



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, D.C. 20380-0001

IN REPLY REFER TO:  
CMC-MP  
14 Jun 94

WHITE LETTER NO. 12-94

From: Commandant of the Marine Corps  
To: All General Officers  
All Commanding Officers  
All Officers in Charge

Subj: EQUAL OPPORTUNITY (EO) ADVISORS

1. Marine Corps Order 5354.3 outlines the concept of the Equal Opportunity (EO) Advisor Program and provides the standing operating procedures for EO advisors to the commanding general/officer. During 1993 we assigned 16 EO advisors to installations in our Corps; another five will be assigned to remaining installations in 1994. To date, the degree of success our EO advisors have enjoyed in becoming a positive influence for their commanders has been mixed. The level of effectiveness of your advisor is directly tied to the emphasis you place upon the program. Ensuring that your EO advisor has the proper access to you to provide continuous advice on the command's equal opportunity climate and issues should be the cornerstone of your program. Utilizing your EO advisor to your maximum advantage is a leadership function of command.

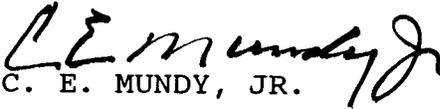
2. The Equal Opportunity Advisor Program affords you the tools for developing and maintaining a command climate which affords all personnel, military and civilian, an atmosphere of fairness in the competitive workplace. Your EO advisor is the linchpin of the program and should proactively perform the mission by visiting the organizations on your bases and stations regularly. Ideally, your EO advisor will be more effectively utilized in detailing and making you aware of equal opportunity related problems than reacting to those which approach or reach crisis.

3. On some of our larger installations, the EO advisor's job will be compounded by the number of tenant organizations requiring professional advice. Until we can provide more trained advisors to the field, we must ensure that every tenant commander has access to the services offered by the EO advisor. Ensure that you provide access by tenant commands to your EO.

4. In the future we will provide you with EO assistance messages as a means of implementing and expanding successful programs. These messages will contain lessons learned from the field, suggestions, and more importantly, feedback on successful programs which you can use to enhance the effort at your installation. I encourage you to provide me or my staff with information on how you are using your EO Advisor or views you have on how to make the program more effective.

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5. The development and maintenance of a command climate which affords all personnel, without regard to race, ethnicity, religion, gender, or age, an equal opportunity for success is a command responsibility. I look forward to your steady successes in achieving and maintaining that climate.

  
C. E. MUNDY, JR.