



**DEPARTMENT OF THE NAVY**  
COMMANDER, NAVY INSTALLATIONS COMMAND  
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CNICINST 5354.1A  
N00  
15 FEB 2012

CNIC INSTRUCTION 5354.1A

From: Commander, Navy Installations Command

Subj: COMMANDER, NAVY INSTALLATIONS COMMAND MILITARY EQUAL  
OPPORTUNITY PROGRAM

Ref: (a) DON Civilian Human Resources Manual of 17 Jan 2003,  
Subchapter 1601 EEO Program Policy  
(b) SECNAVINST 5350.16A  
(c) OPNAVINST 5354.1F  
(d) CNICINST 5050

Encl: (1) Command Managed Equal Opportunity Checklist  
(2) Navy Grievance Procedures  
(3) Post Region Visit Report with Corrective Action Plan  
(4) Monthly Equal Opportunity Scorecard Input  
(5) Command Executive Summary and Annual EO Program  
Status Report  
(6) Defense Equal Opportunity Management Institute  
(DEOMI) Organizational Climate Survey (DEOCS)  
Accountability Quarterly Report  
(7) Command Managed Equal Opportunity Appointment Letter

1. Purpose. To establish standardized management, tracking, and reporting Equal Opportunity Program procedures for active duty and reserve military personnel within the Commander, Navy Installations Command (CNIC) enterprise. Civilian Equal Employment Opportunity (EEO) policies and guidance are provided in reference (a) and in separate instructions issued by the Director of Civilian Personnel Policy and the Equal Employment Opportunity Commission (EEOC) (CNIC is currently drafting its implementation instruction). This instruction should be reviewed in its entirety.

2. Cancellation. CNIINST 5354.1 dated 18 May 2005

3. Background. Reference (b) directs the Department of the Navy (DON) policy and provides guidance on Equal Opportunity (EO), including prevention of unlawful discrimination and sexual harassment (SH). This instruction standardizes, aligns, and synchronizes CNIC policy and guidance with those outlined in references (b) and (c).

#### 4. Policy

a. CNIC is fully committed to the principles of EO and supports the policies established by the Secretary of the Navy and the Chief of Naval Operations in achieving an environment of equality for all personnel at every level in the chain of command.

b. The military EO and civilian Equal Employment Opportunity programs support each other in areas of mutual interest by maintaining a positive EO environment. It is essential all actions reflect professionalism, sound judgment, and leadership in the elimination of all forms of discrimination.

c. It is paramount to ensure an equitable assignment process and leadership opportunities for all qualified personnel. We must provide equal opportunities for training, promotion, and advancement while preventing discrimination in the administration of justice and in the involuntary separation of personnel. To ensure compliance, we must effectively monitor the EO climate and ensure EO complaint procedures are timely and effective.

d. The following CNIC Gateway 2.0 (G2) Web site is the primary location for CNIC EO program information. The site contains: Current instructions and policy; report templates and guidance; metrics; point of contact information; EOA site visit schedule; historical data and other pertinent information.  
<https://g2.cnic.navy.mil/TSCNICHQ/N1/EOA-EEO-CMEO/default.aspx>

#### 5. Responsibilities

a. CNIC Headquarters (HQ):

(1) CNIC Commander is responsible for:

(a) Monitoring EO status within subordinate commands.

(b) Monitoring reporting and status of unlawful discrimination and SH complaints.

(2) HQ Force EO Advisor (FEOA) is responsible for:

(a) Serving as the CNIC claimancy point of contact with the Navy's Equal Opportunity Office (OPNAV N134).

(b) Providing guidance, advice, and assistance to claimancy on formal and informal EO related issues, complaints and cases and assisting with processing as necessary.

(c) Providing assistance to CNIC claimancy on EO Command Assessments to include: Defense EO Management Institute (DEOMI) Organizational Climate Survey (DEOCS), focus groups, interviews, observations and record reviews.

(d) Monitoring required EO training for content and completion throughout CNIC claimancy to ensure accuracy and compliance with current policies. Assisting in planning, scheduling, and conducting EO training as necessary.

(e) Apprising claimancy on recent initiatives, changes and developments in areas of EO.

(f) Providing oversight for HQ Command Managed Equal Opportunity (CMEO) managers.

(g) Monitoring CNIC EOA billets metrics. Screening prospective EOA (NEC 9515) candidates. Coordinating with OPNAV N134 and detailers to fill vacant billets throughout the enterprise.

(h) Maintaining CNIC G2 EO site with current instructions and policy, report templates and guidance, metrics, point of contact information, EOA site visit schedule, historical data and other pertinent information.

(i) Conducting on-site CMEO program review of immediate subordinate commands. Ensuring commands, at a minimum, comply with checklist provided in enclosure (1).

(j) Coordinating with Center for Personal and Professional Development (CPPD) and learning sites to align resident and Mobile Training Team (MTT) training requirements for regional, CMEO and Command Training Team Indoctrination (CTTI) courses.

(k) Providing supplemental EO and CMEO training and assist visits to subordinate or regional commands as requested.

(l) Monitoring headquarters and subordinate command EO climate assessments.

(m) Monitoring subordinate command's EO and SH message status.

(n) Reviewing all subordinate command's formal administrative EO and SH complaints.

(o) Ensuring subordinate command EOAs receive annual follow-on training. This may be accomplished by symposium attendance, VTC training, etc.

(p) Providing command or regional guidance on all Department of Defense (DoD) national heritage observances for HQ, subordinate commands, and regions (if applicable).

(q) Providing the Commander a verbal and written brief or report of command and subordinate or regional command climate and areas of concern.

b. Regions:

(1) Region commanders (REGCOMs) are responsible for:

(a) Assisting subordinate commands as necessary in the implementation of this policy.

(b) Ensuring installation commanding officers (COs) and officers in charge (OICs) assess their command climate within 90 days of assuming command and conduct annual follow-up assessments during their command tenure.

(c) Monitoring the command climate of subordinate

commands.

(d) Coordinating the reporting of unlawful discrimination and SH complaints.

(2) Region EOAs report directly to the REGCOM and are responsible for:

(a) Coordinating with installation Command Master Chiefs to ensure subordinate command CMEO Managers received formal Center for Personal and Professional development (CPPD) training prior to assuming duties as CMEO manager.

(b) Making immediate voice reports to FEOA and OPNAV N134 on formal complaints; forwarding a copy of OPREP messages to FEOA upon release or receipt from subordinate command.

(c) Coordinating with echelon II EOA to align resident and Mobile Training Team (MTT) training requirements for CMEO and Command Training Team Indoctrination (CTTI) courses.

(d) Providing supplemental EO and CMEO training and assist visits to subordinate commands as requested.

(e) Monitoring headquarters and subordinate commands' annual EO specific training.

(f) Monitoring headquarters and subordinate commands' EO climate assessments and reviewing and maintaining executive summaries for historical files for three years.

(g) Monitoring subordinate commands' formal EO and SH message status.

(h) Reviewing all subordinate commands' formal EO complaints.

(i) Collaborating with EOAs and CMEO Managers in region.

(j) Collaborating and coordinating with civilian EEO personnel.

(k) Liaising and coordinating with command and Fleet and Family Support Center (FFSC) Sexual Assault Victim Intervention (SAVI) personnel.

(l) Advising headquarters staff on all military EO policies and issues.

(m) Providing guidance to subordinate commands on all DoD national heritage observances.

c. Installation:

(1) Installation COs and OICs are responsible for:

(a) Promoting a positive command climate through personal example.

(b) Ensuring unlawful discrimination is absent in administrative and disciplinary proceedings.

(c) Ensuring career actions are consistent and fair across all grades.

(d) Ensuring personnel are assigned jobs, education opportunities and special programs based on merit, fitness and capability, and receive awards and recognition based on the same.

(e) Providing annual EO and SH training and grievance procedure instruction as required by reference (b) for all assigned command members as part of CPPD generated general military training.

(f) Ensuring the anonymity and confidentiality of responses to surveys, interviews, focus groups, etc., in support of an assessment, are protected. However, this does not extend to comments that are in violation of the Uniform Code of Military Justice.

(g) Ensuring all individuals are familiar with their right to submit an informal or formal complaint and the methods for submission.

(h) Ensuring an effective system is in place within the command to resolve complaints of unlawful discrimination and SH at the lowest appropriate level.

(i) Ensuring all personnel know about command and shore based assistance available to those who need help in processing EO complaints. This assistance includes access to legal counsel, EOAs, the Navy EO and SH Advice Line, and the Navy Inspector General (NAVINSGEN) fraud, waste and abuse hotline.

(j) Ensuring EO complaint procedures are effective and timely. The term "formal complaint" is defined in reference (c).

(k) Referring all unlawful discrimination or SH complaints against flag officers or senior executive service officials to NAVINSGEN.

(l) Ensuring command climate complaints are investigated in a fair, impartial, and prompt manner and that all command investigations of EO complaints are reviewed for legal sufficiency.

(m) Ensuring mandatory fitness report and performance evaluation entries are made for service members found guilty at Courts Martial or other courts of competent jurisdiction or who receive Non-Judicial Punishment based on commission of a criminal offense involving unlawful discrimination or SH per reference (b).

(2) Installation EOAs report directly to the installation CO and are responsible for:

(a) Reporting all EO matters to their region EOA.

(b) Being aware of all EO matters that occur within their command and of EO matters that occur on their installations.

(c) Providing oversight for their CMEO Managers.

- (d) Advising the installation CO on EO and SH policies and issues.
- (e) Monitoring command and installation EO, SH, and SAVI messages.
- (f) Liaising and coordinating with command SAVI personnel.
- (g) Collaborating with other EOAs and CMEO managers on the installation.
- (h) Collaborating with civilian EEO personnel, Staff Judge Advocate and Inspector General.
- (i) Conducting on-site CMEO program review of immediate subordinate commands as requested or directed.
- (j) Coordinating with Echelon II EOA to align resident and MTT training requirements for CMEO and CTTI courses.
- (k) Providing supplemental EO and CMEO training and assist visits to subordinate commands as requested.
- (l) Monitoring headquarters and subordinate command's annual EO specific training.
- (m) Ensuring voice report is made by subordinate CMEOs to region EOA on formal complaints; forwarding a copy of OPREP messages to region EOA upon release or receipt from subordinate commands.
- (n) Monitoring headquarters and subordinate command EO climate assessments and reviewing and maintaining executive summaries for historical files for three years.
- (o) Providing guidance to subordinate commands on all DoD national heritage observances.

d. HQ, region and installation CMEO Managers are responsible for:

- (1) Functioning as the command's subject matter expert



and single point of contact when practicable for EO issues, to include SH and discrimination, at the command.

(2) Training command members on their rights and responsibilities as naval citizens, EO policies and practices, requirements of the CMEO program, and providing support to the Command Training Team (CTT) as needed.

(3) Continually monitoring and assessing the command climate by assessing indicators of fairness and equity in the work environment to include: recognizing discriminatory actions that affect the command EO climate; analyzing DEOCS results; applying and analyzing proper survey and assessment methodology and techniques; analyzing data provided in monthly and quarterly reports; and coordinating with civilian EO program coordinator.

(4) Assisting the commanding officer in cultivating a command that recognizes and values diversity; counseling command members on EO issues; and advising the commander and commanding officer on methods for resolving EO issues.

(5) Making immediate voice report to the region and installation EOA on formal complaints; forwarding a copy of OPREP message to region and installation EOA upon release.

(6) Closely coordinating with the staff, region, installation, command and training EOAs, as applicable.

(7) Serving as the coordinator for the command climate assessment.

(8) Coordinating and monitoring all command EO training.

(9) Ensuring formal complaints are submitted with established guidance and timelines per reference (c).

(10) Performing other EO-related duties as mandated by the commander.

(11) Coordinating the processing of EO and SH complaints. Personnel who manage the EO and SH complaint process (CMEO managers and EOAs) do not normally perform investigations into EO and SH issues due to the possibility of conflict of interest.

(12) Periodically evaluating CMEO program utilizing enclosure (1).

(13) Ensuring the command's EO program complies with all items cited in the CMEO Checklist in enclosure (1).

(14) Advising service members on formal and informal grievance and redress procedures as well as how to recognize reprisal as a result of such submission, utilizing the information delineated in reference (c) and enclosure (2).

## 6. Action

### a. CNIC HQ FEOA shall:

(1) Provide the CNIC Commander with monthly status reports on the compliance with EO programs throughout the CNIC claimancy.

(2) Ensure updated site visit schedule is posted on the CNIC G2 EO Web site.

(3) Conduct on-site visits to regions, incorporating as many installations, as feasible. Utilize enclosure (1) as a checklist for areas reviewed during site visits. Within 30 days upon completion of the on-site visit, submit a draft letter to the region, using enclosure (3), to the Chief of Staff for review and signature.

(4) Represent CNIC in Navy-wide EO meetings, conferences, symposiums, and seminars. Provide feedback through information as appropriate to region EOAs within 14 days of completion of travel and submit After Action Report to CNIC Commander in accordance with reference (d).

(5) Develop metrics and collect data on CNIC EO programs to provide insight on the EO climate within the enterprise. Utilizing data from CNIC G2 EO Web site as reflected in enclosures (4) and (5), analyze data and conduct trend analysis for use in Commander briefings, required reports, claimancy-wide training sessions and CNIC program changes.

(6) Submit Echelon II level reports as required by Navy's EO Office (OPNAV N134) to include: Quarterly DEOCS Accountability Report and Annual EO Program Status Report.

(7) Coordinate and facilitate a monthly conference call (in addition to daily communications) with region EOAs to provide up-to-date information, lessons learned, networking opportunities, training and program requirements, as well as feedback from analysis, conferences and meetings.

(8) Ensure Echelon II or III review and maintain documentation of assessments and executive summaries for area of responsibility (AOR) for 3 years.

(9) Maintain a current point of contact (POC) listing of subordinate command and region EOAs.

(10) Conduct an annual review of subordinate commands' executive summaries and provide a summary of areas of concern to the Commander.

b. Region EOAs shall:

(1) Ensure monthly EO Scorecard Input is submitted by subordinate CMEOs no later than the 25<sup>th</sup> of each month via CNIC G2. Enclosure (4) lists the type of input that will be made on G2. Enclosure (4) also shows the types of elements that the EO Scorecard dashboard is expected to contain.

(2) Submit Corrective Action Plan, provided in enclosure (3) as a template, within 30 days upon receipt of the formal visit report.

(3) Submit an Annual EO Program Status Report immediately following the end of the fiscal year as directed by FEOA. The status report will reflect the overall "EO climate and health" of your AOR as described in executive summaries provided by your AOR throughout the year. Submit report on CNIC G2 using enclosure (5).

(4) Submit DEOCS Accountability Quarterly Reports in CNIC G2 as shown in enclosure (6) by the 5<sup>th</sup> of the month following the end of the quarter as follows: Q1 Oct - Dec; Q2 Jan - Mar; Q3 Apr - May; Q4 Jun - Sep.

(5) Route all subordinate commands' Command Assessment Executive Summaries via the REGCOM to the FEOA within 30 days after receipt from subordinate commands.

(6) Ensure all subordinate commands conduct annual EO training.

(7) Monitor all subordinate command's EO, SH, and SAVI messages.

(8) Advise the REGCOM on all EO and SH policies and issues.

(9) Ensure subordinate EOAs and CMEO managers receive annual follow-on training.

(10) Maintain current POC listing of subordinate commands' EOAs and CMEO managers.

(11) Ensure all subordinate commands' CMEO managers receive formal CPPD training.

(12) Provide quarterly EO training to subordinate commands' EOAs.

(13) Review all EO and SH formal complaints and investigations and forward to CNIC EOA.

(14) Collaborate with CPPD to coordinate annual MTT requirements for the region.

(15) Conduct installation CMEO program on-site reviews.

c. Installation COs and OICs shall:

(1) Ensure a CMEO manager is designated in writing and attends a CPPD approved CMEO manager's course prior to assuming his or her duties. Enclosure (7) is a sample template for the designation letter.

(2) Ensure DON procedures for processing EO complaints are permanently and prominently displayed. At a minimum, necessary posters shall be displayed in a prominent location.

The name and telephone number of the command's POC for EO issues shall be posted. See reference (c) for additional details.

(3) Ensure completed copies of all NAVPERS 5354/2, Navy Equal Opportunity (EO)/Sexual Harassment (SH) Formal Complaint Forms are maintained in the CMEO manager record file for 3 years.

(4) Ensure detailed Naval messages, are sent upon receipt of a formal complaint of unlawful discrimination or SH, per reference (c). Reporting continues through case resolution, including appeals.

(5) Promulgate and display EO and Anti-Harassment policy statement.

(6) Ensure submission of a Climate Assessment Executive Summary to the echelon III EOA (as applicable) via the immediate superior in command within 60 days of completed assessment. In the absence of an Echelon III EOA, the command should forward the summary to the Echelon II EOA.

(7) Ensure command's EO program complies with all items cited in the CMEO Checklist, enclosure (1).

(8) Establish a Command Training Team (CTT) (listed on the command's Primary and Collateral Duties directive) and ensure members attend CPPD's Command Training Team Indoctrination training course (CIN A-050-0001).

(9) Establish a Command Assessment Team (CAT) (listed on the command's Primary and Collateral Duties directive) and ensure members complete CPPD's Command Assessment Team Course (NAVEDTRA 7523F).

(10) Ensure all command personnel receive Navy Pride and Professionalism (NP&P) training or equivalent CPPD approved curriculum.

(11) Ensure command demographics for retention, discipline, advancement and awards are reviewed by race and ethnicity, sex, and paygrade and rank.

(12) Assess the command climate 90 days after assumption of command with annual follow-up assessments during their command tenure. The purpose of the climate assessment is to determine the "health" and mission readiness of the unit.

e. Installation EOAs shall:

(1) Ensure monthly EO Scorecard Input is submitted by subordinate CMEOs no later than the 25<sup>th</sup> of each month via CNIC G2. Enclosure (4) lists the type of input that will be made on G2. Enclosure (4) also shows the types of elements that the EO Scorecard dashboard is expected to contain.

(2) Provide an Annual EO Program Status Report assessing the "EO climate and health" for their AOR utilizing enclosure (5) on CNIC G2 EO Web site and Executive summaries provided by CMEOs in the AOR. Report will be developed and submitted immediately following the end of the fiscal year.

(3) Provide commanders a verbal and written brief or report of subordinate command climate and areas of concern.

(4) Conduct subordinate command's supplemental EOA training at a minimum of once a year.

(5) Maintain a current POC listing of subordinate commands EOAs and CMEO Managers.

(6) Conduct an annual review of subordinate commands' executive summaries demographic files for retention, advancement, discipline, awards, evaluations, and EO training and provide a summary of areas of concern to the commander.

(7) Review command and subordinate commands' investigations and formal complaints and forward to region EOA.

(8) Forward all Command Assessment Executive Summaries, using enclosure (5) as an example, to region EOA within 30 days of receipt from subordinate commands.

(9) Maintain Command Assessment Executive Summaries for a period of 3 years.

f. HQ, region and installation CMEOs Managers shall:

(1) Report EO matters to the Commander via the Chief of Staff or Executive Officer, when applicable.

(2) Draft mandatory command specific EO policy statement for the Commander or Commanding Officer. Include the following statement: "prohibiting reprisals against individuals who submit complaints."

(3) Submit monthly EO Scorecard Input no later than the 25<sup>th</sup> of each month via CNIC G2. Enclosure (4) lists the type of input that will be made on G2. Enclosure (4) also shows the types of elements that the EO Scorecard dashboard is expected to contain.

(4) Ensure the poster, "Equal Opportunity Information", S/N 0500-LP-102-6629, is permanently and prominently displayed in the command. Ensure the command POC for EO issues is listed at the same location as the poster.

(5) Maintain CMEO record files for three years per reference (c).

(6) Conduct a complete command assessment within 90 days of a new Commander or Commanding Officer assuming duties with annual follow-up assessments during their tenure. Use the Triangulation Method to assess the command per reference (c). A command survey alone does not constitute a complete command assessment; therefore, use focus groups and personal interviews to validate or invalidate survey results. When ordering the DEOCS survey, it must be ordered under DON.

(7) Forward Command Executive Summaries utilizing enclosure (5) as an example to region and installation EOA within 30 days following the close out of the Command Assessment Survey.

(8) Ensure Executive Summaries are in writing and are maintained at the command for 3 years.

(9) Ensure training is documented in Fleet Training Management and Planning System (FLTMPS) for all command

personnel who received NP&P training or equivalent CPPD approved curriculum.

(10) Attend annual follow-on training.



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**COMMAND MANAGED EQUAL OPPORTUNITY CHECKLIST**

Equal opportunity (EO) is an essential element of continual process improvement to enhance quality of life. To ensure the basic systems are in place to promote a positive command climate, the following, at a minimum, must be accomplished:

**COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)**

1. Did the CMEO manager receive formal CPPD training prior to being designated as the CMEO?  YES  NO

## 2. Command Training Team

a. Are CTT members formally trained?  YES  NO      Is the training documented?  YES  NO

b. Is CTT size appropriate for the number of personnel assigned to the command?  YES  NO # \_\_\_\_\_

c. If any CTT member has not performed as a CTT member for over 24 months, has refresher training been completed?  YES  NO

## 3. Navy Pride and Professionalism (NP&amp;P) Workshop (CPPD curriculum) and EO/SH/Grievance Procedure Training

a. Is the command conducting workshops for ALL newly reporting personnel?  YES  NO  
Are critique sheets routed through chain of command?  YES  NO

b. Are subjects presented as outlined in CPPD developed lesson plans?  YES  NO

c. Is workshop training documented in each member's training record?  YES  NO

d. Is the command conducting annual EO/SH/Grievance Procedures training for all hands?  YES  NO

## 4. Command Assessment Team (CAT)

a. Are CAT members formally trained?  YES  NO      Is the training documented?  YES  NO

b. If any CAT member has not performed as a CAT member for over 24 months, has refresher training been completed?  YES  NO

c. Do CAT members include, at a minimum, the Executive officer, one Department head, Command Career Counselor, Personnel Officer, Legal officer, CTT Leader, and CMEO Manager?  YES  NO

d. Does the CAT meet periodically?  YES  NO      Are minutes maintained?  YES  NO

e. Has the command conducted a command assessment within 90 days after change of command?  YES  NO  
Are follow-on command assessments conducted annually?  YES  NO

f. Are the results of command assessments supporting documentation maintained for at least 36 months?  
 YES  NO

g. Is the command conducting follow-up reviews on Plan of Action and Milestones (POA&M) action items?  
 YES  NO

h. Are command personnel regularly debriefed on the status of command assessment action items (e.g., Captain's Call, Quarters, Plan of the Day)?  YES  NO

**POLICY AND PROCEDURES**

1. Are the CMEO manager's files completed and maintained as required by CNIC 5354.1F?  YES  NO

## 2. CMEO Manager record file at a minimum must contain the following:

a. CMEO manager designation letter       Date: \_\_\_\_\_

b. CMEO manager course completion letter       Date: \_\_\_\_\_

c. Command policy statement(s)  YES  NO

15 FEB 2012

d. Results of command assessments for the past 36 months <input type="checkbox"/> YES <input type="checkbox"/> NO
e. Executive summaries from command assessments for the past 36 months <input type="checkbox"/> YES <input type="checkbox"/> NO
f. Formal complaints for the past 36 months <input type="checkbox"/> YES <input type="checkbox"/> NO Sub: _____ Unsub: _____
g. Informal complaints for the past 36 months <input type="checkbox"/> YES <input type="checkbox"/> NO How many: _____
h. CAT membership documentation <input type="checkbox"/> YES <input type="checkbox"/> NO
i. CTT membership documentation <input type="checkbox"/> YES <input type="checkbox"/> NO
j. Equal Opportunity Advisor (EOA) point of contacts and contact information <input type="checkbox"/> YES <input type="checkbox"/> NO
k. Maintain EO/SH complaint message serial log? <input type="checkbox"/> YES <input type="checkbox"/> NO
l. Were voice reports made prior to release of OPREP on formal complaints? <input type="checkbox"/> YES <input type="checkbox"/> NO
3. Has the commander sufficiently stated command policy on EO in writing, including the prevention of sexual harassment, and prohibiting reprisals against individuals who submit complaints? <input type="checkbox"/> YES <input type="checkbox"/> NO Is policy displayed/promulgated throughout the command? <input type="checkbox"/> YES <input type="checkbox"/> NO
4. Is command policy consistent with current, DOD, SECNAV and OPNAV directives? <input type="checkbox"/> YES <input type="checkbox"/> NO
5. Have all hands received Informal Resolution System (IRS) skills training? <input type="checkbox"/> YES <input type="checkbox"/> NO
6. Have command personnel been apprised of their rights and responsibilities regarding a formal complaint? <input type="checkbox"/> YES <input type="checkbox"/> NO
7. Is the NAVPERS 5354/2 Navy Equal Opportunity (EO) Formal Complaint Form readily available to command personnel? <input type="checkbox"/> YES <input type="checkbox"/> NO
8. Are posters displayed and filled out so all hands are aware of complaint procedures, the EO/SH Advice Line and the IRS system? <input type="checkbox"/> YES <input type="checkbox"/> NO
9. Is annual EO/SH training conducted? <input type="checkbox"/> YES <input type="checkbox"/> NO IS SH training documented as required? <input type="checkbox"/> YES <input type="checkbox"/> NO
10. Are complaints tracked to ensure resolution? <input type="checkbox"/> YES <input type="checkbox"/> NO
11. Are formal EO complaints reported within the guidelines? <input type="checkbox"/> YES <input type="checkbox"/> NO
12. Does the command recognize and support ethnic observances? <input type="checkbox"/> YES <input type="checkbox"/> NO
13. Are EOAs consulted for assistance as needed? <input type="checkbox"/> YES <input type="checkbox"/> NO
14. Are command demographics for retention, discipline, advancement and awards reviewed by race/ethnicity, sex and Pay grade/rank reviewed periodically? <input type="checkbox"/> YES <input type="checkbox"/> NO
<b>CAREER DEVELOPMENT</b>
1. Have qualified personnel been identified, encouraged and counseled to apply for commissions? <input type="checkbox"/> YES <input type="checkbox"/> NO
2. Are assignments and collateral duties being made on the basis of talent and ability? <input type="checkbox"/> YES <input type="checkbox"/> NO
3. Is the CMEO Manager a member on Career Development Boards (CDBs)? <input type="checkbox"/> YES <input type="checkbox"/> NO
4. Does CMEO Manager attend disciplinary proceedings? <input type="checkbox"/> YES <input type="checkbox"/> NO
5. Do supervisors participate in unit EO training as instructors, discussion leaders, or as resources for answering questions? <input type="checkbox"/> YES <input type="checkbox"/> NO

## NAVY GRIEVANCE PROCEDURES

1. Complaints. All known, suspected, or probable commission of offenses under the UCMJ or civil law, and other inappropriate conduct must be brought to the attention of proper authority. Any person may initiate a complaint: military or civilian, officer or enlisted. The Navy has a variety of resources available to Sailors filing or handling both informal and formal complaints in response to unprofessional behavior.

2. Service Members' Rights and Responsibilities. Individuals who believe they have been discriminated against and/or sexually harassed are encouraged to resolve the complaint at the lowest level possible and fully use the chain of command.

a. Service members have the right to present any legitimate grievance to the command without fear of intimidation, reprisal, or harassment.

b. Service members have the right to be educated on the Navy's Grievance Procedure and on procedures for appealing decisions.

c. Service members have the right to communicate with the Commander/Commanding Officer concerning their complaint/grievance.

d. Service members have the responsibility to advise the command of the specifics of discrimination or sexual harassment complaints and to provide the command an opportunity to rectify, remedy, or take appropriate action before the complaint/grievance becomes formal, which is then brought to the attention of higher authorities.

e. Service members have the responsibility to submit only legitimate complaints and to exercise caution against unfounded or reckless charges.

3. Complaints/Grievance Procedures. The procedures an individual must follow to present a complaint/grievance are divided into two categories: informal and formal.

a. Informal Procedures is the first step for military personnel in resolving a complaint and should be started at the lowest level possible.

(1) Individuals should first attempt to resolve complaints with the person or persons involved. It is recommended the Informal Resolution System (IRS), NAVPERS 15620 (reference (b)), be used to resolve the conflict unless the behavior involved is clearly criminal. Assistance of the immediate supervisor in resolving the complaint may be requested as the circumstances require. If the object of the complaint is the complainant's immediate supervisor, present the complaint to the next senior in the chain of command. Reference (b) provides step-by-step guidance for resolving not only sexual harassment issues but also conflicts of any nature in the workplace. Although it is highly recommended that complainants use the informal resolution, it is not required. A complainant may go directly to the formal process without first utilizing the informal resolution without fear of reprisal.

(2) If the complaint cannot be resolved between complainant and person(s) involved, or with the help of immediate supervisors, then submit a request, either in writing or orally, and in a timely manner, for Commander/Commanding Officer's to request mast.

(3) If the complainant considers the informal resolution to be unjust, use formal procedures for redress (relief). In all cases, it is the responsibility of the Commander/Commanding Officer to inform and ensure that the complainant understands his/her right to submit a formal complaint and the method for making the submission. Methods to assist with the proper handling of informal complaints includes but are not limited to:

(a) Report all allegations to the chain of command.

(b) Involve the EOA/CME0 Manager in all aspects of the complaint process.

(c) Ensure all complaints are addressed as soon as they are brought to the attention of the Chain of Command.

(d) Talk to complainant about the circumstances surrounding the complaint.

(e) Ask complainant what they would like to see happen as a resolution.

(f) Explain to complainant the informal and formal process for an EO complaint.

(g) Let the complainant decide what course of action he/she wants the Command to take.

(h) Ensure complainant that no reprisal actions will be taken for filing the complaint.

(i) Maintain documentation on the entire process.

#### 4. Formal Grievance Procedures.

a. If grievance is against a superior in the same chain of command, other than the Commander, submit a formal complaint, NAVREG Article 1150, against that superior to the Commanding Officer. If the complainant considers the Officer's resolution unjust, submit a UCMJ Art 138, "Complaint of Wrong," against the Commander/Commanding Officer. Procedures and contained in Chapter 111, Manual of the Judge Advocate General (JAGMAN). Individuals should be advised of their entitlement to military legal counsel for assistance in submitting the complaint.

b. If the grievance is against a superior in another chain of command, submit the complaint to the Commander/Commanding Officer. The Commander/Commanding Officer will forward complaint is brought via his/her chain of command to the officer exercising general court martial jurisdiction.

c. If the grievance is against the complainants' Commanding Officer, submit the UCMJ article 138 complaint. The complaint of wrong should be submitted via the chain of command to the person exercising general court martial authority over the Commanding Officer. The complaint is reviewed and a report of proceedings is forwarded to the Secretary of the Navy (Judge Advocate General) for review and final action by the Secretary of the Navy.

#### 5. Complaints/grievances related to Discharge and Records. Service members who wish for correction of service records or a

change of discharge classification should write to the Board of Corrections of Naval Records or the Naval Council of Personnel Boards. These boards will supply forms and instructions necessary to apply for redress.

6. Commander's Responsibilities. In processing equal opportunity and sexual harassment complaints Commanders, must investigate and resolve all reported incidents at the lowest level possible. All incidents will be resolved promptly and with sensitivity. Confidentiality will be maintained to the extent possible. Feedback will be provided to all affected individuals consistent with the requirements of the Privacy Act. Reprisals against complainants or witnesses will not be tolerated.

a. Inform individuals of informal complaint resolution procedures, the right to submit formal complaints and the method for submitting formal complaints.

b. Provide to all members information on obtaining legal military counsel for assisting in submission of formal complaints and any other assistance available.

c. Except in cases of major criminal offenses which should be referred to the Naval Criminal Investigative Service (NCIS), individuals should be encouraged to use the IRS to attempt to resolve their conflict. It is within the Commander's discretion to forego taking formal action when a complaint has been resolved under the IRS and the complainant does not desire further action.

d. If the complaint cannot be resolved by the individuals involved using the IRS, it is mandatory for Commanders to take prompt action to determine what disposition should be made thereof in the interest of justice and discipline. Disposition must be based upon an investigation, and an investigation should be initiated to develop enough information as to facts and circumstances to allow a full assessment of the conduct which precipitated the complaint. Ensure that previous disciplinary action or poor judgment on the part of the complainant in no way invalidates or prejudices a discrimination or harassment complaint as unfounded after complete inquiry. It is never permissible for a Commander to fail to adequately investigate a complaint.

e. Ensure the complaint has received a disposition. Options for disposition of complaints (following appropriate investigation) span the spectrum from taking no action on groundless allegations, through counseling, admonition, reprimand, exhortation, disapproval, criticism, censure, reproach, rebuke, extra military instruction, administration, administrative withholding of privileges, adverse entries in performance ratings, downgrading or revocation of security clearances, detach for cause, separation processing, NJP and criminal prosecution.

f. Document all reports of sexual harassment and discrimination complaints for investigation/inspection purposes.

g. Provide feedback within 48 hours (in case of special circumstances, provide feedback as soon as time permits) to all affected individuals consistent with the requirements of individual privacy rights.

h. Preclude backlash or reprisal. No individual may take or condone reprisals against a person who provides information on an incident of alleged discrimination or sexual harassment. A reprisal is the wrongful threatening or taking of either unfavorable action against another or withholding favorable action from another solely in response to a report of alleged discrimination or sexual harassment. Reprisal can be overt or subtle; reduction of performance marks without cause, improper referrals for mental health evaluations, inequity in duty assignments, increased workload/watch standing, or not recommending personnel for advancement, retention, or special programs. When reprisals are reported, commands must inform CNIC's IG Office. No command will determine the validity of such reports and take disciplinary action against an alleged offender without informing CNIC's IG Office. Prevention methods to assist commanders in maintaining an environment free of reprisals include:

(1) Regularly emphasizing the positive aspects of bringing to the command's attention acts of undesirable behavior.

(2) Periodically restating command policy statements against acts of reprisal.

(3) Once a complaint/grievance has been initiated, actively following the individual's performance and evaluation to ensure no reprisals are taken.

(4) Hold supervisors accountable for regularly documenting performance, especially in the case of declining performance, by maintaining personal counseling records, submitting special evaluations, and taking other remedial actions.

(5) In extreme situations, the Commander should consider temporarily transferring the complainant to another station until the issue has been resolved.



**POST REGION VISIT REPORT WITH CORRECTIVE ACTION PLAN**

5354  
Ser N00/

From: Commander, Navy Installations Command  
To: Commander, Navy Region [XXXXXXX]

Subj: NAVY EQUAL OPPORTUNITY PROGRAM ASSIST VISIT FOR  
COMMANDER, NAVY REGION [XXXXXXX] (CNRX) DD-DD MMM YYYY

Ref: (a) OPNAVINST 5354.1F  
(b) CNICINST 5354.1A

Encl: (1) Summary of Findings and Recommendations for CNR[X]  
Command Managed Equal Opportunity Manager  
Headquarters Assist Visit  
(2) Region Equal Opportunity Advisor (EOA) Assist Visit  
(3) Corrective Action Plan

1. The Commander, Navy Installations Command Equal Opportunity Advisor (CNIC EOA) visited CNRX from XX-XX Month YYYY. The purpose of this visit was to assess the CNRX Command Managed Equal Opportunity (CMEO) and EOA programs to ensure compliance as related to reference (a). The CMEO Checklist in reference (b) was used to assess the programs and review the following sections: CMEO (Overall Program), Policy and Procedures, and Career Development. Upon completion of the assist visit, the CNIC EOA out-briefed the Commander.

2. Equal Opportunity (EO) is an essential element of continual process improvement. The intent of the CMEO program is to promote positive command morale and quality of life (QOL) by providing an environment in which all personnel can perform to their maximum ability. Each enclosure contains the Summary of Findings of the assist visit for each area. Although, on the deckplate level, the command climate and morale appeared to be positive, there were some aspects of the CMEO Program that were not in compliance with reference (a).

3. In accordance with reference (b), prepare a Corrective Action Plan (CAP) to address the actions taken to remedy the Summary of Findings as shown in enclosures (1) and (2). The CAP

Enclosure (3)

CNICINST 5354.1A  
15 FEB 2012

should identify measures adopted to alleviate any underlying conditions that may have contributed to the non-compliant sections of the assessment.

4. Enclosure (3) is provided as the format to submit the CAP Report, electronically to the CNIC Chief of Staff within 30 days following receipt of this letter, and update monthly thereafter. Correct all required actions no later than 90 days from the date of this letter.

5. The CNIC EOA is HMCM Francine Tevis, (202) 433-4325, DSN 288, or [francine.tevis@navy.mil](mailto:francine.tevis@navy.mil).

[COS Signature Block]

**SUMMARY OF FINDINGS AND RECOMMENDATIONS FOR CNR[X]  
COMMAND MANAGED EQUAL OPPORTUNITY MANAGER HEADQUARTERS  
ASSIST VISIT DD MMM - DD MMM YYYY**

**SUMMARY OF FINDINGS**

**COMMAND MANAGED EQUAL OPPORTUNITY (CMEO)**

1. CMEO appointment letter and training documentation maintained.  
**Y/N**
2. Command Training Team (CTT)
  - CTT members formally trained and training documented. **Y/N**
  - CTT size appropriate for number of personnel assigned. **Y/N**
3. Navy Pride and Professionalism Training (NP&P)
  - Command conducting workshops for ALL newly reported personnel. **Y/N**
  - Routing critique sheets through chain of command. **Y/N**
  - Lesson Plans outlined. **Y/N**
  - Training documented. **Y/N**
  - EO/SH/Grievance procedures training for all hands. **Y/N**
  - Entered into Fleet Training Management and Planning System (FLTMPs).  
**Y/N**
4. Command Assessment Team (CAT)
  - CAT members formally trained. **Y/N**
  - Training documented. **Y/N**
  - CAT membership minimum Executive Officer, one Department Head, Command Career Counselor (CCC), Personnel Officer, Legal Officer, CTT Leader, CMEO Manager. **Y/N**
  - CAT meets periodically. **Y/N**
  - Command assessment within 90 days after change of command. **Y/N**
  - Follow-on command assessments done annually. **Y/N**

**COMMAND MANAGED EQUAL OPPORTUNITY MANAGER HEADQUARTERS  
ASSIST VISIT DD MMM - DD MMM YYYY**

- Results of command assessments maintained for 36 months? **Y/N**
- Follow-up reviews of Plan of Action and Milestones (POA&M). **Y/N**
- Command personnel debriefed on the status of command assessment action items. **Y/N**

**POLICY AND PROCEDURES**

1. CMEO manager record file completed as required. **Y/N**
2. CMEO Manager designation letter. **Y/N**
  - Course completion letter. **Y/N**
  - Command policy statement. **Y/N**
  - Executive summaries from command assessments for the past 36 months. **Y/N**
  - Formal complaint for the past 36 months. **Y/N**
  - Informal complaints for the past 36 months. **Y/N**
  - CAT membership documentation. **Y/N**
  - CTT membership documentation. **Y/N**
  - Message serial log for EO/SH complaint. **Y/N**
3. Commander sufficiently states command policy in writing, including the prevention of sexual harassment, and prohibiting reprisals against individuals who submit complaints. **Y/N**
4. NAVPERS 5354/2 Navy Equal Opportunity (EO) Formal Complaint Form readily available. **Y/N**
5. Poster displayed and filled out so all hands are aware of complaint procedures, EO/SH Advice Line and the IRS system. **Y/N**
6. Command demographics for retention, discipline, advancement and awards reviewed by race/ethnicity, sex and pay grade/rank reviewed periodically. **Yes**

**CAREER DEVELOPMENT**

1. Qualified personnel identified, encouraged, and counseled to apply for commissions. **Y/N**
2. Assignments and collateral duties made based on talent and ability. **Y/N**
3. CMEO member of Career Development Boards. **Y/N**
4. CMEO attends Disciplinary proceedings. **Y/N**
5. Supervisors participate in EO training. **Y/N**

**REGION EQUAL OPPORTUNITY ADVISOR ASSIST VISIT**  
**DD MMM - DD MMM YYYY**

**REGION EOA**

1. Ensure all subordinate commands' conduct annual EO training. **Y/N**
2. Monitor all subordinate commands' EO, SH, and Sexual Assault Prevention and Response (SAPR) messages. **Y/N**
3. Advise the regional commander on all EO/SH policies and issues. **Y/N**
4. Ensure subordinate CMEO Managers receive annual follow-on training. **Y/N**
5. Maintain current POC listing of subordinate commands' CMEO Managers. **Y/N**
6. Collaborate with EOAs and CMEO Managers in the region. **Y/N**
7. Collaborate and coordinate with civilian EEO personnel. **Y/N**
8. Liaise and coordinate with command and Fleet and Family Support Center (FFSC) SAPR personnel. **Y/N**
9. Forward all subordinate commands' command assessment summaries to the CNIC EOA. **Y/N**
10. Ensure all subordinate commands' CMEO Managers receive formal CPPD training. **Y/N**
11. Provide quarterly EO training to subordinate commands' EOAs. **Y/N**
12. Review all EO/SH formal complaints/investigations and forward to CNIC EOA. **Y/N**
13. Collaborate with CPPD to coordinate annual MTT requirements for the region. **Y/N**
14. Liaise with the Staff Judge Advocate and Inspector General for advisory purposes. **Y/N**
15. Conduct installation CMEO program on-site reviews. **Y/N**

REGION EQUAL OPPORTUNITY ADVISOR ASSIST VISIT  
DD MMM - DD MMM YYYY

ADDITIONAL COMMENTS

1.
  - a.
  - b.
- 2.

**CORRECTIVE ACTION PLAN**

<b>Corrective Action Plan (CAP) for COMMAND NAME</b>	Status as of: XX MMM 20XX
<b>EOA Site Visit conducted DATES</b>	CAP Identification: #01

**CNR REGION CORRECTIVE ACTION PLAN**

<b>TASK #</b>	<b>LIST OF DISCREPANCIES</b>	<b>REQUIRED ACTION</b>	<b>CORRECTIVE ACTION</b>	<b>PROJECTED COMPLETION DATE</b>	<b>PROGRESS</b>
1	Command Training Team (CTT) membership not IAW policy	Increase CAT membership by at least two. Train all members.			
2	CTT member training not documented	Document training in training record via FLTMPs			
3	CAT members training not documented	Document and maintain training on all CAT members			
4	Minutes from CAT meeting not maintained on file.	Document and maintain meeting minutes as required.			
5	Command EO Policy statement not completed	Develop and publish Command EO Policy statement			
6	DON Advice Line Poster not displayed	Display poster			

EOA



**MONTHLY EQUAL OPPORTUNITY SCORECARD INPUT**

- (a) Name of Region
- (b) Name Command
- (c) Primary UIC
- (d) Roll up UICs
- (e) Date Commanding Officer assumed Command (DDMMYY)
- (f) +90 day from date of Commanding Officer assuming command date/most recent DEOCS survey date (DDMMYY)
- (g) +60 days from date of the close out date of the DEOCS survey date (DDMMYY)
- (h) Date next DEOCS survey is due one year from date in block (f) (MMYY)
- (i) CAT Team members as required per reference (a) enclosure (3) at a minimum: Executive Officer; Department Head; Personnel Officer; Legal Officer; Command Career Counselor; CTT Leader; CMEO Manager (7 of 7 100%)
- (j) CTT member size shall be at a minimum in accordance with the following guidelines:

Command Size	CTT Members
0 - 100	2
101 - 300	3
301 - 500	4
501 - above	5 (4 of 4 100%)
- (k) Navy Pride and Professionalism (NP&P) CPPD approved training conducted within 30 days of newly reporting personnel (Percentage)
- (l) Annual General Military Training (GMT) Equal Opportunity/ Sexual Harassment/Grievance Procedures completed per fiscal year (Percentage)

CNR  
REGION: (a)

**MONTHLY EQUAL OPPORTUNITY SCORECARD (NOTIONAL)**

(b) Name of Command	(c) Primary UIC	(d) Roll-Up UIC(s)	(e) Change of Cmd date	(f) Date of most recent DEOCS Survey	(g) Executive Summary Completion date	(h) Next Annual DEOCS Survey Date	(i) CAT Team Mbrs (7) Min. Req.	(j) CTT members Trained	(k) NP&P Date / % Comp as of: DDMMYY	(l) Annual EO/SH/ Grievance Procedures Date /% Comp as of: DDMMYY
							No x of x ???	Yes x of x ???		
							Yes x of x ???	Yes x of x ???		
							Yes x of x ???	Yes x of x ???		
							No x of x ???	No x of x ???		
							Yes x of x ???	No x of x ???		

**ASSESSMENTS KEY**

DELINQUENT OR LATE	IN PROGRESS	CLIMATE SURVEY CURRENT
--------------------	-------------	------------------------

**COMMAND EXECUTIVE SUMMARY AND ANNUAL EO PROGRAM STATUS REPORT**

5354

From:

To: Commander, Navy Installations Command

Via: (Region)

Subj: COMMAND CLIMATE ASSESSMENT EXECUTIVE SUMMARY / ANNUAL  
EQUAL OPPORTUNITY PROGRAM STATUS REPORT FOR (UNIT)

Ref: (a) OPNAVINST 5354.1F

1. (Name of Command) completed a Command Climate Assessment in accordance with reference (a). The purpose of the climate assessment is to determine the "health" and mission readiness of the unit. This was accomplished 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). Consistent feedback (positive or negative in any 2 of the 3 areas of the triangulation) constitute a significant finding. The significant findings included:

a.

b.

3. Reason for command assessment: (circle one)

Initial                  Update                  Annual                  Directed                  Other

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

<b>Amer. Indian Alaskan Native</b>	<b>Asian</b>	<b>Black or African American</b>	<b>Native Hawaiian/PI</b>	<b>White</b>	<b>Hispanic</b>	<b>Other</b>
%	%	%	%	%	%	%
<b>Minority</b>	<b>Majority</b>	<b># of Women</b>	<b># of Men</b>	<b># of Officers</b>	<b># of Enlisted</b>	<b>#of Civilian</b>
%	%	%	%	%	%	%

\* 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: (Include any specific data analysis, comparison to civilian EEO Program data, OPM Employee Viewpoint survey results, IG results, exit interview survey results, etc.)

8. Recommendations:

Signature Block

**DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE (DEOMI)  
ORGANIZATIONAL CLIMATE SURVEY (DEOCS)  
ACCOUNTABILITY QUARTERLY REPORT**

AUIC	ACTIVITY NAME	LOCATION	1 QTR FYXX	2 QTR FYXX
<b>00052</b>	<b>COM NAVY INSTALLATIONS COMMAND (CNIC)</b>	<b>DC, WASHINGTON</b>	<b>Y</b>	<b>Y</b>
4571A	CNIC DETACHMENT MILLINGTON TN	TN, MILLINGTON	ROLL UP	ROLL UP
40582	CNIC FINANCIAL SERVICE CENTER	VA, NORFOLK	ROLL UP	ROLL UP
<b>00171</b>	<b>HDQTRS NAVDIST WASH DC</b>	<b>DC, WASHINGTON</b>	<b>Y</b>	<b>Y</b>
30026	ARMFOR INAUGURAL COMMITTEE (NO PERSONNEL)	DC, WASHINGTON	ROLL UP	ROLL UP
30118	CNO BARGE WNY	VA, ARLINGTON	ROLL UP	ROLL UP
68510	HRO WASH DC (NO PERSONNEL HERE)	DC, WASHINGTON	ROLL UP	ROLL UP
31750	NAVAL DISTRICT WASHINGTON TPU OTHERS	DC, WASHINGTON	ROLL UP	ROLL UP
32872	NDW CMD & STAFF	DC, WASHINGTON	ROLL UP	ROLL UP
50118	AFGHANISTAN/PAKISTAN IA	DC, WASHINGTON	ROLL UP	ROLL UP
33355	NSA BETHESDA(NEW COMMAND 15 PERSONNEL)	DC, WASHINGTON	N	N

Y means Primary Command that ordered DEOCS

N means no DEOCS completed

Roll up means UIC rolled into primary command

**COMMAND MANAGED EQUAL OPPORTUNITY APPOINTMENT LETTER**

[LETTERHEAD]

5354 Ser N00/  
[Date]

From: Commanding Officer, [Command]  
To: Command CMEO, USN

Subj: DESIGNATION AS COMMAND MANAGED EQUAL OPPORTUNITY PROGRAM  
MANAGER

Ref: (a) OPNAVINST 5354.1F  
(b) CNICINST 5354.1A

1. In accordance with reference (a), you are hereby designated as the [Command name] Command Managed Equal Opportunity (CMEO) Program Manager. You are directed to familiarize yourself with applicable references and other materials required to effectively manage and provide a program consistent with the highest standards of Naval service. You must have attended the CMEO Program Managers Course prior to this designation. You are directed to complete the Command Assessment Team course computer based training via Navy Knowledge Online (NKO) and the Navy Equal Opportunity Correspondence course (NAVEDTRA 14082) within 30 days of this letter.

2. Our people continue to be the Navy's most precious resource. To ensure mission readiness, every member of the Department of the Navy must be afforded an equal opportunity to become a productive and valued member of the Navy team. Unprofessional behavior destroys trust and confidence among leaders and shipmates, erodes unit cohesion and combat readiness, and is contrary to our core values of Honor, Courage and Commitment.

3. In the execution of these duties you will ensure compliance with references (a) and (b). You will report directly to the Commanding Officer and provide program efficiency reviews as required via the [Command Master Chief, Executive Officer, Chief of Staff, etc.].

J. B. SMITH

Copy to:  
ISIC  
CMEO Record File

Enclosure (7)