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CMC WASHINGTON DC//ACMC/PR/PPO/A/IL//
CINCLANTFLT NORFOLK VA//00/N01//
CINCPACFLT PEARL HARBOR HI//00//
COMNAVSURFPAC SAN DIEGO CA//00//
COMNAVSURFLANT NORFOLK VA//00//
COMSUBLANT NORFOLK VA//00//
COMNAVAIRLANT NORFOLK VA//00//
COMSUBPAC PEARL HARBOR HI//00//
COMNAVAIRPAC SAN DIEGO CA//00//
COMNAVSEASYSYSCOM WASHINGTON DC//00/08//
COMNAVAIRSYSCOM PATUXENT RIVER MD//00//
COMSPAWARESYSCOM SAN DIEGO CA//00//
COMNAVSUPSYSCOM MECHANICSBURG PA//00//
COMMARCORSYSCOM QUANTICO VA//00//
COMNAVNETWARCOM NORFOLK VA//00//
CG MCCDC QUANTICO VA//00//
PEO IT WASHINGTON DC//NMCI//
PEO SUB WASHINGTON DC//00//
PEO CARRIERS WASHINGTON DC//00//
PEO EXW WASHINGTON DC//00//
PEO MUW WASHINGTON DC//00//
PEO SURFACE STRIKE WASHINGTON DC//00//
PEO THEATER SURFACE COMBATANTS WASHINGTON DC//00//
PEO IT WASHINGTON DC//00//
PEOASWASM PATUXENT RIVER MD//00//
PEOSTRKWPNSUAVN PATUXENT RIVER MD//00//
PEOTACAIR PATUXENT RIVER MD//00//
JSF PROGRAM OFFICE ARLINGTON VA//00//
DRPM AAA WASHINGTON DC//00//
DIRSSP WASHINGTON DC//00//
COMOPTVFOR NORFOLK VA//00//
SECDEF WASHINGTON DC//ATL/DOE//
OSAF WASHINGTON DC//AQ//
DA WASHINGTON DC//SAAL-ZA//
COMNAVFACENGCOM WASHINGTON DC//00//
ASSTSECNAV RDA WASHINGTON DC//CHENG//
CHINFO WASHINGTON DC//00//
COMSC WASHINGTON DC
INFO UNSECNAV WASHINGTON DC//00//
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SUBJ/REALIGNMENT OF THE OFFICE OF THE ASSISTANT SECRETARY OF THE
/NAVY FOR RESEARCH, DEVELOPMENT AND ACQUISITION, SYSCOMS AND PEOS//
RMKS/1. AS PART OF AN ONGOING REVIEW OF THE EFFECTIVENESS AND
EFFICIENCY OF OUR EXISTING ACQUISITION STRUCTURE, I HAVE APPROVED
THE FOLLOWING CHANGES TO THE ORGANIZATION WITHIN MY OFFICE AS WELL
AS CERTAIN OF THE PROGRAM EXECUTIVE OFFICES AND SYSTEMS COMMANDS.
THE INTENT OF THESE CHANGES IS TO ENSURE THAT THE ACQUISITION
COMMUNITY IS ALIGNED TO ADDRESS THE CHALLENGES OF THE NAVY AND
MARINE CORPS OF THE 21ST CENTURY. WE MUST CHANGE FROM AN APPROACH
THAT IS OPTIMIZED BY PROGRAM AND PLATFORM TO ONE THAT CAN SOLVE THE
CHALLENGES OF INTEGRATED SYSTEMS THAT CROSS MANY PLATFORMS AND

FUNCTIONS. WE MUST ALSO TAKE A STRONGER BUSINESS FOCUS ACROSS MULTIPLE PLATFORMS AND SYSTEMS TO MAXIMIZE THE EFFICIENCY AND BUYING POWER OF THE MULTI-BILLION DOLLAR ENTERPRISE THAT IS DON ACQUISITION. THESE CHANGES WILL BE EFFECTIVE AS OF 1 NOVEMBER 2002.

2. CHANGES WITHIN THE OFFICE OF THE ASSISTANT SECRETARY OF THE NAVY FOR RESEARCH, DEVELOPMENT AND ACQUISITION INCLUDE:

A. COMBINING THE OFFICES OF THE DEPUTY ASSISTANT SECRETARY OF THE NAVY (DASN) FOR MINE AND UNDERSEA WARFARE AND THE DASN FOR EXPEDITIONARY FORCES PROGRAMS INTO A SINGLE DASN FOR LITTORAL AND MINE WARFARE. THIS OFFICE WILL BE RESPONSIBLE TO ME FOR ALL MARINE CORPS ACQUISITION PROGRAMS EXCEPT FOR AIRCRAFT AND C4I. IT WILL ALSO BE RESPONSIBLE FOR MINE WARFARE, CHEM-BIO DEFENSE, MUNITIONS, ASSAULT BREACHING, GUN AND UUV SYSTEMS. ITS CHARTER IS TO TAKE AN INTEGRATED LOOK AT THE COMPLEX AND CHALLENGING LITTORAL ENVIRONMENT AND ENSURE WE ARE AGGRESSIVELY PURSUING THE SYSTEMS AND TECHNOLOGY NECESSARY TO PROVIDE A COHERENT RESPONSE TO OPERATIONAL REQUIREMENTS.

B. EXPAND THE ROLE OF THE DASN FOR THEATER COMBAT SYSTEMS TO INCLUDE SURFACE AND SUBMARINE EW SYSTEMS AS WELL AS ALL COMBAT SYSTEMS FOR ALL SURFACE SHIPS AND SUBMARINES. PREVIOUSLY THESE SYSTEMS WERE SPREAD AMONG MULTIPLE DASNS, AND WE WERE NOT AS EFFECTIVE AS WE COULD BE AT ATTACKING INTEROPERABILITY PROBLEMS OR LEVERAGING CAPABILITY AND INNOVATIVE CONCEPTS RAPIDLY TO ALL COMBAT SYSTEMS. THIS OFFICE WILL BE RENAMED DASN INTEGRATED WARFARE SYSTEMS TO MORE ACCURATELY REFLECT ITS FOCUS ON INTEGRATED WARFIGHTING CAPABILITY.

C. WE ARE CREATING A NEW DASN FOR LOGISTICS. THIS REFLECTS THE GROWING IMPORTANCE OF LOGISTICS, SUPPLY CHAIN MANAGEMENT, AND INDUSTRIAL POLICY. PREVIOUSLY, THESE FUNCTIONS WERE SPREAD AMONG VARIOUS PARTS OF THE ORGANIZATION AND WERE NOT WELL POSITIONED TO BE ABLE TO ADDRESS THE NEEDS AND CHALLENGES OF TODAY'S AND TOMORROW'S OPERATIONAL SUPPORT CONCEPTS.

D. WE ARE COMBINING THE DIRECTORS OF ACQUISITION BUSINESS MANAGEMENT AND ACQUISITION REFORM INTO A SINGLE DASN FOR ACQUISITION MANAGEMENT. THIS TAKES THE OFFICE WHICH FOCUSES ON BUSINESS POLICY AND IMPLEMENTATION AND INFUSES IT WITH THE INNOVATIVE THINKING AND IDEAS OF THE OFFICE DEDICATED TO REFORMING THE WAY WE DO BUSINESS. THIS WILL SHORTEN THE TIME IT TAKES FOR GOOD IDEAS TO FIND THEIR WAY INTO OUR ACQUISITION BUSINESS PRACTICES.

E. WE ARE FORMING A DASN FOR RESEARCH, DEVELOPMENT, TEST AND EVALUATION. THIS OFFICE WILL SERVE TWO CRITICAL FUNCTIONS. IT WILL AGGRESSIVELY DRIVE INNOVATIVE RESEARCH AND DEVELOPMENT IDEAS, CONCEPTS AND TECHNOLOGIES ACROSS PLATFORMS AND SYSTEMS AND FACILITATE THE TRANSITION OF S&T PRODUCTS INTO THE WARFARE CENTERS, PEOS AND INDIVIDUAL PLATFORMS. IT WILL ALSO DEAL WITH THE CHALLENGES OF INTEGRATING TEST AND EVALUATION MORE DEEPLY AND EFFECTIVELY INTO PROGRAMS IN WAYS THAT ARE COMPLIMENTARY AND SUPPORTIVE OF THE CONCEPTS OF EVOLUTIONARY ACQUISITION AND RAPID DEVELOPMENT AND FIELDING.

F. WE ARE RETAINING THE EXISTING DASNS FOR SHIPS PROGRAMS AND AIR PROGRAMS, BUT ARE FOCUSING THEM ON PLATFORM UNIQUE ISSUES AND INTEGRATION OF SYSTEMS INTO THOSE PLATFORMS. THE CURRENT DASNS FOR SPACE/C4ISR AND FOR INTERNATIONAL PROGRAMS WILL BE RETAINED AS OUR EMPHASIS ON SPACE, C4ISR, AND INTERNATIONAL PARTNERING IN ACQUISITION CONTINUES TO GROW. WE WILL MAINTAIN THE DIRECTOR OF ACQUISITION MANAGEMENT (DACM) OFFICE TO SUPPORT DEVELOPMENT AND TRAINING OF OUR PROFESSIONAL ACQUISITION WORKFORCE. INTERNAL OFFICES SUCH AS ACQUISITION COUNSEL, STRATEGIC PLANNING, AND PROGRAMS AND RESOURCES WILL BE RESTRUCTURED AND FLATTENED TO SUPPORT THIS NEW ORGANIZATION. THIS RESTRUCTURING WILL ALSO REFLECT THE ELIMINATION OF THE PRINCIPAL DEPUTY POSITION IN ACCORDANCE WITH THE SECRETARY OF THE NAVY'S DIRECTION.

3. THIS FOCUS ON INTEGRATED SYSTEMS AND BETTER BUSINESS ALIGNMENT WILL EXTEND TO A NUMBER OF THE PROGRAM EXECUTIVE OFFICES (PEO) AS WELL.

A. WE WILL CREATE A NEW PEO FOR INTEGRATED WARFARE SYSTEMS IN ORDER TO PROVIDE THE REQUIRED DISCIPLINE AND COORDINATION OF THE ARCHITECTURE AND OVERARCHING INTERFACE PRINCIPLES TO WHICH OUR SYSTEMS WILL BE DEVELOPED. THIS PEO WILL BE RESPONSIBLE FOR ALL SURFACE SHIP AND SUBMARINE COMBAT SYSTEMS, MISSILES (EXCEPT TRIDENT AND TOMAHAWK), RADARS, LAUNCHERS (EXCEPT TRIDENT), EW, AND GUN SYSTEMS. THIS PEO WILL COMBINE THE COMBAT SYSTEMS SOFTWARE PROGRAMS FROM THE PRESENT PEO SUBS, CARRIERS, TSC, EXW AND SURFACE STRIKE. THIS PEO WILL ALSO BE RESPONSIBLE FOR COORDINATING ALL ASW WARFARE AREA PROGRAMS ACROSS PEOS. ASW SOFTWARE DEVELOPMENT, INCLUDING THE ANNUAL SUBMARINE COMBAT SYSTEMS SOFTWARE UPDATE, WILL MIGRATE TO PEO IWS, FACILITATING OPTIMAL DEVELOPMENT OF ASW SOFTWARE ACROSS PLATFORMS. PEO SUB WILL CONTINUE AS THE COMPLIMENTARY BUY AND BUILD ORGANIZATION FOR THE EFFICIENT AND SYNERGISTIC DEVELOPMENT OF SHIP AND SUBMARINE SENSORS, SUPPORTING COMPONENTS AND TORPEDOES. THIS REALIGNMENT CHANGES OUR FOCUS FROM THE CURRENT PLATFORM CENTERED APPROACH TO A MORE INTEGRATED APPROACH ACROSS ALL COMBAT SYSTEMS. AS THE NAVY MOVES TO OPEN SYSTEMS ARCHITECTURES AND HIGHLY INTEGRATED SYSTEMS OF SYSTEMS, IT IS CRITICAL THAT THOSE EFFORTS HAVE A STRONG, CONSISTENT FOCUS.

B. WE WILL COMBINE THE CURRENT PLATFORM PORTIONS OF PEO TSC, PEO EXW, PEO MUW, AND PEO SURFACE STRIKE INTO A SINGLE PEO SHIPS. THIS PEO WILL BE RESPONSIBLE FOR THE CONSTRUCTION AND LIFECYCLE SUPPORT FOR OUR DD, FFG, DDG, CG, DD(X), LCS, MCM, MHC, AMPHIBIOUS SHIPS INCLUDING LPD-17, SEALIFT SHIPS, CLF SHIPS, SPECIAL MISSION SHIPS, COAST GUARD DEEPWATER SUPPORT, SMALL BOATS AND CRAFT, AND COMMAND SHIPS. THIS INCLUDES THE CONSTRUCTION OF MSC VESSELS. IT WILL ALSO ADDRESS INTEGRATION OF SYSTEMS INTO THE SHIPS. THIS ALLOWS US TO CONCENTRATE THE KNOWLEDGE, MANAGEMENT SKILLS AND BUYING POWER OF ALL OF OUR SHIP CONSTRUCTION AND MODERNIZATION IN ONE PEO. IT GIVES THE DON GREATER LEVERAGE ACROSS ALL CONSTRUCTION AND MODERNIZATION PROGRAMS WITH INDUSTRY.

C. WE WILL EXPAND THE ROLE OF THE CURRENT PEO FOR MINE AND UNDERSEA WARFARE, TO INCLUDE EOD, SPECIAL WARFARE, IUSS, UNIQUE MINE WARFARE SYSTEMS, AND POTENTIALLY ASSAULT VEHICLES. THIS PEO WILL DEVELOP AND FIELD ALL SUBSURFACE AND SURFACE UNMANNED VEHICLES AND WILL INTEGRATE ALL AIR UAVS. AS A RESULT, THIS PEO WILL BE RENAMED PEO LITTORAL AND MINE WARFARE TO MORE ACCURATELY REFLECT ITS FOCUS ON THE ENTIRE LITTORAL CHALLENGE AND TO DELIVER A COHERENT RESPONSE TO OPERATIONAL REQUIREMENTS.

D. PEO SUBMARINES WILL BE RESPONSIBLE FOR THE DESIGN, CONSTRUCTION, AND TRANSITION OF SUBMARINES AND ASSOCIATED SYSTEMS, ADVANCED SWIMMER DELIVERY SYSTEM, ASW TARGETS, SUBMARINE RESCUE, ALL TOWED SUBMARINE AND SURFACE ACOUSTIC SENSORS, TORPEDOES, SUBMARINE UNIQUE SONAR AND COMBAT CONTROL SYSTEMS AS WELL AS OTHER SYSTEMS, SUCH AS IMAGING AND EW SUITES, UNIQUE TO SUBMARINES. IT WILL ALSO ADDRESS INTEGRATION OF SYSTEMS INTO THE SUBMARINE.

E PEO CARRIERS WILL FOCUS ON THE CONSTRUCTION AND SUPPORT OF CARRIERS, SYSTEMS UNIQUE TO CARRIERS AND THE INTEGRATION OF SYSTEMS INTO CARRIERS.

F. PEO INFORMATION TECHNOLOGY (IT) WILL BE EXPANDED TO ADDRESS THE NON-TACTICAL INFORMATION SYSTEM PROGRAMS SUCH AS DIMHRS, NSIPS, PORTALS, PKI, AND OTHER INFORMATION SYSTEMS.

G. A NEW PEO C4I WILL BE FORMED. SIMILAR TO PEO IWS, IT WILL BE THE SINGLE PEO RESPONSIBLE FOR SHORE BASED C4I SYSTEMS, NAVY AFLOAT NETWORKS, NAVY SHORE-BASED IT INFRASTRUCTURE ASSOCIATED WITH AFLOAT SYSTEMS, NAVY SATELLITE COMMUNICATIONS, SUBMARINE COMMUNICATIONS, NAVAL MESSAGING, NAVY COMMAND AND CONTROL SYSTEMS, ELECTRONIC COMBAT SURVEILLANCE SYSTEMS, TACTICAL COMMAND SUPPORT SYSTEMS, TACTICAL COMMUNICATIONS AND SWITCHING, AND STRATEGIC COMMUNICATIONS.

H. DIRECTOR NMCI REMAINS A DIRECT REPORTING PROGRAM MANAGER FOR ALL ACQUISITION ASPECTS AND OSD/CONGRESSIONAL LIAISON FUNCTIONS OF NMCI.

I. AT THE PRESENT TIME WE ARE EVALUATING THE STRUCTURE OF THE

AVIATION PEOS, BUT HAVE NOT APPROVED ANY CHANGES.

4. IN CONJUNCTION WITH THIS NEW STRUCTURE, WE ARE ALSO WORKING TO STREAMLINE THE CURRENT SYSCOM ORGANIZATIONS. WE WILL LEVERAGE THE STRENGTHS OF INDIVIDUAL SYSCOMS ACROSS ALL THE SYSCOMS. FOR EXAMPLE, COMMANDER SPAWARSYSCOM WILL BE ADDU AS THE C4I CHIEF ENGINEER TO ALL THE OTHER SYSCOMS AND WILL HAVE OVERSIGHT OF ANY C4I ENGINEERING RELATED ACTIVITY. HIS PRIMARY FUNCTION IS TO ENSURE THAT ALL C4I SYSTEMS, EVEN THOSE RELATED TO COMBAT OR PLATFORM SYSTEMS ARE DEVELOPED AS PART OF A COHERENT C4I ARCHITECTURE. SIMILARLY, COMNAVSUPSYSCOM WILL SERVE AS THE LOGISTICS SUPPORT AUTHORITY FOR ALL THE SYSCOMS. THIS VIRTUAL SYSCOM APPROACH WILL GIVE VISIBILITY TO POTENTIAL DISCONNECTS OR COMPETING PROGRAMS ACROSS ALL PEOS AND SYSCOMS TO ENSURE OUR RESOURCES ARE FOCUSED ON ONLY THOSE EFFORTS THAT PROVIDE THE MAXIMUM BENEFIT TO THE FLEET AND FLEET MARINE FORCES.

5. THESE CHANGES HAVE BEEN CAREFULLY THOUGHT OUT BY THE EXISTING PEOS AND SYSCOMS. IT IS CLEAR THAT WE MUST CONTINUE TO ADAPT OUR BUSINESS STRUCTURE AND PRACTICES TO ENSURE WE ARE THE MOST EFFECTIVE AT WHAT WE DO. THERE ARE SOME SIGNIFICANT CHANGES HERE, ESPECIALLY THE MOVEMENT FROM A PLATFORM FOCUS TO AN INTEGRATED SYSTEM FOCUS. THERE ARE ALWAYS CHALLENGES WHEN CHANGE OCCURS, BUT IN THE END IT WILL IMPROVE HOW AND WHAT WE DELIVER. YOUR SUPPORT AND FEEDBACK AS WE TRANSITION TO THIS NEW STRUCTURE WILL BE MOST APPRECIATED.

6. PUBLIC AFFAIRS GUIDANCE WILL BE PROVIDED SEPCOR BY CHINFO SECRETARY JOHN J. YOUNG JR. SENDS.///

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