



DEPARTMENT OF THE NAVY

NAVAL SERVICE TRAINING COMMAND

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NSTCINST 5354.1A

9 Jun 16

NSTC INSTRUCTION 5354.1A

Subj: COMMAND MANAGED EQUAL OPPORTUNITY

Ref: (a) OPNAVINST 5354.1F
(b) SECNAVINST 5300.26D
(c) OPNAVINST 5370.2D
(d) SECNAVINST 5350.16A
(e) NAVADMIN 192/14
(f) NAVPERS 15620, Resolving Conflict Booklet
(g) NSTCNOTE 5354 of 22 June 15
(h) NAVADMIN 213/15
(i) MCO P5354.1D
(j) NSTCINST 1533.1
(k) DCNO(N1) memo 5354 Ser N1/114076 of 6 Jun 16

Encl: (1) [Informal Grievance Procedure](#)
(2) [Formal Grievance Procedure](#)
(3) [Command Climate Assessment Executive Summary Format](#)

1. Purpose. To provide policy and guidance for the Command Managed Equal Opportunity (CMEO) Program for Naval Service Training Command (NSTC) and its subordinate activities, in accordance with guidance and policies set forth in references (a) through (k) and enclosures (1) through (3).

2. Cancellation. NSTCINST 5354.1.

3. Discussion. Commanding Officers (COs), Officers in Charge (OICs), Directors, Department Heads, and others supervisors shall ensure that the Navy's Equal Opportunity (EO) policy, detailed in reference (a), is an integral part of day-to-day personnel management. An environment of EO is essential to attaining and maintaining a high state of morale, discipline, and readiness. Leaders must be aware of and monitor the EO climate of their respective work centers and units in order to take prompt action to prevent discriminatory practices which might hinder military readiness.

4. Scope

a. The EO provisions of this instruction apply to personnel in the NSTC domain including the following:

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(1) Active duty Navy and Navy Reserve personnel, including Seaman to Admiral-21 Officer Candidates (OCs) at Naval Reserve Officers Training Corps (NROTC) units;

(2) Active duty Marine Corps personnel, including Marine Enlisted Commissioning Education Program (MECEP) OCs (MECEP students are considered OCs for the purposes of this instruction) at NROTC units; and

(3) Inactive Navy and Marine Corps Reserve personnel, including NROTC Navy and Marine Corps midshipmen (MIDN).

b. Per reference (i), active duty Marine Corps personnel must first use the informal complaint (Alternative Dispute Resolution) process to resolve harassment or discrimination complaints. Although the complainant will use the NSTC EO process, the Marine Officer Instructor (MOI) will notify the Marine Equal Opportunity Advisor (EOA) at Quantico of any active duty Marine EO complaints against another active duty Marine at NROTC units, unless the offender is the MOI in which case the respective CO shall notify the Marine EOA. Additionally, if the offender is the MOI, the complainant Marine may submit an Article 1150 complaint, Redress of Wrong Committed by a Superior. If the offender is a Marine CO, the complainant Marine may submit an Article 138 complaint, Complaint of Wrongs Against the Commanding Officer.

c. Civilian employees who raise allegations of unlawful discrimination shall be referred to the appropriate Human Resources Office.

5. Policy. EO is central to the Navy's mission. All personnel must be provided a work environment free from any discrimination, harassment, or reprisal for having raised an allegation of discrimination or harassment. The NSTC Command Climate Specialist (CCS) personally advises Commander, Naval Service Training Command (CNSTC) and manages the NSTC EO Program. The Sexual Harassment (SH) policy for civilian personnel is outlined in reference (b).

6. Action

a. CNSTC exercises overall responsibility for the maintenance of a proactive CMEO Program.

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b. NSTC Chief of Staff (CoS) exercises overall program execution, ensuring its effectiveness and recommending changes as appropriate.

c. NSTC CCS shall:

(1) Serve as primary advisor and subject matter expert to CNSTC, CoS, and CMEO Managers and provide assistance to other members in the chain of command on EO issues. In this capacity, the CCS provides EO briefings and training to subordinate commands.

(2) Maintain a dynamic EO Program in accordance with references (a) through (e).

(3) Process all formal EO/harassment complaints and grievances in a timely manner.

(4) Report to CNSTC on all EO/harassment matters to include hazing.

(5) Work with NSTC-subordinate COs, OICs, and CMEO Managers to achieve maximum benefit of the program throughout the domain.

(6) Manage, document, and otherwise ensure proper training and certification of the NSTC Command Training Team (CTT) and Command Assessment Team (CAT).

(7) Provide and document CMEO/EO training to all CMEO representatives monthly. Training shall include, but is not limited to, harassment, discrimination, hazing, and fraternization.

(8) Develop a Plan of Action and Milestones (POA&M) that ensures the program's goals are met and conduct an annual assessment of the POA&M.

(9) Provide and document annual training to all NSTC staff on harassment, hazing, and grievance procedures.

(10) Provide command update briefs on the climate of the command and subordinate activities as required.

(11) Monitor NSTC/subordinate command EO climate assessments and review/maintain executive summaries for historical files for three years.

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(12) Provide assistance in conducting Defense Equal Opportunity Management Institute Organization Climate Survey (DEOCS) surveys, command assessments, and focus groups.

(13) Ensure EO/Equal Employment Opportunity Administrative Boards are up-to-date.

(14) Attend as many command meetings, selection boards, and disciplinary matters as possible to ensure fairness across the command. Report EO/SH issues to CNSTC.

(15) Maintain a master list of subordinate CMEO Managers and their contact information.

d. NSTC SJA shall provide assistance to the NSTC CCS, when needed, for all EO/SH cases.

e. COs, OICs, Directors, Department Heads, and Special Assistants shall:

(1) Emphasize the command EO policy and set the example in this regard for all subordinates.

(2) Ensure all personnel are trained in the procedures to report harassment and discrimination complaints (see references (a) through (d) and enclosures (1) and (2) for additional guidance).

(3) Participate in command EO training as instructors, discussion leaders, or as resources for answering questions.

(4) Support the EO Program through aggressive actions to detect, oppose, and correct any form of discrimination at the lowest possible level.

(5) Support the efforts of the CAT in assessing the EO climate.

(6) Notify the NSTC CCS when a NAVPERS 1626/7 Report and Disposition of Offenses regarding EO is generated.

(7) COs/OICs shall appoint in writing a CMEO Manager who attended an approved CMEO Manager course prior to assuming his/her duties and who is E7 or above or an officer with four or more years of service. The CO/OIC may appoint a local CMEO Manager or, in accordance with reference (j), a Regional CMEO Manager.

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(8) If a Regional CMEO Manager is appointed, the CO/OIC shall also appoint a local EO Point of Contact (POC).

(9) COs/OICs shall appoint a CTT of appropriate size. For NROTC units and Departments of Naval Science, CTT members shall include, at a minimum, the Executive Officer/Assistant OIC and local CMEO Manager or local EO POC if a Regional CMEO Manager is used.

(10) COs/OICs shall appoint CAT members. CAT members shall include, at a minimum, the command's Executive Officer, one department head (if applicable), Command Career Counselor (if applicable), Administrative or Personnel Officer, Legal Officer (if applicable), CTT Leader, CMEO Manager or, if desired, the local EO POC, and a MIDN/OC representative (NROTC only).

(11) COs/OICs shall assess their command climate in accordance with reference (g) or its current iteration.

f. CMEO Managers shall:

(1) Have attended the CMEO Manager course.

(2) Report EO matters to the respective CO/OIC within 24 hours.

(3) Maintain an EO Program binder to document all significant command EO events and keep designation letters and a copy of the CMEO Manager course certificate. Use the binder to standardize, manage, and track formal and informal complaints, provide general assistance to military members, and document training provided by the CMEO Manager or others. Maintain copies of formal and informal complaints, resolution memorandums for the record, CAT membership documentation, and EO complaint message serial log for 36 months. Maintain copies of the respective CO's written command EO policy in the CMEO binder and be knowledgeable of the policy.

(4) Ensure the CO's EO policy is published throughout the respective command. Ensure that the policy is consistent with current Department of Defense and Navy directives. Ensure an EO bulletin board is maintained at the respective command. The bulletin board includes, but is not limited to, CMEO Manager contact information, EO POC information (if applicable), "Equal Opportunity Information" poster (NAVPERS 15600E), and EO policies of the CO, CNSTC, and Commander, Naval Education and Training Command.

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(5) Assist the applicable chain of command with resolution of harassment/discrimination complaints.

(6) Notify and consult the NSTC CCS of all command issues dealing with EO, hazing, and/or harassment.

(7) Periodically evaluate the respective command's CMEO Program by using enclosure (3) of reference (a). Regional CMEO Managers shall be assisted by a local EO POC in completing this evaluation.

(8) Closely coordinate with the NSTC CCS, respective command staff, and other respective command EO POCs to ensure required training is provided at the respective command. Coordinate and monitor all respective command EO training, to include IRS skills and avenues of formal complaints. Ensure all respective command staff members have completed annual EO, SH, grievance procedure, and hazing policy and prevention training in accordance with reference (h). Ensure that required command-delivered training completion is recorded in the Fleet Management and Planning System (FLTMPS) via the learning event completion form.

(9) Provide guidance to the respective command on all national heritage observances. The local EO POC will assist Regional CMEO Managers with distribution of information on such observances.

(10) Serve as a member on respective CATs and CTTs. Regional CMEO Managers may serve as team members through email, teleconferencing, Skype, etc. The local EO POC may serve in this capacity, if preferred.

(11) Serve as the coordinator for the respective command climate assessments. Conduct command climate assessments in accordance with reference (g). After completion of the DEOCS, enclosure (3) is submitted to the NSTC CCS within 60 days. Maintain results of command assessments and copies of executive summaries for at least 36 months. All command Government Service employees, military staff, and NROTC MIDN and OCs shall be used in the assessment process.

(12) Participate with Career Development Boards. Regional CMEO Managers may serve as board members through teleconferencing, Skype, etc. The local EO POC may serve in this capacity, if preferred.

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(13) Attend disciplinary and PRB proceedings when possible.

(14) Develop/maintain EO process flowcharts in compliance with the Managers' Internal Control Program (MICP) for respective commands. Key metrics shall be cited for the process. Indicators shall be clearly identified on the flowcharts. The local EO POC may serve in this capacity, if preferred.

(15) Provide turnover of CMEO Manager duties to appropriate relief prior to transfer or separation. Notify the NSTC CCS once the turnover is completed.

f. EO POCs shall:

(1) Assist the Regional CMEO Manager as needed.

(2) Report EO matters to the CO/OIC and Regional CMEO within 24 hours.

(3) Maintain the command EO bulletin board (requirements provided above) and ensure the CO's EO policy is published throughout the command.

(4) Assist the Regional CMEO Manager during the periodic evaluation of the command's CMEO Program by using enclosure (3) of reference (a).

(5) Distribute national heritage observances information.

(6) Assist the command in providing EO/SH required training. Ensure all respective command staff members have completed annual EO, SH, grievance procedure, and hazing policy and prevention training in accordance with reference (h). Ensure that required, command-delivered training completion is recorded in the Fleet Management and Planning System (FLTMPS) via the learning event completion form.

(7) Attend career development, disciplinary, and PRB proceedings when possible.

(8) Assist during command climate assessments.

(9) Assist the Regional CMEO Manager in developing/maintaining command EO process flowcharts in

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compliance with the Managers' Internal Control Program (MICP). Key metrics shall be cited for the process. Indicators shall be clearly identified on the flowcharts.

(10) Provide turnover of EO POC duties to appropriate relief prior as directed. Notify the Regional CMEO and NSTC CCS once the turnover is completed.

g. All civilian and military personnel are responsible for reporting and preventing incidents of harassment, discrimination, racial slurs, epithets, sexist behavior, and vulgar language. When in doubt about a situation, ask the CMEO Manager/NSTC CCS.

h. CTT and CAT members shall:

(1) Complete CNET 9210 course on Navy Knowledge Online (NKO), keep training certificates, and document in FLTMPs.

(2) Complete refresher training with the NSTC CCS if the member has not performed as a CTT/CAT member for over 24 months.

i. CTT members shall:

(1) Provide workshops or orientations for all newly reporting military (officer and enlisted) staff, including NROTC MIDN/officer candidates, e.g., new student or freshman orientation. Maintain logs to document participation.

(2) Route staff/student orientation critique sheets through the chain of command, retaining the critiques for 36 months.

(3) For NROTC units and Officer Training Command Newport, ensure all subjects are presented as outlined in the Professional Core Competencies Manual.

j. CAT members shall meet periodically to review command assessments, develop POA&M action items, conduct follow-up reviews of POA&M action items, and regularly debrief unit personnel on the status of command assessment action items.

7. Complaint Procedures

a. CMEO Managers shall notify the NSTC CCS of all issues dealing with EO/harassment within an NSTC command. Each CMEO Manager will maintain a binder to track all complaints. Complainants and their respective chain of command shall attempt

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to resolve complaints as outlined in enclosure (5) of reference (a). Any member of the command seeking advice shall contact the Navy Advice Line at (800) 253-0931, (901)874-2507, or DSN 882-2507.

b. Informal Complaints. Upon receipt of an informal harassment or discrimination complaint, every attempt shall be made to resolve the complaint within 20 days. If an investigation is necessary, the CO/OIC shall appoint in writing a Preliminary Investigating Officer (PIO), someone other than the CMEO Manager or EO POC (if applicable) and begin the investigation within three days. The chain of command shall use enclosure (1) and reference (f) as guidance for the investigation and resolution. Upon resolution, and in accordance with the Informal Resolution System (IRS), a memorandum for the record will be submitted by the CMEO Manager (or, if applicable, EO POC via the CMEO Manager) to the CO or OIC with a brief overview of the incident, resolution, and any further recommendations. The disposition must be accomplished with timeliness, sensitivity, and be based upon an investigation sufficient for an intelligent decision. A review of the resolution shall be conducted periodically by the CMEO Manager (or, if applicable, the EO POC in consultation with the CMEO Manager) to ensure the process was effective. If the complaint cannot be resolved using the IRS or the complainant desires to file a formal complaint, the complainant shall contact the NSTC CCS for assistance/counseling on formal grievance procedures.

Note: At any point during the IRS process, members have the right to file a formal complaint.

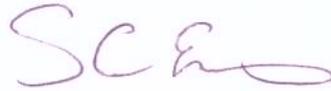
c. Formal Complaints. All formal complaints will be handled by the NSTC CCS. The NSTC CCS shall notify the command CO/OIC immediately and follow all requirements as outlined in reference (a). The CCS, NSTC Staff Judge Advocate (SJA), and PIO will work together to ensure fairness and compliance with references (a) through (e) and enclosure (2).

d. The PIO is appointed by the command CO/OIC. If a PIO cannot be assigned within the command, arrangements shall be made with NSTC to assist with the investigation.

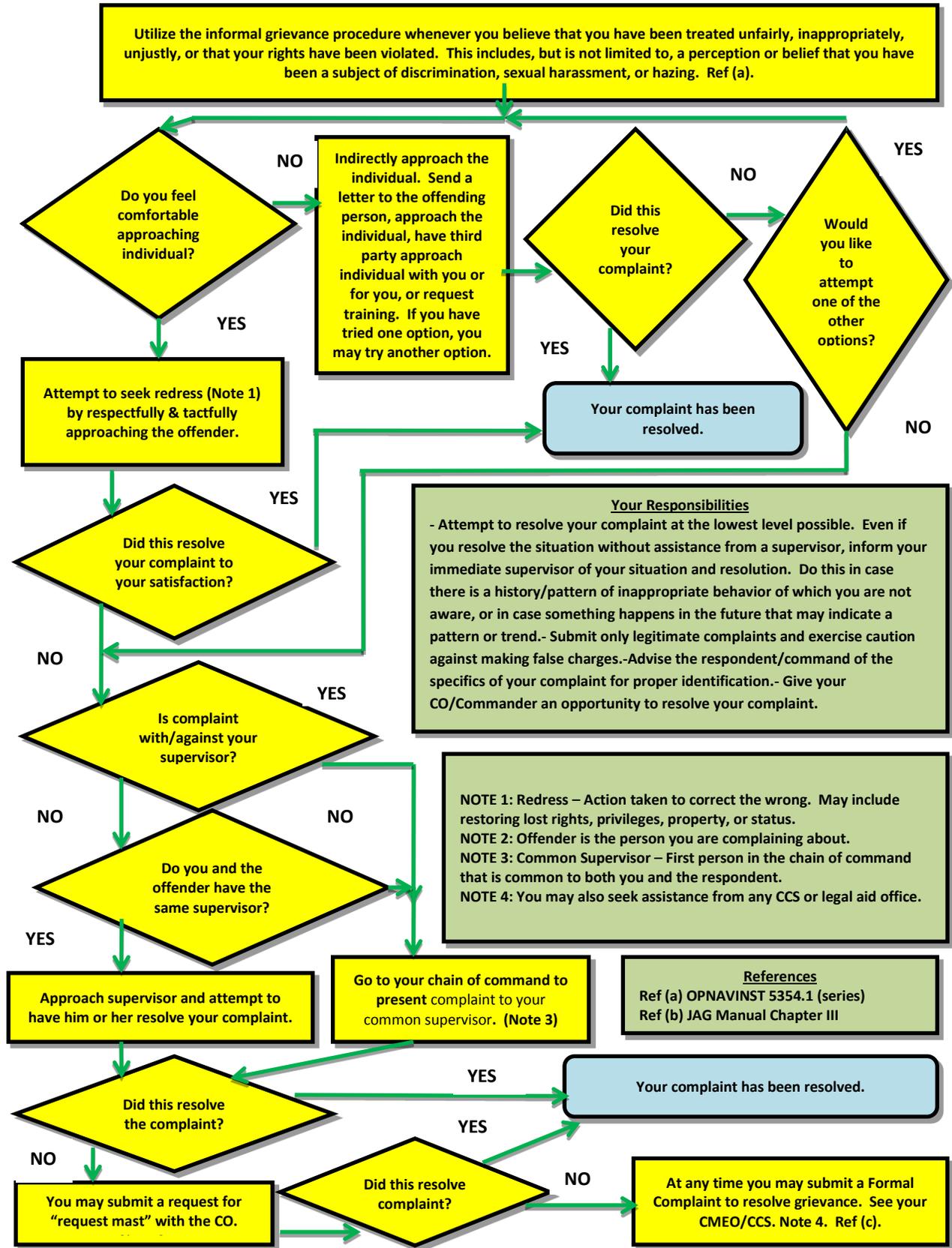
8. Command Climate Assessments. The DEOCS is the authorized tool for conducting assessments. Survey results may help perceive command climate progress or regression over time. No survey, however, can capture the whole picture. Survey results shall not be relied upon exclusively by command leadership to assess a command's climate. Guidance on procedures for command

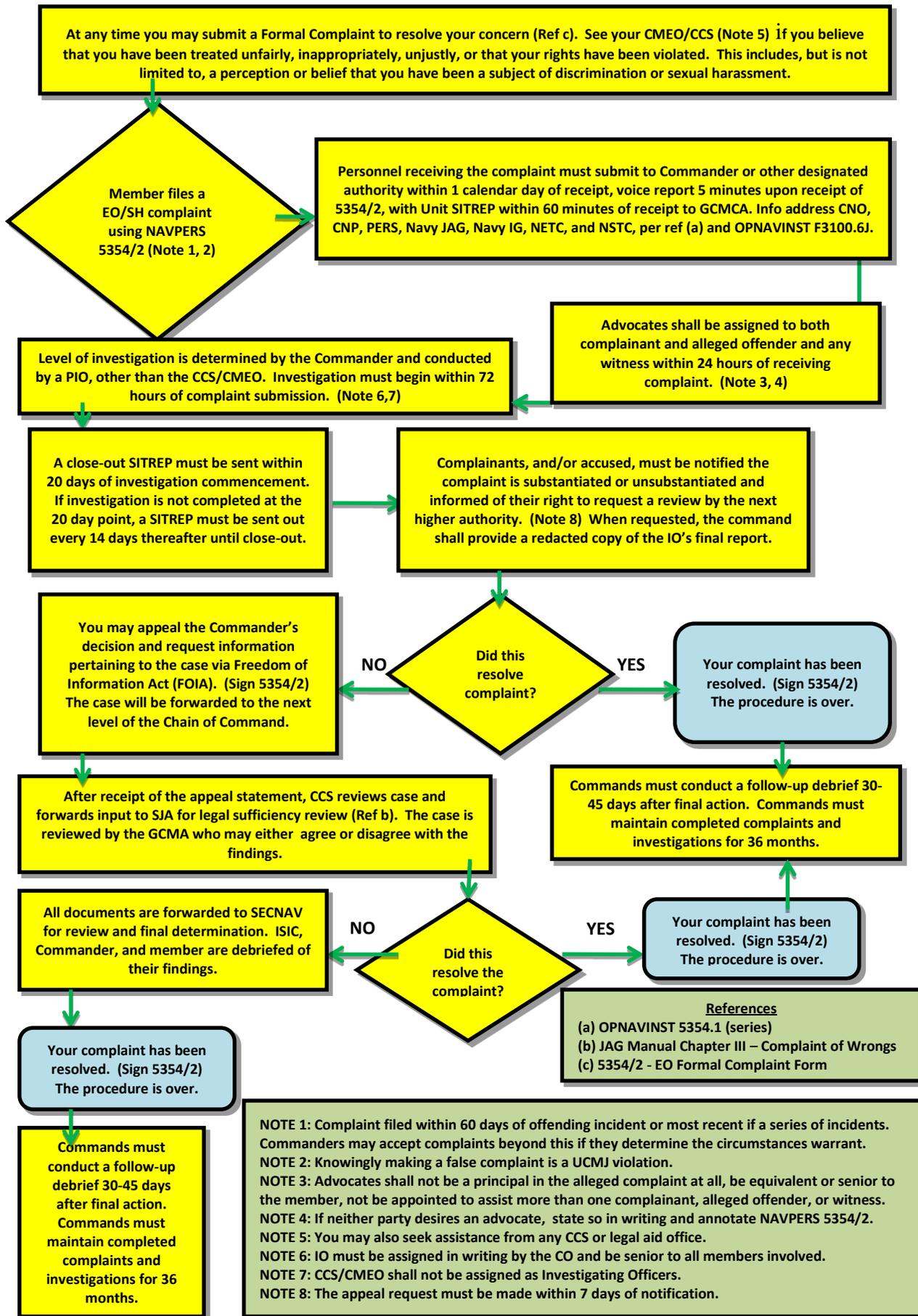
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assessments is available from the NSTC CCS and at
<http://www.deomi.org/OrgAssessment/index.cfm>.

A handwritten signature in purple ink, appearing to read 'S. C. Evans', with a stylized flourish at the end.

S. C. EVANS





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From: Commanding Officer, NAME OF COMMAND
To: Commander, Naval Service Training Command
Via: Command Climate Specialist, Naval Service Training
Command

Subj: COMMAND CLIMATE ASSESSMENT EXECUTIVE SUMMARY FOR
NAME OF COMMAND

Ref: (a) OPNAVINST 5354.1F
(b) NSTCNOTE 5354 of 22 Jun 15

1. (Name of command) completed a Command Climate Assessment in accordance with references (a) and (b). The purpose of the climate assessment is to determine the health and mission readiness of the unit, by utilizing the triangulation method as defined in enclosure (1) of reference (a).

2. The Command Assessment Team members administered a DEOMI Equal Opportunity Climate Survey (DEOCS) from _____ to _____. Records review, interviews, observations, and focus groups were conducted from _____ to _____ on behalf of (CO/OIC). The significant findings included: (consistent feedback, positive or negative in any two of the three areas of the triangulation constitute a significant finding):

- a)
- b)
- c)

3. Reason for command assessment: (pick one) Initial
Update Annual Directed Other

4. Command demographics included: _____ total number of personnel assigned, _____ number of personnel surveyed, and _____ number of personnel interviewed.

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Amer. Indian Alaskan Native	Asian	Black or African American	Native Hawaiian/P I	White	Hispanic	Other
%	%	%	%	%	%	%
Minority	Majority	# of Women	# of Men	# of Officer s	# of Enlisted	#of Civilian
%	%	%	%	%	%	%

* Chart data taken directly from the DEOCS roll-up of those surveyed.

5. Areas of strength identified:

- a)
- b)
- c)

6. Areas of concern identified:

- a)
- b)
- c)

7. Conclusions/Summary

8. Recommendations

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