



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
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BUMEDINST 6010.35A
BUMED-N8
12 Jan 2026

BUMED INSTRUCTION 6010.35A

From: Chief, Bureau of Medicine and Surgery

Subj: PROGRAM OBJECTIVE MEMORANDUM POLICY

Ref: (a) SECNAVINST 7000.30
(b) DoD Directive 7045.14 of 25 January 2013
(c) OPNAVINST 3000.15A
(d) OPNAVINST 5450.215F

Encl: (1) Program Objective Memorandum All-Year Guidance

1. Purpose. Bureau of Medicine and Surgery (BUMED) Program Objective Memorandum (POM) submissions will be developed per guidance established in reference (a). Specific POM guidance will be provided for POM All-Year and each POM cycle. Reference (a) also establishes Department of the Navy guidance for the Planning, Programming, Budgeting, and Execution (PPBE) process, as detailed in references (b) and (c).

2. Cancellation. BUMEDINST 6010.35.

3. Scope and Applicability. This directive applies to all Budget Submitting Office (BSO) 18 entities.

4. Background

a. Per reference (d), BUMED supports the Office of the Chief of Naval Operations (OPNAV), Medical Resources, Plans, and Policy (OPNAV-N0931), Manpower and Personnel, Training, and Education (OPNAV-N1), Installations (OPNAV-N4I) and Expeditionary Health (OPNAV-N4L4) with the functions listed in subparagraphs 4a(1) through 4a(3):

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

(2) Conduct capabilities assessments and balance requirements necessary to provide the manpower, force structure, facilities, supply chain, information capabilities, and infrastructure to field health service support capabilities and units capable of performing prompt and sustained combat operations in support of the Naval Force across the maritime domain.

(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 components to meet the needs of war.

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

c. During the PPBE cycle, it is essential that each BSO-18 activity facilitate and support the alignment of resources to prioritized capabilities based on the Surgeon General of the Navy's overarching strategy and assist with balancing necessary capabilities to support the warfighter with risk, affordability, and effectiveness. The Surgeon General of the Navy, who also serves as Chief, BUMED (BUMED-N00), is the requirements sponsor for the Naval Expeditionary Health Service Support Mission.

d. In alignment with enduring OPNAV guidance and Secretary of the Navy's (SECNAV) guidance, per reference (a), and Chief of Naval Operations' (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 in the essential functions of casualty management, medical treatment, hospitalization, patient movement, medical logistics, force health protection, occupational and environmental medicine, medically ready force generation, medical mission command, health information management, and health security cooperations.

e. BUMED is required to take deliberate action to maintain and increase Naval Force medical readiness. POM requirements must reflect the ongoing shift from military treatment facility-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 the warfighter to duty as quickly as possible. 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 the Navy and Marine Corps.

5. Policy

a. BUMED's POM cycle process is a part of the POM All-Year approach, a year-round and continuous activity, per enclosure (1). Director, Resource Management (BUMED-N8) is BUMED's lead for the POM process and development of the yearly submission to the resource sponsor (RS). BSO-18, at all echelons, will execute supporting activities as directed by higher headquarters in developing POM submissions at the program level.

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

c. Incorporation and integration of naval readiness activities, production cycles, operations, installation support, frameworks, methodologies, force development processes, innovation, fleet operational experimentation, operational exercises, and fleet codified language, including POM, with BSO-18 readiness products and support activities, is mandated.

6. Roles and Responsibilities

a. Deputy Surgeon General of the Navy\Deputy Chief, BUMED (BUMED-N01)

(1) Develop NAVMED POM policy ensuring alignment with CNO and Commandant of the Marine Corps strategic guidance, per reference (c). Coordinate with appropriate CNO and Headquarters Marine Corps staff offices for validation and timeliness.

(2) 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.

(3) 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 N-Code.

(4) Ensure BUMED leadership and BSO-18 activities support the development and submission of BUMED POM submissions.

b. Executive Director, (BUMED-N02) ensures alignment and integration of the POM all year guidance within BUMED as well as specific year guidance released by BUMED-N8.

c. Director, Maritime Headquarters (BUMED-N03) and Director, Maritime Operations (BUMED-N04)

(1) Follow and support the BUMED-N8 POM process as outlined within specific guidance released for each POM cycle to include oversight on the development, review, adjudication, validation, and prioritization of submissions, as needed.

(2) Ensure BUMED N-Code directors are apprised on specific POM guidance released by BUMED-N8 and in communication and collaboration with their respective region BUMED N-Codes.

d. BUMED-N8

(1) Support BUMED-N00 with development, review, and submission of OPNAV required POM documentation.

(2) Issue specific POM guidance to BUMED stakeholders at the beginning of each POM cycle. Guidance will align with Logistics Division (OPNAV-N4L) and Installations (OPNAV-N4I) POM guidance and provide a development plan of action and milestones.

(3) Ensure preliminary issue papers, developing, and supporting preliminary Program Requirements Review (PRR) and program deep dives slide decks, are reviewed, and prepared in accordance with RS templates.

(4) Conduct and coordinate POM issue reviews by evaluating and validating the consolidated BUMED POM submissions. Solicit BUMED-N03 and BUMED-N04 to prioritize all submitted issues prior to BUMED-N02, BUMED-N01 and BUMED-N00 review.

(5) Final issues to be prioritized and approved by BUMED-N00.

(6) Report to BUMED-N00 monthly status of current year budget execution and POM process supporting activities being undertaken across BUMED.

e. Director, Manpower and Personnel (BUMED-N1)

(1) Support BUMED-N00 with development, review, and submission of OPNAV required POM documentation for military personnel Navy appropriation.

(2) Issue specific POM guidance to BUMED stakeholders at the beginning of each POM cycle. Guidance will align with OPNAV-N1 POM guidance and provide a development plan of action and milestones.

(3) Ensure preliminary issue papers, developing, and supporting preliminary PRR and program deep dives slide decks, are reviewed, and prepared in accordance with RS templates.

(4) Conduct and coordinate POM issue reviews by evaluating and validating the consolidated BUMED POM submissions. Solicit BUMED-N03 and BUMED-N04 to prioritize all submitted issues prior to BUMED-N02, BUMED-N01 and BUMED-N00 review.

(5) Final issues to be prioritized and approved by BUMED-N00.

f. Naval Medical Forces Atlantic, Naval Medical Forces Pacific, Naval Medical Forces Development Command and Naval Medical Forces Research Command. Support BUMED's POM process as outlined within specific guidance released for each POM cycle, enclosure (1). 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 military personnel, with a coordination copy to BUMED-N8.

7. 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 Assistant for Administration, 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 OPNAV Records Management Program (DNS-16).

8. 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, DOW, 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.



D. K. VIA

Releasability 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/>

BSO18 PROGRAM OBJECTIVE MEMORANDUM ALL-YEAR GUIDANCE

1. Purpose. This document outlines BUMED’s POM All-Year approach across the enterprise. The goal is to enhance communications with the chain of command, leverage existing deliverables and meetings when possible, and reduce the amount of quick turn deadlines toward the end of the fiscal year.

a. POM All-Year processes require synchronization across BUMED Headquarters and the Navy Medicine regions to articulate and validate requirements for future POM submissions. This includes issues from prior cycles that may have not advanced, have increased, or have requirements. As requirements are matured, they become candidates for inclusion in BUMED’s annual POM submission to our RSs.

b. All requirements must have concurrence by stakeholders, inclusive of BUMED N-Codes. Identified requirements will be introduced and vetted through the POM process to maximize the PPBE system. This decision-making process supports the objective to provide DOW with the most effective mix of forces, equipment (and sustainment of), manpower, and support attainable within fiscal constraints.

c. BUMED-N8 will facilitate coordination of meetings in support of issue development and refinement. All POM submissions to the RS will be prioritized by BUMED-N03, BUMED-N04, BUMED-N01, and BUMED-N00. The table in paragraph 2 provides a general timeline of annual events.

2. POM All-Year General Timeline

Month	Activity
January - December	POM All-Year (continuous effort)
February - September	POM cycle kickoff (to align with RS guidance)
October	Finalize current cycle PRR submissions
November	POM current cycle disposition

3. Communications

- a. BUMED-N8 will lead and coordinate POM All-Year meetings and POM cycle working group sessions.
- b. Microsoft Teams will be used for issue paper submissions, documentation, and coordination.
- c. During the POM cycle a battle rhythm will be established with office hours for any BUMED-N83 assistance.

4. POM All-Year Meetings

- a. Expectations. Open and collaborative communication between all attendees.
- b. Discussion topics
 - (1) BUMED-N83 to provide updates on POM issues submitted to RSs.
 - (2) Region comptrollers in collaboration with program managers to provide detailed updates for issues that were adjusted into the baseline during the last POM cycle. Details should include contracting actions, milestones, or any gaps that have been identified since the last meeting.
 - (3) Regions to provide an update on issues that did not advance or remain unresolved from the last POM cycle. Please specify whether they were resolved internally (internal realignments, leveraging of existing capabilities, etc.), remain unresolved (articulate risks, impacts and possible mitigations), or require further evaluation or maturation.
- c. Commands are encouraged to provide as much detail as possible, including any potential risks or opportunities associated with the adjustments or unresolved issues. Updates should also consider evolving mission priorities, operational impacts, interdependencies with other programs, and any constraints related to funding or resource availability. This level of clarity will enable senior BUMED leadership to make informed decisions, optimize resource allocation, and ensure effective planning and execution throughout the year.
- d. Any contractor working in support of POM must have a current signed non-disclosure agreement Standard Form 312 to participate.

5. POM Cycle Process and Stakeholder Engagement

Roles and Responsibilities that Align to this Instruction						
Event Description	Issue Submitter	Region Comptroller	BUMED N-Code	BUMED-N8	BUMED-N03 and BUMED-N04	BUMED-N01 and BUMED-N00
Issue development and requirement validation: concurrence from region N-Code, region comptroller, BUMED N-Code, and the Digital Advisory Board	X	X	X			
Approved issue package to be submitted to BUMED-N8 (issue paper, routing sheet, supporting documentation)	X	X	X			
BUMED-N83 review, provide comment and feedback to submitter				X		
Submitter update issue region and BUMED N-Code approval, submit for murder board #1*	X	X	X	X		
Submitter to brief to BUMED-N83 murder board#1	X	X	X	X		
BUMED-N83 review, provide comment and feedback to submitter				X		
Submitter update issue region and BUMED N-Code approval, submit for murder board #2*	X	X	X	X		

*Murder Board(s) are BUMED HQ-level reviews where issues will be briefed during the development process.

Submitter to brief to BUMED-N8 murder board #2*	X	X	X	X		
Consolidate issues for BUMED-N03 and BUMED-N04 prioritization				X	X	
BUMED-N03 and BUMED-N04 rankings to BUMED-N02/N01 and BUMED-N00 for prioritization				X		X
Develop external POM 28 package (OPNAV PRR Template)				X		
Submit PRR package to BUMED-N02/N01 and BUMED-N00 for review and approval				X		X
Brief PRR to OPNAV	X			X		
OPNAV provides review, comment, and feedback to BUMED-N8				X		
Update and develop Executive PRR				X		
Submit Executive PRR to BUMED-N02/N01 and BUMED-N00 for review and approval				X		
Submit approved Executive PRR to OPNAV				X		
BUMED-N01 and BUMED-N00 brief Executive PRR to OPNAV				X		X

*Murder Board(s) are BUMED HQ level reviews where issues will be briefed during the development process.