



UNITED STATES MARINE CORPS  
MARINE CORPS INSTALLATIONS NATIONAL CAPITAL REGION  
MARINE CORPS BASE QUANTICO  
3250 CATLIN AVENUE  
QUANTICO, VIRGINIA 22134-5001

MCINCR-MCBQO 5354.1F  
B 010

**MAR 17 2022**

MARINE CORPS INSTALLATIONS NATIONAL CAPITAL REGION-MARINE CORPS BASE QUANTICO  
ORDER 5354.1F

From: Commander, Marine Corps Installations National Capital Region-Marine  
Corps Base Quantico

To: Distribution List

Subj: PROHIBITED ACTIVITIES AND CONDUCT PREVENTION AND RESPONSE POLICY

Ref: (a) MCO 5354.1F  
(b) SECNAV M-5210.1  
(c) JAGINST 5800.7G  
(d) Functional Area Checklist PAC (5354)  
(e) SECNAVINST 5300.26E

Encl: (1) Unit Listing  
(2) Prohibited Activities and Conduct flowchart  
(3) Complaint Process by Party  
(4) DASH Access template

1. Situation. Marine Corps Installations National Capital Region-Marine Corps Base Quantico (MCINCR-MCBQ) serves as the "Crossroads of the Marine Corps," providing critical support to a variety of Marine Corps and intergovernmental agencies. Our ability to serve our tenant commands, Marines, and Sailors is based on the fair and equitable treatment of all command members. All personnel will be treated with dignity and respect and be assured that they are a valued member of the unit. This policy implements reference (a) and outlines administrative protocols on preventing and responding to Prohibited Activities and Conduct (PAC) allegations. It outlines individual and command roles and responsibilities as well as administrative requirements for command climate monitoring.

2. Cancellation. MCINCR-MCBQO 5354.1E.

3. Mission. To afford all Marines and Sailors assigned to or serving within MCINCR-MCBQ the opportunity to achieve their full potential by creating an environment that fosters military readiness, unit cohesion and mission accomplishment with an appropriate understanding of how to prevent and/or respond to any behavior considered a prohibited activity and/or conduct.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) To promote an environment free from personal or social barriers that prevent Marines and Sailors from rising to the highest level of potential.

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

(b) To establish policy and procedures for the prevention and response of prohibited activities and conduct complaints and ensure full compliance with reference (a).

1. This order applies to all commands for whom the Commander, MCINCR-MCBQO serves as the General Court Martial Convening Authority (GCMCA). See enclosure (1).

2. Deputy Commandants, Officers in Charge in the grade of O-5 / O-6, and slated O-5 / O-6 Commanders ensure PAC policies, and programs are prominently posted on command intranet sites for their respective commands with the guidance and procedures set forth in this Order and reference (a).

(2) Concept of Operations. This command will make every effort to eradicate unprofessional and unacceptable behavior from our ranks. These prohibited activities and conduct are fundamentally inconsistent with our core values and ethos which will not be tolerated. We will:

(a) Ensure all service members assigned to Marine Corps commands understand reference (a) and uphold our standards to foster a climate of dignity, care, and concern for all.

(b) Facilitate appropriate and responsive care and services for those who are adversely impacted by PAC.

(c) Utilize the chain of command as the primary and preferred channel to ensure the organizational environment is free of prohibited activities and conduct.

(d) Ensure individuals are aware of all available reporting avenues.

(e) Ensure all complaints of PAC are forwarded to the subject's commander or designee.

(f) Ensure those who participate in protected communications are protected from retaliatory actions.

(g) Use information obtained from both formal and informal climate assessment processes to make improvements where needed within the command.

(h) Ensure members of the command are trained on the content of reference (a), at a minimum, annually.

(i) Ensure that all substantiated PAC violations are documented in the Discrimination and Sexual Harassment (DASH) system.

(b) Staff Responsibilities

(1) Chief of Staff

(a) Provide oversight of all staff functions, ensuring command compliance with reference (a). All substantiated violations of reference (a) shall be reported to the Installation Commander within three duty days of the Convening Authority decision.

(b) Oversee the climate assessment process. Ensure all staff members having equities in the climate survey have access to survey results for analysis. Draft the Corrective Action Plan (CAP) to address concerns identified in the climate survey report.

(c) Utilize reference (e), published by the Inspector General of the Marine Corps, for ensuring command compliance with reference (a).

(d) Maintain overall cognizance for execution of the policies identified within this Order.

(e) Read and familiarize yourself with the references.

(2) Adjutant

(a) Assist the Equal Opportunity Advisor (EOA) in the generation of correspondence related to PAC for my signature, as required.

(b) Records created as a result of this Order shall be managed according to the National Archives and Records Administration (NARA) approved dispositions to ensure proper maintenance, use, accessibility, and preservation, regardless of format or medium.

(c) Read and familiarize yourself with the reference.

(3) Staff Judge Advocate

(a) Read and familiarize yourself with the references.

(b) Provide legal advice and guidance to the Installation Commander, supported commanders' and investigating officers on all matters related to command climate and PAC.

(c) Conduct legal sufficiency reviews of all PAC investigations to determine whether any errors or irregularities exist and, if so, their legal effect. Advise commanders' and investigating officers of appropriate action, as required.

(d) Review and identify if follow on action is necessary based off of the Convening Authorities (CA) investigative findings.

(e) Review and forward appeals of a supported commanders' decision to the Installation Commander.

(4) EOA/Military Equal Opportunity (MEO) Office

(a) Provide subject matter advice and guidance on all matters related to command climate and PAC. In the event of a change published to reference (a), update the command with all necessary information.

(b) Conduct compliance inspections of supported commanders' prohibited activities and conduct programs, as requested.

(c) Certify all open DASH cases by the 20th of each month and provide monthly updates to the supported GCMCAs to include: unit prohibited activities and conduct training conducted by the EOA/MEO Office; total number of all prohibited activities and conduct reports received; total number of prohibited activities and conduct reports accepted, referred, or dismissed;

total number of accepted complaints that were substantiated, not substantiated.

(d) Serve as the survey administrator for MCINCR-MCBQ Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). Ensure all personnel, administratively assigned within the Command Staff Sections, are afforded an opportunity to participate in the DEOCS. This includes Manpower (G-1 including IPAC), Operations (G-3), Logistics, Installation and Environment, Communications, Performance and External Affairs, Chaplain's Office, Command Inspector General's Office, Communication Strategy and Operations Office, Legal Services Support Section, Marine Corps Community Services, Post Office, Regional Contracting Office, Reserve Support Unit, Safety Division, Sexual Assault Prevention and Response Office and the Office of the Staff Judge Advocate.

(e) Perform mediation services to assist in resolving issues at the lowest level, as requested or required.

(f) Advise supported commanders and military personnel on the use of the PAC complaint process to report, resolve, and dispose of complaints alleging prohibited activities and conduct.

(g) Conduct and provide an Equal Opportunity Advisor opinion on Command Investigations alleging PAC.

(h) Track and monitor the aging and life-cycle of a complaint submitted into DASH in accordance with reference (a).

(i) Provide analysis of command-specific data which will enable commanders to monitor command climate within their organization, as requested. Identify trends and areas of concern, and recommend methods for improving the command climate.

(j) Provide briefings or training on command climate issues and prohibited activities and conduct for supported commands, as requested.

(k) Conduct the required Equal Opportunity Representative (EOR) training for supported command EORs.

(l) Track compliance with command climate assessment requirements on behalf of the Commander, supported Command's and Tenant Activities. Provide non-compliance of requirements to the Installation Commander or the next level Commander to ensure appropriate documentation of any negligent or willful failure of compliance to reference (a).

(m) Provide assistance in the development of the corrective action plan, selecting locally developed or short answer survey questions, recommending follow-on assessment actions, as requested.

#### (5) Subordinate and Tenant Activity Commanders

(a) Screen and appoint a Staff Non-commissioned officer or above to serve as the commands EOR and liaison with the servicing EOA/MEO office. For workspaces that are not co-located with the Command nucleus and consist of 50 or more personnel, EORs should be appointed within to help support and provide required training. (i.e. MCBQ Band, Food Service and Legal Services Support Section) Additional EORs will provide fluidity during transition or in the absence of the primary.

(b) Enclosure (1) is a list of all Commands and Tenant Activities that utilize the Installation Commander as the first GCMCA in the administrative chain of command.

(c) Enclosure (2) is included to assist Commanders with the flow of the complaint process.

(d) All documentation being sent to the GCMCA in regards to PAC will be forwarded through the servicing MEO/EOA office.

(e) Commanders will utilize enclosure (4) when appointing authorized users access for the DASH. Enclosure (4) will be forwarded to the servicing MEO/EOA office and maintained in the commands PAC turnover binder. In the event of appointees being transferred from the unit, notification must be given to the servicing MEO/EOA office to remove their DASH access.

(f) Commanders and/or their designee are required to notify the first GCMCA in the chain of command on all accepted PAC complaints for Complaint Resolution utilizing the email notification within the DASH system. At a minimum the notification will identify what protective category the allegation is about, time frame of when the incident took place, how many complainants and subjects, what unit the complainant(s) and subject(s) administratively fall under, and who the Convening Authority is. This notification shall be sent to the GCMCA, CA, and EOA.

(g) Per reference (a) Commanders and/or their designee will update the DASH as new information is presented. The servicing MEO/EOA office will be notified of updates either through the DASH or an email on all updates.

(h) Any complaint accepted for complaint resolution that has a request for an appeal will be processed per reference (a) and then forwarded through the MEO/EOA office.

(i) All Deputy Commandants, Officer in Charge in the grade of O-5/O-6, and slated O-5/O-6 Commanders with 50 or more personnel will conduct a command climate assessment (CCA) in accordance with reference (a). Within 14 calendar days from the completion of a CCA the following will be sent to the servicing MEO/EOA office.

1. Completed DEOCS report.
2. Corrective Action Plan (CAP), any endorsements associated with the CAP.
3. Dates the next higher level commander and members of the command were debriefed on the results of the CCA and CAP.

(6) Unit Force Preservation Council. Screen and monitor personnel involved in PAC allegations for high risk stress related reactions.

(7) Victim and Witness Liaison Officer. Ensure victims and witnesses involved in PAC allegations are advised of advocacy services and issue the DD Form 2701, as required.

c. Coordinating Instructions. Recommendations concerning this policy are invited and will be submitted to the commander via the COS or EOA.

5. Administration and Logistics. This order shall be reviewed and reissued within 90 days of assumption of command. Interim changes will be incorporated as necessary.

6. Command and Signal

a. Command

(1) This Order cancels all local Military Equal Opportunity (MEO) Standard Operating Procedures to include any existing command policy letters for Equal Opportunity and Hazing.

(2) This Order is applicable to MCINCR-MCBQ and all subordinate commands. This policy will remain in effect until revised or cancelled by appropriate authority.

b. Signal. This Order is effective the date signed.

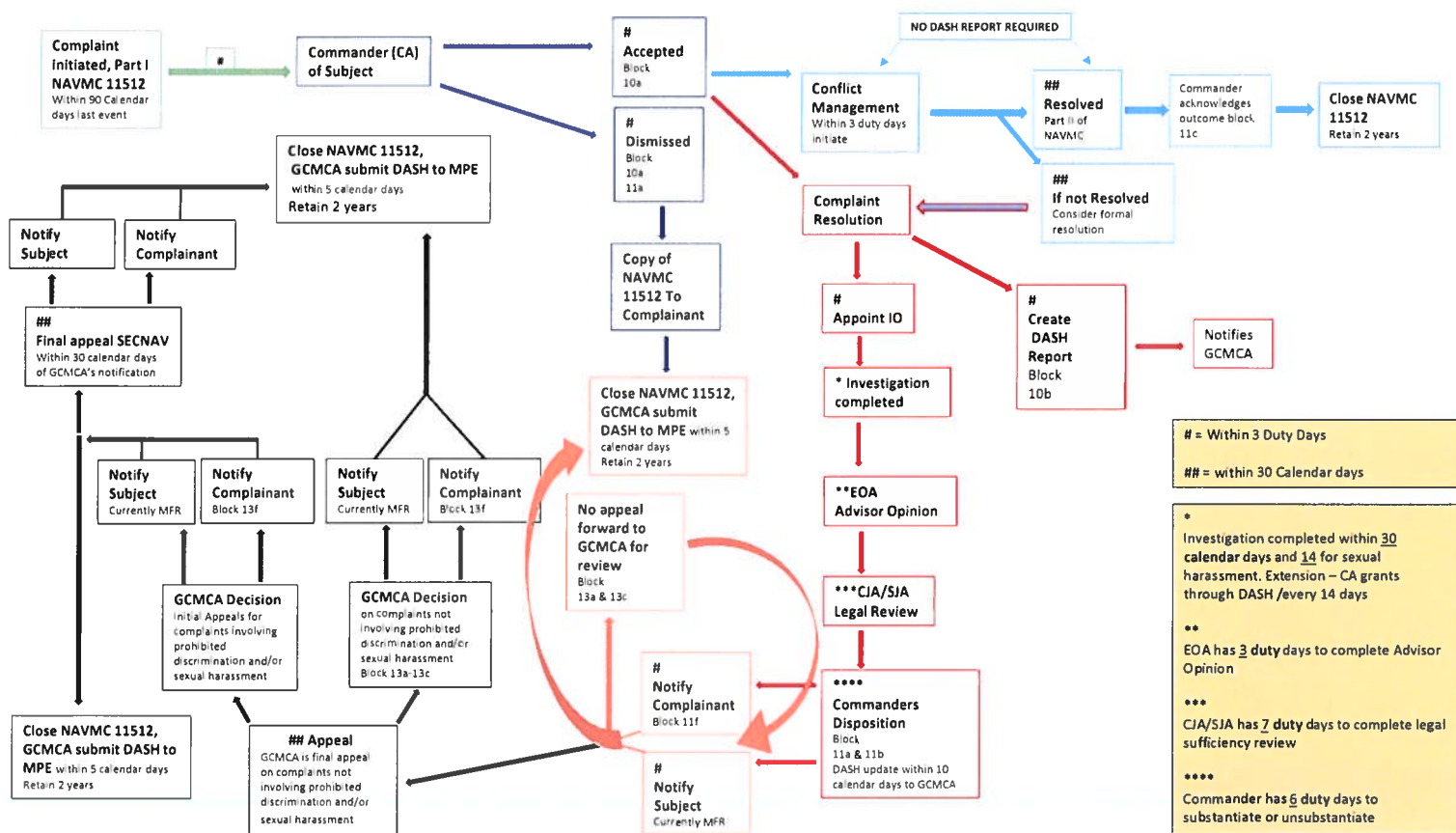
  
MICHAEL L. BROOKS

Unit Listing

Commander, MCINCR-MCBQ exercises GCMCA for the following organization

Security Battalion, MCINCR-MCBQ  
Marine Corps Air Facility Quantico  
Headquarters and Service Battalion, HQMC, Henderson Hall  
Marine Aviation Detachment, Paxtuxent River  
Marine Aviation Detachment, China lake Point Mugu  
Marine Barracks Washington  
Marine Corps Embassy Security Group (includes all regions)  
Marine Corps Information Operations Center  
Marine Corps Intelligence Activity  
Marine Cryptologic Support Battalion (includes all companies)  
Marine Helicopter Squadron One (HMX-1)  
Wounded Warrior Regiment  
    Wounded Warrior Battalion - East  
    Wounded Warrior Battalion - West

# PAC FLOWCHART



ENCLOSURE (2)



**COMPLAINT PROCESS BY PARTY**

| COMPLAINANT    | TYPE OF PAC (COMPLAINT)                                    | SUBJECT        | COMPLAINT PROCESS |
|----------------|--|----------------|-------------------|
|                |  |                |                   |
| Service member | Hazing   | Service member | PAC               |
| Service member | Hazing   | DoD Civilian   | PAC               |
| DoD Civilian   | Hazing   | Service member | EEO*              |
| Service member | Bullying   | Service member | PAC               |
| Service member | Bullying   | DoD Civilian   | PAC               |
| DoD Civilian   | Bullying   | Service member | EEO*              |
| Service member | Sexual Harassment  | Service member | PAC               |
| Service member | Sexual Harassment  | DoD Civilian   | PAC               |
| DoD Civilian   | Sexual Harassment  | Service member | EEO*              |
| Service member | Unlawful Discrimination                                    | Service member | PAC               |
| Service member | Unlawful Discrimination                                    | DoD Civilian   | PAC               |
| DoD Civilian   | Unlawful Discrimination                                    | Service member | EEO*              |
| Service member | Harassment   | Service member | PAC               |
| Service member | Harassment   | DoD Civilian   | PAC               |
| DoD Civilian   | Harassment   | Service member | EEO*              |
| Service member | Wrongful Distribution or Broadcasting of an Intimate Image | Service member | PAC               |
| Service member | Wrongful Distribution or Broadcasting of an Intimate Image | DoD Civilian   | PAC               |
| DoD Civilian   | Wrongful Distribution or Broadcasting of an Intimate Image | Service member | EEO*              |
|                |  |                |                   |
|                | Dissident and Protest Activity**                           | Service member | PAC               |
|                |  |                |                   |

\*- EEO offers civilian complainant an avenue of redress. DOD civilian employee is as defined by Section 2105 of Title 5, U.S.C. Commanders have the appropriate authority to hold an assigned Service member "subject" accountable for the PAC.

\*\*-Prohibited by DODI 1325.06 "Handling Dissident and Protest Activities Among Members of the Armed Forces". Commanders should consult with the supporting SJA and local MCIO for reports involving DOD Civilian employees.



UNITED STATES MARINE CORPS

COMMAND LETTERHEAD

GOES  
HERE

5354  
EOR  
27 Oct 21

From: Commanding Officer, Unit  
To: Equal Opportunity Advisor, Marine Corp Installations National capital  
Region - Marine Corps Base Quantico  
  
Subj: DESIGNATED USERS FOR ACCESS TO THE DISCRIMINATION AND SEXUAL  
HARASSMENT (DASH) SYSTEM  
  
Ref: (a) MCO 5354.1F

1. DASH access is for the purpose of generating and reviewing DASH reports. Commanders are authorized to conduct record searches of the DASH database for assigned members of their command. DASH screenings are recommended for the following reasons: upon submitting for reenlistment; special duty assignment; collateral duty assignment as a EOR; UVA; or upon being named as a subject in a complaint. These DASH screening results will only reflect assigned Service members listed as subjects with substantiated PAC incidents.

2. Per the reference the following command representatives are authorized access to the DASH.

| RANK | Last, First MI. | EDIPI | Billet |
|------|-----------------|-------|--------|
|      |                 |       |        |
|      |                 |       |        |
|      |                 |       |        |
|      |                 |       |        |
|      |                 |       |        |

3. Point of contact at this command is Rank First M. Last (EOR), at (555) 555-5555 or email@usmc.mil.

I. M. COMMANDER

Copy to:  
EOA/MEO Office

ENCLOSURE (4)