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Department of Defense  
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

## **Department of Defense (DoD) 5G Operations Office Baseline**

FA8075-14-D-0016 (DS TAT), DO #18, TAT 15-1172

**04 November 2020**

DISTRIBUTION STATEMENT A. Approved for public release.

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**Abstract**

The Office of the Undersecretary of Defense (Research and Engineering) (OUSD(R&E)) Director of 5G Operations tasked DS TAT to develop, implement, and document procedures for managing 5G office administration, task management, and cadence to support the transition and build-out of the OUSD(R&E) 5G as a directorate within the OUSD(R&E) modernization program, responsible for planning and managing execution of the 5G to Next G Initiative, guided by Office of the Secretary of Defense processes, Department of Defense (DoD) policies and procedures, and best practices in organizational management. An assessment of requirements was conducted by interviewing 5G key personnel to identify repeatable processes; their current alignment and maturity with respect to planning, direction, execution, management, and oversight functions; and identification of gaps in 5G program management routines compared to program goals and present capabilities. Standard procedures were developed using DoD issuances as a framework, and initial version of six Standard Operating Procedures (SOPs) produced in a quick reference guide format to enable ease of reference and use. The SOPs are targeted towards the promotion of 5G office and team efficiency in planning, managing, and providing oversight of 5G rapid development, experimentation, and testbed prototyping, and full integration of the 5G directorate within the R&E organization. This document and procedures would be useful to the DoD community to elucidate how the 5G Directorate organizes to conduct traditional OSD-level oversight functions, as well as its enterprise-level program management functions, and to enable the near-term delivery of validated 5G technologies that are ready for operational transition and integration across a full range of DoD modernization programs.

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## I. Introduction

The Office of the Undersecretary of Defense (Research and Engineering) (OUSD(R&E)) 5G Directorate, Office of the Secretary of Defense (OSD), Department of Defense, was formally established in 2020 as part of the alignment and elevation of OSD Research and Engineering functions to the Under Secretary level, as directed in the National Defense Authorization Act for Fiscal Year 2017, codified in October 2018,<sup>1</sup> and stipulated in the National Security and Defense Strategies (2017 and 2018 respectively), to support defense modernization priorities.

This restructuring reflected back to the original purpose and motivation for housing a research and development organization within the Department of Defense (DoD) under the National Security Act of 1947, which statutorily established the DoD, its Research and Development Board, and its post-World War II instantiation. Under the leadership of the Board's first Chairman, Dr. Vannevar Bush, DoD's post-war efforts sought to preserve and promote the continued partnership of the U.S. government, industry, and academia in a peacetime national science program,<sup>2</sup> and provided the investment and structural foundation needed to realize Bush's vision for the future direction of basic research, advancement of the U.S. technology base, and their central role in advancing society, as articulated in his enduringly prescient article, *As We May Think*.<sup>3</sup>

The purpose of this report is to support the development, implementation, and documentation of procedures for establishing and managing 5G office administration, task management, and cadence to support the transition and build-out of OUSD(R&E) 5G as a Directorate within the OUSD(R&E) modernization program. The Principal Director, OUSD(R&E) 5G, is responsible for planning and managing the execution of the 5G to Next G Initiative, guided by Office of the Secretary of Defense processes, DoD policies and procedures, and best practices in organizational management. An assessment of management and oversight functions was conducted by interviewing R&E 5G key personnel to identify repeatable processes; understand their current alignment and maturity with respect to planning, direction, execution, management, and oversight activities in the 5G Directorate; and identify gaps in 5G program management routines compared to 5G program goals and present capabilities. Initial versions of six Standard Operating Procedures (SOPs) were developed using DoD issuances and processes as a framework, and produced in a quick reference guide format to enable ease of reference and use. The SOPs seek to promote R&E 5G office and team efficiency in planning, managing, and providing oversight of 5G rapid development, experimentation, and testbed prototyping, and full integration of the 5G Directorate

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<sup>1</sup> Under Secretary of Defense for Research and Engineering (USD(R&E)) (2020, July 15), DoD Directive 5137.02. Available from <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/513702p.pdf?ver=2020-07-15-124712-047>.

<sup>2</sup> The National Academy of Sciences: The First Hundred Years 1863–1963. Washington (DC): National Academies Press (US); 1978. 14, The Postwar Organization of Science. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK217886/>.

<sup>3</sup> For example, Bush is credited with inspiring the hypertext transfer protocol in his description and depiction of associative indexing by a theoretical desktop-hosted “memex” machine: “Consider a future device ... in which an individual stores all his books, records, and communications, and which is mechanized so that it may be consulted with exceeding speed and flexibility. It is an enlarged intimate supplement to his memory.” Bush, Vannevar. *As We May Think*. *The Atlantic*. July 1945. Available from <https://www.theatlantic.com/magazine/archive/1945/07/as-we-may-think/303881/>. See also Bush's memex sketch at <https://www.computerhistory.org/revolution/the-web/20/370/2111>.

within the OUSD(R&E) organization. The report concludes with way-ahead recommendations for consideration as the OUSD(R&E) 5G Directorate matures to full staffing and functionality.

## II. 5G Operations Office Baseline

The scope of the 5G Operations Office Baseline is to describe and capture the “as-is” state of the 5G Directorate organization, key staff, and initial process build-out - “V 1.0” of the 5G Directorate internal organizational and task management functions.

### A. 5G Organization, Purpose, and Functions Overview

As of October 2020, the 5G Directorate was comprised of a Director, Deputy Director, Director of 5G Operations, and four Program Leads (Tranche 1, Tranche 2, Operate Through, and Innovate Beyond), organized to achieve the strategic goals set forth in the National Strategy to Secure 5G, the DoD 5G Strategy, and the DoD 5G Strategy Implementation Plan. These strategies built on a substantive body of 5G studies conducted by the Defense Science Board, the Defense Business Board, and the Defense Innovation Board. The DoD 5G strategy was envisioned to build, leverage, and integrate 5G-enabled networks, technologies, and applications for improved command and control, situational awareness, and network and platform operations speed, security, and resiliency as a foundational national and economic security capability.

OUSD(R&E) 5G organized to execute a 5G experimentation and prototyping plan with three thrust areas: *Accelerate* the DOD’s adoption of 5G, *Operate Through* a full range of military operating environments; and *Innovate Beyond* the current generation communications networks. These thrusts integrate 5G applied research efforts across the military 5G ecosystem, and aim to develop and deliver prototypes that can be transitioned to operational programs by Fiscal Year 23.

The *Accelerate* thrust is being achieved through experimentation and prototyping at test sites on military installations, in partnership with industry and academic institutions, under the 5G to Next G Initiative.

- Each test site will develop focused set of applications to be enabled or enhanced by 5G communications technologies.
- These prototypes will be at-scale and designed to provide leave-behind capabilities that can easily be adapted at other facilities.
- As of October 2020, 12 bases have been selected to host test sites for experimentation and prototyping in two tranches.
  - Tranche 1/1.5 sites include: Naval Base San Diego, Marine Corps Logistics Base Albany, Joint Base Lewis McChord, Hill AFB, and Nellis AFB.
  - Tranche 2 sites include: Naval Station Norfolk, Camp Pendleton, The National Training Center, CA and Fort Hood, TX, Tinker AFB, Joint Base San Antonio, and JB Pearl Harbor.

The *Operate Through* thrust will ensure U.S. forces can operate in all environments, including congested, contested, and insecure environments using zero-trust architectures and advanced hardware and software technologies for enhanced resilience and security.

The *Innovate Beyond 5G* thrust emphasizes continual investment in cutting edge communications technologies that will move the Department from 5G to the next generations (“Next G”) of mobile information technology.

**B. 5G Operations Cadence Calendar**

Figure 1 provides a notional sketch of the current annual/bi-annual, quarterly, monthly, and weekly recurring activities cadence of the 5G Directorate:

5G Operations Recurring Events and Reports Cadence				
Weekly/Bi-Weekly 5G Operations				
<b>Monday</b> • SecDef Weekly Priorities Review (SWPR) Input - 5G to CS • Director's Staff Sync (0930) - PD and COS+	<b>Tuesday</b> • 5G Weekly Activity Report (WAR) - 5G report to 5G front office (COB) • Nellis 5G Sync (1400)	<b>Wednesday</b>	<b>Thursday</b> • 5G Working Group (5G WG) (bi-weekly) (1300) • 5G Oversight Planning Team (OPT)/5G All-hands (1400) • Tinker Tranche 2 Update (1400) • 5G Principals Coordinating Committee (PCC) (1500)	<b>Friday</b> • 5G WAR Inputs (Tranche/Program Lead to Ops) (1200) • OSD/APL 5G Radio Review (1500)
<b>Monthly 5G Operations</b> • Federal Mobility Group (FMG) (3rd Tuesday) • ESF Operations Group (As scheduled by CIPAC) • COLTs Update (As scheduled by Dir Ops) • Mojito Update (As scheduled by Dir Ops)	<b>Quarterly 5G Operations</b> • 5G Program Lead Workshops (As scheduled BY Program Leads) • 5G strategy implementation report to Congress (March, July, October, January 15th ) • Tranche 1/2/3 Program Review (As scheduled by Program Leads) • NSC Quarterly Industry Days (As scheduled by ATI) • IWRP Quarterly Industry Days (As scheduled by ATI)	<b>Annual/Bi-Annual 5G Operations</b> • Personnel performance plans, midpoints, and assessments • TAPP Review		

Current as of 30 Oct 2020

Figure 1: 5G Operations Recurring Events and Reports Cadence

**C. Standard Operating Procedures Overview**

The 5G Directorate Standard Operating Procedures (SOPs) are targeted towards the promotion of office and team efficiency. These SOPs have undergone iterative reviews to ensure the information presented is accurate and current in depicting how operations are conducted within the R&E 5G team. The SOPs are based on the real-world staff experience of key personnel in implementing business operations and DoD standards and guidelines. By following the processes outlined in the SOPs, the R&E 5G office aims to implement repeatable processes that enable efficient execution of protocols while enhancing organizational agility, stability, and continuity.

**D. Standard Operating Procedures Descriptions**

The initial six Standard Operating Procedures for the R&E 5G office are listed and then detailed below:

- Secretary of Defense’s Weekly Priorities Review (SWPR)
- Front Office Weekly Activity Report (WAR)

- 5G Program Lead Weekly Activity Report (WAR)
- 5G Event Approval for Public Release
- 5G Public Affairs Office Information Clearance Request
- 5G Program Lead Leave

Each SOP has been specified in a comprehensive manner to include step-by-step mechanics and responsibilities describing the intended objective and key results (OKR) of the procedure.

1. SOP 1 – 5G Secretary of Defense Weekly Priorities Review

The Secretary of Defense Weekly Priorities Review (SWPR) is a synthesis of key events planned across OSD departments, characterization of their strategic relevance, and synopsis of related strategic messaging. The purpose of this review is for Pentagon leadership to inform the Secretary of Defense on the plans and status of current and near-future objectives to enable synchronization. The Principal Director, 5G is responsible for submitting input for the SWPR. The objective of this product is to identify ongoing 5G efforts and provide interested parties information needed to synchronize strategic communications in an easily interpreted, central location.

The SWPR is compiled by the Executive Assistant to the Director of 5G Operations weekly and approved for submission by the Principal Director, 5G as shown in Figure 2:

Monday	Tuesday	Wednesday	Thursday	Friday
	2	3	4	5
•Director Submits SWPR	•Gathering Information	•Gathering Information	•Gathering Information	•Updating SWPR •Sending SWPR for Review
				6

Figure 2: Cadence for Assembling and Submitting the SWPR

Specifically, the Executive Assistant to the Director of 5G Operations:

- Collects and collates information on strategic topics and event roll-outs Tuesday – Friday
- Updates the OUSD(R&E) 5G SWPR input on Friday
- Sends the draft OUSD(R&E) 5G SWPR input to the R&E 5G senior leadership team for review, incorporates feedback into a final draft, and provides the final draft to the Director of 5G Operations for submission to OUSD(R&E) Public Affairs at [osd.pentagon.ousd-re.mbx.communications@mail.mil](mailto:osd.pentagon.ousd-re.mbx.communications@mail.mil) by 1200 on Monday

The SWPR Template for providing input to OSD PA is shown in Figure 3:

SWPR   PA Update					
Upcoming Roll-Outs/Events					
	Issue	OPR	Desired Effect	Event/Issue Deliverable(s)	Status
1	Event XYZ	R&E/5G	• To understand why XYZ occurred and mitigate the reoccurring issue while developing counter strategies.	• Location of Event: Washington DC • Keynote Speaker/panelists:	• Week of June 5th
2					•
3					

Figure 3: SWPR Template

- Issue – Name of the Strategic Topic or Upcoming Roll-out/Event
- OPR – Office of Primary Responsibility
- Desired Effect – The purpose of the event or the desired impact of the strategic topic
- Event/Issue Deliverables – Details pertaining to the event/topic (involved individuals, location, background information)
- Status – Date, time, confirmation technicalities

2. SOP 2 – 5G Front Office Weekly Activity Report

The Weekly Activity Report (WAR) provides OUSD(R&E) with details on OUSD (R&E) 5G activities accomplished in the past week. The WAR is compiled from updates on Tranche and Thrust initiatives and includes all substantial information on task and program progress. Figure 4 shows the timeline for compiling and submitting the WAR to OUSD(R&E):

Monday	Tuesday	Wednesday	Thursday	Friday
2	3	4	5	6
•Draft WAR	•Send WAR to Directors for Review •Submit WAR to OUSD Front Office	•Gathering 5G Team Updates	•Gathering 5G Team Updates	•Gathering 5G Team Updates

Figure 4: Cadence for Assembling and Submitting the WAR

Specifically, the Executive Assistant to the Director of 5G Operations:

- Gathers information from 5G WG (Working Group), OPT (Oversight Program Team), and All-Hands meetings referenced with updates from each Program Lead Tuesday - Friday
- Assembles the WAR draft on Monday
- Sends the WAR draft to the 5G senior leaders on Tuesday for final edits and approval
- Sends the final draft WAR to the R&E POC, Col Laura Robinson [laura.r.robinson2.mil@mail.mil](mailto:laura.r.robinson2.mil@mail.mil) by 1200 on Tuesday

Figure 5 shows the WAR template:

<p>5G Program Weekly Activity Report (WAR) – 20 October 2020</p> <p><b>Summary of the past week’s work</b></p> <p><b>Special accomplishments or issues</b></p> <p><b>Significant developments or accomplishments in the 5G technical area</b></p> <p>NSTR</p>
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Figure 5: WAR Template

3. SOP 3 - 5G Program Lead Update

In addition to the WAR that is sent to the R&E Front Office, the OUSD (R&E) 5G Program Leads also provide an update on their program status to the 5G senior leadership team weekly. Figure 6 shows the timeline for preparing the 5G Program Lead Update.

Monday	Tuesday	Wednesday	Thursday	Friday
*Send consolidated updates to Principal Director	*Gather updates from Program Leads *PLs provide feedback/receive updates from Base Program Managers	*Gather updates from Program Leads	*Gather updates from Program Leads *PLs receive status updates from Base Program Managers	*Gather updates from Program Leads *Compile updates

Figure 6: Cadence for Assembling and Submitting the Program Lead Update

- Program Leads receive updates from their site leads/managers Tuesday – Thursday
- Program Leads provide update to the OUSD R&E 5G Action Officer on Friday
- The R&E 5G Action Officer compiles Program Lead Updates on Friday
- The R&E 5G Action Officer packages and sends consolidated update to the Principal Director, 5G Monday 1000

Updates are presented in a quad-chart that provides the Project Description, Current Developments, Project Milestone and Decision Timelines, and Issues. The template for 5G Program Lead WAR inputs is shown in Figure 7:

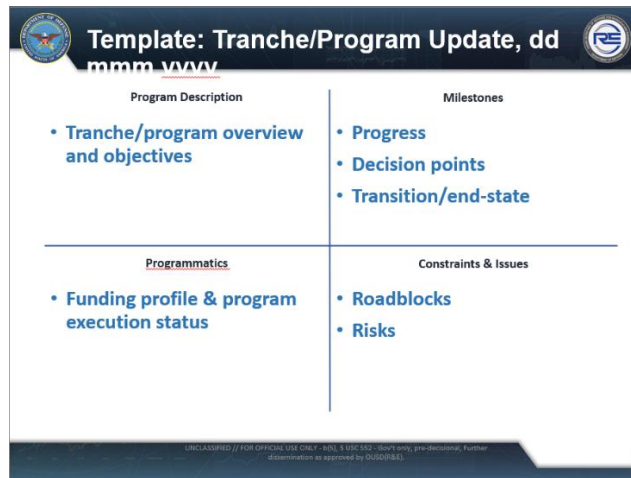


Figure 7: Template for Tranche/Program Lead WAR

- Tranche/Program plan and execution status
  - Program level information – Goals, governance, resource execution
  - Project level information – Plan, deliverables, and technical execution
- Issues that might become a challenge, e.g.:
  - Scope, schedule, technical feasibility, or security integration issues
  - Hardware procurement/installation challenges
  - Spectrum management coordination/approval issues
  - ATO, policy, regulatory issues
  - Programmatic and resource status and issues

4. SOP 4 - 5G Event Approval

Prior to hosting or briefing at any public event, OUSD(R&E) 5G personnel must first receive approval from the OUSD Public Affairs to publicly disclose DoD information via the R&E

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Communications Team. The purpose of this process is to ensure DoD technical information is properly shared and secured consistent with DoD public disclosure and dissemination coordination, review, oversight, and approval policies, procedures, and authorities as specified in federal and departmental regulations. OUSD(R&E) 5G personnel initiate the mechanics of this process by compiling and forwarding the following information regarding events to the Director of 5G Operations, copy to the Executive Assistant (EA):

- Event Title:
- Date:
- Subject Area:
- Author:
- Audience:
- Media:

Approval must be requested at least one week prior to an event to allow the R&E Communications Team to staff requests for public disclosure across a full range of subject matter expert staff elements, providing ample time to analyze the event and ensure there are minimal risks. Upon Director of 5G Operations direction the EA sends the information via email to the R&E Communications Team at [osd.pentagon.ousd-re.mbx.communications@mail.mil](mailto:osd.pentagon.ousd-re.mbx.communications@mail.mil).

5. SOP 5 - 5G Pre-Publication and Security Review

All R&E 5G personnel must obtain prior approval to share or display written information or artifacts during an event from the OSD Public Affairs Office (PAO) and WHS Pentagon for approval. This ensures public release of DoD information will not expose it to threats, or create/amplify risks or vulnerabilities without mitigation. This is accomplished by preparing/submitting a form DD 1910 (Figure 8) available at <https://www.esd.whs.mil/DOPSR/>.

CLEARANCE REQUEST FOR PUBLIC RELEASE OF DEPARTMENT OF DEFENSE INFORMATION <small>(See instructions on back.)</small>		
<small>(This form is to be used in requesting review and clearance of DoD information proposed for public release in accordance with DoDD 5230.09.)</small>		
TO: <small>(See Note)</small> Chief, Defense Office of Prepublication and Security Review, 1155 Defense Pentagon, Washington, DC 20301-1155 <small>Note: Regular mail address shown above. For drop-off/next day delivery, use: Room 2A534, 1155 Defense Pentagon, Washington, DC 20301-1155</small>		
<b>1. DOCUMENT DESCRIPTION</b>		
a. TYPE	b. TITLE	
c. PAGE COUNT	d. SUBJECT AREA	
<b>2. AUTHOR/SPEAKER</b>		
a. NAME (Last, First, Middle Initial)	b. RANK	c. TITLE
d. OFFICE	e. AGENCY	
<b>3. PRESENTATION/PUBLICATION DATA (Date, Place, Event)</b>		
<b>4. POINT OF CONTACT</b>		
a. NAME (Last, First, Middle Initial)	b. TELEPHONE NO. (include Area Code)	
<b>5. PRIOR COORDINATION</b>		
a. NAME (Last, First, Middle Initial)	b. OFFICE/AGENCY	c. TELEPHONE NO. (include Area Code)
<b>6. REMARKS</b>		
<b>7. RECOMMENDATION OF SUBMITTING OFFICE/AGENCY</b>		
a. THE ATTACHED MATERIAL HAS DEPARTMENT/OFFICE/AGENCY APPROVAL FOR PUBLIC RELEASE (qualifications, if any, are indicated in Remarks section) AND CLEARANCE FOR OPEN PUBLICATION IS RECOMMENDED UNDER PROVISIONS OF DODD 5230.09. I AM A GOVERNMENT EMPLOYEE (civilian or military), AND NOT A CONTRACTOR, AUTHORIZED TO MAKE THIS RECOMMENDATION FOR RELEASE ON BEHALF OF:		
b. CLEARANCE IS REQUESTED BY	(YYYYMMDD)	
c. NAME (Last, First, Middle Initial)	d. TITLE	
e. OFFICE	f. AGENCY	
g. SIGNATURE	h. DATE SIGNED (YYYYMMDD)	

Figure 8: Form DD 1910 – Pre-Publication and Security Review

Individuals requesting public release approval must fill out and submit the DD 1910 to the R&E Communications Team via email at [osd.pentagon.ousd-re.mbx.communications@mail.mil](mailto:osd.pentagon.ousd-re.mbx.communications@mail.mil). Boxes that require input on the DD 1910 form are:

- 1a, 1b, 1c, 1d
- 2a, 2b, 2c, 2d, 2e
- 3
- 4a, 4b
- 7c, 7g (must include a digital signature)

The DD 1910 must be submitted along with the information for which public release is being requested (invitee list, PDF, agenda, etc.). Once staffing is complete, the R&E Communications Team will return the requested information along with the DD 1910 with a stamp of approval (if approved).

### 6. SOP 6 - 5G Program Lead Leave

When a Program Lead wishes to take leave, they are required to coordinate with their supervisor and must submit the appropriate paperwork to do so prior to commencing leave. Leave requests must be approved by the local OUSD(R&E) 5G immediate supervisor and then reported to the individual's parent organization by the immediate supervisor as specified in the Assignment Agreement on the Optional Form 69. Individuals requesting leave must complete and submit their request to the Principal Director, 5G using Form OPM 71 (Figure 9), and provide a copy to the Director of 5G Operations. This process and documentation are required for all federal government employees, including those assigned under Intergovernmental Personnel Act (IPA) and Intelligence Community Joint Duty arrangements.

1. Name (Last, first, middle)		2. Employee or Social Security Number (Enter only the last 4 digits of the Social Security Number (SSN))			
3. Organization					
4. Type of Leave/Absence (Check appropriate boxes below)	Date		Time		Total Hours
	From	To	From	To	
<input type="checkbox"/> Accrued Annual Leave					
<input type="checkbox"/> Restored Annual Leave					
<input type="checkbox"/> Advanced Annual Leave					
<input type="checkbox"/> Accrued Sick Leave					
<input type="checkbox"/> Advanced Sick Leave					
Purpose: <input type="checkbox"/> Illness/injury/incapacitation of requesting employee <input type="checkbox"/> Medical/dental/optical examination of requesting employee <input type="checkbox"/> Care of family member, including medical/dental/optical examination of family member, or bereavement <input type="checkbox"/> Care of family member with a serious health condition <input type="checkbox"/> Other					
<input type="checkbox"/> Compensatory Time Off					
<input type="checkbox"/> Other Paid Absence (Specify in Remarks)					
<input type="checkbox"/> Leave Without Pay					
5. Family and Medical Leave					
If annual leave, sick leave, or leave without pay will be used under the Family and Medical Leave Act of 1993, please provide the following information: <input type="checkbox"/> I hereby invoke my entitlement to Family and Medical Leave for: <input type="checkbox"/> Birth/Adoption/Foster Care <input type="checkbox"/> Serious health condition of spouse, son, daughter, or parent <input type="checkbox"/> Serious health condition of self Contact your supervisor and/or your personnel office to obtain additional information about your entitlements and responsibilities under the Family and Medical Leave Act. Medical certification of a serious health condition may be required by your agency.					
6. Remarks:					
7. Certification: I hereby request leave/approved absence from duty as indicated above and certify that such leave/absence is requested for the purpose(s) indicated. I understand that I must comply with my employing agency's procedures for requesting leave/approved absence (and provide additional documentation, including medical certification, if required) and that falsification on this form may be grounds for disciplinary action, including removal.					
7a. Employee Signature				7b. Date	
8a. Official Action on Request: <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved (If disapproved, give reason. If annual leave, initiate action to reschedule.)					
8b. Reason for Disapproval:					
8c. Supervisor Signature				8d. Date	
PRIVACY ACT STATEMENT Section 6311 of Title 5, United States Code, authorizes collection of this information. The primary use of this information is by management and your payroll office to approve and record your use of leave. Additional disclosures of the information may be: to the Department of Labor when processing a claim for compensation regarding a job connected injury or illness; to a State unemployment compensation office regarding a claim; to Federal Life Insurance or Health Benefits carriers regarding a claim; to a Federal, State, or local law enforcement agency when your agency becomes aware of a violation or possible violation of civil or criminal law; to a Federal agency when conducting an investigation for employment or security reasons; to the Office of Personnel Management or the General Accounting Office when the information is required for evaluation of leave administration; or the General Services Administration in connection with its responsibilities for records management. Public Law 104-134 (April 26, 1996) requires that any person doing business with the Federal Government furnish a social security number or tax identification number. This is an amendment to Title 5, Section 7301. Furnishing the social security number, as well as other data, is voluntary, but failure to do so may delay or prevent action on the application. If your agency uses the information furnished on this form for purposes other than those indicated above, it may provide you with an additional statement reflecting those purposes.					

Figure 9: Form OPM 71 - Employee Leave/Absence Request

### III. 5G Operations Office Version 2.0 (“V 2.0”)

#### A. Concluding Observations

This document and the procedures outlined herein elucidate how the 5G Directorate organizes to conduct its traditional OSD-level oversight functions, as well as its enterprise-level program management functions, to enable the near-term delivery of 5G prototypes that are ready for operational transition and integration across a full range of DoD missions and programs. “V 1.0” SOPs in Appendices A through F are intended to provide an initial sketch of repeatable processes that establish a foundation for the Principal Director, 5G to guide and facilitate rapid research, development, integration testing, and transition 5G and beyond technologies to DoD base programs.

DoD has over 80 policy issuances on information management to comprehensively address responsibilities, authorities, and procedures for the creation, use, dissemination, quality, security, storage, and disposition of its information. These policies apply equally to DoD’s technical information;<sup>4</sup> their scope, volume, and variety<sup>5</sup> is challenging to implement in a synthesized manner in even the most mature DoD organizations. Still, this is required. To simplify, DoD codified a set of principles to underpin and ensure unity of purpose across all of its information policies. Articulated in various official memoranda when DoD was first established and formally codified in DoD policy in 2000, these principles were most recently reiterated in DoD Directive 5122.05 (August 7, 2017), Section 5, “Principles of Information,” and premised as follows:

“It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy. Requests for information from organizations and private citizens will be answered in a timely manner.”<sup>6</sup>

With these principles as a unifying concept, the following recommendations are offered to address OUSD(R&E) 5G information management and program management needs as it moves towards full staffing and implementation of its organizational charter.

#### B. Recommendations

SOPs must emplace repeatable processes to enable efficiency in a manner that enhances rather than detracts from rapid innovation; they are intended to be living documents that reflect the constant evolution of the 5G innovation program and its organization. In the spirit of lean-agile

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<sup>4</sup> See <https://discover.dtic.mil/policy-memoranda/> for DoD scientific and technical information policy history.

<sup>5</sup> See a basic, but not comprehensive, listing of information policies at <https://dodcio.defense.gov/DoD-Web-Policy/>. A comprehensive DoD information policy listing is available through the DoD Issuance Subject keyword search term “information” at <https://www.esd.whs.mil/Directives/issuances/dodd/>, <https://www.esd.whs.mil/directives/issuances/dodi/>, <https://www.esd.whs.mil/Directives/issuances/dodm/>, and [https://www.esd.whs.mil/Directives/issuances/admin\\_inst/](https://www.esd.whs.mil/Directives/issuances/admin_inst/).

<sup>6</sup> Excerpt from DoDD 5122.05 at [https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/512205\\_dodd\\_2017.pdf](https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/512205_dodd_2017.pdf).

concepts and frameworks, and informed by DoD Principles of Information, way-ahead recommendations for near-term 5G Directorate “V 2.0” enhancements follow.

## 1. Information Management as an R&D 5G Enabler

Since its inception, DoD has recognized and endeavored to manage information as a strategic resource. This includes its scientific and technical information flowing from DoD research and development activities, for which DoD has a long and proactive policy and procedures history that continues to evolve.<sup>7</sup> To promote DoD information policy objectives, 5G Directorate V 2.0 priorities should include work to establish a records management system, develop technical information assurance procedures, and instantiate practices to fully leverage DTIC library services in Fiscal Year 2021.

### **Recommendation 1: Establish records management procedures.**

The 5G Directorate requires a common repository, content management system, staff access to, and procedures for managing internal information in a manner that provides access to all appropriate users across the 5G innovation enterprise. The lack of a common repository and content management system impede technical information sharing, dissemination, management, and reuse. OUSD(R&E) 5G should work with OSD Director for Administration and Director, Washington Headquarters Service (WHS) staffs to establish capabilities and processes for implementing a Records Management System in accordance with Office of the Deputy Chief Management Officer Administrative Instruction 15 (A-15), OSD Records and Information Management Program.<sup>8</sup>

### **Recommendation 2: Establish procedures to balance technical information security and protection mechanisms while maximizing use.**

The 5G Directorate requires processes to fully implement federal and DoD technical information withholding and dissemination policies<sup>9</sup> that enable its 5G innovation enterprise to fully and securely leverage the research it sponsors and the knowledge created through its research and development activities. OSD, and specifically WHS policies, organizations, and pooled resources are conceptualized to facilitate technical information security and use. The 5G Directorate should prioritize staff efforts to engage and partner with WHS and other relevant OSD components with specific information management functions to mature and formalize the 5G Directorate’s nascent technical information management capabilities across the 5G innovation enterprise, focusing first

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<sup>7</sup> For example, DoD recognized a need to increase public, industry, and scientific community access to DoD-funded scientific and technical research to maximize the value of defense research and engineering work. To address this need, DoD issued a new policy in 2017 requiring all publicly releasable scholarly articles published by DoD military and civilian personnel in peer reviewed journals and produced as a result of basic research be accessible after a 12-month embargo period to increase dissemination of DoD technical information. Source: DTIC Public Affairs, New DoD Policy, 2 February 2017. Accessible at <https://discover.dtic.mil/new-dod-policy/>

<sup>8</sup> <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/ai/a15p.pdf?ver=2019-02-25-104556-297>

<sup>9</sup> Key policies are at <https://www.federalregister.gov/documents/2016/10/31/2016-26236/withholding-of-unclassified-technical-data-and-technology-from-public-disclosure> and <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/523025p.pdf> for withholding regulations and policies; see <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/320012p.pdf?ver=2019-04-30-073122-220> and <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/523024p.pdf> for dissemination policies.

on facilitating the National Spectrum Consortium (NSC) Base Agreement information management features at 5G project-level activities where new technical information is created.

**Recommendation 3: Leverage Defense Technical Information Center (DTIC) library services.**

DTIC is the repository of record for DoD scientific and technical information; its mission is “to aggregate and fuse science and technology data to rapidly, accurately and reliably deliver the knowledge needed to develop the next generation of technologies to support our Warfighters and help assure national security.”<sup>10</sup> As a DoD Field Agency reporting to USD(R&E), DTIC is uniquely positioned to provide a wide range of technical information services supporting 5G program goals. The 5G Directorate should develop and staff an DTIC engagement plan to fully employ DTIC services and capabilities to optimize its ability to achieve rapid development, integration, and fielding of 5G and beyond technologies.

2. 5G Innovation Program Management Enhancements

While USD(R&E) has not established a formal Program Management Office (PMO) to synchronize and integrate end-to-end DoD 5G and beyond programs, OUSD(R&E) 5G performs a number of functions traditionally executed through a PMO, in addition to those policy, coordinating, and oversight roles normally performed at the Under Secretary office level. This organizational construct presents an opportunity to synthesize a unique integrated program management framework tailored to facilitate rapid innovation and fielding of new 5G technologies and capabilities, from strategy to operational implementation, across echelons.

**Recommendation 4: Host workshops on DTIC and Controlled Unclassified Information (CUI) management.**

The R&E 5G senior staff articulated a requirement to establish capabilities and processes for deliberate, strategic management of 5G innovation program information during the initial quarter of Tranche 1 staffing and selection activities. As a research and development effort, 5G innovation program activities and staffs should be seeded with foundational knowledge of DTIC services and CUI management requirements and policies. To do this, the 5G Directorate should partner with DTIC and WHS to develop and host workshops on “DTIC 101” and CUI policies and practices.

**Recommendation 5: Design a lean-agile management framework tailored to the 5G to Next G initiative.**

The 5G innovation program requires a common understanding and lexicon for its program management processes to be implemented across the 5G innovation enterprise to optimize rapid development, integration, and fielding of 5G and beyond technologies and capabilities. DoD has honed and harnessed best-of-class large systems design, development, and engineering capabilities since its inception. The rapid pace of technology innovation drives increasingly compressed development and deployment cycles. Lean-agile concepts and frameworks<sup>11</sup> have emerged as

<sup>10</sup> See <https://discover.dtic.mil/about/>.

<sup>11</sup> See Project Management Institute’s Agile Practice Guide, Newtown Square: Project Management Institute Inc., 2017; see also SAFe 5.0 White Paper and the Full SAFe configuration sketch at <https://www.scaledagileframework.com/#>.

proven a method to deliver innovation with the speed, scale, security, and quality required for the success of complex DoD innovation programs, such as 5G. The R&E 5G staff should train to and then design a common, integrated project, program, and enterprise management framework tailored to 5G innovation needs that incorporates lean-agile concepts.<sup>12</sup>

**Recommendation 6: Implement integrated lean-agile development for the 5G innovation program that bridges to existing DoD program management constructs.**

The OUSD(R&E) 5G organizational structure, processes, and staff skills mix must be developed, informed, and enabled to function in both the R&D and traditional DoD operations environments and cadences, with deliberate bridging across organizations, people, and processes that accelerate 5G innovation to market, while also assuring unique DoD equities are provisioned. To do this, the 5G Directorate should implement project, program, and enterprise management processes based on a common lean-agile framework and lexicon, tailored to bridge with existing DoD program management constructs.

3. Way-ahead Postlude

The authors of this report welcome feedback, suggestions, and implementation initiatives, and can be reached at Science & Technology Associates, Inc. (STA), 4100 Fairfax Drive Suite 910 Arlington, VA 22203 (Lou Anne DeMattei and Aren Hartoni, 703-552-5123) for follow-on coordination and collaboration.

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<sup>12</sup> For example, see <https://www.scaledagileframework.com/government/>.

## References

- National Academy of Sciences (US). The National Academy of Sciences: The First Hundred Years 1863–1963. Washington (DC): National Academies Press (US), 1978.  
<https://www.ncbi.nlm.nih.gov/books/NBK217886/>
- National Defense Authorization Act for Fiscal Year 2017 (Public Law No. 114-328), December 23, 2016. <https://www.govinfo.gov/content/pkg/PLAW-114publ328/pdf/PLAW-114publ328.pdf>.
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- The White House. National Strategy to Secure 5G of the United States of America. March 2020.  
<https://www.whitehouse.gov/wp-content/uploads/2020/03/National-Strategy-5G-Final.pdf>.
- Under Secretary of Defense for Research and Engineering (USD(R&E)), Department of Defense Directive 5137.02. July 15, 2020.  
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/513702p.pdf?ver=2020-07-15-124712-047>.

# Appendix A

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## SOP 1 Secretary of Defense Weekly Priorities Review (SWPR)


FirstName LastName  
Director of 5G Operations  
First.m.last.civ@mail.mil  
Current as of 10/26/2020




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## BLUF



- **Submit OUSD(R&E) 5G input for the SECDEF Weekly Priorities Review.**
- **Include any ongoing roll-outs/events updates to provide interested parties information in an easily interpreted, central location to facilitate unity of effort.**

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# Purpose

- **Timeline (for compiling and submitting the SWPR)**
- **Template Discussion**
  - Dissemination Caveat
- **Template**



# Timeline

- **The SWPR must be turned in to the PA (Public Affairs) office by noon every Monday.**
- **After the SWPR template is annotated with Strategic Topics and Roll-Outs/Upcoming Events, the SWPR draft is sent to the Principal Director, 5G and 5G senior leadership team for final revisions, approval, and submission.**

Monday	Tuesday	Wednesday	Thursday	Friday
2	3	4	5	6
*Director Submits SWPR	*Gathering Information	*Gathering Information	*Gathering Information	*Updating SWPR *Sending SWPR for Review



# Template Discussion

- Issue – Name of the Strategic Topic or Upcoming Roll-out/Events
- OPR – Office of Primary Responsibility
- Desired Effect- The purpose of an Upcoming Event or the desired outcome of the Strategic Topic
- Event/Issue Deliverables – Details pertaining to the event/topic (involved individuals, location, background information)
- Status – Date, time, confirmation technicalities
- Ensure the proper classification marking and dissemination control caveat is annotated per DoDI 5230.24 (for Controlled Unclassified Information); the standard marking is:

CUI - Distribution Statement F. Further dissemination only as directed by OUSD(R&E), Month, dd, yyyy, or higher authority.



# Template

## SWPR | PA Update

Upcoming Roll-Outs/Events

	Issue	OPR	Desired Effect	Event/Issue Deliverable(s)	Status
1	Event XYZ	R&E/ 5G	• To understand why XYZ occurred and mitigate the reoccurring issue while developing counter strategies.	• Location of Event: Washington DC • Keynote Speaker/panelists:	• Week of June 5th
2					•
3					
4					
5					



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## References

**DoD Directive 5137.02, “Under Secretary of Defense for Research and Engineering (R&E),” 15 Jul 2020, as amended**

**DoD Instruction 5230.24, “Distribution Statements on Technical Documents,” 23 Aug 2012, as amended**



**DoD Manual 5200.01, Volume 4, “DoD Information Security Program: Controlled Unclassified Information (CUI),” 24 Feb, 2012, as amended**

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## Appendix B

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# SOP 2 5G Front Office Weekly Activity Report (WAR)


FirstName LastName  
Director of 5G Operations  
First.m.last.civ@mail.mil  
Current as of 10/26/2020




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## Purpose



- **Process:** Gather updates from the R&E 5G team and consolidate in a standard format to present to the OUSD(R&E) 5G front office.
- **Deliverables:** Present any substantial updates/accomplishments that have occurred in the R&E 5G office in the past week.

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# Process

- Information from the previous week’s 5G WG (Working Group), OPT (Oversight Program Team), and All-Hands meetings are compiled and referenced with updates from each Program Lead and 5G senior leaders.
- WARs are completed each Monday and edits finalized by the 5G senior leadership team by Tuesday.
- The WAR is then sent to OUSD(R&E) Modernization, Military Assistant (first.last.mil@mail.mil) for submission/final comments Tuesday afternoon.

Monday	Tuesday	Wednesday	Thursday	Friday
2	3	4	5	6
•Draft WAR	•Send WAR to Directors for Review •Submit WAR to OUSD Front Office	•Gathering 5G Team Updates	•Gathering 5G Team Updates	•Gathering 5G Team Updates



# Deliverables

The format for WAR inputs includes:

- Summary of the past week’s work
- Special accomplishments or issues
- Significant developments or accomplishments in the 5G technical area
- Note: Ensure the proper classification marking and dissemination control caveat are annotated

<p>5G Program Weekly Activity Report (WAR) – 2 October 2020</p> <p><b>Summary of the past week’s work</b></p> <p><b>Special accomplishments or issues</b></p> <p><b>Significant developments or accomplishments in the 5G technical area</b></p> <p>NSTR</p>
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## References

**DoD Directive 5137.02, “Under Secretary of Defense for Research and Engineering (USD(R&E)),” 15 Jul, 2020, as amended**

**DoD Manual 5200.01, Volume 4, “DoD Information Security Program: Controlled Unclassified Information (CUI),” 24 Feb, 2012, as amended**

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# Appendix C

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## SOP 3 5G Program Lead Update


FristName LastName  
Director of 5G Operations  
first.m.last.civ@mail.mil  
Current as of 10/26/2020




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## Purpose



- **Cadence for status updates by Tranche, Operate Through, and Innovate Beyond Leads**
- **Quad Chart Templates**
  - Tranche/Program Lead
  - Site Lead
- **Way Ahead**

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# Cadence Outline

## Weekly

- **Friday, 1200 – Quad Chart Updates**
  - Post to: TBD (SharePoint/shared files space)
  - Email link to: R&E Ops Distribution (xxx@mail.mil)
- **Monday, 1000 – R&E Tech Dir slide deck review**
- **Wednesday, 1030 – Weekly Sync**
  - Leads discuss quads (T1, T2, Op Through, Beyond)
  - T1 Site deep dive – one per week
- **Cadence for assembling/submitting**

Monday	Tuesday	Wednesday	Thursday	Friday
*Send consolidated updates to Principal Director	*Gather updates from Program Leads *PLs provide feedback/receive updates from Base Program Managers	*Gather updates from Program Leads	*Gather updates from Program Leads *PLs receive status updates from Base Program Managers	*Gather updates from Program Leads *Compile updates



# Way-ahead

## Quarterly/Semi-Annual

- **Program Management Review**
  - Progress toward milestones and end-state
  - Status and Issues: Scope, Schedule, Cost, Quality, Resources, Communications, Risk, Security, Procurement, Stakeholders
- **Lean-Agile Framework (“To-be”)**
  - Large enterprise maintaining portfolios of large and complex solutions (OUSD(R&E) 5G)
  - Large solution model with defined Minimum Viable Products (program lead level)
  - Program Increment (with Demo) Cadence (base level)
  - Team DevOps & DevSecOps Iterations (project level)
- **Tailored synthesis of lean-agile development & integration with traditional OSD-level programming and evaluation cycles**



# Template Discussion

- **Quad charts – Tranche, Site**
- **Program/Project plan and execution status**
  - Program – Goals, governance, resource execution
  - Project – Plan, deliverables, and technical execution
- **Issues that might become a challenge, e.g.:**
  - Execution issues
  - Hardware procurement/installation challenges
  - Spectrum management coordination/approval issues
  - ATO, policy, regulatory issues
  - Assistance needed?
- **Programmatic and resource status and issues**



# Template: [Site] Update, dd mmm yyyy

<p style="text-align: center;">Project Description</p> <ul style="list-style-type: none"> <li>• <b>Overview – PAD summary</b></li> <li>• <b>OV-1</b></li> </ul>	<p style="text-align: center;">Current</p> <ul style="list-style-type: none"> <li>• <b>Current design, build, test, demo, &amp; deliver activities</b></li> <li>• <b>Features – planned &amp; delivered; backlog</b></li> </ul>
<p style="text-align: center;">Project Milestone Timeline</p> <ul style="list-style-type: none"> <li>• <b>Project milestones and decision points</b></li> <li>• <b>e.g., <a href="https://templates.office.com/en-us/project-timeline-with-milestones-tm00000009">https://templates.office.com/en-us/project-timeline-with-milestones-tm00000009</a></b></li> </ul>	<p style="text-align: center;">Issues</p> <ul style="list-style-type: none"> <li>• <b>Technical risks</b></li> <li>• <b>Policy, authority, approval roadblocks</b></li> <li>• <b>Schedule, staffing, programmatic issues</b></li> </ul>



## Template: Tranche/Program Update, dd mmm yyyy

<p><b>Program Description</b></p> <ul style="list-style-type: none"><li>• <b>Tranche/program overview and objectives</b></li></ul>	<p><b>Milestones</b></p> <ul style="list-style-type: none"><li>• <b>Progress</b></li><li>• <b>Decision points</b></li><li>• <b>Transition/end-state</b></li></ul>
<p><b>Programmatic</b></p> <ul style="list-style-type: none"><li>• <b>Funding profile &amp; program execution status</b></li></ul>	<p><b>Constraints &amp; Issues</b></p> <ul style="list-style-type: none"><li>• <b>Roadblocks</b></li><li>• <b>Risks</b></li></ul>



## References

**DoD Directive 5137.02, “Under Secretary of Defense for Research and Engineering (USD(R&E)), 15 July 2020, as amended**

**DoD Manual 5200.01, Volume 4, “DoD Information Security Program: Controlled Unclassified Information (CUI),” 24 February 2012, as amended**

# Appendix D

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## SOP 4 5G Event Approval


FirstName LastName  
Director of 5G Operations  
first.m.last.civ@mail.mil  
Current as of 10/28/2020




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### Purpose



- **Contact the OUSD RE Comms Team to obtain approval to host or brief at any public event**
- **Event format**

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## Initial Contact with OUSD RE Comms Team

- Events that will be hosted/attended by OUSD R&E personnel must be first sent to the OUSD R&E Comms Team @ [osd.pentagon.ousd-re.mbx.communications@mail.mil](mailto:osd.pentagon.ousd-re.mbx.communications@mail.mil)
- The following information regarding the event must include:  
Event Title:  
Date:  
Subject Area:  
Author:  
Audience:  
Media:
- This information can be forwarded to the Operations Director EA to further push the request to the R&E Comms Team
- Pentagon Media events required preparation and submission of Proposed Public Affairs Guidance (PPAG) per DoD Instruction 5405.03

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## References

- DoD Directive 5137.02, "Under Secretary of Defense for Research and Engineering (USD(R&E))," 15 Jul, 2020, as amended
- DoD Instruction 5405.03, "Development, Submission, and Approval of Proposed Public Affairs Guidance (PPAG)," 18 Feb, 2016. as amended
- DoD Manual 5200.01, Volume 4, "DoD Information Security Program: Controlled Unclassified Information (CUI)," 24 Feb, 2012, as amended

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# Appendix E

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## SOP 5 5G Pre-Publication and Security Review


FirstName LastName  
Director of 5G Operations  
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Current as of 10/28/2020




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## Purpose



- **Initiated engagement with OUSD R&E Communications Team for publishing, sharing, and displaying DoD information at a public event or posting it to a publicly accessible portal**
- **DD1910 Form**
  - How to fill out
- **Response**

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# Initial Engagement with OUSD R&E Comms Team



- Prior to presenting DoD information during a public event (such as a PDF or slide deck), and prior to posting DoD information on a publicly accessible portal, the documentation must be formally approved for public release using the pre-publication and security review process.
- Review and approval staffing of documentation for public release or access is conducted by the PAO followed by WHS Pentagon prior to the event.
- Individuals initiate the review and approval process by preparing a email request describing the activity and sending it, a completed DD 1910, and the documentation to [osd.pentagon.ousd-re.mbx.communications@mail.mil](mailto:osd.pentagon.ousd-re.mbx.communications@mail.mil).

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# DD 1910

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CLEARANCE REQUEST FOR PUBLIC RELEASE OF DEPARTMENT OF DEFENSE INFORMATION <small>(See instructions on back.)</small>		
<small>(This form is to be used in requesting review and clearance of DoD information proposed for public release in accordance with DoD 8230.09.)</small>		
<b>TO:</b> <small>(See Note)</small> Chief, Defense Office of Prepublication and Security Review, 1155 Defense Pentagon, Washington, DC 20301-1155		
<small>Note: Regular mail address shown above. For drop-off/next day delivery, use Room 2A334, 1155 Defense Pentagon, Washington, DC 20301-1155.</small>		
<b>1. DOCUMENT DESCRIPTION</b>		
a. TYPE	b. TITLE	
c. PAGE COUNT	d. SUBJECT AREA	
<b>2. AUTHOR/SPEAKER</b>		
a. NAME (Last, First, Middle Initial)	b. RANK	c. TITLE
d. OFFICE	e. AGENCY	
<b>3. PRESENTATION/PUBLICATION DATA</b> <small>(Date, Place, Event)</small>		
<b>4. POINT OF CONTACT</b>		
a. NAME (Last, First, Middle Initial)	b. TELEPHONE NO. (Include Area Code)	
<b>5. PRIOR COORDINATION</b>		
a. NAME (Last, First, Middle Initial)	b. OFFICE/AGENCY	c. TELEPHONE NO. (Include Area Code)
<b>6. REMARKS</b>		
<b>7. RECOMMENDATION OF SUBMITTING OFFICE/AGENCY</b>		
a. THE ATTACHED MATERIAL HAS DEPARTMENT OF DEFENSE/AGENCY APPROVAL FOR PUBLIC RELEASE (qualifications, if any, are indicated in Remarks section) AND CLEARANCE FOR OPEN PUBLICATION IS RECOMMENDED UNDER PROVISIONS OF 50 USC 3205 (a) (A) A GOVERNMENT EMPLOYEE (civilian or military), AND NOT A CONTRACTOR, AUTHORIZED TO MAKE THIS RECOMMENDATION FOR RELEASE ON BEHALF OF:		
b. CLEARANCE IS REQUESTED BY (YYYYMMDD)		
c. NAME (Last, First, Middle Initial)	d. TITLE	
e. OFFICE	f. AGENCY	
g. SIGNATURE	h. DATE SIGNED (YYYYMMDD)	

DD 1910  
Available at: <https://www.esd.whs.mil/DOPSR/>

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## DD 1910

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- A DD 1910 form is a clearance request form for public release of DoD information.
- This form (which outlines the documentation desired to share) can be downloaded from <https://www.esd.whs.mil/DOPSR/>.
- When filing out the form, the requestor (Either the PM or Director) must fill out the following boxes:
  - 1a, 1b, 1c, 1d
  - 2a, 2b, 2c, 2d, 2e
  - 3
  - 4a, 4b
  - 7c, 7g (must include a digital signature)

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## Response

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- Following the submission of the documentation items and the DD1910, the event documentation will either be approved or rejected.
- Approved documentation will be sent back with a stamp labeling it as "CLEARED."

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## References

**DoD Directive 5137.02, “Under Secretary of Defense for Research and Engineering (USD(R&E)),” 15 Jul, 2020, as amended**

**DoD Manual 5200.01, Volume 4, “DoD Information Security Program: Controlled Unclassified Information (CUI),” 24 Feb, 2012, as amended**

**DoD Instruction 5405.03, “Development, Submission, and Approval of Proposed Public Affairs Guidance (PPAG),” 18 Feb, 2016. as amended**

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## Appendix F

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# SOP 6 5G Program Lead Leave


FirstName LastName  
Director of 5G Operations  
first.m.last.civ@mail.mil  
Current as of 10/26/2020




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## Purpose



- This SOP provides administrative procedures for 5G Program Leads who wish to take leave.
- In accordance with your Assignment Agreement (Optional Form 69), leave provisions must be approved by your immediate supervisor (Principal Director, 5G) then reported to the parent organization by the immediate supervisor. In addition to filling out your timesheets, please fill out the OPM 71 form (linked below) and submit it to Dr. Evans, copy to the Director of 5G Operations.

PrincipalDirector.5G.civ@mail.mil  
Director5GOperations.civ@mail.mil

[https://www.opm.gov/forms/pdf\\_fill/opm71.pdf](https://www.opm.gov/forms/pdf_fill/opm71.pdf)

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1. Name (Last, first, middle) \_\_\_\_\_ 2. Employee or Social Security Number (Enter only the last 4 digits of the Social Security Number (SSN)) \_\_\_\_\_

3. Organization \_\_\_\_\_

4. Type of Leave/Absence (Check appropriate boxes)	Date		Time		Total Hours	5. Family and Medical Leave
	From	To	From	To		
<input type="checkbox"/> Accrued Annual Leave						<input type="checkbox"/> If annual leave, sick leave, or other accrued leave will be used under the Family and Medical Leave Act of 2003, please provide the following information: <input type="checkbox"/> I am entitled to Family and Medical Leave for: <input type="checkbox"/> Childbirth/Postpartum Care <input type="checkbox"/> Serious health condition of employee <input type="checkbox"/> Serious illness, disability, or death of parent <input type="checkbox"/> Serious health condition of self
<input type="checkbox"/> Restored Annual Leave						
<input type="checkbox"/> Advanced Annual Leave						
<input type="checkbox"/> Accrued Sick Leave						<input type="checkbox"/> Serious health condition of employee <input type="checkbox"/> Serious illness, disability, or death of parent <input type="checkbox"/> Serious health condition of self
<input type="checkbox"/> Advanced Sick Leave						
<input type="checkbox"/> Other Paid Absence (Specify in Remarks)						
<input type="checkbox"/> Leave Without Pay						

6. Remarks \_\_\_\_\_

7. Certification: I hereby request leave/absence from duty as indicated above and certify that such leave/absence is requested for the purpose(s) indicated. I understand that I must comply with my employing agency's procedures for requesting leave/absence and provide additional documentation, including medical certification, if required; and that falsification on this form may be grounds for disciplinary action, including removal.

8. Employee Signature \_\_\_\_\_ 9. Date \_\_\_\_\_

10. Official Action on Request:  Approved  Disapproved (If disapproved, give reason. If annual leave, include action to be taken.)

11. Reason for Disapproval: \_\_\_\_\_

12. Supervisor Signature \_\_\_\_\_ 13. Date \_\_\_\_\_

**PRIVACY ACT STATEMENT**  
 Section 552a of Title 5, United States Code, authorizes collection, maintenance, and use of the information in this report and your agency may be required to use or disclose the information in this report. The privacy of the information in this report is maintained and your agency will not release or use the information in this report for any purpose other than that for which it was collected, unless you consent to such release or use. If you are a contractor or subcontractor, you are responsible for ensuring that your employees and subcontractors are aware of this privacy statement and are instructed to protect the information in this report. If you are a contractor or subcontractor, you are responsible for ensuring that your employees and subcontractors are aware of this privacy statement and are instructed to protect the information in this report. If you are a contractor or subcontractor, you are responsible for ensuring that your employees and subcontractors are aware of this privacy statement and are instructed to protect the information in this report.



DoD Directive 5137.02, "Under Secretary of Defense for Research and Engineering (USD(R&E))," 15 Jul 2020, as amended