DACOWITS March 2018 Quarterly Business Meeting

RFI #5 Healthy Unit Climate Panel

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RFI # 5

Healthy Unit Climate

The Department of Defense has made progress in coping with sexual harassment and mistreatment in the Armed Services, but the "#MeToo" movement has shed more light on areas for continued emphasis. The Committee continues its work to address those gap areas.

The Committee requests a **briefing** from the Military Services to address the following:

A. What elements does your Service include in assessing whether or not you have a healthy unit climate?
B. What policies/procedures are in place to promote: healthy relationships; respect and dignity; and bystander expectations and accountability?
C. How effective are your current policies/procedures; and if none exist, offer your Service's future plan(s) to address.
D. Explain how women in your Service are encouraged or trained to respond to inappropriate behavior, language, or a perceived hostile environment.

What elements does your Service include in assessing whether or not you have a healthy unit climate?

The Marine Corps has taken a holistic approach to assessing climate throughout the Corps. Long-standing resources such as Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey and Command Climate Surveys, implemented at the unit level in 2013.

Established assessments tools:

- DEOMI Organizational Climate Survey (DEOCS)
    - Proactively assesses critical organizational climate dimensions that can impact the organization's mission through 21 climate factors that assess shared perceptions on formal and informal policies and practices
    - Mandated for all O5 and O6 grade commanding officers within 90 days of assumption command and annually thereafter.

- Command Climate Survey (CSS)
    - Assesses overall health and readiness of commands.
    - Mandated for all O5 and O6 grade commanding officers within 30 days of assuming command, and at least annually thereafter.

Supplemental resources currently being reviewed:
- Marine Corps Organizational Culture Research Project: Aimed to gather perspectives on organizational culture, focusing on social cohesion, gender bias and leadership.

What policies/procedures are in place to promote: healthy relationships; respect and dignity; and bystander expectations and accountability?

- The Marine Corps proactive approach develops leaders at every rank that can mentor junior Marines, helping them achieve their full potential and preparing them for personal and professional success.

    - MCO 1500.61, Marine Leader Development

    - Functional areas are: Fidelity, Fighter, Fitness, Family, Finances, Future (The 6 F's)

- HQMC M&RA has several programs that underscore the importance of dignity and respect, as well as bystander intervention, to include:
    - Sexual Assault Prevention and Response
    - Behavior Health
    - Equal Opportunity
    - Equal Employment Opportunity

- Marine Corps orders on Equal Opportunity/Hazing/Discrimination
    - Marines will treat everyone with dignity and respect
    - Will soon be updated new comprehensive Marine Corps Prohibited Activities and Conduct (PAC) Prevention and Response Policy.

- The ACMC Task Force established to examine the conditions that enable discrimination, harassment and disrespect to exist, and to recommend paths forward to evolve our culture to higher levels of proficiency and professionalism.

How effective are your current policies/procedures; and if none exist, offer your Service's future plan(s) to address.

- Currently we employ MCO P5354.1D, MCO 5354.3B, MCO 1700.28B, and MCO 1000.9A; MARADMINs 113/13, 291/13, 464/13, and 438/15. * except bullying until DoDI1020.03 Feb 2018.

- Marine Corps will not tolerate harassment (to include sexual harassment), unlawful discrimination, or abuse (specifically, hazing; bullying; ostracism; retaliation); wrongful distribution or broadcasting of intimate images; and certain dissident and protest activity (to include supremacist activity).

We aspire :

- To foster a professional fighting force, and in keeping with our core values, treat and view everyone with dignity and respect.

- To become a more cohesive and effective fighting force, by investing in and leveraging Marines' collective and individual skills, strengths, knowledge, abilities, education, aptitudes, and professional development.

- To optimize our capabilities across the force and foster the profession of arms, by establishing a culture that values the unique contributions of every Marine, both uniformed and civilian, in our Corps.

Explain how women in your Service are encouraged or trained to respond to inappropriate behavior, language, or a perceived hostile environment.

All Marines are required to take part in training related to inappropriate and destructive behaviors. Marines are also encouraged to take part in programs that are readily available to them.

- Sexual Assault Prevention and Response Program (SAPR)
    - Equips all Marines with tools to prevent Sexual Assault and retaliation associated with Sexual Assault.
    - One of the primary tools is bystander intervention. Which teaches three types of intervention (direct, distract, delegate) and provides courses of actions of how to use them in a real-life situation.

- Equal Opportunity Program Continuum of Education
    - Progressive EO training commensurate with rank enables supervisors at every level to recognize and resolve possible discriminatory/harassing/hazing practices, from cultural bias awareness to EO policy, senior/subordinate relationships and discrimination.
    - Annually, all Marines receive EO training that covers policy, effects of discrimination / harassment / hazing on unit effectiveness, response and reporting procedures.

- Social Media Conduct Annual Training
    - Leader-led training using the "Leader's Handbook and Discussion Guide".
        - Serves as a tool for leaders to discuss social media misconduct to include as it relates to gender discrimination and harassment, safe online conduct, as well as directing mandatory reporting requirements for possible social media misconduct. The handbook also provides leaders with task force information, scenario based training, and resource links for victims and those who report social media misconduct.
        - (MARADMIN 188/17- Modification to MCBUL 1500 Annual Training Requirements).