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Original title on 712 A/B: __AF Operations Analyst Force Development Initiatives________

Revised title:________________________________________________________________________

Presented in (input and Bold one): (WG___, CG___, Special Session ___, Poster, Demo, or Tutorial):

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Standard Form 298 (Rev. 8-98)  
Prescribed by ANSI Std Z39-18
AF Operations Analyst (OA)  
Force Development Initiatives

Col Roxann Oyler  
AF Studies and Analyses Agency  
Chief Analyst  
MORSS June 2005
Discussion Topics

- Force Development
- Challenges
- Current Initiatives
- Metrics
- Request audience input
Total Force Development

Right Person ...  
Right Place ...  
Right Time...

Deliberate, connected, career-oriented development for Active Duty, Civilians and Reserve Components

Pillars of Force Development are built around desire to have both military and civilian senior leaders who are technically competent and who possess foundations in hard sciences and engineering disciplines.

SAF/AQR
“All the technology in the world cannot translate into real warfighting capability unless we train and prepare warfighters and analysts.

For this reason, we are operationalizing analysis” – SECAF
80% of development is life experiences on-the-job...you shape leaders by putting them in real-life situations

Noel Tichy
Former Head of GE's Leadership Development Institute
Integrated Action Plan Objective:
Enhance USAF planning & execution of full spectrum Warfare using Operations Analysts as force multipliers on the operational team

Warfighting Capability:
Ensure processes, policies, and tools are in place to support quick-turn analysis capability for combat ops

Operational Experience:
Assign analysts to Wing-level, NAFs and COCOMs to prepare and train for contingency situations

Force Development:
Recruit, train, and develop analysts to support AF operational and warfighting mission requirements
AF Operations Analysts
Career Field Characteristics

- Enter career field with variety of degrees
  - Math, statistics, OR, engineering, science, economics
- Support diverse functions - very limited ops experience
  - Personnel, intel, test & evaluation, logistics, acquisition, planning & programming, operations, etc
- OA career field capabilities not understood
- Lack initial OA technical training

Undergrad degree mix at accession

Math 62%
Science 7%
Eng 3%
CS 2%
Other 5%
OR 21%

ACC 17.28%, AETC 13.27%
AFMC 20.37%, AFOTEC 13.58%
HQAFSPC 6.79%, USAFA 7.41%
OTHER 21.30%
Career Field Mgt Challenges

- Identifying core OA members
- Instilling core identity among OAs
- Identifying/tracking OA experience, education & training
- Matching position requirements to analyst capabilities
- Determining OA functional training requirements
- Understanding operators/analysts capabilities
- Developing a career development path
- Identifying qualified personnel for career broadening
- Integrating OAs into operational teams
- Overcoming field grade OA manning shortage
- Growing requirements
Initiatives

- Developing a training and education plan
- Revising Air Force Specialty Code (AFSC) to readily identify core personnel and experiences
- Identifying career development opportunities and paths

“Analysis is like the live predator feeds…it’s crack…once senior leadership has tasted a little, they want more and more frequent”
Purpose: Develop ops analysts upon accession, pre-deployment, and throughout careers to provide a full range of analytical capabilities at all levels.

Background
- Need initial training & continuing education/trg to provide standard capability
- Heavy dependence on OJT and AFIT

Concept
- Develop modular and flexible training plan for technical and non-technical personnel
- Analyst 101 & pre-deployment trg initial focus
- Develop trg depth and breadth as required
Analyst 101 Topics

- **Purpose:** Develop analytical, operational and general skills/knowledge
  - Analytical Skills: OR tools/techniques, Statistics, Database mining, M & S
  - General skills/knowledge: Effective communication, History of OR, Overview of OR community & career field, Analyst in the AOC/analyst toolkit, Terminology, & Project Mgt
  - Intro to deployment

- **Short Term Training Options**
  - Use Best of the Best OJT
  - OR FAM (Ops Research Familiarization Course)
  - ALMC ORSA TAC, ORSA MAC
  - N81 on-line intro course
  - Develop Executive level training course
  - Seeking Suggestions:
Career Field Metrics

- **Current Metrics**
  - Promotion rates
  - Selection rates for Command
  - Selection rates for Development Education

- **Other Metrics to Consider**
  - # of personnel with OA training/education in OA and select jobs
  - # of senior leaders with OA training/education/experience
  - # of OA trained personnel with an ops tour or deployed exp

- **Audience Suggestions**
Summary

- Continue proactive functional advocacy for ops analysts
- Develop training and education programs
  - Entry level
  - Deployment
  - Continuing
- Develop and publicize career planning guidance
  - Ops experience critical
- SPREAD THE WORD

- Seek audience input/suggestions
End of Brief

Questions/Comments
Operations Research Familiarization (OR FAM) Course

- **Purpose**: Introduce analysis and OR techniques to operators assigned to analytical organizations

- **Background**:
  - Course also used as an intro to AF analysis and a refresher course
  - Course establishes basis for good lines of communication between analysts, operators and decision-makers

- **Syllabus includes**: Descriptive, Inferential and Nonparametric Statistics; Regression; Probability; Design of Experiments; Decision Analysis; Modeling/Simulation; Analysis Methods; Queuing Theory

- **Current Status & Way Ahead**:
  - Five-day course offered quarterly at various locations
  - Modify course to better meet objectives for ops & analysts
  - Use as interim Analyst 101 tech training course
Pre-deployment training

Topics
- Operations Analyst’s Toolkit
- Air Power and Joint doctrine fundamentals
- Links between OA and Air Power (Data Sources)
- Roles and Responsibilities

Training resources/courses
- Participation in AF/Joint Exercises as an OA
- In-residence courses
  - AOC FAM (Familiarization) Course – 1 week
    https://afc2tig.hurlburt.af.mil/505trg/505trs/courses.htm
  - JAOP (Joint Air Operations Planning) Course - 2 weeks
  - CWPC (Contingency Wartime Planning) Course - 2 weeks
    http://www.cadre.maxwell.af.mil/warfarestudies/cwpc
Pre-deployment training

Training resources/courses (con’t)

Online courses

- The Air & Space Power Course
  http://www.apc.maxwell.af.mil

- The Warfighter Planning Course
  http://www.cadre.maxwell.af.mil/warfarestudies/wpc/start.htm

- The AFFOR Staff Training Course
  http://www.affor.maxwell.af.mil

- Navy N81 Operations Analysis Course
  https://ucso1.hq.navy.mil/n81/