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

History. This is the second edition of this publication, updated on 31 March 2022.

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.

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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-desires 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 Soldiers, Single Parents, and unaccompanied 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, and 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 the BOSS Program.

1-3. Philosophical foundation of the program. The philosophical foundation of the BOSS program is based upon providing Single Soldiers, Single Parents, and unaccompanied Soldiers a platform to raise 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 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 DA BOSS steering group.
- d. Engage Nominative CSMs and Sergeants Major, Installation level, Senior Mission Commander, Major Subordinate Command, and Garrison CSMs to inform about, solicit support of, and enable effective execution of the BOSS Program
- e. Mentor the BOSS committee.

2-3. HQ, IMCOM G9 Director.

- a. Ensure the 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 the BOSS Program to:

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- IMCOM IDs
 - HQ IMCOM Staff Directorates
 - HQ IMCOM G9 Divisions
- c. Ensure annual review, monitoring, and evaluation of the BOSS Program for proper internal control procedures.
- d. Ensure G9 staff assists in coordinating Army wide BOSS events, if applicable.
- e. Ensure the BOSS program conducts annual training forums and workshops as needed.

2-4. HQ, IMCOM G9 Sergeant Major.

- a. Advise the IMCOM CSM, IMCOM G9 Director, and IMCOM Directorate CSMs on the BOSS program.
- b. Provide guidance and oversight to the DA BOSS Team.
- c. Serve as the head chair for the selection of DA BOSS representative.
- d. Provide guidance to the DA BOSS steering group and working groups as needed.

2-5. 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), in conjunction with installation BOSS Executive Councils, act as Subject Matter Experts (SMEs) and represent their areas of responsibility during the development, support, and execution of programming events and activities for Single Soldier populations.
- c. Conduct biennial DA BOSS training forums; assist, and support biennial ID level training forums.
- d. Provide reach back and remote support for the implementation, execution, and update to the BOSS Program.
- e. Ensure the BOSS program is executed at the lowest level and monitored for program compliance through the ID.

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f. Coordinate for enterprise level events such as eSports and other initiatives agreed upon through steering committee work groups.

g. Coordinate for approval by Director, G9, all revisions and updates to BOSS policies and guidance.

2-6. HQ, IMCOM G9 BOSS Program Manager

a. Annually review standard operating procedures (SOPs) and ensure internal and external stakeholder recommendations are incorporated.

b. Plan and facilitate biennial DA BOSS training forums; assist, and support biennial ID level training forums.

c. Allocate Life Skill funds each FY.

d. Manage, approve, and reimburse Life Skill events.

e. Develop, submit, and monitor all BOSS TMT actions, Policy Letters and OPORDS.

f. Primary committee member for DA BOSS representative selection process.

g. Submit BOSS guidance in IMCOM annual budget.

h. Responsible for BOSS budget tracking and submission.

i. Rate DA BOSS Representative.

j. Coordinate and facilitate BOSS Working Groups.

2-7. HQ, IMCOM G9 DA BOSS Representative.

a. Plan, preside over, and facilitate DA level BOSS meetings.

b. Forward QoL issues that cannot be resolved at the local garrison or ID to the IMCOM G9 SGM and/or IMCOM CSM for further resolution.

c. Serve as a President of the Monthly BOSS Meeting and Quarterly BOSS Steering Group.

d. Conduct evaluations of Garrison and directorate BOSS Programs and provide results to IMCOM G9 Program Manager, IMCOM G9 SGM and IMCOM CSM, with copies given to Garrison and Directorate Command Teams.

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e. Maintain oversight in the creation and upkeep of all BOSS trackers and monthly reports and provide updates to IMCOM G9 Program Manager, IMCOM G9 SGM, and IMCOM CSM.

f. Annually review standard operating procedures (SOPs) and ensure internal and external stakeholder recommendations are incorporated

g. Facilitate biennial DA BOSS training forums; assist, and support biennial ID level training forums.

h. Facilitate the development of ID and garrison level BOSS training and enables access to training assets that support user learning requirements.

2-8. IMCOM Directorates (ID).

a. Ensure accurate and effective administration and oversight of the BOSS program within the ID, and provide guidance on program execution.

b. Enable and ensure the Ensure engagement of Senior Commanders (SCs), tenant unit leaders, units, and garrison commanders (GCs) to facilitate support and execution of the BOSS Program.

2-9. IMCOM Directorate Command Sergeants Major (CSM).

a. Serve as the senior enlisted military advisor for the Directorate BOSS program

b. Establish procedures to identify and recruit personnel for potential services as the Directorate BOSS Representative.

c. Develop Directorate BOSS representative selection criteria and serve as the final approval authority for selection and appointment.

d. Engage Nominative CSMs and Sergeants Major, Installation level, Senior Mission Commander, Major Subordinate Command, and Garrison CSMs to inform about, solicit support of, and enable effective execution of the BOSS Program.

e. Develop and issue supplemental BOSS program guidance as required.

f. Forward QoL issues that cannot be resolved to appropriate IMCOM staff.

g. Provide feedback to installations on issues forwarded to IMCOM HQs.

h. Ensure participation in BOSS Program at garrison FMWR programs and activities.

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- i. Serve as a member of the Quarterly BOSS Steering Group.
- j. Support the attendance and participation of appropriate ID and/or garrison personnel in Working Groups to review, monitor, and evaluate the BOSS Program.
- k. Support on-site evaluation and assessment of internal controls IAW AR 11-2.
- l. 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.
- m. Ensure direct assistance is provided to garrison FMWR programs and activities in the planning and execution of the BOSS Program.

2-10. IMCOM Directorate Family and Morale, Welfare and Business and Recreation (FMWRs) Director.

- a. Provide management oversight and guidance on all aspects of the BOSS Program, to include budget, policies, implementation, and integration of all BOSS Program requirements into all aspects of FMWR operations.
- b. Support the attendance and participation of appropriate garrison personnel in Working Groups to review, monitor, and evaluate the garrison BOSS Program.
- 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 the BOSS program and activities to sustain operational standards, capabilities, and efficiencies.
- e. Ensure Directorate FMWR Community Recreation Officer / Director (CRD/CRO) and BOSS Representative complete yearly evaluations of up to 50% of the Garrison BOSS Programs.
- f. Ensure resources and support are provided to garrison FMWR programs and activities in the planning and execution of BOSS Program.
- g. Forward requests for interpretation of this SOP to IMCOM G9 Business and Recreation Programs.

2-11. Directorate FMWR Community Recreation Director/Officer.

- a. Report the results of reoccurring reviews/audits of DA BOSS user compliance and adherence to regulatory practices and procedures to the Directorate Family, Morale, Welfare, and Recreation.
- b. Provide guidance to Garrison BOSS Programs.
- c. Ensure Garrison BOSS Programs develop an annual program budget and maintain financial accountability.
- d. Review monthly BOSS reports to provide statistical analysis and operational feedback to IMCOM HQ.
- e. Ensure review and analysis is conducted on a recurring basis, utilizing BOSS reports and data to support key decision making.
- f. Ensure training of Garrison BOSS committee members, including FMWR program responsibilities, purchasing, contracting, internal controls, and commercial sponsorship.
- g. Conduct biennial Directorate BOSS training forums to educate and train Garrison BOSS Committees.
- h. Serve as a member of the Quarterly BOSS Steering Group.
- i. Provide recommendations for the selection of the Directorate BOSS representative.
- j. Conduct evaluations of Garrison BOSS Programs and provide results to IMCOM HQ.
- k. Provide mentorship, training, and guidance to the Directorate BOSS Representative.
- l. Forward requests for interpretation of this SOP to the IMCOM HQ.
- m. Work in partnership with DFMWR Marketing teams at garrisons to help support BOSS through marketing and marketing event publication, with a focus on social media platforms.

2-12. Directorate BOSS Representative.

- a. Plan, preside over, and facilitate Directorate-level BOSS meetings.

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- b. Supervise all Directorate BOSS Committees.
- c. Provide information and education on the BOSS program, as requested.
- d. Forward QoL issues that cannot be resolved at the local garrison to the ID CSM for further resolution.
- e. Provide feedback to installations on issues forwarded to IMCOM HQs.
- f. Ensure inclusion of the BOSS Program at garrison FMWR programs and activities.
- g. Serve as a member of the Monthly Directorate BOSS Meeting and Quarterly BOSS Steering Group.
- h. Support the attendance and participation of appropriate ID and/or garrison personnel in Working Groups to review, monitor, and evaluate the BOSS Program.
- i. Conduct evaluations of Garrison BOSS Programs and provide results to IMCOM HQ, with copies given to Garrison and Directorate Command Teams.
- j. Generate monthly BOSS reports to provide statistical analysis and operational feedback the IMCOM HQ Programs.
- k. Review BOSS trackers and reports monthly and provide updates to IMCOM HQs.

2-13. Garrison Commanders (GCs) / Garrison Managers (GMs).

- a. Ensure engagement of Senior Commanders (SCs), tenant units, and Brigade/Battalion commanders in the support and administration of BOSS Program
- b. Administer the requirements of the BOSS Program at garrison FMWR programs and activities.
- c. Ensure that a formal BOSS committee meets on a monthly basis.
- d. Establish a duty position titled "BOSS President" at installations that have a formal and approved BOSS program. This position should be supported from the senior command. This position should be a fulltime position if mission permits, however a part time position is acceptable. .
- e. Assign an FMWR program advisor to assist Single Soldiers with BOSS program operations and training.

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f. Develop and publish installation BOSS Program standing operating procedures, and identify dedication meeting and office space to execute the program.

g. Ensure education and training of military and civilian leadership on the benefits and importance of the BOSS Program.

h. Monitor and/or resolve Single Soldier issues.

i. Forward issues that cannot be resolved to ID HQs and provide feedback to Single Soldiers and leaders.

j. Ensure Single Soldier representatives have a place on Installation committees such as the Defense Commissary Agency (DeCA), Dining Facility (DFAC), Department of Public Works (DPW), and Army and Air Force Exchange Service (Exchange) committees.

k. Support the attendance and participation of appropriate garrison personnel in working groups to review, monitor, and evaluate BOSS.

l. Support on-site evaluation and assessment of internal controls in accordance with (IAW) AR 11-2.

m. Include a BOSS Program orientation in installation in processing and 1SG/CDR courses.

2-14. Garrison Command Sergeants Major (GCSM).

a. Serve as the senior enlisted military advisor for the BOSS program.

b. Engage Nominative CSMs and Sergeants Major, Installation level, Senior Mission Commander, Major Subordinate Command, and Tennant CSMs to inform about, solicit support of, and enable effective execution of the BOSS Program.

c. Maintain final approval authority for the selection and appointment of the Garrison BOSS President.

d. Maintain final approval authority for all committee members.

e. Mentor the BOSS committee.

f. Establish policies and procedures for the recruitment and selection of the Garrison BOSS President.

2-15. 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 compliance with regulation, policies, and procedures during the execution of the BOSS Program through the internal controls program.
- d. Ensure personnel complete evaluations for provided training in order to measure learner proficiency and delivery efficacy.
- e. Ensure tenant units, managers, and customers understand the benefits and requirements of BOSS Program.
- f. Ensure resources and support is provided to garrison FMWR programs and activities during the planning and execution of BOSS Program activities.
- g. Provide BOSS Social Media platforms to facilitate BOSS messaging to Soldiers across installation. DFMWR Marketing will have oversight of all platforms and provide publishing rights to BOSS Media Platforms IAW with local, ID, and IMCOM HQ SOP.
- h. Forward requests for interpretation of this SOP to IMCOM G9 Business and Recreation Programs

2-16. Garrison MWR BOSS Program Advisor.

- a. Report to garrison DFMWR the results of reoccurring reviews/audits of DA BOSS user compliance within regulatory practices and procedures.
- b. Implement and execute all requirements of BOSS.
- c. Regularly produce and review BOSS reports to provide statistical analysis and operational feedback.
- d. Provide guidance to the BOSS program during the planning of activities and events.

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e. 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 CRD/CRO.

f. Assist the BOSS committee in developing an annual program budget and maintaining financial accountability.

g. Assist BOSS committee in developing a marketing plan and obtaining commercial sponsorship for BOSS activities and events.

h. Provide assistance in publicizing BOSS events.

i. Ensure review and analysis is conducted on a recurring basis, utilizing BOSS reports and data to support key decision making.

j. Ensure training of BOSS committee members in areas required to effectively execute the program, including FMWR program responsibilities, purchasing, contracting, internal controls, and commercial sponsorship.

k. Identify and coordinate training to support BOSS at all levels.

l. Provide guidance and information on the volunteer program.

m. Provide oversight and implementation of garrison BOSS social media upon completion of training IAW local policy.

n. Forward requests for interpretation of this SOP to the garrison DFMWR.

2-17. Garrison BOSS President.

a. Are responsible for the education of the BOSS Program to Brigade, Battalion, and Unit level leadership.

b. Are the voice and face of the BOSS Program for the Garrison.

c. Plan, preside over, and facilitate installation-level BOSS meetings.

d. Maintain oversight in the creation and upkeep of BOSS Continuity Book.

e. Ensure meeting minutes, with attendance figures, are prepared and forwarded to the garrison commander for approval.

f. Ensure records of all Single Soldier issues are maintained, tracked, and reported.

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- g. Maintain an installation ledger that tracks BOSS program revenue and expenses.
- h. Generate monthly BOSS reports that provide statistical analysis and operational feedback to the Directorate BOSS Representative.
- i. Complete required training IAW local policy to be granted publishing rights to BOSS social media pages.
- j. Supervise all installation BOSS Committees.
- k. Conduct monthly calls with ID BOSS Representative and quarterly calls with HQDA BOSS Representative via VTC or Telephone.
- l. Provide information and education on the BOSS program, as requested.

Section III – Program

3-1. Eligibility.

- a. The BOSS program is designed for Single Soldiers, Single Parents, unaccompanied married Soldiers, and sister service members stationed on an Army led installations.
 - i. BOSS Funds will not pay for any portion of childcare.
- b. Any BOSS events should be open to authorized FMWR patrons with the focus on the demographics listed above.
 - i. Other authorized patrons are required to pay full price and are not authorized the BOSS subsidized price or the ability to participate in the life skill events.

3-2. Components.

The core components are:

- a. Quality of life (QoL). 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 document all installation level quality of life issues. This form is not intended for use below the installation level.

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b. Recreation and leisure activities. Activities may be planned by the BOSS Committee, or by the BOSS committee when working in conjunction with other FMWR activities. Soldiers will assume the primary role in planning BOSS events. Events should be planned so that they meet the needs and desires of the Single Soldier. BOSS representatives should solicit ideas from Single Soldiers within their units and present those ideas at committee meetings. All 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. Life Skill events are designed specifically to educate, license, or certify Soldiers in a wide variety of abilities for adaptive and positive behavior. These skills help enable Soldiers to effectively deal with the demands and challenges of life. Traditionally, LS can be categorized into five primary areas: personal and character development, certifications, health and nutritional wellness, physical strength and emotional stability. Within the BOSS program, this definition is understood to also include activities that promote social interaction, leadership, and lifelong intangible learning, which require education, and training. This definition is deliberately broad and vague to allow for the breadth of unique opportunities and creativity available from the wide variety of ideas and topics available to present LS events to Soldiers.

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 garrison wide 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

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- II. Vice President
- III. Secretary
- IV. Treasurer
- V. BOSS representatives of major subordinate commands or separate units.

e. 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.

Section V – Personnel Security Requirements.

5.1. 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

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standards for positions requiring access to IT and for processing information within IT systems.

- VI. 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.
- VII. 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.
- VIII. 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.

Appendixes :

- A. Handbook, BOSS Desk Reference.
- B. BOSS Program Inspection Checklist (PIC)