

# CENTER FOR ARMY ANALYSIS



## Vision and Strategy

December 2015





Center for Army Analysis  
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The Center for Army Analysis (CAA) delivers impactful analysis to senior decision makers in the Department of Defense and the Army.

Each day, CAA provides critical and essential analytical solutions, information, and assessments needed by our most senior Military and Civilian leaders to address Army and DoD-wide strategic challenges and issues. We manage and govern the Army's investment in modeling and simulations. More importantly, CAA's key deliverables impact every Soldier and Civilian serving in defense of our nation.

With a dynamic and uncertain world, it is important each of us knows and understands what we do and the value of CAA to our nation and Army. In this document, we establish an enduring strategy and outline how our team is organized to support the organization's purpose.

This document provides vision and strategy to guide CAA into the future. Those serve as the benchmark to measure our current and future activities, studies, and support. Over time, CAA's operational capabilities and competencies will evolve to meet our strategic mission and strategic vision. This also assists us in telling our story to those outside our organization.



Wm. Forrest Crain  
Director



## Table of Contents

<b>Vision</b>	<b>1</b>
<b>Mission</b>	<b>4</b>
<b>Values</b>	<b>5</b>
<b>Environment</b>	<b>7</b>
<b>Strategic Objectives</b>	<b>8</b>
<b>Priorities</b>	<b>11</b>
<b>Core Competencies</b>	<b>12</b>
<b>End State</b>	<b>15</b>



## Vision

*The vision for the Center for Army Analysis (CAA) is to continue as the established and recognized authority on the independent analysis of land warfare interests in a joint and combined context.* To accomplish the analytical support requirements of the Army and Department of Defense (DoD) military and civilian leaders, CAA must continue to maintain its leadership role across the Army's analytical community. CAA must lead the efforts to identify, train, and develop the current and future military and civilian workforce of Operations Research/Systems Analysis (ORSA) and Modeling and Simulation (M&S) communities across the Army. There is no other organization capable of accomplishing what CAA does. CAA team must understand the importance and vital contributions of this organization to the Army and the DoD, while protecting our nation.

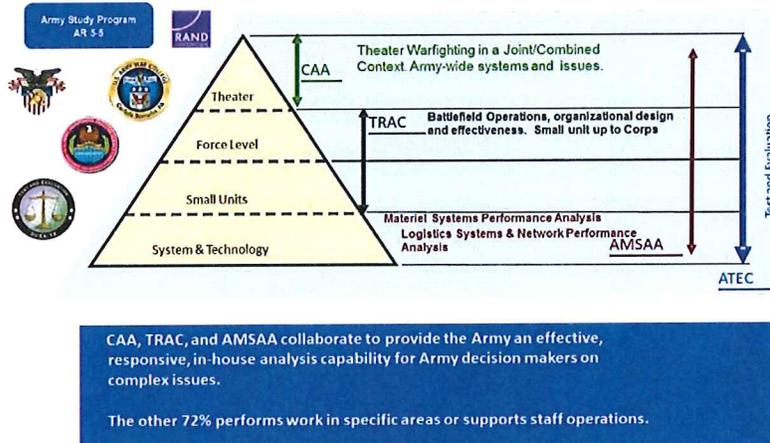


Figure 1: Analytical Focus of CAA

As the Army transitions to face the ever-changing operational environment, it will encounter a multitude of complex and difficult choices and decisions. CAA team must continue to develop innovative methods, processes, tools, and models to support the Operations Research and Systems Analysis (ORSA) community across the force. Our solutions must provide cross-domain solutions to all communities of practice, not only to the Operations Research community.

Essential to our future and the future of the ORSA and M&S communities is the need to create a very high quality, trained and managed workforce. We must ensure we continually seek to identify talented individuals, both military and civilian, who will excel as members of the analytical and M&S communities. CAA team must



*The Vision for the Center for Army Analysis (CAA) is to Continue as the Established and Recognized Authority on the Independent Analysis of Land Warfare Interests in a Joint And Combined Context.*





*CAA's Efforts  
and Actions  
Serve to  
Synchronize  
with the  
National and  
International  
ORSA  
Communities  
of Practice.*



explore innovative methods and processes to build the skills we need for the future. CAA must continually strive to ensure our current workforce retains their existing skills and builds their individual capabilities. CAA must take a proactive role in the management and career development of all members of our community. We owe the Army a trained and managed capability to support their analytical and M&S requirements that aid in addressing the complex issues facing national security. As the preeminent Army ORSA organization, CAA must lead the Army efforts to develop and manage the strategy, policy, and management of the analytical activities of the Army. The analytical needs of the Army from strategic to tactical levels must also support the requirements of the DoD and the National Military Strategy of the United States. *CAA's efforts and actions serve to synchronize with the National and International ORSA communities of practice.* Everything we do must contribute to the security decisions of our nation.

CAA is the Army's resource for providing unbiased research and analysis. CAA has a well-established and unimpeachable reputation for providing timely, accurate, and relevant research and analysis that informs the decision-making processes of the Army. CAA provides critical and penetrating analysis and research to support key leaders and decision-makers to ensure the Army provides the nation with a full range of military options for addressing our complex strategic challenges today and tomorrow.

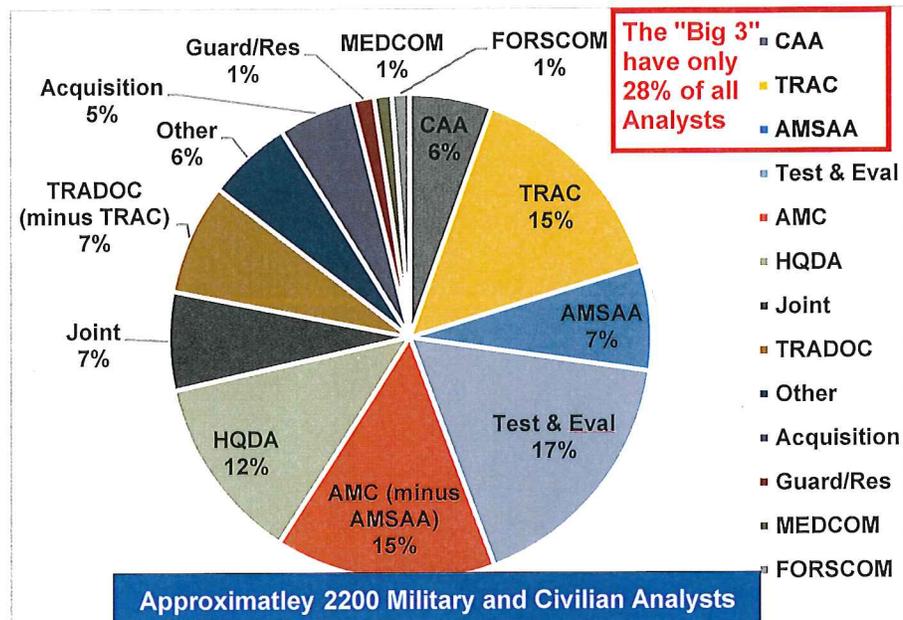


Figure 2: The Army Analytical Community Distribution

The Army Modeling and Simulation Office (AMSO), as the Executive Agent for Army M&S, creates a common and strategic M&S vision for the Army. The importance and utilization of affordable, realistic, and reliable models, simulations, and tools will continue to take on greater and more significant importance as Army capabilities and workforce change. To support the growing demands from the operational and institutional components of the Army for creating the right balance of forces, CAA establishes the policies and procedures to ensure models, simulations, and virtual tools across all Army M&S domains are verified and validated to provide effective and efficient solutions.

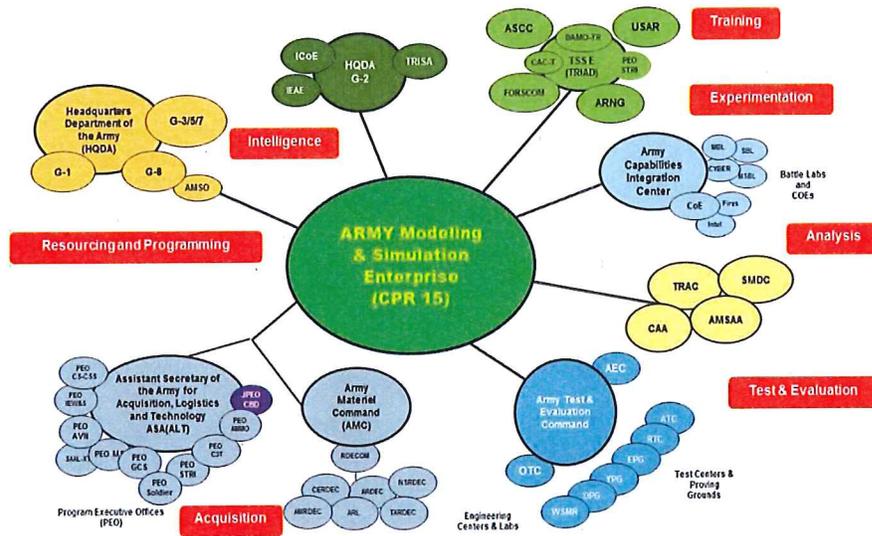
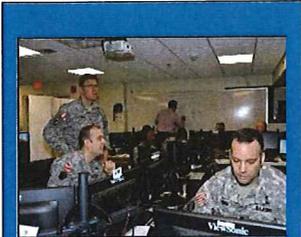


Figure 3: The Army modeling and Simulation Enterprise

In concert with the efforts to create an effective strategy, policy, and governance of the Army's models, simulations, and tools, CAA develops and trains the Military and Civilian workforce to support the M&S requirements of all communities of practice. CAA leads the efforts to identify, access, train, and manage of the Military and Civilian team to provide the highest caliber personnel to operating and managing the valuable Army M&S capabilities and resources.



The Army Modeling and Simulation Office (AMSO), as the Executive Agent for Army M&S Creates a Common and Strategic M&S Vision for the Army





*CAA Conducts  
Analyses  
Across the  
Spectrum of  
Conflict in a  
Joint, Inter-  
Agency, Inter-  
Governmental  
and Multi-  
National  
Context to  
Inform  
Critical- Level  
Decisions for  
Current and  
Future  
National  
Security Issues*



## Mission

CAA's people, processes, and products directly support Army and DoD organizations, leadership, operational forces, and coalition operations on the most important strategic challenges and Army-wide issues facing land-power, national defense, and national security. *CAA conducts analyses across the spectrum of conflict in a Joint, Interagency, Intergovernmental, and Multinational (JIIM) context to inform critical senior-level decisions for current and future national security issues.* CAA provides critical and essential information and assessments needed to address Army and DoD-wide strategic issues facing land-power, national defense, and national security. CAA's work informs senior military and civilian decision makers across the operational and institutional forces and ensures they have access to unbiased information on which they can make informed strategic choices.

The AMSO is the Army proponent M&S. AMSO develops the enterprise strategy and policy for the Army M&S community. AMSO provides effective governance and resource management through leadership and synchronization with a focus on Army enterprise and cross-community areas across the JIIM environment. AMSO trains, educates, and manages the military Functional Area 57 (FA-57), Simulation Operations Officers, and the Civilian Career Program 36 (CP-36), Analysis, Modeling and Simulation Civilian workforce to provide the Army with talented, trained, and experienced practitioners in support of the M&S requirements of the force.



*Figure 4: Payne Hall, Home of the Center for Army Analysis*

## Values

*Our people are our greatest and most important resource.* CAA is an organization of highly skilled and high-performing people. The quality of the CAA team and leadership of our organization are the reason we can accomplish our mission and realize the CAA vision. We must continue to create opportunities for every member of CAA to become highly successful in both their professional and personal lives. CAA provides our team members with opportunities to gain new skills and capabilities to support the current and future missions as well as their individual needs. CAA leadership ensures we provide every opportunity to each person to develop opportunities for career progression.

CAA's foundation is a harmonized combination of capabilities, skills, and most importantly, exceptionally talented and qualified people that distinguish us from other analytical organizations. CAA's organizational values are enduring and guide our actions, activities, objectives, and ultimately our mission. CAA's capabilities and competencies allow us to focus on those critical areas that make us vital to the Army today and tomorrow.

- **Analytical Integrity:** Civilian and Military leaders across DoD and the Army require timely, accurate and impartial information. CAA established and maintains an impeccable legacy of delivering candid, +unbiased analyses, data, and recommendations to Army and DoD leaders and decision-makers. Our reputation for unprejudiced and candid analysis and recommendations is unmatched across the analytical community.
- **Benchmark for Quality Analytical Solutions:** The attention to detail of CAA's analysis, together with our quality assurance processes, serve as the benchmark for all other analytical organizations across both the Army and DoD. CAA's exceptionally high quality analyses serve to inform senior leaders on how best to optimize and align operational and generating forces in support of strategic priorities, policies, and commitments. CAA's standards of quality and performance provide the operational force with the highest value information on which to build and tailor force packages to achieve anticipated objectives. CAA's support to the generating force ensures they are more effective and efficient in areas as diverse as acquisition processes, force design, and stationing decisions.



*Our People  
are Our  
Greatest and  
Most  
Important  
Resource*



✓ *Analytical  
Integrity*



✓ *Benchmark  
for Quality  
Analytical  
Solutions*



✓ *Analytical Rigor*



✓ *Understanding and Adapting to Changing Requirements*



✓ *Provide the Right Team for the Right Problem*



- **Analytical Rigor:** Critical analytical thinking is the foundation of decision-making. The rigorous and detailed processes, procedures and critical thinking used throughout CAA ensure Army and DoD leaders have absolute confidence in the accuracy, fidelity, and objectivity of the information they need to make complex and high-risk decisions affecting the security of our nation. The analytical rigor of CAA's ensures the Army is manned, trained, organized, and sustained, equipped, and employed to support the requirements of the Combatant Commanders'.
- **Understanding and Adapting to Changing Requirements:** In an ever-changing national security environment, CAA demonstrates the essential organizational agility and flexibility to anticipate future needs of our decision makers. CAA demonstrates this over time as we adapt our workforce, processes, and tools to meet anticipated requirements and specialized skills across the ORSA and M&S communities. CAA leadership has absolute confidence in our abilities to adapt our organization to meet new, emerging, and changing requirements.
- **Provide the Right Team for the Right Problem:** CAA deploys our highly skilled work force to provide relevant, timely, and credible analysis to Army and Joint commanders and staffs. Our analyses inform senior leader decision making, operational planning, and guidance. Essential to providing this valuable asset to the commanders is a reachback capability available to support deployed team members of CAA. Reachback allows them to draw on the skills, abilities, and resources of the entire organization to maximize effectiveness in specific theater assignments.



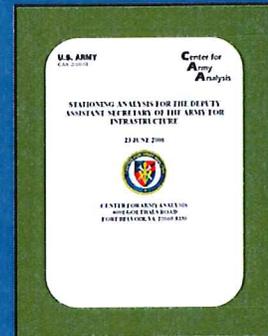
## Environment

The 2015 “National Military Strategy of the United States of America” states the United States Army operates in a volatile, uncertain, complex, ambiguous, and ever-changing world of unknowns. The Army and DoD build and create the forces and organizations to deter, deny, and defeat both state and non-state adversaries threatening the national security interests of the United States. *The complexity and ever-accelerating velocity of change, with the associated demand and expectation to address uncertainty, characterize our strategic environment.* The effects of globalization, the diffusion of technologies, major demographic shifts driving economic changes, competition for resources, and political instability across the globe shape our national security environment. As a nation, we face individuals and groups representing both state and violent non-state and criminal groups possessing unprecedented access to information, weapons, and technologies allowing them to organize quickly and act in ways that threaten the national interests of the United States.

After more than a decade of persistent combat operations across the globe, the Army is returning home. As the Army transitions from a deployed force to a trained and ready force, senior leaders will be required to make very different and difficult decisions in building the forces required to meet the challenges of our operational environment. The forces will be smaller, resources will be significantly constrained, and the world more dangerous; yet the Army will still be required to operate as the land component of the U.S. Joint Force as well as part of international coalitions.

Our Civilian and Military leaders require in-depth analyses and fusion of information and data to make the strategic and operational decisions necessary to create and sustain the technologies and forces to deter and if necessary, decisively defeat challenges to our nation, our allies, and our partners. CAA provides leaders with the analysis to make informed, critical decisions across the full-spectrum of operations, organizations, and capabilities. *CAA provides critical support to make the Army more innovative, adaptive, and dynamic.*

*The Complexity and Ever-Accelerating Velocity of Change, with the Associated Demand and Expectation to Address Uncertainty, Characterize Our Strategic Environment*



*We Provide Critical Support to make the Army more Innovative, Adaptive and Dynamic*

## Strategic Objectives

Important aspects of CAA's organizational culture are activities that foster an involved workforce. They serve to cultivate an enriched and inspired team, motivated to exceptional efforts and heightened loyalty to the organization. Our Strategic Objectives ensure CAA achieves its full potential as an organization. CAA's mission, vision and objectives create our priorities and serve as an important aspect of our culture. These are the Strategic Objectives for CAA:



### 1. Synchronize National & International Operations Research and Systems Analysis activities

#### 1. *Synchronize National and International Operations Research and Systems Analysis activities:*

- Seek cooperation with parallel analytic agencies among U.S. allies.
- Support defense-wide Military Operations Research Society (MORS) Symposium.
- Conduct exchanges with Federally Funded Research and Development Centers and other DoD and Service analytic agencies.
- Support the development of cross-service techniques\ models to provide common base lines. (Wargaming)
- Support Headquarters, Department of Army, and Quadrennial Defense Review processes.
- Identify ways to leverage Army, DoD and International ORSA efforts to address the Army's highest priorities.
- Support Joint studies and analyses.



### 2. Integrate the Army Analytic Community

#### 2. *Integrate the Army Analytic Community:*

- Conduct exchanges with parallel Army analytic agencies.
- Lead the Army Operations Research Symposium.
- Foster publication of journal articles on emerging analytic techniques.
- Support cross-agency training events.
- Conduct training for Army deploying analysts.
- Conduct analyst exchange programs.
- Assist in efforts to re-evaluate changing requirements of the Army including, the National Commission on the Future of the Army, Strategic Readiness Model (SRM), and Regionally Aligned Forces.



**3. Deliver Quality Analysis in accordance with General Order 2012-1:**

- Provide forward support to clients through deployed analysts and strategic partners.
- Use the Analytic Review Board (ARB) process to ensure analytical rigor and accuracy.
- Support analytic requirements of both the institutional and operational Army.
- Build inter-disciplinary teams to solve complex problems.
- Advocate "Red Teaming" or viewing problems from and adversaries' perspective as a foundation for analytic activities and decision-making.
- Conduct peer- and senior-level review of all products.
- Meticulous documentation of all research and findings.
- Seek client feedback.

**4. Develop Functional Area 49 and 57 Officers and Career Program 36 Civilians:**

- Manage Army training process for the diverse skill set and educational requirements needed by ORSAs and M&S practitioners.
- Institute measures to share talent where needed across the analytic community.
- Develop flexible standards to ensure the best pathway for individual and collective growth of analysts.
- Advertise to potential prospective pools of future analysts and practitioners.

**5. Provide effective M&S strategy, policy, and management of models and simulations for the Army:**

- Provide over sight and guidance to the process of developing and maintaining key tools to support analysis.
- Reduce redundancy across all M&S communities.
- Lead the review of model relevancy.
- Initiate needed reforms of modeling capabilities across the Army.
- Support maintenance of and assess Army data.

**3. Deliver Quality Analysis IAW GO 2012-1**



**4. Develop Functional Area 49 and 57 Officers and Career Program 36 Civilians**



**5. Provide Effective M&S Strategy, Policy, and Management of Models and Simulations for the Army**

*6. Develop the CAA workforce, Facilities and Information Technology capabilities*



- Organize and manage Counsels of Colonels (CoC) and General Officer Steering Committees (GOSC) at the institutional level.
- Support assessment and maintenance of Army data.

*6. Develop the CAA workforce, Facilities and Information Technology capabilities*

- Recruit qualified employees at entry-level, mid-level, and senior-levels.
- Conduct recruitment at career fairs; leverage Presidential Management Fellow Program and Intern Program.
- Provide career progression for qualified employees.
- Leverage expertise from external sources.
- Maintain organizational flexibility to respond to changing and emerging future requirements.
- Comply with all legislation and regulations regarding staffing levels to preserve valued personnel necessary to meet future requirements.
- Promote employee acquisition of professional and advance academic and professional degree completion programs to include the Army War College Strategic Studies and Senior Employee Talent Management, and Command and General Staff College Programs.
- Conduct CAA guest speaker's program.



## Priorities

*CAA must continually demonstrate value to the Army and especially to those organizations and key decision makers who rely on our analysis and assessment capabilities.* In support of our mission, CAA must attain an in-depth understanding of not only current, but also the future needs and requirements of the Army and the Joint and Coalition environments. CAA must thoroughly understand the needs of the leaders and organizations we support. CAA is adaptable and responsive to the needs and requirements of the Army and DoD. CAA must have the right people, with the right skills, as well as the agility and responsiveness to meet the future the Army faces. CAA will direct the policies and practices supporting our mission and our communities of practice.

CAA has an obligation to integrate our efforts into and in support of our Joint and Coalition partners. The Army is part of a larger team that protects our nation and our national interests. As CAA builds our capacity and capabilities to support the analytical needs of the force, we must demonstrate an understanding of the importance and relevance of our products and services we provide. As the nexus for the analytical community supporting all aspects of Army analysis, we must look at not only the resources within CAA, but look across the entire community as an enterprise supporting the Army and DoD, and provide the means or forums to synchronize the combined efforts to gain maximum effects without wasting valuable analytical resources. *CAA must ensure the analytical efforts of the Army serve the land-power requirements of the other Services and our partners around the globe.*

The quality of CAA analysis, assessments, and products must serve as the benchmark for all Army and DoD analytical efforts. CAA creates and modifies our tools and processes to allow us to remain relevant in our operating environment. CAA provides timely, reliable and relevant information to enable informed decisions by our leaders across the Army and DoD. CAA is the leader in the integration of all M&S and ORSA activities supporting the Army and the nation against threats from within and without. CAA must always provide the right team and tools to address the right issues our clients ask us to analyze and assess. CAA will continually assess and prioritize missions, roles and functions with the needs of our external decision makers, ensuring we are focused on providing the greatest return on our efforts to the Army and DoD.

*We must  
Continually  
Demonstrate  
Value to the  
Army and  
Especially to  
Those  
Organizations  
and Key  
Decision  
Makers Who  
Rely on Our  
Analysis and  
Assessment  
Capabilities*



*We must  
Ensure the  
Analytical  
Efforts of the  
Army Serve  
the Land-  
Power  
Requirements  
of the Other  
Services and  
Our Partners  
Around the  
Globe*

*Core Competencies are Activities We Perform at a Consistently High-level of Proficiency*



✓ *Strategic and Operational Assessments*

✓ *Organization, Force Generation, and Force Structure Analyses*



## Core Competencies

*Core competencies are activities we perform at a consistently high-level of proficiency.* CAA has a depth of enduring competencies found nowhere else in the Army analytic community. The competencies provide CAA with a dominant position within the analytical community. CAA's capabilities are distinct systems, skills, and managerial systems, deeply rooted in values, creating the foundation for the competencies setting us apart from the rest of the Army's analytical capabilities. Our competencies provide us a body of exceptional analytical capabilities, expertise, and skills unique to the force and exclusive to CAA.

CAA's competencies oar the foundation creating our ability to conduct detailed and high-resolution analyses of a full-spectrum of issues facing the Army. In support of the Army and DoD, CAA provide our organizations, commands and leaders with:

- **Strategic and Operational Assessments:** CAA applies exceptional strategic and operational assessments knowledge, tools, and experience to support Joint and Army Commands at Division-level and higher with analysis and assistance to enhance the commander's decision making, strategic communications, and support more judicious allocation of resources in order to make operations more effective.
- **Force Generation and Force Structure Analyses:** CAA provides force generation analysis that examines how the Army provides trained and ready forces to meet current, emergent, and contingency demands through requirements and capacity analyses. It also provides analysis of force structure, force flow, force generation, and force mix in support of Army, Joint, and Coalition contingency planning efforts and budgetary decisions of land component forces across all Combatant Commands. The analyses broadly support the development of Strategy, Plans, and Policy within the HQDA as well as the DoD.
- **Operational and Institutional Capability Analyses:** CAA's analytical efforts ensure our decision makers leverage the capacity and capabilities of the total force. Our critical and essential analyses serves to inform senior

leaders on how to optimize and align operational and generating forces in support of strategic priorities, policies, and commitments. CAA's analyses validate the total force is manned, trained, organized, sustained, equipped, and employed to support Combatant Commander's requirements. CAA analyses support development of force packages tailored to achieve anticipated objectives and outcomes. CAA analyses ensure the Institutional Army is more effective and efficient in areas as diverse as acquisition processes, force design and stationing decisions.

- **Deployed Reachback Support:** CAA deploys skilled analysts to support forward stationed senior warfighting commanders and staffs to provide relevant, timely, and credible analyses to Army and Joint commanders and staffs. Our analyses inform senior leader decision making, operational planning, and guidance. The reachback capability of our analysts to draw on the skills, abilities, and resources of the entire organization to maximize effectiveness in specific theater assignments is essential to providing this valuable asset to the commanders.
- **Campaign Analysis:** CAA's analysis and modeling of Combatant Commanders Operations Plans (OPLANs) and Out-Year (OY) Strategic Scenario Assessments include risk analysis of reduced force structure and readiness on operational success in the theater war fights in OPLANs and scenarios. CAA's analysis of OY scenarios have significant influence and impact on the shaping of the future forces not only within the Army, but also across DoD. CAA's efforts assist and inform Combatant Commanders in updating and maintaining plans to reflect the ever-changing environment in which they must be prepared to fight and win.



✓ *Operational and Institutional Capability Analyses*

✓ *Deployed Reachback Support*

✓ *Campaign Analysis*



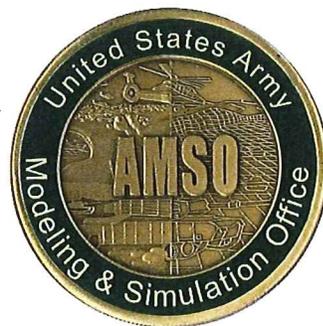
✓ *Modeling and Simulation Strategy and Policy*

✓ *Modeling and Simulation Workforce Development*



*Our Competencies Provide Us with a Body of Expertise and Skills Unique to the Force that are Difficult to Replicate Anywhere Else*

- **Modeling and Simulation Strategy and Policy:** As the proponent for Army Modeling and Simulation (M&S), CAA is responsible to develop, synchronize, and promulgate policy and strategy. AMSO develops and synchronizes the Army's M&S enterprise efforts across all communities of practice and commands. CAA coordinates Army M&S priorities and requirements with the Office of the Secretary of Defense (OSD), Joint Commands and organizations, Allies, and other required organizations in support of Army priorities. As the requirements for M&S continue to grow to meet the increasing demands of the force, it is important that CAA provide the governance and management of this key enabler to all levels and domains across the force.
- **Modeling and Simulation Workforce Development:** CAA is the Executive Agent and the proponent for military Functional Area 57, Simulation Operations Officers, and the Civilian Career Program 36, Analysis, Modeling and Simulation workforce. AMSO also has the responsible for the management of the Analysis, Modeling and Simulation Community of Practice across the Analysis domain, one of several domains within the M&S Community of practice. AMSO provides for the management, selection, training (to include management and operations of the Army Modeling and Simulation School and assignment of FA 57 officers across the Army.



## End State

*The Center for Army Analysis people, processes, and products directly support Army organizations and leadership, operational forces and coalition operations on the most important strategic challenges and Army-wide issues facing land power, national defense and national security.* Throughout the history of our organization, CAA has made significant contributions that have shaped the Army into a land-force without peer throughout the globe. We have achieved this through the dedicated, competent, and professional efforts of every member of CAA. Every day, CAA provides a full measure of our capabilities and competencies to ensure our analysis and efforts are timely, relevant, and effective. Through our efforts and actions, CAA provides organizations, leaders, and decision makers with critical analyses required to make the hard decisions effecting national security.

As CAA strives to remain the preeminent analytical organization supporting the organizations and leadership of the United States Army, we must continue to seek even more effective means to provide critical and essential information and assessments needed to address the Army-wide strategic challenges and issues facing land-power, national defense, and national security. CAA must not lose focus on how our work informs senior uniformed and civilian Army leaders across the generating, operational, and institutional forces. CAA must remain the unbiased source of information on which they make informed strategic choices.

The challenge is clear. CAA's operating environment will continue to be volatile, uncertain, complex, and ambiguous. The United States will continue to exist in a world fraught with threats to the security of our nation and citizens. The United States Army will continue to operate in an ever-changing world of unknowns and must be able to build and create the forces to deter, deny, and defeat both state and non-state adversaries that threaten the national security interests of the United States. Dealing with the complexity and ever-increasing velocity of change that characterizes our strategic environment will not become easier. Our force will be smaller yet will still be required to operate as the land component of the U.S. Joint forces as well as part of international coalitions. The Army and CAA must be innovative, adaptive and dynamic. Our leaders and our nation count on CAA to provide the essential elements of information required to make informed decisions necessary to keep our nation safe and secure.



*The Center for Army Analysis People, Processes, and Products Directly Support Army Organizations and Leadership, Operational Forces and Coalition Operations on the Most Important Strategic Challenges and Army-wide Issues Facing Land Power, National Defense and National Security.*



