

DEPARTMENT OF DEFENSE  
HEADQUARTERS, UNITED STATES MILITARY ENTRANCE PROCESSING COMMAND  
2834 GREEN BAY ROAD, NORTH CHICAGO, ILLINOIS 60064-3091

USMEPCOM Regulation  
No. 15-1

Effective date:  
**Boards, Commissions, and Committees  
Governance Program**

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By Order of the Commanding Officer:

OFFICIAL:

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**DISTRIBUTION:**

Unlimited. This Regulation is approved for public release.

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**Executive Summary.** This Regulation:

a. Provides policy and procedures for Governance and decision-making within the United States Military Entrance Processing Command (USMEPCOM).

b. Integrates the Department of Defense Force of the Future memorandum dated June 2016, the USMEPCOM 2016-2026 Strategic Plan, and the FY17 USMEPCOM Operations Plan (OPLAN). As a supplement to this UMR, working group Standard Operating Procedures (SOPs) have been developed and approved providing detailed guidance and further instruction for each formalized command working group.

**Applicability.** This regulation applies to all organizational elements and formal working groups of USMEPCOM.

**Supplementation.** Except where authorized under the provisions of this UMR, supplementation of this regulation is prohibited without prior approval from HQ USMEPCOM, ATTN: MEDC, 2834 Green Bay Road, North Chicago, IL 60064-3091.

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## **Chapter 1**

### **Governance Program**

#### **1-1. Overview**

a. This Regulation defines the decision-making structure, roles, responsibilities, processes, and operating procedures for the United States Military Entrance Processing Command (USMEPCOM) Governance Program.

b. The purpose of the USMEPCOM Governance Program is to enable senior leaders to have overall situational awareness, input, and decision-making authority for command-wide efforts. The four tiered Governance Program structure incorporates a Commander's Decision Board (CDB), a senior leader decision-making body (Senior Leader Council), and a working group level framework enabled by the Secretary Joint Staff (SJS) under managerial responsibilities of the Deputy Chief of Staff (DCoS).

c. This governance structure will foster and incorporate the following:

- (1) Instill a corporate mindset among Senior Leaders
- (2) Enforce swift and consistent staff actions supported by data and rigorous analysis
- (3) Synchronize and prioritize planning efforts across the command
- (4) Ensure horizontal cross-functional vetting/transparent collaboration
- (5) Enforce bi-directional pressure (top down and bottom up)
- (6) Push multiple requirements for decision to a single, regularly scheduled board
- (7) Efficiently resource working groups and Operation Planning Teams (OPTs)

## **Chapter 2**

### **Roles and Responsibilities**

#### **2-1. General Overview**

Each level of the governance structure will have designated personnel roles and responsibilities. This section outlines the roles and responsibilities of each individual at each level starting at the top with the USMEPCOM Commander through the formalized working group team members.

#### **2-2. USMEPCOM Commander**

- a. Is the final authority on all command decisions; may delegate this authority to the Deputy Commander/Chief of Staff (CoS) and/or the Senior Leader Council (SLC).
- b. Reserves final authority for all Program Objective Memorandum (POM), financial, and budgetary items; may delegate this authority to the CoS.
- c. May direct/communicate tasking items down through the SLC in lieu of going to a Director or Proponent one-on-one with research items.
- d. Fosters transparency among leaders and ensures efforts are not worked in a vacuum.
- e. Prevents “backdoor” submissions by turning away ideas/discussions that have not followed the approved governance process, or attempt reconsideration of SLC final decisions.

#### **2-3. Deputy Commander/Chief of Staff**

- a. Chairs and serves as the final decision authority for the SLC.
- b. Acts as gatekeeper and prevents backdoor submissions by turning away ideas/discussions that have not followed the approved governance process, or attempt reconsideration of SLC final decisions.
- c. Determines if decision-packages are ready for Commander’s review.
- d. Supports the SLC with prioritizing planning efforts in accordance with (IAW) the Commander’s priorities.
- e. Continually reinforces the value and necessity of a cross-functional approach to include mandatory directorate participation.
- f. Requests assistance from Sectors and Command Advisors (paragraph 2-10) as needed.
- g. Updates the Commander on SLC discussions, decisions, and dissenting views.

#### **2-4. Deputy Chief of Staff**

- a. Supports the CoS.
- b. Will serve as the acting CoS in the absence of, but will not serve as the Deputy Commander in the absence of the Commander.

- c. In the absence of the CoS, the DCoS will not acquire a supervisory role over Directors.
- d. Represent the CoS at the USMEPCOM working group level, when needed.
- e. Manages the Governance Program and all corresponding documents (e.g., UMR, SOP, etc.).
- f. Takes guidance from the Commander and CoS and prioritizes Command work efforts.
- g. Manages resource capacity, allocates, and tracks Command resources.
- h. Maintains oversight of all Command projects/initiatives.
- i. Conducts analytical review of decision-packages and determines if decision-packages meet the Commanders/CoS intent and are ready for Commander/CoS review/approval.
- j. Assist the SJS with organizing and scheduling SLC meetings to include collecting briefing slides from proponents and documenting meeting minutes.
- k. Sends SLC meeting minutes to CoS/SLC for concurrence.
- l. Informs Commander of all decision(s) progress through regular dashboard or like tool.
- m. Provides progress reports to the Commander and CoS.
- n. Responsible for all administrative duties for the SLC.
- o. Oversees the SJS.

## **2-5. Executive Officer (XO)**

- a. Is a member of the SJS and provides governance support where needed.
- b. Assists the Commander by coordinating all staff activities, including personnel and administration training and operations, logistics, medical support, maintenance, and legal.
- c. Ensures that all estimates, plans, and orders are synchronized and supervised to completion.
- d. Coordinates with higher, adjacent, installation staffs and numerous Federal, State, and Local Agencies.

## **2-6. Secretary of the Joint Staff (SJS)**

- a. Works under the general supervision of the DCoS who provides direction in terms of prioritized work efforts and program objectives.
- b. Executes guidance from the Commander and CoS and prioritizes work efforts.
- c. Serves as the command's subject matter expert/technical advisor for all SJS actions/activities and is considered to be technically authoritative.

- d. Plans, directs, and supervises the operations and activities in the SJS office.
- e. Serves as key advisor/principal administrative official to the Command Group regarding administration and coordination of Command Group staff actions/operations.
- f. Acting on behalf of the Commander, CoS, DCoS, and Command Sergeant Major, tasks the command's principals, special staff, and subordinate commanders along with exercising appropriate follow-up to monitor/track actions.
- g. Analyzes, processes, and follows-up on all correspondence and taskings throughout the Command, to ensure proper coordination, correctness, timeliness and completion of assigned actions.
- h. Provides technical advisory services to members of the staff as well as to subordinate commanders on the integration and coordination of actions, issues, and programs requiring action by the USMEPCOM Command Group.
- i. Interfaces with the Liaison Officer (OSD) and assists in providing synthesis, integration, and coordination of key plans and events both internally within USMEPCOM.
- j. Maintains oversight of all Command projects/initiatives.
- k. Conducts review of decision-packages.
- l. Organizes and schedules meetings for the SLC and CDB meetings to include collecting briefing slides from proponents and documenting meeting minutes.
- m. Provides progress reports to the DCoS.
- n. Assists with all administrative duties for SLC meetings.

## **2-7. Senior Leader Council (SLC)**

- a. Ensures working group efforts support the USMEPCOM Mission and the Command's Strategic Direction (references USMEPCOM 2016-2026 Strategic Plan and USMEPCOM FY17 Operations Plan).
- b. Recommends prioritization of planning efforts among directorates and gains CoS or Commander approval.
- c. Prioritizes command efforts and provides information to the DCoS and SJS.
- d. Informs the Commander of all decision-package progress through regular dashboard.
- e. Has the authority to make final decision on items delegated by the Commander.
- f. SLC meetings are reserved for senior leaders only, action officers and employees below the deputy level are not permitted to attend unless coordinated by the CoS.
- g. Reviews prioritization lists and assigns resources accordingly.
- h. Responsible for determining the size and composition of working groups and OPTs; assigns

resources accordingly.

## **2-8. Proponent, Director**

- a. Proponent task ownership, by default, is assigned to the project owner. In situations of two or more equal owners, the SLC will determine a single proponent.
- b. Is responsible for the overall success of the working group as well as the time, quality, and cost of the project assigned to the working group.
- c. Holds recurring IPRs with Deputy Proponent (Working Group Chair) to ensure working group progress is on track.
- d. Ensures completion of rigorous, consistent analysis, and cross-functional vetting.
- e. Is prepared to out-brief working group progress at SLC meetings.
- f. Provides Deputy Proponent with specific guidance, tasking, and feedback.
- g. Oversees, empowers, and supports the Deputy Proponent to meet timelines and overcome challenges.
- h. Responsible to complete all Commander Directed Tasks and partner with the SJS and DCoS to ensure suspense's are met.

## **2-9. Working Group Deputy Proponent**

- a. Ensures working group efforts support the USMEPCOM Mission and the Command's Strategic Direction (references USMEPCOM 2016-2026 Strategic Plan and USMEPCOM FY17 Operations Plan).
- b. Responsible for all work produced by the assigned working group.
- c. Conducts regular/recurring IPRs with their Director.
- d. Delegates work within the working group.
- e. Partners with additional directorates ensuring proper support from assigned personnel.
- f. Maintains and updates working group roster with members' names and contact information.
- g. Effectively manages resources; communicates and serves as liaison with the SLC to discuss resource capacity.
- h. Evaluates working group outcomes to determine if project work is complete and meets SJS and SLC expectations.
- i. Enforces SJS and SLC procedures.
- j. Ensures open communication across the organization regarding project status; ensures and directs cross-functional coordination.



k. Reviews, approves or denies decision-packages. If approved, sends decision-package proponent Director for sign-off/approval and then to SJS for review. If denied, sends decision-package back to working group with re-work feedback.

l. Ensures working group is on track with working group efforts and meets assigned deadlines.

m. Ensures all Personally Identifiable Information (PII) and any Protected Health Information (PHI) contained in decision-packages (as well as supporting/research documentation) is identified and protected IAW DoDI 1000.30 and UMI 25-52-1.

n. Ensures any records produced are identified, retained, and maintained IAW UMI 25-51-1 and approved disposition schedules. Proponents are encouraged to coordinate with the Command's Records and Information Management Specialist.

## **2-10. Working Group Members**

a. Membership will include a minimum of one member from each directorate and may be provided additional personnel as needed; working groups are chaired by the assigned proponent Deputy.

b. Ensures working group efforts support the USMEPCOM Mission and the Command's Strategic Direction (references USMEPCOM 2016-2026 Strategic Plan and USMEPCOM FY17 Operations Plan).

c. Are responsible for achieving and meeting deadlines of assigned tasks.

d. May raise issues, risks, or concerns to the working group chair.

e. Provides recurring in-progress reviews (IPRs) to proponent Director and Deputy (Working Group Chair).

f. Conducts staff work, analyzes specific functional subjects, tasks, and interfaces with relevant stakeholders and staff representatives.

g. Attends all working group meetings; if unavailable, member is responsible to and will review all missed meeting minutes and due-outs.

h. Writes decision-packages, ensure completion, and submits to working group chair for approval.

i. Responsible to present working group findings to the SLC (if directed by the CoS).

## **2-11. Operation Planning Team (OPT)**

a. OPT membership is determined by the working group proponent responsible for the project.

b. An OPT is stood up to solve a single problem, analyze a specific task, or identify specific requirements.

c. OPTs are not ongoing and will dissolve upon completion of the project.

d. OPTs have two-way communication and support from the multiple working groups.

**2-12. Advisors to the SLC**

- a. Support the SLC as subject matter experts.
- b. Attend SLC meetings when directed by the CoS.
- c. Support working groups when directed by the CoS.
- d. Advisors to the SLC consist of the USMEPCOM Command Sergeant Major, Sector Personnel, Staff Judge Advocate, Equal Employment Opportunity Officer, Equal Opportunity Officer, Inspector General, and the Public Affairs Officer.

## **Chapter 3**

### **Structure and Decision Making Process**

#### **3-1. Structure**

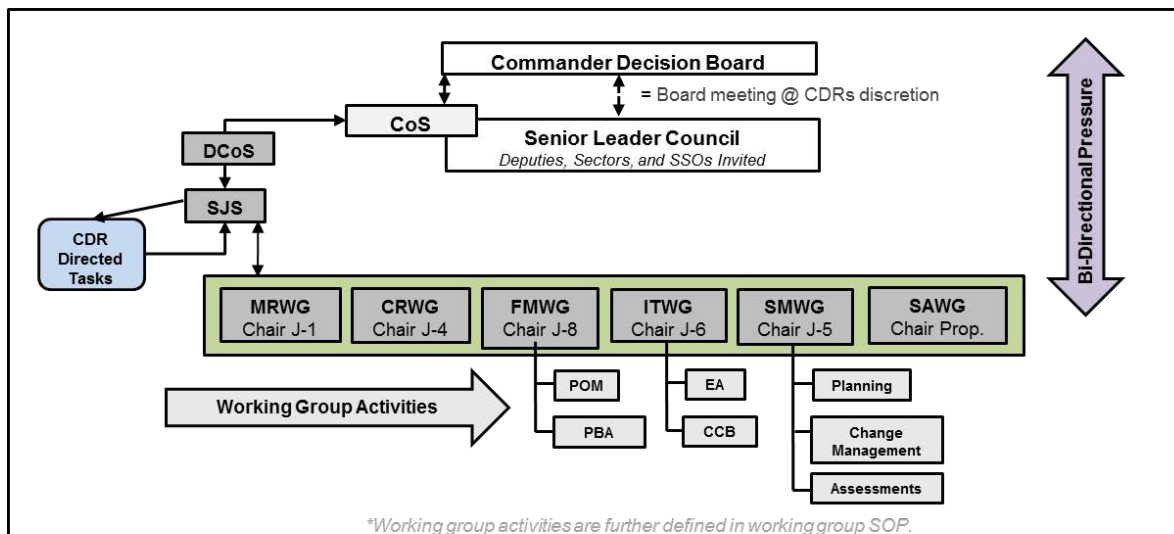
The structure (see [figure 3-1](#)) is intended to govern the way, when, and at what level decisions are made within the command. Parameters and checkpoints are in place at each level to ensure proper staffing actions are complete before reaching the next level of review/decision. Senior leaders will have the responsibility as gatekeepers to ensure a decision-package does not reach the next level unless it is complete IAW the approved command routing checklist. The DCoS will act as an additional checkpoint to confirm governance standards are upheld, and ensure longevity of the program. The DCoS works on the behalf of the CoS ensuring all items have been thoroughly analyzed, reviewed, coordinated, and staffed prior to being presented to the Commander, CoS, or SLC. The SJS will provide technical expertise for administrative program operations.

#### **3-2. Bi-directional Pressure**

The governance structure fosters the notion of “bi-directional pressure.” As a constant, working groups will apply upward pressure on the SLC to make decisions and move projects forward. Simultaneously, the Commander, CoS, DCoS, and SLC will apply downward pressure on the deputy proponents and working groups to ensure work is complete and deadlines are met. This vertical bi-directional pressure ensures information moves up and down through the governance structure levels. It also ensures decisions made at the SLC flow up to the Commander for situational awareness, while decisions made by the Commander filter down to the SLC and ultimately down to the working groups.

#### **3-3. Process Flow**

As seen in [figure 3-1](#), the structure has four levels of command. Beginning at the bottom are six formalized command working groups; each working group is chaired by the deputy proponent and staffed with support from all directorates. Working groups are responsible for completing assigned staff work. Once staff work is complete it moves through the deputy proponent, where the decision-package checklist is completed, and sent to the SJS. The SJS will review the decision-package for completeness including (but not limited to): ensuring staff work was thoroughly analyzed; is supported with fact based data/information; has been completely staffed with all command elements, etc. Upon review, the action is processed through the DCoS to ultimately determine if the action meets the intent of the Commander and CoS. If the package is complete, the DCoS/SJS will pre-brief the CoS and assign the decision-package to the agenda for the next SLC meeting. If the package is incomplete, the SJS will return it to the deputy proponent with specific feedback and modification guidance. Once a package reaches the CoS and SLC, it is reviewed and discussed by the SLC. The CoS and SLC will determine if the decision can be made at the SLC level or if the decision must be made by the Commander. If escalated to the Commander for decision, the Commander and CoS will determine if a Commander’s Board is needed for further discussion. If not, the Commander will make the decision and the CoS will back-brief the SLC. [Appendix B](#) provides process flow maps that further describe the decision-making process.

**Figure 3-1. Governance Structure**

Legend	
<b>DCoS</b> – Deputy Chief of Staff	<b>SMWG</b> – Strategic Management Working Group
<b>SJS</b> – Secretary Joint Staff	<b>SAWG</b> – Special Action Working Group
<b>MRWG</b> – Management Review Working Group	<b>POM</b> – Program Objective Memorandum
<b>CRWG</b> – Contract Review Working Group	<b>PBA</b> – Program Budget Advisory (CY)
<b>FMWG</b> – Financial Management Working Group	<b>EA</b> – Enterprise Architect
<b>ITWG</b> – Information Technology Working Group	<b>CCB</b> – Configuration Control Board

### 3-4. Battle Rhythm/Frequency

- Meetings will occur at each of the four levels of the Governance structure.
- Working group meeting frequency will be at the discretion of the deputy proponent and outlined in each working group SOP.
- SJS meeting frequency will occur at the discretion of the DCoS.
- SLC meeting frequency will have a consistent recurring battle rhythm. SLC meetings will be held every other week, or at the discretion of the Chair.
- CDB meetings will be at the discretion of the USMEPCOM Commander. The Commander serves as Chair for the CDB meetings. SJS will set the agenda for the CDB meetings, and coordinate administrative and logistical support. CDB meetings will be limited to no more than 60 minutes in duration.

### 3-5. CDB and SLC Bylaws

The following bylaws will regulate the operating actions of the governance process to ensure the best possible success of the program. The following bylaws apply to all SLC members.

- SJS shall set CDB and SLC meeting agendas and disseminate to SLC members at least one week prior to the meeting.

b. Working Group Proponents shall submit their CDB/SLC slide-deck to the SJS 48 hours in advance of the assigned meeting. This will ensure the Commander and/or SLC members have adequate time to review agenda item(s) and come prepared to make a decision and/or provide input. If the proponent slide-deck is not received 48 hours in advance, the decision/discussion item will be removed from the meeting agenda.

c. Directors shall come prepared to CDB/SLC meetings with extra copies of slide-decks, research materials, data sets, etc., any information that will provide the Commander, CoS, and/or SLC with adequate information to make a decision/provide input.

d. CDB meetings will be limited to no more than 60 minutes, unless otherwise requested by the Commander. SLC meetings will be limited to no more than 90 minutes in duration, unless otherwise directed by the CoS.

e. DCoS/SJS shall capture all assigned due-outs and suspense from the CoS/SLC and provide a recap at the end of the meeting.

f. DCoS/SJS shall capture CDB/SLC meeting minutes and send out to all SLC members by the following week.

### **3-6. Voting Quorum**

The SLC may conduct a meeting without a quorum; however, no decisions may take place without a minimum of five voting members present (quorum).

a. CDB/SLC voting members are the J-code Directors. J-code Deputy Directors, Sector Commanders, Sector Deputy Commanders, and Special Staff Officers are invited as full participants in all CDB/SLC meetings, but are non-voting members.

b. In the absence of a J-code Director, the acting director may participate as the principal/voting member.

c. In the case the SLC cannot reach a consensus, one of the following three actions will be taken.

(1) CoS makes the final decision.

(2) CoS will back-brief the Commander, share SLC rationale/opposing viewpoints and Commander will make the final decision.

(3) Commander and CoS determine if a CDB is needed.

d. Senior Leaders are strongly discouraged from “back-door” discussions with the Commander in an effort to change or re-negotiate an SLC final vote/decision. SLC decisions are final unless an SLC member coordinates with the CoS to request a CDB meeting to further discuss the issue/concern.” At which point, the CoS will determine if a CDB meeting is necessary. CoS will ensure all non-concurs and dissenting views of a vote/decision are back-briefed to the Commander.

e. DCoS/SJS will capture voting discussion/rationale, register all votes, and recap the outcome in the meeting minutes.

## Chapter 4 Working Groups

### 4-1. General Overview

USMEPCOM has six formalized working groups (see figure 3-1). The working groups are designed to capture core and support command functions; they are chaired by the deputy proponent and staffed with personnel from each directorate. The purpose of each working group is defined below.

a. Management Review Working Group (MRWG) – Proponent, J-1. The purpose of the MRWG is to effectively administer USMEPCOM's total workforce for the Commander, Headquarters, Sectors, Battalions, and MEPS. The MRWG will govern the review and disposition of all position management requests, including but not limited to: requests for additional positions; organizational structure changes; accretion of duties; requests to internally swap military and civilian positions; requests for temporary and term hires; incentives to include recruitment, retention, relocation, and permanent change of station (PCS), and reclama of a disapproved RPA for recruit/hire action.

b. Contract Review Working Group (CRWG) – Proponent, J-4. The purpose of the CRWG is to facilitate the ability for USMEPCOM to meet the acquisition planning and contract management responsibilities specified in the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Army Federal Acquisition Regulation Supplement (AFARS), and Army Regulation (AR) 70-13, Management and Oversight of Service Acquisitions. It also establishes an internal control plan for Contracting Officer's Representative (COR) management.

c. Financial Management Working Group (FMWG) – Proponent, J-8. The purpose of the FMWG is to manage procedures for the Program Budget efforts in USMEPCOM. The FMWG is a formal committee responsible for the current year formal budget process as well as the future budgetary planning of USMEPCOM programs. The process provides financial transparency, allows for proactive solutions and accountability at all levels of the Command. The FMWG members review the Command's budget requirements and make financial decisions affecting USMEPCOM operations.

d. Information Technology Working Group (ITWG) – Proponent, J-6. Chaired by the Deputy CIO of J-6 Information Technology, this board includes voting representatives from every directorate. The purpose of the ITWG is to manage two components: Configuration Control Board (ITWG-CCB) and Enterprise Architecture (ITWG-EA). The ITWG-CCB plays an essential role in the organization's overall information technology strategy. The overall goal of the CCB is to review proposed changes and make recommendations which increase the operational efficiency and usefulness of the enterprise's information technology platform and its ability to support the business processes of USMEPCOM. Security is an integral part to the CCB process, and members should take every opportunity to address security concerns during every phase of configuration management. The ITWG-EA plays an essential role in the organization's information technology architecture. Chaired by the Deputy CIO of J-6 Information Technology, it is focused on developing, managing, integrating, and implementing the full range of strategic, operational, and technical business and systems architecture functions at USMEPCOM in coordination with USMEPCOM functional proponents and with partners in the DoD Accession Community.

e. Strategic Management Working Group (SMWG) – Proponent, J-5. The purpose of the SMWG is to manage and implement the Command's Strategic Plan, OPLAN, Change, and Assessment processes as assigned by the Senior Leader Council (SLC). This includes facilitating transition toward an "all-digital" state, as outlined in Secretary of Defense's (SECDEF's) Force of the Future (FotF) announcement, USMEPCOM's 2016-2026 Strategic Plan, and USMEPCOM's FY17 Operations Plan (OPLAN). Through

planning, driving change, and assessments, the SMWG efforts will tell the story of, “Where we are going,” “How we will get there,” and “How we are doing.”

f. Special Actions Working Group (SAWG) – Proponent, Directors. The purpose of the SAWG is to manage all miscellaneous items that reach command-level oversight, but do not align with a current formalized working group. The SAWG will handle short and long term projects. Tasking assigned to a proponent deputy is assigned by the SLC is “stood-up/stood-down” as needed. Each SAWG will be resourced with cross-proponent personnel as directed and approved by the SLC. Each individual SAWG tasking will be chaired by the proponent deputy.

## **Chapter 5**

### **Commander Directed Task**

#### **5-1. Purpose**

The Commander Directed Task process provides the USMEPCOM Commander a designated avenue to assign tasks to a specific proponent. Generally, Commander Directed Tasks consist of short fused items that require a fairly quick turnaround. In most cases, such tasks include new initiatives, research studies, etc., and do not include items or processes already in existence. The Commander Directed Task process is specifically for Commander-driven projects, and solely exists for downward tasking from the USMEPCOM Commander. This process does not allow upward tasking from working groups or individual proponents. See paragraph 5-3 (below) and [figure 5-1](#) for additional details regarding the process flow.

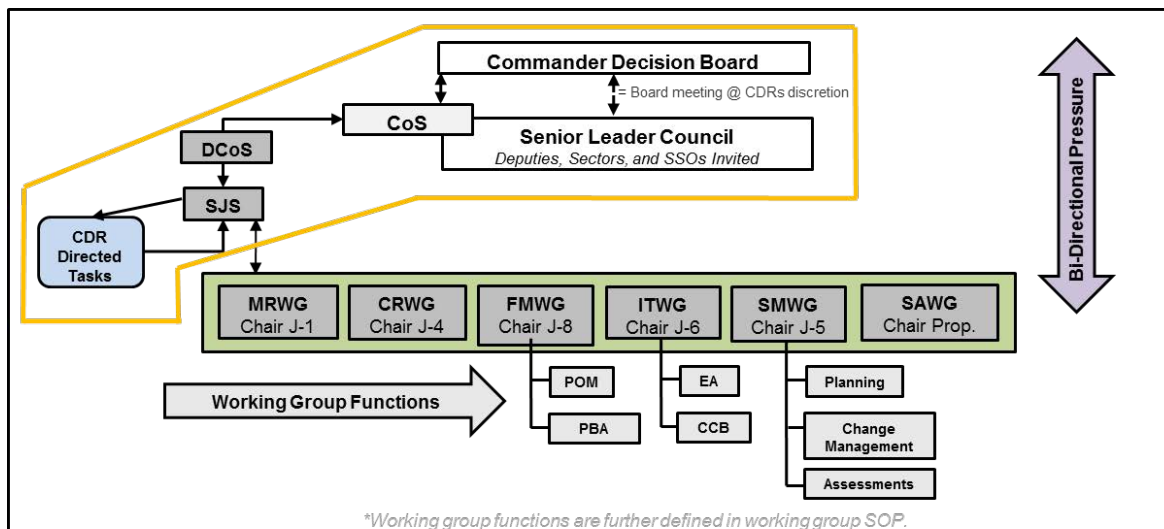
#### **5-2. Authority**

- a. USMEPCOM Commander. Has full tasking authority, will appoint a proponent for each Commander Directed Task, and will assign suspense dates for each task. The Commander may delegate this authority to the CoS.
- b. Deputy Commander/Chief of Staff. In an effort to foster a corporate mindset and ensure situational awareness, the CoS is responsible for communicating all Commander Directed Tasks during each SLC meeting.
- c. Senior Leader Council. Upon the Commander's approval, the SLC has the authority to reassign Commander Directed Tasks to an alternate proponent, a formalized working group, or to stand-up an Operation Planning Team (OPT) to free up resources and/or provide additional support to complete the task.
- d. Proponent. Once a task is assigned by the Commander, the assigned proponent has the authority to appoint the personnel and resources to complete the tasking. Commander directed task should be resourced with proponent's internal resources. Personnel resource requests external to the proponent's directorate will require CoS/SLC approval.

#### **5-3. Process**

Commander Directed Tasks flow from the Commander, through the CoS, through the DCoS, and SJS, to the assigned proponent. The Commander has final tasking authority, the CoS will keep the Commander abreast of competing priorities and/or alternative avenues of tasking. The SJS will be responsible for managing a task list with corresponding suspense dates to ensure proper management and tracking of Commander Directed Tasks. The SJS will act as liaison between the proponent and the Command Group to address any concerns or issues prior to being raised to the Commander or CoS. Proponents will be responsible for providing status updates to the SJS. The proponent will be responsible for meeting the task suspense, completing a Commander Directed Task checklist, and providing the final product to the SJS. The SJS will review for completeness and forward the decision-package to the DCoS who will ensure the completed product meets the intent of the Commanders and CoS. The DCoS will then present the final product to the Commander and CoS. See [appendix D](#) for Commander Directed Task process flow maps.



**Figure 5-1. Commander Directed Task Process****Legend**

<b>DCoS</b> – Deputy Chief of Staff	<b>SMWG</b> – Strategic Management Working Group
<b>SJS</b> – Secretary Joint Staff	<b>SAWG</b> – Special Action Working Group
<b>MRWG</b> – Management Review Working Group	<b>POM</b> – Program Objective Memorandum
<b>CRWG</b> – Contract Review Working Group	<b>PBA</b> – Program Budget Advisory
<b>FMWG</b> – Financial Management Working Group	<b>EA</b> – Enterprise Architect
<b>ITWG</b> – Information Technology Working Group	<b>CCB</b> – Configuration Control Board

## **Chapter 6**

### **Command Messaging, Management, and Coordination**

#### **6-1. General Overview**

The Task Management Tool (TMT) is the primary method for managing, routing, and storage of all command messages and taskings. TMT supports enterprise-wide collaboration on different types of operational and policy creations, with the ability to assign tasks to teams/individuals, create levels of sub-assignments as needed, and ensure staff visibility of task information and deadlines in one location.

#### **6-2. Knowledge Management Documents**

Tasking Messages, Information Messages, Help Desk Messages, MOC Messages, and Policy Memorandums.

#### **6-3. User Roles**

- a. Each level (HQ, Sector, BN, and MEPS) will have a primary and alternate manager assigned according to the functionality of the message requirement.
- b. Each level will be responsible for assigning action officers at the lower levels (i.e. HQ will assign Sector, Sector will assign BN, etc.).

#### **6-4. System Functionality**

- a. Creator assigns suspense dates (timelines will be outlined in UMR 25-32).
- b. Final notifications will be provided 72, 48, and 24 hours before the suspense date.
- c. Color coding stages of the messages/taskers.

#### **6-5. Archiving Processes**

All messages will be automatically archived upon expiration or incorporated into appropriate regulatory guidance in accordance with creator's specifications.

**Appendix A**  
**References**

**U.S. Department of Defense (DoD) Memorandum, “The Next Two Links of the Force of the Future”, June 2016**

**Office of the Under Secretary of Defense (OUSD) for Personnel and Readiness (P&R) 2018-2020 Strategic Plan**

**USMEPCOM 2016-2026 Strategic Plan**

**USMEPCOM FY17 Operations Plan**

**UMR 25-32**  
Correspondence Procedures

**UMI 25-51-1**  
Records Management

**UMI 25-52-1**  
Personally Identifiable Information and Protected Health Information

**USMEPCOM Commander Directed Task SOP**

**USMEPCOM Contract Review Working Group SOP**

**USMEPCOM Management Review Working Group SOP**

**USMEPCOM Assessment Working Group SOP**

**USMEPCOM Financial Management Working Group SOP**

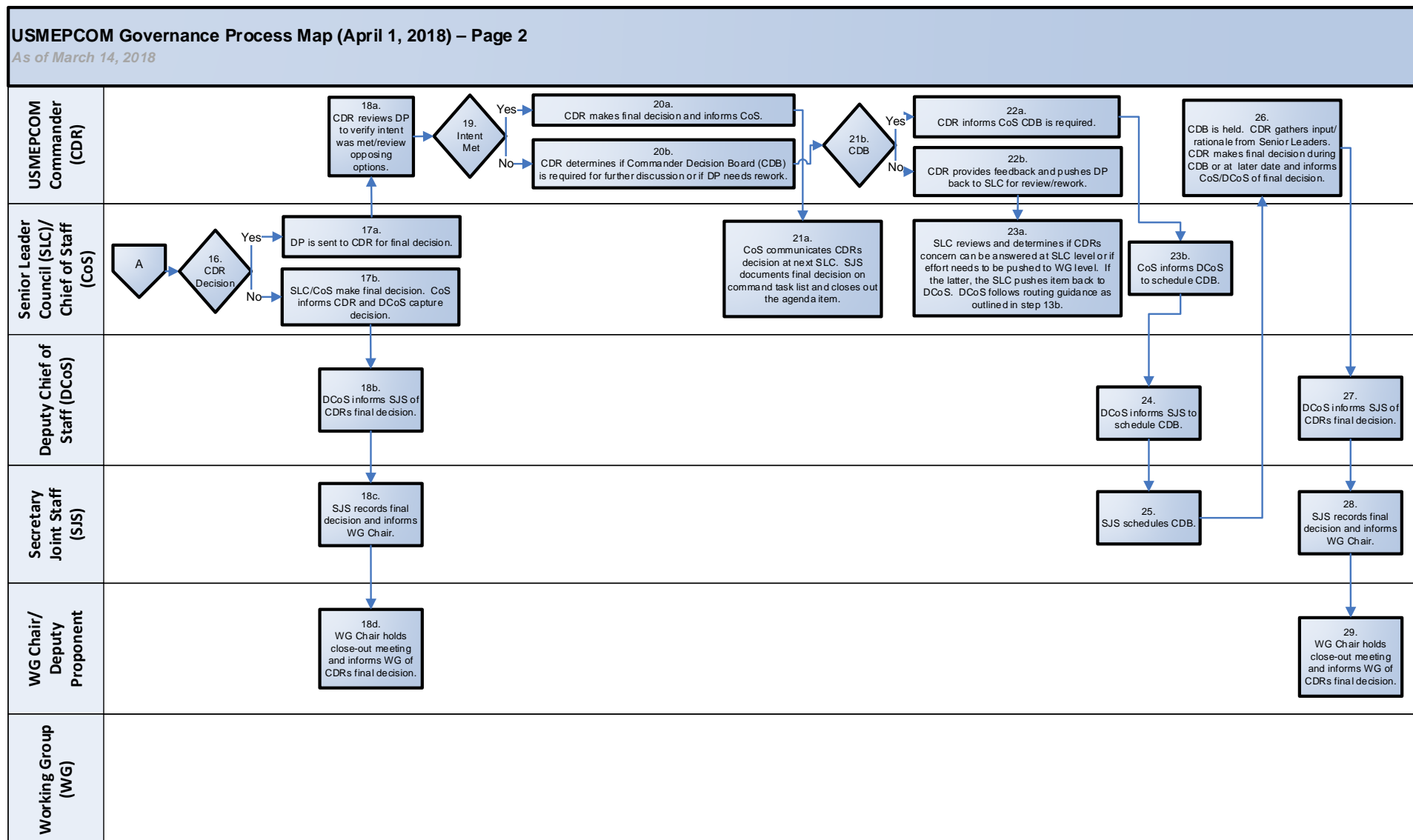
**USMEPCOM Transformation Working Group SOP**

**USMEPCOM Special Actions Working Group SOP**

USMEPCOM Governance Process Map (April 1, 2018) – Page 1					
As of March 14, 2018					
USMEPCOM Commander (CDR)					
Senior Leader Council (SLC)/ Chief of Staff (CoS)	<p>Start → 1. SLC prioritizes command efforts and pushes execution task list down to SJS, through the DCoS.</p>				
Deputy Chief of Staff (DCoS)	<p>11a. DCoS conducts analytical review of DP to ensure it meets the CoS &amp; CDRs intent/ expectations.</p> <p>12. Meets Intent</p> <p>13a. DCoS sends DP w/suspense to SJS.</p> <p>13b. DCoS provides feedback and sends DP to SJS. SJS follows routing guidance as outlined in step 10b.</p> <p>15. SLC discusses item &amp; determines if a decision can be made or if decision needs CDR's input/ decision is reserved for CDR. → A</p>				
Secretary Joint Staff (SJS)	<p>2. SJS logs task and suspense into command task list and pushes down to applicable WG Chair.</p> <p>8a. SJS reviews DP for completeness and coordination.</p> <p>9. Complete</p> <p>10a. SJS sends DP to DCoS for review/ approval.</p> <p>10b. SJS provides feedback and sends DP back to WG Chair for rework.</p> <p>14. SJS notifies WG chair of suspense and adds item to the SLC agenda/ schedules SLC meeting.</p>				
WG Chair/ Deputy Proponent	<p>Start → 3. WG Chair holds WG meeting to roll-out new task(s), assigns resources, and field questions.</p> <p>5. WG Chair reviews DP for completeness. WG Chair completes the SJS checklist to ensure the DP meets SJS/SLC expectations.</p> <p>6. Complete</p> <p>7a. WG Chair sends DP to SJS for review/ initial approval.</p> <p>7b. WG Chair provides feedback and sends DP back to WG for rework.</p> <p>11b. WG Chair reviews feedback and sends DP back to WG for rework. WG follows routing guidance as outline in step 4.</p>				
Working Group (WG)	<p>4. WG works assigned task until complete. WG prepares and pushes decision package (DP) to WG Chair for review/ approval.</p> <p>8b. WG reworks DP WRT WG Chair feedback and follows routing guidance as outlined in step 4.</p>				

## Appendix C

### Governance Process Map 2

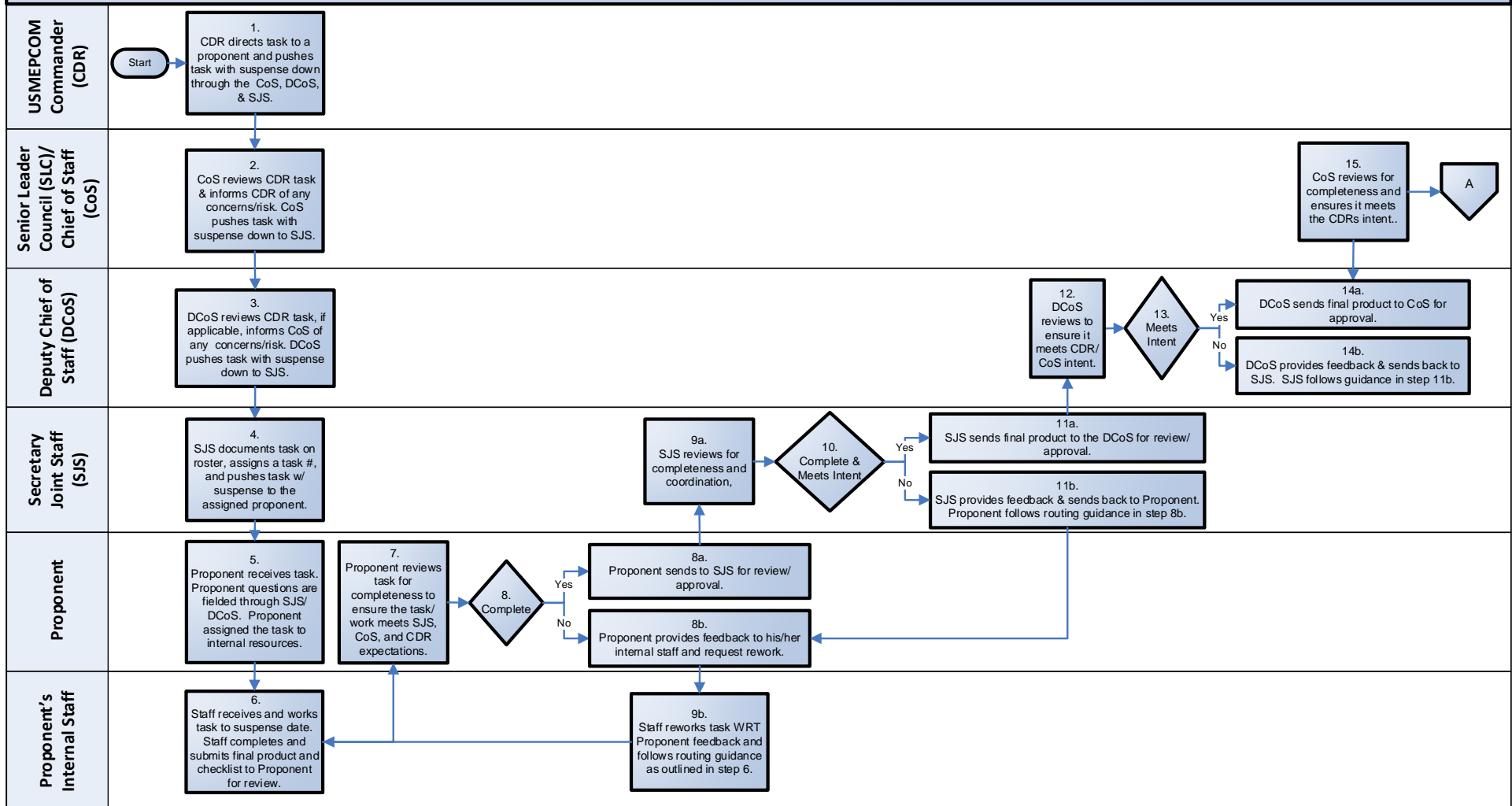


## Appendix D

### Commander Directed Task Process Map 1

#### USMEPCOM Governance – Commander Directed Task Process Map (April 2018) – Page 1

As of March 15, 2018

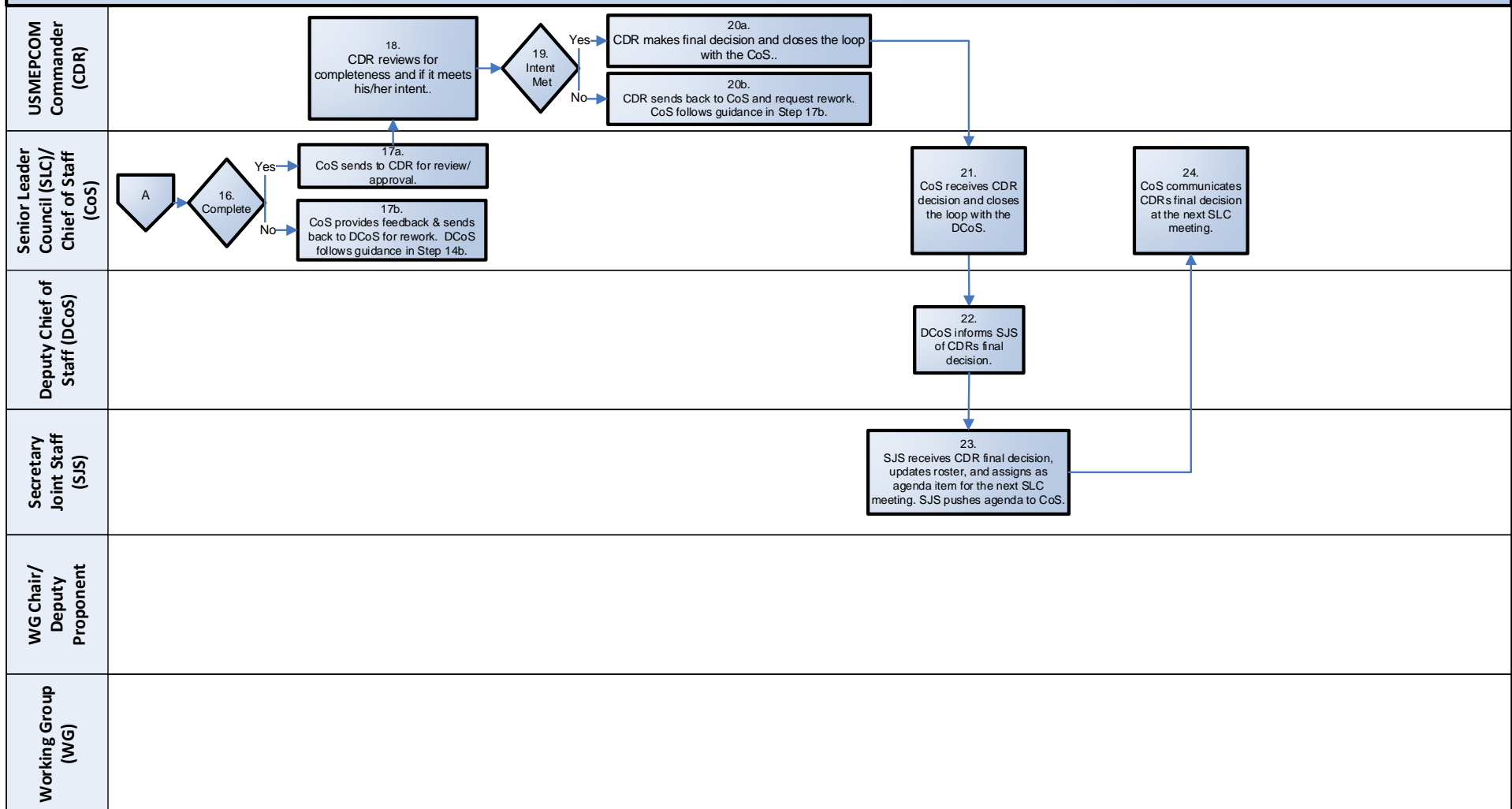


## Appendix E

### Commander Directed Task Process Map 2

#### USMEPCOM Governance - Commander Directed Task Process Map (April 1, 2018) – Page 2

As of March 15, 2018



**Appendix F**  
**Glossary**

***Section I***  
***Abbreviations***

**AFARS**  
Army Federal Acquisition Regulation Supplement

**AR**  
Army Regulation

**CoS**  
Deputy Commander/Chief of Staff

**COR**  
Contracting Officer Representative

**CRWG**  
Contract Review Working Group

**DCoS**  
Deputy Chief of Staff

**DFARS**  
Defense Federal Acquisition Regulation

**DoD**  
Department of Defense

**DOTMLPF-P**  
Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy

**EA**  
Enterprise Architecture

**FAR**  
Federal Acquisition Regulation

**FotF**  
Force of the Future

**IAW**  
In Accordance With

**IPR**  
In-Progress Review

**ITWG**  
Information Technology Working Group



**MEPS**

Military Entrance Processing Station

**MOE**

MEPS of Excellence

**MOEs**

Measures of Effectiveness

**MOPs**

Measures of Performance

**MRWG**

Management Review Working Group

**OPLAN**

Operations Plan

**OPTs**

Operation Planning Teams

**OSD**

Office of the Secretary of Defense

**PCS**

Permanent Change in Station

**POM**

Program Objective Memorandum

**RPA**

Request for Personnel Action

**SAWG**

Special Actions Working Group

**SMWG**

Strategic Management Working Group

**SJS**

Secretary Joint Staff

**SLC**

Senior Leader Council

**SOP**

Standard Operating Procedure

**TMT**

Task Management Tool

**UMR****USMEPCOM Regulation*****Section II******Terms*****Commanders Decision Board**

Commander will chair the Commander Decision Board. Decision Board meetings will be at the call of the Commander. Decision Board meetings are called when the USMEPCOM Commander request additional input/rationale from the SLC prior to making a final decision or when the USMEPCOM Commander wants to inform the SLC of his/her decision and provide face-to-face rationale.

**Governance**

Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization (SLC). Governance includes mechanisms required to balance power of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization.

**Governance Working Group**

A Governance working group is a designated team of individuals which are assigned from each J-code to support efforts given to their specific work group. Governance working group members may work multiple tasks at any given time.

**Operation Planning Team**

An operation planning team is a group of individuals assigned to work a specific project/effort. The tasking is scoped and has a designated completion date.

**Policy**

A high-level plan embracing the general goals and acceptable procedures of an organization. Every USMEPCOM SOP is required to fall under an “umbrella” policy.

**Proponent**

Director, Special Staff Officer or Sector Commander who is responsible for and who submits the Business Needs Identification Document.

**Secretary Joint Staff**

Plans, directs, manages and supervises the operations and activities of the SJS Office and is the command's subject matter expert/technical advisor for all SJS actions/activities and is considered to be technically authoritative. Ensures and proactively influences the quality of products presented to the Command Group for approval or signature.

**Senior Leader Council**

USMEPCOM’s executive decision-making body. SLC consist of all J-code Directors and Sector Commanders. Deputies are invited to all SLC meetings and will act as the lead in the absence of their Director.

**Standard Operating Procedure**

A written guide stating who (by appointed role/responsibility) performs the steps in the procedure and in what order the steps are performed. The principal function of an SOP is to provide detailed, organized guidance to employees who are required to carry out a certain procedure. It serves not only as a training aid, but also as a means of ensuring the procedure is carried out in a standard, approved method.