

of constructing a workforce that is reflective of our Nation's diverse composition. Our people are our greatest strength and we must capitalize on that fact by establishing an inclusive environment that respects and values the perspective of diverse individuals, acculturating those influences, and combining them with our proven core values to build our workforce of the future. In this way, we can achieve our goal of organizational excellence and continue to be the nation's front line maritime safety and security agency. By including representation, ensuring equal access, and providing opportunity to all facets of our society, we will continue to achieve relevance in the minds of the American public whom we so ably serve.

B. Recognize the Difference Between Affirmative Action, EO (MEO), EEO, and Diversity Management

1. Affirmative Action

Affirmative Action focuses on prevention and/or correcting discriminatory practices concerned with numbers of minorities and women. It is an attempt to rectify past discrimination against certain groups of people. It requires that organizations affirmatively seek them out; however, it does not set goals or require that individuals be hired.

2. Military Equal Opportunity (MEO)

Equal Opportunity in the military is based upon policy. The DoD MEO Program shall:

- a. Promote an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility possible. In this environment, Service members shall be evaluated only on individual merit, fitness, and capability. Unlawful discrimination against individuals or groups based on race, color, religion, sex, or national origin is contrary to good order and discipline and counterproductive to combat readiness and mission accomplishment and shall not be condoned.
- b. Use the chain of command as the primary and preferred channel to identify and correct unlawful discriminatory practices; process and resolve complaints of unlawful discrimination, including sexual harassment; and ensure that human relations and MEO matters are taken seriously and acted upon as necessary.
- c. Identify and resolve MEO problems through formulating, maintaining, and reviewing MEO action plans with established objectives and milestones, including a process for accountability in personnel management.
- d. Provide periodic, mandatory education and training in human relations and MEO at installation and operational unit commands, during pre-commissioning programs and initial entry training, and throughout professional military education systems as part of the overall effort to achieve MEO within the Department of Defense.