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DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
OPNAVINST 5420.27J
N09B21
05 APR 1993

OPNAV INSTRUCTION 5420.27J

From: Chief of Naval Operations

Subj: COMMITTEE MANAGEMENT PROGRAM

Ref: (a) DODINST 5105.18 of 18 Jan 90 (NOTAL)
(b) SECNAVINST 5420.60G
(c) OPNAVINST 5000.48B (NOTAL)

1. **Purpose.** To update policy, procedures and responsibilities concerning the Chief of Naval Operations (CNO) Committee Management Program. This instruction is a substantial revision and should be read in its entirety.

2. **Cancellation.** OPNAVINST 5420.27H.

3. **Scope.** Guidance provided in this instruction pertains to all committees, with the exception of Federal Advisory Committees, sponsored by CNO and by officials of the Operating Forces of the Navy and Department of the Navy shore activities under the command of CNO. Federal Advisory Committees, which are excluded from the scope of this instruction and for which specific guidance is provided separately, are committees whose membership includes nongovernment personnel (individuals who are not officers or employees of the government on a full-time basis, consultants or private sector experts).

4. **Definition.** As defined in references (a) and (b), a committee is a body of persons with a collective responsibility appointed to consider, investigate, advise, take action, and report on specific problems or subject areas. The prime characteristics of committees are their corporate and collective responsibility, and their permanent or ongoing (versus ad hoc) nature. The term "committee" applies to any committee, board, commission, council, conference, panel, task force, or other similar group or any subcommittee or subgroup thereof that is composed of officials of the U.S. or a foreign government, and is established by the direction of Department of Defense Component Heads or their designee. For the purpose of this instruction, Quality Management Boards and Process Action Teams are also considered committees.



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5. Responsibilities

a. The Assistant Vice CNO (N09B) exercises Committee Management Program responsibilities which have been delegated to CNO by the Secretary of the Navy and is responsible for program execution to the Assistant for Administration, Under Secretary of the Navy (AAUSN) who has been designated as the overall Department of the Navy Committee Management Officer. N09B serves as the approval authority for all committees sponsored by the Office of the Chief of Naval Operations (OPNAV) and establishes Committee Management Program guidance to be observed within OPNAV and the CNO chain of command.

b. OPNAV Principal Officials are responsible for recommending the establishment, composition, operation and timely termination of committees sponsored directly by OPNAV under policy and procedures prescribed here and further detailed in reference (c).

c. Echelon 2 commanders under the command of CNO are delegated authority and responsibility for the exercise of Committee Management Program responsibility within their respective commands under the policy and procedures established here. Echelon 2 commanders are responsible for the membership of committees which they sponsor wholly within their respective command structure as well as committees whose Navy membership crosses command lines, subject to the concurrence of other commands in terms of representation and participation. Committee Management Program authority may be further delegated to subordinate commands and activities.

6. Policy. Establishment and continuance of committees can serve a useful purpose through group deliberations, cooperative relations, and the interaction of subject matter experts in consideration of areas of command interest. Unless properly managed and utilized, however, they may also waste limited staff time and resources, contribute to overlap and duplication of effort, and operate to the detriment of the normal decision-making process. In consideration of these factors, and to promote the most effective and efficient use of manpower and financial resources, the following CNO policies are established:

a. Committees shall be established only when it is determined that their functions cannot be better performed within the existing organizational structure.

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b. Committees may be established to perform such tasks as fact-finding, research, evaluation, studies and reviews.

c. Committees may be established to enhance the accomplishment of operational, administrative, or management functions.

d. When establishing committees, consideration shall be given to ensuring necessity, economy and efficiency of operation, and execution within resource constraints. The level and extent of involvement of women and minorities in committees, based on professional development and to ensure diverse points of view, warrant special consideration by all levels of sponsoring and participating commands.

e. Committees shall be disestablished when the purpose for which they were established has been served or when the service they provide is no longer deemed to be cost-effective.

7. **Action.** OPNAV Principal Officials and CNO command authorities to whom Committee Management Program authority is delegated under the provisions of paragraph 5c, are responsible for the management and administration of committees in accordance with the policy and procedures established in this instruction. Echelon 2 commanders should develop additional command implementing guidance and issue as needed to promote established CNO Committee Management Program policy.



S. R. ARTHUR

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