

### Coming Soon: FY17 Defense Acquisition Workforce Development Fund Data Call to Commands

*U.S. ARMY DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE  
(JANUARY 2016)*

The Army DACM Office will announce the opening of the FY17 Section 852 Defense Acquisition Workforce Development Fund (DAWDF) data call in February. Army commands and organizations may request funding to develop initiatives that support the Army acquisition executive's strategic objectives. Consider efforts that will improve certification rates among your acquisition workforce; develop functional and leadership skills; increase acquisition core competencies; and recruit, retain, and recognize acquisition workforce talent. Funding approval will be prioritized and allocated according to Army acquisition and organizational priorities.

Since the enactment of Section 852 DAWDF in 2008, the Army has received more than \$663 million in funding to grow, train, and retain the Army acquisition workforce. Funding has been used for numerous successful Army initiatives, such as the Student Loan Repayment Program, retention of more than 4,500 employees, training more than 6,000 acquisition professionals each year, and piloting programs such as the Army Acquisition Leader Preparation Course.

Commands and organizations are encouraged to contact their Section 852 DAWDF points of contact and look for creative ways to develop and retain their acquisition workforce. Program managers, listed on the program webpage at <https://asc.army.mil/web/career-development/852-program/>, can give advice on submitting requests or highlighting best practice initiatives that previously benefited other organizations. The deadline for FY17 DAWDF requirements is tentatively scheduled for May 15.

### Army DACM Office Announces Training, Leadership, and Educational Opportunities for FY16

*U.S. ARMY ACQUISITION SUPPORT CENTER (JULY 15, 2015)  
Susan L. Follett*

FORT BELVOIR, Va.—Open up your calendars: The Office of the Army, Director of Acquisition Career Management has scheduled a host of Army Acquisition Workforce (AAW) education, training, and leadership development opportunities for FY16.

A handful of AAW leadership development opportunities are on the schedule, including four sections of the Acquisition Leader Challenge Program, a series of seminars that focus on developing leadership skills for civilians, identifying challenges for new leaders, and incorporating individual talents into a cohesive workforce. Applications will be accepted in August for the Competitive Development Group, a three-year developmental program for board-selected applicants that offers expanded training, leadership, experiential, and other career development opportunities. Civilian workforce members can also take advantage of the opportunities offered through the Defense Civilian Emerging Leaders Pro-

gram and the Senior Service College Fellowship, both of which will open for applications next year.

Ready for your next career challenge? Announcements open in mid-September for the Centrally Selected List/Centralized Selection Board, which fills billets for project and product managers as well as product directors. Maybe a hands-on experience is what you need for this stage of your career. Military members of the Army Acquisition Workforce might consider the Training With Industry program, which places competitively selected officers in corporate assignments, giving them extensive exposure to managerial techniques and industrial procedures. The program announcement opens July 23. Programs for 51C NCOs and FA-51 officers include Advanced Civil Schooling, which offers a number of sessions through FY16, and the Degree Completion Program, which opens for applications a year from now.

Looking for tuition assistance programs? The Student Loan Repayment Program opens in the fall, and applicants will be selected early next year. Further down the road, the Naval Postgraduate School Master's Degree Program, which al-

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## Career Development

lows participants to earn an advanced degree in program management or systems engineering, will open for applications in early 2016.

A complete list of the FY16 programs, including opening and closing dates, is below, and additional information can be found on the [online calendar](#).

### **FY16 U.S. Army Acquisition Support Center/Army DACM Office Announcement Timelines**

#### TUITION ASSISTANCE PROGRAMS

##### **Naval Postgraduate School Master of Science in Program Management OR Systems Engineering**

Acquisition Tuition Assistance Program (ATAP)

- Announcement opening: May 9, 2016
- Announcement closing: June 13, 2016
- Applicant selection notification date: July 22, 2016

#### LEADER DEVELOPMENT PROGRAMS

##### **Acquisition Leader Challenge Program (ALCP)**

4th Quarter

- Announcement opening: May 2, 2016
- Announcement closing: May 30, 2016

#### DEFENSE CIVILIAN EMERGING LEADERS PROGRAM (DCELP)

- Announcement opening: May 16, 2016
- Announcement closing: June 16, 2016
- Applicant selection notification date: late 2016

#### ADVANCED CIVIL SCHOOLING (ACS) [FA-51] OFFICERS AND MOS 51C NCO'S

ACS 17-01 [FA-51 Officers]

- Announcement opening: o/a March 15, 2016
- Announcement closing: o/a June 5, 2016
- Applicant selection notification date: o/a July 15, 2016

ACS 17-02 [FA-51 Officers]

- Announcement opening: o/a Aug. 7, 2016
- Announcement closing: o/a Nov. 5, 2016
- Applicant selection notification date: o/a December 31, 2016

ACS [MOS 51C NCOs]

- Announcement opening (FY 17): Aug. 8, 2016
- Announcement closing: Nov. 30, 2016
- Applicant selection notification date: January 20, 2017

#### DEGREE COMPLETION PROGRAM (DCP)

More information will be posted at <http://asc.army.mil/web/dacm-office/>.

- Announcement opening (spring): Aug. 1, 2016
- Announcement closing: Oct. 14, 2016
- Applicant selection notification date: Nov. 18, 2016

#### DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (DAWDF)

Defense Acquisition Workforce Development Fund. Information will be posted at <http://asc.army.mil/web/career-development/852-program/>.

- Announcement opening: Feb. 1, 2016
- Announcement closing: May 15, 2016
- Board dates: June 1-15, 2016
- Command notification date: Aug. 15, 2016

##### **AcqDemo Team Offers Information About Transition**

*AIR FORCE MATERIEL COMMAND ACQDEMO TEAM LEAD (FEB. 2, 2016)*

*Ted Singer*

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—In June 2016, some 13,000 Air Force Materiel Command employees will transition to the Department of Defense Civilian Acquisition Workforce Demonstration Project (AcqDemo) pay system.

Employees whose positions have been identified for conversion are being notified through their respective Centers. AcqDemo will cover mainly non-bargaining, supervisory, and professional series employees. Exceptions to conversion include the following:

- Personnel in ranks above GS-15, such as SES
- Non-General Schedule (GS) employees; for example, Federal Wage System (FWS) employees (WG), leaders (WL), and supervisors (WS).
- Employees in organizations already participating in another personnel system, including their respective GS employees. Examples are the Air Force Research Laboratory's Air Force Laboratory Personnel Demonstration (Lab Demo) Project and intelligence personnel participating in the Defense Civilian Intelligence Personnel System (DCIPS).

- Employees covered by a collective bargaining agreement.

Employees who convert into AcqDemo will have no loss of pay. GS employees who have accrued time toward their next Within Grade Increase (WGI) or Step Increase will receive a one-time “WGI buy-in” pay adjustment to compensate them for their time served under the GS pay system.

The buy-in is calculated based on the number of calendar weeks between the effective date of the employee’s last equivalent increase, i.e., WGI or promotion, and the date of the conversion into AcqDemo. Employees whose performance ratings are “acceptable” are generally eligible for a WGI buy-in. Exceptions to WGI eligibility are under the following situations:

- Employees who are at the 10th step of their grade
- Employees on retained pay
- Employees on retained grade who would not have received a WGI prior to expiration of their retained grade

The General Schedule to AcqDemo conversion calculator link at <http://acqdemo.hci.mil/AcqDemoBIC.html> explains the AcqDemo buy-in process and provides a demo career path, broadband, and estimated WGI buy-in calculation. It is not intended to determine official conversion information. Official conversion information, including actual WGI buy-in amount, will be communicated to employees at the time of their conversion, through receipt of an SF-50, Notification of Personnel Action.

The employee notification letters also provide information about local and online training opportunities. The DoD AcqDemo Program Office has pledged support for the initial pre-conversion training of affected AFMC personnel and is providing on-site training at a number of AFMC locations with a high concentration of employees converting to AcqDemo. The training provided by the DoD AcqDemo Program Office consists of:

- AcqDemo Employee Orientation (3 hours) provided to all employees converting to the AcqDemo system (also available on-line as AcqDemo 101)
- Contribution-based Compensation System (CCAS) for supervisor’s course (8 hours) provided to supervisors of employees converting to AcqDemo (also available online)

Online courses can be found at <http://acqdemo.hci.mil/training.html>. Many AFMC installations are using MyETMS to schedule on-site AcqDemo courses. Training information may also be posted on Center AcqDemo sites, or can be found by contacting your Center’s AcqDemo team. During training, employees will be introduced to CAS2NET (Contribution-based Compensation and Appraisal Sys-

tem Software), which is an online reporting system of the Contribution-based Compensation and Appraisal System (CCAS). It is important to note that CAS2NET accounts will automatically be generated after conversion so there is no need to initiate the request for an account.

For additional information on AcqDemo:

- Within AFMC, contact HQ AFMC/A1KA, (937) 257-0112, DSN 787-0112
- DoD Civilian Acquisition Workforce Personnel Demonstration Project website <http://acqdemo.hci.mil/>.

*Editor’s note: This is the second feature in a series of Acquisition Demonstration Project articles.*

### **DoD Plans Benefit Revision With ‘Blended Retirement’**

DEPARTMENT OF DEFENSE NEWS, DEFENSE MEDIA ACTIVITY  
(FEB. 12, 2016)

WASHINGTON—Upon taking office almost a year ago, Defense Secretary Ash Carter promised reforms, saying “that a blended retirement system is a key step in modernizing the department’s ability to recruit, retain, and maintain the talent we require of our future force.”

An overhaul of the current military retirement system is slated to take effect Jan. 1, 2018. The new system has three elements: a 401(k)-style component with Defense Department matching funds for entry-level and other service members, a mid-career continuity bonus, and a retirement annuity similar to the one now in place for service members that complete 20 or more years of eligible service.

DoD News spoke with Army Sgt. Maj. Mike Schultz while he was the senior enlisted advisor to the Assistant Secretary of Defense for Manpower and Reserve Affairs about the details of the new modernized retirement system.

One key point, Schultz said, is that many of those now serving will have the choice to opt into the new blended retirement plan.

### **Training the Force on Retirement Options**

The first critical step in the change, he said, is educating senior leaders about the program’s provisions. Those leaders will then ensure training takes place at the “camps, posts, and stations” where service members work.

Training tools now in the works will include online classes and benefits calculators for troops and their families, as well as classroom and distance learning, Schultz added.

He said the “deliberate approach to educate the force” will be a key effort from now until rollout.

### **Grandfathering and Opting In**

The sergeant major said the question he hears most often about blended retirement is: “What will it mean to me?”

First, he said, all troops now serving are grandfathered and will be allowed to remain in the current system.

Those who have served in uniform for fewer than 12 years as of December 31, 2017, will have a choice to stay in the current system or to opt into the new retirement plan, Schultz said, and those who enter service after the blended retirement rolls out will automatically be covered by the new modernized retirement system.

### **Incentives, ‘Portability’ Built In**

The phase-in will, Schultz noted, both keep faith with those who could retire under the current system, and offer new options for what he termed a “portable” retirement benefit plan to those who will serve in the future.

The aspects that make the plan “blended” are automatic and matching government contributions in the Thrift Savings Plan, similar to a 401(k) and transferable on leaving service, for service members in the new retirement plan, and retaining lifetime monthly retired pay for those who serve at least 20 years.

The government will automatically contribute 1 percent of a member’s basic pay into the member’s TSP account even if the member contributes nothing. After 24 months of service, the government will match member contributions, dollar-for-dollar, up to the first 3 percent the member contributes and fifty cents per dollar for the next 2 percent the member contributes.

Thus, if a member contributes 5 percent into the member’s TSP account, the government will contribute an additional 5 percent (1 percent automatic plus 4 percent matching), Schultz said. Members who serve at least 24 months and then separate will be able to keep the government contributions and transfer them to a new employer’s retirement plan. For service members that stay in the military for a full career of 20 years or more, the new plan continues to offer monthly retired pay similar to today’s system, although it will be computed based on a length-of-service factor of 2 percent per year, instead of the 2.5 percent per year used in the current system.

“A mid-career bonus is in addition to the TSP account and the 20-year annuity modeled on the current plan,” Schultz said. The DoD will pay a bonus of at least two and a half months’ basic pay (one-half month for reserve and National Guard members not serving in a full-time capacity) to those service members who have served 12 years and who agree to remain in uniform for four more years.

Stay tuned during the coming months as additional information and opportunities to learn more about the new blended retirement system become available.

### **Hiring Surge Yields Lessons and Successes, Leaders Say**

*72ND AIR BASE WING PUBLIC AFFAIRS (FEB. 25, 2016)*

*John Parke*

TINKER AIR FORCE BASE, Okla.—The Oklahoma City Air Logistics Complex’s “1,000 hires in 100 days” initiative generated a new pool of nearly 1,400 qualified applicants—a welcome outcome for the ongoing hiring surge at one of the country’s largest Air Force maintenance depots, officials said.

“We are extremely pleased with the number of capable candidates who came forward with a desire to work for Oklahoma’s premier employer and to proudly help sustain the nation’s global air combat power,” Brig. Gen. Mark Johnson, OC-ALC commander, said.

“America’s mission at Tinker Air Force Base depends on outstanding applicants with experience ranging from entry level to highly skilled,” the general said. “With these numbers of qualified candidates and with more job seekers applying every day, I’m thrilled to see that the complex’s workforce needs will be met, most likely with room to spare.”

Two-hundred ninety applicants were hired during the initiative from Oct. 5 to Jan. 13. The OC-ALC employs about 9,000 people.

The ambitious goal of 1,000 hires in 100 days fell short, but the initiative led to valuable lessons learned that are being adapted at other Air Force installations that are hiring, the general said.

“While the initial goal wasn’t met, we anticipate meeting the 1,000 plateau by late May,” said Christina Lhamon, Air Force Sustainment Center director of Personnel. “The initiative drove much-needed improvements within the hiring process. The hiring initiatives will continue forward until end-strength goals are met.”

The job surge announcement last fall led to more than 2,000 people attending a Nov. 2 informational career fair in Midwest City. The Air Force Personnel Center received 4,747 OC-ALC applications during the 100 days. A total of 1,374 applicants were determined qualified as potential hires, officials said.

The vast majority of job seekers were Tinker-area candidates, but many people applied from surrounding states and nationwide locations, officials said.

One of the standout lessons was the power of social media, said Nicole Gage, chief of Manpower and Personnel with the 72nd Force Support Squadron. Current employees spreading the job opportunity message, along with nearly 22,000 visitors to Tinker's Facebook page, were vital in generating buzz about the hiring surge.

"We found that social media and friends and family are the most effective way to reach those seeking employment," said Robert Amundson, 72 FSS Civilian Personnel officer.

OC-ALC hiring professionals also streamlined pre-employment appointments.

"The tool to execute this difficult task was developed locally and is now being benchmarked across the Air Force Sustainment Center," said Dana Crowe, deputy director of Personnel, and David Traynor, AFPC OL staffing chief. "This streamlined initiative alone reduces the hiring time by 10 days and significantly eases the applicants' requirements."

The complex is looking for aircraft and engine mechanics, sheet metal mechanics and aircraft electricians, plus maintenance specialists in 26 other categories. Starting pay ranges from \$36,000 to \$48,000 a year.

Job opportunities are posted on <http://www.usajobs.gov>. Job seekers can narrow their search terms to Oklahoma City and Tinker Air Force Base. Applicants should pay thorough attention to each position's duties, qualifications, and required application documents, hirers said.

"We are certainly looking for experienced aerospace personnel to join our workforce, but we are also looking for individuals with painting, welding, electrical, avionics, and other maintenance-related skills," Gen. Johnson said. "We have a robust on-site training program providing hands-on experience to improve the proficiency of new hires in a supportive work environment."

### **Career in Science Can Help Nation, Work Says**

*DEPARTMENT OF DEFENSE NEWS, DEFENSE MEDIA ACTIVITY*

*(MARCH 4, 2016)*

*Lisa Ferdinando*

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Deputy Defense Secretary Bob Work yesterday encouraged students to consider a government career in science, saying it is a way to make a difference and serve the country.

The possibilities in the career field are seemingly endless, Work said, as he highlighted the department's pioneering achievements, and cutting-edge technologies under development to protect the warfighter and keep the nation safe. The students were visiting the Air Force Research Laboratory as part of Week at the Labs, a White House initiative held in conjunction with the White House Council on Women and Girls and the My Brother's Keeper initiative.

The deputy defense secretary noted that during the week, government labs throughout the nation opened their doors to thousands of young people—especially those in underserved communities—to spur interest in science and technology.

"We want to excite you about the work that we do and perhaps convince you that maybe you would like to serve as a member of the Department of Defense, either in research or even as part of the military," Work said.

### **'Cool Stuff' Like Robots, Spacecraft**

The deputy secretary highlighted "cool stuff" the Defense Department is working on, including spacecraft, stealth aircraft, exoskeleton suits, robot ships, artificial intelligence, and the most advanced unmanned aerial systems in the world.

"I know that if you had an opportunity to work on some of this stuff, you would be [as] excited as I am, and as are the people who work here at the Air Force Research Laboratory and throughout the United States," he said.

The Defense Department's mission of keeping the nation safe demands that it has the best men and women in its workforce, Work said.

The department, with a \$600 billion budget, has a "true secret weapon," the deputy defense secretary said—people. "For all the stealth bombers, and all the space systems and all the cyber stuff that we do, we couldn't do it without our people," he said.



Deputy Defense Secretary Bob Work presents his challenge coin to students from the Dayton, Ohio, area after speaking to them about technology and the Defense Department as part of a 'Week at the Labs' event at Wright-Patterson Air Force Base, Ohio, March 3, 2016.

DoD photo by Air Force Senior Master Sgt. Adrian Cadiz

### Inspiration in the Youth

Work thanked the youth for visiting Wright-Patterson Air Force Base and presented each person with a coin in appreciation.

"You, just like all of the young men and women who serve in the Department of Defense, inspire me every day," he said. "You very much represent the best our nation has to offer."

During the week, scientists, engineers, and lab workers throughout the nation will engage students in activities surrounding science, technology, engineering, and mathematics, Work said.

The deputy secretary pointed out that 70 federal laboratories in 20 states are taking part in the events, including nine DoD laboratories.

### Transitioning from a Performance-to-Contribution-based Pay System in AcqDemo

AIR FORCE MATERIEL COMMAND ACQDEMO TEAM LEAD  
(MARCH 10, 2016)

*Ted Singer*

WRIGHT-PATTERSON AIR FORCE BASE, Ohio —Training is in full swing for some 13,000 Air Force Materiel Command personnel scheduled to convert to the DoD Civilian Acquisition Workforce Demonstration Project (AcqDemo) pay system in June 2016.

During the training, employees are learning about the key differences in the performance management approach between the current system and the new system. While the current Legacy (GS/FWS) Performance Management Program bases the appraisal on how well a specified job is done (i.e., performance), in AcqDemo the appraisal is based on the value of the job to the mission of the organization. This is measured through the Contribution-Based Compensation and Appraisal System (CCAS) that links pay adjustments

to the individual's overall contribution to the organization's mission.

The paradigm shift from "performance" to "contribution" is a fundamental change in approach and underlying assumptions. The differences between the two are:

- Performance is a measure of how well an employee does what he/she is asked to do. This usually takes the form of giving the employee specific objectives and, at the end of the year, measuring how well the employee met those objectives.
- Contribution is a measure of the value of what an employee did. This usually takes the form of describing a continuum of work and job outcomes along a value scale from those of very low impact on the organization and its mission to those of very high impact. At the end of the year, the employee's work and work outcomes are measured and placed along this scale to determine their value.

Performance	Contribution
Defined relative to the job	Defined relative to the mission
Measures quality, quantity and timeliness	Measures level of work and value of results
Presumes a system of position classification	Replaces a system of position classification
Different factors and standards for different jobs at different levels	One unified set of factors and standards across many jobs and levels
Impacts pay within the pay range set for the job	Impacts pay and promotion across the entire pay range
Pays again and again for the same performance	Pays only for increases in contribution
Pay is symbolic reward-recognition for a job well done	Pay is "fair" compensation—an assessment of how much should be paid given the value of the work and outcomes the employee produced
Compensation is based on projected value	Compensation is based on demonstrated value
Position-based	Person-based

CCAS delivers a direct link between levels of individual contribution and the compensation received, focusing on employees creating impact, and provides a common set of contribution factors that state what is important to the mission of the organization. These factors are problem-solving, teamwork/cooperation, customer relations, leadership/supervision, resource management, and customer relations. Jobs done by individuals are evaluated against these contribution factors. The CCAS will:

- Promote increased fairness and consistency in the appraisal process
- Improve ability to compensate and reward employees in a timely manner commensurate with their contributions to the organization
- Better convey to employees the key factors associated with advancement in their job category
- Focus attention on measurable contributions and productivity.

The CCAS process consists of multiple steps and will be conducted online via the Contribution-based Compensation and Appraisal System Software (CAS2NET) tool. CAS2NET accounts will automatically be generated after conversion. A course covering contribution planning and writing self-assessments is currently under development and will be offered in the April to June timeframe to affected employees and their supervisors converting to AcqDemo.

Online courses for AcqDemo can be found at <http://acqdemo.hci.mil/training.html>. Training information may also be posted on Center AcqDemo sites, or can be found by contacting your Center's AcqDemo team.

For additional information on AcqDemo:

- Within AFMC, contact HQ AFMC/A1KA, 937-257-0112, DSN 787-0112
- DoD Civilian Acquisition Workforce Personnel Demonstration Project website <http://acqdemo.hci.mil/>.

*Editor's note: This is the third feature in a series of Acquisition Demonstration Project articles.*

### Update: Force of the Future Reforms Move Forward

DEPARTMENT OF DEFENSE NEWS, DEFENSE MEDIA ACTIVITY  
(MARCH 17, 2016)

Cheryl Pellerin

WASHINGTON—Force of the Future reforms are aligning military and civilian personnel rules with the 21st century, one of the program's architects said in a recent interview, noting that some revolutionary changes already are moving into place.

Brad R. Carson, senior advisor to the undersecretary of defense for personnel and readiness, told DoD News that one of the new family-friendly rules—extended maternity leave—will be effective almost immediately and another, egg freezing, will be covered by TRICARE starting Oct. 1.

Such changes in the personnel systems account for similar employee benefit developments in the private sector and for changing expectations of the millennial generation.

The secretary so far has announced two groups of reforms, Carson said. These are reforming practices to recruit and retain service members, and making changes to appeal more to service members and their families.

“Both [groups] have been wildly popular, we’ve found, [with] great support from the force, from senior leaders, and whole Facebook page is devoted to ... how this is going to revolutionize the experience of service members,” Carson said.

The first group of reforms included blended retirement, the establishment of a Defense Digital Service, designating a chief recruiting officer, and establishing an Office of People Analytics.

On blended retirement, Carson said today’s retirement system works only for those who have served for 20 years—a number that includes only 10 to 17 percent of service members. “We’ve tried to modernize the retirement system so that you take away something no matter how long you’ve served,” he said.

Service members will have a 401K plan that they can invest in immediately on entering the service, and after the third year the department will contribute to those plans.

On the Defense Digital Service, Carson said this is an arm of the U.S. Digital Service. The USDS is made up of software engineers and other experts from across the country who came in at the last minute in December 2013 to shore up the administration’s overburdened <http://www.healthcare.gov> website.

At the Defense Department, Carson said, such experts will come in and work for six months or two years and have a high impact. “That’s really our vision for Force of the Future—we want to have this kind of permeability between the private and public sectors,” he added.

### **Recruiting and Analysis**

On the chief recruiting officer and office of people analytics, Carson said the department is moving forward on both reforms.

### **Family Flexibility**

In the second tranche of family reforms, he said the department is moving rapidly on extending maternity leave, which it already has the authority to do, and asking Congress to help the department extend paternity leave.

Another initiative within the second group of reforms seeks to allow a service member, in exchange for an extra service obligation, to stay on a post longer than usual to stabilize their family or accommodate a spouse’s career.

“We’re not forcing the Services to do this—we’re giving them the tools [so that] if they want to use this as an incentive, they really can,” Carson said.

Another piece, flexible family planning, will make egg-freezing part of the TRICARE program, increase the number of lactation rooms in DoD facilities, and keep every military childcare center open for at least 14 hours a day, he said.

“We hope that we can at least start the implementation of most of these reforms over just the next few months,” he added.

“So, for example, maternity leave will be almost immediate. Egg freezing will be on Oct. 1. ... It may take a few months or even a couple of years to fully implement, but we can start immediately and get the ball rolling,” Carson said.

### **The Next Reforms**

Carson said the next big group of reforms, which are currently under review by the defense secretary, will include making the up-or-out system governing officer promotions more flexible, allowing lateral entry into the military, establishing technical tracks, and encouraging military departments to send more of their officers and senior enlisted to advanced civil schooling.

After that, he said, the department will announce reforms to the 700,000-employee civilian personnel system.

“The challenges are that the personnel system has been around for a very long time, and so there are a lot of rules and regulations that have been built up. Expectations and careers have been built around these rules,” Carson said.

“You have to measure twice and cut once when you think about changing the personnel system,” he added, “but we think we’re making some real progress by looking at what the needs of the force are—what families need.”

### **Carter: Complex Challenges Likely for Tomorrow’s Army Officers**

*DEPARTMENT OF DEFENSE NEWS, DEFENSE MEDIA ACTIVITY  
(MARCH 23, 2016)*

*Lisa Ferdinando*

WASHINGTON—The Army officers of tomorrow likely will face complex challenges in protecting the nation and staying one step ahead of adversaries, Defense Secretary Ash Carter said today at the United States Military Academy.

Carter spoke to the corps of cadets at West Point, New York, telling the approximately 4,400 men and women they soon will be responsible for defending the United States and helping to secure the world.

“It’s hard work, but it’s the most important and noble thing you can be doing with your lives,” Carter said.

Terrorism is among the five biggest evolving security challenges the United States is facing now, he said. In the wake of the terrorist attacks in Brussels, the resolve of the United States is only strengthened to defeat terrorism, he added.

“We’re accelerating our campaign against [the Islamic State of Iraq and the Levant], most immediately in Iraq and Syria. That’s where the parent tumor is,” he said.

“Make no mistake—we will defeat ISIL,” Carter said. “I’m completely confident in it. We want to get it done as soon as we can, but we will destroy ISIL.”

The other global security challenges of concern are Russian aggression in Eastern Europe, a China that is acting aggressively, North Korea, and Iran.

The United States does not have the luxury of choosing which threat it will have to address, Carter said. “We have to deal with them all—and you’re part of our plan to do so,” he told the cadets.

### **Current Global Challenges**

The Asia-Pacific region is the “single most consequential region to America’s future,” the defense chief said, noting that half of the world’s population lives there and half of the world’s economic activity takes place there.

A rising China is fine in the region, he said, but China acting aggressively is not.

On the Korean Peninsula, North Korea poses a challenge to regional security, the secretary said, and American forces on the peninsula stand ready to “fight tonight.”

On the threat of Iran, the accord reached last year on nuclear weapons is a “good deal in preventing Iran from acquiring a nuclear weapon,” Carter said. “We must still deter Iranian aggression, counter its malign influence in the region, and continue standing by and standing up for our friends and allies in the region,” he added.

### **Leaders of Tomorrow**

The cadets at West Point likely will face a whole host of new challenges when they are in the force over the next 10 or 20 years, Carter said. In the audience today could be a future chairman of the Joint Chiefs of Staff or the person who will be the chief of staff of the Army, he noted, adding that Army officers are strategic thinkers who are able to re-evaluate situations and come up with new approaches and ideas.

“This should be a lesson for our enemies: never underestimate the ingenuity of the American soldier,” he said. “We need to maintain that advantage forever.”

### **DoD Announces National Security Science and Engineering Faculty Fellows**

*DEPARTMENT OF DEFENSE NEWS, DEFENSE MEDIA ACTIVITY  
(MARCH 24, 2016)*

WASHINGTON—Fifteen university faculty scientists and engineers have been chosen as the 2016 class of National Security Science and Engineering Faculty Fellows, Pentagon officials announced.

The program awards grants to top-tier researchers from U.S. universities to conduct long-term, unclassified, basic research of strategic importance to the Defense Department, said Dr. Melissa L. Flagg, deputy assistant secretary of defense for research.

These grants engage outstanding scientists and engineers in the most challenging technical issues facing the department, Flagg said.

The current cohort comprises 32 Fellows—including a Nobel Prize Laureate, members of National Academies, five winners of the Presidential Early Career Award for Scientists and Engineers, and recipients of many other prestigious awards and honors, she added.

### **Underpinning Future DoD Technology**

Fellows conduct basic research in core science and engineering disciplines that underpin future DoD technology development, Flagg explained. The new Fellows will conduct basic research in the areas of quantum information science, neuroscience, nanoscience, novel engineered materials, applied mathematics and statistics, and manufacturing science.

The Fellows also will participate in the DoD research enterprise and share their knowledge and insight with DoD military and civilian leaders, researchers in DoD laboratories, and the national security science and engineering community, Flagg said.

Listed by name, academic institution, and topic area, the members of the 2016 class of National Security Science and Engineering Faculty Fellows are:

- Scott Aaronson, Massachusetts Institute of Technology, Quantum Algorithms
- Oscar Bruno, California Institute of Technology, Applied Math/Electromagnetism
- Marc De Graef, Carnegie Mellon University, Structural Materials
- Steve Elgar, Woods Hole Oceanographic Institution, Oceanography;
- Julia Greer, California Institute of Technology, Nano-architected Meta-materials
- Ali Jadbabaie, University Of Pennsylvania, Applied Math/Network Science
- Mark Kasevich, Stanford University, Quantum Sensing
- Wolfgang Ketterle, Massachusetts Institute of Technology, Quantum Emulation
- Daniel Koditschek, University of Pennsylvania, Applied Math/Robotics
- Ying-Cheng Lai, Arizona State University, Applied Math/Quantum Nonlinear Dynamics
- Jennifer Lewis, Harvard University, Manufacturing Science
- Aude Oliva, Massachusetts Institute of Technology, Cognitive Neuroscience
- Hongkun Park, Harvard University, Functional Materials
- Susanne Stemmer, University of California Santa Barbara, Electronic Materials
- Alan Willner, University of Southern California, Optics