

TASK FORCE INNOVATION

SUMMARY

22 JAN 2015 - 29 APR 2016



PEOPLE

IDEAS

INFORMATION

“CHALLENGE THE FORCE...
CHANGE THE GAME”

Task Force Innovation Summary
22 Jan 2015 – 29 Apr 2016

Background: To reinvigorate a culture of innovation and connect its isolated pockets across the Department of the Navy (DON), Secretary of the Navy (SECNAV), Mr. Ray Mabus, established Task Force Innovation (TFI) on 22 January 2015. TFI was specifically charged with developing a cohesive agenda for the DON and accelerating innovative opportunities in three specific areas: the adaptive workforce, information as an asset, and emerging operational capabilities. In consideration of the rapidly changing security environment, SECNAV saw the urgency in reinvigorating innovation in the naval services and thus established a very ambitious timeline for the task force.

Organization: Mr. Tom Hicks (DUSN (Management)), VADM Phil Cullom (OPNAV N4), and LtGen Ken Glueck (MCCDC) were selected by SECNAV to spearhead this effort. They served as tri-chairs while Dr. Maura Sullivan (Strategy and Innovation) served as its Executive Director. Three sub-working groups were formed around the focus areas. Mr. Dennis Biddick (ASN M&RA), Ms. Wendy Kay (DON/AA), and Dr. Larry Schuette (ONR) led the working groups while Mr. Robert Marshall (Strategy and Innovation) led a cross-functional support and implementation group to ensure overarching TFI requirements were met amongst all focus areas.

From the onset, SECNAV provided guidance to ensure TFI included Sailors, Marines, and civilians of all ranks and rates both inside and outside the Pentagon; input from junior officers to improve the DON was central to the mission. To obtain diversity of participants, the TFI web portal was created to capture the ideas of the workforce and bring innovators together from across the fleet. By the end of April 2016, TFI saw over 170 participants of ranks from E-5 to O-8, representing 78 organizations, submit over 300 ideas and best practices.

Initial Recommendations: The three working groups met frequently during February and March 2015 and provided updates to key DON leadership at two in-process reviews. This set the stage for TFI tri-chairs to make their recommendations to the SECNAV on 1 April 2015. SECNAV endorsed the recommendations and work began on the five innovation elements which eventually formed the nucleus of the DON Innovation Vision. The five elements are: Build the Naval Innovation Network, Manage the Talent of the DON Workforce, Transform How the DON uses Information, Accelerate New Capabilities to the Fleet, and Develop Game Changing Warfighting Concepts.

On 15 April 2015, the DON Innovation Vision was approved by SECNAV and released concurrently with his speech at the Sea-Air-Space Exposition. A key component of the SECNAV's speech was to challenge the DON workforce to share their great ideas to improve the DON. This event kicked-off the summer of innovation and served as a catalyst to begin implementing the Innovation Vision.

Implementation: The implementation of the DON Vision took a five-pronged approach: publish the SECNAV Innovation Memos, highlight best practices, provide thought leadership, identify barriers to innovation, and fund small-scale innovation projects.

Task Force Innovation Summary

22 Jan 2015 – 29 Apr 2016

- SECNAV Innovation Memos: During TFI, the three working groups identified specific initiatives the SECNAV could champion to achieve the DON innovation elements. Mr. Mabus approved Naval Innovation Memos are listed in enclosure (1).
- Innovation Best Practices: Understanding that innovation was already occurring within the DON, TFI began highlighting local projects and processes in an effort to scale them beyond their local commands. Some best practices include:
 - Athena Project
 - Tech Solutions (ONR)
 - Commander's Innovation Award (NAVSEA)
 - Navy FAB LAB
 - Katalyst-21 (SPAWAR)
 - Security Environment Forecast 2030-2045 (MCWL)
- Thought Leadership: At the Sea-Air-Space Exposition 2015, the SECNAV called for the bold ideas of the workforce. Responding with thought-provoking essays, over 20 thought leaders within the DON provided concepts and designs for Naval improvements. A sample of those published on the DON Innovation homepage include:
 - *Leadership in the 21st Century Environment*, Dr. Dale Moore, NAVAIR
 - *A Framework for Understanding two Macro Techno-Revolutions and our Naval Future*, Dr. Mark Hagerott, USNA
 - *Future Operating Context: Augmented Human Performance*, Mr. Scott Cheney-Peters, OPNAV N8
 - *Self-Sustaining Ship: Naval Logistics for the Future*, Vice Admiral Cullom, OPNAV N4
 - *Countering and Exploiting Swarms*, Dr. John Arquilla, NPS
 - *How Can the DON Cultivate More Women Innovators?*, Dr. Maura Sullivan, S&I
- Barriers to Innovation: TFI sought to identify and remove policy, process, or cultural barriers that prevented innovation from thriving within the DON. Several barriers were found, such as risk aversion, fear of failure, and poor information sharing. Upon identification of these issues, the SECNAV published "The Characteristics of an Innovative DON" giving specific guidance to the workforce encouraging the development of innovation culture, to include:
 - Comfort with Risk and Uncertainty
 - Diversity of Thought
 - Measure what Matters
 - Cultivate Intrinsic Motivation
 - Emphasize Information Sharing
 - Agile Decision Making

Task Force Innovation Summary

22 Jan 2015 – 29 Apr 2016

- Innovation Projects: Several proposed innovation projects were ready for implementation, but lacked funding. Throughout TFI, SECNAV funded these to help support his innovation vision and energize the DON workforce. Projects that received funding included:
 - Computer Tablets at EOD School
 - Innovation History Fellows at USNA
 - DON Additive Manufacturing Roadmap
 - Expansion of nine new FAB LABs
 - DON Tracker Information and Records Management System

Specific Accomplishments: In addition to implementing the DON Innovation Vision, several noteworthy initiatives were implemented during this period.

- The Hatch: To support the SECNAV's guidance for bold, innovative ideas from the workforce, a DON-wide ideation platform called "The Hatch" was established. The Hatch allows authorized users to submit ideas, comment on one another's ideas, and participate in topic-specific ideation challenges. Since it opened on 20 May 2015, approximately 2,350 new users registered, over 600 ideas were submitted, and ideation challenges were conducted on the following topics:

- Rewards and Incentives
- Virtual and Simulated Environments
- Naval STEM
- USS Iwo Jima (Deployed Unit Challenge)
- Knowledge Transfer
- Project Apollo
- D3 Innovation Summit
- Open Idea Forum
- Artificial Intelligence and Robotics
- Additive Manufacturing and Fab Labs
- Small Business Programs
- Inspector General
- Innovation Jam (San Diego)
- Hatch Improvements
- Reserve Policy Issues

- SECNAV Innovation Awards: ALNAV 064/15 announced the SECNAV Innovation Awards. There are several categories of innovation awards including: Leadership, Scholarship, Additive Manufacturing, Analytics, Robotics, Enlisted Innovator, Innovation Catalyst, and Out of the Box. On 21 April 2016, Mr. Mabus presided over the 2015 Innovation Awards Ceremony, giving nine awards and a variety of SECNAV-approved prizes such as orders to preferred duty stations or innovation training.
- Naval Innovation Advisors: ALNAV 012/16 provided guidance for the new Naval Innovation Advisory Council and the creation of the SECNAV Innovation Advisors program to begin in FY16. Qualified Sailors, Marines, and DON civilians are eligible to compete for this unique opportunity to advance innovation on a specific topic selected annually by SECNAV.
- Naval Innovation Network: TFI brought together innovators and problem solving organizations from across the DON. This must be an enduring connection. The NIN Hub was launched to maintain connections between naval innovation communities of practice. This will facilitate information exchange and sharing of tradecraft.

Task Force Innovation Summary
22 Jan 2015 – 29 Apr 2016

- DON Innovation Vision: This comprehensive document provides the framework for the department to implement innovation and supporting concepts identified by TFI. It highlights the DON's innovative history and helps prepare the department for an uncertain future.

Sustainment: Task forces, by design, are meant to be temporary bodies and TFI is no exception. Key TFI recommendations have been implemented and the DON must now ensure the initiatives are fully sustained to ensure a culture of innovation within the DON thrives for years to come.

- Implementation Tracking: SECNAV created the Office of Strategy and Innovation (S&I) within DUSN (M) to identify opportunities for innovation within the DON. S&I will continue to track the implementation of the 22 innovation memos and identify any issues or barriers that might inhibit the SECNAV's vision from being fully implemented. Their status will be made available on the Naval Innovation Network Hub as well as through periodic reports to senior DON leadership.
- Innovation Funds: During TFI, the flexibility to fund small projects quickly proved integral to the success of meeting the SECNAV's innovation goals and objectives. S&I will maintain small-scale resources to help kick-start or continue small, innovative projects that stimulate local innovation.
- FY16 DON Strategic Objectives: The newly revised and approved FY16 DON Strategic Objectives specifically calls for the implementation of a DON Innovation Vision. The S&I office is tracking progress on all 22 SECNAV Innovation Memos and other initiatives that underpin implementation of the Vision. This effort will help provide metrics for SES performance management.
- SECNAV FY18 Fiscal Guidance: To ensure funding is available to fully implement the initiatives developed through TFI and to ensure funds continue to be available to stimulate innovation, specific language will be included in the FY18 budget guidance which enables the organizations within the DON to provide resources for innovation.

Due to a synthesis of the leadership and vision of the Secretary of the Navy, with the bold ideas of the talented Sailors, Marines, and civilians of the DON Workforce, Task Force Innovation was successful in reinvigorating a culture of problem solving. As an organization, we began to harness intellectual curiosity, boundless energy, and ingenuity to solve the DON's most demanding challenges. Innovative thought leaders overturned outdated assumptions to remove the bureaucracy that can stifle groundbreaking ideas. TFI served as a catalyst to develop new capabilities and concepts which made us more agile, resilient, and better prepared for the future.

Considering today's dynamic security environment, accelerated pace of technological change, and tightening fiscal constraints, innovation must remain at the forefront of our leadership focus. Much work remains to fully implement the goals and vision identified by TFI. The hard work, dedication, and bold thinking of the countless members of Task Force Innovation provides an excellent starting point to ensure success of the Naval Services in years to come.

Task Force Innovation Summary
Naval Innovation Memos

NAVAL INNOVATION ADVISORY COUNCIL (21 Apr 2015) Establish a Naval Innovation Advisory Council to accelerate nascent innovative ideas, concepts, and initiatives.

ASSESSING INNOVATION IN THE WORKFORCE (21 Apr 2015) Assess innovation skills and contributions to innovation in the performance reviews of all Officers, Senior Enlisted, and GS-13 and above.

DON KEY STRATEGIC ISSUES LIST (05 May 2015) Compile and publish an authoritative list of unclassified DON strategic research needs.

WARGAMING (05 May 2015) Reinvigorate, strengthen, and expand the wargaming competency across the DON.

ARTIFICIAL INTELLIGENCE AND ROBOTICS FOR SUPPORT FUNCTIONS (05 Jun 2015) Identify opportunities for integrating proven AI/Robotics applications in Navy and Marine Corps operations.

DON SUBJECT MATTER EXPERT REGISTRY PILOT (10 Jun 2015) Establish an accessible directory of Subject Matter Experts within the DON Secretariat.

MODERNIZE CIVILIAN HIRING PROCESS (24 Jul 2015) Improve the civilian hiring process through the elimination of bureaucratic barriers; better hiring incentives and flexibility; and the identification of new hiring authorities.

VIRTUAL ENVIRONMENTS (07 Jul 2015) Develop a roadmap of value-added virtual environment opportunities within the DON.

INNOVATION INCENTIVES (14 Jul 2015) Create an Innovation Award Program to reward and incentivize innovation throughout the DON.

CREATING THE DATA SAVVY WORKFORCE (22 Jul 2015) Develop a strategy and the professional development pathways to modernize the skills and proficiencies of the DON workforce.

ANTICIPATE FUTURE MILITARY PERSONNEL DEMANDS (28 Jul 2015) Ensure that the skills of the DON workforce keep pace with advancing technologies and align to future warfighting demands.

USING THE CIVILIAN TALENT OF NAVY AND MARINE CORPS RESERVE FORCES (30 Jul 2015) Identify and more properly engage the civilian skills, training, and experience of Reserve Force personnel, particularly as they apply to emerging workforce, technology, and mission demands.

IMPROVE COMMUNITY MANAGEMENT FOR THE DEPARTMENT OF THE NAVY WORKFORCE (27 Aug 2015) Invigorate workforce community management by creating active communities of practice, improved community skill requirements and qualification standards, and clear, professional development paths and opportunities.

Task Force Innovation Summary
Naval Innovation Memos

ADAPTIVE FORCE PACKAGING (31 Aug 2015) Identify and develop new, sustainable, operational warfighting capabilities using Adaptive Force Packaging.

ADDITIVE MANUFACTURING/3-D PRINTING (03 Sep 2015) Enable and broaden agile manufacturing implementation across the DON.

OPEN DATA (07 Oct 2015) Launch and manage a DON Open Data Portal to publish publically-releasable datasets and improve DON information sharing.

INCREASE RESOURCES AND OPPORTUNITIES FOR EXPERIMENTATION (15 Oct 2015) Reinvigorate DON experimentation through suitable funding, elimination of barriers, integration of DON management systems, and coordinated Fleet opportunities.

AFLOAT AND ASHORE INSTALLATION POLICIES FOR EXPERIMENTATION AND EXERCISES (15 Oct 2015) Identify measures to reduce barriers and improve the DON's ability to conduct experiments aboard ships.

TREAT UNMANNED AS UNMANNED (13 Nov 2015) Recommend ways to eliminate manned system requirements that unduly limit unmanned system innovation and develop aggressive goals for accelerating this operational capability.

INNOVATION IN LOGISTICS (17 Dec 2015) Explore opportunities to transform our logistics concepts to a more agile, scalable warfighting tool.

FULL AND INCLUSIVE REVIEWS (FAIR) (01 Apr 2016) Establish a process to modernize performance assessments for the DON military and civilian workforce.

INNOVATION FUNDING WITHIN THE NAVAL RESEARCH AND DEVELOPMENT ESTABLISHMENT (26 APR 2016) Improve the ability of laboratories to innovate independently using flexible authorities, methods, and funding.

JOIN THE CONVERSATION IN
THE DEPARTMENT OF THE NAVY
INNOVATION HATCH!



DON Innovation - <http://www.secnav.navy.mil/innovation>

The Hatch - <https://portal.secnav.navy.mil/cop/thehatch/>

Provide Feedback - DON_Innovation@navy.mil