





DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
WASHINGTON, DC 20350-2000

IN REPLY REFER TO

OPNAVINST 12720.8  
OP-14/20AO  
22 March 1990

OPNAV INSTRUCTION 12720.8

From: Chief of Naval Operations

Subj: CIVILIAN EQUAL EMPLOYMENT OPPORTUNITY PROGRAM MANAGEMENT

Ref: (a) SECNAVINST 12720.5 of 30 Jan 89  
(b) OCPMINST 12400.3 of 14 Jul 89  
(c) OPNAVINST 12713.5 of 28 Oct 87  
(d) OPNAVINST 12720.2 of 2 Feb 82  
(e) OCPMINST 12713.1 of 8 Nov 89  
(f) OPNAVINST 12720.6 of 20 Sep 89

Encl: (1) Affirmative Action and Special Emphasis Programs  
(2) Discrimination Complaints Process  
(3) List of Equal Employment Opportunity Reports and Other Requirements

1. Purpose. To reaffirm the commitment of the Chief of Naval Operations (CNO) to the principles of equal employment opportunity (EEO) for civilian employees and to implement civilian EEO programs throughout CNO following references (a) through (f). The phrase "Civilian EEO Program" will be used to refer to all aspects of the EEO program: i.e., policies, practices, procedures, etc.

2. Cancellation. OPNAVINST 12720.2.

3. Objectives. Objectives of the civilian EEO programs are to:

a. Achieve a civilian work force whose composition reflects the composition of the civilian labor force in terms of representation of minorities, women, and handicapped individuals.

b. Provide equal employment, advancement, and training opportunities for all civilian personnel regardless of race, color, religion, national origin, sex, age, and/or physical or mental handicap.

4. Applicability. The office of the CNO, its echelon 2 commands, and their respective field activities are subject to the provisions of this instruction. These provisions apply to civilian employees and former civilian employees (appropriated and nonappropriated fund employees) and to applicants seeking employment in the CNO civilian work force.

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5. Policy

a. Affirmative actions are used to eliminate discriminatory policies and practices, past and present and to achieve equal employment opportunities. Affirmative actions shall be implemented to ensure full representation of minorities, women, and handicapped individuals in the civilian work force.

b. An environment place free of discriminatory practices and sexual harassment is essential to maintaining the readiness of a civilian work force which, in turn, is vital to the security of the nation. Discrimination on the basis of race, color, religion, national origin, sex, age, physical or mental handicap, and reprisal for prior EEO activities is prohibited. CNO recognizes the inherent right of all civilian employees to fair treatment and equal employment opportunities and establishes the following policy:

(1) No member of the CNO civilian work force shall be denied equal employment opportunities on the basis of race, color, religion, national origin, sex, age, or physical or mental handicaps; shall be subjected to acts of reprisal; or shall be subjected to sexual harassment by superiors, colleagues, or subordinates (civilian or military) of the CNO.

(2) No applicant seeking employment in the CNO civilian work force shall be denied equal employment opportunities on the basis of race, color, religion, national origin, sex, age, or physical or mental handicap; shall be subjected to acts of reprisal; or shall be subjected to sexual harassment by potential superiors, colleagues, or subordinates (civilian or military) of the CNO.

c. The managers and supervisors (civilian and military) who execute duties and responsibilities as representatives of the CNO, its echelon 2 commands, or their respective field activities shall carry the primary responsibility for executing the civilian EEO programs. These same managers and supervisors shall carry the same responsibility for guaranteeing that employees of the civilian work force or applicants are not subjected to sexual harassment.

d. Accountability is critical to the success of civilian EEO programs. Accountability shall be addressed under supervisory duties in position descriptions for civilian managers and supervisors. Accountability shall also be addressed in the various performance appraisal systems used to evaluate the performance of managers and supervisors (military and civilian) at all levels of the CNO organization.

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e. Sufficient personnel and funding resources shall be allocated to support progressive civilian EEO programs; to identify and eliminate attitudes, policies, practices, procedures, and physical barriers which obstruct progress; and to guarantee a work place free of sexual harassment.

f. Civilian EEO programs shall be implemented in accordance with EEO laws, regulations, directives, instructions, etc., issued by higher level authorities within and outside of the Department of the Navy. They shall be implemented in concert with other civilian personnel policies, practices, and programs.

6. Major Aspects. The major aspects of the civilian EEO program are affirmative actions and special emphasis programs which are addressed in enclosure (1), the discrimination complaints process which is addressed in enclosure (2) and reference (e), and an awards program which is described in reference (f).

7. Minimum Requirements. The EEO Officers of the echelon 2 commands, headquarters, and field activities shall meet the following minimum requirements within their respective programs. They shall:

a. Publish personal policy statements, which are updated and reissued upon change of command and supplemented by specific oral and/or written pronouncements, to focus continued attention of supervisors, managers, and employees on EEO policies and practices.

b. Issue local instructions which set forth continuing civilian EEO programs; assign responsibility for program administration, execution, and evaluation; and set forth procedures and assign responsibility for handling discrimination complaints.

c. Ensure measurable improvement in the representation of women, minorities, and handicapped individuals in occupations and at grade levels in which they are "manifestly imbalanced" or "conspicuously absent" (at least annually).

d. Review their civilian EEO program accomplishments with department heads (at least annually).

e. Evaluate their civilian EEO programs in all major organizational segments to determine what progress has been made, to identify shortcomings, and to take corrective actions (at least annually).

f. Publish the accomplishments and/or progress of their civilian EEO programs (at least annually).

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g. Publish achievements of minorities, women, and handicapped individuals (at least annually).

h. Require EEO training for supervisors and managers (at least annually).

i. Committees, councils, boards, etc., which are concerned with personnel matters and in which membership is appointive shall include minorities, women, and handicapped individuals. "Personnel matters" include, but are not limited to, recruitment, appointments, promotions, training, incentive awards, etc. Representation of minorities, women, and handicapped individuals shall be in a proportion which is no less than their representation in the organization's civilian work force.

j. Establish a working relationship with leaders of community groups to expand recruitment resources.

k. Process and resolve informal and formal discrimination complaints within established CNO time frames.

## 8. Responsibilities

a. The Chief of Naval Operations shall integrate progressive and effective civilian EEO management policies, practices, and programs into the overall personnel management policies, practices, and programs of the CNO civilian work force.

b. The Deputy Chief of Naval Operations (Manpower, Personnel and Training) (DCNO (MPT) (OP-01)) shall be delegated the responsibility to execute, manage, administer, and evaluate the policies, practices, and programs of the civilian EEO programs CNO-wide. The DCNO (MPT) (OP-01) shall keep the CNO informed of the progress and significant problems.

c. The Director of Civilian Personnel Programs Division (CNO (OP-14)) shall provide direct support to the DCNO (MPT) (OP-01). CNO (OP-14) develops, implements, manages, and evaluates CNO-wide civilian EEO policies, practices, and programs.

d. The Assistant Vice Chief of Naval Operations CNO (OP-09B) and the heads of echelon 2 commands shall execute the provisions of this instruction within their respective organizations.

e. The heads of the echelon 2 commands, CNO (OP-09B) and field activities shall be designated Equal Employment Opportunity (EEO) Officers. As EEO Officers, they shall administer and manage the civilian EEO programs within their respective organizations.