Navy Warfare Development Command

Junior Leader Innovation Symposium

Working Group Outbriefs
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Participants split into four physical working groups, and an online DCO group, to consider the following questions:

1) How can the Navy better capture and act on innovative ideas? Consider incentives, education, organizational climate, and culture.

2) How should unmanned systems be employed 5 years from now?

3) What are the key operational questions the Navy needs to answer in the next 5 to 10 years? What are the resources where the Navy needs to answer these questions?
Group 1
(LCDR Armstrong facilitating)

• Reduce/prioritize admin/reports
  – Overwhelming time sink
• Conduct training on how to get ideas heard
• Reassess “training” (leadership)
  – Exorcise zero defects mentality
• Personnel system
  – 100% retention is wrong goal
  – System is misused
Incentives

- Cash bonuses
- Early retirement (15 years @ 40%)
- Quicker promotion tracks
- Advancement programs / educational programs
  - Scholarships / college credit
- Incentives for CO’s / units
Group 2 (SHC Zamora Facilitating)
Organizational Climate

- Quicker response to ideas / command tracking
- Innovation workshops
- Better solicitation on the Navy’s part
Group 2 (SHC Zamora Facilitating)
Unmanned Systems

• Replace some carrier-based assets with unmanned systems
• Continue to develop tactical applications and training
• Use UAVs to extend range of unit sensors
• Use for high risk transits
Group 2 (SHC Zamora Facilitating)

Important

• What fuels will power our Navy
• Who are our foes and what are their capabilities
• How do we streamline procurement
• How do we stay more current WRT doctrine and tactics
• How do we insert our techs and operators into design and development
Incentivizing Innovation

- Cash incentives (BENE-SUG)
- Reverse reliance on contractors / invest inhouse
- Advancement system incentives
- Reduce red tape – tactical to TYCOM (fast track)
- Sister service knowledge sharing
- Discretionary funding
- Google-type hour
- Innovation champions
  - ONR, NWDC, training, chain of command
Group 3 (PS1 Maher Facilitating)  
Unmanned Systems

- Choke points – layered defense
- Energy / power sources
  - Kinetic / solar
  - Self-reliant (DC/energy)
- Unmanned submersibles
- Unmanned swarms
- Replace satellites
- Strike
- EW
- Search and rescue (arctic)
What is the Right Question

• Personnel
  – Best and brightest
  – CO input to Perform to Serve
• Deployment length
• Command climate
• Big Navy policy reevaluation
• Female job opportunities
• Integrate maintenance, ops, training, and logistics
• Eval system
• Navy pride
• What are the key issues?
  – Streamline maintenance processes
  – Create an adaptable personnel administration system
  – Improve/streamline procurement process
  – Integrated communications/more bandwidth
  – More live training & exercises
  – Improve synthetic training
• What are the key issues?
  – Change career progression model
    • Incentivize continuity/longer tours in a job/community
    • One career, one platform
    • Turnover Wikis
    • Navy creates leaders, but not SMEs
  – More process improvement. Less duplication, redundancy
  – Fewer systems
  – Automate readiness input (replace DRRS-N)
What are the key issues?

- Create an innovation office to transmit ideas to OPNAV
  - Can be full-time or collateral duty
- Improve knowledge of current resources to help junior officers and enlisted innovate
Incentivizing Innovation

• Follow on more focused events (e.g., like SUBFOR TANG)
• Shift culture to welcome innovation
  – Senior Leader Innovation Symposium and similar efforts
DCO Group (Steve Rowe/LT Chuma facilitating)
Unmanned Systems

- Integrate with manned systems as ISR, Comm platforms
- Draw lessons from other services
DCO Group (Steve Rowe/LT Chuma facilitating)
What is the Right Question

- Cyber security
- Data info management
- Power, energy, self sustaining fuels
- Innovation with existing platforms vice buying new technologies
  – Maintain forward presence with limited resources