



DEPARTMENT OF THE NAVY
UNITED STATES NAVAL ACADEMY
ANNAPOLIS, MARYLAND 21402-5000

USNAINST 5354.1
1st Batt
22 APR 1991

USNA INSTRUCTION 5354.1

From: Superintendent

Subj: COMMAND MANAGED EQUAL OPPORTUNITY (CMEO) PROGRAM

Ref: (a) OPNAVINST 5354.1C
(b) NAVSTAINST 5354.1
(c) NMCLAINST 5354.2B (NOTAL)
(d) NAVPERS 15518 Command Training Team Manual (NOTAL)
(e) NAVPERS 15517 Command Assessor Team Manual (NOTAL)

Encl: (1) Command Managed Equal Opportunity, Brigade of Midshipmen, Midshipmen Data Collection
(2) Command Managed Equal Opportunity, Brigade Officers, Officer Data Collection
(3) USNA Midshipmen Command Managed Equal Opportunity Sample Survey
(4) USNA Officer Command Managed Equal Opportunity Sample Survey
(5) Midshipmen Command Assessment Team Sample Interview
(6) Officer Command Assessment Team Sample Interview
(7) Midshipmen Chain of Command
(8) Officer Chain of Command

1. Purpose. To carry out reference (a), this instruction establishes the Command Managed Equal Opportunity Program (CMEO) at the Naval Academy for the Brigade of Midshipmen, civilian faculty and staff, and officer faculty and staff.

2. Background. The Superintendent is fully committed to actively promoting equal opportunity and treatment for all personnel. The CMEO program totally supports the principles of equal opportunity and provides specific guidelines for creating and maintaining a positive command climate. CMEO reasserts the chain of command as the medium for identifying and resolving command equal opportunity issues. The CMEO Program is to be actively promoted at the Naval Academy per reference (a) in order to:

a. Create and maintain a positive equal opportunity climate within the command.

b. Identify and resolve equal opportunity/sexual harassment problems or concerns.

c. Provide the mechanism for monitoring the Naval Academy's equal opportunity climate.

d. Make sure merit, ability, performance and potential are the factors which affect individual promotion, training, subsequent duty assignments and any other action.

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3. Objectives. The specific objectives of the CMEO Program are as follows:

a. Make sure a positive environment of equal opportunity is established and maintained within the command. This is essential in promoting and maintaining a high state of morale, discipline and overall mission effectiveness.

b. Monitor the Academy environment including but not limited to administrative practices, job performance, military performance, conduct and overall attitude in addition to the general health of the equal opportunity climate.

c. Further command personnel knowledge and compliance of the command's Affirmative Action Plan.

d. Provide an environment in which all personnel can truly perform to their maximum potential.

e. Indoctrinate and reinforce command personnel knowledge of equal opportunity policies and issues and the necessity for prevention of all forms discrimination herein defined as damaging to the health of the command.

4. Organization. The Superintendent is responsible for the achievement of the objectives of the CMEO program at the Naval Academy. The Commandant and Academic Dean and Provost will share responsibility for implementation of the CMEO Program. The Naval Academy's CMEO Program will be comprised of a Command Training Team (CTT) and a Command Assessment Team (CAT). An officer representative (O5 or O6) will be assigned by the Commandant to oversee and monitor the program for the Brigade of Midshipmen and the officers assigned to the Commandant's staff and the Professional Development, Physical Education, and the Supply Divisions. The Associate Dean of Administration will oversee and monitor the program for the civilian and officer faculty and staff and the Deputy for Operations will be responsible for those officers not assigned directly to either the Commandant or faculty. The officer assigned by the Commandant will be designated as the CMEO Coordinator. The Naval Station, Dental, Naval Academy Preparatory School and Naval Medical Clinic will conduct their CMEO programs per references (b) and (c), respectively. CBU-403 and the Navy Band will fall under the purview of Naval Station, Annapolis for CMEO purposes.

a. CMEO Coordinator. The CMEO coordinator will be responsible to the Commandant of Midshipmen for the implementation and management of the Naval Academy Command Managed Equal Opportunity Program. He will preside over all scheduled CTT and CAT organizational meetings as liaison among the respective Academy divisions. The CMEO coordinator will make sure all CTT and CAT team members are qualified in all respects per references (d) and (e). Additionally, the coordinator will assist all personnel in the processing of grievances.

b. Command Training Team (CTT). The CTT is charged with conducting annual Navy Rights and Responsibilities (NR&R) workshops, NR&R updates, NR&R workshops for newly reported personnel. The CTT will include at least 80 members, a minimum of 37 midshipmen, 13 civilian faculty, and 30 commissioned officers. The CMEO Coordinator will coordinate training and scheduling of annual CTT events along with assignment of divisional quotas for CTT membership and CMEO training. The commissioned officers will be assigned from the various yard-wide divisions; the civilian faculty will be assigned from the Academic Dean's and Provost's staffs; and the midshipmen will be assigned as follows:

- 1) The midshipman leader will be the midshipman lieutenant assigned as Midshipman Training Liaison Officer;
- 2) The remaining members will be the academic year first set midshipman lieutenant-junior grades assigned as Company Executive Officers or Company Training Officers.

The CTT is charged with conducting annual Navy Rights and Responsibilities (NR&R) workshops, NR&R updates, as well as NR&R workshops for newly reported personnel.

c. Command Assessment Team (CAT). The CAT is a group of representative individuals from the command tasked to plan and conduct an annual command assessment which includes data gathering, analysis, data reduction, identification of equal opportunity issues, and formulation of positive recommendations. Mandatory membership will include one Battalion Officer, Associate Dean of Administration, Personnel Officer, Legal Officer, academic year first set Deputy Brigade Commander, academic year first set Third Battalion Commander, academic year first set Battalion Subcommanders, academic year first set Battalion Supply and Administrative Officers, and the Command Master Chief. The remaining 35 members (25 commissioned officers and 10 civilian instructors) must include a cross-section of command personnel in terms of paygrade, gender, race, and department/division. All CAT members, including the mandatory memberships, must be formally trained. In no way is this intended to restrict the commander's prerogative of increasing the size or scope of the CAT; the CMEO coordinator may increase the size or scope. The CAT is tasked with conducting the annual command assessment.

d. CAT/CTT Assignment. Members of the CAT and the CTT will be assigned in an USNA notice published by 15 May each calendar year. The members will receive formal CAT/CTT training within 120 days of notification and participate in their respective teams for the following academic year.

e. Training. The CAT and CTT will undergo training per reference (a) modified by the Commandant of Midshipmen to suit the special environment of the Naval Academy. Prospective commissioned officer and civilian faculty CAT and CTT members will be formally trained by a mobile training unit (MTU), Chief of Naval Education and Training (CNET) activity, or an Equal Opportunity Program Specialist (EOPS). Within three months of assignment to CAT/CTT, members must complete the Navy Equal Opportunity correspondence course (NAVEDTRA 13099-C). Prospective midshipmen CAT and CTT members will receive formal training conducted during the week preceding Commissioning Week each calendar year. CAT/CTT members who have not actively performed team duties in over 24 months are required to repeat formal training. This training will be documented in the member's service record.

5. Action

a. Navy Rights and Responsibilities Workshops

(1) All USNA personnel are required to attend a NR&R workshop within 90 days of reporting to the Naval Academy. All lesson topics will be taught per the NR&R workshop curriculum provided by CNET and modified by the CMEO Coordinator and Associate Dean for Administration to suit the needs of the various activities in the USNA community. Critique sheets will be used as a means of feedback on workshop effectiveness. NR&R workshops for the incoming midshipmen class will be conducted during Plebe Summer Training as scheduled by the Officer-in-Charge, Fourth Class Regiment.

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(2) Annual all-hands NR&R update workshops will be held during the first semester of each academic year and must include sexual harassment prevention training; review of updated equal opportunity policies and the Navy equal opportunity climate; and a forum for discussing CNO and command-specific issues. This NR&R workshop should use the training guide provided by CNET but may be modified to meet the unique needs of the Naval Academy.

b. Annual Command Assessment

(1) A critical element to the ultimate effectiveness and success of a command's equal opportunity program is the ability of the command to accurately assess current equal opportunity status. The assessment should focus on the treatment and achievements of individuals, overall effectiveness of the equal opportunity program, and follow-up actions on previously identified equal opportunity issues. The Associate Dean of Administration; Deputy for Operations; Commanding Officer, Naval Station, Annapolis; and the Naval Medical Clinic shall complete the annual command assessment for those individuals under their cognizance.

(2) Raw data sources for the assessment of midshipmen and officers under the Commandant are found in enclosure (1) and (2) and must be compiled by 30 January of each calendar year.

(3) A survey conducted on a variety of topics selected by the CAT team and approved by the CMEO Coordinator and Associate Dean for Administration will be used to help determine the EO climate of the command. This survey should be conducted in January of each calendar year. A sample of midshipmen and officer survey questions can be found in enclosures (3) and (4).

(4) Individual interviews must be conducted with a minimum of 60 commissioned officers, 40 civilian instructors, and 200 midshipmen in February of each calendar year. The actual number of interviews will be determined based on the demographics of Academy personnel. These interviews will provide valuable information on the perceptions of the command personnel towards equal opportunity. Sample interview questions are found in enclosures (5) and (6).

(5) The accumulated data will be reviewed and compiled in a formal brief to the Superintendent via the Commandant and Academic Dean and Provost. The report will be presented in two parts: (a) midshipmen; and (b) officers/faculty and staff which will include the Naval Station and Naval Medical Clinic. Presentation of the midshipmen CMEO assessment to the Commandant and the Superintendent will occur no later than 1 March and 15 March, respectively. Similarly, the presentation of the officer/faculty and staff CMEO assessment will occur no later than 29 March and 15 April, respectively.

c. Collection and Maintenance of Demographic Data

(1) Collection of demographic data is one of the primary functions required of the annual command assessment. The CTT should determine the most effective methods of data acquisition in the three areas of retention, advancement, and discipline. Collection of demographic data must be completed by 15 January of each calendar year.

(a) Attrition Data. Attrition and separation data (raw numbers and percentages) will be collected and analyzed. Separation data will be categorized to show the types of separations by race/ethnic group.

(b) Promotion Data. Promotion data must be collected and analyzed on officers in zone for promotion and civilian faculty and staff eligible for promotion.

(c) Discipline. Conduct data will be collected and analyzed to include such things as the number of midshipmen placed on report, separated, assigned Extra Military Instruction, and referred to courts-martial. Types of punishment will be analyzed for similarities and disparities and for severity with respect to race/ethnic groups or gender. Officer and civilian staff and faculty discipline records, including military justice cases, non-judicial punishment, letters of reprimand, and other official action potentially damaging to personnel career advancement, will be collected and analyzed.

(2) The demographic data and the results of the command assessment will be retained for at least 36 months at which time it may be destroyed.

d. Grievance Procedures

(1) Equal opportunity complaints of discrimination and/or harassment must be evaluated and acted on by the midshipmen or officer and civilian chains of command, per enclosures (7) and (8), respectively. Legitimate complaints can provide valuable information about existing or developing patterns of discrimination and sexual harassment within the Naval Academy and the Brigade of Midshipmen. Firm, positive, and timely action on valid complaints reinforces USNA's genuine commitment of equal opportunity for all command personnel.

(2) A complainant should consider attempting to resolve the grievance with the individual(s) involved. Assistance of the individual's immediate superior may be requested as circumstances require. If the accused is the complainant's immediate superior and the issue cannot be resolved at that level, that superior must present the complaint to the next senior in the chain of command. If the complaint cannot be resolved between the two parties with the help of the immediate superior, then the immediate supervisor must submit a written request to the next superior in the chain of command, who must convene and conduct a grievance hearing at the earliest opportunity. The convening officer must inform all parties as to the results of the hearing and the action taken by the presiding/convening officer on legitimate complaints. The convening officer must send a written report up the chain of command with the results at the earliest opportunity.

(3) The grievance system requires the trust and confidence of the individuals who use this system. Any acts of reprisal against the complainant are intolerable and must be investigated by the next senior member in the chain of command. Verified acts of reprisal will be dealt with rapidly and to the fullest extent allowed by policy/Administrative Conduct System.

(a) Examples of reprisals may include but are not limited to increased or abnormal duty/watchstanding assignments, unwarranted reduced performance rankings, unwarranted conduct actions and silencing.

(b) The chain of command will set a climate which makes it absolutely clear that the policy is one of zero tolerance of reprisals. When reprisals are reported, their validity will be aggressively investigated, determined, and prompt disciplinary action taken against violators when appropriate.

(4) Service members have the responsibility to submit only legitimate complaints and to exercise caution against immature or reckless charges.

(a) Anyone found to have submitted a frivolous complaint will be responsible for attending the next NR&R workshop for equal opportunity education purposes (one conducted every 90 days).

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(b) Should the presiding officer in a grievance procedure find that the complaint was ill-intended, then he will forward the case to the Commanding Officer and the complainant may be subject to conduct proceedings.

e. Ombudsman

(1) An alternative avenue of reporting grievances is through the use of the Ombudsman representatives, although the primary and preferred method of reporting is through the chain of command. This communications network was established to allow for anonymous reporting of incidents of discrimination and/or sexual harassment.

(a) Brigade of Midshipmen - A Senior Enlisted Advisor will be assigned to each battalion as the point of contact for midshipmen who need this grievance redress. Additionally, two commissioned officers will be assigned as Ombudsman representatives.

(b) Commandant's staff - Two commissioned officers will be assigned by the Commandant's CMEO Coordinator as the Ombudsman representatives to service the officer staff. These may be the same as those assigned to the Brigade of Midshipmen.

(c) Officer/civilian faculty - Two officer and two civilian representatives will be assigned as the Ombudsmen for the faculty staff.


V. L. HILL, JR.

Distribution:

A-1

CMEO Coordinator (100)

COMDT (60)

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COMMAND MANAGED EQUAL OPPORTUNITY
Brigade of Midshipmen

MIDSHIPMEN DATA COLLECTION

I. Comparative Groupings:

- A. Gender - (2)
male / female
- B. Race - (6)
White / Black / Asian / Hispanic / American Indian / other
- C. Class - (4)
first / second / third / fourth
- D. Athlete - (2)
varsity member / non member

II. Evaluation Areas:

- | | |
|--|---|
| <ul style="list-style-type: none"> A. Attrition -
vol. resignations
qualified resignations
academic
conduct
honor
performance
medical
overall | <ul style="list-style-type: none"> E. Physical Education -
PE grades
PE Test failures
PE Review board |
| <ul style="list-style-type: none"> B. Academics -
majors (group)
SAT scores
SQPR
CQPR
Ac. Board attendance
VGEP
scholarship selection
Trident scholar | <ul style="list-style-type: none"> F. Sports -
varsity letters
varsity members |
| <ul style="list-style-type: none"> C. Conduct -
grades
no. 6000 violations
no. 5000 violations
no. 4000 violations
no. demerits
no. days restriction
Conduct boards | <ul style="list-style-type: none"> G. Professional -
Performance grades
company rank
Performance boards
PCR grades |
| <ul style="list-style-type: none"> D. Honor -
cases reported
cases guilty | <ul style="list-style-type: none"> H. Leadership -
unit commanders
non-command 3+stripers
team captains
ECA presidents
Honor committee
Training committee
Brigade Activities Co. |
| | <ul style="list-style-type: none"> I. Awards -
graduation week
"with distinction"
Supt/Cmdt/Dean Lists |
| | <ul style="list-style-type: none"> J. Publicity -
interviews
news releases
catalog |

COMMAND MANAGED EQUAL OPPORTUNITY
Office of the Commandant

Officer Data Collection

- I. Period. Annually; 12 months (1Jan9X - 31Dec9X)
- II. Scope. All officer personnel assigned to the following:
- A. Commandant's Staff
 - B. Brigade Officers
 - C. Physical Education
 - D. Midshipmen Supply
 - E. Professional Programs
 - F. Seamanship & Navigation
 - G. Leadership & Law
- III. Groupings:
- A. Sex - (2)
male / female
 - B. Race - (6)
white / black / asian / hispanic / native amer. / other
 - C. Rank - (7)
O-1 / O-2 / O-3 / O-4 / O-5 / O-6 / O-7
 - D. Specialty - (7)
surface / submarine / air / marine / supply / URL / other
 - E. Source - (5)
USNA / ROTC / OCS / AOCs / other
 - F. Department - (5)
Comdt Staff / Brigade / Pro Dev / Phys. Ed. / Midn Supply
- IV. Data elements:
- A. Retention -
"GREE-MAIN"
resignation
force outs
 - B. Promotions -
time in service
in-zone
selected
 - C. Command screen -
year group
in screen-group
selected
 - D. Awards -
medals
letters of commendation
letters of appreciation
 - E. Punishment -
court-martial
NJP
letters of censure
letters of caution
 - F. Evaluations -
eval summary (1%, 5%, etc)
accelerated promotion
 - G. Drug/Alcohol
drug incidents
alcohol incidents
 - H. Miscellaneous -
request trans. early
approved trans. early
request trans. late
approved trans. late
request spec. programs
selected spec. prog.
grievances filed

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USNA MIDSHIPMEN COMMAND MANAGED EQUAL OPPORTUNITY SAMPLE SURVEY

Please respond to the statements listed below with the choice that most closely matches your true feelings. Rely as much as you can on your personal experiences and situations of which you have direct or first-hand knowledge:

- (a) Strongly agree
- (b) Agree somewhat
- (c) Neither agree nor disagree
- (d) Disagree somewhat
- (e) Strongly disagree

1. I feel I am afforded the same opportunities to excel in academics as my classmates.

2. The commissioned officers assigned to the brigade with whom I have been associated make themselves equally available to all midshipmen.

3. If I were accused of an honor violation, I feel confident that my case would be handled fairly in accordance with the published Honor Concept.

4. If I felt the chain of command was not responsive to my problems, I would feel comfortable approaching an ombudsman on any subject.

5. I know how to seek corrective action if I felt I were receiving unfair or unjust treatment.

6. I feel the standards of the Honor Concept are truly applied equally to all midshipmen regardless of class, rank, athletic status, gender, or race.

7. Most midshipmen I know would take an active role in either correcting or reporting a situation involving preferential or unfair treatment of another midshipman.

8. Striper selections are based on a midshipman's performance, leadership ability, and overall USNA achievement.

9. If it were necessary for me to go to a conduct board, I feel I would receive fair and unbiased treatment.

10. I feel that peer evaluations are important in identifying strong performing midshipmen and recognizing those weak performing midshipmen who may need more attention.

11. I believe the responsibilities I have been assigned within my company have allowed me to effectively develop leadership skills.

12. In my opinion, the grievance procedures outlined in the Midshipmen Regulations are very effective in resolving issues of fairness and equity.

13. Although specific test and grading criteria for physical fitness differ for men and women, I believe the current standards create equivalent stress for both genders.

14. Those classmates of mine who have been separated by academic boards left because of poor academic achievement only.

15. If I were to observe a midshipman being treated unfairly or encounter an unjust situation, I would actively work to solve it.

16. If I were placed on report for misconduct I am certain there would be a thorough investigation, and I would receive a fair hearing.

17. I feel I have received thorough training on the Navy's Equal Opportunity Programs and understand my rights and responsibilities as a midshipman with regard to equal treatment.

18. I am expected to live by the same regulations as my classmates.

19. I am comfortable with my company's T-shirt, logo, and/or nickname and feel they are in good taste, boosting morale by building company unity.

20. Dirty jokes and degrading or off-color comments are not permitted nor tacitly encouraged at my table during meals.

21. My first step if I felt I was being treated unfairly would be to talk to my squad leader, whom I could count on to work to resolve the problem.

22. Men and women who are good athletes are afforded the same opportunity to compete on an intercollegiate level and earn varsity letters with the present mix of sports at the Academy.

23. It seems to me that the midshipmen treat one another with courtesy and respect for individual differences.

24. If I observed what I believed to be an honor offense, counseled the person involved, and then decided the offense should be forwarded to an honor board, I could do so without being criticized by my classmates.

25. My professors in the courses I am taking seem genuinely interested in my education and are willing to spend extra time with me when I ask for help.

26. In practice the Honor Concept has helped me to develop and refine my own personal sense of honor and integrity.

27. Because there are generally more qualified midshipmen than striker positions available in a given semester, the Commandant can ensure all groups within the Brigade are represented without compromising the quality of leadership within the Brigade.

28. If I were mistakenly accused of committing an honor offense and later found innocent by an honor board, I am confident that it would not affect my reputation in the company.

29. Classmates of mine who have been separated by a conduct board left because of unacceptable behavior only.

30. In the courses I am taking the instructors divide their attention equally among students, challenging each of us without teaching only to the brightest or those with less aptitude.

31. It seems to me that the restriction on dating within companies is effective in promoting good order and preventing possible conflicts between professional and personal commitments.

32. The articles, pictures, and drawings in the "Log Magazine" accurately reflect life at the Academy and my own attitudes.

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33. If a midshipman who had been found guilty of an honor offense or 6000 series conduct offense was retained and transferred into my company, I feel my classmates could accept that decision and would give that midshipman a chance for a fresh start.

34. Even though the circumstances surrounding a retention or separation decision may be unclear to me, I have faith that the right decisions generally are being made.

35. If it were necessary for me to go to an academic board, I feel I would receive fair and impartial treatment.

36. I feel that as a varsity athlete I would receive the same considerations for retention at an academic board as a non-varsity athlete.

37. I feel the Honor Concept is highly regarded and respected within the Brigade.

38. Brigade Honor Board recommendations for retention of midshipmen who have been found guilty of honor violations are based solely on the offense.

39. I agree with the criteria for determining performance grades as outlined in the Performance Manual.

40. I feel being physically fit is necessary in order to fulfill the mission of the Naval Academy.

41. It seems to me that strong or poor academic ability does not unduly influence performance grades and company rankings.

42. Very few midshipmen fall short of the physical fitness and weight standards.

43. I feel confident that if I work hard nothing will prevent me from being selected to a command position within the Brigade.

USNA OFFICER COMMAND MANAGED EQUAL OPPORTUNITY SAMPLE SURVEY

Please respond to each of the questions below with the choice that most nearly matches your true feelings. Rely as much as possible on your own personal experiences and situations of which you have direct or first-hand knowledge.

- (a) To a very little extent
- (b) To a little extent
- (c) To some extent
- (d) To a great extent
- (e) To a very great extent

To those questions which request an open response, please be as honest and specific as possible.

1. What is your definition of equal opportunity?
2. To what extent does the Navy support its equal opportunity (EO) programs?
3. To what extent do you feel this command is committed to EO?
4. To what extent do EO considerations impact on (affect) your daily performance at this command?
5. To what extent is the chain of command knowledgeable about the EO climate?
6. To what extent are EO issues being addressed in this command?
7. To what extent do you see EO to be in your self interest?
8. To what extent are work and collateral duty assignments fairly made at this command?
9. To what extent does this command ensure that you receive a fair and objective performance evaluation (FITREP)?
10. To what extent does this command ensure that you have an equal opportunity for education and training?
11. To what extent are awards and other methods of recognition given in a fair and unbiased manner?
12. To what extent do you feel you have been fairly rewarded for your contributions to this command?
13. To what extent are grievances and redress procedures understood in this command?
14. To what extent would you feel free to use the grievance procedures in this command?
15. To what extent would you feel free to report a sexual discrimination complaint?

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16. To what extent would you feel free to report any racial/ethnic discrimination in this command through proper channels?

17. To what extent is your chain of command (those above you) willing to take action on known or alleged sex discrimination issues?

18. To what extent is discipline administered fairly throughout this command?

19. To what extent do you understand your rights as a member of this command?

20. To what extent do you understand your responsibilities as a member of this command?

21. To what extent do people discourage favoritism?

22. To what extent do you feel that racial minorities are shown favoritism at this command?

23. To what extent do you feel that females (or males) are shown favoritism at this command?

24. To what extent do you feel the physical standards are equal for males and females?

25. To what extent are racial slurs, derogatory jokes, or words used at this command?

26. To what extent are racial or sexual language and practices openly confronted at this command?

27. To what extent do the people you work closely with avoid the use of racist language?

28. To what extent do the people you work closely with avoid the use of sexist language?

29. To what extent are assigned military or civilian women effectively integrated into the command's work force?

30. To what extent do the assigned women contribute to the overall output to the command?

31. To what extent do women accomplish job assignments effectively?

32. To what extent do racial minorities accomplish job assignments effectively?

33. To what extent do you feel comfortable working with racial minorities in this command?

34. To what extent do you feel comfortable working with sexual minorities in this command?

35. To what extent would you accept and support a woman who was assigned to this command?

Enclosure (4)

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Open-ended questions

36. How would you describe the equal opportunity climate of this command?
37. What indicators do you use to measure the EO climate?
38. What one thing would cause the biggest improvement in the EO climate?
39. In your opinion, can any group expect to receive harsher (or more lenient) treatment than others in this command?
40. Do you see any indicators of racial hostility in this command?
41. Do you feel that your chain of command (those above you) are receptive to your ideas or inputs?
42. Do you feel that unpleasant tasks are assigned based on any racial or sexist biases?
43. How effective do you feel the NR&R workshop updates are?
44. How effective do you feel the Command Managed Equal Opportunity Program has been to date?

Enclosure (4)

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MIDSHIPMEN COMMAND ASSESSMENT TEAM SAMPLE INTERVIEW

1. What is your reaction to the CMEO program? Does it help make you a more effective leader? Are the equal opportunity policies at the Academy adequate?
2. Can you give any recent examples of favoritism or discrimination at the Academy?
3. Which USNA policy do you consider most fair? Most unfair?
4. How would you describe the midshipman/officer relationship here at the Academy?
5. What are your opinions on the Honor Concept and how the Honor System currently functions?
6. What are your opinions of the Conduct System and how it functions?
7. Do you feel midshipmen are free to register complaints or grievances without fear of reprisal?
8. Do you know of any cases of reprisal?

Enclosure (5)

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OFFICER COMMAND ASSESSMENT TEAM SAMPLE INTERVIEW

1. How has assignment to this command affected your career?
2. Do you feel your FITREPS from this command have been fair and objective?
3. How specific are the goals of the Naval Academy and do they contribute to its mission?
4. Do you have an active role in the decision making process? Is your chain of command receptive to your ideas and suggestions?
5. Do you have any examples of favoritism or discrimination?
6. Are there differences in how different warfare designators are treated?
How so?
7. Are non-USNA grads treated differently from USNA grads? How so?
8. If you could change one thing at this command, what would you change?

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MIDSHIPMAN CHAIN OF COMMAND



