



UNITED STATES MARINE CORPS
COMBAT LOGISTICS REGIMENT 37
3D MARINE LOGISTICS GROUP
UNIT 38404
FPO AP 96380-8404

RegtO 5354.1A
PAC
18 APR 2022

REGIMENTAL ORDER 5354.1A

From: Commanding Officer
To: Distribution List

Subj: COMMAND POLICY ON PREVENTING AND RESPONDING TO PROHIBITED
ACTIVITY AND CONDUCT (PAC)

Ref: (a) MCO 5354.1F

Encl: (1) Prevention Guidelines
(2) Response Guidelines

1. Situation. Combat Logistics Regiment 37's (CLR-37) ability to perform its mission at home and abroad is directly related to the fair and equitable treatment of its members. All personnel will be treated with dignity and respect and be assured that they are a valued member of the unit. This Order outlines administrative protocols on preventing and responding to PAC allegations for personnel assigned to CLR-37. It outlines individual and command roles and responsibilities and administrative requirements for the executing of command climate monitoring.

2. Cancellation. RegtO 5354.1

3. Mission. Establish command policy that implements reference (a).

4. Execution

a. Commander's Intent. Promote an environment free from personal, social, or institutional barriers that prevent Marines and Sailors from rising to the highest level of responsibility possible. Members of the command shall be evaluated only on individual merit, fitness, capability, and performance.

(1) End State. Establish a culture that values the unique contributions of every Marine in the command, optimizing our capabilities to accomplish all assigned missions.

b. Concept of Operations. This command will make every effort to eradicate unprofessional and unacceptable behavior from our ranks. Any conduct that is fundamentally inconsistent with our core values and ethos will not be tolerated.

(1) Facilitate appropriate and responsive care and services for those Marines and Sailors adversely impacted by prohibited activities and conduct.

c. Tasks

(1) Executive Officer (XO)

(a) Provide oversight of all staff functions, ensuring command compliance with references (a) and (b).

(b) Oversee the climate assessment process. Ensure all staff members having equities in the climate survey have access to survey results for analysis.

(c) Utilize the Functional Area Checklist 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.

(2) S-1 Officer

(a) Ensure all investigations involving allegations of prohibited personnel conduct are forwarded to the servicing Staff Judge Advocate for legal sufficiency review and the Servicing Military Equal Opportunity (MEO) office for a compliance review in accordance with reference (b).

(b) Ensure all substantiated complaints are annotated in the Marine or Sailor's Official Military Personnel File via appropriate 6105 entry.

(c) Ensure the report of disposition is submitted to the command Equal Opportunity Reprehensive (EOR) for forwarding to the servicing MEO office as required by reference (b).

(d) Ensure General Court-Martial Convening Authority (GCMCA) notification is submitted within the required timelines for all PAC allegations accepted by the Commanding Officer.

(e) Assist the EOR in the generation of all correspondence related to PAC complaints for my signature.

(f) Assure command PAC policy is certified by the commander within 30 days of the assumption of command. Maintain the policy and distribute to the command.

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

(h) Forward final written report containing the results of the investigation, as well as any action taken or intended actions to the GCMCA for review.

(3) S-3 Officer

(a) Ensure training is part of the unit's annual training plan and that all annual MEO training requirements are accomplished. Report all required MEO training using the appropriate training codes.

(b) Ensure training on this policy is conducted in small groups using leader-led training methodology.

(c) Ensure the command climate assessments are on the command's Training and Exercise Employment Plan.

(4) Equal Opportunity Representative

(a) Responsible for program management.

(b) Serve as survey administrator for the command's Defense Equal Opportunity Climate Survey. Ensure requirements outlined in reference (b) are met.

(c) Conduct periodic observations to informally assess the command climate. Report any concerns to the XO immediately.

(d) Develop and maintain the command's MEO policy. Command policy will be certified by the commander within 30 days of the assumption of command.

(e) Develop and maintain desktop procedures.

(f) Conduct awareness training for all new join personnel on this policy.

(g) Provide annual training using approved training material to the command. Provide quarterly updates to the command group on training completion percentages.

(h) Inform the command within 30 days of any policy changes from higher commands.

(i) Develop and maintain relationship with 3d Marine Logistics Group Equal Opportunity Advisor (EOA) office. Serve as unit's liaison to the EOA office for sharing of information and case updates as required.

(j) Generate all correspondence related to PAC complaints for appropriate signature. Ensure timely submission of required reports.

(k) Ensure compliance with functional area checklist requirements. Immediately notify the XO of any areas of non-compliance.

(l) Provide monthly Discrimination Hazing and Sexual Harassment and command updates.

(5) Company Command Teams

(a) Set the example: Leader at all levels shall conduct themselves beyond reproach, and are directed to cultivate and vigilantly maintain a climate of dignity and respect.

(b) Set the tone: Uphold Marine Corps values and standards through engagement and clear communication of expectations, as well as transparency with the bounds of privacy.

(c) Foster trust and confidence: encourage the reporting of PAC violations and respond to complaints of alleged PAC violations with impartiality, fairness, and urgency.

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

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

(8) All Members. All Marines are responsible for preventing and addressing prohibited activities and conduct: as such, all member will set the example

d. Coordinating Instructions. Recommendations concerning this policy are invited and will be submitted to the commander via the XO or EOR.

5. Administration and Logistics. This order shall be reviewed annually and reissued as appropriate. Interim changes will be incorporated as necessary.

6. Command and Signal. This Order is applicable to all organizations, units, and personnel assigned or attached to CLR-37 and is effective the date signed.



D. R. BURKE

PREVENTION GUIDELINES

1. General

a. The organizational climate is the responsibility of the commander. Sound leadership is the key to eliminating all form of prohibited personnel conduct. The achievement of a positive command climate is not dependent solely on the commander. All individuals in the command must treat one another with dignity and respect.

b. There are three major components to the commands prevention strategy. Leadership support, command climate, and training. Together these methods set the stage for appropriate oversight of command climate.

2. Leadership Support. Supervisors and leaders will cultivate a climate and culture of dignity, respect, and trust. They will establish the benchmark of appropriate behavior by modeling and incorporating such behaviors into their daily practices. As mentors and guides, they will become the epitome of Marine Corps values to which future leaders can aspire. They will engage in clear communication of expectations and provide transparency within the bounds of privacy to assure their subordinates that the Marine Corps values will be upheld. In addition, supervisors and leaders will encourage reporting of alleged prohibited activities and conduct and inspire confidence by responding to complaints alleging prohibited personnel conduct with impartiality, fairness and urgency.

3. Climate Assessment. This command is committed to taking those deliberate actions to eradicate the prohibited personnel conduct from our ranks. These behaviors are inexcusable and fundamentally inconsistent with our core values and ethos as Marines. Addressing the problem involves understanding the factors that influence it. With this in mind, the command will proactively monitor command climate both formally and informally through the use of surveys and engaged leadership. We will use these efforts to obtain greater knowledge; ultimately resulting in more effective policies and prevention efforts to eliminate prohibited personnel conduct.

a. Timeline. The command will conduct command climate assessment as prescribed by reference (a).

b. Assessment Tool. For the purposes of this policy the DEOMI Equal Opportunity Climate Survey (DEOCS) will be the only survey used that meets this requirement. The UIC 29001 will be used for all DEOCS reports for this command. Assessments will be ordered using sub-unit break outs to help inform subordinate commanders of their specific climate. The sub-units are HQ Co, MLG HQ, FdSvc Co., Svc Co., and Comm Co.

c. Corrective Action Plan (CAP). The Executive Officer and designated staff will develop a corrective action plan to address areas of concern identified in the DEOCS report within 30 days of receiving the results. All climate factors identified in the report as below service average will be addressed in the CAP. Once approved, the commander will brief the CAP to the next higher

level commander within 60 days of receiving the results. Format for CAP will be determined by the commander.

d. Command Debrief. To the extent practicable, members of the command will be debriefed on the results of the assessment and intended corrective actions within 60 days of receiving the results.

4. Training. All unit personnel shall become well versed in the content of this policy and maintain a command climate that fosters dignity and respect for all.

a. Training will be conducted by the EOR and/or designated small unit leaders using only approved training materials.

b. Training will be tailored to the command and audience.

c. Training will be recorded in the Marine Corps Training Information System.

RESPONSE GUIDELINES

1. Upon official notification that an allegation has been received against a member of this command, Combat Logistics Regiment 37 will initiate the following actions in accordance with reference (a). All inquiries/investigations will be conducted in accordance with JAGINST 5800.7F.

a. Within three working days initiate an inquiry/investigation into the allegation(s). If the commander determines an inquiry/investigation is not needed to resolve the complaint, the commander will document what methods were used to resolve the complaint (i.e. Informal Resolution conducted by the EOA or appointed mediator). In the instances where alternative methods were used to resolve the complaint the commander will not make a determination of substantiated or unsubstantiated. The commander will only report that the complaint has been resolved using informal resolution.

b. Inform the alleged offender that they are the subject of a complaint, the general nature (e.g. harassment, hazing, bullying) of the allegation against them, and that an investigating officer will be conducting an inquiry/investigation into the alleged violation.

c. Ensure the safety of the complainant. If the complainant and the alleged offender are coworkers or the alleged offender is the supervisor, consider temporarily reassigning without prejudice either party until the conclusion of the investigation (preferably the alleged offender in an effort to not re-victimize the victim). If reassignment is not appropriate, closely monitor the situation to ensure reprisal actions do not occur.

d. Ensure PAC complaints except those related to sexual harassment are investigated and resolved within 30 days. For complaints involving sexual harassment ensure the investigation is completed within 14 calendar days.

e. Ensure the inquiry/investigation receive a legal sufficiency review and EOA criteria review before rendering disposition. Ensure both subject and complainant are notified of the disposition decision within 72 hours to the extent practicable.

f. Within six duty days of completion of the inquiry/investigation and reviews, forward a final written report containing the results of the investigation, as well as any action taken to the GCMCA.

d. Ensure a mandatory entry into the Official Military Personnel File (OMPF) of any service member who has been found guilty by a court martial or other court of competent jurisdiction or who has received non-judicial punishment based on commission of a criminal offense involving unlawful discrimination or harassment based on race, religion, color, sex (including gender identification), national origin, or sexual orientation, hazing or bullying.

2. Investigation and Resolving Complaints. Upon notification of a complaint this command will promptly investigate in a fair, impartial manner.

3. Resolution. The commander is responsible for how allegations are addressed and resolved. The method of resolution will be recorded and reported to the GCMCA. An additional notification will be sent to the cognizant EOA office.

4. Reprisal Prevention and Response. Personnel that have engaged in the complaint process shall be protected against reprisal. Personnel are encouraged to inform leadership of any actions real or perceived as reprisal. Any member who reprises against a member for filing a complaint will be subject to appropriate disciplinary action under the Uniform Code of Military Justice.

5. Privacy Act. All complaints and reports are sensitive in nature and will be handled in accordance with Privacy Act of 1974.