DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND
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WASHINGTON NAVY YARD DC 20376-0001

IN REPLY TO

12920
Ser 10/236
11 Sep 02

MEMORANDUM FOR DISTRIBUTION

Subj: HUMAN SYSTEMS INTEGRATION DIRECTORATE (SEA 03)

1. In recent discussions I have talked about significant challenges for NAVSEA and how important it is to focus on what we are doing for the Fleet every day. As we seek solutions to these challenges and focus our collective efforts, we must keep in mind the Fleet is more than ships, submarines and airplanes and the systems we install on them. The Fleet is also Sailors--energetic, talented and exceptionally dedicated Americans who have volunteered to perform incredibly complex duties in a harsh and often hostile environment. Without highly motivated and well-trained Sailors, our ships, airplanes, and submarines are lifeless and inanimate platforms.

2. When viewed from this perspective, Sailors clearly are the "Navy's most valuable shipboard system", and our duty is to ensure that every ship we build and system we deliver is designed, acquired and supported with their performance, training, safety and survivability in mind. In the final analysis, the performance of our nation's Sailors makes the difference between victory and defeat. Our contribution is effective total "system of systems" design--a process that includes hardware, software and people--to ensure tactical superiority, enhanced Sailor performance and efficient system usability.

3. Based on recommendations attendant to his "Revolution in Training" and Task Force Excel initiatives, the Chief of Naval Operations (CNO) has initiated a significant realignment of OPNAV and the training command structure. On 13 August 2002, the CNO established OP-N099 as the single resource sponsor for individual skills training. On 4 September 2002, he established Commander, Naval Education and Training Command (NETC) as the single claimant for individual skills training and Commander, Naval Personnel Development Command (NPDC) as the Commander for 14 realigned Technical Learning Centers of Excellence. The CNO further directed accelerated functional, resource and claimant realignments to support these commands, and is proposing changes to acquisition policy to ensure OP-N099 has a clearly defined, strong and consistent role in the system acquisition process. NAVSEA must be aligned to coordinate with and support these new training organizations as they stand up and mature to develop an

integrated strategy for human factors engineering, manning, individual skill and fleet proficiency training, and Fleet technical support.

4. To provide the required focus on Sailor performance and to align NAVSEA with these major Fleet and OPNAV initiatives, I plan to establish the Human Systems Integration (HSI) Directorate (SEA 03) by 1 October 2002. With the exception of programs/efforts which are the responsibility of NAVSEA 08, this Directorate will be the certification authority for HSI within NAVSEA, coordinate our HSI responsibilities with appropriate organizations internal as well as external to the Department of Defense, and assist the Fleet and OPNAV with developing HSI requirements. The HSI Directorate will lead the effort to institutionalize HSI as a fundamental element of systems engineering and will be the advocate for a "systems of systems" approach to total ship training. The Directorate will be accountable to me for certifying the systems we deliver to the Fleet are usable, enhance Sailor performance, optimize manpower and training, and promote safety, survivability and quality of service. The HSI Directorate will also:

- Establish corporate NAVSEA HSI policy and standards, develop human performance metrics and evaluation techniques and conduct periodic reviews of acquisition program HSI plans and products.
- Work closely with CFFC, OPNAV, NETC and NPDC to support and implement Task Force Excel initiatives, establish a Total Ship Training System Roadmap and provide technical assistance to PEOs and Program Managers to ensure alignment with appropriate Learning Centers, waterfront technical support activities and Fleet training organizations.
- Educate the NAVSEA workforce and ensure HSI policy, procedures and best practices are implemented and integrated into our total system engineering process.
- Provide direct assistance to program offices and coordinate external assets to develop and sustain system HSI plans.

PEOs and Program Managers will continue to develop, budget, execute and sustain all elements of a system HSI Plan, a responsibility that remains fundamental to a successful acquisition program.

Subj: ESTABLISHMENT OF THE HUMAN SYSTEMS INTEGRATION DIRECTORATE (SEA 03)

5. In an environment of reduced manning initiatives and increasing system functional complexity, tactical ambiguity and life-cycle cost, PEO's must deliver well-engineered and usable systems for our Warfighters. Through coordinated and cooperative application of HSI principles, the HSI Directorate, PEOs, and Program Managers can meet these objectives, improve Fleet training and readiness, enhance Sailor performance and professional development, and reduce life cycle costs, all of which must be NAVSEA core equities.

6. Mr. Gregory L. Maxwell will be assigned as the Deputy Commander for Human Systems Integration (SEA 03). He will work with SEA 10 to formally document the establishment of the Directorate and complete staffing actions. Mr. Maxwell can be reached at (202) 781-4333.

P. M. BALISLE

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