DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
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BUMED INSTRUCTION 6010.35

From: Chief, Bureau of Medicine and Surgery

Subj: PROGRAM OBJECTIVE MEMORANDUM DEVELOPMENT REQUIREMENTS

Ref: (a) SECNAVINST 7000.30
      (b) DoD Directive 7045.14 of 25 January 2013
      (c) OPNAVINST 3000.15A
      (d) OPNAVINST 5450.215E
      (e) OPNAVINST 5450.352A
      (f) OPNAVINST 3050.25

Encl: (1) Acronyms
       (2) Warfighting Capability, Capacity, and Wholeness Assessments Requirements
            Timeline
       (3) Program Objective Memorandum Projected Requirements Timeline
       (4) Program Objective Memorandum Annual Cross-Functional Flow Chart

1. <u>Purpose</u>. Bureau of Medicine and Surgery (BUMED) program objective memorandum
(POM) submissions will be developed per guidance established in reference (a). Additional
POM guidance will be provided for each POM cycle. Reference (a) also establishes Department
of the Navy (DON) guidance for the planning, programming, budgeting, and execution (PPBE)
process per references (b) and (c). Enclosure (1) is a list of acronyms used throughout this
instruction.

2. <u>Scope and Applicability</u>. POM guidance is applicable to all budget submitting office (BSO)
18 activities.

3. <u>Background</u>

    a. Per reference (d), BUMED supports the Office of the Chief of Naval Operations
(OPNAV), Medical Resources, Plans, and Policy (OPNAV N0931) and Medical Readiness
(OPNAV N4L4) with the functions listed in subparagraphs 3a(1) through 3a(3):

        (1) Conduct strategic assessment, planning, and programming for each POM annual
cycle.

(2) Conduct capabilities assessments and balance requirements necessary to provide the manpower, force structure, facilities, supply chain, information capabilities, and infrastructure to field a naval force capable of performing prompt and sustained combat operations at sea and on land.

(3) Prepare forces and establish reserves of equipment and supplies for the effective engagement across all operational phases and levels of war. Plan for the expansion of peacetime mission requirements to meet components and naval and Fleet Marine Force requirements. See subparagraph 3c, for more information on BSO-18 POM support to the United States Marine Corps (USMC).

b. Per references (a) and (b), PPBE serves as the annual resource allocation process for Department of Defense (DoD) within a quadrennial planning cycle.

(1) The quadrennial defense review, force development guidance, program guidance, and budget guidance are the principal guides used in the quadrennial planning cycle. BSO-18 programs and budgets are formulated annually, covering one budget year and four program objective years to provide the DoD with the most effective mix of forces, equipment, manpower, and support attainable within fiscal constraints.

(2) During the PPBE cycle, it is essential each BSO-18 activity facilitate and support the alignment of resources to prioritized capabilities based on the Chief, BUMED overarching strategy and assists with balancing necessary capabilities to support the warfighter with risk, affordability, and effectiveness. Alignment of resources must be synchronized with overall naval integrated readiness.

c. Per reference (c), naval integrated readiness activities, production cycles, operations, frameworks, methodologies, force development processes, innovation, Fleet and USMC operational experimentation, operational exercises, and Fleet codified language is incorporated and integrated into BSO-18 readiness products and support activities to include:

(1) Participation and support of acquisition milestones and events used to synchronize combatant commander, OPNAV and Headquarters Marine Corps (HQMC) development, fielding, and sustainment of new systems and associated doctrine.

(2) Integration of prioritized health services capabilities that support the assigned responsibilities and requirements for BSO-18 to meet operational needs.

(3) Implementation and execution of POM.

d. BUMED must support OPNAV and HQMC resource and requirements sponsors (e.g. OPNAV N0931, Chief of Navy Reserve (OPNAV N095), Deputy Chief of Naval Operations for Manpower Personnel Training and Education/Chief of Naval Personnel (OPNAV N1), Deputy Chief of Naval Operations for Information Warfare/Director, Naval Intelligence (OPNAV

N2/N6), Deputy Chief of Naval Operations for Fleet Readiness & Logistics (OPNAV N4), Director, Programing (OPNAV N80), Deputy Chief of Naval Operations for Warfighting Requirements and Capabilities (OPNAV N9), HQMC Combat Development & Integration and Marine Corps Systems Commands) with the process of identifying, resourcing, delivering doctrine, organization, training, materiel, leadership and education, personnel, and facilities, policy solutions and innovative alternatives for operational platforms and shore facilities, installation support, systems, and personnel necessary to maximize the effectiveness of the optimized fleet response plan, Navy training system plans, and the training and exercise employment plan.

    e. Per reference (f), the Chief of Naval Operations (CNO) institutes analytic rigor through warfighting, capability, capacity, and wholeness assessments, and provides a mechanism to evaluate if resources are sufficiently programmed to achieve required probability of mission success as determined by operational commanders. The assessment process is designed to provide comprehensive recommendations to enable informed resource-allocation decisions by leadership through POM submissions. Additional guidance in alignment with reference (f) is outlined in enclosure (2).

    f. BSO-18 primary submission for the Navy POM will support operational medicine missions supporting Fleet and Fleet Marine Force medical readiness and deployed medical support, and align operational requirements remaining within DHA Defense Health Program (DHP) dollars. The key to success in every POM cycle is to ensure resource planning incorporates a concept of wholeness and prioritization, ensuring mission accomplishment with an acceptable level of risk. Per the Executive Office of the President Office of Management and Budget Circular Number A-11 dated 6 August 2021 (available via Web site, https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf), the budget is focused on the budget year, or year of execution, prior year, and 9 years following the budget year, also called out years. BSO-18 POM cycles should work synergistically with the budget, to include the out years, to ensure maximum effectiveness.

    g. In alignment with enduring OPNAV guidance and Secretary of the Navy's (SECNAV) guidance per reference (a), and CNO vision and priorities, each POM cycle must focus on, and provide policy, program support, and resource sponsorship to ensure operationally suitable health service support to the fleet and Fleet Marine Force in the essential medical capabilities of patient management, patient movement, medical logistics, occupational and environmental medicine, medically ready force generation, medical mission command, and global health engagement. Services also remain responsible for environmental health functions, industrial hygiene, environmental compliance, and facility management of operational assets, such as war reserve material warehouses and non-medical treatment facilities (MTF).

    h. BUMED is required to take deliberate action to maintain and enhance medical readiness. POM requirements must reflect the ongoing shift from MTF-centric activities to operationally based warfighter support. It is paramount to continue efforts to improve combat survivability and regenerate combat power in theater by returning fleet and Fleet Marine Forces to duty as

quickly as possible, as BUMED continues to partner and engage with key stakeholders to enhance medical readiness support capabilities, both materiel and non-materiel, to ensure operational readiness of Navy and USMC forces.

4. <u>Policy</u>

   a.   Requirements supporting assigned deployable medical systems capabilities and Navy readiness programs must be submitted in a timely fashion to all required resource sponsors for validation. Programs all reside within the financial structure either at a program element (PE) level or a program within a PE. Programs can also cross PEs. Items of special interest will generally be viewed as a program. Information provided must include execution data, full adjudication of requirements for validation, appropriate BSO-18 operations and maintenance, Navy, funded Federal civilian and contractor manpower updates, and any other relevant information that will provide transparency between organizations.

   b.   BSO-18 POM submissions must be developed based on regulatory, policy, and fact-of-life changes in support of DoD, SECNAV, CNO, BUMED, and DHA priorities.

   c.   Incorporation and integration of naval integrated readiness activities, production cycles, operations, installation support, frameworks, methodologies, force development processes, innovation, fleet and USMC operational experimentation, operational exercises, and fleet codified language, including POM, with BSO-18 readiness products and support activities, is mandated. To implement POM, per references (a) through (g), BSO-18 activities must:

      (1) Identify, develop, and implement capabilities to ensure continuous availability of manned, maintained, equipped, and trained naval forces capable of surging forward on short notice, while also maintaining long-term sustainability of the force.

      (2) Implement specific medical readiness activities based on overall contribution towards Sailor and Marine health and readiness without compromising safety and degradation of unit combat capabilities.

      (3) Conduct a thorough and comprehensive assessment of requirements, compile data and metrics to demonstrate the tie to a Navy and Marine Corps mission area to prioritize POM investments. BSO-18 activities will re-validate all previously submitted projects and validate all new projects before submitting them to OPNAV N44 for resourcing consideration.

      (4)   Address requirements guided by the CNO's integrated readiness instruction, which codifies force development, force generation, and force employment tasks and relationships.

      (5) Address requirements across readiness pillars to ensure program wholeness: personnel, equipment, supply, training, networks, and installations.

(6) Ensure all requirements appropriately balance mission readiness and capability at the lowest cost to the Navy.

(7) Clearly articulate the new or changed requirements with specific explanations of the regulatory or mission requirements driving the increase, return on investment, and the specific mission and regulatory impact(s) if not funded. New and changed requirements must be necessary to achieve executable, justifiable, and legally compliant programs, while maintaining the efficiencies and programming decisions from previous POM cycles. All justifications should be data-driven and supported by metrics where available.

(8) BSO-18 activities must ensure all requirements appropriately balance mission readiness and capability at the lowest cost to the Navy.

(9) Military personnel (MILPERS) strategic POM guidance is provided separately on an annual basis for Navy and Reserve MILPERS, Navy appropriations through the respective resource sponsors. MILPERS POM resourcing guidance is historically on an accelerated timeline and may have differing resourcing priorities from non-MILPERS POM appropriation priorities.

(10) BSO-18 activities will support the development and submission of BSO-18 POM submissions culminating in gated reviews by Director, Maritime Operations (DMO) and Director, Maritime Headquarters (DMHQ) prior to the review and approval by Chief, BUMED.

d.   Per reference (f), BUMED will implement an assessment process to determine if resources (personnel, equipment, sustainment, training, operations, and facilities (PESTOF)) are sufficiently programmed to achieve mission success for Naval Expeditionary Health Service Support (NEHSS) platforms and capabilities. The assessment process will include:

(1) Identifying near-term, mid-term, and far-term capability and capacity gaps and providing quantitative and qualitative measures to support value-based trades between disparate components of overall BSO-18 programs.

(2) Fully accounting for individual, unit, and the NEHSS system across PESTOF in the near-term, mid-term, and far-term.

(3) Implementing methods and metrics to measure platform success at the individual and unit level.

e.   During the program requirements reviews (PRR) and program deep dives, program managers (PM) must communicate, with transparency and exactness, the program requirements that will make the programs whole, or develop additional capability and capacity to support the mission more effectively. PMs are responsible for planning and governance of the capability,

especially as they relate to BSO-18 POM submission development. PMs must provide unbiased supporting information, which must accurately demonstrate risks and capabilities associated with the program, to include any potential cost reduction initiatives.

   (1) Use quantitative data to substantiate risks and capabilities of these programs.

   (2) Include manpower requirements (to include military, civilian, and contract support labor) in the program assessment.

   (3) Account for any efficiencies (through reform, innovation, or technological advancement) when determining labor requirements. In addition, overall responsibilities of PMs include:

      (a) Daily program management throughout the program life cycle.

      (b) Defining the program governance (controls).

      (c) Planning the overall program and monitoring the progress.

      (d) Monitoring the program's budget and advocating, as necessary.

      (e) Managing risks and issues and taking corrective measurements.

      (f) Monitoring the utilization of resources across projects.

      (g) Managing stakeholders' communication.

      (h) Aligning the deliverables (outputs) to the program's desired "outcome."

      (i) Managing the documentation to validate the requirement for POM input defense.

   f.   The Navy POM process and BSO-18 preparation for submission into the POM process is a year-round and continuous activity. Director, Requirements, Resource & Force Structure (BUMED-N8) is BUMED's lead for the POM process and development of the yearly submission to the Resource Sponsor. BSO-18, at all echelons, will execute supporting activities as directed by higher headquarters in developing POM submissions at the program level. No less than monthly, BUMED-N8 will report to Chief, BUMED on status of current year budget execution and POM process supporting activities.

5. Roles and Responsibilities

   a. Deputy Chief, BUMED must:

(1) Develop NAVMED POM policy ensuring alignment with CNO and Commandant of the Marine Corps strategic guidance. Coordinate with appropriate CNO staff offices and The Medical Officer of the Marine Corps for validation and timeliness.

(2) Ensure alignment with the Optimized Fleet Response Plan in identifying, developing, and implementing capabilities.

(3) Ensure medical readiness activities are implemented to optimize Sailor and Marine health and readiness. Address requirements across readiness pillars to ensure program wholeness across all aspects of personnel, equipment, supply, training, networks, and installations.

(4) Identify and advocate for appropriate program resources to achieve required medical readiness mission success. This requirement includes identifying program managers and functions within the purview of each BUMED code.

(5) Ensure principles of high reliability organizations, leadership, culture of safety, and robust performance improvement is applied supporting medical readiness preparedness for Navy and USMC forces.

(6) Ensure continued focus in shifting BUMED and BSO-18 activities to deployment preparedness and medical readiness activities for Navy and USMC warfighters.

(7) Ensure BUMED leadership and BSO-18 activities support the development and submission of BUMED POM submissions culminating in gated reviews by DMHQ and DMO prior to review and approval by Chief, BUMED.

(8) Ensure BUMED and BSO-18 activities support the development and submission of monthly reports on budget execution and POM submission development culminating in review and approval by Chief, BUMED.

b. Executive Director, BUMED must:

(1) Ensure alignment and integration of the POM program within BUMED.

(2) Direct the Executive Directorate support of the POM program.

(3) Direct BUMED to implement an assessment process or analytical model to determine if PESTOF resources are sufficiently programmed to achieve mission success for NEHSS platforms and capabilities. Implement a MHQ directors and MOC directors to review and approve consolidated submissions. At a minimum, the MHQ directors and MOC directors should consist of: Executive Director; DMHQ; DMO; BUMED-N8; Naval Medical Forces Atlantic (NAVMEDFORLANT); Naval Medical Forces Pacific (NAVMEDFORPAC); and

Naval Medical Forces Support Command (NAVMEDFORSUPCMD). The assessment process provides the means to objectively evaluate and validate enterprise-wide POM submissions for review and approval by Chief, BUMED.

(4) Implement monthly reporting to Chief, BUMED to monitor current year budget execution and POM development activities.

d. Director, Maritime Operations (DMO) must:

(1) Support BUMED-N8 with development, review, and submission of OPNAV required POM documentation.

(2) Support BUMED-N8 with developing methods and metrics to support prioritization of readiness resources.

(3) Develop, coordinate, and submit research and development POM requirements supporting NEHSS platforms to BUMED-N8.

(4) Obtain and adjudicate input from NAVMEDFORLANT, NAVMEDFORPAC, and NAVMEDFORSUPCMD.

(5) Conduct a thorough and comprehensive assessment of requirements, compiling data and metrics to demonstrate ties to critical Navy mission areas.

(6) Ensure all POM preparation documents and final products are fully reviewed and vetted through each respective chain of command before submission to BUMED-N8, or BUMED-N1 for MILPERS, with a coordination copy to BUMED-N8.

(7) Complete a gated review of BUMED POM submissions with BUMED-N8 SMEs prior to submission of POM to the MHQ Directors and MOC Directors.

(8) Support BUMED-N8 ADC with preparation of monthly report to Chief, BUMED on POM development activities.

e. DMHQ must:

(1) Support BUMED-N8 with development, review, and submission of OPNAV required POM documentation for all programs under Director, Support & Logistics (BUMED-N4) and Director, Communications & Information Systems (BUMED-N6) purview to include sub-elements, as appropriate, within the broad categories of logistics, facilities, occupational health and public health, and environmental compliance, information management and technology, data governance, analytics and health informatics.

(2) Obtain and adjudicate input from NAVMEDFORLANT, NAVMEDFORPAC, and NAVMEDFORSUPCMD.

(3) Conduct a thorough and comprehensive assessment of requirements, compiling data and metrics to demonstrate tie to critical Navy mission areas.

(4) Ensure all POM preparation documents and final products are fully reviewed and vetted through each respective chain of command before submission to BUMED-N8, or BUMED-N1 for MILPERS with a coordination copy to BUMED-N8.

(5) Complete a gated review of previous BUMED POM submissions with BUMED-N8 SMEs prior to submission of current year POM to the MHQ directors, and MOC directors.

(6) Support BUMED-N8 in preparation of monthly report to Chief, BUMED on POM development activities.

c. <u>Director, Manpower & Personnel (BUMED-N1) and Director, Education & Training (BUMED-N7) must</u>:

(1) Develop, coordinate, and submit Federal civilian manpower, training, and education POM requirements to BUMED-N8.

(2) Develop, coordinate, and submit military personnel manpower education and training requirements to BUMED-N1 in coordination with BUMED-N8.

(3) Coordinate with DHA on a service manpower document identifying military personnel assigned to MTFs by location, skillset, and clinical availability.

(4) Develop, coordinate, and submit military personnel POM issue papers, in coordination with BUMED-N8, as directed in OPNAV N1 or OPNAV N095 POM guidance to include any billet requirement or authorization changes related to Navy and Reserve MILPERS, Navy end strength within BSO-18.

(5) Obtain and adjudicate input from NAVMEDFORLANT, NAVMEDFORPAC, and NAVMEDFORSUPCMD for all required POM exhibits.

(6) Conduct a thorough and comprehensive assessment of requirements, compiling data and metrics to demonstrate ties to a critical Navy mission area.

(7) Ensure all Navy POM preparation documents and final products are fully reviewed and vetted through each respective chain of command before submission to BUMED-N8, or BUMED-N1 for MILPERS, with a coordination copy to BUMED-N8.

(8) Complete a gated review of both previous DHA DHP and Navy POM submissions with BUMED-N8 subject matter experts (SME) prior to submission of current year POM.

(9) Support BUMED-N8 with preparation of monthly report to Chief, BUMED on all BSO-18 POM development activities.

f. BUMED-N8 must:

(1) Support Chief, BUMED, with development, review, and submission of OPNAV required POM documentation.

(2) Facilitate execution reviews of past decisions and actions. Ensure reviews assess actual execution performance based on goals and strategic objectives. Ensure recommendations from reviews link to decisions on future resource allocations.

(3) Ensure preliminary POM work, identifying program points of contact in conjunction with DCs, developing preliminary issue papers, developing preliminary PRR and program deep dives slide decks, per timelines stated in enclosure (3) of this instruction.

(4) Implement DHP and OPNAV N44 POM guidance and develop plan of action and milestones for timely BUMED submission to DHA and BSO-18 submissions to OPNAV.

(5) Disseminate completion guidance and requirements to BUMED stakeholders to include gated reviews by the ADCs and by DMHQ and DMO.

(6) Conduct a thorough and comprehensive assessment of requirements, compiling data and metrics to demonstrate tie to a critical Navy mission area. Develop methods and metrics to support prioritization of readiness resources.

(7) Conduct and coordinate POM review by evaluating and validating the consolidated (DHP and Navy) BUMED POM submissions for review and approval by Chief, BUMED.

(8) Report to Chief, BUMED monthly on status of current year budget execution and POM process supporting activities being undertaken across BUMED.

(9) Use guidance from reference (e) to ensure BUMED completes OPNAV N44 requirements for POM products through each fiscal year.

(10) Provide MILPERS POM requests to BUMED-N1 as soon as possible each POM cycle.

g. Directors, BUMED must:

(1) Support BUMED-N8 with development, review, and submission of OPNAV required POM documentation.

(2) BUMED-N1 is responsible for validating civilian personnel, Navy billet requirements and adjusting billet authorizations within BSO-18 in coordination with BUMED-N8.

(3) Conduct and support gated reviews of DHP and Navy POM submissions to ensure program wholeness to include identifying gaps and making recommendations related to prioritization of resources.

(4) Support BUMED-N8 with preparation of monthly report to Chief, BUMED on POM development activities.

(5) Director, Capabilities and Requirements (BUMED-N9) is responsible for overseeing program management of BSO-18 medical capabilities, (e.g., expeditionary medical facilities and forward deployed preventive medicine units) until full operational capability is achieved by the program executive office. This includes developing, validating, and integrating assigned BSO-18 naval medical platform system capability requirements in support of Service component commanders.

   h. <u>NAVMEDFORLANT and NAVMEDFORPAC must</u>:

(1) Support BUMED-N8 with development, review, and submission of OPNAV required POM documentation.

(2) Support and complete data calls from BUMED-N1 and BUMED-N7 with development, review, and validation of curriculum and training supporting NEHSS platforms, platforms or augmentation units, and other capabilities developed, and field as directed in support of naval operations.

(3) Support BUMED-N4 and BUMED-N6 with development, coordination, and submission of logistical and facility POM requirements for NEHSS platforms and BUMED facilities to BUMED-N8.

(4) Support Director, Medical Information & R&D (BUMED-N2); Director, Operations (BUMED-N3); and Director, Plans & Policy (BUMED-N5) with development, coordination, and submission of research and development POM.

(5) Conduct a thorough and comprehensive assessment of requirements, compiling data and metrics to demonstrate tie to a critical Navy mission area.

(6) Ensure all POM preparation documents and final products are fully reviewed and vetted through each respective chain-of-command before submission to BUMED-N8.

(7) Complete a gated review of BUMED POM submissions prior to submission of POM to the MHQ director and MOC directors.

(8) Support BUMED-N8 with preparation of monthly report to Chief, BUMED on POM development activities.

    i.   NAVMEDFORSUPCMD must:

(1) Support BUMED-N8 with development, review, and submission of OPNAV required POM documentation.

(2) Support and complete data calls from BUMED-N1 and BUMED-N7 with development, review, and validation of curriculum and training supporting NEHSS platforms, platforms or augmentation units, and other capabilities developed, and field as directed in support of naval operations.

(3) Support BUMED-N4 and BUMED-N6 with development, coordination, and submission of logistical and facility POM requirements for NEHSS platforms and BUMED facilities to BUMED-N8.

(4) Conduct a thorough and comprehensive assessment of requirements, compiling data and metrics to demonstrate tie to a critical Navy mission area.

(5) Ensure all POM preparation documents and final products are fully reviewed and vetted by higher-level review authorities and applicable headquarters before submission to BUMED-N8.

(6) Complete a gated review of BUMED POM submissions prior to submission of POM to the DMHQ and DMO.

(7) Support BUMED-N8 with preparation of monthly report to Chief, BUMED on POM development activities.

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 DON 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 DON Directorate for Administration, Logistics, and Operations, Directives and Records Management Division program office.

7.   Review and Effective Date. Per OPNAVINST 5215.17A, BUMED-N8 will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, 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 it is still required, unless it meets one of the exceptions 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.

8.   Information Collection Management. Reports required in subparagraph 5f(8) of this instruction are exempt from reports control per SECNAV M-5214.1 of December 2005, part IV, subparagraph 7k.

D. K. VIA
Acting

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

ACRONYMS

BSO-18	Budget Submitting Office 18
BUMED	Bureau of Medicine and Surgery
CIC	Consolidated Information Center
CNO	Chief of Naval Operations
DHA	Defense Health Agency
DHP	Defense Health Program
DMHQ	Director, Maritime Headquarters
DMO	Director, Maritime Operations
DoD	Department of Defense
FEA	Front-End Assessment
FIP	Flight Introduction Program
FMB	Financial Management Branch
HQMC	Headquarters Marine Corps
IAA	Integrated Analytic Agenda
I&I	Interoperability & Integration
IPA	Integrated Program Assessment
MAA	Mission Area Assessments
MILPERS	Military Personnel
MTF	Medical Treatment Facility
NAVMEDFORLANT	Naval Medical Forces Atlantic
NAVMEDFORPAC	Naval Medical Forces Pacific
NAVMEDFORSUPCMD	Naval Medical Forces Support Command
NEHSS	Naval Expeditionary Health Service Support
OPNAV	Office of the Chief of Naval Operations
PESTOF	Personnel, Equipment, Sustainment, Training, Operations, Facilities
PM	Program Managers
PPBE	Planning, Programming, Budgeting, and Execution
PRR	Program Requirements Review
SPP	Sponsor Program Proposal
USMC	United States Marine Corps
WIP	Warfighting Improvement Programs

WARFIGHTING CAPABILITY, CAPACITY, AND WHOLENESS ASSESSMENTS
REQUIREMENTS TIMELINE

The warfighting capability, capacity, and wholeness process expresses the degree to which sufficient resources are programmed for a system or unit to achieve a required probability of mission success. These resources are expressed as PESTOF. The warfighting capability, capacity, and wholeness assessment process will be implemented to support POM preparation.

Capability assessments will be conducted by Director, Assessments (OPNAV N81) and will be informed by integrated fleet readiness reports, wholeness briefs, warfighting improvement programs (WIP), baseline assessment memorandums, interoperability and integration (I&I) warfighting capability baseline assessments, current and prior year integrated analytic agenda (IAA) studies, and mission area assessments (MAA).

1. <u>Quarterly</u>. Integrated fleet readiness reports - Fleet input to capability gap assessment will be provided via Fleet Introduction Program (FIP) reports and I&I reports. FIP reports document solutions to capability gaps before new systems reach initial operational capability, and I&I reports document solutions in terms of established kill chains. FIP and I&I inputs will contain near and mid-term recommended solutions to existing warfighting capability gaps.

2. <u>Summer Timeframe</u>

   a. <u>Wholeness Briefs</u>. Each year, OPNAV N81 will propose a series of wholeness brief topics to the CNO. The briefs are designed to address in greater detail than the normal assessment process, or in areas not covered by that process, the health of selected capability areas across the doctrine, organization, training, maintenance, leadership and education, personnel and facilities spectrum.

   b. <u>WIPs</u>. The annual fleet WIPs assess strategic readiness and the ability of Navy forces to successfully execute combatant commander tasking. Mission area WIPs are executed by respective fleet collaborative teams. The fleet collaborative teams utilize the WIP process to promulgate a mission-area specific fleet integrated prioritized capabilities list that is provided to U.S. Fleet Forces Command (USFLTFORCOM). USFLTFORCOM collaborates with Commander, Pacific Fleet (COMPACFLT), Navy component commanders and Commander, Navy Installations Command to conduct an integrated priority ranking of all fleet integrated prioritized capabilities list issues, and forwards the ranking to the CNO via a fleet integrated priorities letter. This letter, delivered in the late-summer timeframe, details requirements in support of Navy capabilities planning and programming, and serves to identify gaps that will assist front-end assessment (FEA) development.

   c. <u>IAA</u>. OPNAV N81 coordinates with resource sponsors to develop the IAA for the next fiscal year. After consolidating all inputs, a recommended list of study topics is presented to the CNO for approval in September. Study results from the current fiscal year are used in MAA for input into POM development.

3. <u>September Timeframe</u>. MAA: OPNAV N81 delivers the MAAs that assess near-term, mid-term, and far-reaching effects capability across all Navy warfighting and support areas. Their development is based on a summer-long comprehensive risk assessment process managed by OPNAV N81 with incorporated participation by OPNAV resource sponsors and USFLTFOR-COM, plus the other products developed during the process. Assessment results are a direct input to FEA development.

4. <u>November Timeframe</u>. FEA: Following MAA completion, OPNAV N81 begins developing the FEA. The FEA builds on the MAA and presents a comprehensive capabilities-based evaluation. It serves as the vehicle to identify capability gaps and overmatches, areas requiring additional investment, and areas where additional risk can be taken. These areas of risk will be prioritized by OPNAV N81 in collaboration with USFLTFORCOM; COMPACFLT; OPNAV N80; Director, Strategy and Policy Division (OPNAV N51) and resource sponsors. The most critical issues are framed for the CNO in order to gain leadership validation of the gaps. The FEA is briefed to the CNO and frames the issues to be addressed in the warfighting support and capability plan (WSCP) and in sponsor program proposals (SPP).

5. <u>January Timeframe</u>. WSCP: Following the FEA, OPNAV N81 begins development of the WSCP, which translates the gaps identified in the FEA into feasible and analytically informed programmatic options. The WSCP presents a fiscally informed and balanced overview of the recommended warfighting and warfighting support capability and capacity changes from the previous POM. The WSCP, developed in collaboration with USFLTFORCOM, COMPACFLT, OPNAV N80 and resource sponsors, also incorporates joint, Office of the Secretary of Defense and OPNAV guidance and decisions derived since FEA development. The WSCP is briefed to the CNO and is used by resource sponsors to further refine their SPP.

6. <u>February and March Timeframe</u>. Integrated Program Assessment (IPA): Following delivery of SPPs to the CNO, OPNAV N81 collaborates with USFLTFORCOM, COMPACFLT, OPNAV N80, OPNAV N51 and resource sponsors to present the IPA. The IPA evaluates Navy programs across all resource sponsors to assess risk, based on SPP submissions, and provides a final opportunity to realign programs prior to POM lock. The IPA may be presented in conjunction with the final tentative POM brief.

PROGRAM OBJECTIVE MEMORANDUM PROJECTED REQUIREMENTS TIMELINE

Date	Lead	Requirement
January	BUMED-N8	Internal (BUMED) Identification of Program point of contact.
January	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED
February	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
March	BUMED-N8	Preliminary Issue Paper Development.
March	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
April	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
May	BUMED-N8	Preliminary PRR briefs and Supplemental Documentation Development.
May	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
June	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
June	OPNAV Resource Sponsors and BSOs	Resource Sponsor Kickoff Meeting with BSOs.
July	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
August	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
August	BUMED-N8	BUMED submit POM briefs and supplemental documentation to Resource Sponsors via Chain-of-Command in DON TRACKER system.
September	BUMED-N8	BUMED brief requirements to OPNAV SMEs and N4 leadership.
September	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
October	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
November	OPNAV N44	Wholeness Balance Review brief to OPNAV N4 leadership.
November	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
December	BUMED-N8	Monthly BSO-18 Current Budget Execution and POM Development Status Report to Chief, BUMED.
		MILPERS requests are on an accelerated timeline; Point of contact is BUMED-N5.

PROGRAM OBJECTIVE MEMORANDUM
ANNUAL CROSS-FUNCTIONAL FLOW CHART

Navy BUMED POM PRR and PDD Diagram

CNO Resource Sponsor	OPNAV Wholeness Review — No — GAPS — POM to OPNAV Resource Sponsor — GAPS — POM Package to Chief, BUMED (CDB)
MDHQ/ DMO / Deputy Chief, BUMED	GAPS — CDB Gated Review — POM Package (Draft CDB)
Directors, BUMED	GAPS — Gated Review — POM Package (Draft Commander's Decision Brief (CDB)
BUMED N8	POM Hot Wash & CY Execution Update — POM BUMEDNOTE Warning Order — POM Initial Data Call — GAPS — POM Stage I Data Call — GAPS — No — POM Stage II Data Consolidation
NAVMEDFORLANT / NAVMEDFORPAC / NAVMEDFORSUPCMD	1) Designate POCs 2) Establish Battle Rhythm 3) Review PRR & PDD Processes 4) Establish/Validate Data Source(s)
Navy Medicine Readiness and Training Commands / Navy Medicine Readiness and Traning Units	1) Capability/ Program Description, Mission, and Requirement(s) 2) Proposed Adjustment(s), Warfighting Capability Impact, & Rationale (Must Address Gaps) 3) Dependencies 4) Issue(s) Prioritized to include Proposed Offsets