems, and additional resources needed for goal achievement.
5. Bias. A mental leaning or inclination; partiality; prejudice.

6. Category. A specifically defined division in a system of classification.
7. Discrimination. An act, policy, or procedure that arbitrarily denies equal opportunity because of race, color, religion, sex, age, or national origin to an individual or group of individuals.
8. Equal Employment Opportunity (EEO) Program. The comprehensive program through which the Marine Corps implements its policy to provide equal opportunity in employment for all qualified civilian personnel.
9. Equal Opportunity. A concept which requires that the objectives of fair and equal treatment and equality of opportunity for all be applied to all management functions and leadership actions.
10. Equal Opportunity in Off-Base Housing. The portion of the Marine Corps EOP that supports the Department of Defense's (DoD) and the Marine Corps' goals to eliminate discrimination against military and DoD civilian personnel in off-base housing.
11. Equal Opportunity Program. The cumulative efforts of Marines to achieve equal opportunity. These efforts range from positive and planned actions to attain stated equal opportunity objectives, goals, and/or milestones outlined in a formalized AAP to the integration of equal opportunity considerations into the decision process of management and command actions.
12. Ethnic Group. A segment of the population that possesses common characteristics and a cultural or national heritage significantly different from that of the general population.
13. Human Relations. The social relations between human beings; a course, study, or program designed to develop better interpersonal and intergroup adjustments.
14. Individual Actions. Voluntary efforts by Marines to apply their leadership training outside the classroom, beyond what is normally expected of their grade and duty assignment.
15. Institutional Discrimination. Policies, procedures, and practices which, intentionally, lead to differential treatment of selected identifiable groups and which, through usage and custom, have attained official or semiofficial acceptance in the routine functioning of the organization/institution.
16. Milestones. Measurements of projected progress in terms of quantifiable values or points in time when a task should be accomplished.
17. Minority. A group which differs from the predominant section of a larger group in one or more characteristics; e.g., ethnic background, language, culture, or religion and, as a result, is often subjected to differential treatment. Race and ethnic codes of minorities are published in the current edition of MCO P1080.20 (JUMPS/MMSCODESMAN). For the purpose of implementing the provisions of this Manual, use race and ethnic codes as defined in paragraphs 1108 and 1109 of the JUMPS/MMSCODESMAN.
18. Objective. Defines the basic result desired.
19. Prejudice. The holding of a judgment or opinion, without regard to pertinent fact, that is typically expressed in suspicion, fear, hostility, or intolerance of certain people, customs, and ideas.
20. Proposed Corrective Action. Identifiable corrective plan for the achievement of a goal.
21. Race. Any of the major biological divisions of mankind distinguished by color and texture of hair, color of skin and eyes, stature, bodily proportions, or their genetically transmitted physical characteristics.

22. Sexual Harassment. Influencing, offering to influence, or threatening the career, pay, or job of another person in exchange for sexual favors; or deliberate or repeated offensive comments, gestures, or physical contact of a sexual nature. Such actions are unacceptable regardless of time or place.

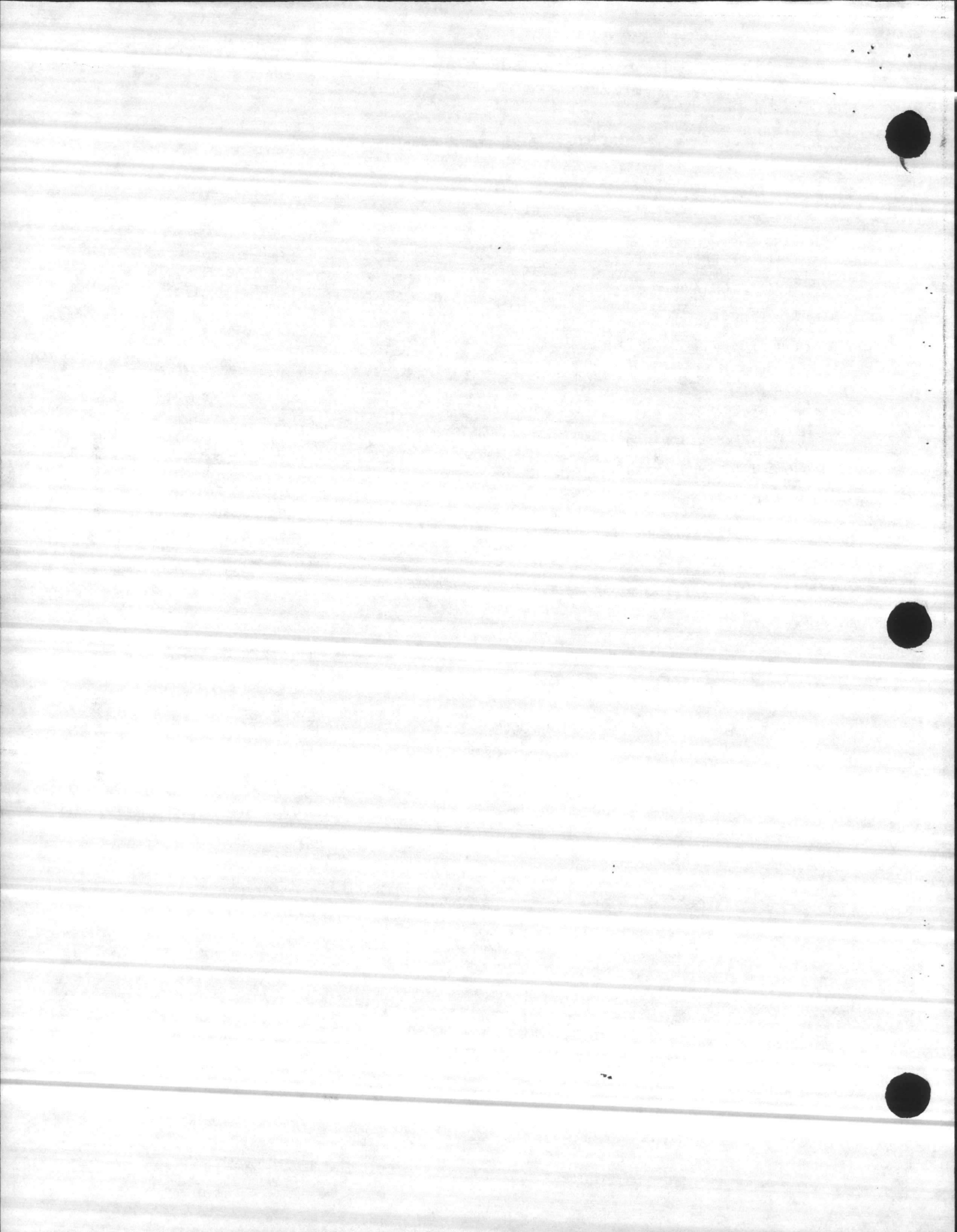


THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

CHAPTER 2

MARINE CORPS BASE EQUAL OPPORTUNITY PROGRAM

	<u>PARAGRAPH</u>	<u>PAGE</u>
SCOPE . . . . .	2000	2-3
MONITORING OF COMMAND RACIAL/ETHNIC CLIMATE AND REPORTING OF RACIAL STATISTICS . . . . .	2001	2-3
DISCRIMINATION AND SEXUAL HARASSMENT COMPLAINTS . . . . .	2002	2-3
MILITARY JUSTICE . . . . .	2003	2-3
TRAINING AND EDUCATION . . . . .	2004	2-4
CAREER DEVELOPMENT . . . . .	2005	2-4
ASSIGNMENT/REASSIGNMENT . . . . .	2006	2-5
ADMINISTRATIVE DISCHARGE . . . . .	2007	2-5
RECOGNITION/COMMENDATION . . . . .	2008	2-5
BARRACKS/LIVING AREAS . . . . .	2009	2-5
USE OF BASE AND UNIT FACILITIES . . . . .	2010	2-5
HOUSING . . . . .	2011	2-6
CIVILIAN COMMUNITY RELATIONS . . . . .	2012	2-6



# THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

## CHAPTER 2

### MARINE CORPS BASE EQUAL OPPORTUNITY PROGRAM

2000. SCOPE. The total efforts of all military personnel are required to implement the concept of equal opportunity. It is through command equal opportunity emphasis that all efforts are formalized and directed into a continuous, effective and successful program. The implementation of the equal opportunity concept in all functional areas is the responsibility of the commander. The areas of command responsibility listed in the following paragraphs are fundamental to the integration of this concept and must be continuously addressed within the framework of each command program. Appendix A provides a checklist which summarizes the major requirements of this Order.

#### 2001. MONITORING OF COMMAND RACIAL/ETHNIC CLIMATE AND REPORTING OF RACIAL STATISTICS

1. Symptoms of discord may appear in various forms. Paragraph 3002 of the current edition of MCO P5354.1 provides a list of indicators of unrest which must be periodically reviewed to assess the racial/ethnic climate of the command.

2. When an incident occurs which meets the general criteria established in paragraph 3003 of the current edition of MCO P5354.1, it will be reported as required by the current edition of MCO P5350.6D.

2002. DISCRIMINATION AND SEXUAL HARASSMENT COMPLAINTS. The elimination of all vestiges of discrimination and sexual harassment is an ultimate goal of the Marine Corps Base Equal Opportunity Program. Commanders at all echelons must establish and promulgate responsive procedures through which all such complaints will be received, investigated, reviewed, and promptly resolved.

1. Stress the Request Mast procedure as the primary means for filing discrimination and sexual harassment complaints, and also identify the Board of Naval Records and the UCMJ, Article 138 proceedings as an alternate means of initiating such complaints.

2. Provide for a prompt investigation to be conducted by an officer or SNCO not directly involved in the complaint. If the allegation is directed against a commanding officer, the next higher command in the chain will convene the investigation.

3. Provide for review of the investigation at the command level.

#### 2003. MILITARY JUSTICE

1. The most dominant area in which Marines perceive they are subjected to either discrimination or bias is in the administration of 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 1984) and the Judge Advocate General Manual (JAG Manual), the following procedures will be followed:

a. All charges and nonjudicial punishment proceedings will be reviewed to ensure that racial, ethnic, or sexual bias have not been a factor in the accusatory stages or in the imposition of punitive measures.

b. All cases where bias is suspected will be investigated in accordance with paragraphs 31 and 32, MCM 1984, or Chapter 6, JAG Manual.

c. All command disciplinary statistics will be monitored for evidence of possible patterns of improper treatment of members within the command.

2. To further reduce any perception of unfairness in the administration of military justice, all nonjudicial proceedings will be published in the plan of the day, on command bulletin boards, or at daily formations. Minimum information to be

published will include the grade, offense(s), and disposition of each case. Commanders may identify the offender by name if deemed appropriate. Additionally, all available means will be utilized to inform and discuss with each Marine the effects of disciplinary actions relative to every aspect of their career.

3. The establishment of an "open door" policy for all nonjudicial punishment proceedings is strongly encouraged.

2004. TRAINING AND EDUCATION. The areas of training and education offer the commander a primary means through which the equal opportunity program 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. Educationally deprived personnel will be identified and encouraged to participate in programs that will enhance their opportunity for upward mobility. This can most efficiently be accomplished through the development of affirmative actions specifically designed to increase the effectiveness of all currently available training and education programs. The following guidelines apply:

1. Individual unit training will be conducted. 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, the individual will be referred to a remedial education program designed to increase basic skills performance. This will enhance the individual's ability to both assimilate unit training and to attain the proficiency necessary for professional advancement.

2. Marines whose performance is adequate, but whose career opportunities are limited because they are non-high school graduates, will be actively encouraged and assisted in enrolling in the command high school completion program.

3. Leadership training conducted in conformance with the current edition of MCO 5390.2 is designed to enhance the development of those professional capabilities necessary for increased grade and responsibility. Included among the objectives of leadership training are many of the objectives of the Equal Opportunity Program. Therefore, as part of the leadership training program each Marine will receive specific training which outlines the concepts of the command equal opportunity program. Unit equal opportunity objectives will include, as a minimum, topics which address the goals of the program, sexual harassment, discrimination and affirmative action. All such training will be documented in unit training records.

4. Marines will be encouraged to participate in special training programs, such as the Marine Corps Apprenticeship Program and correspondence courses, as a means of enhancing professional development.

5. The role of continued education development as a further means of enhancing a Marine's personal and professional career must be continuously emphasized. Programs will be established at all levels of command to ensure dissemination of information on off-duty education and active participation in such programs will be encouraged. Statistical data submitted in accordance with Appendix B will be utilized to both evaluate progress in this area and to establish realistic goals for associated affirmative actions.

2005. CAREER DEVELOPMENT. The Equal Opportunity Program cannot be perceived as 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 active 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. Individuals eligible but not recommended for promotion will be informed as to reasons therefore and to the extent practicable, be actively assisted in eliminating any correctable deficiencies.



2. All formal screening boards for promotion, school, or special programs will be composed of representatives of all sex and ethnic groups whenever feasible. It is entirely appropriate and recommended that such boards contain female representation even when women Marines are not actually being considered by the board.

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 affirmative actions established toward increasing minority applications for commissioning programs and the Broadened Opportunity for Officer Selection and Training (BOOST) Program.

2006. ASSIGNMENT/REASSIGNMENT. To ensure equality of assignment to primary duties, work details, fill transfer quotas, and to prevent the perception of inequality in these areas, the following guidelines apply:

1. Assignment to primary duty will be 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 race, color, creed, sex, or national origin.
2. Within legal limitations, women Marines possessing required occupational skills will be assigned to any billet commensurate with their grade and physical ability.
3. Assignments to command billets will periodically be reviewed to ensure a proportionate distribution of qualified minorities have been assigned to these billets.
4. Assignments to work details will be made in accordance with the command's equal opportunity policy and these assignments will be published and widely disseminated.
5. Within the constraints imposed by physical, training, and sexual differences, assignments to specific military police and security watch duties, including gate sentries, will provide for minority and women representation.

2007. ADMINISTRATIVE DISCHARGE. Discriminatory bias will not be a factor in administrative discharge actions. Each recommendation for administrative discharge action prior to expiration of active service (EAS) will be reviewed under the provisions of the current editions of MCO P1900.16, MARCORSEPMAN, or Marine Corps bulletins (1900 series), to ensure that bias has not been a factor in the recommendation for discharge. Command discharge statistics will be maintained and reported as directed by Appendix B, and will be monitored at all echelons of command to determine any patterns of systemic discrimination in the initiation of administrative discharge proceedings.

2008. RECOGNITION/COMMENDATION. Appropriate recognition of individual achievement enhances individual behavior and morale, and contributes directly to unit efficiency and readiness. All Marines must receive just consideration for formal recognition, commendation, decoration, etc., and the same standards for recommendation will be applied equally to all members of the command. Recognition/commendation data will be maintained and reviewed regularly to ensure discriminatory trends do not develop.

2009. BARRACKS/LIVING AREAS. Racial/ethnic segregation in barracks and other living areas is prohibited. Commanders must ensure that any voluntary segregation which takes place in barracks reading/recreational/television rooms during off-duty hours does not result from or reflect discriminatory practices.

2010. USE OF BASE AND UNIT FACILITIES. The services available at all base and unit facilities, especially service oriented facilities, must be responsive to the needs of all segments of the command. The affirmative action initiatives identified for each of the below listed command services facilities will be monitored to ensure they continue to support the concepts of equal opportunity and nondiscrimination.

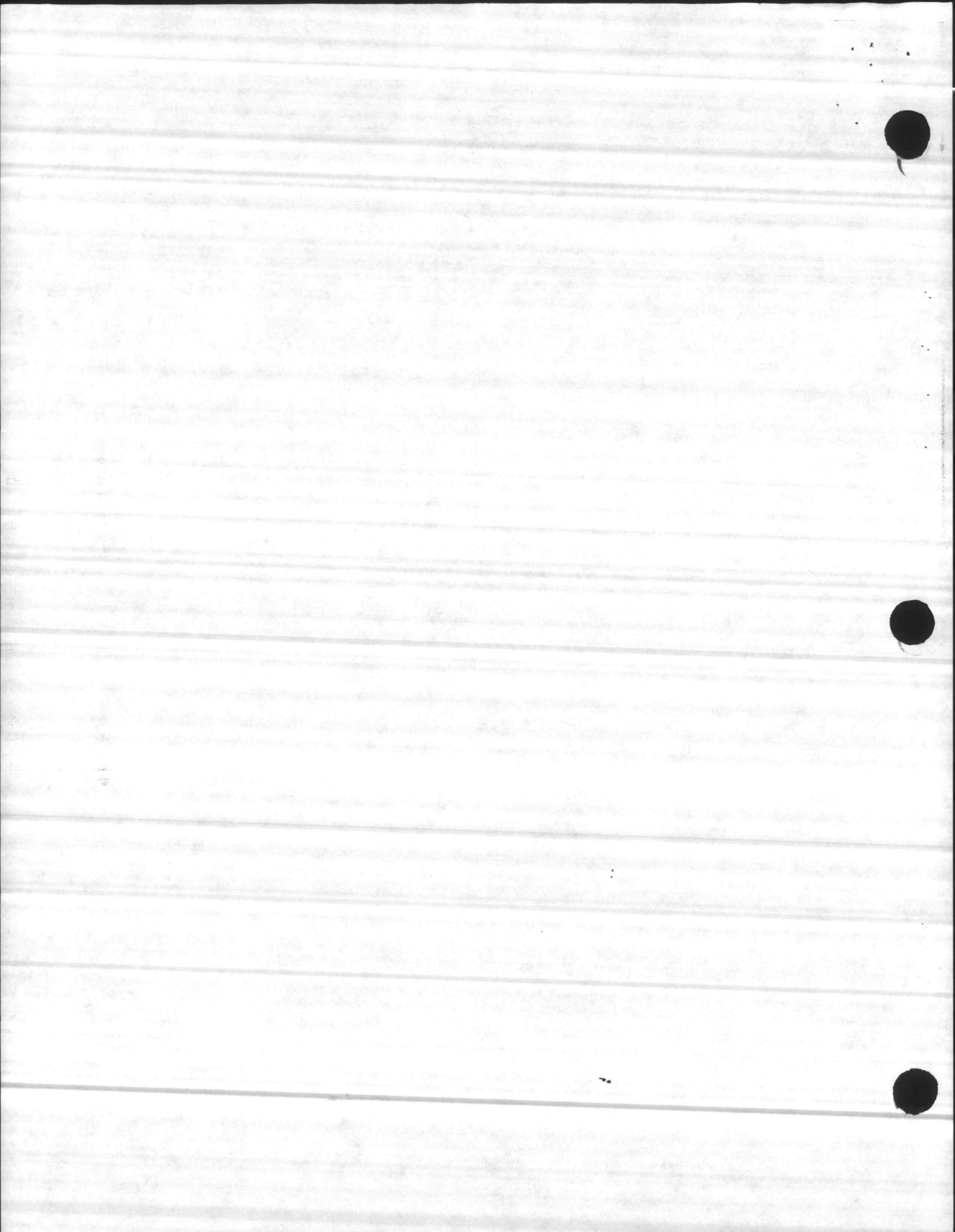
1. Exchange Services. The Marine Corps Exchange and Convenience Store(s) will carry an adequate selection of minority-oriented products such as toilet articles, magazines, greeting cards, records, etc. All barbers and beauticians employed in exchange barbershops and beauty salons will be trained and qualified to provide service to all racial/ethnic groups. To the extent possible the Exchange Consumer Board will contain adequate representation by women and minorities.
  2. Commissary. To the degree practicable within the constraints imposed by storage and sales space, the commissary will stock those foods and products frequently requested by minority groups. To the extent possible, the Commissary Consumer Board will contain adequate representation by women and minorities.
  3. Entertainment/Recreational Facilities. Entertainment and recreational facilities will provide programs of sufficient diversity to appeal to the preferences and needs of all Marines. The demonstrated interest of all minority and women Marines must be assessed and included in the planning of all base and unit sponsored recreational activities. Library facilities, barracks reading room and other reading areas must provide a representative selection of minority and female-oriented books, magazines, periodicals, and/or newspapers among those reading materials regularly purchased at Marine Corps expense.
2011. HOUSING. The provisions of Chapter 4 of the current edition of MCO P5354.1 and the current edition of MCO P11000.15 will be implemented to ensure complete fairness and equality in both assignment to base housing and/or referral to off-base housing facilities.
2012. CIVILIAN COMMUNITY RELATIONS. Specific actions to be taken to both promote sound civilian community relations and prevent discriminatory practices toward Marines within the civilian community are addressed in the current edition of MCO P5354.1. It is the responsibility of all officers and staff noncommissioned officers to assist the command in identifying and eliminating any discriminatory practices encountered by Marines or their dependents in the surrounding community.

THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

CHAPTER 3

DEVELOPMENT AND ADMINISTRATION OF THE AFFIRMATIVE ACTION PLAN

	<u>Paragraph</u>	<u>Page</u>
PURPOSE . . . . .	3000	3-3
MAINTENANCE OF STATISTICAL DATA . . . . .	3001	3-3
COMMAND AFFIRMATIVE ACTION PLAN (AAP) . . . . .	3002	3-3
ACTION . . . . .	3003	3-3



THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

CHAPTER 3

DEVELOPMENT AND ADMINISTRATION OF THE AFFIRMATIVE ACTION PLAN

3000. PURPOSE. The primary purpose of the AAP is to establish procedures for evaluating the progress of the equal opportunity program within the command, to provide the framework for consolidated and standardized documentation, and to develop or revise equal opportunity objectives.

3001. MAINTENANCE OF STATISTICAL DATA. Appendix B sets forth the procedures for collection, reporting and reviewing the statistical data required to support the attainment of the command's equal opportunity objectives.

3002. Command Affirmative Action Plan (AAP). Appendix D provides guidelines for the establishment of the AAP. The AAP will be published and updated annually by separate bulletin.

3003. ACTION

1. Activity Heads

a. Ensure widest dissemination of and compliance with the policy and equal opportunity concepts contained in this Order.

b. Establish procedures through which discrimination and sexual harassment complaints will be received, investigated, reviewed and promptly resolved.

2. Unit Commanders

a. Unit commanders will implement the policies and requirements detailed in paragraph 1000 of this Order.

b. Maintain and report unit racial/ethnic statistics in accordance with Appendix B.

c. Appoint, in writing, a unit equal opportunity officer.

d. Ensure that unit request mast directives identify request mast as the primary means for surfacing discrimination and sexual harassment complaints.

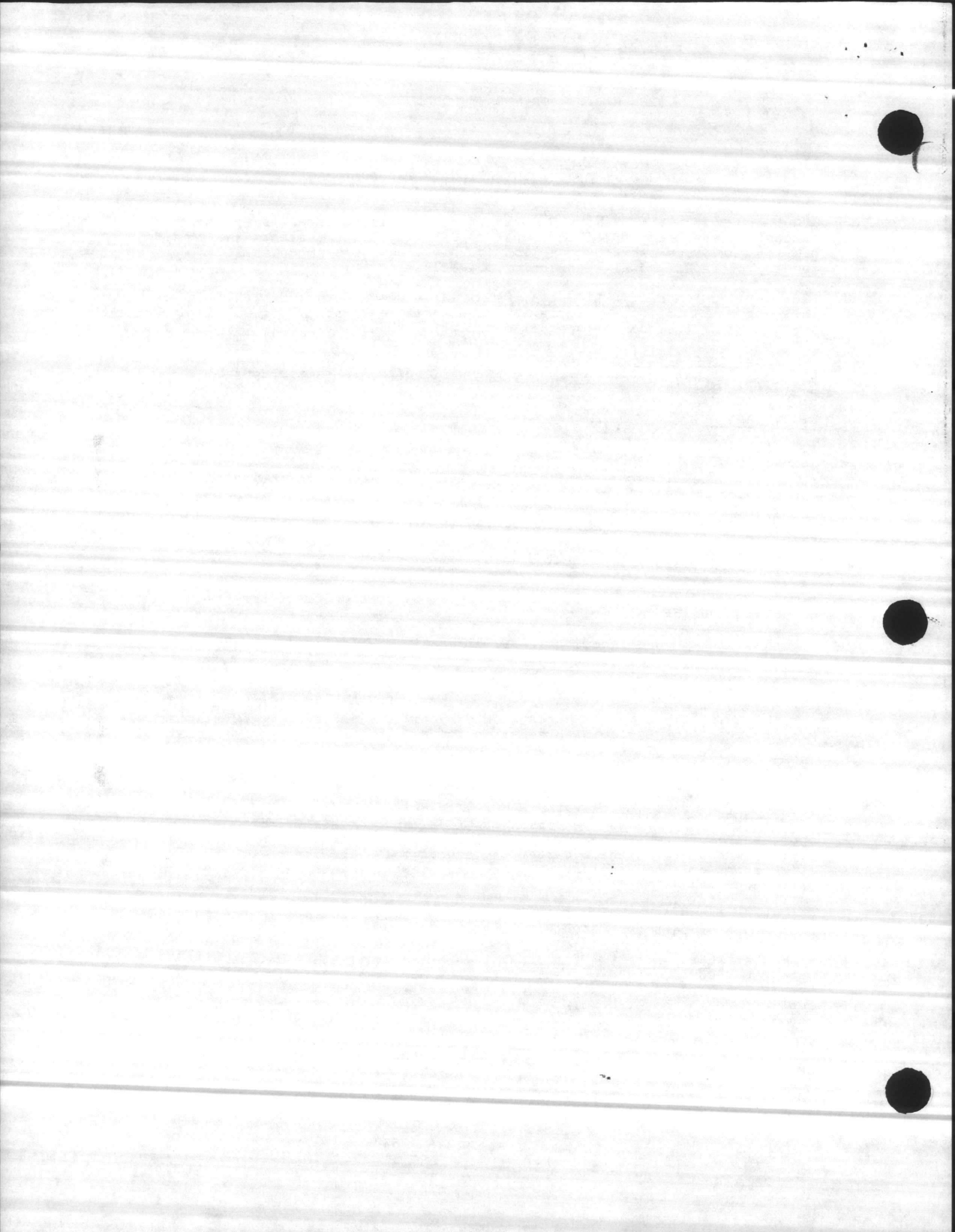
e. Employ the use of racial/ethnic identifiers on copies of unit correspondence and records as described in Appendix B.

3. Assistant Chief of Staff, Manpower. Provides overall management of equal opportunity and affirmative action programs; appoint, in writing, a command equal opportunity officer; establish information programs as well as active measures to assist commanders in their career and educational development programs and ensure officer and enlisted assignment procedures meet the guidelines established in paragraph 3003.7.

5. Staff Judge Advocate. In conjunction with unit commanders, carry out the provisions of paragraph 3003.7.

6. Joint Public Affairs Office. Initiate the affirmative action steps detailed in paragraph 3005.1 of the current edition of MCO P5354.1B to promote equal treatment for Marines and their dependents in the civilian community; ensure the command's public information efforts, and support the Marine Corps Base commitment to equal opportunity.

7. Marine Corps Base Equal Opportunity Officer. Supervise, coordinate, and report the progress of the Marine Corps Base Equal Opportunity Program in accordance with this Order; collect, analyze, and maintain the statistical data identified in Appendix B; develop and publish an annual AAP and comply with reporting instructions contained in the current edition of MCO P5354.1B.

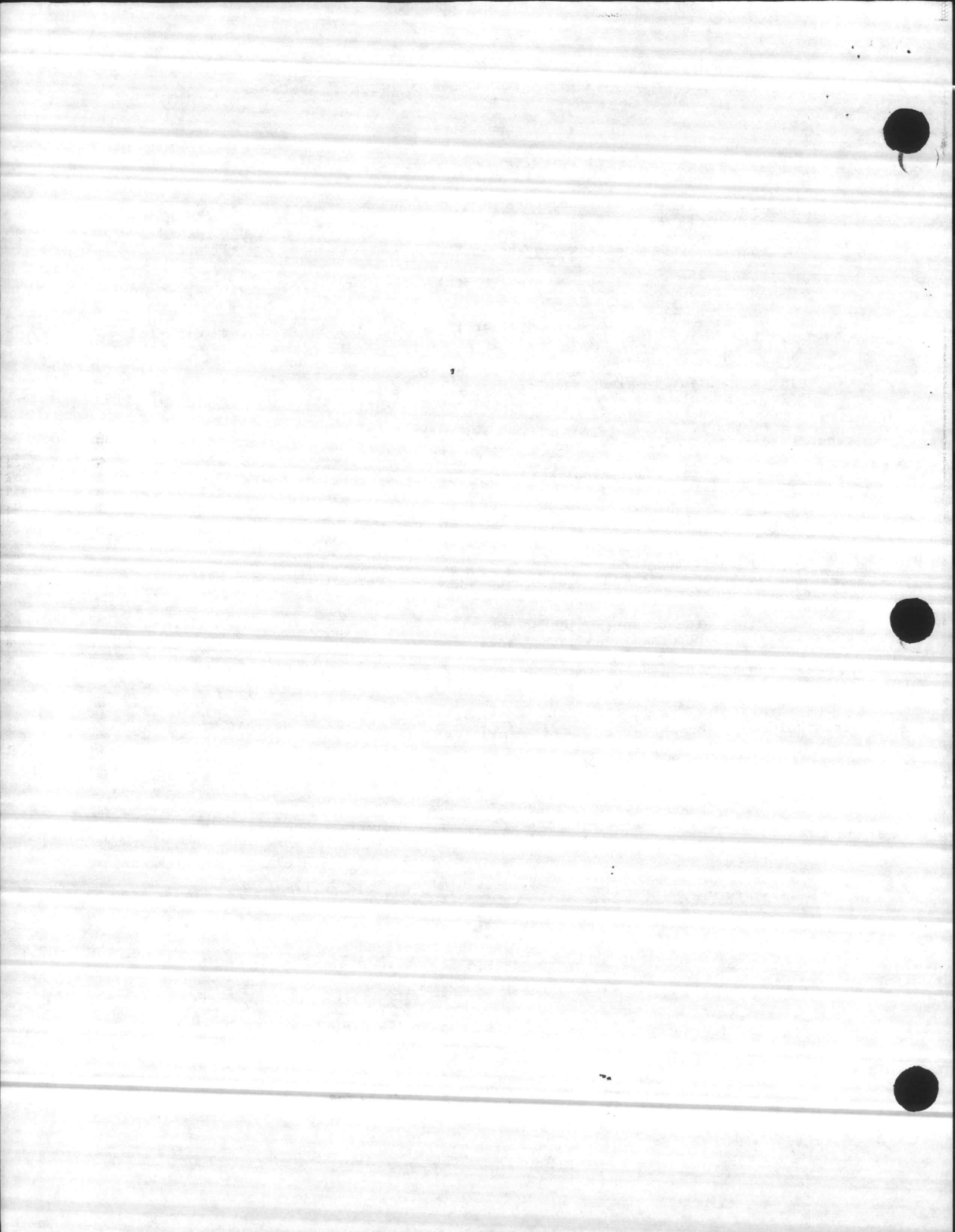


THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

APPENDIX A

CHECKLIST FOR COMMANDERS

1. General. This appendix, together with Appendix H of MCO P5453.1B serves as an equal opportunity checklist for commanders.
2. Synopsis of Command Action Requirements
  - a. Ensure the CMC Equal Opportunity Statement is received, posted, and widely disseminated throughout the command.
  - b. Maintain and report command minority statistical data, as set forth in Appendix B. Data will be maintained for a minimum of two years.
  - c. Review collected minority statistical data to monitor progress in attaining EO objectives, identify areas requiring affirmative action or command emphasis, and to serve as a basis for updating established affirmative actions.
  - d. Review all command judicial, nonjudicial, and administrative proceedings to ensure ethnic or sexual bias has not been a factor.
  - e. Publish the final results of all judicial proceedings and nonjudicial punishments.
  - f. Consider the establishment of an open door policy for all office hour proceedings.
  - g. Use the Troop Information Program, the chain of command, and where appropriate, human relations counsels to support the command equal opportunity program.
  - h. Ensure wide dissemination of locally available educational opportunities, remedial skills programs, and career advancement programs.
  - i. Ensure minority and female representation on formal promotion, school, and other enlisted screening boards.
  - j. Ensure that equal opportunity, discrimination, and sexual harassment topics are included in organizational leadership training programs.
  - k. Ensure Marines are adequately counseled concerning the effects of disciplinary action, SRB entries, and educational status, etc., on promotion opportunities.
  - l. Ensure assignments to primary duty, command billets, and military police duty are made in accordance with the provision of paragraph 2006 of BO 5354.1B.
  - m. Ensure a non-segregation policy in organization barracks and living areas.
  - n. Ensure organizational recreational and lounging facilities include programs, services, and materials which accommodate the requested needs of all Marines.
  - o. Ensure the request mast procedure is understood to be the primary channel through which sexual harassment and discrimination complaints are to be surfaced.
  - p. Develop, implement and maintain an AAP.
  - q. Implement, as a minimum, those applicable affirmative actions included in Appendix D of BO 5354.1B.
  - r. Submit affirmative action reports in accordance with Appendix D of BO 5354.1B.
  - s. Upon completion, submit a copy of the organization AAP to the Commanding General (Attn: AC/S, Manpower).





# THE MARINE CORPS BASE EQUAL EMPLOYMENT MANUAL

## APPENDIX B

### STATISTICAL DATA COLLECTION, MANAGEMENT, AND REPORTING

1. General. In developing, implementing, and managing the Command Equal Opportunity Program, it is essential that specific statistical information concerning minority and female members of the command be maintained and utilized. Through the accurate maintenance and review of these selected personnel racial/ethnic statistics, commanders will be able to:

- a. Identify areas requiring development of specific affirmative actions to obtain their stated equal opportunity objectives.
- b. Identify areas requiring additional command emphasis or attention.
- c. Measure the command's progress in the equal opportunity program, to include obtaining that information needed to statistically update and report attainment of affirmative action milestone progress.

\* 2. Requirements

a. Unit commanders will be required to collect, maintain, and analyze the statistical information contained in the Command Military Personnel Race/Ethnic Report (Appendix C). This data will be compiled quarterly and reported to the Commanding General (Attn: AC/S, Manpower) by the fifth working day following the end of each quarter (Report Symbol MANP-5354-01). To ensure the validity of this data, it is imperative that every Marine within the command is assigned a proper race/ethnic code and that this code is properly documented in the Manpower Management System (MMS). The current edition of MCO P1080.20 provides guidance concerning the assignment of race/ethnic codes.

b. To assist in the rapid and accurate retrieval of race/ethnic statistics, file copies of all pertinent administrative paperwork such as unit punishment books, charge sheets, request masts, forwarding endorsements, etc., will be conspicuously annotated with the individual's race/ethnic identifier.

c. Commanders should review all compiled statistical data regularly to ensure they are aware of any significant trends which may develop.

d. Statistical data will be maintained by the originating unit for a minimum of two years, after which, at the discretion of the commander, it may be destroyed.

3. Special Reporting Requirement. The following information must be submitted annually as an enclosure to the affirmative action update report. (Submitted by the 20th day following the end of fiscal year.)

a. Marines assigned EO/AA duties by grade, billet title, race/ethnic code, sex, and indicate whether full or part-time billet.

b. Marines assigned to remedial skills programs, such as Basic Skill Education (BSEP), English as a second language, etc., by title of program, grade, race/ethnic code and sex.

c. Marines assigned to formal military schools, such as Staff Noncommissioned Officer Academy, NCO School, etc. by grade, race/ethnic code and sex.

d. Equal opportunity training completed for officers and enlisted during the reporting period. This will include average onboard strength, number of persons who received instruction and specific topics covered.

e. List number by grade, race/ethnic codes and sex of those officers and enlisted Marines who received courts-martial, nonjudicial punishment, pretrial confinement and those serving sentence at the end of the reporting period. Comment on statistically significant variations.

THE MARINE CORPS BASE EQUAL EMPLOYMENT MANUAL

f. List discrimination complaints compiled on the basis of race, religion, sex, or national origin. Include statistics on numbers confirmed and a compilation of actions taken.

g. Sexual harassment will be shown as a separate reporting category. State the number of complaints by grade, sex, race/ethnic code of complainant, type of complainant to the alleged harasser (peer, subordinate, supervisor) and the disposition of each complaint.

(1) Provide a narrative of action taken for confirmed complaints.

(2) Provide a narrative of action taken to prevent sexual harassment in general.

4. All required reportable data is maintained at the organizational level. The Visual Audit Sheet (VAS) is the primary source document for MMS related data and must be accurately updated. All other information, such as commendations, awards, separations, promotions, educational program participation, etc., must be obtained through local screening of unit diaries, correspondence files, UPB's, etc. While one officer will normally be assigned to compile and report equal opportunity statistics, complete staff involvement in initial data collection will both streamline collection procedures and ensure greater participation and awareness in the command equal opportunity efforts.

THE MARINE CORPS BASE EQUAL EMPLOYMENT MANUAL

APPENDIX C

COMMAND MILITARY PERSONNEL RACE/ETHNIC STATISTICS FORMAT

REPORTING PERIOD: Quarterly

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>	<u>Minority</u>	<u>Total Women</u>	<u>Total Command</u>
I. Total on Rolls							
Number	_____	_____	_____	_____	_____	_____	_____
Percentage	_____	_____	_____	_____	_____	_____	_____
II. Promotions							
A. To Sergeant							
1. Eligible	_____	_____	_____	_____	_____	_____	_____
2. Promoted	_____	_____	_____	_____	_____	_____	_____
B. To Corporal							
1. Eligible	_____	_____	_____	_____	_____	_____	_____
2. Promoted	_____	_____	_____	_____	_____	_____	_____
C. To Lance Corporal							
1. Eligible	_____	_____	_____	_____	_____	_____	_____
2. Promoted	_____	_____	_____	_____	_____	_____	_____
III. Recognition							
A. Medals	_____	_____	_____	_____	_____	_____	_____
B. Certificates of Commendation	_____	_____	_____	_____	_____	_____	_____
C. Other	_____	_____	_____	_____	_____	_____	_____
	(Meritorious Masts and Letters of Commendation/Appreciation only.)						
IV. Education							
A. Some College	_____	_____	_____	_____	_____	_____	_____
B. High School Graduate	_____	_____	_____	_____	_____	_____	_____
C. Non-High School Graduate	_____	_____	_____	_____	_____	_____	_____
D. Number Enrolled in Off-Duty Education	_____	_____	_____	_____	_____	_____	_____
1. High School Graduate	_____	_____	_____	_____	_____	_____	_____
2. Non-High School Graduate	_____	_____	_____	_____	_____	_____	_____

THE MARINE CORPS BASE EQUAL EMPLOYMENT MANUAL

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>	<u>Total Minority</u>	<u>Women</u>	<u>Total Command</u>
V. Discrimination/ Harassment Com- plaints	-----	-----	-----	-----	-----	-----	-----
A. Racial Dis- crimination	-----	-----	-----	-----	-----	-----	-----
B. Sexual Dis- crimination	-----	-----	-----	-----	-----	-----	-----
C. Sexual Harass- ment	-----	-----	-----	-----	-----	-----	-----
VI. Disciplinary Actions							
A. NJP	-----	-----	-----	-----	-----	-----	-----
B. Courts-Martial (all types)	-----	-----	-----	-----	-----	-----	-----
C. Pretrial Con- finement	-----	-----	-----	-----	-----	-----	-----
VII. Admin Discharges Prior to Normal EAS							
A. Honorable	-----	-----	-----	-----	-----	-----	-----
B. General	-----	-----	-----	-----	-----	-----	-----
C. Other than honorable	-----	-----	-----	-----	-----	-----	-----
VIII. Reenlistments							
A. Eligible (within 12 months of EAS)	-----	-----	-----	-----	-----	-----	-----
B. Recommended	-----	-----	-----	-----	-----	-----	-----
C. Reenlisted	-----	-----	-----	-----	-----	-----	-----
IX. School/Training Assignments							
Unit training/specialized skill training							
(See MCO 1500.40)							
No./%							
Attending	-----	-----	-----	-----	-----	-----	-----

COMMAND MILITARY PERSONNEL RACE/ETHNIC REPORT

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian/ Pacific Islander</u>	<u>Amer Indian/ Alaskan Native</u>	<u>Other Unknown</u>	<u>Total Command</u>
V. Civilian Education Levels (Officer and Enlisted)							
A. College (Master Degree)	_____	_____	_____	_____	_____	_____	_____
B. College (Baccalaureate Degree)	_____	_____	_____	_____	_____	_____	_____
C. College (No Degree)	_____	_____	_____	_____	_____	_____	_____
D. High School (Graduate)	_____	_____	_____	_____	_____	_____	_____
E. High School (Diploma not conferred, but holds GED equivalency)	_____	_____	_____	_____	_____	_____	_____
F. High School (No Diploma)	_____	_____	_____	_____	_____	_____	_____
G. Grade School Only	_____	_____	_____	_____	_____	_____	_____
H. Number Enrolled in Off-Duty Education	_____	_____	_____	_____	_____	_____	_____
1. High School Completion Goal	_____	_____	_____	_____	_____	_____	_____
2. College (Undergraduate)	_____	_____	_____	_____	_____	_____	_____
3. College (Graduate)	_____	_____	_____	_____	_____	_____	_____
4. Remedial Skill Programs	_____	_____	_____	_____	_____	_____	_____
VI. Request Mast (Officer and Enlisted)	_____	_____	_____	_____	_____	_____	_____
A. Complaint of Discrimination (Race, Religion, Sex or National Origin)	_____	_____	_____	_____	_____	_____	_____
B. Complaint of Sexual Harassment	_____	_____	_____	_____	_____	_____	_____

COMMAND MILITARY PERSONNEL RACE/ETHNIC REPORT

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian/ Pacific Islander</u>	<u>Amer Indian/ Alaskan Native</u>	<u>Other Unknown</u>	<u>Total Command</u>
C. Request Mast for other reasons	_____	_____	_____	_____	_____	_____	_____
VII. Disciplinary Actions (Officer and Enlisted)							
A. NJP	_____	_____	_____	_____	_____	_____	_____
B. SCM	_____	_____	_____	_____	_____	_____	_____
C. SPCM (W/O BCD Power)	_____	_____	_____	_____	_____	_____	_____
D. SPCM (W/BCD Power)	_____	_____	_____	_____	_____	_____	_____
E. GCM	_____	_____	_____	_____	_____	_____	_____
F. Confined	_____	_____	_____	_____	_____	_____	_____
1. Pretrial AAHA	_____	_____	_____	_____	_____	_____	_____
2. Serving sentence	_____	_____	_____	_____	_____	_____	_____
VIII. Discharges Prior to Normal EAS (Enlisted)							
A. Honorable	_____	_____	_____	_____	_____	_____	_____
B. General	_____	_____	_____	_____	_____	_____	_____
C. Other than Honorable	_____	_____	_____	_____	_____	_____	_____
IX. Reenlistments (Enlisted)							
A. Eligible	_____	_____	_____	_____	_____	_____	_____
B. Recommended	_____	_____	_____	_____	_____	_____	_____
C. Reenlisted	_____	_____	_____	_____	_____	_____	_____

COMMAND MILITARY PERSONNEL RACE/ETHNIC REPORT

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian/ Pacific Islander</u>	<u>Amer. Indian/ Alaskan Native</u>	<u>Other Unknown</u>	<u>Total Command</u>
X. Commissioning Programs (Enlisted)							
A. Enlisted Commissioning Program (ECP)							
1. Applied	_____	_____	_____	_____	_____	_____	_____
2. Eligible	_____	_____	_____	_____	_____	_____	_____
3. Recommended	_____	_____	_____	_____	_____	_____	_____
B. Marine Corps Enlisted Commissioning Education Program (MECEP)							
1. Applied	_____	_____	_____	_____	_____	_____	_____
2. Eligible	_____	_____	_____	_____	_____	_____	_____
3. Recommended	_____	_____	_____	_____	_____	_____	_____
C. Broadened Opportunity for Officer Selection and Training (BOOST)							
1. Applied	_____	_____	_____	_____	_____	_____	_____
2. Eligible	_____	_____	_____	_____	_____	_____	_____
3. Recommended	_____	_____	_____	_____	_____	_____	_____
D. Naval Academy Preparatory School (NAPS)							
1. Applied	_____	_____	_____	_____	_____	_____	_____
2. Eligible	_____	_____	_____	_____	_____	_____	_____
3. Recommended	_____	_____	_____	_____	_____	_____	_____

COMMAND MILITARY PERSONNEL RACE/ETHNIC REPORT

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian/ Pacific Islander</u>	<u>Amer Indian/ Alaskan Native</u>	<u>Other Unknown</u>	<u>Total Command</u>
E. Warrant Officer (WO) Program							
1. Applied	_____	_____	_____	_____	_____	_____	_____
2. Eligible	_____	_____	_____	_____	_____	_____	_____
3. Recommended	_____	_____	_____	_____	_____	_____	_____
XI. Command and Command Related Billet Assignment (Officers)							
A. Eligible	_____	_____	_____	_____	_____	_____	_____
B. Percentage	_____	_____	_____	_____	_____	_____	_____
C. Nr/% Assigned	_____	_____	_____	_____	_____	_____	_____
NOTE: Number of Command/Command-related Billets Available _____							
XII. Military School Assignments (Officer and Enlisted)							
A. Local							
1. Nr./% Eligible	_____	_____	_____	_____	_____	_____	_____
2. Nr./% Assigned	_____	_____	_____	_____	_____	_____	_____
B. Formal Schools							
1. Nr./% Eligible	_____	_____	_____	_____	_____	_____	_____
2. Nr./% Assigned	_____	_____	_____	_____	_____	_____	_____
XIII. List Marine Assigned EO/AA Duties							
	<u>Name/Grade</u>	<u>Primary Billet Title</u>	<u>R/E Codes</u>	<u>Sex</u>			



THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

APPENDIX D

GUIDELINES FOR THE ESTABLISHMENT OF THE COMMAND AFFIRMATIVE ACTION PLAN

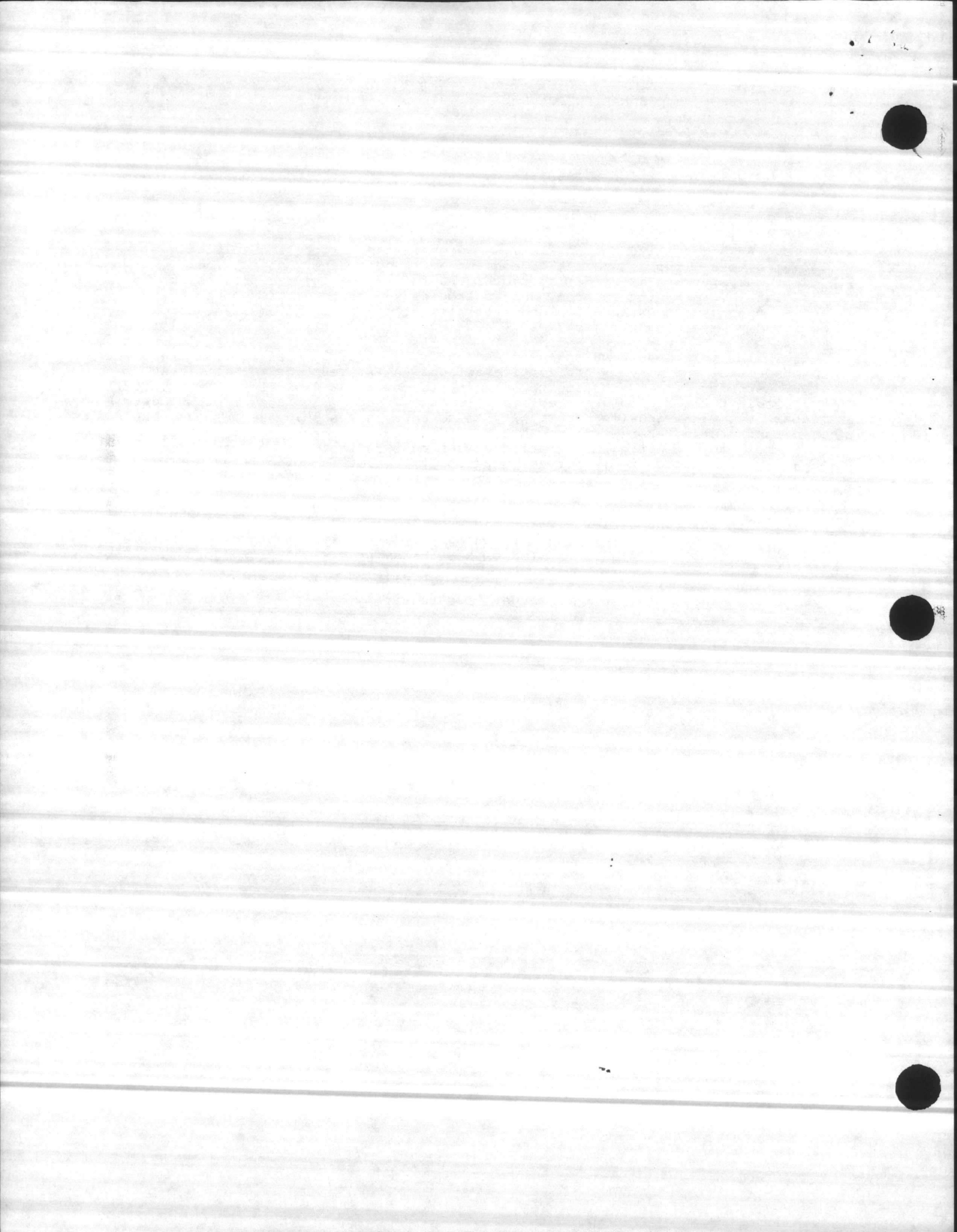
1. General

a. An Affirmative Action Plan (AAP) formalizes all ongoing initiatives directed toward the attainment of command equal opportunity objectives. Its primary purpose is to define procedures for evaluating the progress of the Base Equal Opportunity Program, and to provide the framework for consolidated and standardized documentation and reporting of specific affirmative actions designed to meet those objectives.

b. The development of an AAP does not imply offering preferential treatment to minorities and women. Affirmative actions (AA's) help ensure that these groups are not denied the same opportunity to compete and excel as their majority their male peers. Simply stated, race, ethnic group or sex should not be detrimental to an individual's opportunity to advance, nor should these factors be used as criteria for rewarding where reward is not merited. A commander's commitment to supporting affirmative action must reflect the approach that equality of opportunity is for every person, not just for minorities and women, and that it is everyone's responsibility.

2. AAP. The MCB AAP will be issued and updated annually as a separate bulletin in the 5000 series. This plan provides specific guidance concerning the administration of the AAP and contains all currently effective affirmative actions. It will be used in conjunction with the provisions promulgated in Chapter 4, reference (a).

3. Requirements. All unit commanders are required to maintain a copy of the Base AAP.



THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

LIST OF EFFECTIVE MCB AFFIRMATIVE ACTIONS

<u>CATEGORY</u>	<u>NUMBER</u>	<u>SUBJECT</u>	<u>RESPONSIBILITY</u>
Assignment	A-1	Representation of Minorities and Women in Command and Command Related Billets	AC/S, Manpower Unit Cmdrs
Training and Education	T-1	Assignment to Formal Schools	AC/S, Training/ Operations Unit Cmdrs
Training and Education	T-2	Participation in Off-Duty Education	AC/S, Training/ Operations Unit Cmdrs
Training and Education	T-3	Participation in Remedial Skills Programs	AC/S, Training/ Operations Unit Cmdrs
Recruiting/ Accession	R/A-1	Accession of Officers from within the Marine Corps/Marine Corps Reserve	AC/S, Manpower Unit Cmdrs
Discrimination Complaints	DC-1	Complaint/Incident Reports	Base Inspector, Unit Cmdrs
Recognition	R-1	Recognition of Performance	AC/S, Manpower Unit Cmdrs
Discipline	D-1	Discipline	SJA Unit Cmdrs
Separations	S-1	Administrative Discharge	Adjutant Unit Cmdrs
Promotion	P-1	Promotions in the Grade PFC through Sgt	AC/S, Manpower Unit Cmdrs
Commissary	C-1	Customer Services to Minorities	AC/S, Logistics
Recreational Programs/ Facilities	P/G-2	Athletic and Recreational Programs	AC/S, MWR
Entertainment Programs	EP-1	Clubs, Entertainment	AC/S, MWR
MCX	P/G-1	Responsible MCX Services	AC/S, MWR

THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

AFFIRMATIVE ACTION FORMAT  
MCB AFFIRMATIVE ACTION

1. CATEGORY: \_\_\_\_\_ 2. SUBJECT: \_\_\_\_\_ 3. NUMBER: \_\_\_\_\_

4. OBJECTIVE: \_\_\_\_\_

5. BACKGROUND: \_\_\_\_\_

6. SIGNIFICANT ACTION STEPS: \_\_\_\_\_ 7. MILESTONES AND GOALS: \_\_\_\_\_

MILESTONE SCHEDULE					
FY	FY	FY	FY	FY	FY

8. ASSIGNMENT OF RESPONSIBILITIES: \_\_\_\_\_

9. REPORTING AND TRACKING SYSTEM: \_\_\_\_\_

10. LEGEND: \_\_\_\_\_

THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

EXPLANATORY NOTES

1. CATEGORY. One of those specified in annex 1 or one developed by the command.
2. SUBJECT. Precise program area within the general category.
3. NUMBER. The first letter of each category (see annex 1) followed by a number in sequence.
4. OBJECTIVE. An objective is clearly stated, descriptive, and specific. It is measurable generally in quantified terms. It should set quantified measures or be capable of a specific accomplishment in a set timeframe.
5. BACKGROUND. A summary of the facts and rationale establishing the need for the subject affirmative action.
6. SIGNIFICANT ACTION STEPS. Action steps are race-oriented, designed to solve problems and to obtain established goals. Action steps may be interrelated or a series of individual steps, one-time or recurring. Completion of all action steps should accomplish the objective. Sub-objectives may also be listed in this space with their appropriate action steps.
7. MILESTONES AND GOALS. Milestones are target areas for progression toward the planned goal to accomplish the objective. Milestones are tied directly to goals and may be stated numerically, as a percentage, or to indicate a point in time when an unquantified action step should be accomplished or undertaken. The milestones schedule indicates those dates by which satisfactory progress toward goal accomplishment is measured.
9. ASSIGNMENT OF RESPONSIBILITIES. Each AAP must designate specific individuals, officers, staffs, and/or commands as appropriate, that are responsible for the accomplishment of action steps and/or objectives.
9. REPORTING AND TRACKING SYSTEM. Each AAP should describe and identify the reporting systems which will provide data to track progress toward accomplishing the objective.
10. LEGEND. An explanatory list of the symbols used.

NOTE: Additional pages may be used.

THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

SAMPLE AFFIRMATIVE FORM

1. CATEGORY: TRAINING AND EDUCATION  
 2. SUBJECT: PARTICIPATION IN REMEDIAL SKILLS PROGRAM  
 3. NUMBER: T-3

4. OBJECTIVE:  
 a. To improve MOS performance through increased participation of Marines in remedial skills programs.  
 b. To attain equal opportunity for career development through the increased participation of minorities in remedial skills programs.

5. BACKGROUND:  
 All Marines whose MOS performance would be enhanced through the improvement of basic computational, reading and writing skills are potentially eligible for participation in a remedial skills program. This type program has the further benefit of providing minorities a significant and highly visible opportunity for career development by increasing their potential for upward mobility. Commanders should recognize both the performance affirmative action benefits of the MCB Basic Skills Education Program (BSEP), and assign all basic skills deficient Marines to remedial training.

6. SIGNIFICANT ACTION STEPS:  
 a. Develop and implement a system to identify all enlisted Marines who exhibit below-average MOS performance due to basic skills deficiency.  
 b. Screen all Marines identified in step a. for assignment to BSEP.  
 c. Monitor Marines assigned to BSEP by the following racial/ethnic groupings.

- Majority
- Black
- Hispanic
- Other
- Total minority

d. Provide recommendations concerning ways to improve the current BSEP to facilitate maximum participation within the command.

7. MILESTONES AND GOALS:

MILESTONE SCHEDULE

FY	FY	FY	FY	FY
87	88	89	90	91
#	*	*	*	*
#	*	*	*	*

(Enter total number of Marines assigned by category and the category percent of total participants)

# \* \* \* \*

8. ASSIGNMENT OF RESPONSIBILITIES:

AC/S, Training/Operations - Steps a. and c.  
Commanding Officers - Steps a. through d.

9. REPORTING AND TRACKING SYSTEM:

AC/S, Training/Operations - Report results of step c. annually in Command AAP updates.

Commanding Officers - Report results of steps c. and d. quarterly to the Commanding General.

10. LEGEND:

# - Commence;

\* - Maintain/Continue

THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

AFFIRMATIVE ACTION FORMAT  
MCB AFFIRMATIVE ACTION

1. CATEGORY: \_\_\_\_\_ 2. SUBJECT: \_\_\_\_\_ 3. NUMBER: \_\_\_\_\_

4. OBJECTIVE: \_\_\_\_\_

5. BACKGROUND: \_\_\_\_\_

6. ACTION STEPS: \_\_\_\_\_ 7. MILESTONES AND GOALS: \_\_\_\_\_

FY    FY    FY    FY    FY

(Funding as applicable)

8. ANALYSIS OF VARIANCE: \_\_\_\_\_

PROPOSED CORRECTIVE ACTION/RECOMMENDATIONS: \_\_\_\_\_

10. LEGEND: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



THE MARINE CORPS BASE EQUAL OPPORTUNITY MANUAL

EXPLANATORY NOTES

1. CATEGORY. One of those specified in annex 1 or one developed by the command.
2. SUBJECT. Precise problem area within the general category.
3. NUMBER. The first letter of each category followed by a number in sequence.
4. OBJECTIVE. An objective is clearly stated, descriptive, and specific. It is measurable generally in quantified terms. It should set quantified measures or be capable of a specific accomplishment in a set timeframe.
5. BACKGROUND. A summary of the facts and rationale establishing the need for the subject affirmative action.
6. ACTION STEPS. For each action step, list planned and actual results under Milestone Schedule.
7. MILESTONES AND GOALS. Indicate timetable to include FY beginning and ending. Timetable should show:
  - a. Actual at beginning of FY.
  - b. Actual/planned for each FY milestone date.
  - c. Actual/planned for ending FY.
  - d. Planned at end of each subsequent FY.
8. ANALYSIS OF VARIANCE. Brief summary of specific problems encountered, action taken during period to counter problems, additional resources needed for goal achievement, etc. If no problems, so state.
9. PROPOSED CORRECTIVE ACTION/RECOMMENDATIONS. Identify corrective plan for achievement of goal. Make recommendations as appropriate.
10. LEGEND. An explanatory list of symbols used.

NOTE: Additional pages may be used.

