



Defense Health Agency

ADMINISTRATIVE INSTRUCTION

NUMBER 5136.04

November 18, 2022

Director of Staff

SUBJECT: Standardized Leadership Board Requirements for all Defense Health Agency Aligned Facilities

References: See Enclosure 1.

1. PURPOSE. This Defense Health Agency-Administrative Instruction (DHA-AI), based on the authority of References (a) and (b), and in accordance with the guidance of Reference (c), establishes the Defense Health Agency's (DHA) procedures for Chain of Leadership (CoL) Board requirements across the DHA enterprise to increase awareness of the DHA leadership structure and ensure standardization.

2. APPLICABILITY. This DHA-AI applies to DHA, DHA Components (activities under the authority, direction, and control of the DHA), and all personnel to include: assigned (temporary or permanent), attached, allotted, or detailed active duty and reserve members, federal civilians, members of the Commissioned Corps of the Public Health Service, and contractors (when required by the terms of the applicable contract).

3. POLICY IMPLEMENTATION. It is DHA's instruction, pursuant to References (b) and (c), that all DHA Component facilities will have standardized CoL Boards.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosure 3.

6. PROPONENT AND WAIVERS. The proponent of this publication is the Director of Staff. When Activities are unable to comply with this publication the activity may request a waiver that must include a justification, including an analysis of the risk associated with not granting the waiver. The activity director or senior leader will submit the waiver request through their

supervisory chain to the Director of Staff to determine if the waiver may be granted by the Director, DHA or their designee.

7. **RELEASABILITY. Cleared for public release.** This DHA-AI is available on the Internet from the Health.mil site at: <https://health.mil/Reference-Center/Policies> and is also available to authorized users from the DHA SharePoint site at: <https://info.health.mil/CoL/admin/pubs/SitePages/Home.aspx>.

8. **EFFECTIVE DATE.** This DHA-AI:

- a. Is effective upon signature.
- b. Will expire 10 years from the date of signature if it has not been reissued or cancelled before this date in accordance with Reference (c).

/S/
RONALD J. PLACE
LTG, MC, USA
Director

Enclosures

1. References
2. Responsibilities
3. Procedures

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD(HA)),” September 30, 2013, as amended
- (b) DoD Directive 5136.13, “Defense Health Agency (DHA),” September 30, 2013, as amended
- (c) DHA-Procedural Instruction 5025.01, “Publication System,” April 1, 2022
- (d) United States Code, Title 10, Section 1073c

ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, DHA. The Director, DHA, will provide guidance for the oversight of this DHA-AI.

2. SENIOR ENLISTED ADVISOR, DHA. The Senior Enlisted Advisor, DHA, will ensure compliance for the CoL board displays across the DHA enterprise.

3. CHIEF, OPERATIONS, PLANS, AND REQUIREMENTS (J-3), DHA. The Chief, J-3, DHA will:
 - a. Provide official photographs for use on CoL boards.

 - b. Inform all Military Medical Treatment Facilities (MTF), Dental Treatment Facilities (DTF), Veterinarian Treatment Facilities (VTF), Markets, Research and Development organizations, Defense Health Agency Regions (DHAR) and Defense Centers of Public Health locations of required updates to CoL boards.

4. DIRECTORS, DIRECT REPORTING MARKETS, SMALL MARKET AND STAND ALONE MILITARY MEDICAL TREATMENT FACILITIES, AND DHARs. The Directors, Direct Reporting Markets, Small Market and Stand Alone Military Medical Treatment Facilities, and DHARs will:
 - a. Ensure compliance with this DHA-AI.

 - b. Complete an annual review to ensure the CoL board is updated and properly displayed.

 - c. Coordinate with subordinate DHA organizations to ensure local display boards are in the appropriate location, generally at the main entrance of the facility.

5. DIRECTORS, MTFs, DTFs, VTFs, AND DEFENSE CENTERS FOR PUBLIC HEALTH LOCATIONS. The Directors, MTFs, DTFs, VTFs, and Defense Centers for Public Health locations will:
 - a. Ensure compliance of this program.

 - b. Complete an annual review to ensure the CoL board is updated and properly displayed.

c. Budget for and authorize the purchase of required display boards, frames, and photograph printing.

ENCLOSURE 3

REQUIREMENTS AND PROCEDURES

1. PRECEDENTIAL ORDER. CoL display boards at MTFs will have at a minimum the following photographs with associated name, rank, and duty position in the following precedential order. Other DHA Component organizations should follow the precedential order above through (f), then tailor it appropriately to their DHA organizational leadership chain.

- a. The President of the United States of America
- b. The Secretary of Defense
- c. Under Secretary of Defense for Personnel and Readiness
- d. The Assistant Secretary of Defense for Health Affairs
- e. Director, DHA
- f. Senior Enlisted Advisor, DHA
- g. Market Director
- h. Market Senior Enlisted Leader
- i. MTF Director
- j. MTF Senior Enlisted Advisor

2. DISPLAY REQUIREMENTS. CoL display boards will be a photographic display of the precedential order listed in above and all frames will be of the same size and color (commonly silver or black). Typically, photographs will be 8x10 inches and all photographs will be uniform in size. Official photos must be printed in color. Photos of DoD personnel should display the subjects head and shoulders with the United States flag behind them.

3. SHARED FACILITIES. If DHA facilities are shared with another DoD or governmental entity, the senior DHA official will work with the other entity to include an appropriate CoL board or boards which is/are acceptable to both parties.

GLOSSARY

ABBREVIATIONS AND ACRONYMS

CoL	Chain of Leadership
DHA	Defense Health Agency
DHA-AI	Defense Health Agency-Administrative Instruction
DHAR	Defense Health Agency Region
DTF	Dental Treatment Facility
J-3	Operations, Plans, and Requirements
MTF	Military Medical Treatment Facility
VTF	Veterinarian Treatment Facility