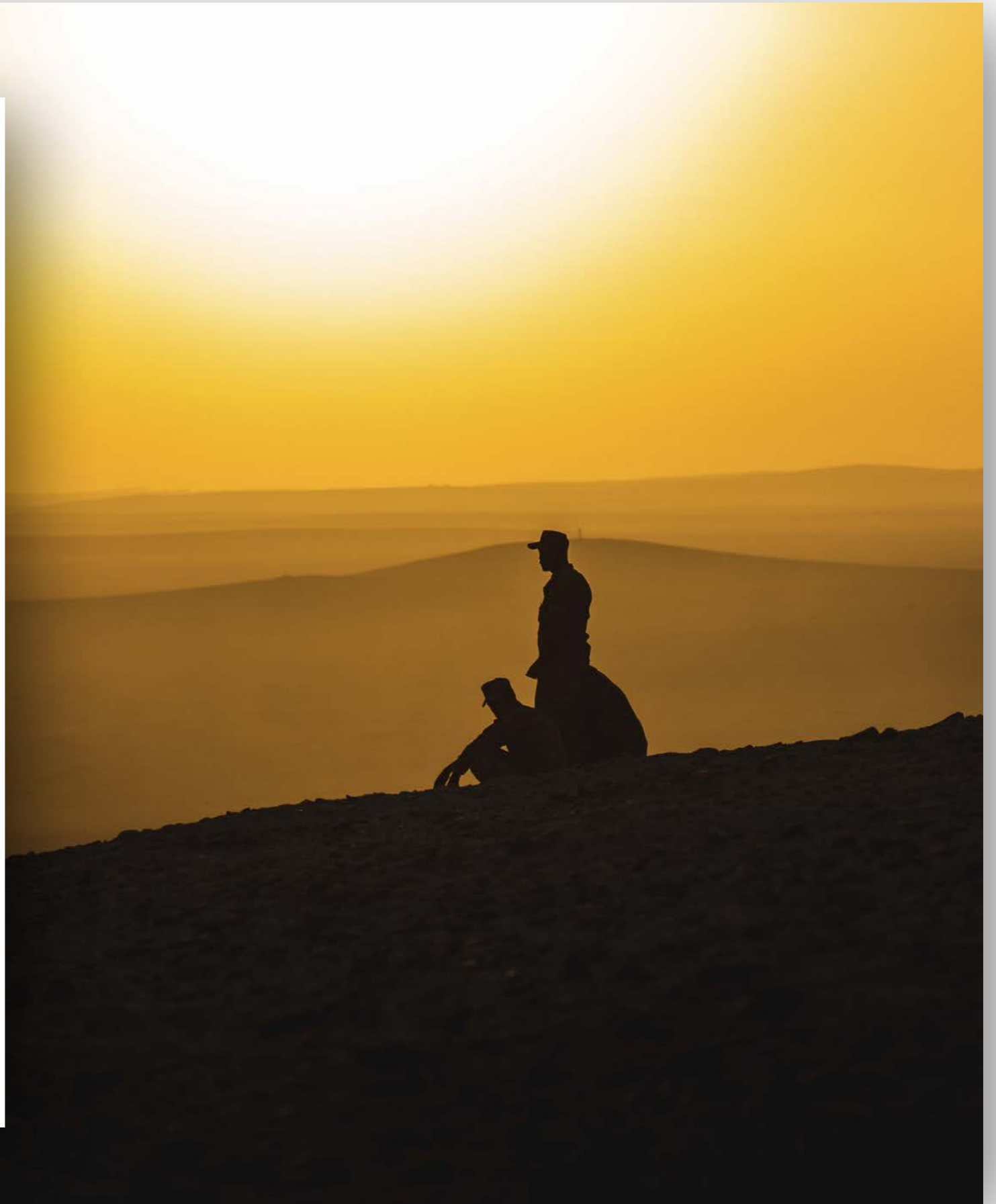


# THE CENTER FOR ARMY ANALYSIS

PRESIDENTIAL  
MANAGEMENT FELLOWS  
2023 INFORMATION GUIDE



Dear PMF Finalist:

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

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

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

On the following page are some points to consider when comparing the available opportunities and positions.

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

Sincerely,  
Martin Dubbs  
CAA PMF Coordinator

# ASK YOURSELF

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

# CAA

## Who Are We?

CAA IS THE RECOGNIZED AUTHORITY ON THE INDEPENDENT ANALYSIS OF LAND WARFARE INTERESTS IN A JOINT AND COMBINED CONTEXT. OUR PEOPLE, PROCESSES AND PRODUCTS SUPPORT ARMY ORGANIZATIONS AND LEADERS, OPERATIONAL FORCES AND COALITION OPERATIONS ON THE MOST IMPORTANT STRATEGIC AND NATIONAL SECURITY CHALLENGES.

**CAA** conducts studies for the benefit of the Army Staff, the Major Army Commands, many of the Army Secretariat organizations and Combatant Commands. CAA's analysis relies on a variety of operations research techniques to inform the decisions of senior leaders on current operations, operational planning and force structure.

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

**CAA's PMF Program Mission:** Recruit, train, develop and retain highly qualified candidates to serve as Operations Research Analysts within the Center for Army Analysis. CAA is committed to preparing PMFs for careers that support the Army, the Defense Department and the U.S. government.

**Diversity, Equity and Inclusion:** CAA is committed to enhancing readiness, building cohesive teams with diverse talent, and promulgating the goals of the Army People Strategy as stated in its diversity, equity and inclusion annex.



# DIVISIONS

- CAMPAIGN WARGAMING
- CAMPAIGN ANALYSIS
- DEPLOYMENT & ENABLERS ANALYSIS
- FORCE STRATEGY
- OPERATIONS ANALYSIS
- STRATEGIC ANALYSIS & INTEGRATION
- STRATEGIC WARGAMING





# MORE ABOUT US

- Conducts analysis for senior Army leaders and the Defense Department, and with NATO partners and other agencies across a range of subject areas
- Core competencies include data science, wargaming, modeling and simulation, and campaign analysis
- Provides direct support to operational commanders by deploying analysts to active theaters of operation
- Stations strategic partners within key Combatant Command headquarters and the Pentagon to provide accurate and timely analysis
- About 125 employees
- A Department of the Army Field Operating Agency, under the Deputy Chief of Staff for Programs (G-8)
- Located at Fort Belvoir, Virginia, in the National Capitol Region (nine miles south of the Pentagon)





# OUR PMF PROGRAM

THE CAA PMF PROGRAM IS FOCUSED ON DEVELOPING FUTURE LEADERS AND SENIOR ANALYSTS FOR CAREERS WITHIN THE ARMY, DOD AND THE U.S. GOVERNMENT. FOR THIS REASON, THE PROGRAM ALLOWS PMFS THE GREATEST POSSIBLE FLEXIBILITY AND INDIVIDUAL INITIATIVE.

**CAA** PMFs have the opportunity to take responsibility and lead on a variety of challenging projects.

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

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

Beyond minimal requirements set by the Office of Personnel Management and the Department of the Army, PMFs are encouraged and expected to seek out and cultivate training



opportunities that are uniquely suited to their developmental needs and career goals.

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

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

By the end of the program, a typical PMF will have completed hundreds of hours of training, participated in numerous analytical projects, and completed two rotations outside of CAA and one rotation within CAA.

**Home Division:** CAA requires that PMFs work as part of a long-term home division. The CAA PMF program seeks to align the skills and interests of the PMF with the needs of the agency to determine the best fit. The home division provides the PMF with a secure, stable environment from which to conduct the fellowship. Throughout their careers, CAA analysts are encouraged to work across and in different divisions to broaden their knowledge and skills.

PMFs typically spend the first six months of the fellowship in their home division, learning

about the agency, the Army and the Defense Department and developing the core analytical tools and skills of operations research. PMFs return to their home divisions between rotations. At CAA, you are a valued and integrated member of your home division, but your focus is development and growth as an analyst.

**Internal Rotation:** CAA requires PMFs to complete one internal rotation. The internal rotation

---

**THE STRENGTH OF THE  
CAA PMF PROGRAM LIES  
IN THE FREEDOM OF PMFs  
TO CHOOSE A DIVERSE  
SET OF ASSIGNMENTS,  
ROTATIONS  
AND TRAINING  
OPPORTUNITIES.**

allows the PMF to better understand the relationships between CAA's analytical divisions, their functions, build professional relationships, and learn different analytical methods and applications. The PMF selects the internal rotation in consultation with mentors and fellow analysts.

**External Rotations:** External rotations provide

CAA PMFs with opportunities to experience working in other organizations and to broaden their own professional horizons. External rotations are selected by the PMF in consultation with their supervisors, mentors and the PMF coordinator.

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

External rotations can offer drastically different project and leadership opportunities and are of immense value to the PMF. Therefore, PMFs are required to develop a detailed Memorandum of Understanding with the gaining agency to ensure they receive the promised opportunities.

**Development of Analytical Skills:** By the end of the CAA PMF program, all CAA PMFs must be capable of working in their assigned Operations Research position at the appropriate grade (GS-1515-12/13).

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



research analyst at the end of the fellowship. The Army budgets \$10,000 to pay for the training and development of each PMF. Required training courses are described in the requirements section.

Formal training only develops a portion of analytical skills. The real work (and fun) occurs when analytical and critical thinking skills are put to the test. Each PMF serves as a team member to develop analytical and critical thinking skills and delivers briefings to analytic review boards where they defend and their analytical work to colleagues and CAA leaders.

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

After completing their fellowship, analysts are also able to take advantage of training funds through Career Field 16, Science Engineering & Analysis, a development program unique to the Army. These funds enable CAA employees to maintain and improve their analytical skills

throughout their careers.

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

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

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

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

---

**ROTATIONAL  
ASSIGNMENTS &  
TRAINING HONE  
AND DIVERSIFY  
YOUR LEADERSHIP  
SKILLS &  
EXPAND  
PROFESSIONAL  
KNOWLEDGE**

# WHAT DO OUR PMFs DO?

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

PMFs utilize skills obtained from a variety of degree programs including economics, public policy, international relations and data science to develop analytical tools and methodologies.

PMFs will serve as members analytical study teams that involve analysts from across the agency and interact with stakeholders from across the U.S. government and allied defense organizations.

PMFs participate in a wide variety of developmental activities including attending and briefing at operations research symposia and conferences, shadowing senior leaders, observing analytic review boards and completing numerous formal training courses.

PMFs conduct one internal and two external rotations that hone and broaden the knowledge and skills needed to be a successful operations research analyst.



# OPPORTUNITIES

- External rotations throughout the U.S. government and partner organizations
- Internal rotations in CAA research divisions
- Participation in joint and combined wargames
- Participation in exchanges with the Army's international counterparts
- Professional and leadership training
- Conference attendance
- Participation in the Military Operations Research Society's annual symposium, workshops and training
- Participation in the Army Operations Research Society symposium
- Continuing graduate education coursework
- Professional and leadership development presentations
- Participation in Army civilian "greening" programs for gaining experience with Army organizations, equipment, and culture

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

Some positions require specialized knowledge, such as computer programming, advanced mathematics, wargaming or data science.

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

It is vital that candidates do not disqualify themselves. Interested candidates are encouraged to provide all transcripts to the CAA PMF program coordinator for an informal evaluation of their coursework.

**Basic Requirements:** A degree in operations research or at least 24 semester hours in a combination of courses requiring substantial competence in college-level mathematics and quantitative coursework. At least 3 of the 24 semester hours must have been in calculus.

Transcripts will be evaluated to ensure that they meet the minimum educational requirements



for the target position of Operations Research Analyst, Series 1515.

**Evaluation of Education:** Qualifying courses for operations research positions may have been taken in a variety of departments, including liberal arts.

Examples of acceptable courses:

- Quantitative analysis courses for which college-level mathematics or statistics is a prerequisite;
- Mathematics;
- Engineering;
- Physics;
- Econometrics;
- Data analytics and data science;
- Computer science;
- Courses that involved application of operations research techniques and methodologies to problems of management, marketing, systems design and other specialized fields.

**Security Clearance:** Candidate must be eligible to obtain a Secret security clearance.



# REQUIREMENTS

## CAA REQUIREMENTS

- Complete one internal rotation
- Complete a minimum of six months of external rotation assignments

## DEPARTMENT OF THE ARMY REQUIREMENTS

- Complete the Army Civilian Education System courses and training as outlined in the Army Enterprise Civilian Talent Acquisition Program Handbook
- Participate in the Army Civilian Career Management Activity (ACCMA) orientation and its quarterly professional development sessions
- Perform at a satisfactory or higher level and successfully complete all certification, training, education, experiential learning, and professional development requirements

## OFFICE OF PERSONNEL MANAGEMENT REQUIREMENTS

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

# FAQs

## WHAT WILL BE MY PAY GRADE WHEN I COMPLETE MY FELLOWSHIP?

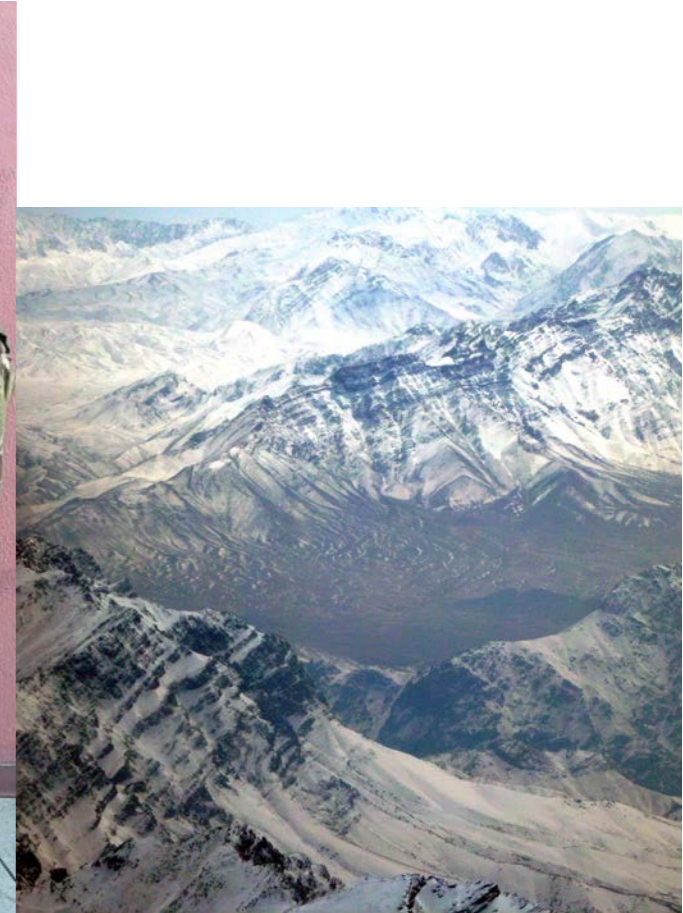
CAA PMF positions are ladderred over three years to GS-13 so that a Fellow generally will start as a GS-9/11/12 and then, subject to meeting performance requirements, be promoted each year until they reach GS-12 as a PMF or the full performance pay grade of GS-13 once converted to competitive service. Promotions beyond GS-13 are competitive and based upon availability of openings within CAA.

## WILL I BE ALLOWED TO CONDUCT EXTERNAL ROTATIONS TO OTHER AGENCIES OR ORGANIZATIONS?

Yes, CAA PMFs are highly encouraged to conduct external rotations with other agencies.

## WHAT SECURITY CLEARANCE IS REQUIRED?

A Secret level security clearance is required. Details about clearances can be discussed with the CAA PMF coordinator.



## DOES CAA HAVE A STUDENT LOAN REPAYMENT PLAN FOR PMFS?

Yes. The PMF coordinator can provide details on the student loan repayment program at CAA.

## DOES CAA OR THE ARMY PAY FOR INTERNATIONAL ASSIGNMENTS OR ROTATIONS?

Although technically permitted, PMF assignments outside of the Washington, D.C., area are rare due to budget limitations. However, CAA often chooses to fund international travel to support its mission. External agencies that wish to fund a PMF's rotation with their organization can and have done so.

## WHEN WOULD I START?

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

## DOES CAA PAY RELOCATION COSTS?

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

## CAN PMFs DEPLOY OVERSEAS?

PMF developmental requirements do not





NATO Operations Assessment Course  
P5-128-A-14 | NATO SCHOOL Oberammergau | 26 - 30 May 2014



align with the mission requirements of deployed analysts. However, one of CAA's core competencies is to provide reach-back support for forward-deployed warfighters. CAA has forward-deployed analysts working in support of current operations and has deployed more than 165 analysts, including 13 PMF alumni, in support of operations around the world. In addition, CAA maintains numerous strategic partner positions in the Pentagon and with the Combatant Commands. Upon conversion to a permanent position, PMF alumni often volunteer to become deployed analysts or strategic partners.

## HOW FLEXIBLE IS CAA ON THE EDUCATIONAL REQUIREMENTS?

CAA typically only considers candidates who fully meet the minimum educational requirements. If CAA does hire for a different job series, such as 0343, the announcement will specify the minimum requirements. PMF finalists who

do not meet the minimum requirements may seek rotational opportunities with CAA. CAA has transferred PMFs to CAA to complete their fellowship after a successful rotation and completion of the required educational coursework.

## WHAT TRAINING AND DEVELOPMENT OPPORTUNITIES ARE AVAILABLE AT CAA AFTER CONVERSION?

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

# ALUMNI

## TOM (CLASS OF 2007)

Force Strategy

**Strategic Partner:** U.S. Northern Command

## ADAM (CLASS OF 2008)

Strategic Wargaming

**Deployments:** Afghanistan, 2010; Djibouti, 2013

## MARTIN (CLASS OF 2009)

International Programs Manager

**External Rotation:** Operations Analysis

Directorate, Marine Corps Combat

Development Command

**Deployments:** Afghanistan, 2012, 2015, 2018

## JOSH (CLASS OF 2013)

Pentagon Strategic Partner, G3/5/7, DAMO-SS

**External Rotation:** Force Structure & Investment

Branch, Office of Management and Budget

## SARAH (CLASS OF 2013)

Strategic Wargaming

**External Rotations:** Director's Development

Group, Defense Intelligence Agency;

Operations Support Division, U.S. Army

Manpower Analysis;

Humanitarian Information Unit, State Department; Program Analysis Division, Office of the Secretary of Defense

**Deployments:** Afghanistan, 2017, 2020

## CRISTIN (CLASS OF 2020)

Strategic Wargaming

**External Rotation:** RAND Arroyo Center; Office of the Secretary of Defense, Office of Arctic & Global Resilience

# CURRENT

## KATHLEEN (CLASS OF 2021)

Operations Analysis, Data Science Team

**External Rotation:** Department of State, Bureau of Conflict and Stabilization Operations, Office of Advanced Analytics

## KATHRYN (CLASS OF 2021)

Strategic Wargaming

**External Rotation:** Deputy Assistant Secretary of Defense for European and NATO Policy



**Center for Army Analysis  
6001 Goethals Road  
Fort Belvoir, Virginia  
22060-5230**

**PMF COORDINATOR: MARTIN DUBBS  
MARTIN.L.DUBBS.CIV@ARMY.MIL**

