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**THE ASSISTANT SECRETARY OF THE NAVY**  
 (Research, Development and Acquisition)  
 WASHINGTON, D.C. 20350-1000

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## MEMORANDUM FOR DISTRIBUTION

SUBJECT: Horizontal Systems Engineering

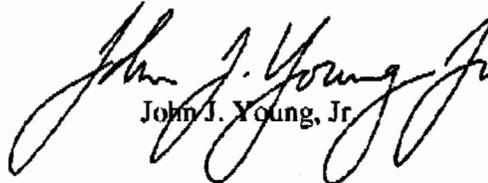
This year's Naval Research Advisory Committee (NRAC) summer study on Modularity pointed out the need for us to do a better job of system engineering. Cross-platform commonality is difficult to reconcile with requirements and schedules in our normal vertical management of acquisition programs. It becomes further complicated when we delegate decisions on modularity and families of systems to prime contractors, who will understandably optimize for their particular business models rather than ours.

I believe this challenge lends itself well to our process of cross-cutting EXCOMMs to define action paths, and also to a continued attack through the innovation labs concept advocated in the RDA Source Document. To get started, I asked my senior staff to identify areas of high opportunity for increasing cross-platform commonality. Based on their responses, I have asked them to organize EXCOMMs for the following topics early this year:

- Naval radars – DASN(IWS)\*/PEO(IWS)
- Weapons and smart munitions – DASN(IWS)\*/PEO(IWS)
- Airborne sensors – DASN(Air)\*/DASN(C4I)
- Aircraft displays – DASN(RDT&E)\*/DASN(Logistics)/DASN(Air)
- Process Innovation Lab – DASN(Logistics)\*

Each EXCOMM will be chaired by a lead DASN (indicated by \*). The product of these EXCOMMs will be recommendations and action assignments for my signature to develop architectures, roadmaps and implementation plans to increase commonality. I expect that cross-platform system engineering teams and short duration Naval Innovation Lab efforts will be part of the recommended implementation plans. In addition, the ongoing FORCEnet EXCOMM actions by RDA CHENG, SPAWAR and DASN(C4I and Space) will continue to seek opportunities for Enterprise-wide commonality in hardware and software modules.

I ask that all of you engage with this process and give it your full support.

  
 John J. Young, Jr.

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