



## Marine Air Control Group 38 Commander's Equal Opportunity Statement



Equal opportunity is a leadership issue. Discriminatory behavior - whether real or perceived - undermines morale, erodes trust, and weakens readiness. It strikes at the heart of what makes us effective as a warfighting organization. The Marine Corps policy on equal opportunity is clear and uncompromising: *no form of discrimination or harassment will be tolerated*. This includes discrimination based on color, gender, race, religion, national origin, or sexual orientation. Sexual harassment, as defined by law and policy, is a form of sex discrimination involving unwelcome sexual advances, requests for favors, or other verbal or physical conduct of a sexual nature.

I am fully committed to the fair and just treatment of every member of this command. **Love, trust, and commitment** are our imperatives. Love for our Marines and Sailors means respecting their inherent worth. Trust allows us to fight side-by-side with confidence in one another's character. Commitment ensures we defend those values even when it is inconvenient or uncomfortable. Hazing, discrimination, and demeaning behavior violate all three. Such conduct belongs to the ignorant and the unprofessional, not United States Marines.

Readiness is inseparable from equality of opportunity. A unit that tolerates prejudice cannot perform with unity of effort. Leaders at every level are responsible for cultivating an environment where every Marine and Sailor can contribute their talents fully and without fear. This requires decision-making grounded in moral courage—the courage to confront inappropriate behavior swiftly and to safeguard the dignity of others. Maneuver in the human domain means anticipating where friction may arise and addressing it before it harms cohesion or mission performance.

It is the responsibility of the chain of command to ensure that all personnel understand Marine Corps policy regarding equal opportunity and know how to contact the MACG-38 Equal Opportunity Advisor (EOA). Any individual who believes he or she has been discriminated against or harassed has two methods of seeking redress. The Informal Resolution System (IRS) should be used whenever possible to resolve issues quickly and fairly. If the issue remains unresolved, the preferred method to file a formal complaint is request mast. Those found guilty of discrimination—and those who knowingly make false allegations—will be held accountable. Retaliation against anyone filing a complaint will not be tolerated under any circumstance.

My policy on equal opportunity is clear: **I will provide equal treatment and the opportunity for all members of this command to achieve their full potential based solely upon individual merit, fitness, and ability.** This is not only a matter of fairness—it is a matter of readiness, trust, and leadership. Every Marine and Sailor has a role in maintaining that standard and ensuring our Corps remains worthy of the Nation's confidence.

The MACG-38 EO Advisor, MSgt Fredrika Marin, can be reached at extension 858-307-9475 or at [fredrika.marin@usmc.mil](mailto:fredrika.marin@usmc.mil).

Semper Fidelis,

E. J. O'Connell  
Colonel, USMC  
Commanding Officer