



THE ASSISTANT SECRETARY OF THE NAVY  
(MANPOWER AND RESERVE AFFAIRS)  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

16 January 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (RESEARCH,  
DEVELOPMENT AND ACQUISITION)

Subj: HSI LANGUAGE IN THE DOD ACQUISITION DIRECTIVES

Key leaders on the Navy staff have submitted strong comments to your office urging support for stronger language on Human Systems Integration to be included in the draft DoD directive and instruction. Admirals Hoewing, Balisle and Harms have all urged that that in our effort to streamline the development and acquisition process we not lose sight of the requirement to produce and procure warfighting capability that is affordable and effective over its whole life cycle. From their perspectives of manning, training and sustaining our future deployed forces, that means incorporating the best information available on human performance in all designs and plans – a perspective supported in previous versions of the policies by required HSI and/or training plans for new systems.

The CNO has also endorsed strongly the concept of HSI – most recently in his comments on the draft SECNAV instruction. From his perspective (and mine) failure to incorporate HSI approaches can only lead to increasing manpower costs in the future that will threaten the ability of the Department to sustain the transformation, readiness and investment priorities we have established. We already spend 70% of the department budget on people. Given the pressures of the federal budget and the expected competition for national security resources from the constituents of the homeland security mission, we cannot plan on substantial increases in the future. We must find ways to use fewer people more effectively, and that effort must begin with the design and procurement of ships, aircraft and systems.

I realize that there are strong pressures to limit the requirements imposed on the acquisition process, but failing to insist on careful consideration of human performance in all design and development efforts runs the real risk that we will continue to acquire (and then be forced to operate) ships, aircraft and systems that require more people than we can afford to recruit, train and retain, and that by using people ineffectively, reduce the capabilities we are trying to achieve.

I urge you to protect our future capability to field effective and affordable naval forces by supporting the inclusion of strong language mandating attention to HSI and Training in the DoD policies.

Copy to:  
CNO

*John -  
As we have  
discussed need  
you support as  
this crucial issue*

William A. Navas, Jr.