SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

APR 24 2017

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHIEFS OF THE MILITARY SERVICES

SUBJECT: Dialogue with Industry

Last week I had the opportunity to meet with leadership from several leading industry associations, along with the Chief Executive Officers of their member companies. I appreciated their openness, and I shared with them our need for their support with a sense of urgency.

We confront growing security challenges in a highly competitive era with a globalized technology base that allows our adversaries to acquire and weaponize the same technologies that we seek. The Department must exploit ways to move with greater speed and agility to stay ahead of our adversaries and avoid operational and technical surprise. We must work more closely with industry to maintain our technological and capability overmatch, and we must push for more rapid innovation. Further, we must find ways to leverage industry's investments to ensure our troops are never caught flat-footed. This will require, within federal ethics rules, that we work nimbly and swiftly with industry to beat our adversaries' timelines for fielding advanced and modernized capabilities.

No one is more qualified than you to define the challenges and capabilities your Services require to maintain the competitive advantage needed to fight and win the next war. I expect you to engage with and work collaboratively with private industry in a fair and open manner. You have all done a good deal of work in this area, but more needs to happen and a sense of urgency must accompany your initiative to collaborate intensely with industry to discover and field offsetting advantages. I request that you personally set the example for engaging with industry representatives within legal boundaries to ensure we have the fewest regrets when we confront our enemies.

cc:
DSD
CJCS
USD(AT&L)
GC
PA

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