



DEPARTMENT OF THE NAVY  
BUREAU OF MEDICINE AND SURGERY  
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IN REPLY REFER TO  
BUMEDINST 5420.28  
BUMED-MHQ/MOC  
8 Sep 2023

BUMED INSTRUCTION 5420.28

From: Chief, Bureau of Medicine and Surgery

Subj: BOARDS, BUREAUS, CENTERS, CELLS, WORKING GROUPS, BATTLE RHYTHM, AND COMMANDER'S DECISION-MAKING PROCESS

Ref: (a) BUMED Falls Church VA 202227Z Jul 22  
(b) OPNAV M-3500.42A  
(c) JP 3-33 of January 2018

Encl: (1) Battle Rhythm Execution

1. Purpose. This instruction establishes policies, procedures, and responsibilities for command Battle Rhythm (BR) and the associated boards, bureaus, centers, cells, and working groups (B2C2WG). Additionally, it identifies the commander's decision-making processes and delineates roles and responsibilities, per enclosure (1).

2. Scope and Applicability. This instruction applies to Headquarters (HQ), Bureau of Medicine and Surgery (BUMED), budget submitting office 18 activities, and subordinate organizations supporting the Commander's Decision Cycle (CDC) and supporting commands and agencies participating in the command's BR during steady state and crisis planning and operations.

3. Background. Per reference (a), BUMED, Naval Medical Forces Atlantic (NAVMEDFORLANT), and Naval Medical Forces Pacific (NAVMEDFORPAC) will utilize a maritime headquarters (MHQ) and maritime operations center (MOC) construct to facilitate quality, timely decision-making, and promote responsive communication across the enterprise, hence ensuring commands' success with:

a. Enhanced development and sustainment of ready medical forces for current and future operational requirements.

b. Alignment between BUMED and Fleet processes, for more effective and efficient coordination.

4. Policy. This instruction expands on the establishment and use of the cross-functional team (CFT) construct, the importance of the BR, and how to leverage B2C2WGs' available knowledge, information, and lessons learned to positively impact the CDC.

a. The MHQ has oversight of BUMED's delegated authority from the Chief of Naval Operations to provide medical recruiting, organizing, supplying, equipping, and requirements as assigned by the Secretary of the Navy.

b. The MOC oversees current and future operations, readiness, assessments, plans, and research and development responsibilities per resource planning guidance. Additionally, the MOC initiates and leads the transition from normal and routine operations to crisis or conflict response.

c. The MHQ with MOC leverages B2C2WGs as the key mechanism to improve organizational efficiency and speed to decision and rapidly adjust operational tempo.

d. The BR is the logical schedule of B2C2WGs and other activities that maximizes use of constrained resources (fiscal, manpower, and time), while positively affecting the speed of effective decision-making.

e. Effective use of B2C2WGs and the BR supports agility with clear steps and processes that deliver informed action plans needed for proper decisions.

5. Action. BUMED HQ, NAVMEDFORLANT, NAVMEDFORPAC, and NAVMEDFOR-SUPCOM will use B2C2WG, CFTs, and BR to maximize collaboration and information exchange to aid the CDC. BUMED Director of Maritime Operations (DMO), Director of Maritime Headquarters (DMHQ), and Director, Headquarters Operations and Commander of Troops (BUMED-N01B) will oversee this effort.

## 6. Records Management


a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of the Navy Directorate for Administration, Logistics, and Operations, Directives and Records Management Division portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the Department of the Navy Directorate for Administration, Logistics, and Operations, Directives and Records Management Division program office.

7. Review and Effective Date. Per OPNAVINST 5215.17A, DMO, DMHQ, and BUMED-N01B will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if still required, unless it meets one of the exceptions

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in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

A handwritten signature in black ink, appearing to read 'R. Freedman', with a long horizontal line extending to the right.

R. FREEDMAN  
Acting

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the Navy Medicine Web site at, <https://www.med.navy.mil/Directives/>

BATTLE RHYTHM EXECUTION

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CHAPTER 1  
POLICY AND PROCEDURES

1. Introduction. This enclosure provides guidance on executing the BR including use of B2C2WGs and CFTs to support the CDC, Figure 1-1. B2C2WG can be functionally or cross functionally focused with many BR events serving as CFTs. Effective staff support to the CDC is based upon:

a. Use of B2C2WGs and CFTs as means to coordinate and inform the staff to a level needed to enable timely decisions and guidance.

b. A recurring BR of cross-functional events with constant membership and calendaring methodology that incorporates people, time, space, and information flow allowing for predictable and well-informed decision-making support.

2. Commander's Decision Cycle. The CDC depicts how the commander determines required actions, codifies them in directives, executes them, and monitors results. The CDC has four processes and an integrating element. Figure 1-1 depicts the relationship of the four processes: monitor, assess, plan, and direct. An effective CDC requires communication both within and with higher, adjacent, and subordinate commands. This model applies across the spectrum of BUMED activities and decisions, including planning and execution.

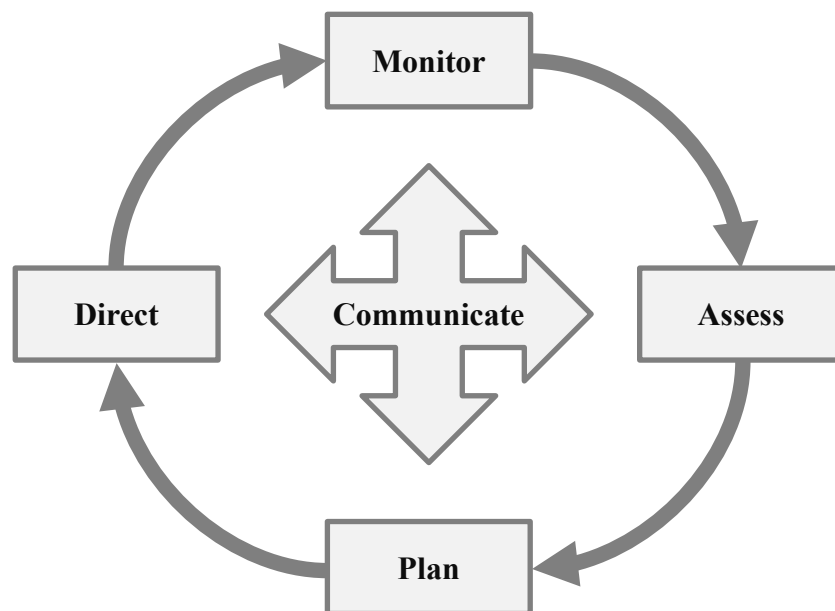


Figure 1-1 Commander's Decision Cycle

a. Monitor. Monitor activities that may impact the command's operations. The command's monitoring function is conducted within the MOC and is designed to verify plan accomplishment, identify deviations (branch plans), and initiate corrective actions if required.

b. Assess. Assessment occurs throughout all levels of the command as a continuous process to evaluate force readiness, progress of tasks, achievement of objectives, and determining how emergent situations will affect operations. These assessments allow the commander to determine where adjustments should be made to achieve objectives. Assessment allows the commander to keep pace with evolving situations while staying focused on mission accomplishment.

c. Plan. During planning, the commander and staff adjust the current plan or develop new plans to reach mission objectives.

d. Direct. The commander provides guidance, direction, approval, and associated communication to ensure orders, directives, and other taskings are received and understood. The commander's intent and commander's critical information requirements (CCIR) provide specific guidance to assist the staff in this role. The preponderance of the command's directing function is conducted by the MOC.

e. Communicate. Communications are the catalyst that facilitates the CDC. It encompasses the exchange and management of information up and down and across the enterprise.

f. Time Horizons. The use of cross-functional staff integration elements, B2C2WGs, and operational planning teams (OPTs), combined with structured knowledge management processes, makes staff coordination more routine and facilitates monitoring, assessment, and planning. Utilization of the time horizons enhances the management of all activities. U.S. forces generally use three-time horizons; current operations (COPS), future operations (FOPS), and future plans (FuPLANS). Figure 1-2 provides a description of the horizons.

(1) COPS aligns to the "near-term" monitoring and executing of operations. At BUMED, generally "near-term" is considered present time out 30 days. The COPS cell resides under Director, Operations, Plans, and Policy (BUMED-N3/5).

(2) FOPS is the "mid-term" and is where plans are refined for emergent mission requirements. At BUMED, this timeframe is between 31 and 90 days. The FOPS cell resides under Director, Operations, Plans, and Policy (BUMED-N3/5).

(3) FuPLANS is involved in the "far-term," conceptualizing plans for what may occur in the future and focusing on what's next. At BUMED, this timeframe is beyond 91 days. The FuPLANS cell resides under Director, Operations, Plans, and Policy (BUMED-N3/5).

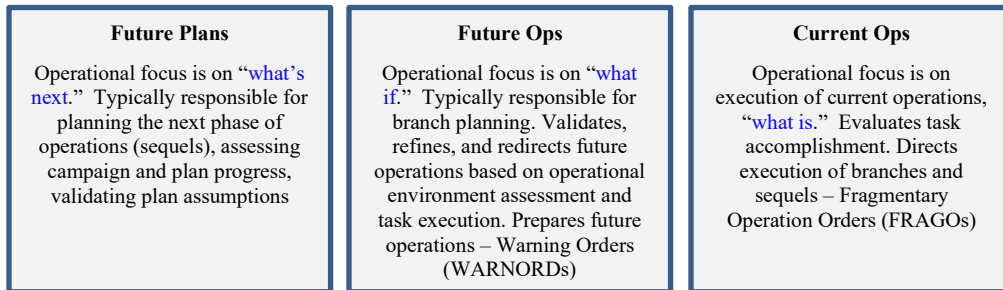


Figure 1-2 The Three Times Horizons

g. Assessment Cell. The assessment cell is focused on all time horizons. Its purpose is to measure mission accomplishment and measures of effectiveness while answering the question, “are we doing the right things.” It makes recommendations to the commander on whether to stay the course or to change plans to meet objectives. The assessment cell resides under Director, Operations, Plans, and Policy (BUMED-N3/5).

h. CCIR. CCIRs are elements of information the commander identifies as critical to timely and effective decision making. CCIRs focus on information management and help the commander assess the operational environment and identify events that will require decisions. CCIRs belong exclusively to the commander and focuses on “what does the commander need to know.” The CCIR list is not static; CCIRs should be reviewed and updated throughout planning and monitoring of operations. CCIRs are developed in the planning process and validated by the commander during BR events. CCIRs should be reviewed annually. The categories of CCIRs are:

(1) Priority Intelligence Requirements (PIR). PIRs focus on the adversary and the operating environment. The DMO manages recommended PIRs. PIRs are reviewed to support plan refinement based on the operating environment.

(2) Friendly Force Information Requirements (FFIR). FFIRs focus on the status of the friendly force and supporting capabilities. The DMO consolidates FFIR nominations and provides staff recommendations to the commander. Commander approved FFIRs are automatically CCIRs.

3. B2C2WGs. B2C2WGs facilitate cross-functional coordination, synchronization, planning, and information sharing among staff directorates. BUMED B2C2WGs include boards, bureaus, centers, councils, cells, elements, teams, groups, and other semi-permanent or temporary organizations such as OPTs. In addition to the B2C2WGs other events are stood up as needed to provide the cross-functional work needed to support the CDC. This requirements-based layer produces mission-oriented output, whereas the permanent B2C2WGs produce functional information. Each has an assigned chair with principal oversight responsibility. Participants may include members from mission partners up, down, and across the force. Eliminating

bottlenecks and unnecessary routing chains are key to keeping pace with the tempo of operations, and employment of common processes, as organizations make it easier to train and educate MOC personnel. B2C2WG types are described in Table 1-1.

B2C2WG EVENT TYPES

1	<u>Board</u> : A board is the senior executive level, cross-functional organization that meets to make decisions, provides guidance, and synchronizes efforts within a specific function. Boards are generally chaired by a director who understands the commander's intent and desired end state.
2	<u>Bureau</u> : A bureau is a long-standing functional organization that directly interfaces with civilian elements, with a supporting staff designed to perform a specific function.
3	<u>Center</u> : A center is a multi-disciplined, permanent organization that performs the critical roles of monitoring the current situation and directing activities for a specific functional area.
4	<u>Cell</u> : A cell is an organization formed around a specific process, capability, or activity within the headquarters. Cells are generally subordinate organizations to an element.
5	<u>Working Group</u> : A working group is a CFT with specific objectives that meets regularly. Working groups do much of the detailed analysis and planning within the commander's decision cycle and typically provide inputs to a specific board.
6	<u>Council</u> : A council is a cross-functional organization that meets to provide guidance and synchronize activities for the senior leadership team.
7	<u>Operational Planning Team</u> : An OPT is the cross-functional organization to conduct contingency and crisis action planning and develop the corresponding products. Directorates may also establish OPTs to resolve a specific problem, task, or requirement.
8	<u>Element</u> : An element is an organization formed around a specific function within a designated directorate.

Table 1-1 B2C2WG Event Types

4. B2C2WG Requirements. For a recurring meeting or event to be considered as a command B2C2WG it must have:

- a. Members who represent two or more command directorates, departments, or divisions.
- b. An output required by other B2C2WGs or by more than one command directorate, department, or division.
- c. An output that fills a CDC information requirement not provided by another event.

5. B2C2WG Authority. The DMO and DMHQ are the establishing authority and in conjunction with the BUMED-N01B, approve the creation, modification, and disestablishment of all B2C2WGs. Upon approval, the chairs of B2C2WG entities are granted authority to task cross-directorate membership to accomplish B2C2WG event objectives.



6. B2C2WG Governance

a. All B2C2WGs require an approved 7-minute drill. A critical component of the 7-minute drill is the depiction of the information flow outlining B2C2WG inputs and outputs. The information flow diagram is essential for visualizing the process, both before and after approval, by facilitating analysis of the B2C2WG entity's value to the BR and decision making. An example of a 7-minute drill format is provided in Figure 1-3. The respective chairs of B2C2WG entities are responsible for writing the 7-minute drill and submitting it to the DMO or DMHQ for approval.

b. DMO or DMHQ, assisted by the Knowledge Management Officer (KMO) facilitates the process for establishing or disestablishing B2C2WGs via 7-minute drills. The 7-minute drill starts the process for the analysis of meetings and how it supports the CDC.

<b>BR Event Title</b>		<b>Name of the meeting or event matches the title</b>	
<u>Meeting Chair</u> The designated lead		<u>Meeting Point of Contact (POC)</u> Who is running the meeting, for some events, the point of contact may run the meeting in the chair's absence.	
<u>Purpose</u> A brief purpose behind this meeting, what value the coordination adds, who is involved, and why it is important.			
<u>Input</u> Briefs, documents, or information that are required prior to or during the meeting.		<u>Output</u> What products or deliverables or written outputs come from this meeting, who do they go to, and when? Outputs may be decisions or guidance to the B2C2WG to support ongoing work.	
<u>Predecessor</u> Specific internal or external BR events that occur to support execution of this event. (Meetings that must take place before this event.)		<u>Successor</u> What BR event does this feed? Describe the follow-on action(s). Examples: Commander's Update Brief, Chief, BUMED event or meeting.	
<u>Meeting Frequency</u> How often does the meeting happen? (daily, weekly, biweekly) When using biweekly, note every other week versus twice per week.		<u>Meeting Dates</u> When does the meeting happen (Mondays, 1500). Meeting dates, times, and location will be added to the Master Battle Rhythm calendar.	
<u>Meeting Venue.</u> Where does the meeting happen? May be in person or virtual.			
<u>Pre-meeting Coordination</u> When do the inputs need to be submitted for this meeting, and when will read-ahead materials be circulated to the group prior to the meeting.			
<u>Participation</u> Who is required to attend this meeting and give input, and who is requested to attend for situational awareness? Use specific titles where possible but it can be generic. Add the double-digit codes when known.  This event is conducted at the UNCLASSIFIED level.			

Figure 1-3. Seven-Minute Drill Format

7. Master BR (MBR). The MBR is the authoritative source for BR management. This calendar is maintained and monitored by the DMO and DMHQ assisted by the KMO. Only approved events with an approved 7-minute drill should appear on the MBR calendar. B2C2WG chairs, supported by B2C2WG points of contact are responsible for the timely, and accurate maintenance of their events on the MBR. The BR will be available to echelon 3 commands to inform the development of their respective BRs. B2C2WGs typically convene in person or via video teleconferencing; however, the chair can opt to conduct meetings virtually using e-mail, telephone conference, or a combination of collaboration methods.

8. B2C2WG Event Meetings. Should have a written agenda and ensure information or pre-reads are provided in advance to B2C2WG committee members. Meetings are typically structured: old business; new business; summary of taskers and due outs of the meeting along with completion dates; closing comments by the working group chair; and meetings minutes written and distributed.

9. Command BR

a. A BR is the sequencing and execution of activities within HQs that are regulated by the flow and showing of information that supports all decision cycles, per references (b) and (c). The BR establishes effective day-to-day flow through the repetitive sequencing and execution of events.

b. The goal is a repeatable, predictable sequence that provides time for monitoring, assessment, and planning and facilitates informed decision making. The BR accounts for higher and adjacent HQ requirements.

c. To establish the BR, a logical arrangement of B2C2WG information flow is mapped to determine critical paths. This information is used to formulate a logical command BR. A disciplined BR incorporates sufficient unscheduled time, described as “white space,” to allow for product development and preserves valuable time for the commander and staff to think, discuss, and consider multiple information sources to facilitate decision-making. Without “white space” the BR becomes counterproductive. Subparagraphs 9c(1) through 9c(8) should be considered in developing the BR:

- (1) Higher HQ BR and reporting requirements.
- (2) Subordinate HQ BR requirements.
- (3) Duration and intensity of contingency operations.
- (4) Planning requirements (e.g., FuPLANS, FOPS, and COPS).
- (5) Prioritization and timeliness of decision support information needed.
- (6) Conference room and communication requirements and constraints.
- (7) Information requirements (knowledge management and information management).
- (8) Coordination with other B2C2WG on overlapping topics.

10. BR Authority and Governance. The DMO and DMHQ are the overall approval authorities for the BUMED BR. The DMO and DMHQ, assisted by the KMO, manages the command BR, and DMO facilitates the establishment of the command’s crisis BR in coordination with

BUMED Director Commander's Action Group. The BUMED DMO manages other (non-B2C2WG) cross-functional events when required, to ensure staff efforts reflect command priorities.

11. BR Analysis. Periodic review and assessment of the command's BR is essential to ensuring it remains consistently reflective of day-to-day operations and events. The sequencing and execution of activities regulated by the flow and sharing of information must effectively support the CDC. As a minimum, BR analysis is scheduled to occur annually. However, changes in information exchange requirements; transitions between operational phases, mission modification, or leadership changes, may prompt a review of the BR's effectiveness to ensure it continues to support the decision makers' information requirements.

CHAPTER 2  
ROLES AND RESPONSIBILITIES

1. Key Leaders. B2C2WGs, the BR, and the commander's decision-making process function best when the roles and responsibilities are understood and synchronized across the organization.

a. DMO and DMHQ

(1) Approve the command BR.

(2) Approve the establishment of command B2C2WGs to ensure cross-directorate staffing, resourcing, and unity of effort.

(3) Approve the disestablishment of B2C2WGs upon recommendation of the event chair.

(4) Represents their respective N-code throughout BUMED per the approved BUMED Standard Organization and Regulations Manual. MHQ codes include Manpower and Personnel (BUMED-N1); Reserve Policy and Integration (BUMED-N1R); Logistics, Supply and Support (BUMED-N4); Communication and Information Systems (BUMED-N6); Resource Management (BUMED-N8); and Capabilities & Requirements (BUMED-N9). MOC codes include Medical Information, Research and Development (BUMED-N2); Operations, Plans and Policy (BUMED-N3/5); Education and Training (BUMED-N7); and Clinical Policy & Standards (BUMED-N10).

(5) Sets the agendas for the commander's update briefs.

(6) Prioritize necessary work.

(7) Establish and oversee training to support B2C2WG functions.

b. Director, Headquarters Operations and Commander of Troops (BUMED-N01B)

(1) Sets the agenda for the Headquarters Board.

(2) Coordinates with DMO and DMHQ to ensure smooth function of staff activities within the command.

c. BR Manager

(1) Reports to the DMO and DMHQ.

(2) Engages with stakeholders to promote governing principles of the BR, including establishment, approval, maintenance, and execution of coordination venues, processes, and tools for event scheduling and information sharing.

- (3) Maintains the repository of approved 7-minute drills.
- (4) Develops, manages, coordinates, and conducts B2C2WG-related training.
- (5) Manages the command BR on behalf of, and in coordination with the MHQ and MOC directors.
- (6) Advises the DMO and DMHQ on BR management and governance issues; coordinates and directly liaises with the commander's action group representatives and the Maritime Planning Board (MPB) to inform, recommend, and facilitate the development and execution of crisis BR.
- (7) Manages the MBR calendar, ensuring quality control and timeliness of all governing documents and administrative data posted by event coordinators.
- (8) Coordinates with DMO, DMHQ, and the MPB POC to maintain status of OPTs.

d. KMO. A position that reports to the DMO.

- (1) Reviews the command MBR calendar when scheduling meetings and events, to determine and consider impacts to both internal and command-wide BR events.
- (2) Facilitates scheduling and deconfliction of conference and briefing rooms to accommodate approved or priority executive-level BR events during the execution of both steady state and crisis BR and provides notification to BUMED staff.
- (3) Coordinates with BR manager to help resolve BR scheduling issues. Note. If a BR event must be relocated from a previously scheduled conference room due to a high priority event, ensure that both the event's B2C2WG Chair and the BR manager are informed.

e. B2C2WG Chairs

- (1) Ensures 7-minute drills are current, complete, and accurate. Note. If required, initiate the process for establishment or disestablishment of a B2C2WG.
- (2) Determines membership of their respective B2C2WG and assign an administrative lead.
- (3) Determines if sub-groups, teams, or elements are needed to support the function of the B2C2WG.
- (4) Coordinates with other B2C2WG entities to deconflict and improve information flow for overlapping or consequential topics.

(5) Ensures members and attendees have access to all relevant information and B2C2WG-related working materials, and meetings and events are conducted effectively.

f. B2C2WG POC. Appointed by individual B2C2WG Chairs.

(1) Maintains POC information, scheduling information, and other relevant data for 7-minute drill and informs BR Manager of changes or updates.

(2) Gathers inputs, compiles, and delivers information to event participants. Submits updates for MBR calendar with meeting dates and times.

(3) Prepares and provides outputs to other B2C2WGs.

(4) Performs administrative roles, to include developing and maintaining e-mail distribution groups and organization mailboxes.

(5) Executes meeting planning and execution roles (scheduling, agendas, briefings, and minutes) on behalf of the B2C2WG Chair.

(6) Compiles and disseminates meeting minutes and follow-up communications.

(7) If a B2C2WG is disestablished, removes e-mail distribution group, and ensures official records are properly retained in approved centralized data repository.

(8) Maintains collaborative forums and workspaces that enable staff to efficiently share event-related information within the information security protocols applicable to the B2C2WG and specific information being handled.

g. B2C2WG Members (participants)

(1) Participates in events representing assigned functional area.

(2) Conveys meeting information and actions to their respective N-Code or organizations.

(3) Contributes necessary inputs to help drive required outputs, informed decision making and effective decision support.

2. Boards. Appendix A provides a list of current boards and their functions. Boards may be formed or dissolved with the approval of Chief, BUMED on recommendation from DMO, DMHQ, and the BUMED-N01B.

APPENDIX A  
MHQ and MOC Boards

1. Maritime Planning Board. Responsible for reviewing and monitoring planning. The MPB's oversight of related B2C2WG progress is essential to maintaining the BR and timeliness of information flow.

a. Purpose: Initiate and prioritize planning and product development that supports BUMED ensuring alignment with the BUMED strategy. Coordinate BUMED MHQ and MOC planning requirements. Direct cross-functional staffing support on related efforts. Review briefs and provide recommendations to DMO.

b. Chair: DMO.

c. Members: Directors BUMED-N3/5, designated representatives from BUMED-N1, BUMED-N1R, BUMED-N2, BUMED-N4, BUMED-N6, BUMED-N7, BUMED-N8, BUMED-N9, BUMED-N10, and Defense Health Agency (DHA) Liaison Officer. Other participants may include designees from the Office of the Chief of Naval Operations (OPNAV) Resource Sponsor, N4L4; NAVMEDFORLANT, NAVMEDFORPAC, Naval Medical Forces Support Command (NAVMEDFORSUPCMD), The Medical Office of the Marine Corps (TMO), United States Fleet Forces (USFLTFORCOM), United States Pacific Fleet (USPACFLT), Marine Corps Forces (MARFOR) Surgeons, and other stakeholders as applicable.

2. Readiness Board

a. Purpose: Provides individual and unit training and readiness recommendations. Reviews significant changes in unit readiness and makes recommendations to support combatant commanders, Navy component commanders, and DHA requirements.

b. Chair: BUMED-N7 or BUMED-N3/5.

c. Members: Directors BUMED-N3/5 and BUMED-N7, designated representatives from BUMED-N1, BUMED-N1R, BUMED-N4, BUMED-N6, BUMED-N8, BUMED-N9, BUMED-N10, DHA Liaison Officer, and BUMED-N01B. Other participants may include designees from OPNAV N4L4, NAVMEDFORLANT, NAVMEDFORPAC, NAVMEDFORSUPCMD, TMO, USFLTFORCOM, USPACFLT, MARFOR Surgeons, and other stakeholders as indicated.

3. Resource and Requirements Board

a. Purpose: Provides prioritization recommendations for funding, staffing, and other requirements. Works with other Boards to identify resource risks to BUMED activities and future requirements.



b. Chair: BUMED-N1 or BUMED-N8.

c. Members: Directors BUMED-N1, BUMED-N8, and BUMED-N9, designated representatives from BUMED-N1, BUMED-N1R, BUMED-N2, BUMED-N3/5, BUMED-N4, BUMED-N6, and BUMED-N7, and BUMED-N10. Other may include designees from OPNAV N4L4, NAVMEDFORLANT, NAVMEDFORPAC, NAVMEDFORSUPCMD, TMO, USFLTFORCOM, USPACFLT, MARFOR Surgeons, and other stakeholders as indicated.

4. Headquarters Board

a. Purpose: Make prioritized recommendations, and authorized decisions, on infrastructure and space allocations, personnel assignments, awards, and other administrative issues to ensure administration, organization, training, and readiness of the HQ staff is carried out in compliance governing guidance and directives.

b. Chair: BUMED-N01B.

c. Members: DMO, DMHQ, and BUMED N-Code directors or designated representatives.