



73rd MORSS CD Cover Page

UNCLASSIFIED DISCLOSURE FORM CD Presentation

712CD

For office use only 41205

U.S. AIR FORCE 21-23 June 2005, at US Military Academy, West Point, NY

Please complete this form 712CD as your cover page to your electronic briefing submission to the MORSS CD. Do not fax to the MORS office.

Author Request (To be completed by applicant) - The following author(s) request authority to disclose the following presentation in the MORSS Final Report, for inclusion on the MORSS CD and/or posting on the MORS web site.

Name of Principal Author and all other author(s): **Col Roxann Oyler**

Principal Author's Organization and address:

**Air Force Studies and Analyses Agency
1570 Air Force Pentagon
Washington DC, 20330,1570**

Phone: _703-588-6970

Fax: __703-696-8779

Email: _Roxann.Oyler@pentagon.af.mil

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):

This presentation is believed to be:

UNCLASSIFIED AND APPROVED FOR PUBLIC RELEASE

Integrity - Service - Excellence

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 23 JUN 2005		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE AF Operations Analyst (OA) Force Development Initiatives				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Air Force Studies and Analyses Agency 1570 Air Force Pentagon Washington DC, 20330,1570				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES See also ADM201946, Military Operations Research Society Symposium (73rd) Held in West Point, NY on 21-23 June 2005. , The original document contains color images.					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT SAR	18. NUMBER OF PAGES 18	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

Headquarters U.S. Air Force

Integrity - Service - Excellence

AF Operations Analyst (OA) Force Development Initiatives



U.S. AIR FORCE

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



U.S. AIR FORCE

Discussion Topics

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



U.S. AIR FORCE

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



U.S. AIR FORCE

Force Development Train and Prepare

A faded background image showing several military personnel in flight suits and uniforms, possibly in a training or operational environment. One person in the foreground is looking down, while others are visible in the background.

***“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***



U.S. AIR FORCE

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





U.S. AIR FORCE

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:

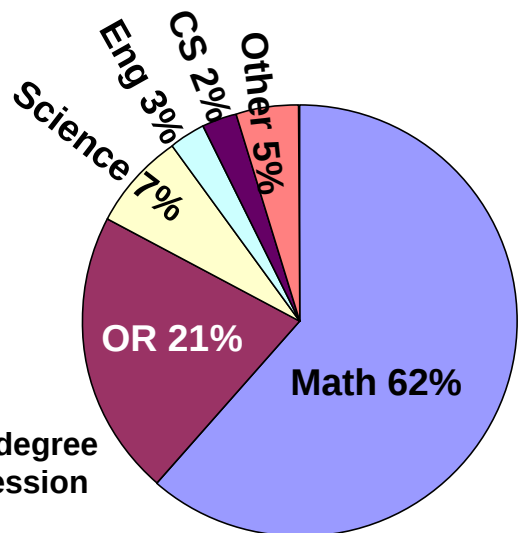
Recruit, train, and develop analysts to support AF operational and warfighting mission requirements



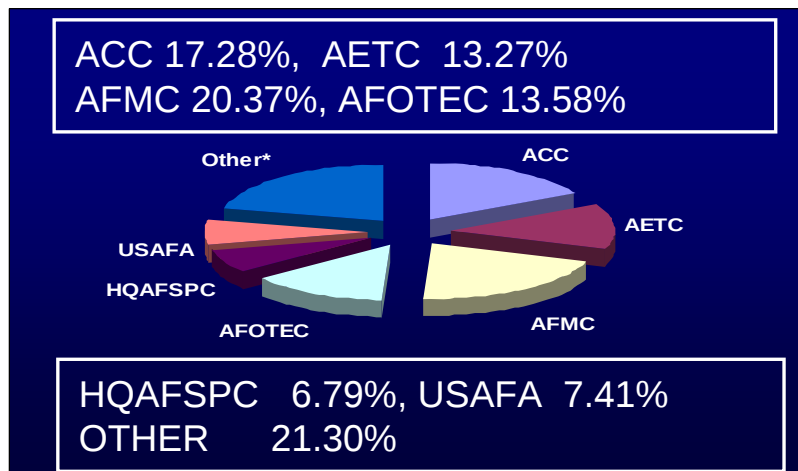
U.S. AIR FORCE

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





U.S. AIR FORCE

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**



U.S. AIR FORCE

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”**



U.S. AIR FORCE

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





U.S. AIR FORCE

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:*



U.S. AIR FORCE

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***



U.S. AIR FORCE

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***



U.S. AIR FORCE

End of Brief

Questions/Comments



U.S. AIR FORCE

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



U.S. AIR FORCE

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



U.S. AIR FORCE

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/>