

# **The Center for Army Analysis**

**Presidential Management Fellows Program**  
2020 Information Guide



DEPARTMENT OF THE ARMY  
CENTER FOR ARMY ANALYSIS  
6001 Goethals Road, Suite 102  
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Dear PMF Finalist:

Congratulations on being selected as a Presidential Management Fellow program finalist! You overcame the many challenges necessary to become a finalist. Now you must find the right fellowship to begin your professional journey.

This handbook will familiarize you with the PMF program at the Center for Army Analysis. It provides an overview of the CAA, a description of the Operations Research and Systems Analyst career program, training opportunities available to CAA PMFs, and opportunities for PMFs to become leaders in the Defense Department.

You have many opportunities to learn about the agencies to which you can apply. The host organization and its interpretation of the intent of the PMF program are very important factors in your decision-making process. As a PMF finalist, you will likely have a variety of positions from which to choose, each with its own merits. The following are some points to consider when comparing the available opportunities and positions:

- What position is offered by the agency's PMF program?
- Is the position in a career field that utilizes your skills and abilities? Will the position further your career goals?
- Does the agency's PMF program encourage initiative?
- What are the opportunities for external rotations?

- Is the position management-oriented or technical in nature?
- What comprises the agency's PMF training program?
- What training is available and required?
- Is it possible to perform a variety of work assignments throughout the organization?
- What are the growth and development opportunities available to you during and after the PMF program?
- What is the agency's policy regarding your post-fellowship placement?
- Are leadership opportunities available?
- What career development opportunities are typically available after conversion?
- What career implications are associated with the particular position?
- Does the career field have broad application across federal government agencies and in the private sector?
- Does the organization offer the career track that you desire?
- Is advancement to higher grades possible without changing jobs, organizations, or relocating?

I encourage you to continue reading this informational booklet to learn more about the CAA PMF program and compare the program to other available opportunities. Once again, congratulations on your selection as a PMF finalist.

Sincerely,

Martin Dubbs  
CAA PMF Coordinator



## Center for Army Analysis

**CAA** is the recognized authority on the independent analysis of land warfare interests in a joint and combined context.

CAA's people, processes and products directly support Army organizations and leaders, operational forces, and coalition operations on the most important strategic challenges and national security.

Historically, CAA has conducted studies for the benefit of the Army Staff, the Major Army Commands, many of the Army Secretariat organizations and selected Combatant Commands. On a recurring basis, CAA has lead responsibility for conducting Total Army Analysis, which examines Army force structure alternatives. Also, CAA participates in studies in support of the the National Defense Strategy, the National Military Strategy and the Defense Planning Guidance.

**Mission:** Conduct decision support analyses across the spectrum of conflict in a Joint, Interagency, Intergovernmental and Multinational context to inform critical senior level decisions for current and future national security issues.

**Core Competencies:** Wargaming; data science; strategic and operational analysis, Army force capabilities and structure evaluation; Army forces design; campaign analysis.

**Center for Army Analysis PMF Program Mission:** Recruit, train, retain and develop highly qualified candidates to commit to and pursue the mission, goals and tasks of this organization and serve as Operations Research Analysts within the Center for Army Analysis.

# **ORGANIZATIONAL SYNOPSIS**

- Conducts analysis for senior Army leaders, the Defense Department, NATO partners and other agencies across a range of subject areas, including irregular warfare, stability operations, air and missile defense, quality of life issues affecting all members of the Army family and noncombatant evacuation
- Core competencies include data science, wargaming, modeling and simulation, and campaign analysis
- Provides direct support to operational commanders by deploying analysts to active theaters of operation
- Stations strategic partners within key Combatant Command headquarters and the Pentagon to provide accurate and timely analysis
- About 100 employees
- A Department of the Army Field Operating Agency, under the Deputy Chief of Staff for Programs (G-8)
- Located at Fort Belvoir, Virginia, in the National Capitol Region (nine miles south of the Pentagon)





# CAA DIVISIONS

- Strategic Wargaming (SW)
- Campaign Wargaming (CW)
- Campaign Analysis (CA)
- Force Strategy (FS)
- Deployment & Enablers Analysis (DE)
- Operations Analysis (OA)
- Resource Analysis (RA)





# POSITION DESCRIPTION

As an operations research analyst at the Center for Army Analysis, a PMF applies qualitative and quantitative methods to problems and decisions related to Army planning and programming issues at the theater or higher level.

PMFs will serve as team members and team leaders for analytical studies.

Successful candidates will possess both a qualitative and quantitative analytical background and a willingness to apply their skill set to solving problems related to the Defense Department and the Department of the Army.

Current and past CAA PMFs have had backgrounds in a variety of areas, including public policy, public administration, security studies, economics and STEM fields. Ideal candidates typically possess exemplary literacy and data science skills.

Candidates must be eligible for a secret clearance. PMFs are encouraged to obtain a Top Secret clearance soon after beginning their fellowship to broaden their rotational opportunities.



# QUALIFICATIONS

**Candidate Evaluation:** The primary requirement of operations research work is competence in the rigorous methods of scientific inquiry and analysis rather than in the subject matter of the problem. Therefore, applicants should have knowledge of research methods and quantitative analysis.

Some positions may require knowledge of a specific subject area such as computer programming, advanced mathematics, irregular warfare, in-depth knowledge of regions, for example Africa or the Middle East.

Knowledge of or experience with international relations, political science, the organization, structure and operations of the Defense Department, in addition to the quantitative or technical skills mentioned above is particularly desirable to CAA.

It is vital that candidates not disqualify themselves. Interested candidates are encouraged to provide all transcripts to the CAA PMF program coordinator for an informal evaluation of their coursework, to include AP exams and placement testing.

**Basic Requirements:** A degree in operations research or at least 24 semester hours in a combination of courses requiring substantial competence in college-level mathematics or statistics.

At least 3 of the 24 semester hours must have been in calculus.

Applicants' transcripts will be evaluated to ensure that they meet the minimum educational requirements for the target position of Operations Research Analyst, Series 1515.

**Evaluation of Education:** Qualifying courses for operations research positions may have been taken in departments other than Operations Research.





The following are illustrative of acceptable courses: quantitative analysis courses for which college-level mathematics or statistics is a prerequisite; optimization; mathematical modeling; queueing theory; engineering; physics (except descriptive or survey courses); econometrics; psychometrics; biometrics; experimental psychology; physical chemistry; industrial process analysis; managerial economics; computer science; measurement for management; mathematical models in social phenomena; and courses that involved application of operations research techniques and methodologies to problems of management, marketing, systems design and other specialized fields.

Courses in theory of probability and statistics are highly desirable, but are not specified as minimum educational requirements because to do so would possibly exclude some applicants who would otherwise be well qualified.



# PMF PROGRAM AT CAA

The CAA PMF program is focused on developing future leaders and senior analysts for careers within the Department of the Army and the Defense Department. For this reason, the CAA PMF program is designed to allow PMFs the greatest amount of flexibility and individual initiative possible.

CAA PMFs are given the opportunity to take immediate responsibility and lead on a variety of challenging projects.

PMF finalists who may be interested in pursuing a position at CAA should bear in mind that CAA is neither an intelligence agency nor a policymaking organization.

CAA's core strength is rigorous, impartial analysis that impacts policy through the policymakers for whom it is done. PMFs will, by necessity, interact with both the intelligence community and policymakers on a routine basis.

Beyond minimal requirements set by the Office of Personnel Management and the Department of the Army, PMFs are encouraged and expected to seek out and cultivate training opportunities that are uniquely suited to their developmental needs and career goals.

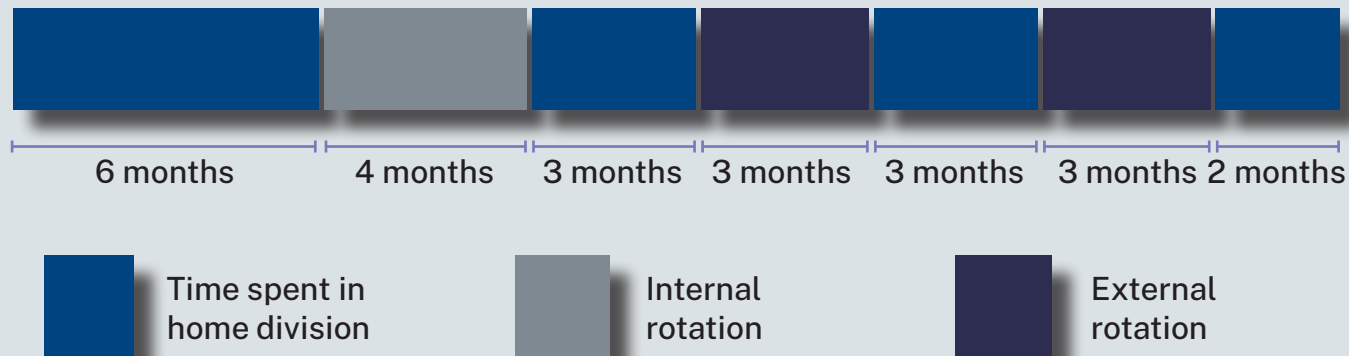
The CAA PMF program does not provide PMFs with a scripted, predefined fellowship experience. The strength of the CAA PMF program lies in the freedom of PMFs to choose a diversity of assignments, rotations and training opportunities, and the development of strong analytical skills.

Rotational assignments and training hone and diversify the PMF's leadership skills and expand professional knowledge.

By the end of the program, a typical PMF will have completed hundreds of hours of training, participated in numerous analytical projects and completed no less than one study as a



## Sample Timeline of 2-Year CAA PMF Experience\*



\* Throughout this period, you will also receive continuing education and attend seminars, conferences and training.

study director, two rotations outside of CAA and one rotation within CAA.



### Developmental Assignments, External Rotations, Training, Mentoring and Analytical Skills Combine for Success

**Home Division:** CAA requires that PMFs work as part of a long-term, home division. All CAA PMFs provide input for their home division assignment prior to coming on board.

The CAA PMF program ultimately seeks to align the skills and interests of the PMF with the needs of the agency to determine the best fit. The home division provides the PMF with a secure, stable environment from which to conduct the fellowship, as well as consistent leadership and mentoring uncommon in most PMF programs.

PMFs typically spend the first six months of the fellowship in their home division, learning about the agency, the Army and the Defense Department and developing the core analytical tools and skills of operations research. PMFs return to their



home divisions between rotations. At CAA, you are a valued and integrated member of your home division.

**Internal Rotation:** CAA requires PMFs to complete one internal four-month rotation. The internal rotation allows the PMF to better understand the relationships between CAA’s analytical divisions, their functions, build professional relationships, and learn different analytical methods and applications.

The PMF selects the internal rotation in consultation with mentors and fellow analysts.

**External Rotations:** External rotations provide CAA PMFs with

opportunities to experience working in other organizations and to broaden their own professional horizons. External rotations are selected by the PMF, the PMF coordinator, and the external agency.

The duration of an external rotation is typically three months, and targets elements of the Army Staff and other DoD agencies. However, rotations outside of DoD are permissible as long as the PMF will gain knowledge and skills applicable to their work at CAA and long-term career development.

External rotations can offer drastically different project and leadership opportunities and are of immense value to the



PMF. Therefore, PMFs are required to develop a detailed PMF Memorandum of Understanding with the gaining agency to ensure they receive the promised opportunities.

**Development of Analytical Skills:** By the end of the CAA PMF program, all CAA PMFs must be capable of working in their assigned Operations Research and Analyst Position at the appropriate grade (GS-1515-13).

In addition to rotations and participation in analytical studies, each PMF must complete the appropriate type and amount of training necessary to develop the knowledge, skills and abilities to function successfully as an operations research analyst at the end of the fellowship.

With the assistance of leaders and mentors, each PMF drafts an Individual Development Plan detailing the required and elective training. Some specific courses are described in the requirements sections.

Formal training only develops a portion of analytical skills. The real work (and fun) occurs when analytical and critical thinking skills are put to the test. Each PMF participates in studies as a team member to develop analytical and critical thinking skills, and as a study director where they manage, defend, and brief their analytical work. Each project passes before an analytic review board and is reviewed by CAA leadership.

Training opportunities at CAA continue long after the fellowship ends. CAA has a strong commitment to continuing education, evident in its military history program, developmental assignments, support for additional graduate-level education and a variety of other programs.

After three years with the Army, analysts are also able to take advantage of additional training funds through Career Program 36, a training program unique to the Army. These enable CAA employees to maintain and improve their analytical skills throughout their careers.



**Army and Leadership Training:** Every professional organization has its own language and culture. The Army is no different. CAA PMFs receive training on the organization and functions of the Army and career development as an Army civilian.

These courses offer an opportunity to learn more about the formal processes of the Army and about leadership within the Army. CAA PMFs also have opportunities to attend OPM courses on leadership within the federal government and attend PMF orientation and graduation.

**Individual Development Plan:** The analytical skill development, rotations, and training are all organized and balanced in an Individual Development Plan.

The IDP is a dynamic document, developed by the PMF, mentors and supervisors, and the PMF coordinator, which outlines the PMFs goals and the means to achieve these goals. The IDP is the map of a PMFs fellowship and is supplemented by formal bi-annual counseling sessions during which specific goals and a performance plan are established by the PMF and the PMF's home division.





**WHERE DO YOU WANT TO GO?**

# CAA PMF OPPORTUNITIES

**Some of the opportunities you'll have as a PMF at CAA include:**

- External rotations throughout government
- Internal rotations in CAA research divisions
- Participation in joint and combined war games
- Participation in exchanges with the Army analytic community's international counterparts
- Professional and leadership training
- Conference attendance
- Military Operations Research Society annual and special symposiums
- Army Operations Research Society symposium
- Continuing education coursework in operations research
- Military History Program (Speakers have included Ralph Peters and Robert Kaplan)
- Army civilian "greening" programs for gaining experience with Army organizations, equipment, and culture





# TRAINING & DEVELOPMENTAL REQUIREMENTS

## CAA Requirements

- Complete a 4-month internal rotation
- Complete 2 external rotations of 3 months each
- Completion of a CAA study/project as study director, to include analysis review boards and documentation
- Complete the Action Officer Force Integration Course through the Army's online Civilian Education System

## Department of the Army Requirements

- Complete the Foundation Course through the Army's online Civilian Education System

## Office of Personnel Management Requirements

- Agency-approved Individual Development Plan that sets forth specific developmental activities
- A minimum of 80 hours of formal classroom training each year of fellowship
- One full-time developmental assignment of at least 4 months in a functional area related to the targeted position





# CAA PMF ACCOMPLISHMENTS

CAA has recruited PMFs since 2001 with great success. Current and former CAA PMFs can be found throughout government and private industry in a variety of positions, both in and outside of operations research.

## *PMF alumni at CAA*

Tom (Class of 2007) – Force Strategy

Adam (Class of 2008) – Strategic Wargaming  
Deployments – Afghanistan, 2010; Djibouti, 2013

Martin (Class of 2009) – International Programs Manager  
External Rotation  
Operations Analysis Directorate, Marine Corps Combat  
Development Command

Deployments – Afghanistan, 2012, 2015, 2018

Sarah (Class of 2013) – Strategic Wargaming  
External Rotations

Director’s Development Group, Defense Intelligence Agency  
Operations Support Division, U.S. Army Manpower Analysis  
Humanitarian Information Unit, State Department  
Program Analysis Division, Office of the Secretary of Defense  
Deployment – Afghanistan, 2017

Josh (Class of 2013) – Strategic Wargaming  
External Rotation

Force Structure & Investment Branch, Office of  
Management and Budget

Claire (Class of 2015) – Strategic Wargaming  
External Rotations

Office of Central Asian Affairs, State Department  
Office of Enterprise Data & Analytics, Department of Health &  
Human Services

Deployment – Afghanistan, 2017

## *Current CAA PMFs*

Robert (Class of 2018) – Operations Analysis  
External Rotations

Deputy Assistant Secretary of Defense for Special  
Operations and Combatting Terrorism  
Army Program Executive Office for Enterprise Information  
Systems



# **FREQUENTLY ASKED QUESTIONS**

## **What will be my final pay grade when I complete my fellowship?**

CAA PMF positions are ladderred over three years to GS-13 so that a Fellow generally will start as a GS-9 and then, subject to meeting performance requirements, be promoted each year until he or she reaches the full performance pay grade of GS-13. Promotions beyond GS-13 are competitive and based upon availability of openings within CAA.

## **Will I be allowed to conduct external rotations to other agencies or organizations?**

Yes, CAA PMFs are highly encouraged (required) to conduct two external rotations in accordance with aforementioned criteria.

## **What security clearance level will be required?**

A Secret level security clearance is required and a Top Secret is highly encouraged to expand rotation opportunities. Details about clearances can be discussed with the CAA PMF coordinator.

## **Does CAA have a student loan repayment plan for PMFs?**

Yes. PMFs are eligible for student loan repayment based upon their performance. After conversion to a permanent position, CAA employees are eligible for continued student loan replayment based upon performance.

## **Does CAA or the Army pay for international assignments or rotations?**

Although technically permitted, PMF assignments outside of the Washington, D.C., area are rare due to budget limitations. However, CAA often chooses to fund PMF travel to support its missions and the PMF's professional development. Agencies that wish to fund

a PMF's external rotation with their organization can and have done so previously.

### **When would I start?**

A PMF's start date will vary based upon a number of factors. Applicants can discuss the anticipated start date for the position to which they are applying with the CAA PMF coordinator. PMFs should be aware that start dates are affected by the time required to complete a background investigation and final adjudication of the Secret clearance.

### **Does CAA pay relocation costs?**

Yes. Relocation costs are paid in accordance with Army regulations.

### **Can PMFs deploy overseas?**

As with international assignments, cost is the primary prohibiting factor preventing PMF deployments. However, one of CAA's core competencies is to provide reach-back support for forward-deployed warfighters. CAA has numerous forward-deployed analysts working in support of current operations and has deployed more than 100 analysts in support of the war on terrorism. In addition, CAA maintains numerous strategic partner positions in the Pentagon and with Combatant Commands. Upon conversion to a permanent position, PMF alumni often volunteer to become deployed analysts or strategic partners.

### **How flexible is CAA on the quantitative requirements?**

The Office of Personnel Management sets the requirements for Series 1515, Operations Research Analyst positions. CAA is only considering candidates who fully meet the minimum educational requirements. However, PMF finalists who do not meet the

minimum requirements may seek rotational opportunities with CAA.

### **What training and development opportunities are available at CAA after conversion?**

CAA realizes that quality analysts never stop learning. The agency seeks to foster this spirit in its analysts through a number of programs, including student loan repayment, funding of advanced degrees and continuing education, rotational assignments as strategic partners, deployments, the operations research continuing education program, guest speakers and a military history and reading program. CAA also encourages its analysts to take advantage of numerous Army-funded technical training and leadership development programs.

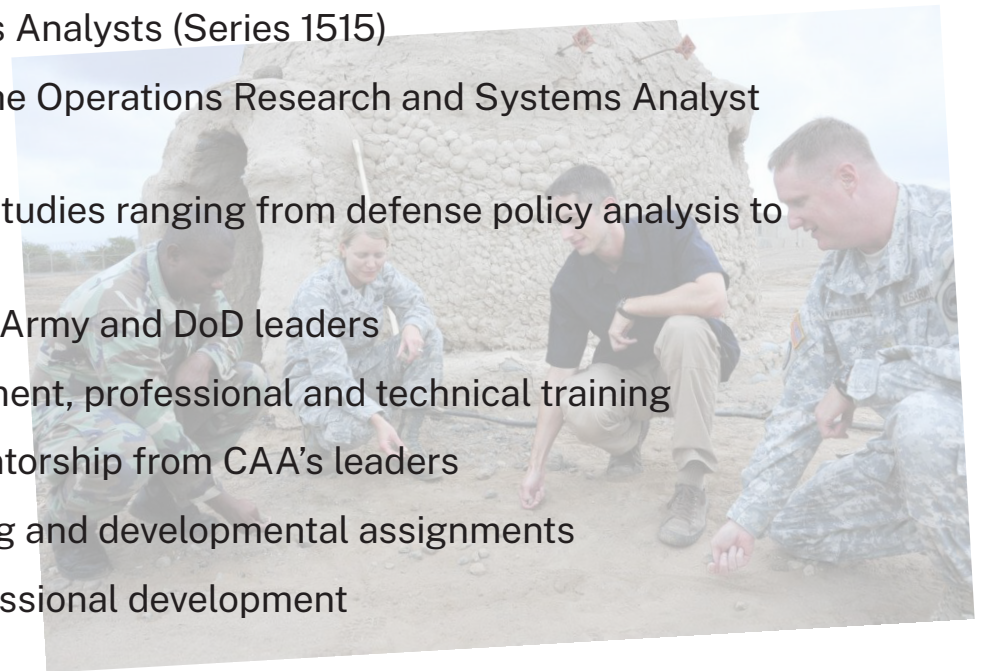
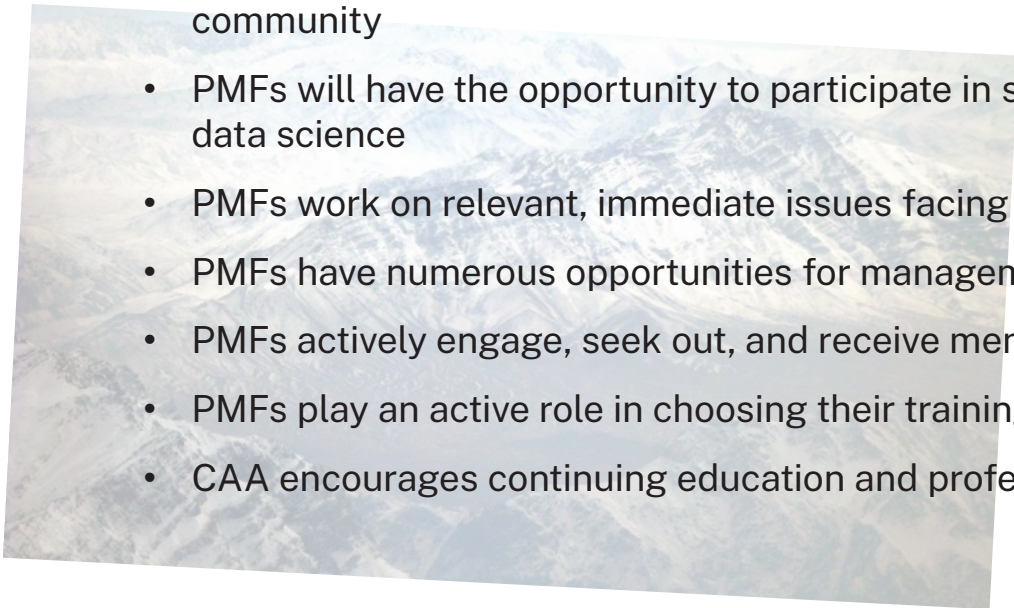






# CAA PMF PROGRAM FACTS

- The CAA PMF program is in its 19th year.
- Five PMF alumni and one current PMF work at the agency.
- PMFs work as Operations Research and Systems Analysts (Series 1515)
- CAA has the tools an analyst needs to thrive in the Operations Research and Systems Analyst community
- PMFs will have the opportunity to participate in studies ranging from defense policy analysis to data science
- PMFs work on relevant, immediate issues facing Army and DoD leaders
- PMFs have numerous opportunities for management, professional and technical training
- PMFs actively engage, seek out, and receive mentorship from CAA's leaders
- PMFs play an active role in choosing their training and developmental assignments
- CAA encourages continuing education and professional development







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