



UNITED STATES MARINE CORPS  
MARINE CORPSBASE  
QUANTICO, VIRGINIA 22134-5001

MCBO 12713.1  
C 014/p  
25 Jul 89

MARINE CORPS BASE ORDER 12713.1

From: Commanding General  
To: Distribution List

Subj: EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM

Ref: (a) DoD Dir. 1440.1 of 21 May 87 (NOTAL)  
(b) Section 717 of Title VII of the Civil Rights Act of 1964, as amended (NOTAL)  
(c) Section 501 of the Rehabilitation Act of 1973, as amended (NOTAL)  
(d) Section 15 of the Age Discrimination in Employment Act of 1967, as amended (NOTAL)  
(e) Equal Pay Act of 1963, as amended (NOTAL)  
(f) 29 CFR Part 1613 (NOTAL)  
(g) Federal Sector Complaint Processing Manual (EEOC-MD 107) (NOTAL)  
(h) MCCDCO 12713.4  
(i) MCCDCO 12750.1  
(j) EEO Management Directive 714 (NOTAL)  
(k) MCO 12713.5

Encl: (1) Commanding General's Equal Employment Opportunity Policy Statement  
(2) Commanding General's Sexual Harassment Policy Statement  
(3) Equal Employment Opportunity Officer's and Deputy Equal Employment Opportunity Officer's Responsibilities  
(4) Equal Employment Opportunity Committee's Responsibilities  
(5) Equal Employment Opportunity Representatives' Responsibilities  
(6) Equal Employment Opportunity Counselor's Responsibilities  
(7) Prevention of Sexual Harassment Course Managers' Responsibilities  
(8) Special Emphasis Program Manager's Responsibilities  
(9) Selective Placement Program Manager's Responsibilities

1. Purpose. To establish a framework for developing and implementing an innovative and effective MCCDC EEO Program. Enclosures (1) and (2) and references (a) through (e) are the basis for the program.

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2. Cancellation. MCCDCO 12713.1.

3. Applicability. This Order applies to all appropriated and nonappropriated fund civilian employees, and military supervisors of civilian employees serviced by the Civilian Personnel Branch, Manpower Division, and all tenant organizations holding service support agreements with this Command for civilian personnel administration. Where this Order is in conflict with approved negotiated Union/Management Collective Bargaining Agreements, the provisions of the Agreement will take precedence unless changes are required by law or by order of appropriate authorities.

4. Policy. Enclosures (1) and (2) are the Commanding General's policies regarding EEO and Prevention of Sexual Harassment (POSH) in the workplace. These policies provide the base upon which all personnel practices, policies and procedures within this Command are initiated. These policies clearly establish that employment discrimination based on race, color, religion, sex, national origin, age and mental or physical handicap is prohibited.

5. Responsibilities/Duties. Enclosures (3) through (9) contain EEO duties for designated program officials.

6. Information

a. Complaints Processing. EEO complaints processing will be administered consistent with references (f) and (g). Specific responsibilities of EEO counselors and employees who raise allegations of discrimination are listed in paragraph 7f and enclosure (6) of this Order.

b. EEO Committee. Under the leadership and direction of the Equal Employment Opportunity Officer (EEEO)/Deputy Equal Employment Opportunity Officer (DEEEO), a MCCDC EEO Committee will:

(1) Be established and maintain a permanent membership consisting of the following:

	Number of Permanent Members
DEEEO	1
Special Emphasis Program Manager	1
Selective Placement Programs Manager	1
EEO Representatives	18
American Federation of Government Employees (Appropriated Fund)*	1
American Federation of Government Employees (Nonappropriated Fund)*	1
Quantico Education Association*	1

\* Nominated and appointed under the terms of existing negotiated agreement.

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(2) Determine the number, if any, of additional members to be appointed to the Committee and establish the criteria by which individuals seeking appointment to the Committee will be evaluated. The criteria developed will be documented and contained in the form of by-laws. By-laws, minutes of meetings and any/all other records/documents developed by the Committee will be maintained in the EEO Branch, Manpower Division. Regular committee meetings will be documented by minutes of the proceedings and will be forwarded to the EEEO for review and approval.

(3) Enclosure (4) lists specific responsibilities of EEO Committee members.

c. EEO Representatives (EEOR). One EEOR will be nominated by each activity head designated by the EEEO. EEOR's will serve as permanent members of the EEO Committee and will be formally appointed by the EEEO. Specific responsibilities of EEOR's are listed in enclosure (5). When an individual appointed as an EEOR can no longer serve as an EEOR, for any reason, a replacement nomination will be immediately forwarded to the DEEEO. Activity heads should be guided by the duties and responsibilities of EEOR's listed in enclosure (5) when selecting nominees.

## 7. Action

a. To ensure the development, execution and continuity of an effective EEO program, supervisors and managers will:

(1) Demonstrate support for the letter and spirit of the EEO program.

(2) Recognize EEO programs, including affirmative employment, as essential elements of support to ensure readiness vital to accomplishing this Command's mission.

(3) Ensure that in all matters of employment, every employee and applicant will be considered on merit principles free from all vestiges of illegal discrimination.

(4) To the extent feasible and practical, provide reasonable accommodation for individuals with known limitations unless it can be shown that the accommodation would cause undue hardship on the Command.

(5) Develop, implement and maintain an affirmative employment program for minorities, women and handicapped individuals per Equal Employment Opportunity Commission (EEOC) and Office of Personnel Management (OPM) guidelines.

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(6) Identify, reduce and/or eliminate real or perceived attitudinal, architectural or personnel availability barriers, over which the Command has jurisdiction, that hinder EEO.

(7) Ensure that employees are familiar with enclosures (1) and (2) and the contents of this Order and that they conduct themselves, in the workplace, in a manner that fully demonstrates their understanding of and support for these policies.

(8) Take a proactive stance on the prevention of sexual harassment in the workplace.

(9) Provide opportunities for employees to enhance their skills, perform at their highest potential and advance per their abilities and the availability of opportunities. These efforts include programs of career counseling and planning, training and education, job analysis and redesign, upward mobility and eliminating any unnecessary or artificial barriers.

(10) Provide support to EEO counselors in the form of cooperation, facilities and time to appropriately carry out their collateral duty assignment effectively and efficiently.

b. Activity Heads

(1) Require that the specific EEO standards for performance contained in reference (h) be a separate and distinct critical element for all supervisors, managers and other personnel, military and civilian, charged with EEO responsibilities and that their performance against the standards be evaluated, documented and included in the annual appraisal of their performance.

(2) Ensure that disciplinary action is taken against any management official, military or civilian, determined to be guilty of either direct or indirect illegal discrimination, reprisal, coercion, intimidation or sexual harassment against any employee, complainant, their representative(s) or witnesses. Determination of the type of disciplinary action to be taken will be made based on the guidelines contained in reference (i).

(3) Nominate EEO representatives per paragraph 6c above.

(4) Ensure that EEO posters, provided by the DEEOO as described in paragraph 7c(6) below, are posted on all official employee bulletin boards under their jurisdiction.

(5) Implement actions mandated by this Order and other guidance that may emanate from the EEOC, OPM and the Secretary of the Navy (SECNAV).

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(6) Post copies of enclosures (1) and (2) on all official employee bulletin boards under their jurisdiction and ensure that all employees under their supervision are aware of these policies.

(7) Plan, develop, execute, monitor, review and update, as required, and in the format prescribed by the EEOO/DEEOO, an internal affirmative action plan containing numerical goals designed to eliminate underrepresentation of minorities, women, handicapped and disabled veterans in occupational categories and grade levels where underrepresentation exists.

(8) Support and/or implement actions outlined in the Command's Affirmative Action Plan for which they have responsibility.

(9) Ensure that any organization which practices any form of illegal discrimination will not use the name or facilities of this Command, or be sponsored by the Commanding General. Command representatives will not recognize or consult with any organization which denies membership, or office to employees because of illegal discrimination and which has been found to be in violation of the standards of conduct governing labor organizations.

c. DEEOO

(1) Conduct and/or arrange for the conduct of annual training programs on the subjects of EEO and POSH. All supervisors of civilian employees, military and civilian, and all civilian employees will be required to participate in the annual training. Training will be tailored to the knowledge of the participants regarding these subjects. EEO training will be conducted by EEO officials or individuals designated by the EEOO/DEEOO. POSH training will be conducted by specifically trained Department of the Navy POSH course managers. Duties and responsibilities of the POSH course managers are described in enclosure (7).

(2) Assist in the planning, design and execution of programs to observe nationally proclaimed or other specially designated community activities that particularly affect women, minorities and handicapped individuals and that support command civilian EEO programs. Special observances include National Women's History Month, Women's Equality Day, National Women's Veterans Day, Hispanic Heritage Month, National Employ the Handicapped Month, the anniversary of the birth of Dr. Martin Luther King, Jr., Black History Month, National Asian/Pacific American Heritage Week and Native American Indian Week.

(3) Administer the discrimination complaints system per references (f) and (g) with emphasis placed on informal resolution of complaints of discrimination at the lowest management level possible.

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(4) Develop and implement a Federal Equal Opportunity Recruitment Program (FEORP) for women and minorities and a comparable special recruitment program for handicapped individuals.

(5) Implement all Special Emphasis Programs (SEP) authorized within this Order. Specific responsibilities of the SEP Manager are listed in enclosure (8).

(6) Develop, publish and distribute information regarding the identity and photograph of the EEO Officer, DEEOO, SEP Manager and EEO counselors which will include specific instructions regarding how to raise an allegation of discrimination and the time limits imposed for raising such complaints.

(7) Coordinate the planning, development, revision and annual assessment of an affirmative employment program plan for the employment and advancement of minorities, women and handicapped individuals with all appropriate officials per reference (j).

d. Director, Civilian Personnel Branch, Assisted by the Selective Placement Program Manager (SPPM)

(1) Process personnel actions in a manner consistent with the concepts of EEO.

(2) Provide technical advice and assistance to all EEO officials.

(3) Ensure that all recruitment advertising and vacancy announcements for supervisory positions include a statement regarding the obligation to fully support the goals and objectives of the EEO program.

(4) Coordinate draft personnel policies and procedures with the DEEOO.

(5) Ensure that specific responsibilities of the SPPM as contained in enclosure (9) are carried out.

e. Public Affairs Officer. Ensure that all internal and external information programs reflect the policies contained in this Order and reference (k) by appropriately including minorities, women, disabled veterans and handicapped employees to the extent feasible.

f. Civilian Employees

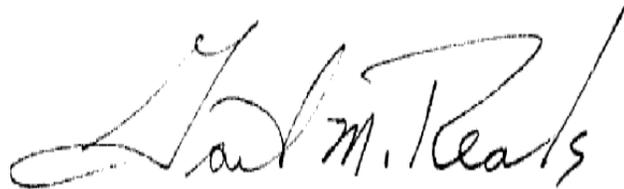
(1) Attend and fully participate in required EEO training to become familiar with the basic tenets of the EEO program.

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(2) Bring any actions or incidents that may not be supportive of EEO to the attention of their immediate supervisor or appropriate supervisory level.

(3) Become familiar with their individual rights and raise allegations of discrimination to the attention of an EEO Counselor within 30 calendar days of the date of the alleged discriminatory event, the effective date of an alleged discriminatory personnel action or the date that the discriminatory event or personnel action was known.

(4) Make suggestions and recommendations to improve the EEO program to the DEEOO.

A handwritten signature in black ink, appearing to read "Gail M. Reals". The signature is fluid and cursive, with a large initial "G" and "R".

GAIL M. REALS

Deputy Commander for Support

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COMMANDING GENERAL'S EQUAL EMPLOYMENT OPPORTUNITY  
POLICY STATEMENT

1. We've come a long way in the Marine Corps in our quest to ensure equal employment opportunity for (EEO) all people based on merit and provided an atmosphere conducive to the elimination of discriminatory practices. However, our search is not finished and we must not let down our guard or relax our vigilance. To do so would send the wrong message and perhaps invite regression.
2. At Quantico we still have work to do. We must make improvements in such areas as placing women in non-traditional grades where underrepresentation exists, and putting emphasis on senior level positions. Additionally, we must increase the hiring of handicapped individuals and provide reasonable accommodations for employees and applicants with handicapping conditions. To do so, we will direct our efforts toward correcting inequities, revising existing policies and practices that are not fully supportive of Federal policies, and promoting a climate of social harmony.
3. Committed though I am to the principles of EEO, I can't make it happen without the support of the entire work force. Each of us is responsible for actively promoting and supporting this equal employment policy. Further, the goals and objectives of the Affirmative Action/EEO Program are critical elements that will be used in evaluating the performance of managers and supervisors.
4. The composing of this statement has served as an opportunity for me to rededicate my efforts to ensuring we carry out both the spirit and the letter of the EEO Program. I hope as you read it you will do the same - it's the right thing to do!

ENCLOSURE (1)

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COMMANDING GENERAL'S SEXUAL HARASSMENT POLICY STATEMENT

1. The message on sexual harassment in the Federal workplace is clear - it will not be tolerated. It is described by the Secretary of Defense as a:

"form of sex discrimination that involves unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

"Submission to or rejection of such conduct is made explicitly or implicitly a term or condition of a person's job, pay, or career or

"Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or

"Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment. Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment."

2. This form of misconduct undermines the integrity of the employment and chain of command relationship. In any form, it degrades individuals, reduces morale and interferes with mission accomplishment. First and foremost sexual harassment should be prevented, but if it does occur it should be immediately reported to the appropriate supervisor, the Deputy Equal Employment Officer, Special Emphasis Programs Manager or an Equal Employment Opportunity Counselor. Complaints of sexual harassment may also be filed through established equal opportunity, equal employment opportunity or request mast procedures. No one should be subjected to sexual harassment, but if it happens, for the benefit of all, take action.

3. It certainly is within our capabilities through education, training and corrective actions to remove sexual harassment from the Quantico workplace. I need your help in making it happen.

ENCLOSURE (2)

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EQUAL EMPLOYMENT OPPORTUNITY OFFICER'S AND DEPUTY EQUAL  
EMPLOYMENT OPPORTUNITY OFFICER'S RESPONSIBILITIES

The Commanding General, Marine Corps Base, Marine Corps Combat Development Command, by virtue of the position, is the Equal Employment Opportunity Officer (EEOO).

The Commanding General is responsible for establishing Command EEO and affirmative action policies, setting the pace and exerting the influence, leadership and authority necessary to ensure that all members of the Command's work force comply fully with the spirit, intent and specific requirements of the total equal employment opportunity program as required by DoD Dir. 1440.1 of 21 May 87, Section 717 of Title VII of the Civil Rights Act of 1964, as amended, and Section 501 of the Rehabilitation Act of 1973, as amended, and the Equal Employment Opportunity Commission (EEOC), Office of Personnel Management (OPM), Secretary of the Navy (SECNAV) and this Order. Specific responsibilities are listed in the EEO Management Directive 714.

The Deputy Equal Employment Opportunity Officer (DEEOO) is, specifically, responsible for:

1. Developing and administering a viable EEO program.
2. Serving as the principal advisor to the EEOO on all personnel matters having EEO implications.
3. Developing the Command's Affirmative Action Plan.
4. Administering the Discrimination Complaint Process to include, where possible, influencing informal complaints resolution.
5. Serving as the central point of contact for all internal and external EEO matters.
6. Encouraging EEO program understanding and support by supervisors and managers through practical training and advice.
7. Conducting and documenting formal EEO inspections of functional elements of the Command and appropriate tenants per established procedures.
8. Serving as an advisor to Command boards, councils, committees and panels which have a direct or indirect impact on employment policies and/or procedures.
9. Providing technical procedural advice and assistance to EEO counselors, EEO representatives and the EEO Committee.

ENCLOSURE (3)

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10. Assisting in the development of supervisory EEO performance elements.

11. Preparing publicity and other promotional material on the overall EEO program.

ENCLOSURE (3)

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EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE'S RESPONSIBILITIES

The Equal Employment Opportunity (EEO) Committee will:

1. Review the Command's EEO Program for effectiveness, and recommend initiatives for program improvement to the Equal Employment Opportunity Officer (EEOO).
2. Meet at the call of the EEOO, or Deputy Equal Employment Opportunity Officer (DEEOO) who shall serve as the Chair of the committee, or by a member designated as chairperson.
3. Work with the DEEOO in planning, developing, coordinating, revising and evaluating the Command's EEO affirmative action plans for minorities, women, handicapped and disabled veterans.
4. Work on special projects and tasks to identify barriers to the employment and/or advancement of minorities, women, handicapped and disabled veterans. Recommend actions to improve the EEO environment and related personnel policies, practices and/or procedures.
5. Sponsor special awareness programs designed to enhance employment, advancement skills and opportunities for minorities, women, handicapped and disabled veterans.

ENCLOSURE (4)

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EQUAL EMPLOYMENT OPPORTUNITY REPRESENTATIVES' RESPONSIBILITIES

Equal Employment Opportunity Representatives (EEOR) will, while serving in the capacity as EEOR:

1. Work under the administrative supervision and direction of the Deputy Equal Employment Opportunity Officer (DEEEO).
2. Participate in the training courses conducted by the DEEEO designed to enhance their effectiveness as an EEOR.
3. Represent the functional element for which they have been appointed, while at the same time considering the affirmative action needs of the Command.
4. Work with the DEEEO in developing, executing, revising and evaluating functional element affirmative action goals and objectives.
5. Provide recommendations to functional element heads which would improve the element's EEO posture.
6. Report accomplishments and/or shortfalls in achieving EEO goals and objectives not later than 15 calendar days after the close of each fiscal year quarter to the organizational element head and DEEEO.

ENCLOSURE (5)

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## EQUAL EMPLOYMENT OPPORTUNITY COUNSELOR'S RESPONSIBILITIES

Equal Employment Opportunity (EEO) counselors will be appointed on a collateral duty basis and will be provided adequate official duty time to conduct a thorough inquiry into the circumstances and issues brought forth by an employee or applicant which fall within the purview of EEO. EEO counselors will:

1. Serve as an open and sympathetic channel through which employees may raise questions, discuss problems, get answers and on an informal basis, resolve problems connected with EEO.
2. Record precomplaint counseling provided to employees per established procedures. EEO counselor reports will include: dates of all interviews; persons contacted; records reviewed; copies of records reviewed when discussed in the Counseling Report; issues involved in counseling; and results of resolution efforts.
3. Notify the Deputy Equal Employment Opportunity Officer (DEEEO) when beginning discrimination precomplaint counseling and keep the DEEEO informed of progress made toward resolution. The EEO counselor will immediately notify the DEEEO if any lack of cooperation is encountered during the conduct of their counseling function on the part of any management official or employee.
4. Complete precomplaint counseling within 15 calendar days of the initial interview and on the 15th day issue the complainant a Notice of Final Interview. If precomplaint counseling cannot be completed within 15 calendar days, the EEO counselor will contact the DEEEO for approval to extend counseling beyond the 15 calendar day limit. In the event that extenuating circumstances preclude completion of precomplaint counseling within the established 15 calendar day time limit and the DEEEO has approved extending the time limit beyond the 15 calendar day time limit, (though not to exceed 21 calendar days), the counselor will issue the complainant a Notice of Right to File a Formal Complaint not later than the 21st calendar day after the initial interview.
5. Provide an EEO counselor Report of Inquiry to the DEEEO within three working days from the date of the DEEEO's request.

ENCLOSURE (6)

PREVENTION OF SEXUAL HARASSMENT COURSE MANAGERS'  
RESPONSIBILITIES

The Course Managers for Department of the Navy training on the Prevention of Sexual Harassment (POSH) will:

1. Conduct POSH training for supervisors and employees.
2. Advise equal employment opportunity (EEO) officials on existing or potential sexual harassment problems.
3. Recommend solutions to existing or potential sexual harassment problems.

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SPECIAL EMPHASIS PROGRAM MANAGER'S RESPONSIBILITIES

The Special Emphasis Program Manager (SEPM) is responsible for:

1. Advising the Equal Employment Opportunity Officer (EEOO), Deputy Equal Employment Opportunity Officer (DEEOO) and other command staff officials on matters affecting the employability or status of women, Hispanic, handicapped and disabled veteran employees and/or applicants.
2. Identifying barriers to the employment and advancement of Hispanics, women, handicapped individuals and disabled veterans and recommending specific initiatives which would serve to eliminate identified barriers.
3. Assessing the work environment for physical accessibility and recommending reasonable accommodation efforts that would support the needs of handicapped individuals and disabled veterans.
4. Participating in developing, executing and revising the Command's affirmative action plans for minorities, women, handicapped and disabled veterans.
5. Serving as an advisory as well as participating member of the EEO committee.
6. Establishing and maintaining liaison with community organizations, civic groups and educational institutions for the purpose of improving the employability of Hispanics, women, handicapped individuals and disabled veterans.

ENCLOSURE (8)

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SELECTIVE PLACEMENT PROGRAM MANAGER'S RESPONSIBILITIES

The Selective Placement Program Manager (SPPM) serves as an assistant to the Director, Civilian Personnel Branch and is responsible for:

1. Working with the SEPM in assessing the representation of handicapped individuals and disabled veterans, identifying barriers to the employment of women, minorities, handicapped and disabled veterans and developing strategies to overcome underrepresentation of these specific groups in all occupational categories and grade levels.
2. Identifying recruitment sources from which qualified women, minorities, handicapped and disabled veterans may be successfully recruited and for ensuring that those sources are fully utilized.
3. Coordinating recruitment initiatives with the Deputy Equal Employment Opportunity Officer (DEEOO) and EEO Representatives and working with the DEEOO and EEOO Representatives in planning, designing, developing, executing and evaluating affirmative action goals and objectives.
4. Serving as a fully participating member of the EEO Committee.
5. Establishing and maintaining effective and ongoing liaison with community organizations, civic groups and education institutions concerned with improving the employability of women, minorities, handicapped and disabled veterans.

ENCLOSURE (9)