



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

January 22, 2015

MEMORANDUM FOR UNDER SECRETARY OF THE NAVY
COMMANDANT OF THE MARINE CORPS
CHIEF OF NAVAL OPERATIONS
ASSISTANT SECRETARIES OF THE NAVY
GENERAL COUNSEL OF THE NAVY
DEPUTY UNDER SECRETARIES OF THE NAVY

SUBJECT: Task Force Innovation

The Navy and Marine Corps have a rich tradition of turning bold ideas into operational reality, and this ability, more than any piece of equipment or weapon system, is our inherent competitive advantage. As the rate of change in the global environment accelerates and the landscape of potential threats shifts more rapidly than ever before, we must adapt accordingly to maintain our advantage.

We have a timely opportunity to bring together the innovation efforts occurring across commands, operating forces, and the acquisition, personnel, education, and scientific communities to provide a solid foundation to address the issues of today and provide a vision for the future.

In support of that effort, I am establishing Task Force Innovation (TFI). TFI comprises experts from across the department, and their charge is to develop a strategy that brings together these independent efforts to provide a cohesive innovation agenda for the Department of the Navy (DON). TFI will develop innovative opportunities focused in 3 fundamental areas:

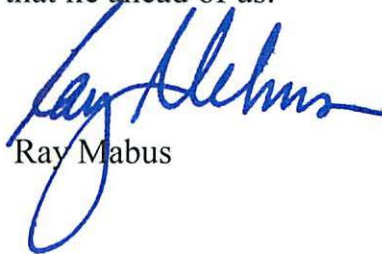
- Adaptive Workforce. The DON culture, policies, and processes must evolve to attract, develop and retain the best talent, and create a risk-tolerant environment that allows them to anticipate and solve our most demanding problems.
- Information as an Asset. Information and information systems can present a critical risk; however, they also provide opportunity and enable innovation. We must rethink how we value and share information and ensure our processes allow us to move at the speed required to perform our mission in the information age.

SUBJECT: Task Force Innovation

- Emerging Operational Capabilities. The DON must provide emerging operational capabilities a clear and expedient path to the fleet. We must reduce barriers and promote a culture willing to accept new concepts such as adaptive force packages, unmanned/autonomous systems, non-lethal weapons, directed energy, and additive manufacturing.

Within sixty days of this memorandum, TFI will provide a detailed innovation agenda and goals that clearly articulate responsibly bold actions to prepare our Naval force for the future. TFI will have dedicated resources and report directly to the Under Secretary of the Navy. Monthly reports will identify progress toward achieving desired outcomes. TFI will leverage innovation efforts underway in the Department of Defense and reconcile areas of concern within TFI's efforts, when required.

Innovation requires bringing together novel ideas and repurposing resources in order to fundamentally do things differently and to create beneficial outcomes. This involves using our greatest asset to its full potential – the intellectual capital of our remarkable workforce. I am confident that by working together, we will develop creative solutions to the most demanding challenges that lie ahead of us.



Ray Mabius

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