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| Please use the same title listed on the 75th MORSS Disclosure Form 712 A/B. If the title of the presentation has changed please list both.) | DEPLOYED ANALYST HANDBOOK |

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**PRESENTED IN:**

| WORKING GROUP: | 22 |
| COMPOSITE GROUP: |  |
| SPECIAL SESSION 1: |  |
| SPECIAL SESSION 2: | Army Special Service Session |
| SPECIAL SESSION 3: |  |

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**Deployed Analyst Handbook (DAHB)**

**Center for Army Analysis (CAA) 6001 Goethals Road Fort Belvoir, VA 22060-5230**

**Approved for public release, distribution unlimited**

*See also ADM202526. Military Operations Research Society Symposium (75th) Held in Annapolis, Maryland on June 12-14, 2007, The original document contains color images.*
Deployed Analyst Handbook (DAHB)

As of: 13 June 2007
Derived from: Multiple Sources
Declassify on: X1/X6
Cover sheet regraded to UNCLASSIFIED when separated from document

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Agenda

- Background
- Purpose
- Scope
- Method
- Approach
  - Informal Review
  - Formal Review
- DAHB Outline
- Distribution
- Way Ahead
Background

The U.S. Army’s Operations Research and Systems Analysis (ORSA) community is one of the largest organizations of ORSAs in the world; however, there has been little if any doctrine development on the strategic, operational, or tactical use of personnel, beyond DA PAM 600-3.

Without such doctrine, it is difficult to inform the decision maker what skills and abilities ORSAs possess and how ORSA personnel may contribute to the mission.
# Framework for Doctrine Development

## Doctrinal Employment Of ORSA Personnel (DEOP)

<table>
<thead>
<tr>
<th>Commander's Handbook (CDRHB)</th>
<th>Deployed Analyst's Handbook (DAHB)</th>
<th>FM/etc. Submissions</th>
<th>Institutional Publications</th>
</tr>
</thead>
</table>

### Common Core Material
The Deployed Analyst Handbook is intended to provide deploying analysts with a quick reference overview of expectations and types of analysis that a forward deployed analyst may encounter in supporting the warfighter.

- Gives the deployed analyst a **general orientation** and an **ongoing reference** to many of the key issues and situations that a deployed ORSA will face.

- Contains **collective experiences** and **best practices** of many who have served as deployed analysts.
Deployed Analyst’s Handbook highlights the analyses and functions that a deployed analyst may execute to support the decision making process.

Handbook also provides the analyst with several examples of analysis conducted by previously deployed analysts.

Distribution of DAHB to all ORSAs through ALMC, FA 49 Qualification Course, post on FA 49 AKO portal, email, etc.
Method: Multi-Faceted Approach

Survey: Analyze surveys received, use results to assist in development of doctrine content

Literature Review: Conduct a broad literature review for basis of contextual reference

Contributions: Infuse ORSA doctrine in Army/Joint revisions to supplement/reinforce a stand-alone Handbook

Peer Review: Review and feedback at MORS Conf. 30 JAN – 1 FEB 07 and analysts that provided input to Deployed Analyst Survey

Survey (Oct 06)

Literature Review

Contributions to DA/JP Revisions

Peer Contributions

DRAFT Deployed Analyst’s Handbook

Informal Review

18-31 JAN 07

Formal Review

23 FEB – 6 MAR 07

Published: Deployed Analyst’s Handbook

MAR - APR 07

Deployed Analyst’s Handbook: Capture CAA’s institutional knowledge on our profession. Of note, deployed analysts return to our organization.
Informal Review

- Received comments (199) from the following agencies:
  - CAA
  - TRAC-Monterey
  - TRAC-FLVN
  - AMSAA
  - ATEC-OTC
  - AMC
  - G3 Battle Command
  - DAMO-CI
  - Various previously deployed analysts

- Comment examples:
  - Formatting and grammatical corrections
  - Restructure flow of handbook
  - Remove symbols and Joint force structure
  - Add chapter on “Preparing to Deploy”
  - More detail on data cleaning
Received comments (232) from the following agencies:
- TRAC-WSMR
- TRAC-FLVN
- Army Capabilities Integration Center (ARCIC)
- DUSA-T&E

Consisted primarily of substantive and administrative comments.
DAHB OUTLINE

i. Preface
ii. Introduction
   a. How to use handbook
   b. Motivation to use handbook
1. Communicating OR Capabilities
2. The Operations Research Military Context
3. Data Management Methods
4. Data Analysis Techniques
5. Representing Information
6. Survey Development/Analysis
7. Contributions to Planning/Estimate of Situation
8. Effects Based Assessments
9. Reachback Capabilities
10. ANNEXES
    A. Lessons Learned
    B. Problem Solving Format
    C. Statistical Analysis
    D. Resource Allocation Models
    E. Network Flow Models
    F. Critical Path Method
    G. Insignia for U.S. Military
    H. Glossary
DAHB Distribution

- Handbooks Distributed: (Total – 222)
  - Division and Corps Analysts (Non-deployed) -9
  - Division and Corps Analysts (deployed) and other deployed analysts (OEF/OIF) – 59
  - CAA - 6
  - AMSAA – 6
  - TRAC – 24
  - ATEC – 5
  - MCCDC - 4
  - COCOM/Major Commands – 15
  - ALMC – 60
  - G1 – 5
  - G3 – 5
  - G8/Proponency – 10
  - 1448 Meeting – 10
  - International – 1 (Germany)

- Handbooks in reserve at CAA (deploying analysts, MORS, O-Course, etc.) – 80

- Two pdf versions located at the following website:
  
  https://www.us.army.mil/suite/page/137989
DAHB Way Ahead

- Obtain feedback from analysts that had handbook prior to deployment
- Revise handbook as necessary to incorporate operational changes
- Disseminate changes via email and posting on internet (FA49 AKO Portal)
Questions