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Headquarters U.S. Air Force

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AF Operations Analyst (OA) Force Development Initiatives



U.S. AIR FORCE

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



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Discussion Topics

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



Total Force Development

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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



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Force Development Train and Prepare



“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



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Force Development Experience

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





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Developing Operations Analysts Thru Functional Mgt

Integrated Action Plan Objective:

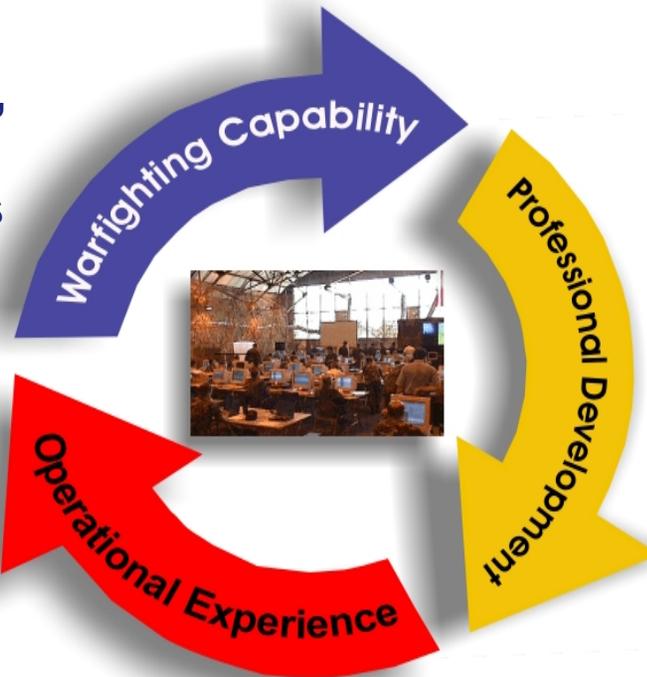
Enhance USAF planning & execution of full spectrum Warfare using Operations Analysts as force multipliers on the operational team

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:

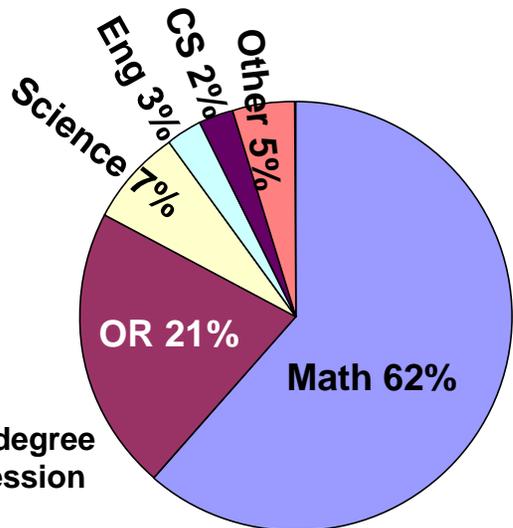
Recruit, train, and develop analysts to support AF operational and warfighting mission requirements



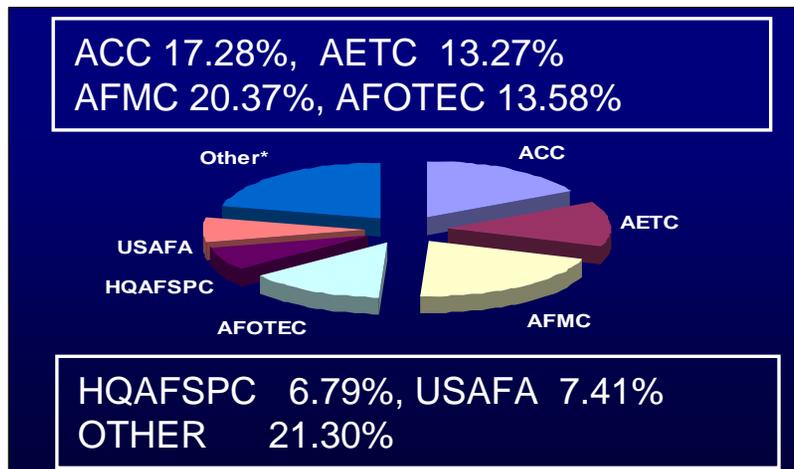
AF Operations Analysts Career Field Characteristics

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- 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





Career Field Mgt Challenges

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- **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**



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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”**



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Analyst Education and Training Program

- **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

**AIR FORCE
ANALYST
EDUCATION
& TRAINING**

DEVELOPING OPERATIONS
ANALYSTS TO SUPPORT
THE WAR FIGHTER AS A
COMPONENT OF FORCE
DEVELOPMENT

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Analyst 101 Topics

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- **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:*



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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

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- 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*



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End of Brief

Questions/Comments



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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



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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
<http://www.cadre.maxwell.af.mil/warfaresstudies/jaop/jaop.htm>
- CWPC (Contingency Wartime Planning) Course - 2 weeks
<http://www.cadre.maxwell.af.mil/warfaresstudies/cwpc>



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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/warfaresstudies/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/>