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# CLB-4 EQUAL OPPORTUNITY REPRESENTATIVE

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## MISSION

MCO 5354.1F updates Marine Corps policy, procedures, and responsibilities for preventing and responding to prohibited conduct involving sexual harassment, prohibited discrimination, harassment, hazing, bullying, dissident and protest activities, and wrongful distribution or broadcasting of intimate images.

## COMMANDER'S INTENT

Military Equal Opportunity (MEO) is a function of command. Marine Corps leaders must ensure their people are well-led and cared for physically, emotionally, and spiritually, in and out of combat. "Taking care of Marines" means vigorously

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enforcing our high standards of performance and conduct. We will hold each other accountable and address violations expeditiously, at the lowest appropriate level.

The responsibility of a successful MEO program rests with the commander. Commanders have earned special trust and confidence and are accountable for all of their decisions, actions, and inactions. The Prohibited Activities and Conduct (PAC) prevention and response measures provide commanders the discretion to assess, investigate, and take corrective action to ensure unit cohesion and warfighting effectiveness.

Marine Corps small unit leaders, company-grade officers and mid-grade staff noncommissioned officers (SNCOs) have experience, maturity, and close daily connection to our most junior Marines. These leaders are in the best position to lead, educate, train, supervise, and instill our high standards.

## **POLICY**

Prohibited discriminatory and harassment practices within the Marine Corps are counter-productive, unacceptable, and will not be tolerated. The Marine Corps will maintain a culture of dignity, care, and concern in which all members of the organization are afforded equal treatment and opportunity to achieve their full potential based on individual merit, fitness, intellect, and ability. All Service members will cultivate an environment free from PAC. PAC undermines morale, reduces combat readiness, and prevents maximum utilization and development of the Marine Corps' most vital asset: its people.

## **HOW TO REPORT A PAC COMPLAINT**

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You can report through your

1. Chain of Command

The Chain of Command is the primary and preferred channel to prevent and respond to complaints of PAC. The use of the chain of command to address PAC exemplifies trust in leadership to quickly and effectively address violations of our standards.

2. Equal Opportunity Representative (EOR)

The EOR is an authorized source within the command to receive complaints on behalf of the commander. EORs are appointed by their commander.

3. Equal Opportunity Advisor (EOA)

EOAs are the Marine Corps SMEs on command climate and PAC. EOAs are assigned by DC M&RA. 3d MLG EOA DSN 315-622-7654 and email [carla.arana@usmc.mil](mailto:carla.arana@usmc.mil)

## **USEFUL DOCUMENTS**

[PAC Flowchart](#)

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[Complaint Form](#)

The complaint form can be utilized for any of the above reporting avenues.

Prohibited Activities and Conduct Prevention and Response Toolkit can be located at

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the following link

<https://www.manpower.usmc.mil/webcenter/portal/PACToolkit>

Marine Corps Prohibited Activities and Conduct (PAC) Prevention and Response  
Policy