



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
WASHINGTON, D.C. 20350-1000

SECNAVINST 5400.16  
ASN(RD&A)  
18 December 1992

SECNAV INSTRUCTION 5400.16

From: Secretary of the Navy

Subj: DEPARTMENT OF THE NAVY WARFARE CENTERS AND CORPORATE  
LABORATORY

Ref: (a) SECNAV memo of 12 Apr 91 (NOTAL)  
(b) Defense Base Closure and Realignment Commission Report  
to the President of 1 Jul 91 (NOTAL)

Encl: (1) Affected Activities  
(2) Charter for the Navy Laboratory/Center Oversight  
Council (NLCOC)  
(3) Charter for the Navy Laboratory/Center Coordinating  
Group (NLCCG)

1. Purpose. To issue the mission and leadership areas of the Warfare Centers and Corporate Laboratory and the charters for the oversight and coordinating bodies, and to establish responsibilities for utilizing the Warfare Centers and the corporate Laboratory.

2. Applicability and Scope. The responsibilities assigned by this instruction apply to activities and organizations providing oversight or tasking for research, development, test and evaluation, engineering and related fleet support work within the Department of the Navy. Medical research activities are excluded from the scope of this instruction.

3. Background

a. The Secretary of the Navy, in reference (a), approved the implementation plan to consolidate Navy Research, Development, Test and Evaluation (RDT&E), Engineering and Fleet Support Activities into four full spectrum Warfare Centers and a streamlined corporate laboratory. Appropriate portions of the plan were submitted to the FY 91 Defense Base Closure and Consolidation Commission and approved with minor modifications as documented in reference (b). It was approved by the President on 10 July 1991, subsequently approved by Congress, and implementation began on 2 January 1992.



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b. The consolidation plan was developed in order to streamline and strengthen RDT&E management, maintain core Navy mission capabilities in the face of budget and personnel reductions, provide substantial opportunities for efficiencies and cost savings, eliminate unwarranted duplication of effort and provide support for Tri-Service consolidation efforts. The 36 activities listed in enclosure (1) were consolidated into four full spectrum Warfare Centers and a corporate Laboratory.

c. Each Warfare Center is responsible for a unique set of technical leadership areas. The unique assignments focus resources and allow development of centers of excellence by concentrating work and talent for each technical area. The plan is phased over a five year period to allow an orderly transition of programs and to reduce personnel turbulence.

d. A coordinating body, the Navy Laboratory/Center Coordinating Group (NLCCG), has been established to address cross-center issues. An oversight council, the Navy Laboratory/Center Oversight Council (NLCOC), has been established to provide corporate oversight and guidance.

#### 4. Organization

a. NLCOC. The NLCOC provides corporate oversight of the Department of the Navy research, development, test and evaluation, engineering and fleet support communities contained in the Warfare Centers and corporate Laboratory. The council will ensure strong advocacy of and commitment to providing an environment for improving productivity and effectiveness exists at the highest levels in the Navy. The NLCOC core members are the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)), who serves as the chair, the Vice Chief of Naval Operations (VCNO) and the Assistant Commandant of the Marine Corps (ACMC). Members at large are the Commander, Naval Sea Systems Command; Commander, Naval Air Systems Command; Commander, Space and Naval Warfare Systems Command; Chief of Naval Research; Commanding General, Marine Corps Systems Command; Assistant Secretary of the Navy (Financial Management); Assistant Secretary of the Navy (Manpower and Reserve Affairs); Assistant Secretary of the Navy (Installations and Environment), Department of the Navy General Counsel; and Director of Navy Test and Evaluation and Technology Requirements.

b. NLCCG. The NLCCG is the coordinating body which will address cross-center/laboratory operations and investment issues, unwarranted duplication, and inter-command cooperation. The NLCCG will resolve issues within its collective authorities and

identify issues for the ASN(RD&A) through the NLCOC. The NLCCG members are the Commanders and Technical Directors of the four Warfare Centers and the Commanding Officer and Director of Research of the Naval Research Laboratory.

c. Naval Air Warfare Center (NAWC). The NAWC is the Navy's full spectrum research, development, test and evaluation, engineering and fleet support center for air platforms, autonomous air vehicles, missiles and missile subsystems, weapons systems associated with air warfare, avionics systems, and for sensor systems used to conduct anti-submarine warfare from air platforms. The NAWC provides the Navy with leadership and expertise in the following technical areas:

- Air warfare analysis and modeling
- Air vehicles, manned and unmanned, and air vehicle propulsion systems
- Aircraft crew equipment and life support
- Airborne surveillance systems
- Tactical aircraft combat and combat control systems
- Air anti-submarine warfare systems and sensors
- Missiles and missile sub-systems
- Freefall and unguided weapons
- Aircraft electronic warfare
- Aircraft and missile survivability and vulnerability
- Aircraft and missile active and passive signatures
- Aerodynamic deceleration (parachute systems) and components
- Aircraft and weapons ranges
- Major range and test facility base management
- Aviation ground support equipment
- Aircraft launch and recovery system
- Air platform systems integration
- Targets and simulators for air launched systems

d. Naval Surface Warfare Center (NSWC). The NSWC is the Navy's full spectrum research, development, test and evaluation, engineering and fleet support center for ship hull, mechanical and electrical (HM&E) systems, surface ship combat systems, coastal warfare systems, and other offensive and defensive systems associated with surface warfare. The NSWC provides the Navy with leadership and expertise in the following technical areas:

- Surface warfare modeling and analysis
- Surface ship combat and combat control systems
- Surface ship electronic warfare
- Surface ship electromagnetic and electro-optic reconnaissance, search and track systems
- Surface ship weapon systems (including shipboard missile integration)

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- Ship vulnerability and survivability (includes submarine HM&E)
- Ship active and passive signature (includes submarine HM&E)
- Surface and undersea vehicle hull, machinery, propulsors and equipment
- Platform systems integration
- Strategic targeting support (including fire control, targeting and re-entry systems)
- Amphibious warfare systems
- Special warfare systems
- Warheads
- Mines, mine countermeasures and mine clearance systems

e. Naval Undersea Warfare Center (NUWC). The NUWC is the Navy's full spectrum research, development, test and evaluation, engineering and fleet support center for submarines, autonomous underwater systems, and offensive and defensive weapons systems associated with undersea warfare. The NUWC provides the Navy with leadership and expertise in the following technical areas:

- Undersea warfare modeling and analysis
- Submarine combat and combat control systems
- Surface ship and submarine sonar systems
- Submarine electronic warfare
- Submarine unique on-board communication systems and communication nodes
- Submarine launched weapons systems (except strategic ballistic missile systems, cruise missiles and related systems)
- Undersea ranges
- Submarine electromagnetic, electro-optic and nonacoustic-effects reconnaissance, search and track systems
- Undersea vehicle active and passive signatures (except HM&E)
- Submarine vulnerability and survivability (except HM&E)
- Torpedoes and torpedo countermeasures

f. Naval Command Control and Ocean Surveillance Center (NCCOSC). The NCCOSC is the Navy's full spectrum research, development, test and evaluation, engineering and fleet support center for command control and communications and ocean surveillance and the integration of those systems which overarch multiplatforms. The NCCOSC provides the Navy with leadership and expertise in the following technical areas:

- Command control and communications (C3) systems
- C3 systems countermeasures
- Ocean surveillance systems
- C3 modeling/analysis
- Ocean engineering
- Navigation support
- Marine mammals
- Integration of space communication and surveillance systems

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g. Naval Research Laboratory(NRL). The NRL is the Navy's full spectrum corporate laboratory to conduct a broadly based multidisciplinary program of scientific research and advanced technological development directed toward maritime applications of new and improved material, techniques, equipment, systems, and ocean, atmospheric and space sciences and related technologies. The NRL provides the Navy with leadership and expertise in the following technical areas:

- Primary in-house research for physical, engineering, space and environmental sciences.
- Broadly based exploratory and advanced development program in response to identified and anticipated Navy needs.
- Broad multidisciplinary support to the Naval Warfare Centers.
- Space and space systems technology, development and support.

#### 5. Responsibilities

a. The ASN(RD&A), the VCNO and the ACMC, as the core members of the NLCOC, are responsible for:

(1) Conducting strategic planning and policy for the Centers and corporate Laboratory.

(2) Resolving issues affecting policy across the Centers and Laboratory.

(3) Providing high level advocacy for the R&D community.

b. The ASN(RD&A), as chairman of the council, is personally responsible for the effectiveness of the RDT&E community.

c. The charter of the NLCOC is attached as enclosure (2).

d. The Commanders and Technical Directors of the Centers and the Commanding Officer and Director of Research of the NRL, as the members of the NLCCG, are responsible as a permanent group to resolve issues mutually agreed to within the group and within the authority of the Warfare Centers and Corporate Laboratory. They shall raise and frame issues for the NLCOC and ASN(RD&A) when consensus is not readily available, or when higher level approval is required. The charter of the NLCCG is attached as enclosure (3).

e. The Commander, Naval Air Systems Command, (COMNAVAIRSYSCOM) is responsible to:

(1) Charter the NAWC.

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(2) Ensure that the NAWC accepts work only in assigned mission and leadership areas.

(3) Ensure that NAVAIR, including assigned Program Managers (PMs) direct work to the appropriate Warfare Center or NRL based on mission and leadership areas.

d. The Commander, Naval Sea Systems Command, (COMNAVSEASYS COM) is responsible to:

(1) Charter the NSWC and the NUWC.

(2) Ensure that the NSWC and the NUWC accept work only in assigned mission and leadership areas.

(3) Ensure that COMNAVSEASYS COM, including assigned Program Managers, direct work to the appropriate Warfare Center or NRL based on mission and leadership areas.

e. The Commander, Space and Naval Warfare Systems Command, is responsible to:

(1) Charter the NCCOSC.

(2) Ensure that the NCCOSC accepts work only in assigned mission and leadership areas.

(3) Ensure that COMSPAWARSYS COM, including assigned Program Managers, directs work to the appropriate Warfare Center or NRL based on mission and leadership areas.

f. The Chief of Naval Research is responsible to:

(1) Charter the NRL.

(2) Ensure that the NRL accepts work only in assigned mission and leadership areas.

(3) Ensure that Office of the Chief of Naval Research assigns work to the appropriate Warfare Center or NRL based on mission and leadership areas.

g. The Commander, Marine Corps Systems Command, is responsible to ensure that work is assigned to the appropriate Warfare Center or NRL based on mission and leadership areas.

h. Program Executive Officers (PEOs) and Direct Reporting Managers (DRPMs) are responsible to ensure that their Program

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Managers assign work to the appropriate Warfare Center based on leadership and mission areas.

6. Action. ASN(RD&A), CNO, CMC, Systems Commands, CNR, PEOs and DRPMs will ensure performance of the functions and tasks specified herein. Recommended changes shall be sent to the ASN(RD&A), or to the Secretary of the Navy via ASN(RD&A).



Dan Howard  
Acting

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AFFECTED ACTIVITIES  
PRIOR TO CONSOLIDATION

Naval Ocean Systems Center, San Diego, CA  
Naval Space Systems Activity, Los Angeles, CA  
Fleet Combat Direction Systems Support Activity, San Diego, CA  
Naval Electronic Systems Engineering Center, San Diego, CA  
Naval Electronic Systems Engineering Center, Vallejo, CA  
Naval Electronic Engineering Activity Pacific, Pearl Harbor, HI  
Naval Electronic Systems Engineering Center, Portsmouth, VA  
Naval Electronic Systems Engineering Center, Charleston, SC  
Naval Electronic Systems Engineering Activity, St. Inigoes, MD  
Naval Electronic Security Engineering Activity, Washington, DC  
Naval Surface Warfare Center, Dahlgren, VA  
Naval Coastal Systems Center, Panama City, FL  
David Taylor Research Center, Carderock, MD  
Naval Ship Systems Engineering Station, Philadelphia, PA  
Naval Weapons Support Center, Crane, IN  
Naval Ordnance Station, Indian Head, MD  
Naval Ordnance Station, Louisville, KY  
Naval Ship Weapons Systems Engineering Station, Port Hueneme, CA  
Integrated Combat Systems Test Facility, San Diego, CA  
Fleet Combat Direction Systems Support Activity, Dam Neck, VA  
Naval Mine Warfare Engineering Activity, Yorktown, VA  
Naval Underwater Systems Center, Newport, RI  
Trident Command and Control System Maintenance Activity,  
Newport, RI  
Naval Ship Combat Systems Engineering Station, Norfolk, VA  
Naval Undersea Warfare Engineering Station, Keyport, WA  
Pacific Missile Test Center, Point Mugu, CA  
Naval Weapons Center, China Lake, CA  
Naval Weapons Evaluation Facility, Albuquerque, NM  
Naval Ordnance Missile Test Station, White Sands, NM  
Naval Air Test Center, Patuxent River, MD  
Naval Air Development Center, Warminster, PA  
Naval Air Engineering Center, Lakehurst, NJ  
Naval Air Propulsion Center, Trenton, NJ  
Naval Avionics Center, Indianapolis, IN  
Naval Research Laboratory, Washington, DC  
Naval Oceanographic and Atmospheric Research Laboratory,  
Bay St. Louis, MS

CHARTER FOR THE  
NAVY LABORATORY/CENTER OVERSIGHT COUNCIL

1. Purpose. This charter documents the mission and membership of the Navy Laboratory/Center Oversight Council (NLCOC). It supercedes the charter dated 2 Jan 1992.
2. Background. In order to strengthen and streamline Research, Development, Test and Evaluation (RDT&E), engineering and fleet support activities management; provide substantial opportunities for efficiencies and cost savings; eliminate duplication of effort; and provide support for inter-Service consolidation efforts; the Navy has approved the consolidation and realignment of the RDT&E centers and engineering field activities into four Warfare Centers and a corporate laboratory. Each Warfare Center will be responsible for a unique set of technical leadership areas to eliminate unwarranted duplication of effort and to develop centers of technical excellence by ensuring a critical mass of work and technical talent in designated disciplines at each center.
3. Mission. The NLCOC will provide the corporate oversight of the Department of the Navy RDT&E, engineering and fleet support communities contained in the Warfare Centers and Laboratory. The council will ensure strong advocacy of and commitment to providing an environment for improving productivity and effectiveness exists at the highest levels in the Navy. The Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)), who serves as the chair of the Council, is personally responsible for the effectiveness of the RDT&E community. The Council's mission will be divided into three broad areas:
  - a. Strategic planning and policy. Establish a single, strategic corporate vision for the Centers and Corporate Laboratory; provide R&D policy guidance for the Centers and Laboratory; establish R&D infrastructure requirements; ensure that facility investments are compatible with the mission and program arrangements of the Centers and Laboratory; preclude mission and investment duplication within the Center/Corporate Laboratory structure; and oversee workload balance, including the balance between in-house and contracted work.
  - b. Issue resolution. Resolve issues affecting policy across the Centers and Laboratory.
  - c. R&D community advocacy. Establish standards for career

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management, movement and professional development; provide guidance for hiring standards and education of R&D personnel; guide interactions among the Centers, Laboratory, industry and universities; and implement the Laboratory Demonstration Program to the broadest extent possible consistent with law, Congressional language and DoD regulations.

4. Board of Visitors. The Council will establish an advisory committee of outside experts to periodically review the status of each Center and the Corporate Laboratory. This committee will evaluate the effectiveness of each organization and identify obstacles that hinder productivity within the organization. Specific recommendations will be made directly to each Center Commander and the Laboratory Commanding Officer, and general recommendations will be made to the Oversight Council. To the extent that such a committee falls within the definition of a federal advisory committee pursuant to the Federal Advisory Committee Act (FACA), 5 U.S.C. Appendix 2, the Council will follow the procedures set forth in the implementing regulations to the FACA. Therefore, the Council will follow the procedures for the establishment, use operation, and termination of advisory committees set forth in the Federal Advisory Committee Management regulations promulgated by GSA, 41 C.F.R. 101-6.10; the Department of Defense Federal Advisory Committee Management Program, DODO 5105.4; and the Department of the Navy Committee Management Program, SECNAVINST 5420.60G.

5. Membership and schedule. The NLCOC core members are the ASN(RD&A), Vice Chief of Naval Operations and Assistant Commandant of the Marine Corps. Members at large are Commander, Naval Sea Systems Command; Commander, Naval Air Systems Command; Commander, Space and Naval Warfare Systems Command, Chief of Naval Research; Commanding General, Marine Corps Research, Development and Acquisition Command; Assistant Secretary of the Navy (Financial Management); Assistant Secretary of the Navy (Manpower and Reserve Affairs); Assistant Secretary of the Navy (Installations and Environment); DON General Counsel; and Director of Navy Test and Evaluation and Technology Requirements (N091). The Director of Research of the Naval Research Laboratory will serve as the senior advisor and principal voice to the council for the R&D and laboratory community.

CHARTER FOR THE  
NAVY LABORATORY/CENTER COORDINATING GROUP (NLCCG)

Appendix A: Assignment of Director of Navy Laboratories  
Corporate Initiatives

1. Purpose. This charter documents the mission and membership of the Navy Laboratory/Center Coordinating Group (NLCCG). It supercedes the charter dated 2 Jan 1992.

2. Mission. The NLCCG is the coordinating body established to address cross-center/laboratory operations and investment issues, potential unwarranted duplication, and inter-command cooperation. The NLCCG will resolve issues within its collective authorities and identify issues for the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)) through the Navy Laboratory/Center Oversight Council (NLCOC).

3. Authority and Responsibility

a. Perform as a permanent group to resolve issues mutually agreed to within the group and within the authority of the Warfare Centers and the Corporate Laboratory. Raise and frame issues for the NLCOC and ASN(RD&A) when consensus is not readily available, or when higher level approval is required.

b. Review annually the member commands' MILCON and capital investment plans and recommend to the NLCOC adjustments to attain an integrated plan for the Navy.

c. Review annually the member commands' business plans to foster integration and cooperation when possible and to identify potential sources of duplication.

d. Serve as a forum to share Laboratory Demonstration Program (LDP) information and experiences, to foster rapid transition of successful LDP initiatives throughout the member commands, and to provide advice to the Navy spokesman on LDP matters.

e. Systematically review technical program structure of the Warfare Centers and Corporate Laboratory to ensure quality and balance, and to identify and prevent unwarranted technical program duplication.

f. Review annually the member commands' programs for

Enclosure (3)

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consistency with DON joint mission and support area assessment priorities.

g. Respond to such other tasking as the NLCOC or ASN(RD&A) may direct.

h. Serve as a focal point for developing Navy positions and implementation plans for matters affecting business in the Warfare Centers and Corporate Laboratory.

i. Assume coordination activities previously performed by the Director of Navy Laboratories, including oversight responsibility for established inter-center coordinating panels, programs and committees as listed and assigned in appendix A.

j. Appoint from its member organizations a person to represent the NLCCG as a staff member in support of the Navy representative on the Joint Directors of Laboratories.

k. The chairman of the NLCCG will maintain the capability to access data and provide consolidated responses when cross-Warfare Center/Laboratory data is required. This data will include, but is not limited to, information on technical programs, personnel, funding, facilities, and contracts for the Warfare Centers and Corporate Laboratory.

l. Ad hoc panels may be established as needed by the NLCCG membership.

4. Membership. The NLCCG membership will include:

- Commander and Technical Director, Naval Surface Warfare Center

- Commander and Technical Director, Naval Air Warfare Center

- Commander and Technical Director, Naval Undersea Warfare Center

- Commander and Technical Director, Naval Command Control and Ocean Surveillance Center

- Commanding Officer and Director of Research, Naval Research Laboratory

The Chair will rotate annually among the military members. When the chairman cannot attend a meeting, the other member from

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the same command will so act. The NLCCG will meet not less than three times per fiscal year.

5. Organizational Relationship. The NLCCG advises and supports the ASN(RD&A) and the NLCOC.

6. Operating Procedures

a. The chairman establishes the agenda, meeting sites and dates, arranges for administrative support and forwards NLCCG advice, reports and recommendations to the NLCOC. In communicating with the NLCOC, he/she will faithfully report minority opinions.

b. The chair will attempt to resolve all issues within the collective authority of the NLCCG membership. Unresolved issues, as well as those requiring higher level approval, will be forwarded to the NLCOC.

c. The members will submit candidate agenda items to the NLCCG chair for disposition.

d. The member's Commands will be responsible for their own expenses in attending the meetings.

e. Staff support expenses, as well as certain operating expenses of committees and programs such as those listed in attachment (1), are planned, programmed, budgeted, and allocated by the Commander, Space and Naval Warfare Systems Command at the direction of the NLCCG chair.

f. Establishing, disestablishing and assigning or reassigning responsibility for NLCCG committees and programs, including those recognized in attachment (1), will require consensus approval by the NLCCG membership and may be accomplished without notification to higher authority.

Enclosure (3)

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ASSIGNMENT OF DIRECTOR OF NAVY LABORATORIES  
CORPORATION INITIATIVES

<u>EFFORT</u>	<u>ASSIGNEE</u>
SEA CONTROL WAR GAME (SEACON)	NAVSEA (NSWC)
SOFTWARE ENGINEERING INSTITUTE (SEI) AFFILIATE PROGRAM	NLCCG CHAIRMAN/ STAFF
FRANK P. SLOAN FELLOWS PROGRAM	NAVSEA (NSWC)
RDT&E MANAGEMENT BRIEFS	NLCCG CHAIRMAN/ STAFF
NAVY LABORATORY COMPUTING COMMITTEE (NLCC)	PARENT COMMAND OF COMMITTEE CHAIRMAN
NAVAL SCIENTIST TRAINING AND EXCHANGE PROGRAM (NSTEP)	NLCCG CHAIRMAN/ STAFF
VIDEO TELECONFERENCING (VTC)	NAVSEA (NUWC)
FEDERATION OF SYSTEMS ANALYSIS DIRECTORS (FOSAD)	PARENT COMMAND OF FEDERATION CHAIRMAN
NAVY SCIENCE ASSISTANCE PROGRAM (NSAP)	NAVSEA (NSWC)
NAVY LABORATORIES TECHNOLOGY BASE MANAGERS COORDINATION GROUP	PARENT COMMAND OF GROUP CHAIRMAN
UNDERWATER EXPLOSION TESTING PROGRAM (UNDEX)	NAVSEA (NSWC)