



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

October 15, 2015

MEMORANDUM FOR CHIEF OF NAVAL OPERATIONS
COMMANDANT OF THE MARINE CORPS
ASSISTANT SECRETARY OF THE NAVY RESEARCH,
DEVELOPMENT & ACQUISITION (ASN (RD&A))

SUBJECT: Increase Resources and Opportunities for Experimentation

Experimentation can be highly disruptive and thrives in a culture which embraces innovation and risk-taking. In this period of budget and strategic uncertainty, we must increase resources and opportunities for experimentation to rapidly bring new ideas, processes, and technologies to bear on real world problems. Innovative concepts often only become evident during such experiments and do not follow scripted rules and timelines. We must be prepared to fail during experimentation efforts, iterate rapidly, re-assess results and act on findings.

Since FY09, significant funding reductions have increased the emphasis on risk mitigation in Fleet Experimentation. This lack of risk tolerance reduces the effectiveness of experimentation in creating innovative outcomes while driving out low-barrier-to-entry and ad hoc initiatives. Reestablishing robust and agile experimentation at appropriate levels is critical to achieving a strategic innovation advantage.

To restore adequate resourcing and opportunities for experimentation, the Services shall:

- Make recommendations on appropriate future funding levels to begin in FY16;
- Continue to evaluate ways and means to reduce barriers and cost, time, and effort required for experimentation;
- Identify and integrate existing Service, Systems Commands and S&T (Science and Technology) information management systems for experimentation and innovation planning, execution, and assessment;
- Continue to identify and coordinate opportunities to experiment with innovative ideas using Fleet assets to advance warfighting capability;

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- Provide bold recommendations to expedite moving emerging capabilities from the S&T community to a program of record;
- Identify and codify deliberate analysis, assessment, and transition of DOTMLPF-P recommendations that ensure naval integration of material and non-material solutions.

The Navy and Marine Corps shall each submit detailed implementation plans to ASN (RD&A) prior to submission to the Under Secretary of the Navy within 90 days of this memo. Implementation will begin upon approval of the plans.



cc:

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