CENTER FOR ARMY ANALYSIS
6001 GOETHALS ROAD
FORT BELVOIR, VA 22060-5230

CAA-2022039

CAA ANALYST PROFESSIONAL DEVELOPMENT GUIDE

FEBRUARY 2023

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14. ABSTRACT
The Center for Army Analysis (CAA) has a long tradition of employing and developing high-performing analysts. CAA leadership has consistently supported employee professional development by resourcing both formal and informal training opportunities. The purpose of the CAA Analyst Professional Development Guide is to provide CAA civilian and military analysts a reference document to assist them in determining which professional development opportunities to pursue as they plan their career progression. The guide identifies expected knowledge, skills, and abilities for CAA analysts and leaders by career phase. This guide can aid supervisors as they assist their subordinates with career development and planning and in setting expectations for annual reviews.

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CSCA-ZA

MEMORANDUM FOR CAA ANALYSTS

SUBJECT: CAA Analyst Professional Development Guide

1. The Center for Army Analysis (CAA) Analyst Professional Development Guide provides CAA's civilian and military employees performing analysis a reference document to assist them in determining which professional development opportunities to pursue as they plan their career progression. The guide identifies expected knowledge, skills, and abilities for CAA analysts and leaders by career phase.

2. This guide can aid supervisors as they assist their subordinates with career development and planning and in setting expectations for annual reviews.

3. This guide will be updated to conform with any Army or Department of Defense policy changes. This guide will be updated as professional development opportunities listed within the guide change or additional relevant opportunities become available.

4. The POC for updates to this guide is Sarah Stewart, sarah.e.stewart38.civ@army.mil, (703) 806-5689.

Encl

Steven A. Stoddard, Ph.D.
Director

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1 INTRODUCTION

1.1 Background

The Center for Army Analysis (CAA) has a long tradition of employing and developing high-performing analysts who are both military officers and civilian employees. CAA leadership has consistently supported professional development by resourcing both formal and informal training opportunities, but the absence of a codified professional development guide has made it difficult for analysts to discern which opportunities to seize to achieve their respective career goals. In 2014, a group of analysts within CAA developed a framework for analyst career development. Based on a discussion of the framework at the October 2021 Management Planning Conference, CAA leadership directed the creation of a professional development guide that is applicable for all CAA analysts.

1.2 Purpose

The purpose of the CAA Analyst Professional Development (CAPD) Guide is to provide CAA military and civilian analysts with a reference document to assist them in identifying professional development opportunities that they should pursue as they plan their career progression. The guide identifies expected knowledge, skills, and abilities (KSAs) for CAA analysts and leaders by career phase. This guide can aid supervisors as they assist their subordinates with career development and planning and in setting expectations for annual reviews and officer evaluations.

1.3 Scope and Limitations

This guide is applicable to all analysts within the General Schedule (GS) 7-15 grades as well as all military officers between O-3 to O-6 across all seven CAA analytic divisions; it is inclusive of position requirements, background, and experience.

The CAPD framework is neither a prescriptive path toward, nor guarantee of, a desired career end state. Career opportunities are not guaranteed to be available or permitted for all CAA analysts at a desired time; analysts and supervisors must negotiate to balance individual development through desired career opportunities against CAA mission requirements. The CAPD framework is not intended to cover all career development possibilities for a civilian analyst at CAA. The same holds true for officers as there are many variables outside the control of CAA that dictate a military officer's timeline at any duty station. Department of the Army Pamphlet (DA PAM) 600-3, *Officer Professional Development and Career Management*, remains the developmental guide for an officer's career. The framework within the CAPD will supplement DA Pam 600-3 and address the typical opportunities for military officers during a standard 3-year assignment at CAA.

1.4 Definitions

The CAPD framework identifies three career end states at CAA: CAA analyst, direct leader, and organizational leader. Typically, civilian analysts within CAA start as a CAA analyst, some transition into a formal leadership position. Similarly, military officers typically start at CAA as an analyst and may transition into a formal leadership position during their assignment or return for another assignment as a direct or organizational leader.

- CAA Analyst – Produces or supports analytical studies and communicates the results to address operational and institutional Army considerations within CAA's core competencies (e.g., study member or study director).

- Direct leader – A formal CAA supervisory position focusing on CAA operations; CAA analysts' face-to-face or first-line leadership (i.e., Division Chief).

- Organizational leader – A Senior Executive CAA supervisory position focusing on CAA's role in the Army and analytic community (e.g., Technical Director or Chief of Staff).

There are four pillars for CAA analysts and leaders as presented in the CAPD framework: technical, functional, leadership, and communication. These pillars are the foundation for all CAA analysts and leaders.

- Technical – Ability to build analytically sound tools, methods, and products.

- Functional – Familiarity with operational and institutional Army considerations (e.g., doctrine, structure, systems, and processes).

- Leadership – Aptitude in influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.[1]

- Communication – Application of active listening and engaging communication techniques, paired with sensitivity to cultural factors, to generate a shared understanding and situational awareness.[2]

Within each pillar are KSAs expected of all CAA analysts and leaders. The KSAs outlined in this guide provide guidance to CAA analysts and leaders within each pillar.

- Knowledge – A body of information applied directly to the performance of a function.[3]

- Skills – A person's productive capacities, extended or acquired via training, experience, and education.[4]

- Abilities – A competence to perform an observable behavior or a behavior that results in an observable product.[5]

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[1] Army Doctrine Publication (ADP) 6-22.

[2] Ibid.

[3] Office of Personnel Management, USAJOBS: https://www.usajobs.gov/Help/faq/job-announcement/KSAs/

[4] Army Talent Management Strategy, 18.

[5] Office of Personnel Management, USAJOBS: https://www.usajobs.gov/Help/faq/job-announcement/KSAs/.

2 CAA ANALYST PROFESSIONAL DEVELOPMENT FRAMEWORK

CAA analysts possess a diverse array of knowledge, skills, and abilities; and CAA's core competencies have broad application across a variety of operational and institutional Army problems. It can be challenging for a CAA analyst to understand how to plan and manage their career path, leveraging the opportunities afforded by CAA. This chapter presents the CAPD framework and explains its utility for CAA analysts and leaders to plan their career progression.

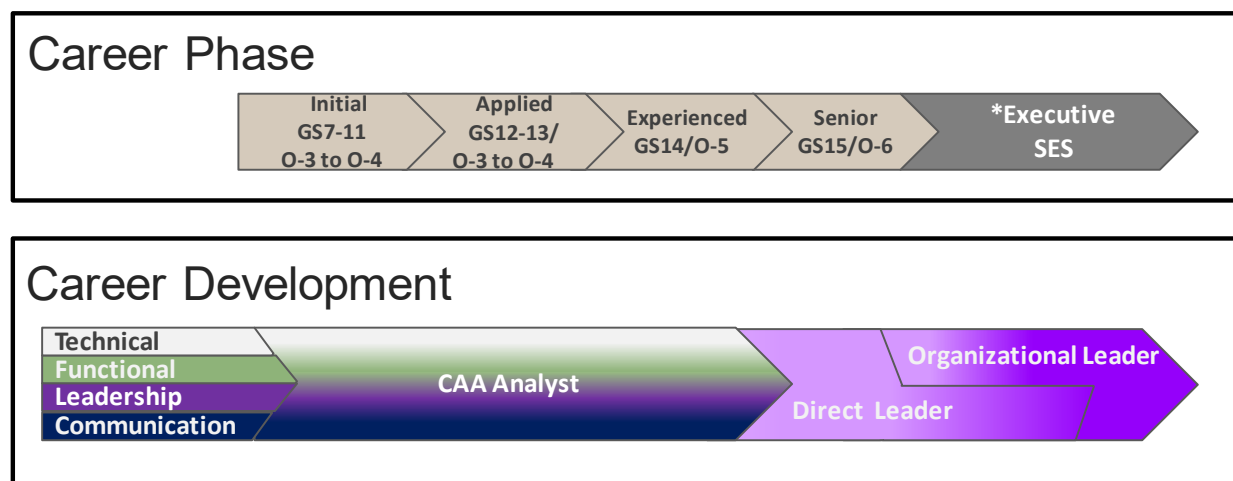Figure 1 shows the CAPD framework, separated into two elements: Career Phase and Career Development.

Figure 1: CAA Analyst Professional Development Framework.

The Career Phase portion describes career phase levels, with their associated GS and military grades, at CAA: Initial, Applied, Experienced, Senior, and Executive*. The chart shows the succession of career phase levels; analysts are not required to progress through all phase levels. Additionally, civilian analysts need not attain GS-15 before appointment to the Senior Executive Service (SES). GS-14s and GS-15s are eligible for SES. For military officers, it is important to note that an individual's career and transition timeline into FA-49 or other functional areas serves as a significant differentiator between officers of similar rank. For example, an officer who transfers to FA-49 as a mid-level O-3 may have three years sharpening their ORSA skills at their initial assignment and transition to CAA for their second ORSA assignment as a O-3 already operating at the applied level. Contrastingly, a junior O-4 who transfers into FA-49 and goes directly to graduate school followed by an assignment at CAA will enter at the initial level as a mid-grade O-4. For this reason, the expectations for O-3s and O-4s are highlighted in both the initial and applied phases.

The Career Development portion describes three general career end states at CAA (CAA analyst, direct leader, and organizational leader) as well as the four CAPD framework pillars (technical, functional, leadership, and communication). The framework assumes that every CAA civilian working within one of the seven CAA analytical divisions is considered a "CAA analyst;" some

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* Not covered in this guide; APPENDIX E contains more information on the Executive career phase.

CAA analysts may transition into a formal direct or organizational leadership role as their respective careers progress. For military analysts, DA Pam 600-3 identifies positions at analytical agencies such as CAA as developmental and broadening assignments for O-3s through O-5s.[6] Generally, the CAPD framework categorizes all CAA military officers in the grades of O-3, O-4, and O-5 as CAA analysts. Military O-6s fill roles as both direct leaders and organizational leaders as the senior military advisors within the organization.

2.1 CAPD Career Paths

CAPD career paths are a progression toward career goals while enhancing KSAs and balancing individual opportunities and interests with agency and division needs. As CAA analysts progress toward their career goals, their career planning will be informed by KSAs, opportunities, interests, and needs of the agency.

While there is a significant difference between military and civilian analysts' standard timelines at CAA, both military and civilian analysts are individually responsible for planning and affecting their own career paths. Each CAA analyst needs to contemplate their career goals, e.g., what is their desired career end state at CAA or within the Army? A CAA analyst needs to identify their interests, e.g., what division(s) they would like to support or analytic position(s) they would like to hold, and their current KSAs for each of the four pillars identified in the CAPD framework. Once a CAA analyst understands these, they can plan their career progression, i.e., what opportunities they will seek to further develop the KSAs for each CAPD pillar. Direct and organizational leaders must deliberately balance their subordinate's career progression against division and agency mission requirements and resources through proactive and transparent discussions. Additionally, the direct leader is responsible for providing feedback on the analyst's career path, their current KSAs, and agency and division expectations to ensure the career path is feasible and suitable.

Direct and organizational leaders possess insight and understanding that will benefit CAA analysts as they plan their career progression and determine their career path. CAA analysts should take advantage of the organizational leaders' insights and feedback by scheduling career discussions as needed.

2.2 Pillars of CAA Analyst Professional Development

Throughout their careers, CAA analysts progress within the four CAPD framework pillars: technical, functional, leadership, and communication. While it is not expected that CAA analysts will be proficient in all pillars at the initial phase of their career, nor be equally developed across all pillars at any phase in their career, they are expected to be able to identify their KSAs within each of the pillars and strive to develop each pillar as needed based on their individual career path.

Tables 1 through 4 show the expected KSAs of CAA analysts and direct leaders throughout each career phase for each pillar in the framework. The cells in these tables are the minimum expectations for a particular career phase; CAA analysts are expected to have the KSAs of all

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[6] DA Pamphlet (DA-PAM) 600-3.

previous career phases. Leaders at CAA are expected to possess all the KSAs in the chart, though their focus shifts from conducting analysis to leading people and the agency. KSAs for both military and civilian analysts are consistent across the four pillars but differ at the O-3 and O-4 levels based upon the individual timeline of an officer's transition into a functional area as discussed previously. O-5s, regardless of their transition timeline into the branch, are expected to possess both the initial and applied KSAs while operating at the experienced phase at CAA.

This guide assumes that all CAA analysts and leaders possess the minimum eligibility requirements and values identified in their position description. The KSAs in tables 1 through 4 are in addition to these attributes. Table 1, the technical pillar, is partial to Operations Research Systems Analysis (ORSA) based KSAs, but comparisons can be made for other branches and functional areas.

Technical			
	Knowledge	Skills	Abilities
Initial GS-7 to 11 / O-3 to O-4	Understands basic analytical techniques.	Utilizes computer software, tools, or models to solve problems.	Able to apply appropriate OR techniques within software, tools, and models to contribute to or produce analytical results.
Applied GS-12 to 13 / O-3 to O-4	Understands advanced OR techniques and can compare tradeoffs of analytical techniques.	Modifies or develops computer software, tools, or models to solve problems.	Able to forecast or anticipate and make changes needed in computer software, tools, or models to produce analytical results.
Experienced GS-14 / O-5	Understands the integration of multiple analytical techniques.	Manages computer software, tools, or models or integration of multiple software tools and models.	Able to integrate multiple OR techniques within computer software, tools, or models to guide or produce analytical results.
Senior GS-15 / O-6	Understands the applicability of current or emerging analytical techniques to division core competencies.	Able to shape the evolution of computer software, tools, and models to ensure division readiness to meet emergent challenges. Balance tradeoffs between technical methods and constraints.	Able to prioritize studies to maximize division impact and deepen technical experience within the division. Able to develop work program appropriate to division technical capabilities.

Table 1. CAPD Framework Pillar Expected KSAs (Technical).

Functional			
	Knowledge	**Skills**	**Abilities**
Initial GS-7 to 11 / O-3 to O-4	Understands basic knowledge of Army doctrine, structure, systems, and processes, and the Army's role in national defense.	Conducts research specific to Army doctrine, systems, and processes.	Applies understanding of Army doctrine, systems, or processes with appropriate analytical methods to contribute to or produce analytical results.
Applied GS-12 to 13 / O-3 to O-4	Develops expertise within an Army system or process. Understands Army doctrine and the application of the military decision-making process.	Adapts current expertise to evolving or novel Army doctrine, systems, and processes.	Applies understanding of evolving or novel doctrine, systems, and processes and how they influence and affect the validity of analytical results.
Experienced GS-14 / O-5	Understands multiple Army systems or processes up to the enterprise level. Understands joint doctrine and planning processes.	Adapts current expertise to evolving or novel Army or joint doctrine, systems, and processes. Perceives impact on the Army beyond immediate analysis.	Applies enterprise-level understanding of Army or joint doctrine, systems, and processes to guide or produce analytical results.
Senior GS-15 / O-6	Understands Army and Joint enterprise-level processes including political, operational, and economic influences.	Adapts enterprise expertise to evolving or novel Army or joint doctrine, systems, and processes. Balances sponsor needs with division capabilities and resources.	Distinguishes existing studies by timeliness of issue emergence primarily in legacy or ongoing efforts. Able to develop work program appropriate to division functional capabilities.

Table 2. CAPD Framework Pillar Expected KSAs (Functional).

Leadership			
	Knowledge	**Skills**	**Abilities**
Initial GS-7 to 11 / O-3 to O-4	Self-awareness (strengths and weaknesses).	Time management. Organizational skills. Interpersonal and relational skills as part of a team.	Leads oneself. Takes ownership for self-development. Proactively contributes to study effort.
Applied GS-12 to 13 / O-3 to O-4	Team members' capabilities (strengths and weaknesses). Team dynamics.	Team management (peer leadership, interpersonal tact, identifies conflict, etc.).	Able to lead a study team for a sponsor.
Experienced GS-14 / O-5	Army leader development framework (Army Doctrine Publication 6-22).	Mentoring and coaching. Conflict management.	Able to direct multiple related study efforts.
Senior GS-15 / O-6	Army military and civilian human resource systems.	Counseling and performance review. Creates opportunities to support and incorporate analysts into division camaraderie. Management and stewardship of division resources.	Ensures that division analysts work towards desired career paths. Facilitates an inclusive and diverse work environment. Compares and shifts division priorities by available division resources, analysis capability, and sponsor need.

Table 3. CAPD Framework Pillar Expected KSAs (Leadership).

Communication			
	Knowledge	**Skills**	**Abilities**
Initial GS-7 to 11 / O-3 to O-4	CAA formats and Army correspondence (Army Regulation (AR) 25-50)	Uses communication, word processing, and presentation software. Actively listens. Effective public speaking and technical writing.	Communicates (written and oral) study results to CAA leadership.
Applied GS-12 to 13 / O-3 to O-4	CAA Study Directors' Guide and Headquarters, Department of the Army (HQDA) staffing processes.	Interprets sponsor needs to develop study plan. Communicates the applicability, reliability, and limitations of analysis to study sponsors.	Communicates (written and oral) study results to sponsors.
Experienced GS-14 / O-5	Group dynamics and behavior.	Group facilitation, negotiation, and mediation skills.	Tailors communications appropriate to the audience. Facilitates large group workshops or events with senior decision makers.
Senior GS-15 / O-6	Public relations and strategic messaging.	Influencing and consensus building. Communicate the applicability, reliability, and limitations of analysis to senior decision makers.	Guides internal review, external presentations, and official documentation. Manages sponsor expectations especially for contradictory findings. Expresses the span of CAA core competencies that may be available and relevant to sponsors.

Table 4. CAPD Framework Pillar Expected KSAs (Communication).

In general, Tables 1 through 4 apply to all CAA analysts regardless of division or position. CAA analysts can find more detail on the specific KSAs for each division through discussions with the CAA direct leaders.

2.3 CAA Analyst Career Development Balance

Within CAA's analytic workforce, CAA analysts have different KSAs and interests. There is a balance between the four CAPD pillars that each CAA analyst must determine for their own careers. Technical proficiency cannot come at the expense of further development in leadership and communication. Conversely, functional insights valued by the sponsor must also translate

to CAA core competencies and continue to inform the relevance of CAA analyses. Additionally, CAA analysts need to balance their technical and functional breadth versus depth. Some CAA analysts may be more of a functional or technical expert depending on their position requirements, interests, background, or experience level, but all CAA analysts require a mixture of technical and functional expertise. The CAA leadership neither requires nor desires that all CAA analysts develop the same functional and technical expertise. The leadership also does not require or desire that all CAA analysts broaden their technical and functional KSAs to the same levels. This breadth versus depth balance is also subject to change as a CAA analyst's career progresses. CAA analysts can be technical experts, functional experts, or can have less concentrated expertise in both. Similarly, CAA analysts who are technical experts may naturally lose some of that concentrated (deep) expertise as they grow broader in their experience and KSAs.

Every CAA analyst can be assessed on each of the CAPD pillars based on their current KSAs and their own desired career goals and interests, as visualized in Figure 2. This balance across the pillars is subject to change as a CAA analyst's career progresses. This visualization can help the CAA analyst understand where they are currently and identify areas for professional development as needed depending on their own career path.
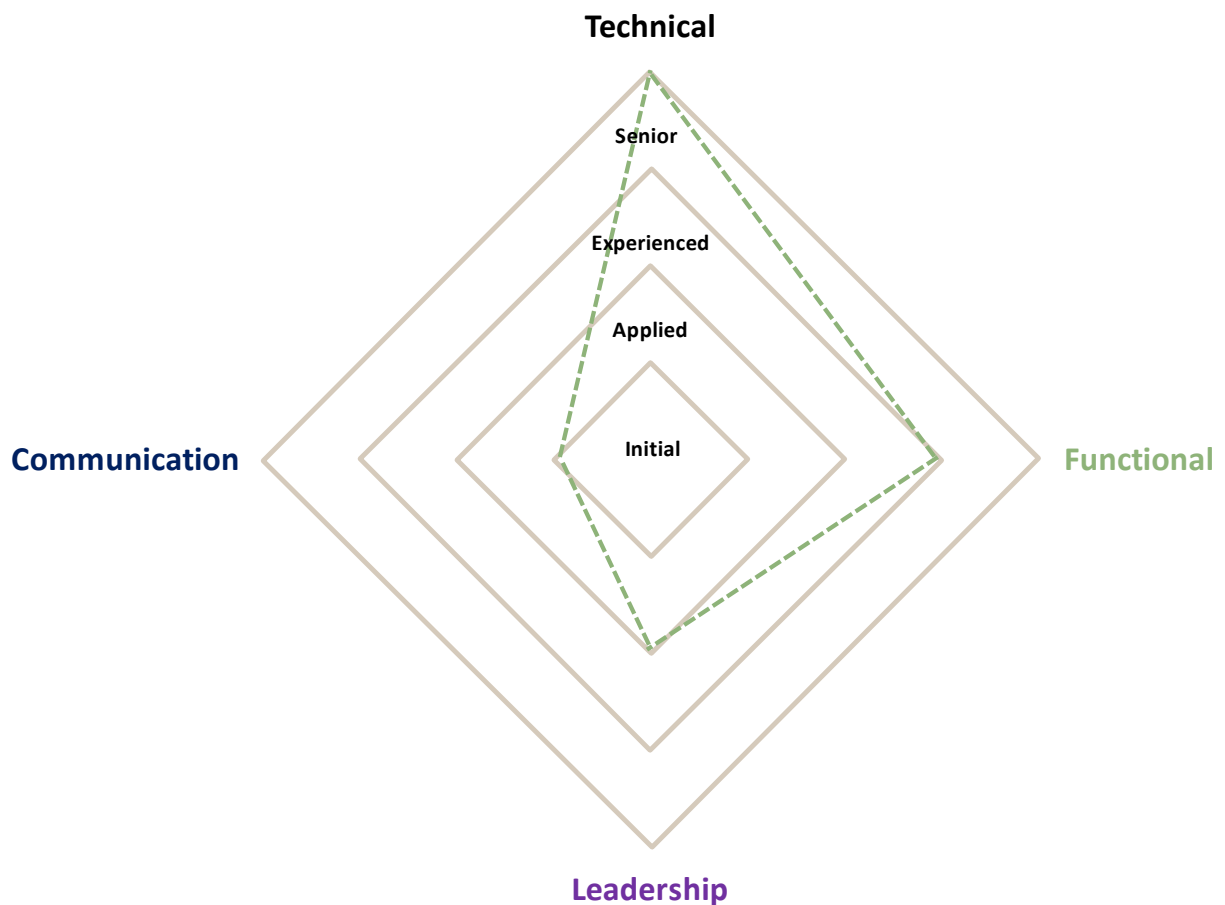

Figure 2. CAPD Framework Pillar Balance.

Figure 2 shows each of the four CAPD pillars by the CAPD career phase levels, initial through senior. The green dashed line represents an *example* assessment of a CAA analyst's current KSAs by pillar. The CAA analyst and direct leader should do this assessment utilizing the expected KSAs by pillar and career phase levels shown in Tables 1-4 in this guide. This assessment should be discussed during counseling sessions to understand the CAA analyst's current KSAs, evaluate performance for the prior year, set expectations for the coming year, and plan future professional development opportunities. The CAA analyst and direct leader should consult Figure 3 in the section 2.4 of this guide when planning future professional development opportunities. It is up to the CAA analyst and their direct leader to determine if the current assessment of the analyst's KSAs are sufficient to meet division expectations and position requirements. The senior career phase level KSAs are not necessarily required for all analysts in all positions at CAA.

CAA leadership recognizes that a CAA analyst's goals and interests may also change over the course of their career in support of their personal situations and responsibilities impacting their career development and support to the agency.

2.4 Career Progression Planning Opportunities

There are many opportunities a CAA analyst or leader can take advantage of throughout their time at CAA. Figure 3 shows professional development opportunities broken down by CAPD career phase, pillar, and analyst type. The intent of Figure 3 is to highlight relevant opportunities to help further develop or enhance KSAs within the four CAPD pillars recommended at certain career phases. Education for military analysts is more structured and traditionally completed as part of a Permanent Change of Station (PCS) move throughout their career. This does not dictate that military analysts should not continue their education while at CAA, but just that many of the listed courses while mandatory, are not available to them during their time within CAA. The Civilian Education System (CES) Foundation course is mandatory for all civilians and the Basic, Intermediate, and Advanced courses are mandatory for select opportunities. Using the KSA by pillar assessment shown in Figure 3, the analyst and direct leader can determine appropriate development opportunities to seek. These are suggested opportunities based on feedback from across the analytic divisions. Figure 3 shows generalized opportunities that CAA analysts can use to help plan their career progression. CAA civilian and military analysts should use the Army Career Tracker at https://actnow.army.mil/ to create an individual development plan for career progression. APPENDIX C contains more details and resource information in the referenced sub-sections for each box listed in Figure 3.
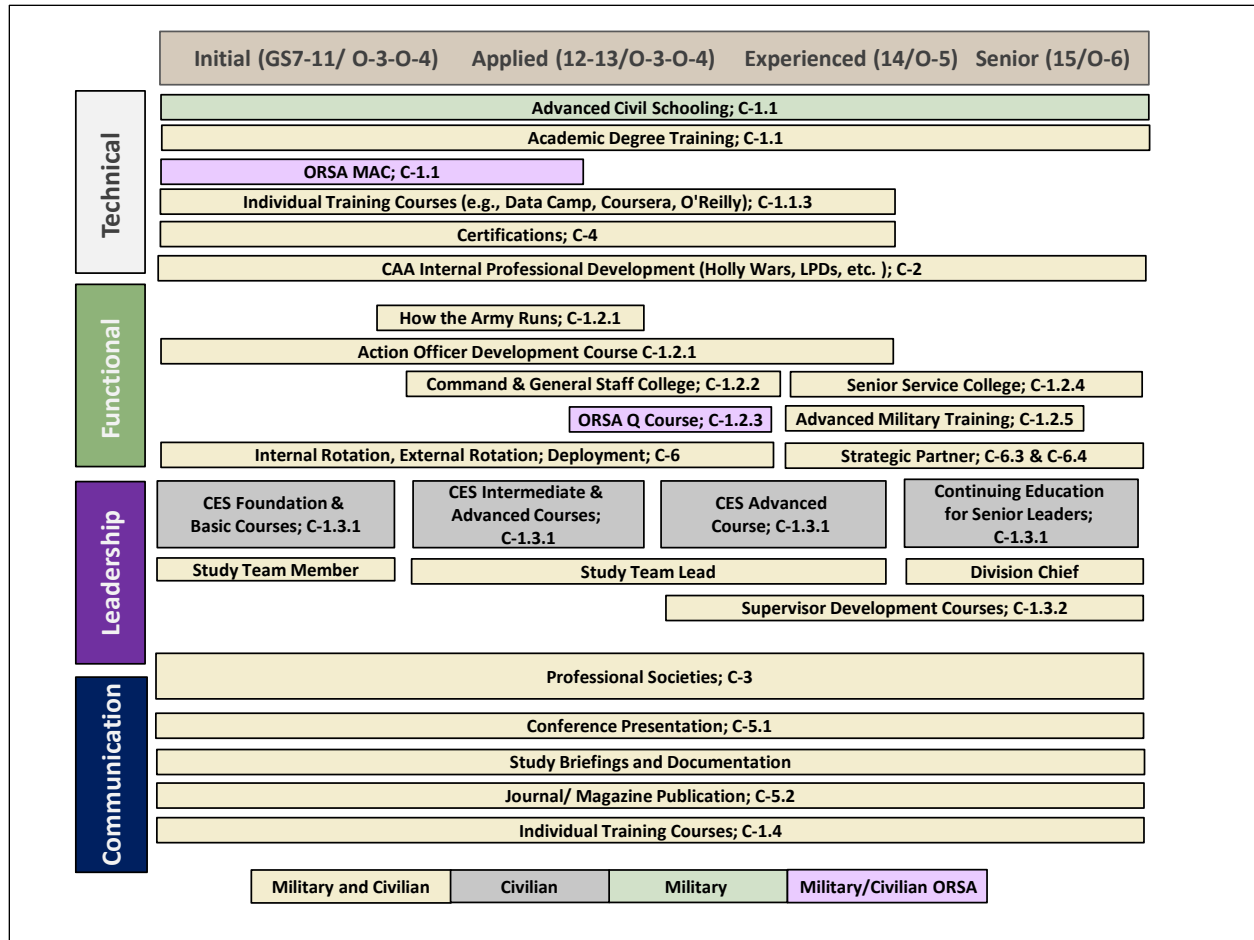
Figure 3. Example Career Progression Opportunities.

2.5 Direct and Organizational Leader Competencies

Although all CAA analysts are leaders in some capacity, some CAA analysts desire to transition into, or return to, fulfill a *formal* leadership position, either as a direct leader (i.e., Division Chief) or as an organizational leader (e.g., Technical Director or Chief of Staff). All leaders must retain and continue to develop their technical, functional, communication, and leadership KSAs; however, they transition from conducting analysis to leading analysts and the agency, and thus their balance across the pillars shifts.

Direct leader's day-to-day involvement is important for successful division performance. They direct actions, assign tasks, teach, coach, encourage, give guidance, and ensure successful completion of tasks or missions. They also develop others through coaching, counseling, mentoring, and setting the example. [7]

Organizational leaders exercise leadership through the direct leaders responsible for leading the divisions that comprise CAA. Organizational leaders establish a climate that supports their direct leaders. Subordinate organizations (CAA's Divisions) do not depend on daily guidance

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[7] ADP 6-22

from their organizational leaders to be successful. Organizational leaders are responsible for communicating intent two echelons down (to the CAA analysts) and understanding intent two echelons up. Organizational leaders operate within commanders' intent and communicate that intent to subordinates as a means of providing room for subordinate initiative and decreasing the number of decisions they must personally make to keep the organization operating effectively. Organizational leadership includes responsibility over multiple functions. Organizational leaders regularly and personally interact with their subordinates. They make time to verify that reports and briefings match their own perceptions of the organization's progress toward mission accomplishment. Organizational leaders use personal observation and visits by designated personnel to assess how well subordinates understand their intent and to determine if they need to reinforce or reassess the organization's priorities.[8]

Table 5 lists specific core competencies for direct and organization leaders.

	Direct Leader	Organizational Leader
Core Competencies		Additional Competencies
Leading	• Leads others. • Builds trust. • Extends influence. • Leads by example. • Communicates.	• Extends influence beyond the organization. • Uses the staff as a communication tool. • Uses persuasion to build teams and consensus.
Developing	• Prepares self. • Creates a positive environment. • Develops others. • Stewards the profession.	• Builds team skills and processes. • Encourages initiative and acceptance of responsibility. • Chooses talented staff leaders.
Achieving	• Gets results. • Improves performance. • Gives feedback.	• Provides direction, guidance, and clear priorities. • Masters resources and systems. • Understands and synchronizes systems. • Assesses to ensure mission success and organizational improvement.

Table 5. Direct and Organizational Leader Core Competencies.[9]

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[8] Ibid.

[9] Ibid.

3 CONCLUSION

Each CAA analyst, whether civilian or military, will have a unique career path; a continuously evolving balance between their goals, interests, KSAs, available opportunities, and agency or division needs. CAA analysts are responsible for identifying their desired end state or career goals, which division(s) or position(s) they are most interested in, and what their current KSAs are. Once an analyst has identified these, the analyst can begin to plan their career progression with their leadership.

Not all CAA analysts take the same path to the same end state! There are many different goals, interests, and KSAs among CAA analysts; success requires a deliberate balance of development across the four pillars presented in this guide.

The intent of this guide is to help CAA analysts develop, affect, and, as necessary and desired, revise their respective career paths – leveraging the experience and counsel of direct and organizational leaders as they do so.

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APPENDIX A STUDY CONTRIBUTORS

A-1 STUDY TEAM

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APPENDIX B REQUEST FOR ANALYTICAL SUPPORT

REQUEST FOR ANALYTICAL SUPPORT

Performing Division: RA	*Account Number:* 2022039		*FY:* 2022
Acronym: **CAPDG**	*Start Date:* 21-Oct-21	*Est Compl Date:* 31-Mar-22	

Title: CAA Analyst Professional Development Guide

Category: Other		*Method:* In-house
Sponsor (e.g., DCS-G3) Name: CAA	*Office Symbol:* CSAC-ZA	
Phone: (703) 806-5510	*E-Mail:* steven.a.stoddard.civ@army.mil	*POC:* Mr. Josh Helms
Resource Estimates:	*a. Estimated Hrs:*	*b. Estimated Funds:*
Models to be Used:	*Product:* Report	

Description/Abstract:
The CAA APDG will provide a model (by career type and phase) for CAA analysts to use as a reference document as they develop annual appraisal objectives and plan their career progression. This guide will also contain options to enhance skills and leadership, and will contain resources for filling out Individual Development Plans (IDPs) and creating performance objectives.

Study Director/POC Signature: STEWART.SARAH.ELIZABETH.1135567147 *Digitally signed by STEWART.SARAH.ELIZABETH.1135567147 Date: 2021.12.17 08:29:32 -05'00'*	*Phone:* 703-806-5689

Study Director/POC: Ms. Sarah E Stewart

PART 2

Background/Statement of Problem:
Within CAA's analytic workforce, analysts have different job requirements, career interests and goals, and varying backgrounds and skills levels. As a result, they require different professional development to progress their careers. Currently CAA analysts and their leadership do not have a framework for discussing career paths and guiding professional development planning.

Scope:
This CAA APDG will focus on the professional development of the analytic workforce, and will not be tailored to the functional staff (e.g. cartographers) or the Army Modeling and Simulation Office (AMSO) staff.

Issues:
Gathering sufficient input in the given timeframe from across and outside the agency in order to ensure that the CAA APDG benefits as many analyst career path options as possible.

Milestones:
14 Dec - CAA Leadership initial review at IDEAS
31 Jan - CAA Leadership Interim Review
NLT 30 march - CAA leadership approves final product for agency use in 2022 rating cycle

Signatures	*CAA Division Chief Signature:* HUGHES.TUCKER.D.1288287089 *Digitally signed by HUGHES.TUCKER.D.1288287089 Date: 2021.12.17 08:10:30 -05'00'*	*Date* 12/17/21
	CAA Division Chief Name: Mr. Tucker D Hughes	
	Sponsor Concurrence Signature:	*Date*
	Sponsor Name (COL/DA Div Chief/GO/SES): Dr. Steven Stoddard	

Print Date: 17-Dec-21

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APPENDIX C REPRESENTATIVE PROFESSIONAL DEVELOPMENT OPPORTUNITIES AND RESOURCES

For each desired career path, there exists a vast set of permutations of opportunities seized over time to obtain it. This appendix identifies major categories of developmental opportunities, aligned against the four CAPD pillars, with representative (but not exhaustive) examples. The intent of this appendix is to enable analysts to develop a deliberate plan, suitable to support counseling and prioritization with an analyst's direct leader, to achieve personalized career goals over time. This appendix will be updated as information changes and new opportunities arise. The opportunities listed in this appendix are voluntary and applicable depending on individual career paths. Analysts with questions about any of the opportunities highlighted within this appendix should discuss the specifics with their division chief or G3 training.

C-1 Education and Training

This section lists specific education and training opportunities noted by CAA analysts and leaders as valuable courses to take. There are, in most cases, many other courses available through the same institution or organization. All education and training opportunities are subject to approval by leadership, availability of funds, availability of course seats, and other admission requirements.

C-1.1 Technical Education and Training

Operations Research Systems Analysis Military Applications Course (ORSA MAC): This 14-week course's content and instructional techniques are designed to provide participants with a knowledge and understanding of military applications of OR methodologies. A significant portion of the instruction will be from graduate-level Operations Research Systems Analysis text. The classroom presentations will emphasize principles, demonstrate techniques of analysis, and illustrate typical applications of the analytical techniques. Each area of instruction is accompanied by practical exercises, which are expected to be worked in the group problem solving sessions as well as outside of the scheduled class time. These exercises enable comprehension and mastery of the material. A capstone OR study is conducted to provide experience with analyzing a problem as it relates to force structure analysis, campaign analysis, or weapon systems analysis under the Army Study Program.[10] Select colleges and universities give 6-18 hours of graduate credit for the completion of ORSA MAC.

- CAPD Pillar(s): Technical
- Eligibility: GS-7-14; O-3-O-4
- Visit https://alu.army.mil/cpce/courses/ for more information.

Academic Degree Training (ADT): ADT is defined as training or education with the stated objective of obtaining an academic degree. Training must contribute significantly to meeting an

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[10] https://alu.army.mil/cpce/courses/index.html

identified agency training need; resolve an identified agency staffing problem; or accomplish goals in the strategic plan of the agency. The training must be received from an accredited college or university. The academic degree must be related to the performance of the employee's official duties.[11]

The training must contribute significantly to meeting an organization's identified training need; staffing problem; or accomplishing goals in the strategic plan of the organization. The training must be accredited and provided by a college or university that is accredited by a nationally recognized body (i.e., a regional, national, or international organization recognized by the U.S. Department of Education). Please consult the ED.gov website for a listing.[12]

- CAPD Pillar(s): Technical, Communication

- Eligibility: All members of the Army Civilian Corps are eligible to apply for ADT, except those employees occupying or seeking to qualify for: 1) appointment to any position that is excepted from the competitive service because of its confidential, policy determining, policy-making, or policy-advocating nature (i.e., Schedule C appointments); or 2) a non-career appointment in the Senior Executive Service (SES). Additionally, all applicants must have 2 years of permanent, full-time employment as a Department of the Army (DA) civilian at time of application.[13]

Advanced Civil Schooling: Advanced Civil Schooling (ACS) allows Army officers a chance to pursue advanced degrees in Science, Technology, Engineering, and Math (STEM), acquisition, or business-related disciplines at civilian universities on a full-time, fully funded basis. The U.S. Army Acquisition Support Center / Army Director for Acquisition Career Management Office fully funds board-selected officers enrolled in advanced education programs. The primary focus of education must be an acquisition relevant Master of Science in a STEM field, Master of Business Administration, Master of Studies in Law, or a Master of Science in Systems Engineering Management.[14]

- CAPD Pillar(s): Technical, Communication

- Eligibility: All Army officers are eligible to apply for ACS.

C-1.1.1 Army Modeling and Simulation Office Courses

The Army Modeling and Simulation Office (AMSO) is a part of CAA and is located on Fort Belvoir. AMSO offers the following courses on site.

Simulation Operations Course: The Simulation Operations Course provides individuals with an understanding of the roles, responsibilities, practices, procedures, and concepts necessary to integrate mission command, models and simulations, and operational knowledge management into the operational environment.

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[11] https://safety.army.mil/Portals/0/Documents/CP-12/TRAININGANDDEVELOPMENT/Standard/ACTEDS_Catalog_FY21.pdf

[12] Ibid

[13] Ibid

[14] https://asc.army.mil/web/career-development/programs/advanced-civil-schooling/

- CAPD Pillar(s): Technical

- Eligibility: Grade GS-11 and above and O-3-O-6, assigned to a position with significant duties in simulation operations, operational knowledge management, and/or integrating Mission Command Information Systems with unit training events and approved by the Army Modeling and Simulation School.

- Visit https://www.ms.army.mil/sp-div2/school/index.html for more information.

Advanced Simulation Course: The purpose of the 1-week Advanced Simulation Course is to prepare the senior level workforce to lead the Army modeling and simulation (M&S) community in support of National Defense Strategy. The content will address the M&S Enterprise, Army Strategy, human capital development, M&S in support of modernization, and Joint/Allied interoperability challenges.[15]

- CAPD Pillar(s): Technical

- Eligibility: Senior civilian and military workforce

- Visit https://www.ms.army.mil/sp-div2/school/index.html for more information.

C-1.1.2 Defense Acquisition University (DAU)

DAU provides acquisition training for the acquisition workforce to include those civilians and military who serve as a contracting officer representative within CAA.

- CAPD Pillar(s): Technical

- Visit www.dau.edu for more information.

C-1.1.3 Online Training Resources

Many online training opportunities are available to CAA analysts.

Coursera: Build new skills with courses, certificates, and degrees from world-class universities and companies. Break into a new field like information technology or data science. No prior experience necessary to get started.[16]

- CAPD Pillar(s): Technical

- Visit https://www.coursera.org/ for more information.

O'Reilly: Build career-advancing skills with live online training courses and on-demand learning. Explore topics from Python to data science to management and leadership.[17]

- CAPD Pillar(s): Technical, communication, leadership.

- Visit https://www.oreilly.com/online-learning/ for more information.

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[15] https://www.ms.army.mil/sp-div2/school/soc.html

[16] https://www.coursera.org/

[17] https://www.oreilly.com/online-learning/

Data Camp: Hands-on virtual training to develop and enhance coding skills and apply those skills to analysis.

- CAPD Pillar(s): Technical

- Visit https://www.datacamp.com/ for more information.

C-1.1.4 Internal CAA Provided Training

Divisions within CAA offer training courses available to CAA analysts.

CAA R & Python training: CAA offers an Introduction to R Course intended for all skill levels. Analysts will learn both basic and advanced topics as well as how to host Shiny applications on RStudio Connect. CAA also offers a Python Quick Start Guide to help users set up a Python environment.

- CAPD Pillar(s): Technical

- The R course is available to all common access card holders at: https://cprobe.army.mil/rsconnect/CAA_Intro_to_R/

- The Python Quick Start Guide is available at: https://cprobe.army.mil/rsconnect/CAA_Intro_to_Python/

- Access the Microsoft Team's Channel for support at: https://dod.teams.microsoft.us/l/team/19%3adod%3af6b4ace1d594449e8deb3d6a5c1 b199c%40thread.skype/conversations?groupId=a9df7803-fbb4-45a6-9007-3c39e6f9db17&tenantId=fae6d70f-954b-4811-92b6-0530d6f84c43

Joint Integrated Contingency Model Training: The Joint Integrated Contingency Model (JICM) is a theater campaign model currently used by CAA for campaign-level assessment of military plans to include warfighting, strategic mobility, and logistics. JICM is joint by design to provide a balanced representation of service capabilities and can model multiple theaters. CAA annually conducts a comprehensive 2-week JICM Analyst / Users class for "hands-on" users in either September or October. The class can accommodate 10-12 students, is held at CAA, and is normally taught by an instructor provided by RAND. The class consists of a combination of lecture and practical exercises. During the practical exercises, students gain hands-on experience of running the model, modifying data files, pulling metrics, and writing analytic war plans using the J-language.

- CAPD Pillar(s): Technical, Functional

- The Campaign Analysis Division coordinates the training and can be contacted for more information.

C-1.1.5 Professional Society Courses

Military Operations Research Society (MORS) Course Programs: MORS is dedicated to advancing the OR profession and supporting the National Security analyst through a full range

of programs for students to seasoned professionals. MORS' programs are designed to enhance your career, sharpen skills, and offer lifelong learning opportunities.[18]

- CAPD Pillar(s): Technical, Functional

- Visit https://www.mors.org/Professional-Development/Education/Course-Programs for more information.

MORS Certificate Program: The MORS Certificate Programs provide the next level of professional development. These programs involve practical knowledge to equip you with essential information and to help prepare you to excel in your professional environment. These courses provide both MORS members and non-members an opportunity to learn relevant national defense analytical subjects often not covered by academia or commercial sources. MORS offers a certificate in wargaming, survey process, and many others.[19]

- CAPD Pillar(s): Technical, Functional

- Visit https://www.mors.org/Professional-Development/Education/Certificate-Programs for more information.

C-1.2 Functional Education and Training

This section lists several functional education and training opportunities to further develop an analyst's understanding of Army doctrine, structure, systems, and processes, and the Army's role in national defense.

C-1.2.1 Introductory Level Army Training

Action Officer Development Course: The Action Officer Development Course (AODC) is a distributed learning course designed to help new action officers attain the staffing and communication skills needed at many levels of an organization.[20]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: The AODC is available to all Army Civilian employees for career development and is required for all Army interns before completion of the fellowship.

- Visit https://armyuniversity.edu/amsc/courses/actionofficer for more information.

How the Army Runs: Taught at the Army Force Management School, the 4-week How the Army Runs (HTAR) course is designed to educate and train military and civilian Force Managers on how the Army runs in the current Operating Environment (OE). HTAR teaches the roles, missions, and functions of the seven interdependent and continuous processes within the Army Force Management Model (i.e., strategy, joint capabilities integration and development system, defense acquisition system, structure, authorizations, personnel, and equipment), the nine Force Integration Functional Areas (i.e., structuring, manning, equipping, training, sustaining,

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[18] https://www.mors.org/Professional-Development/Education/Course-Programs

[19] https://www.mors.org/Professional-Development/Education/Certificate-Programs

[20] https://armyuniversity.edu/amsc/courses/actionofficer

funding, deploying, stationing, and readiness), and the requirements and acquisition processes that work together to produce trained and ready forces for the Combatant Commanders.[21]

- CAPD Pillar(s): Functional
- Eligibility: GS-11 -15; O-3-O-6
- Visit https://www.afms1.belvoir.army.mil/index.html for more information.

C-1.2.2 Intermediate Level Education (ILE)

ILE is the Army's formal education program for senior O-3s and O-4s. ILE consists of a common core of operational instruction offered to all officers; civilians are also eligible to attend. Attendance at these schools is either through selection in a leadership development program (See section C-1.3.3) or through directly applying for space available opportunities.

Marine Corps Command and Staff College: The Marine Corps Command and Staff College is located at Quantico, Virginia and provides graduate-level education and training in order to develop critical thinkers, innovative problem solvers, and ethical leaders who will serve as commanders and staff officers with service, joint, interagency, intergovernmental, and multinational organizations confronting complex and uncertain security environments.[22]

- CAPD Pillar(s): Functional, Leadership, Communication
- Eligibility: GS-12-13; O-4
- Visit https://www.usmcu.edu/CSC/ for more information.

Army Command and General Staff College: The U.S. Army Command and General Staff College is located at Fort Leavenworth, Kansas and educates, trains, and develops leaders for Unified Land Operations in a Joint, interagency, intergovernmental, and multinational operational environment; and advances the art and science of the Profession of Arms in support of Army operational requirements. There are multiple options to complete this course including in residence at Fort Leavenworth, distance education, and satellite campuses.[23]

- CAPD Pillar(s): Functional, Leadership, Communication
- Eligibility: GS-13-15; O-4
- Visit https://usacac.army.mil/organizations/cace/cgsc for more information.

C-1.2.3 Operations Research Systems Analysis Qualification Course (ORSA Q Course)

The goal of the FA-49 Qualification Course is to expose the FA-49 officers to their broader analytic roles, the war time and operational analytic demands, and the concepts of Army transformation; to educate analysts that can lead, plan, execute and communicate analysis

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[21]
  https://www.afms1.belvoir.army.mil/afmc.html#:~:text=HTAR%20COURSE%20%7C%20AFMS&text=The%20four%2Dweek%20How%20the,current%20Operating%20Environment%20(OE).

[22] https://www.usmcu.edu/CSC/

[23] https://usacac.army.mil/organizations/cace/cgsc/mission

plans, actions, and results; and develop leaders that can improve analytic operations across the Department of Defense. [24]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: GS-13-15; O-4

- Visit https://usacac.army.mil/organizations/cace/cgsc for more information.

C-1.2.4 Senior Service College (SSC)

SSC is the apex of Army professional development and prepares senior Army civilians and military for positions of significant responsibility in the Department of Defense (DoD) and Department of the Army. Attendance at an SSC is designed to expand students' knowledge of the national security mission and strengthen their understanding of the complex policy and operational challenges senior DoD and Army officials face. The SSC develops students to assume strategic-level leadership roles in the joint, interagency, intergovernmental, and multinational environments, with an emphasis on the employment of land power.[25] Refer to AR 350-1 for more information as well as the websites listed below.

Army War College: The Army War College is located at Carlisle Barracks, Pennsylvania and educates and develops leaders for service at the strategic level while advancing knowledge in the global application of Land power.[26] There is a 10-month resident program and a 2-year distance education program that grant a Master of Strategic Studies.

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: Attendance is highly selective. Students must have completed the Command and General Staff College, or equivalent.

- Visit https://www.armywarcollege.edu/ for more information.

Naval War College: The U.S. Naval War College, located in Newport, Rhode Island, educates and develops leaders at specific stages in their careers from all services, U.S. government agencies and departments, and international navies.[27]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: Attendance is highly selective.

- Visit https://usnwc.edu/ for more information.

National War College: The National War College, located in Washington, DC, educates future leaders of the Armed Forces, Department of State, and other civilian agencies for high-level policy, command and staff responsibilities by conducting a senior-level course of study in

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[24] https://www.atrrs.army.mil/atrrscc/courseInfo.aspx?fy=2023&sch=907&crs=5J-FA49&crstitle=FA49+QUALIFICATION&phase=

[25] https://ameddciviliancorps.amedd.army.mil/static/ACTDP%20Catalog%20FY22-5ba13e6b545a25b2a7ea73b5e2804317.pdf

[26] https://www.armywarcollege.edu/overview.cfm

[27] https://usnwc.edu/

national security strategy. The curriculum emphasizes the joint and interagency perspective. Reflecting this emphasis, 59% of the student body is composed of equal representation from the land, air, and sea (including Marine and Coast Guard) Services. The remaining 41% are drawn from the Department of State and other federal departments and agencies, and international fellows from a number of foreign countries.[28]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: Attendance is highly selective. Students should possess a graduate degree and demonstrate potential to serve at the senior executive level.

- Visit https://nwc.ndu.edu/ for more information.

The Eisenhower School for National Security and Resource Strategy (formerly Industrial College of the Armed Forces): The Eisenhower School, located in Washington, DC, prepares select military officers and civilians for strategic leadership and success in developing national security strategy and in evaluating, marshaling, and managing resources in the execution of that strategy.[29]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: Attendance is highly selective. Students must have a bachelor's degree from an accredited college and must be able to participate in worldwide travel.

- Visit https://es.ndu.edu/ for more information.

C-1.2.5 Other Advanced and Joint Military Training

School of Advanced Military Studies (SAMS): The School of Advanced Military Studies educates members of our Armed Forces, our Allies, and the Interagency at the graduate level to become agile and adaptive leaders who are critical and creative thinkers who produce viable options to solve operational and strategic problems.[30]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: SAMS is highly selective and requires completion of ILE.

- Visit https://usacac.army.mil/organizations/cace/cgsc/sams for more information.

Joint and Combined Warfighting School: The Joint and Combined Warfighting School (JCWS), located in Norfolk, Virginia, educates national security professionals to plan and execute joint, interagency, intergovernmental, and multinational operations. Graduates are critically-thinking, operationally-minded, skilled joint warfighters who can operationalize national, military, and theater security strategies into design-informed operational plans. Graduates have a primary commitment to joint, interagency, intergovernmental, and multinational teamwork, attitudes, and perspectives.[31]

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[28] https://nwc.ndu.edu/

[29] https://es.ndu.edu/About/Mission/

[30] https://usacac.army.mil/organizations/cace/cgsc/sams

[31] https://jfsc.ndu.edu/Academics/Joint-and-Combined-Warfighting-School-JCWS/Program-Description/

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: JCWS eligibility details can be found by visiting their website.

- Visit https://jfsc.ndu.edu/Academics/Joint-and-Combined-Warfighting-School-JCWS/ for more information.

C-1.3 Leader Development Training

This section covers several leadership opportunities and resources to enhance leadership skills.

C-1.3.1 Civilian Education System (CES) Courses

CES is a progressive and sequential leader development program that provides multiple levels of civilian development and enhanced educational opportunities for Army civilians throughout their careers.[32] The method of delivery is distributed learning (DL), resident instruction, or blended learning – a mixture of both DL and resident instruction. The Foundation Course is mandatory for newly hired civilian employees and the Advanced Course is required by AR 350-1 for supervisors. CES courses are available through the Civilian Human Resource Training Application System.

Visit: www.atrrs.army.mil/chrtas/ or https://armyuniversity.edu/amsc/amsc for more information.

Foundation Course: The Foundation Course provides Army civilians with an orientation to leader development concepts, building their careers, and becoming Army civilian leaders. The course objectives are to understand U.S. Army leadership doctrine; increase self-awareness as it relates to one's profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of Army civilians. The Foundation Course is a prerequisite for all following CES courses.[33]

- CAPD Pillar(s): Leadership, Communication

- Eligibility: all GS grades

Basic Course: The Basic Course is designed for the Army civilian leader who exercises direct leadership to effectively lead and care for teams.[34]

- CAPD Pillar(s): Leadership, Communication

- Eligibility: GS-01-09, CES Foundation Course

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[32] https://usacac.army.mil/organizations/cace/amsc/courses
[33] https://armyuniversity.edu/amsc/courses/foundation
[34] https://armyuniversity.edu/amsc/courses/basic

Intermediate Course: The Intermediate Course prepares current and aspiring Army civilian leaders to become more innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources at the organizational level.[35]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: GS-10-12, CES Foundation Course

Advanced Course: The Advanced Course prepares upper grade Army civilian leaders to assume increasing levels of responsibility and leadership within organizations. The course is required per AR 350-1 for Army civilian supervisors. Graduates are skilled in leading complex organizations in support of national security and defense strategies, managing organizational resources, leading change, inspiring vision and creativity, directing program management, and integrating Army systems.[36]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: GS-13-15, CES Foundation Course

Continuing Education for Senior Leaders: The Continuing Education for Senior Leaders course provides an interactive environment in which senior discuss current issues and relevant challenges facing civilian and military leaders. The program's intent is for leaders to return to the program continuously to refresh and receive updates on current Army issues and initiatives. Students will apply strategic thinking and problem solving to global Army and DOD issues.[37]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: GS-14-15, CES Foundation Course

C-1.3.2 Supervisor Development Courses

Supervisor 101: The Supervisor 101 course is a web-based course with lessons that focus on supervising Civilian employees. The course provides new supervisors with foundational knowledge necessary to successfully manage work processes and lead in the Army Environment.[38]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: Available to all civilian and military analysts; required for all supervisors.

Supervisor Development Course: The Supervisor Development Course is a web-based course with lessons that focus on supervising civilian employees. The course provides supervisors with knowledge necessary to successfully manage work processes and lead in the Army Environment.[39]

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[35] https://armyuniversity.edu/amsc/courses/intermediate
[36] https://armyuniversity.edu/amsc/courses/advanced
[37] https://armyuniversity.edu/amsc/courses/cesl
[38] https://armyuniversity.edu/amsc/courses/supervisor101
[39] https://armyuniversity.edu/amsc/courses/supervisordevelopment

- CAPD Pillar(s): Leadership, Communication
- Eligibility: Available to all civilian and military analysts; required for all supervisors.

Organizational Leader Development Course: The Organizational Leader Development Course provides a flexible distributed learning opportunity that enables Army civilians to become more effective leaders at the organizational level. This course is designed to enhance Army civilian skills to meet changing workforce leadership requirements.[40]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: Available to all civilians.

Manager Development Course: The Manager Development Course focuses on leading and managing complex adaptive systems and provides advanced management and leadership knowledge across 12 contemporary management topics.[41]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: Available to all civilians; recommended for all in supervisory and managerial positions.

C-1.3.3 Senior Enterprise Talent Management (SETM) Program and Enterprise Talent Management (ETM) Program

The SETM and ETM programs are key components of the Army's Civilian Training, Education, and Leadership, Development Program. SETM/ETM prepares Army civilians to assume positions of greater responsibility across the Department. The programs provide exceptional training and development opportunities for the next generation of Army civilian leaders. The Civilian Senior Leader Management Office manages the SETM/ETM programs.[42]

Visit https://asc.army.mil/web/career-development/programs/setm-etm/ for more information.

SETM**/**ETM Programs consists of eight modules:

Project-Based SETM Temporary Duty (TDY) Assignments – This component of the SETM Program is open to all senior Army Civilians in grades GS-14 and GS-15 (or equivalents) who apply and are selected for participation. These short-term developmental assignments are intended to challenge the participant and provide a "broadening" experience. This SETM module consists of a TDY assignment to work on a special project nominated by a command or organization as part of a working group or "tiger team," or to fill a "critical need" detail for a period not to exceed 179 days. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but SETM TDY

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[40] https://armyuniversity.edu/amsc/courses/oldc

[41] https://armyuniversity.edu/amsc/courses/managers

[42] https://asc.army.mil/web/career-development/programs/setm-etm/

participants will be subject to the provisions of a continued service agreement. The number of applicants who may be selected for participation in the SETM TDY module is not limited.[43]

- CAPD Pillar(s): Functional, Leadership, Communication
- Eligibility: GS-14-15

Senior Service College (SSC) - This SETM module is open to applicants in grades GS-14 and GS-15 (or equivalents) who will compete for allocated seats at the U.S. Army War College (Resident or Distance Education Program) or the Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition course). Attendance at an SSC is designed to expand students' knowledge of the national security mission and strengthen their understanding of the complex policy and operational challenges senior DoD and Army officials face. The SSC develops students to assume strategic-level leadership roles in the joint, interagency, intergovernmental, and multinational environments, with an emphasis on the employment of land power. Mobility is optional for the SSC program. Participants can choose between PCS [permanent change of station] and TDY-and-Return options. Participants selecting the PCS option must submit a mobility agreement at the time of application. PCS students will be assigned into a Civilian Personnel Training Account (CPTA). The mobility agreement requires the participant to agree to placement by the HQDA Graduate Placement Process (GPP) upon graduation. Participants selecting the TDY-and-Return option are not required to submit a mobility agreement but must submit a utilization plan agreed upon with parent organization upon successful completion of the SSC Program. All SSC participants are required to submit a Continued Service Agreement (CSA). The CSA requires participants to serve in the DoD for a minimum of three times the length of the program.[44] See section C-1.2.4 for more information.

- CAPD Pillar(s): Functional, Leadership, Communication
- Eligibility: GS-14-15

Defense Senior Leader Development Program (DSLDP) - DSLDP is DoD's premier civilian leadership program. A 2-year comprehensive educational and developmental program, DSLDP is designed to inculcate in participants the enterprise-wide perspective needed to lead organizations and programs, and to achieve results in the joint, interagency, and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD, and selection for participation in DSLDP by a DoD Selection Board. DSLDP includes attendance at an SSC (other than the SSC sponsored by the Service the participant is affiliated with; in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment. DSLDP students will be assigned into a CPTA. All DSLDP graduates are subject to the GPP. Accordingly, each applicant must execute and submit a mobility agreement and CSA. The CSA requires participants to serve in the DoD for a minimum of three times the length of

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[43] Ibid
[44] Ibid

the program. The number of applicants nominated to DoD for selection for DSLDP is limited by the quota DoD imposes.[45]

- CAPD Pillar(s): Leadership, Communication

- Eligibility: GS-14-15

Army Senior Fellowship (ASF) - This component of the SETM Program is limited to senior Army civilians in grades GS-14 and GS-15 (or equivalents). The ASF is a 21-month comprehensive study and utilization program designed to broaden the enterprise-wide perspective of participants. Fellows engage in a 21-month development program consisting of graduate training and training with industry designed to build on their executive core qualifications (ECQ). Upon completion of ASF, fellows will return to their home organizations to leverage the competencies fostered in the ASF. The ASF program is a TDY-and-Return program. Participants will remain assigned to their Command. Each applicant must execute and submit a CSA. The CSA requires participants to serve in the DoD for a minimum of three times the length of the program. ASF enhances organizational efficiency by providing a designated fellow with a challenging training with industry assignment and formal executive development training courses. [46]

- CAPD Pillar(s): Technical, Functional, Leadership, Communication

- Eligibility: GS-14-15

ETM Shadowing Assignments: This module is open to select Army civilians in grade GS-13 or equivalent. An ETM Shadowing participant has the opportunity to accompany and observe a senior leader in action in his/her daily work environment for up to 20 working days. The senior leader may involve the ETM participant in the task at hand. The benefits of shadowing include experiencing what it is like to work as a senior Civilian at the Army enterprise level, having the ability to ask questions while the senior leader goes about his/her daily activities, and validating perceptions about a particular field of work. The number of applicants who may be considered for participation is based on Army resources and needs.[47]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: GS-13

ETM TDY Assignments: The ETM TDY module is open to select Army civilians in grade GS-13 or equivalent. An ETM TDY participant will fill a short-term developmental assignment on a special project as a member of a working group or tiger team, or will fill a critical need detail for a period not to exceed 90 days. The benefits of an ETM TDY assignment include new and challenging work in a different work environment and a broadening experience at the enterprise level. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but ETM TDY participants will

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[45] Ibid

[46] Ibid

[47] Ibid

be subject to the provisions of a continued service agreement. The number of applicants who may be considered and selected for participation is based on Army resources and needs.[48]

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Eligibility: GS-13

ETM Command and General Staff Officer Course (CGSOC): Attendance to the Command and General Staff Officer Course (CGSOC) – Resident Course is a 10-month combined learning development opportunity that prepares highly competent and professional senior Army Civilians for positions of significant responsibility in the Department of the Army. The Core Course curriculum of CGSOC – Resident includes seven blocks of instruction: Foundations; Strategic Studies; Operational Studies; Army Operations; Managing Army Change; Rise of the Western Way of War and Leadership, Forging Success in Uncertain Times. The demanding operations strategies course, from which some modules ranging from more than 170 electives with focus in Special, Joint, or Space Operations can also encourage the parallel completion of a Master of Arts degree in one of the following study areas: Military Art and Science (MMAS); Operational Studies (MOS); Military Operations (MAMO) or Strategic Studies (MASS) on a voluntary basis.[49] See section C-1.2.2 for more information.

- CAPD Pillar(s): Functional, Leadership, Communication
- Eligibility: GS-13 (GS-12 by exception), 3-plus years of Army service.

ETM Executive Leadership Development Program (ELDP): The ETM ELDP module is a DoD program open to select Army civilians in grades GS-12 and GS-13 or equivalents. An ETM ELDP participant will attend a 10-month series of learning and training experiences that blend experiential and academic learning with hands-on exercises focused on the role of the warfighter. The benefits of participating in ETM ELDP include joint, interagency, and enterprise-wide experience; a greater understanding of the DoD mission and culture; and leadership training that parallels selected military training and ensures cross-component exposure. The number of applicants who may be selected for participation in ETM ELDP is limited to the number of slots the DoD ELDP program allocates to the Army.[50]

- CAPD Pillar(s): Leadership, Communication
- Eligibility: GS-12-13

C-1.3.4 Office of Personnel Management (OPM) Leadership Courses

- CAPD Pillar(s): Leadership, Communication
- Visit https://leadership.opm.gov/courses.aspx for more information.

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[48] Ibid
[49] Ibid
[50] Ibid

C-1.3.5 Advanced Leadership Opportunities

Harvard University Program for Senior Executive Fellows (SEF): Senior Executive Fellows is the unparalleled professional development program for executives who want to sharpen their leadership and managerial skills. It's designed for GS-14/GS-15 federal employees and their corporate sector, international, and military counterparts.[51]

- CAPD Pillar(s): Leadership, Communication

- Eligibility: GS-14-15

- Visit https://www.hks.harvard.edu/educational-programs/executive-education/senior-executive-fellows for more information.

George Washington University Senior Manager Course in National Security Leadership: George Washington University Senior Manager Course in National Security Leadership is a 2-week executive education course that forges a new model for senior leadership training. Designed for executives from the U.S. government, its international counterparts, and the private sector, the course provides access to an unparalleled range of Washington, DC policymakers and other thought-leaders.[52]

- CAPD Pillar(s): Leadership, Communication

- Eligibility: GS-14 and above

- Visit https://nssp.elliott.gwu.edu/ for more information.

White House Leadership Development Program: The White House Leadership Development Program (WHLDP) is sponsored by the Executive Office of the President. WHLDP is a unique growth opportunity focused on developing high potential career GS-15s and equivalents poised to enter the next generation of career senior executives. During this 1-year fellowship, participants work on the Federal government's high impact challenges that require the coordination of multiple Federal agencies to succeed. Defense Civilian Personnel Advisory Service manages the DOD participation in the White House Leadership Development Program.[53]

- CAPD Pillar(s): Functional, Leadership, Communication

- Eligibility: GS-15

- Visit https://www.dcpas.osd.mil/ for more information.

John S. McCain Strategic Defense Fellows Program: The Fellows Program is designed to provide leadership development for the commencement of a career track toward senior leadership in the DoD. The purpose of the program is to recruit high performing and talented individuals with advanced degrees located throughout the United States. They will gain experience and develop their leadership capabilities through challenging opportunities to

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[51] https://www.hks.harvard.edu/educational-programs/executive-education/senior-executive-fellows

[52] https://ameddciviliancorps.amedd.army.mil/static/Senior%20Managers%20Course%20-%20National%20Security%20Leadership-3ed29f7f08705d5d668e076208f37160.pdf

[53] https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/whitehouseleadership

flourish into problem solvers, strategic thinkers, and future leaders. The Fellows Program is a 1-year assignment with the potential for outplacement into various career fields within the DoD.[54]

- CAPD Pillar(s): Functional, Leadership, Communication
- Eligibility: Applicants are evaluated on their technical and professional excellence, character, commitment to public service and academic achievement.
- Visit https://www.dcpas.osd.mil/ for more information.

C-1.4 Communications Courses

This section lists some options for communications training resources. Communications training can be found in other sections of this appendix, for example, communications training is part of the Civilian Education System (see section C-1.3.1), O'Reilly offers online communication training courses (see section C-1.1.3), and presenting at a conference and publishing articles are also opportunities to improve one's communication skills (see section C-5).

Skillsoft Courses:

- CAPD Pillar(s): Leadership, Communication
- Visit https://www2.skillsoft.com/ for more information.

Toastmasters: Toastmasters International is a nonprofit educational organization that teaches public speaking and leadership skills through a worldwide network of clubs.

- CAPD Pillar(s): Leadership, Communication
- Visit https://www.toastmasters.org/ for more information.

C-2 CAA Internal Professional Development

CAA offers many professional development opportunities available to all at CAA.

Leader Professional Development (LPD): A series of G-8-led discussions focusing on a variety of topics relevant to analysts. These topics range from specific model, tool, or technique introductions to discussions on strategic or National Security issues affecting the DoD community. The LPDs are held monthly and feature guest speakers offering insights, leading discussion, or demonstrating a technique. Similarly, CAA also offers Brown Bag sessions that are internal to CAA and more focused on topics affecting CAA analysts.

- CAPD Pillar(s): Technical, Functional, Leadership, Communication

Holly Wars: An annual unclassified wargame event CAA holds in mid-December to introduce those within CAA to wargaming, the CAA wargaming system, and the functional knowledge

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[54] https://www.dcpas.osd.mil/learning/broadening/mccainstrategicdefensefellows

required to play. The intent is to expand CAA's wargaming expertise across the agency and promote inter-divisional team building.

- CAPD Pillar(s): Technical, Functional, Communication
- See Campaign Wargaming Division for more information.

CAA Mentoring program: The mentoring program intends to introduce the concepts of mentoring to interested participants. Participants interact with potential mentors in a small group setting to encourage participants to seek mentoring and foster opportunities for the development of mentoring relationships.

- CAPD Pillar(s): Leadership, Communication
- Look for CAA wide email announcements for more information.

The CAA Reading Program: The CAA Book Club meets 4-7 times a year to discuss books relating to the military, mathematics, and military history. The intent is to grow CAA's professional breadth and depth by sharing ideas with others inside the agency. Analysts participating in the book club have the opportunity to develop themselves intellectually, as well as interact with others in the agency with whom they might not otherwise have the opportunity to do so.

- CAPD Pillar(s): Technical, Functional, Leadership, Communication

C-3 Professional Societies and Organizations

Professional societies are an excellent source for professional development, networking, and mentoring opportunities. They also provide many opportunities for leadership and conference presentation and publications. They are a way to demonstrate that you are a professional in the OR field. While there are several societies for ORSA professionals listed, there are many more not listed; this is not the entire list of all possible professional societies and organizations available. Note: if one is enrolled in graduate education, many professional societies offer student memberships at reduced costs.

Military Operations Research Society: The Military Operations Research Society's mission is to enhance the quality of analysis that informs national and homeland security decisions.[55]

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Visit www.mors.org for more information.

Institute for Operations Research and the Management Sciences (INFORMS): INFORMS promotes best practices and advances in operations research, management science, and analytics to improve operational processes, decision-making, and outcomes through an array of highly-cited publications, conferences, competitions, networking communities, and professional development services.[56]

- CAPD Pillar(s): Technical, Leadership, Communication

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[55] https://www.mors.org/About/Mission-and-Purpose
[56] https://www.informs.org/About-INFORMS

- Visit www.informs.org for more information.

The Institute of Industrial and Systems Engineers (IISE): IISE is the world's largest professional society dedicated solely to the support of the profession, is an international, nonprofit association that provides leadership for the application, education, training, research, and development of industrial and systems engineering.[57]

- CAPD Pillar(s): Technical, Leadership, Communication

- Visit https://www.iise.org/Home/ for more information.

International Council on Systems Engineering (INCOSE): International Council on Systems Engineering's mission is to address complex societal and technical challenges by enabling, promoting, and advancing systems engineering and systems approaches.[58]

- CAPD Pillar(s): Technical, Leadership, Communication

- Visit www.incose.org for more information.

International Cost Estimating and Analysis Association (ICEAA): The International Cost Estimating and Analysis Association is a 501(c)(6) international non-profit organization dedicated to advancing, encouraging, promoting, and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques.[59]

- CAPD Pillar(s): Technical, Leadership, Communication

- Visit www.iceaaonline.com for more information.

Society of Women Engineers (SWE): The Society of Women Engineers' mission is to empower women to achieve their full potential in careers as engineers and leaders; expand the image of the engineering and technology professions as a positive force in improving the quality of life, and demonstrate the value of diversity and inclusion.[60]

- CAPD Pillar(s): Technical, Leadership, Communication

- Visit www.swe.org for more information.

C-4 Professional Certifications

Professional certifications are a way to demonstrate your expertise in a particular area, below are some certifications that are relevant to the OR field.

Certified Analytic Professional (CAP): the CAP certification is a trusted, independent verification of the critical technical expertise and related soft skills possessed by accomplished analytics and data science professionals, and valued by analytics-oriented organizations. CAP is a testament to an analytics professional's superior competency in the seven domains of analytics, providing a valuable platform for organizations to better identify, recruit, and retain

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[57] https://www.iise.org/details.aspx?id=282

[58] https://www.incose.org/about-incose

[59] https://www.iceaaonline.com/about/

[60] https://swe.org/about-swe/

top analytics talent, as well as for professionals to distinguish themselves in today's highly competitive analytics workforce.[61]

- CAPD Pillar(s): Technical

- Visit https://www.certifiedanalytics.org/ for more information.

The Certified Systems Engineering Professional: recognizes systems engineering practitioners who have demonstrated knowledge and experience in many aspects of the discipline. The qualifications for this level include education, SE [systems engineering] knowledge, and SE experience that serve various job profiles of an experienced, all-round systems engineer.[62]

- CAPD Pillar(s): Technical

- Visit https://www.incose.org/systems-engineering-certification/Certification-Levels for more information.

The Project Management Professional (PMP)®: is the world's leading project management certification. Now including predictive, agile and hybrid approaches, the PMP® proves project leadership experience and expertise in any way of working. It supercharges careers for project leaders across industries and helps organizations find the people they need to work smarter and perform better.[63]

- CAPD Pillar(s): Technical

- Visit https://www.pmi.org/certifications/project-management-pmp for more information.

Certified Cost Estimator/Analyst (CCEA®): the CCEA® certification is ICEAA's primary professional certification that requires 5 years of relevant cost-related experience to qualify. Applicants must then pass both Part I and Part II of the certification exam. ICEAA's certifications provide professional credentials that set the standard for the entire cost estimating and analysis community. Achieving your CCEA® certification distinguishes you as a professional committed to excellence and demonstrates your mastery of the elements of a successful estimate.[64]

- CAPD Pillar(s): Technical

- Visit https://www.iceaaonline.com/certification/ for more information.

C-5 Conferences and Publications

Presenting your analysis at conferences or in publications is an essential part of developing your skills as an analyst. Not only does it help develop written and oral communication skills but also allows you to learn about emerging techniques, build relationships and network with those in

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[61] https://www.certifiedanalytics.org/

[62] https://www.incose.org/systems-engineering-certification/Certification-Levels

[63] https://www.pmi.org/certifications/project-management-pmp

[64] https://www.iceaaonline.com/certification/

similar fields, and have your work peer reviewed for constructive feedback. Below are some suggested conferences and publications.

C-5.1 Conferences

Army Operations Research Symposium (AORS): AORS occurs once each year. An unclassified, multi-day event that provides an excellent opportunity for Army Operations Research analysts to meet with their colleagues, present their best work, and exchange professional knowledge, experiences, and insights. The symposium provides a forum for sharing information and experience gained from ongoing and recently completed analyses. It also exposes practitioners to constructive critique and, in general, broadens the perspective of the analytical community.[65]

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Visit https://www.aors.army.mil/default.html for more information.

MORS Symposium: The annual MORS Symposium is the premier national and homeland security event for exchanging information, examining research, and discussing critical national security topics. MORS typically holds the symposium in June at a major national or homeland security venue (e.g., Service Academies, Naval Postgraduate School, or Marine Corps University).[66]

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Visit www.mors.org/Events/Symposium for more information.

INFORMS Annual Meeting: the INFORMS annual meeting is a unique opportunity to connect and network with the more than 6,500 members, students, prospective employers and employees, and academic and industry experts who comprise the INFORMS community.[67]

- CAPD Pillar(s): Technical, Leadership, Communication
- Visit https://meetings.informs.org/ for more information.

MORS Special Meetings or Workshops: Workshops enhance the quality and effectiveness of national security operations research by providing forums, in addition to the annual MORS symposia, for professional exchange and peer criticism among practitioners and users of national security operations research (OR). The topic of a workshop addresses a national security OR issue. Workshops are a source of professional development for national security analysis practitioners offering tutorials and providing a fuller understanding of a particular national security issue and the methods for examining that issue.[68] They are typically a 3- or 4-day events focusing on a specific OR topic. Topics are not the same year to year and there tends to be about 2-4 special meetings per year in addition to the recurring MORS events (e.g., MORS Symposium).

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[65] https://www.aors.army.mil/about.html

[66] www.mors.org/Events/Symposium

[67] https://meetings.informs.org/

[68] https://www.mors.org/Events/Workshops

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Visit https://www.mors.org/Events/Workshops for more information.

C-5.2 Publications

MORS *Phalanx*: Presents a cross-section of important current research, meetings reports, MORS news, and informative oral histories. It is also an excellent advertising venue, reaching thousands of professionals in the DoD and DHS [Department of Homeland Security] national security analytic communities.[69]

- CAPD Pillar(s): Technical, Functional, Communication
- Visit https://www.mors.org/Publications/Phalanx to access past issues and for information on submissions.

MORS Journal: *Military Operations Research* is a peer-reviewed journal of high academic quality. The Journal publishes articles that describe OR methodologies and theories used in key military and national security applications.[70]

- CAPD Pillar(s): Technical, Functional, Communication
- Visit https://www.mors.org/Publications/MOR-Journal to access past issues and for information on submissions.

C-5.2.1 INFORMS Publications

INFORMS publishes 16 highly-regarded, scholarly peer-reviewed journals, with content generally available on an individual or institutional subscription basis, or through purchasing individual articles.[71]

- CAPD Pillar(s): Technical, Communication
- Visit https://www.informs.org/Publications/INFORMS-Journals to access past issues and for information on submissions.

***Operations Research*:** Presents high-quality papers that represent the true breadth of the methodologies and applications that define OR.[72]

***Information Systems Research*:** Covers the latest theory, research, and intellectual development for information systems in organizations, institutions, the economy, and society.[73]

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[69] https://www.mors.org/Publications/Phalanx
[70] https://www.mors.org/Publications/MOR-Journal
[71] https://www.informs.org/Publications/INFORMS-Journals
[72] Ibid
[73] Ibid

Mathematics of Operations Research: Publishes excellent foundational studies with significant mathematical content and relevance to OR/ Management Science (MS).[74]

INFORMS Journal on Optimization: Contributes papers on optimization with particular emphasis on data-driven optimization, optimization methods in machine learning, and exciting real-world applications of optimization.[75]

INFORMS Journal on Applied Analytics: Dedicated to improving the practical application of OR/MS to decisions and policies in today's organizations and industries.[76]

INFORMS Journal on Data Science: Focuses on important data science research in sociotechnical aspects of business, engineering, management, and industry.[77]

INFORMS Journal on Computing: Contains topical and informative papers on the broad intersection of O.R. and computing.[78]

Decision Analysis: Focuses on advancing the theory, application, and teaching of all aspects of decision analysis.[79]

Management Science: Scientifically addresses the problems, interests, and concerns of managers while promoting the science of managing private and public sector enterprises.[80]

Marketing Science: Addresses current questions in marketing and introduces cutting-edge research as well as new insights and approaches to current marketing-related problems.[81]

Organization Science: Covers groundbreaking research about organizations, including their processes, structures, technologies, identities, capabilities, forms, and performance.[82]

Service Science: Covers state-of-the-art research, education, practice, and breakthroughs in the service science that focus on people's satisfaction and success.[83]

Strategy Science: Disseminates outstanding research directed to the challenges of strategic management in both business and nonbusiness organizations.[84]

Stochastic Systems: Delivers high-quality papers that substantively contribute to the modeling, analysis, and control of stochastic systems.[85]

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[74] Ibid
[75] Ibid
[76] Ibid
[77] Ibid
[78] Ibid
[79] Ibid
[80] Ibid
[81] Ibid
[82] Ibid
[83] Ibid
[84] Ibid
[85] Ibid

Transportation Science: Features comprehensive timely articles and surveys that cover all modes of transportation, present and prospective, and researches planning and design issues.[86]

Manufacturing & Service Operations Management (M&SOM): Presents state-of-the-art research of interest to both academic and industry researchers and practitioners working at the interface of research and implementation.[87]

OR/MS Today: is the membership magazine of INFORMS. The bi-monthly publication provides a comprehensive look at operations research and analytics through news stories, feature articles, case studies, software reviews, and surveys by recognized leaders in the field.[88]

- CAPD Pillar(s): Technical, Communication

- Visit https://www.informs.org/Publications to access past issues and for information on submissions.

Analytics: is a free bi-monthly, digital magazine published in alternating months with *OR/MS Today* that provides readers with news and information that showcases the power of analytics on organizational decision making and outcomes.[89]

- CAPD Pillar(s): Technical, Communication

- Visit https://www.informs.org/Publications to access past issues and for information on submissions.

INFORMS Editor's Cut – a series of curated industry focused content on a wide range of topics – as well as select open-access content.[90]

- CAPD Pillar(s): Technical, Communication

- Visit https://www.informs.org/Publications to access past issues and for information on submissions.

C-6 Rotations and Deployments

This section lists several recurring rotations, partnerships, and deployments within CAA, in the National Capital Region (NCR), and around the world that CAA currently supports. You are not limited to this list; you have the flexibility to create a desired rotation not listed so long as it is supported by your leadership, and you can make a case of its benefit to you and both CAA and the other organization. Additionally, other deployment opportunities may arise due to ongoing

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[86] Ibid
[87] Ibid
[88] https://www.informs.org/Publications
[89] Ibid
[90] Ibid

current operations. Analysts who are interested in a rotation or deployment should talk to their Division Chief.

C-6.1 CAA Rotations

CAA Executive Officer (XO): Ensures senior leaders at the Center for Army Analysis, primarily the Director, are prepared for every engagement. This includes ensuring events are calendared at the proper time and with the proper invitee list; that read ahead material is to standard and properly distributed to appropriate participants; that the leader is prepared to make any remarks, provide appropriate guidance, or make any decisions required at the meeting. Distributes information, tasks, and due outs to appropriate personnel based on verbal taskings and/or agreements from senior leader engagements. Supervises front office personnel to ensure that tasks from HQDA are completed in a timely manner. Periodically acts as an agency-level action officer, preparing documents and briefings for HQDA Staff principals, The Vice Chief of Staff of the Army, Under Secretary of the Army, Chief of Staff of the Army, or Secretary of the Army. (Updated 16 November 2021).

- CAPD Pillar(s): Leadership, Communication
- Eligibility: GS-13-14, O-4-O-5

C-6.2 NCR Rotations

Rotation to Army Vantage: The CAA analyst collaborates with the Army Vantage team to better integrate and utilize the Vantage platform within CAA. The CAA analyst acts as a pivotal node in the relationship between CAA and Army Vantage. Historically, the CAA analyst performs data architecture, data engineering, and advanced statistical analyses in the Vantage platform. (Updated 15 December 2021).

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Eligibility: GS-07-14, O-3-O-5

Rotation to HQDA Deputy Chief of Staff (DCS) G-3/5/7 Force Management Directorate (DAMO-FM): Serves as a liaison between DAMO-FM and CAA. Generally, duties will be Army Force Structure oriented and either directly or indirectly linked with the Total Army Analysis (TAA) process. Ensure CAA leadership and analytic divisions are aware of pertinent issues and initiatives; synchronize and coordinate activities between CAA, the Army Staff, and other organizations; identify opportunities for CAA to conduct and provide analysis to key decision makers; and support CAA analysts in data collection or other study-related efforts. Provides direct analytic support to DAMO-FM and, as appropriate and feasible, other Army Staff directorates and analytic organizations. Remains heavily involved in the TAA process and ensures timelines for providing information and products, both to and from CAA, are met. Supports DAMO-FM analytic requirements; serves as project or study lead as required and assist Operational Planning Team leads or Action Officers when in support. Provides other support and assistance as requested. Should be familiar with CAA analytic support to TAA, to include scenario development, campaign and wargame analysis, enabler force analysis, and force generation analysis. An understanding of the models supporting these areas is important.

Knowledge of policy, processes, procedures, and data sources associated with Army force structure management is greatly beneficial. (Updated 5 December 2021)

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Eligibility: GS-13-14

Rotation to HQDA DCS G-3/5/7 Strategy Plans, and Policy Directorate (DAMO-SS): Connects CAA with the Army Strategy, Plans, and Policy Directorate. Plays a key role in keeping CAA informed of emerging strategic concepts and plans as well as identifying areas where analysis can better inform and support critical functions within the Pentagon. Engages with the War Plans and Posture Division (SSW) and the Strategy Division (SSP) through work on Total Army Analysis, campaign analysis, and wargaming, while remaining available to provide or find analytic support to projects as needed. Participates on planning teams, creates written documents, supports preparation sessions for Army Senior Leaders engages with key stakeholders, and maintains relationships with individuals at all levels. Frequently engages with other staff sections within HQDA, the Joint Staff, and the Office of the Secretary of Defense. In these contexts, they provide an analytic perspective and coordinate with a variety of experts. Should have a solid understanding of the campaign analysis and wargaming capability at CAA, familiarity with the modeling and analysis support to Total Army Analysis, and a broad awareness of particular studies and types of studies CAA has conducted in the previous several years. (Updated 5 December 2021)

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Eligibility: GS-13-14

C-6.3 United States Indo-Pacific Command (USINDOPACOM) Strategic Partner Rotation

Strategic Partner Rotation to USINDOPACOM: The CAA Strategic Partner to USINDOPACOM currently resides in their J56 Directorate and serves under the Chief of Staff but provides direct support to other USINDOPACOM senior leaders as required. The CAA Strategic Partner performs four key functions in support of the command.

(1) Liaison – works to ensure that USINDOPACOM leaders are aware of Army/DoD analytical capabilities and modeling and simulation capabilities available to support command priorities. Also ensures the Army analytic community is aware of USINDOPACOM's analysis requirements and priorities.

(2) Integration – as the senior Army Operations Research Analyst within the area of responsibility (AOR), ensures that Army analysts throughout the USINDOPACOM AOR are connected to one another in order to provide an opportunity to coordinate, to share products, and to seek help in support of strategic analysis requirements.

(3) Direct Support – directly supports USINDOPACOM requirements by providing analytic support, advising on approaches to addressing complex problems, and assisting with coordination on analytic activities. Can assist in strategic-level planning and assessment efforts,

operational wargaming, and strategic decision-making. Additionally, performs key tasks as assigned by the USINDOPACOM leadership.

(4) Analytical Reachback –can coordinate reachback on behalf of USINDOPACOM leaders to Army and other relevant DoD analytical agencies in support of USINDOPACOM analytic requirements. In addition to supporting USINDOPACOM, the CAA Strategic Partner also performs the same key functions in support of United States Army Pacific.

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Eligibility: GS-14-15

C-6.4 The United States Africa Command (USAFRICOM) and United States European Command (USEUCOM) Strategic Partner Rotation

Strategic Partner Rotation to USAFRICOM and USEUCOM: Serves as the Army liaison between CAA and the USEUCOM and USAFRICOM Headquarters. The Strategic Partner divides time between the two headquarters and their respective components, dedicating 50% of the time to each command. When at USEUCOM, is embedded in, and supports the processes of, the USEUCOM J7 to include developing broader professional relationships with the other USEUCOM staff elements. Also maintains a relationship with the 21st Theater Support Command (TSC) and the CAA deployed analyst supporting that headquarters. When at USAFRICOM, the analyst is embedded in, and supports the processes of, the J8 to develop broader professional relationships with the other staff elements. Provides technical and subject matter expertise to both commands, acts as an action officer within their staff elements as appropriate, and in this capacity, conducts analysis, participates in command work efforts, and provides other direct support as requested. Adds value to CAA's strategic engagement across each command's AOR. Proposes potential projects in support of USAFRICOM, USEUCOM, 21st TSC, and other organizations that CAA could conduct. Provides administrative and logistic support for CAA study teams to include coordinating visits, setting up meetings and gathering information as requested. Provides technical and subject matter expertise to CAA study teams as requested. Communicates with each command's staff, CAA leadership, and the CAA analytic divisions to ensure sponsor expectations are met. (Updated November 2021)

- CAPD Pillar(s): Technical, Functional, Leadership, Communication
- Eligibility: GS-14-15

C-6.5 Army Expeditionary Civilian Workforce

The Army Expeditionary Civilian Workforce deployment experience allows civilians to use their capabilities, experience, and knowledge to support crucial Department of Defense missions abroad. Deployable civilians are needed to serve as qualified volunteers to fill critical functions. Volunteering to deploy gives civilian employees an extraordinary opportunity to broaden skills and expertise while directly supporting operations of national interest.[91]

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[91] https://home.army.mil/imcom/index.php/Organization/human-services/g1-personnel/cew

- CAPD Pillar(s): Technical, Functional, Leadership, Communication

- Eligibility: Varies with position

- Visit https://home.army.mil/imcom/index.php/Organization/human-services/g1-personnel/cew or AR 690-11 for more information

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APPENDIX D REFERENCES

Army Career Tracker. https://actnow.army.mil/

Headquarters, Department of the Army. *Army Talent Management Strategy*. 20 September 2016.

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Center for Army Analysis. Center for Army Analysis and Army Modeling and Simulation Office FY 21-23 *Strategic Plan Overview*. Fort Belvoir, VA. 29 June 2021.

Civilian Human Resources Agency. *Handbook for Enterprise Civilian Talent Acquisition Programs*. October 29, 2021.

Headquarters, Department of the Army. Army Doctrine Publication 6-22, *Army Leadership and the Profession*. Washington, DC, 31 July 2019.

Office of the Under Secretary of Defense for Personnel and Readiness. Department of Defense Instruction 1430.16, *Growing Civilian Leaders.* Washington, DC, 19 November 2009.

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APPENDIX E EXECUTIVE CAREER PHASE

The CAPD framework does not cover the Executive career phase; however, some CAA analysts will progress to the executive level. Getting to the executive career phase is something that requires planning and dedication. As such, the following information is useful for those who desire to become a senior executive.

Figure E-1 shows the civilian leader development continuum. All within the DoD are expected to be leaders to some extent, whether leading the institution as a senior executive, leading an organization such as CAA, leading people while serving as a division chief, leading teams, or leading oneself. The graphic lists the characteristics expected at each of the leadership levels. Before becoming a senior executive, there are many ways to demonstrate your leadership KSAs and opportunities to develop them further.
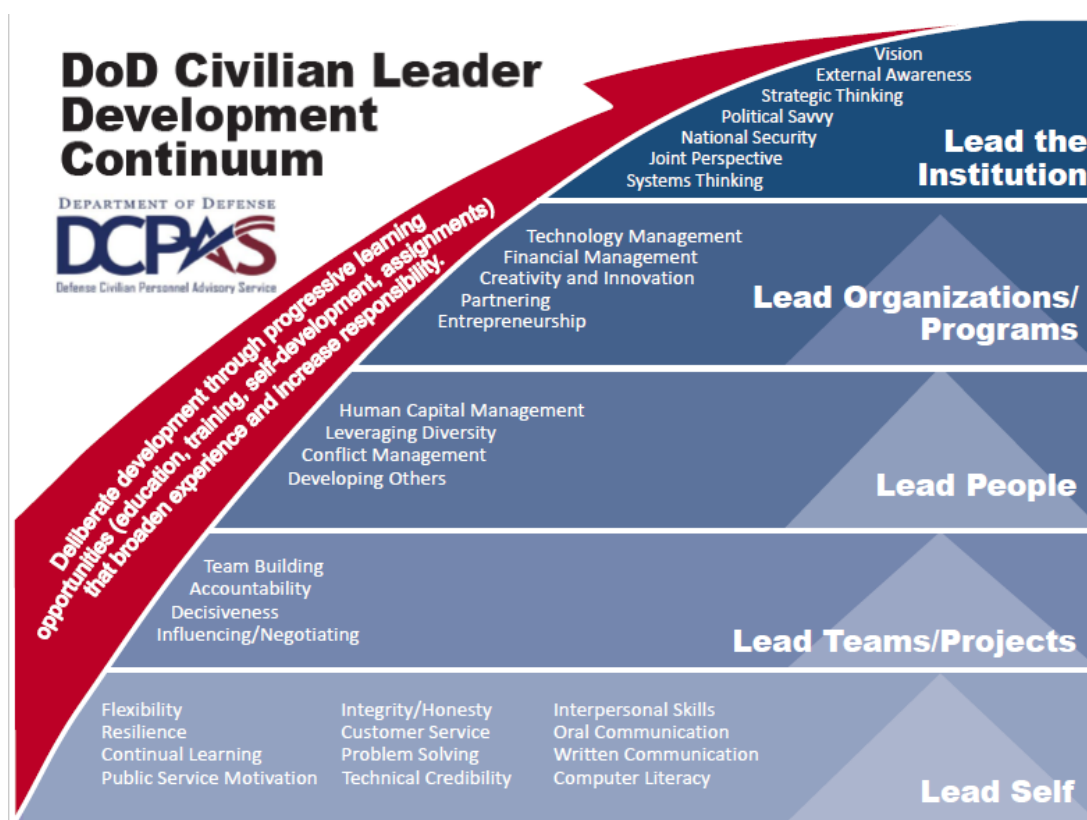

Figure E-1. DoD Civilian Leader Development Continuum.

More resources and information can be found at https://cslmo.army.mil/.

OPM has identified five executive core qualifications (ECQs). The executive core qualifications define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance

management, and leadership development for management and executive positions. The ECQs were designed to assess executive experience and potential-not technical expertise.

Successful performance in the SES requires competence in each ECQ. The ECQs are interdependent; successful executives bring all five to bear when providing service to the Nation.

ECQ 1 Leading Change: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

- Creativity and Innovation: Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

- External Awareness: Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

- Flexibility: Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

- Resilience: Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

- Strategic Thinking: Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

- Vision: Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ 2 Leading People: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

- Conflict Management: Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

- Leveraging Diversity: Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

- Developing Others: Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

- Team Building: Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

ECQ 3 Results Driven: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

- Accountability: Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

- Customer Service: Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

- Decisiveness: Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

- Entrepreneurship: Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

- Problem Solving: Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

- Technical Credibility: Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4 Business Acumen: This core qualification involves the ability to manage human, financial, and information resources strategically.

- Financial Management: Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

- Human Capital Management: Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

- Technology Management: Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5 Building Coalitions: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

- Partnering: Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

- Political Savvy: Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

- Influencing/Negotiating: Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.[92]

More resources and information can be found at https://www.opm.gov/policy-data-oversight/senior-executive-service/.

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[92] https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/