

**MARINE CORPS PROHIBITED ACTIVITIES AND CONDUCT PREVENTION AND RESPONSE**

**Volume 1**

**MCO 5354.1E-V1**

**26 MAR 2018**

**VOLUME 1**

**“PROHIBITED ACTIVITIES AND CONDUCT PREVENTION AND RESPONSE”**

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## REFERENCES

- (a) DoD Instruction 1020.03, "Harassment Prevention and Response in the Armed Forces," February 8, 2018
- (b) DoD Directive 1020.02E, "Diversity Management and Equal Opportunity in the DoD," June 8, 2015
- (c) DoD Directive 1350.2, "DoD Military Equal Opportunity (MEO) Program," August 18, 1995
- (d) SECNAVINST 5350.16A
- (e) SECNAVINST 5300.26D
- (f) 10 U.S.C. § 1034
- (g) DoD Directive 7050.06, "Military Whistleblower Protection," 17 April 2015
- (h) SECNAVINST 5370.7D
- (i) DoD Directive 5505.06, "Investigations of Allegations Against Senior DoD Officials," 6 June 2013
- (j) SECNAVINST 5800.12B
- (k) Manual for Courts-Martial (2016. Ed)
- (l) Uniform Code of Military Justice (UCMJ)
- (m) ALMAR 008/17
- (n) U.S. Navy Regulations, 1990
- (o) MCO 1610.7
- (p) MCO 3504.2A
- (q) MCO P1070.12K CH-1
- (r) SECDEF Memorandum, "Command Climate Assessments," 25 July 2013
- (s) USD (P&R) Memorandum, "Defense Equal Opportunity Management Institute Organizational Climate Survey Usage and Data Sharing," 20 November 2014
- (t) SECDEF Memorandum, "Sexual Assault Prevention and Response," 6 May 2013
- (u) ALNAV 038/13

### "REFERENCES"

As changes are made within this MCO, Volume References list will also be updated.  
Annotation of each update/change/addition to the References list is required.

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## CHAPTER 1

### INTRODUCTION

#### 0101 PURPOSE

010101. This Order updates and aligns Marine Corps policy on prohibited activity and conduct involving harassment (to include sexual harassment); unlawful discrimination and abuse (specifically, hazing, bullying, ostracism, retaliation); wrongful distribution or broadcasting of intimate images; and, certain dissident and protest activity (to include supremacist activity)). These behaviors will be referred to collectively as prohibited activities and conduct throughout this Order and are more fully defined in Volume 2. This Order also implements the Department of Defense (DoD) and Department of the Navy (DON) policies on Military Equal Opportunity (MEO) and Harassment Prevention and Response program and activities (references (a) through (e)). (Note: conduct involving reprisal or restriction and allegations against Senior Officials are governed by references (f) through (h) and references (i) and (j), respectively).

010102. This Order furthers the Marine Corps policy to preserve dignity and promote respect for all Marines and other Armed Forces personnel, uniformed and civilian, that are assigned to, or serving with, Marine Corps units by ensuring a clear and common understanding of the prohibited activities and conduct addressed in this Order, their intolerable and corrosive effects on our institution, and proper prevention and response actions.

#### 0102 GENERAL

This Volume prescribes basic guidance and responsibilities for the prevention and response of prohibited activities and conduct within Marine Corps commands and units. This Order revises and consolidates multiple Marine Corps policies on prohibited activities and conduct as defined in Volume 2 of this Order.

#### 0103 APPLICABILITY

This Order is applicable to the Active and Reserve Components, and to other Service Members under the administrative control of the Marine Corps. This Order is effective the date signed.

#### 0104 PUNITIVE PROVISIONS

010401. This Order is a punitive lawful general order. This Order's prohibition of the conduct identified in Volume 2, is punitive and military personnel who violate this Order may be subject to non-judicial or judicial action under the Manual for Courts-Martial (MCM) (reference (k)) and the Uniform Code of Military Justice (UCMJ) (reference (l)).

010402. Additionally, this Order's prohibition of the conduct identified in Volume 2 may subject military personnel to adverse administrative action. Reservists not in a duty status, who violate this Order, may also be subject to appropriate administrative action.

010403. The prohibitions under this Order extend to conduct committed through electronic communications and social media, as well as in person and through other means (references (m) and (n)).

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010404. The policies and procedures governing DoD civilian employees are provided in separate issuances and are not otherwise altered by this Order.

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**“RESPONSIBILITIES”**

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**CHAPTER 2**

**RESPONSIBILITIES**

0201 SCOPE

The effectiveness of the Marine Corps relies on the trust and teamwork shared between individual Marines, regardless of grade or position. Inherent in this trust is the understanding that fair and equitable treatment is the Marine Corps leadership standard. In keeping with this standard, the principles underlying this Order should be integrated into every command policy, action, and program.

0202 CONCEPT OF OPERATIONS

The prohibited activities and conduct defined in this Order are fundamentally inconsistent with our core values and ethos. The Marine Corps continues to take deliberate actions necessary to eradicate this prohibited activities and conduct from our ranks. Addressing the problem starts with ensuring that the Marine Corps does not tolerate harassment (to include sexual harassment), unlawful discrimination, or abuse (specifically, hazing; bullying; ostracism; retaliation); wrongful distribution or broadcasting of intimate images; and, certain dissident and protest activity (to include supremacist activity)). This Chapter provides the necessary and required actions in support of prohibited activities and conduct prevention and response.

0203 SUBORDINATE ELEMENT MISSIONS

020301. Deputy Commandant for Manpower and Reserve Affairs (DC M&RA)

- A. Maintain overall cognizance of the programs, procedures, and guidance published in this Order.
- B. Ensure compliance with this Order and grant exceptions, as required.
- C. Maintain and provide oversight of the Marine Corps Discrimination and Sexual Harassment (DASH) case management system and forms, as necessary, for the collection and retention of all case- related information.
- D. Provide oversight for the development and implementation of prevention and response efforts/strategies related to the prohibited activities and conduct identified in this Order.
- E. Allocate sufficient resources to the Marine Corps MEO Program for the development and implementation of effective prevention and response strategies.
- F. Ensure sufficient MEO Program personnel staffing across the Force to ensure program objectives are met.
- G. Develop objective criteria for measuring program performance and efficacy.
- H. Develop curricula for standardized MEO training throughout the Marine Corps.
- I. In coordination with Marine Corps Combat Development Command (MCCDC), develop standardized courses of instruction related to the prohibited activities and conduct identified in this Order for use at PME schoolhouses, annual training requirements, and Equal Opportunity Representative (EOR) certification across the Force.

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020302. Commanding General, Marine Corps Combat Development Command (CG MCCDC)

- A. In coordination with M&RA, Equal Opportunity and Diversity Management Branch (MPE), ensure training on this Order occurs across the Force.
- B. Ensure training is specific to rank, position, and responsibilities.
- C. Develop a standardized course of instruction that will certify command Equal Opportunity Representatives (EORs) throughout the Marine Corps.
- D. Develop training material based on core competencies and learning objectives established by DoD policy for use at PME schoolhouses and annual training.
- E. Maintain oversight of the Marine Corps Service Specific Training at DEOMI for the Equal Opportunity Advisor (EOA) MOS 0147 occupational training requirements.

020303. Inspector General of the Marine Corps (IGMC)

- A. Pursuant to reference (f), the IGMC has overall responsibility for ensuring only qualified investigators with specialized training conduct reprisal and restriction investigations. It is the IGMC's responsibility to ensure full implementation of, and compliance with, references (f), (g), and (h). All complaints alleging reprisal or restriction will be governed by references (f), (g), and (h), and not this Order. Additionally, per reference (i) and (j), all allegations against a Senior Official (defined as O-7 (select) and above, current or former members of the Senior Executive Service (SES)/equivalent, current or former civilian Presidential appointee) will be forwarded to the IGMC for appropriate action.
- B. Support MEO program compliance and ensure MEO program compliance is a special-interest item during regular and no-notice inspections (reference (c)). Ensure only an MPE-identified subject matter expert (SME) is used for conducting IGMC inspections. If unable to provide support, MPE is responsible for identifying a SME to conduct inspections.
- C. Utilize the Functional Area Checklist prepared and maintained by MPE as the standard for ensuring compliance with this Order.

020304. General Officers in Command

A. Implementation and compliance

General Officers in Command shall:

1. Oversee subordinate command compliance with this Order. Policies and procedures will identify local prevention efforts and response procedures, to include education and awareness efforts, and responsibilities in accordance with this Order.
2. Ensure subordinate commanders effectively implement this Order. Ensure a commander's negligent or willful failure to conduct any required command climate assessments is noted via a section I directed comment in the commander's performance evaluation. Additionally, ensure a commander's negligent or willful failure to maintain a command climate consistent with the mission and intent of this Order is documented in the commander's performance evaluation (reference (o)).

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3. Ensure subordinate commanders appropriately document in official records when Marines are substantiated to have committed prohibited activities and conduct under this Order, found guilty at courts-martial for violation of the punitive provisions of this Order, or receive non-judicial punishment or other adverse administrative action based on conduct otherwise prohibited by this Order.

4. Ensure DASH reports are submitted and completed as prescribed by this Order. A copy of the completed DASH report will be maintained in the case file.

020305. All Commanding Officers

All commanding officers must cultivate a climate and culture of dignity, respect, and trust within their commands. Equal opportunity and command climate are leadership and readiness issues. All commanders shall:

- A. Establish a positive command climate that discourages and deters prohibited activities and conduct.
- B. Ensure Marines and Sailors are trained to prevent incidents of prohibited activities and conduct, and encouraged to report conduct that they believe constitutes prohibited activities and conduct under this Order.
- C. Safeguard the due process rights of those suspected of violating this Order.
- D. Be aware that complainants may experience trauma response; physical, mental, and emotional responses to prohibited activities and conduct. Ensure those adversely affected by this conduct have access to all available support services.

020306. Commanders at the O-5 level and above

Commanders at the O-5 level and above with authority to impose non-judicial punishment shall:

- A. Publish and prominently post written command policy that implements this Order. Command policy will be recertified within 90 days of assumption of command.
- B. Appoint an EOR to manage the command's EO program requirements, with the assistance of the designated EOA. Prior to appointment, EORs will be screened using the criteria outlined in this Order.
- C. Report all allegations of prohibited activities and conduct in accordance with this Order. ~~Upon receipt of an allegation of prohibited activities and conduct under this Order, within 30 minutes contact the Marine Corps Operations Center (MCOC) by phone and provide available information regarding the incident in accordance with reference (p).~~ Volume 3 of this Order provides more detail on the commander's reporting requirements and timelines.
- D. Protect complainants from reprisal or retaliation. Conduct follow-up assessments in accordance with this Order for substantiated and unsubstantiated dispositions to measure the effectiveness of actions taken, and to detect and deter any acts of reprisal or retaliation.
- E. Ensure adherence to processing and timeline requirements for all complaints alleging prohibited activities and conduct in accordance with this Order.

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F. Ensure appropriate documentation and accountability consistent with the provisions of this Order. (references (d), (e), and (o) through (q)).

G. Ensure substantiated incidents of prohibited activities and conduct under this Order are appropriately documented in the subject member's OMPF when administrative adjudication of the investigation is complete. Substantiated incidents shall be documented on the member's NAVMC 118 (11) "Administrative Remarks" page (Page 11), considered derogatory material for purposes of a member's performance evaluation, and, for those members who do not receive performance evaluations, the conduct will be considered in setting proficiency and conduct markings (references (o) and (q)). If a substantiated incident is pending non-judicial punishment, courts-martial, or civil/criminal action, then the substantiated determination will not be documented on a NAVMC 118 (11) or considered for performance evaluations and in setting proficiency and conduct until that action is complete. Commanders shall document the substantiated incident in the subject member's OMPF, as directed above, and consider the results in the reporting or observation period when adjudication of that action is complete.

H. Safeguard the integrity of the reporting process by ensuring accountability with respect to individuals who make a false complaint or lack good faith in filing a complaint under this Order.

020307. Supervisors and Leaders

Supervisors and leaders shall:

A. Cultivate a climate and culture of dignity, respect, and trust within their units. They will establish the benchmark of appropriate behavior by modeling and incorporating such behaviors into their daily practices.

B. Engage in clear communication of expectations and provide transparency within the bounds of privacy to assure all subordinates that the Marine Corps values and standards will be upheld.

C. Encourage reporting of alleged prohibited activities and conduct under this Order and inspire confidence by responding to complaints alleging prohibited activities and conduct with impartiality, fairness, and urgency.

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**CHAPTER 3**

**REPORTING, PROCESSING, AND DOCUMENTING INCIDENTS**

0301 REPORTING

All civilian and military personnel have a duty to report any actual, suspected, or alleged incident of prohibited activities and conduct as defined by this Order, to the extent required by law. Reports may be made to any person in the chain of command; to any Inspector General (IG); any EOA/MEO Office; and to any law enforcement officer. Any person in the chain of command who receives a report of prohibited activities and conduct shall immediately forward that report to the commanding officer or, if the commanding officer is suspected or alleged to have engaged in the conduct at issue, to any superior officer in the chain of command or the IG.

0302 COMMANDERS

For the purposes of this chapter, the terms commander and commanding officer, refer to commanders at the O-5 level and above with the authority to impose non-judicial punishment.

0303 REPORT PROCESSING AND INVESTIGATION

All ~~actual, suspected, or alleged incidents~~ complaints of prohibited activities and conduct in violation of this Order shall be reported in accordance with ~~the following requirements~~ reference (a).

030301. Commanding Officers will:

A. Direct an appropriate inquiry into all ~~credible~~ complaints alleging prima facie incidents of prohibited activities and conduct. Commanders ~~should~~ shall consult with their EOA and Staff Judge Advocate (SJA) to determine the basis of the inquiry or investigation. Volume 3 provides amplification on command ~~reporting requirements~~ actions and timelines.

~~B. — Immediately contact the Marine Corps Operations Center (MCOC) by phone and provide available information regarding the incident as an OPREP-3 SIR report to HQMC, in accordance with reference (p). Generally, phone notification to the MCOC should occur within 30 minutes of notification.~~

~~C. — Within six hours of initial notification of an allegation, submit an OPREP-3 SIR to the MCOC.~~

0304 DOCUMENTATION

Commanders shall ensure appropriate documentation, reporting and accountability consistent with the provisions of this Order and references (d), (e), and (o) through (q). See paragraph 020306.G. of this Volume for documentation of substantiated violations of this Order. Volume 3 of this Order provides amplification on the reporting procedures via the DASH.

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**COMMAND CLIMATE AND VISUAL INSPECTIONS**

0401 SCOPE

Reference (c) establishes the DoD command climate assessment program and directs periodic organizational assessments; reference (r) establishes additional requirements for the completion of command climate surveys; and reference (s) establishes DoD policy for using and sharing DEOCS results. References (t) and (u) direct comprehensive visual inspections of all Marine Corps workspaces.

0402 PURPOSE

To establish an organizational climate in which all personnel, within this warfighting organization, are treated with dignity and respect. To maintain a workplace that ensures professionalism, competence, and respect for all our warfighters. To ensure a workspace is free of contraband and degrading and offensive materials that contradict good order and discipline.

0403 ORGANIZATIONAL CLIMATE AND VISUAL INSPECTIONS

040301. Organizational Climate Surveys

This Order designates the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) as the survey tool the Marine Corps will use to meet the requirements of the DoD climate assessment program outlined in reference (c). The DEOCS measures perceptions of the organization's members on a variety of assessment factors, provides the commander the initial indicators on what may be going right, or wrong, within the organization as perceived by its members, and identifies key areas that can impact mission readiness and unit cohesion. Surveys will be completed in accordance with Appendix A.

040302. Visual Inspections

The purpose of visual inspections is to ensure a professional workplace for all personnel by eliminating contraband and degrading and offensive materials that create a degrading, hostile, or offensive work environment. Visual inspections of all workspaces will be conducted in accordance with Appendix B.

0404 SUBORDINATE ELEMENT MISSIONS

040401. Deputy Commandant, Manpower and Reserve Affairs (DC M&RA)

- A. Establishes policy for organizational climate surveys and visual inspections.
- B. Tracks and reports completion of required surveys.
- C. Serves as the Marine Corps liaison to DEOMI for all DEOCS matters.
- D. Establishes policy for sharing DEOCS results and data.
- E. Establishes Data Use Agreements with DEOMI to support requests for DEOCS results and data from entities outside of DOD.

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F. Create and maintain the Functional Area Checklist for use by The Inspector General of the Marine Corps (IGMC) personnel during inspections of this Order.

040402. Commanding General, Marine Corps Combat Development Command (CG MCCDC). In coordination with HQMC (MPE), ensure training on the contents of this Order is conducted at the Commander's Course.

040403. Inspector General of the Marine Corps

A. Ensure this Order is an item of special interest during regular and no-notice inspections.

B. Utilize the Functional Area checklist prepared and maintained by HQMC (MPE) as the standard for ensuring compliance with this Order.

C. Implement a response time for findings and recommendations of no more than 30 calendar days from release of the IGMC report.

040404. MARFOR/MSC Commanders

A. Ensure a professional workplace for all personnel.

B. Track completion of required surveys of assigned units.

C. Ensure a commander's failure to conduct a DEOCS, in accordance with this Order, is noted in their performance evaluation.

040405. Commanding Generals without Subordinate Slated O-5/O-6 Commands

A. Ensure a professional workplace for all personnel.

B. Complete a DEOCS in accordance with Appendix A.

C. Direct regular, not less than annual, comprehensive visual inspections of all workspaces in accordance with Appendix B.

040406. Commanding Officers of All Slated O-6 Commands

A. Ensure a professional workplace for all personnel.

B. Track completion of required surveys.

C. Complete a DEOCS in accordance with Appendix A.

D. Direct regular, not less than annual, comprehensive visual inspections of all workspaces in accordance with Appendix B.

E. Ensure a commander's failure to conduct a DEOCS, is noted in their performance evaluation.

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040407. Commanding Officers of slated O-5 Commands

- A. Ensure a professional workplace for all personnel.
- B. Complete a DEOCS in accordance with Appendix A.
- C. Direct regular, not less than annual, comprehensive visual inspections of all workspaces in accordance with appendix B.

040408. All Commanding Officers, Officers-in-Charge, and Civilian Supervisors

- A. Ensure a professional workplace for all personnel.
- B. Direct regular, not less than annual, comprehensive visual inspections of all workspaces in accordance with Appendix B.

0405 COORDINATING INSTRUCTIONS

040501. Organizational Climate Assessments

A. DEOCS Results and Data Sharing

1. In addition to presenting valuable organizational information to commands, DEOCS data are provided monthly in reports to the White House, the Congress, and the Office of the Secretary of Defense.

2. In accordance with reference (r), the decision to share DEOCS results and data in response to requests from within DoD, the White House, or the Congress is delegated to DCM&RA.

3. The decision to share DEOCS results and data in response to requests from outside of DoD, other than from the White House or the Congress, is the responsibility of the Office of Diversity Management and Equal Opportunity (ODMEO) in coordination with DCM&RA.

B. Classification.

All DEOCS results and data will be classified as “For Official Use Only.”

040502. Administration and Logistics

A. Administration

This Order does not impact the requirements for the Commandant’s Command Climate Survey.

B. Logistics

N/A

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**“ORGANIZATIONAL CLIMATE SURVEY PROCESS”**

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## APPENDIX A ORGANIZATIONAL CLIMATE SURVEY PROCESS

### 0101 PURPOSE

To establish a standardized process for conducting organizational climate assessments using the DEOCS.

### 0102 BACKGROUND

As we confront the leadership challenges of today, the matter of organizational climate remains a focal point and requires emphasis. Commanding officers, working with their command teams, set the tone and determine the direction in which a unit will head. There is no more visible aspect of leadership than the organizational climate a Commanding Officer establishes for the Marines in his or her charge. It is inextricably linked with mission accomplishment. Commanding officers have the greatest influence in determining whether the Marines in their unit are combat ready, whether they are honorable, whether they are forthright, whether they are focused, and how/whether they uphold our values and virtues. While there are many leadership styles, the result must be a unit of Marines and Sailors who have absolute trust in their leaders, and in their competence. While this leadership mandate applies at all levels, it is especially important that commanders and their command teams be personally and professionally engaged leaders who continually evaluate and reassess organizational climate. Trust and confidence goes beyond the basics of professional competence and unit readiness, it moves into the full range of decision-making by a commander in setting an organizational climate in which all Marines are treated with dignity and respect. Our Marines deserve our very best.

### 0103 WHO IS REQUIRED TO COMPLETE A DEOCS

010301. Commanding Generals without subordinate slated O-5/O-6 level commands.

010302. All slated O-5 and O-6 level commands with more than 50 assigned personnel.

010303. The requirements to complete a DEOCS also apply to those commands whose commanding officers are in an acting status.

### 0104 FREQUENCY

010401. Incoming Commanders

A DEOCS will be completed within 120 calendar days after assumption of command and every calendar year thereafter.

010402. Outbound Commanders

A DEOCS will be completed within 90 days prior to the change of command.

### 0105 EXTENSIONS

010501. To the extent practicable, assessments should be conducted prior to entering a deployed environment.

010502. Extensions may be granted to commands that are deployed for more than six

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months or to commands that undergo a change of command while deployed.

010503. Extensions will not be granted to commands that are deployed for less than six months.

010504. Only the next higher level commander may approve extension requests.

010505. All commands granted an extension will complete a DEOCS within 120 calendar days upon return from deployment.

010506. Extension requests that are approved will be documented by the approving command in a memorandum for the record that identifies, at a minimum, the following information:

- A. Date of extension request.
- B. Date extension request approval.
- C. Reason for extension (for example, deployed for greater than 6 months or change of command while deployed).
- D. Name of the command that requested the extension.
- E. Rank/full name of the Commanding General/Officer of the command that requested the extension.
- F. Name of the command that granted the extension.
- G. Rank/full name of the Commanding General/Officer that granted the extension.

## 0106 DEOCS PORTAL

DEOMI maintains an online DEOCS portal for completing the DEOCS and providing detailed information papers, briefs, sample surveys/questions, frequently asked questions, and training videos that should be used by commanders and survey administrators to assist in administering their DEOCS.

## 0107 MAXIMIZING PARTICIPATION IN A DEOCS

010701. Commanders will ensure that all personnel administratively attached or assigned to their command have the opportunity to participate in the DEOCS.

010702. Participation in a DEOCS is voluntary and encouraged.

010703. Obtaining an accurate snapshot of the organization's climate is best accomplished by having its members provide their frank and honest perceptions about the way the organization is run and how they are treated. Moreover, progressively higher participation rates provide a more accurate picture of the organization's climate.

010704. Leaders can realize a high survey return rate by publicly endorsing the assessment process, assuring their personnel of the surveys anonymity, following through with their pledge to accept the results of the survey; and creating, socializing, and tracking a plan of action to address concerns.

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010705. Slated O-5/O-6 level commands of 50 or less assigned personnel are not required to complete their own DEOCS but will be surveyed with a larger superior unit in the command to ensure anonymity.

010706. To be considered complete, a DEOCS Report with a minimum of 16 responses must be generated. A DEOCS that receives less than 16 completed surveys will not generate a DEOCS report and therefore will not be considered to have met the requirements of this Order.

## 0108 SURVEY APPROVING OFFICIAL

010801. A survey approving official is the person responsible for ensuring the execution and administrative oversight of conducting a DEOCS. This includes the required briefs and roll-up reports.

010802. Commanding Generals without subordinate slated O-5/O-6 level commanders may delegate in writing the Deputy Commander or Chief of Staff to serve as the survey approving official. If delegated, the Deputy Commander or Chief of Staff will assume the responsibilities of the commander as prescribed by this Order. The Commanding General will act as the next higher level commander responsible for the requirements outlined in paragraph 0112.

010803. Commanding Officers of all slated O-5 and O-6 level commands with more than 50 personnel will serve as the survey approving official responsible for the requirements outlined in paragraph 0112. Delegation of this responsibility is not authorized.

## 0109 ESTABLISHING COMMANDER'S INTENT

The first step in completing a DEOCS is to establish the commander's intent. Commanders will, prior to administering a DEOCS, provide their commander's intent to the members of their command.

## 0110 SURVEY ADMINISTRATORS

The second step in completing a DEOCS is to appoint a survey administrator. Only personnel certified and actively serving as an Equal Opportunity Representative (EOR)/Equal Opportunity Advisor (EOA) may be appointed as survey administrators. EOR's/EOA's serve as subject matter experts for the organizational climate assessment process.

011001. Commanding Generals and Commanding Officers must appoint a survey administrator prior to commencing a DEOCS.

011002. The survey administrators are the requestor of the DEOCS assessment. The survey administrator is responsible for overseeing the assessment process to include requesting, receiving, and distributing bubble response sheets and/or online survey password letters. Upon approval of a DEOCS request, the survey administrator will receive an email with additional information. He/she will also be given access to an administrative management site developed specifically to assist with the assessment from beginning to end.

## 0111 REQUESTING AND ADMINISTERING A DEOCS

The third step in completing a DEOCS is to request and administer a DEOCS using the DEOCS portal. Survey administrators will ensure that their DEOCS is requested in accordance with the procedures established by DEOMI.

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## 0112 REPORTING RESULTS AND DEVELOPING A CORRECTIVE ACTION PLAN (CAP)

The fourth and final step in completing a DEOCS is to report the results and develop a CAP.

011201. Upon completing a DEOCS, DEOMI will generate a DEOCS Report for the command that documents the results of the survey.

011202. Commanders, using the DEOCS Report, will take the following actions:

A. Interpret the DEOCS Report

Commanders will:

1. Review the DEOCS Report in its entirety.
2. Identify trends and determine whether written comments/responses support the numerical data.
3. If needed, ensure interviews are conducted to further characterize organizational issues and strengths, and opportunities for improvement.

4. If needed, review the organization's written records and reports to determine the validity of the perceptions revealed by the survey and interviews.

B. Making the DEOCS Results Work for Your Organization

Commanders will:

1. Share the results of the DEOCS with all members of their organization.
2. Involve key leaders and let members of their organization know that they are acting on their feedback.

C. Develop a Corrective Action Plan (CAP)

Conducting a climate assessment without creating and executing a plan to correct identified conditions that diminish climate will do nothing for the organization's climate. In fact, inaction itself can prove corrosive to morale, and will likely discourage members from completing the DEOCS in the future. In order to correct identified conditions that diminish organizational climate commanders will:

1. Develop and document in a memorandum for the record, a CAP that will consist of, at a minimum, the following elements:
  - a. A summary of the commander's intent for conducting the DEOCS.
  - b. A summary of the commander's analysis of the DEOCS Report.
  - c. A listing of each issue to be addressed along with the action to be taken for each issue, the action's status, and the responsible party.

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2. Publicly review the CAP with all members of the organization.
3. Periodically review progress that has been made in realizing the plan's goals.
4. All slated O-5 and O-6 level commands will provide the DEOCS Report and the written CAP to the next higher level commander for review and approval within 30 calendar days of the DEOCS Report being made available.

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**“VISUAL INSPECTION PROCESS”**

**SUMMARY OF SUBSTANTIVE CHANGES**

Hyperlinks are denoted by ***bold, italic, blue and underlined font.***

The original publication date of this Marine Corps Order (MCO) Volume (right header) will not change unless/until a full revision of the MCO has been conducted.

All Volume changes denoted in **blue font** will reset to black font upon a full revision of this Volume.

<b>CHAPTER VERSION</b>	<b>PAGE PARAGRAPH</b>	<b>SUMMARY OF SUBSTANTIVE CHANGES</b>	<b>DATE OF CHANGE</b>

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**APPENDIX B  
VISUAL INSPECTION PROCESS**

0101 PURPOSE

To establish a standardized process for conducting visual inspections.

0102 BACKGROUND

Visual inspections are conducted for the purpose of maintaining a professional workplace for all personnel that is free from contraband and intimidating, degrading, and offensive materials.

0103 AUTHORITY TO DIRECT VISUAL INSPECTIONS

Commanding Officers, Officers-in-Charge, and Civilian Supervisors may direct visual inspections.

0104 FREQUENCY

All Commanding Officers, Officers-in-Charge, and Civilian Supervisors will direct regular, not less than annual, comprehensive visual inspections of all workplaces within their command, unit, or activity.

0105 APPOINTMENT OF QUALIFIED INSPECTORS

The first step in the visual inspection process is to appoint qualified inspectors.

010501. Commanding Officers, Officers-in-Charge, and Civilian Supervisors may personally conduct visual inspections or they may delegate the execution of visual inspections to an appropriate level within their command, unit, or activity, but no lower than the E-7 or civilian supervisory level.

010502. Commanding Officers, Officers-in-Charge, and Civilian Supervisors will ensure that individuals authorized to conduct visual inspections have the appropriate access and clearance for the workspaces they are to inspect. This is critical for the inspection of sensitive compartmented information facilities or other controlled access areas.

010503. Commanding Officers, Officers-in-Charge, and Civilian Supervisors will provide clear guidance and intent to those members delegated authority to conduct inspections.

0106 CONDUCT VISUAL INSPECTION OF AUTHORIZED INSPECTION LOCATIONS

The second step in the visual inspection process is to conduct visual inspections of authorized inspection locations.

010601. Authorized Inspection Locations

A. The government workspaces of all personnel are subject to comprehensive visual inspection.

B. Each area and person affected by the inspection will be subject to the same level of inspection.

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C. Government workspaces include but are not limited to: office buildings, facilities, naval vessels, aircraft, government vehicles, hangars, ready rooms, conference rooms, individual offices, cubicles, storage rooms, tool and equipment rooms, workshops, break rooms, galleys, recreation areas, Navy and Marine Corps Exchanges and heads, sensitive compartmented information facilities, and other secure facilities, common areas of on-base military barracks and bachelor quarters, all Marine Corps school houses and training facilities including; but not limited to, the U.S. Naval Academy, Officer Candidate School, Naval Reserve Officers Training Corps units, The Basic School, Marine Corps University, Recruit Training Command, Inspector and Instructor facilities, and Marine Corps Recruit Depots.

## 010602. Unauthorized Inspection Locations

A. Assigned government laptop or desktop computers (with the exception of visible screensavers), assigned individual barracks rooms/living quarters, assigned desk drawers, assigned cabinet drawers, clothing (e.g., coats), assigned lockers, purses, brief cases, backpacks, private automobiles, and personal electronic devices.

B. While not the focus of this inspection, government computers remain subject to inspection pursuant to applicable laws and regulations.

## 0107 REMOVAL OF INTIMIDATING, DEGRADING, OR OFFENSIVE MATERIAL AND SEIZURE OF CONTRABAND

The third step in the visual inspection process is to remove intimidating, degrading, and offensive material and seize contraband.

## 010701. Removal of Intimidating, Degrading, or Offensive Materials

A. Intimidating, degrading, or offensive material includes, but is not limited to; documents, logs, books, pictures, photographs, calendars, posters, magazines, videos, props, displays, or other media, including electronic media, that contain inappropriate depictions and are detrimental to a professional working environment.

B. To the extent practicable, without disrupting any visual inspection, personnel should be present during visual inspections.

C. Any item removed by an inspector in the absence of its owner will be properly documented and confidentially maintained by that inspector in a secure location until the owner is able to retrieve the item.

D. For bargaining unit employees, inspectors will coordinate the removal of intimidating, degrading, or offensive material with the employee's immediate supervisor. Second level supervisors of bargaining unit employees will subsequently review and make the final determination to remove intimidating, degrading, or offensive material; this does not apply to contraband.

E. Intimidating, degrading, or offensive material will be immediately removed from the workplace by the Marine/Civilian Marine who owns the material or by the inspector if the owner is not present for the inspection or refuses to remove the material.

F. If there is doubt as to whether material is intimidating, degrading, or offensive the material will be immediately removed from the workplace. Removal will be conducted by the owner of the

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material. If the owner refuses to remove the material, the inspector will remove the intimidating, degrading, or offensive material. Instances when the owner is not present for the inspection, the inspector will remove the intimidating, degrading, or offensive material.

## 010702. Seizure of Contraband

A. Contraband includes materials that are patently lewd, lascivious, obscene, or pornographic, as well as supremacist images, publications, or materials.

B. Inspectors will immediately seize and document any contraband discovered during the course of an inspection.

C. If evidence of a crime is discovered during an inspection (e.g., child pornography, illegal drugs or paraphernalia, unauthorized weapons, stolen property, etc.), individuals conducting the inspection are to immediately stop the inspection, contact the Naval Criminal Investigative Service, and comply with applicable standard procedures.

## 0108 DISCIPLINARY/ADMINISTRATIVE ACTION

The fourth step in the visual inspection process is for Commanding Officers, Officers-in-Charge, and Civilian Supervisors to take appropriate disciplinary or administrative action if an individual is found to have or fails to comply with an order to remove contraband or intimidating, degrading, or offensive material from the workplace.

## 0109 DOCUMENTATION OF RESULTS

The fifth step in the visual inspection process is the documentation of the results of the visual inspection. Commanding Officers, Officers-in-Charge, and Civilian Supervisors will record the results of visual inspections in a memorandum for the record with, at a minimum, the following information:

010901. Date and time of the visual inspection.

010902. Name of the command, unit, or activity whose workplaces were inspected.

010903. Rank or grade/full name of the individual who authorized the inspection.

010904. Rank or grade/full name of the authorized inspectors.

010905. For each item removed/seized the following information will be documented:

A. Finding type (contraband or intimidating, degrading, or offensive material),

B. Quantity,

C. Description of items discovered,

D. Location where discovered (individual workspace, common workspace, or electronic media), and

E. A description of the actions taken by the command/inspectors to remove the material.

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## 0110 ADDITIONAL GUIDANCE

Commanding Officers, Officers-in-Charge, and Civilian Supervisors should consider the following guidance prior to conducting visual inspections.

011001. Commanding Officers, Officers-in-Charge, and Civilian Supervisors should ensure they have ready access to legal advice via the staff judge advocate.

011002. Commanding Officers, Officers-in-Charge, and Civilian Supervisors should work closely with their servicing human resources office for labor and employee relations guidance.

011003. Commanding Officers, Officers-in-Charge, and Civilian Supervisors should leverage their EOR's/EOA's and Equal Employment Opportunity staff. These personnel are considered subject matter experts regarding what material could create or does create an intimidating, degrading, or offensive work environment.

011004. Commanding Officers, Officers-in-Charge, and Civilian Supervisors should immediately consult with their SJA and command counsel on any questions when determining what material creates an intimidating, degrading, or offensive work environment, as well as any issue regarding contraband or suspected criminal activity revealed during the visual inspection.