

**Department of the Army  
Headquarters, United States Army  
Installation Management Command  
San Antonio, Texas 78234-1223  
Date of publication 22 FEB 2021**

**INSTALLATION MANAGEMENT COMMAND (IMCOM) G9  
STANDARD OPERATING PROCEDURE (SOP)  
BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) PROGRAM**

---

**History.** This is the first edition of this publication.

**Applicability.** The administration of systems, applications, and data in this SOP applies to all organizational elements, and supported organizations that use IMCOM Business and Recreation Programs. Non-compliance impacts internal controls, financial reporting, and accreditation which effects programming, planning, budgeting execution and solvency.

**Proponent and exception authority.** The Office of Primary Responsibility (OPR) for this SOP is IMCOM Business and Recreation Programs Division. The OPR has the authority to approve exceptions or waivers that are consistent with controlling law, regulations and command policies. The proponent may delegate this approval authority, in writing. Activities may request a waiver by providing justification that includes a full cost benefit analysis and must include formal review by the activity's legal officer. All waiver requests must be endorsed by the garrison commander or senior leader of the requesting activity and forwarded through their higher headquarters to the SOP proponent.

**Supplementation.** Supplementation of this SOP is prohibited without prior approval from IMCOM Business and Recreation Programs Division, 2405 Gun Shed Road, Joint Base San Antonio, Fort Sam Houston, TX 78234-1223.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to IMCOM Business and Recreation Programs Division, 2405 Gun Shed Road, Joint Base San Antonio, Fort Sam Houston, TX 78234-1223.

**Distribution.** Distribution of this publication is available in electronic media only and is located in the IMCOM Business and Recreation Programs Division Document Library at [https://army.deps.mil/army/cmds/imcom\\_G9/G9/MSO/Site\\_Pages/SOPs.aspx](https://army.deps.mil/army/cmds/imcom_G9/G9/MSO/Site_Pages/SOPs.aspx).

IMCOM G9 BOSS PROGRAM DD MMM YYYY

**TABLE OF CONTENTS**

<b>Paragraph</b>	<b>Page</b>
<b><u>Section I – Introduction</u></b>	
1-1. History.....	3
1-2. Purpose.....	3
1-3. Philosophical foundation of the program .....	3
1-4. Scope .....	4
1-5. References.....	4
1-6. Records Management.....	4
<b><u>Section II – Responsibilities</u></b>	
2-1. Commanding General, HQ IMCOM.....	4
2-2. IMCOM Command Sergeant Major.....	4
2-3. HQ, IMCOM G9 Director .....	4
2-4. HQ, IMCOM G9 Divisions .....	5
2-5. IMCOM Directorates.....	5
2-6. IMCOM Garrison Commanders/Managers .....	6
2-7. IMCOM Garrison Command Sergeants Major.....	6
2-8. Garrison Directors of Family and Morale, Welfare and Business and Recreation .....	7
2-9. Garrison FMWR Program Advisors .....	7
2-10. Garrison BOSS Presidents .....	8
2-11. Personnel Security Requirements .....	8
<b><u>Section III – Program</u></b>	
3-1. Eligibility .....	9
3-2. Components.....	9
<b><u>Section IV – Committees</u></b>	
4-1. BOSS Committees .....	10
4-2. Meetings.....	11
<b><u>Appendixes BOSS Handbook (BOSS) President Desk Reference)</u></b>	
A. Handbook, BOSS President Desk Reference.....	

## **Section I – Introduction**

**1-1. History.** The Better Opportunities for Single Soldiers (BOSS) program was established within the U.S. Army Community and Family Support Center (CFSC), the precursor agency to the Directorate for Family, Morale, Welfare, and Recreation (DFMWR) in 1989 after they and other major commands were tasked with developing a program for Soldiers. Soldier focus groups presented their recommendations to local commands as part of their out brief. In 1991, The Chief of Staff, U.S. Army, formally expanded the BOSS program to include all areas of single Soldier's lives, providing an opportunity for single Soldiers to surface quality of life issues through the chain of command. As the program evolved, it was expanded to include single Soldier's desire to participate in community support and volunteer activities. In 2016, The Office of the Secretary of Defense (OSD) included funding to support Life Skills events.

### **1-2. Purpose.**

a. This SOP provides responsibilities and procedures for administering and executing the BOSS Program. BOSS supports the overall quality of life (QoL) for single, unaccompanied, and single parent Soldiers. The BOSS program supports the chain of command by identifying QoL issues and concerns and by providing recommendations for QoL improvement. The BOSS program encourages and assists single Soldiers in identifying, planning for recreational, and leisure activities. It provides an opportunity for single Soldiers to participate in and contribute to their respective communities. The BOSS program also allows single Soldiers to identify, plan, and participate in life skills learning opportunities. BOSS is an official Department of the Army (DA) program managed by the Installation Management Command (IMCOM), G9, Directorate of Family, Morale, Welfare, and Recreation; executed at the Garrison level by Soldiers, for Soldiers.

b. The administration of BOSS Program applies to all programs found in AR 215-1.

c. The procedures outlined in this publication supersede all previous documents addressing the administration of systems, applications, and data related to BOSS Program.

**1-3. Philosophical foundation of the program.** The philosophical foundation of the BOSS program is based on the entitlement of single Soldiers to surface issues and recommend changes that will enhance their overall QoL, to participate in recreation and leisure activities of their choice, to contribute to and participate in their local communities, and to engage in lifelong learning opportunities. This program provides an opportunity to assist in the development and readiness of junior enlisted single Soldiers as leaders.

**1-4. Scope.** This SOP is applicable to all IMCOM Directorates (IDs), IMCOM garrisons, and supported organizations single Soldiers (to include unaccompanied and single Soldier Parents). Exceptions will be considered only under special local conditions and

IMCOM G9 BOSS PROGRAM DD MMM YYYY

justified in writing through the appropriate IMCOM channels to the IMCOM Business and Recreation Programs Division.

**1-5. References.** AR 215-1.

**1-6. Records Management.**

a. Records created because of processes prescribed by this SOP must be identified, maintained, and disposed of according to Army Regulation 25-400-2, The Army Records Information Management System (ARIMS), and Department of the Army Pamphlet (DA PAM) 25-403, Guide to Recordkeeping in the Army.

b. Record titles and descriptions are available on the ARIMS website (<https://www.arims.army.mil>).

**Section II – Responsibilities**

**2-1. Commanding General, IMCOM.** Oversees and provides guidance for IMCOM responsibilities to the administration of the BOSS Program.

**2-2. IMCOM Command Sergeant Major.**

- a. Serve as the senior enlisted military advisor for the DA BOSS program.
- b. Maintain final approval authority for the selection of DA BOSS representative.
- c. Provide guidance to the BOSS steering committee.
- d. Mentor the BOSS committee.

**2-3. HQ, IMCOM G9 Director.**

a. Ensure BOSS Program provides proper procedures and processes to deliver effective and efficient FMWR programs and services that support Army priorities.

b. Approve and communicate all revisions and updates to guidance for BOSS Program:

- IMCOM IDs
- HQ IMCOM Staff Directorates
- HQ IMCOM G9 Divisions

c. Ensure annual review, monitoring, and evaluation of BOSS Program for proper

IMCOM G9 BOSS PROGRAM DD MMM YYYY

internal control procedures.

- d. Ensure G9 staff assists in coordinating Army wide BOSS events if applicable.
- e. Ensure BOSS program conducts annual training forums and workshops as needed.

#### **2-4. HQ, IMCOM G9 Business and Recreation Division (BRD).**

- a. Annually review standard operating procedures (SOPs) and ensure internal and external stakeholder recommendations are incorporated.
- b. Ensure appropriate IMCOM Program Managers (PMs) act as Subject Matter Experts (SMEs) and represent areas of responsibility related to collaborative participation in the development, support, and participation of programming events and activities for single Soldier populations in conjunction with installation BOSS Executive Councils.
- c. Conduct biennial DA BOSS training forums, assist, and support ID specific biennial training forums.
- d. Ensure coordination in the development of ID or garrison training and enable access to training assets in support of user learning requirements.
- e. Provide reach back and remote support for the implementation, update, and utilization of BOSS Program.
- f. Ensure BOSS program is executed at the lowest level and monitored for program compliance through the ID.
- g. Coordinate for enterprise level events such as eSports and other initiatives agreed upon through steering committee work groups.
- h. Coordinate for approval by Director, G9, all revisions, and updates to policies and guidance for BOSS.

#### **2-5. IMCOM Directorates.**

- a. Ensure engagement of Senior Commanders (SCs), tenant units and garrison commanders (GCs) in the support and administration of BOSS Program.
- b. Develop and issue supplemental BOSS program guidance as required.
- c. Forward QoL issues that cannot be resolved to appropriate IMCOM staff.
- d. Provide feedback to installations on issues forwarded to IMCOM HQs.

IMCOM G9 BOSS PROGRAM DD MMM YYYY

UNCLASSIFIED

- e. Ensure participation in BOSS Program at garrison FMWR programs and activities.
- f. Support the attendance and participation of appropriate ID and/or garrison personnel in Working Groups to review, monitor, and evaluate the BOSS Program.
- g. Support on-site evaluation and assessment of internal controls IAW AR 11-2.
- h. Support all garrisons and IMCOM-supported organizations in recurring assessment(s) to monitor compliance and identify risks for remediation, in accordance with Federal, DoD, and Army policies, to include but not limited to AR 215-1.
- i. Ensure direct assistance is provided to garrison FMWR programs and activities in the planning and execution of the BOSS Program.

**2-6. IMCOM Garrison Commanders (GCs) / Garrison Managers (GMs).**

- a. Administer the requirements of the BOSS Program at garrison FMWR programs and activities.
- b. Ensure that a formal BOSS committee meets on a monthly basis.
- c. Establish a duty position titled "BOSS President" at installations that can justify such a position. This position shall be supported from internal installation resources.
- d. Appoint a FMWR program advisor to assist single Soldiers with BOSS program operations and training.
- e. Develop and publish standing operating procedures for the installation BOSS program, to include designated meeting space.
- f. Ensure education and training of military and civilian leadership.
- g. Monitor or resolve single Soldier issues.
- h. Forward issues that cannot be resolved to ID HQs and provide feedback to single Soldiers on the issues forwarded.
- i. Provide single Soldier representatives to sit on Installation committees such as the Army and Air Force Exchange Service (AAFES) committee.
- j. Support the attendance and participation of appropriate garrison personnel in Working Groups to review, monitor, and evaluate BOSS.
- k. Support on-site evaluation and assessment of internal controls in accordance

IMCOM G9 BOSS PROGRAM DD MMM YYYY

UNCLASSIFIED

with (IAW) the AR 11-2.

- I. Include BOSS orientation into newcomers and 1SG/CDR courses.

**2-7. IMCOM Garrison Command Sergeants Major (GCSM).**

- a. Serve as the senior enlisted military advisor for the BOSS program.
- b. Maintain final approval authority for all committee members.
- c. Mentor the BOSS committee.

**2-8. Garrison Directors of Family and Morale, Welfare and Business and Recreation (DFMWRs).**

- a. Provide management oversight and guidance on all aspects of the BOSS to include budget, policies, implementation, and integrating the requirements of the BOSS in all aspects of FMWR operations.
- b. Support the attendance and participation of appropriate garrison personnel in Working Groups to review, monitor, and evaluate BOSS.
- c. Ensure FMWR programs and activities compliance with internal controls IAW regulations, policies and procedures by administering BOSS.
- d. Participate in central procurement initiatives for all FMWR programs and activities to sustain operational standards, capabilities, and efficiencies.
- e. Ensure personnel complete evaluations for provided training to measure learner proficiency and delivery efficacy.
- f. Ensure tenant units, managers, and customers understand the benefits and requirements of BOSS Program.
- g. Ensure resources and support is provided to garrison FMWR programs and activities in the planning and execution of BOSS Program.
- h. Forward request for interpretation of this SOP to IMCOM G9 Business and Recreation Programs and in coordination with IMCOM Directorate policies.

**2-9. Garrison MWR program advisor.**

- a. Report to garrison Director, Family, Morale, Welfare, Business, and Recreation (DFMWR) the results of reoccurring reviews/audits of DA BOSS user compliance within regulatory practices and procedures.

IMCOM G9 BOSS PROGRAM DD MMM YYYY

UNCLASSIFIED

- b. Provide guidance to the BOSS program in planning activities and events.
- c. Review BOSS compliance with regulatory practices/procedures through ongoing review and audit of BOSS day-to-day financial, personnel/program operations and reporting requirements. Report findings to supervisory staff for re-training recommendations or disciplinary action.
- d. Assist the BOSS committee in developing an annual program budget and maintaining financial accountability.
- e. Regularly produce and review BOSS reports to provide statistical analysis and operational feedback. Implement and execute all requirements of BOSS.
- f. Assist BOSS committee in developing a marketing plan and obtaining commercial sponsorship for BOSS activities and events.
- g. Provide assistance in publicizing BOSS events.
- h. Ensure review and analysis is conducted on a recurring basis, utilizing BOSS reports and data to support key decision making.
- i. Ensure training of BOSS committee members, regarding FMWR program responsibilities, purchasing, contracting, internal controls, and commercial sponsorship.
- j. Identify and coordinate training to support BOSS at all levels in maintaining proficiency.
- k. Provide guidance and information on the volunteer program.
- l. Forward requests for interpretation of this SOP to the garrison DFMWR.

**2-10. Garrison BOSS President.**

- a. Plan, preside over, and facilitate installation-level BOSS meetings.
- b. Ensure meeting minutes, with attendance figures, are prepared and forwarded to the garrison commander for approval.
- c. Ensure records of all single Soldier issues are maintained, tracked, and reported.
- d. Ensure an installation ledger of BOSS program revenue and expenses is maintained.
- e. Supervise all installation BOSS Committees.

IMCOM G9 BOSS PROGRAM DD MMM YYYY

UNCLASSIFIED



- f. Provide information and education on the BOSS program, as requested.

## **2-11. Personnel Security Requirements.**

Personnel who require access to BOSS must; at a minimum, complete required Annual Information Assurance Training, sign the DD 2875 (or locally developed, service level equivalent form in accordance with the STIG V-31011; IA-05.02.01; SV-41058r2 rule) System Authorization Access Request (SAAR), and sign the NETCOM Form 25-4-2 Acceptable Use Policy (AUP). Utilize the Army Training and Certification Tracking System (ATCTS) at <https://atc.us.army.mil/iastar/index.php> to report and manage IT and/or Information Assurance (IA) workforce and general user population training and certification when utilizing DD 2875 form or regional ID managed locally developed training and tracking system to equivalent command policies and standards for the area of operation.

Army Regulation 25-2, Chapter 4, Section 5, identifies additional personnel security standards for positions requiring access to IT and for processing information within IT systems.

I. Level two personnel are defined as IA positions (e.g., operating system administrators) with limited privileged level access to control, manage, or configure information systems (IS) and devices.

II. Level three personnel are defined as personnel with roles, responsibilities, and access authorization of normal users with non-privileged level access to IS and devices. Examples would include supervisory positions, such as Program or Facility Managers.

III. Level four personnel are defined as personnel in non-IT positions (e.g., clerks performing transactions), requiring restricted user level access to unclassified, non-sensitive IS and devices.

## **Section III – Program**

### **3-1. Eligibility.**

- a. The BOSS program is primarily for single, unaccompanied and single parent Soldiers.
- b. Any BOSS event should be open to all authorized FMWR patrons.
- c. Guests may participate in BOSS events.

### **3-2. Components.**

The core components are:

IMCOM G9 BOSS PROGRAM DD MMM YYYY

UNCLASSIFIED

a. Quality of life. For single Soldiers, QoL includes those things that Soldiers can directly or indirectly influence to enhance their morale, living environment, or personal growth and development. The QoL issues identified or raised during the BOSS meetings will be directed to the appropriate command or staff agency for resolution on the installation. The BOSS committee is encouraged to bring forward any concerns that have not been resolved through normal channels. DA Form 7380 (Installation Quality of Life Issue) will be used to surface all installation level quality of life issues. This form is not intended for use below the installation level.

b. Recreation and leisure activities. Activities may be planned by the BOSS committee or by the BOSS committee working in conjunction with other FMWR activities. Soldiers will assume the primary role in planning BOSS events. Events should be planned that meet the needs and desires of the single Soldier. The BOSS representatives should solicit ideas from single Soldiers within their units and share those ideas at committee meetings. Events will be coordinated with the FMWR advisor.

c. Community service. The BOSS committee may elect to participate in community programs or projects that make a difference in the lives of others, in the community, and ultimately, in themselves. This service will be voluntary in nature and in accordance with the installation volunteer program. The community service program can be implemented in support of existing or established volunteer programs or programs developed by the BOSS committee.

d. Life skills. The BOSS Committee should plan for events. Life skills topics should be discussed and voted on during the installation BOSS meetings.

**Section IV – BOSS Committees**

**4.1. BOSS committees**

a. All Army installations should have a formal BOSS program, which should include an established BOSS committee. The Garrison CSM will have the final approval of committee members, as is required in Army regulation (AR) 215-1. The intent of the committee is to coordinate single Soldier activities and events, as well as to provide opportunities to gather input on quality of life issues.

b. Installations with larger single Soldier populations may have tiered committees. Tiered committees may have brigade or major subordinate command (MSC) BOSS representatives serve on the installation BOSS committee.

c. The size and composition of BOSS committees will be determined by installation or unit SOPs. At a minimum, an installation BOSS committee will include the following;

- I. President
- II. Vice President
- III. Secretary

IMCOM G9 BOSS PROGRAM DD MMM YYYY

UNCLASSIFIED

UNCLASSIFIED

- IV. Treasurer
  - V. BOSS representatives of major subordinate commands or separate units.
- d. At a minimum, standing operating procedures (SOPs) will include the following;
- I. Identification of BOSS committee officer and member positions and voting procedures.
  - II. Responsibilities of committee members.
  - III. Procedures for election and replacement of committee members.
  - IV. Procedures for processing formal issues and concerns.
  - V. Frequency of meetings.

**4.2. Meetings**

- a. Installation BOSS committee meetings will be conducted on a regular basis but no less than once a quarter.
- b. Use of Robert's Rules of Order is the recommended method of conducting BOSS meetings. Special meetings should be structured by using a similar format.
- c. The BOSS president will establish an agenda that sets the date, time, purpose, and place of meetings.
- d. The secretary or designated representative will record minutes of the meetings and attendance.

**Appendixes BOSS Handbook (BOSS President Desk Reference)**

- A. Handbook, BOSS President Desk Reference.