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SECRETARY OF THE AIR FORCE**

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***STUDIES AND ANALYSIS***

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This Department of the Air Force Policy Directive (DAFPD) implements and supports Department of Defense Directive (DoDD) 8260.05, *Support for Strategic Analysis (SSA)*. This directive establishes Department of the Air Force (DAF) policy for governance and management of studies and analysis under the direction of the Director, DAF Studies and Analysis (SAF/SA). This directive applies to all uniformed members of the Regular Air Force, the Air Force Reserve, the Air National Guard, the United States Space Force (USSF), the Civil Air Patrol when conducting missions as the official Air Force Auxiliary, all DAF civilian employees, and those with a contractual obligation to abide by the terms of DAF issuances. This DAFPD may not be supplemented. Refer recommended changes and questions about this publication to the office of primary responsibility listed above using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate chain of command. Ensure all records generated as results of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. The use of the name or mark of any specific non-federal entity, manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the DAF.

## ***SUMMARY OF CHANGES***

This revision includes significant changes due to a Headquarters Air Force (HAF) reorganization redesignating the Office of the Director Studies, Analyses and Assessments (AF/A9) as the Office of the Director, DAF Studies and Analysis (SAF/SA) to serve as the DAF operations research and systems analysis organization to inform enterprise-level decisions. This update defines SAF/SA leadership of the DAF Analytic Enterprise and DAF Analytic Community for organizations, functions, and analysts across the entire DAF. This revision updates relationships with other DAF entities and clarifies policy, roles, and responsibilities.

**1. Overview.** This directive establishes the DAF policy for use, governance and management of studies and analysis. This directive provides a means by which the DAF will align analytic resources to inform DAF decision-makers to make smart and defensible decisions. Modeling and simulation are key enablers of studies and analysis, and in this relationship DAFPD 90-16 supports and is supported by DAFPD 16-10, *Modeling and Simulation*.

**2. Policy.** The DAF will:

**2.1. Inform enterprise decisions with timely, credible, and unbiased studies and analysis.**

2.2. Underpin the strategy, planning, programming, budgeting, and execution process with studies and analysis.

2.3. Inform and improve with analytic products a broad range of decisions and processes including, but not limited to, force design, active component/reserve component force mix, system cost effectiveness, testing, strategic and developmental planning, capabilities-based assessment, requirements determination, acquisition of new capabilities, recapitalization and modernization, resource allocation and investment, operational assessment, security cooperation assessment, risk assessment, and manpower allocation.

2.4. Provide decision-makers at all levels and across all functions and domains of the DAF with analytic foundations for making data-informed decisions with confidence.

2.5. Acquire and cultivate a skilled analytic workforce with current training, modern tool sets, processes that encourage innovation, and effective leadership across DAF capabilities, domains, and classification levels to gain the full benefit of studies and analysis for decision-makers.

2.6. Establish common frameworks for comprehensive and defensible study and analysis processes used by the DAF Analytic Community. These common frameworks include scenario descriptions and assumptions, threat projections, operational concepts, capability performance data, and cost estimates.

2.7. Work with the Office of the Secretary of Defense, Joint Staff, National Guard Bureau, combatant commands, intelligence community, and other Services to develop common joint scenarios, assumptions, and analytic baselines for Air Force and Space Force studies and analysis.

2.8. Use jointly developed scenarios and assumptions as common baselines for analysis, and document deviations from those starting points as excursions in common frameworks. They support, at the discretion of the SAF/SA, Strategic Planning Analysis, Capabilities-Based Assessment, Force Structure Analysis, Resource Analysis, Strategic and Operational

Assessments, Security Cooperation Assessment, Business Case Analysis, Military Risk Assessment, and other analysis as directed by senior DAF or DoD leadership.

2.9. Standardize and integrate studies and analysis to provide defensible, cost-effective, and operationally relevant input to inform decisions.

2.10. Leverage data, intelligence, and statistics in studies and analysis to frame the future decision space and exploit Air Force and Space Force capabilities for maximum advantage.

2.11. Apply analytic principles to studies, analyses, and assessments, including Transparency, Consistency, Integration, use of Standardized and Accepted Methods, thorough consideration of Quantitative and Qualitative Factors, documentation of Assumptions, Constraints, and Breadth of Alternatives, and Collaboration with Secretariat, Air Force, Space Force and other DoD units engaged in similar studies.

2.12. Employ a variety of methods depending on problem type, environment, and technology, including rigor, logic, data-based methods, scientific methods, mathematical methods, data science, data analytics, statistics, computer modeling and simulation, artificial intelligence, machine learning, and various other rigorous mathematical and computational techniques.

2.13. Develop annual DAF Analytic Priorities that align DAF analytic resources to SecAF, Chief of Staff of the Air Force (CSAF), and Chief of Space Operations (CSO) priorities. The process to develop DAF Analytic Priorities will:

2.13.1. Be governed by the following DAF analytic governance forums chaired by SAF/SA.

2.13.1.1. Executive Analytic Sync. Held at the three-star level and chaired by the Director of SAF/SA, with a focus on synchronizing and aligning analytic priorities, sharing information on analytic engagements by the Office of the Secretary of Defense and the DAF, coordinating and supporting DAF-wide analytic initiatives, providing input to and review of the DAF Analytic Priorities, and sharing updates on other topics affecting the analytic community and enterprise.

2.13.1.2. Analytic Forum. Held at the one-star level and chaired by the Deputy Director of SAF/SA, with a focus on coordinating and executing efforts in the DAF Analytic Priorities, sharing information on analytic engagements by the Office of the Secretary of Defense and the DAF, overseeing and working DAF-wide analytic initiatives, and sharing updates on other topics affecting the analytic community and enterprise.

2.13.2. Identify priorities and guidance to help DAF Analytic Community leadership prioritize low density, high demand analytic resources.

2.13.3. Ensure that analysis conducted supports strategic DAF priorities.

### **3. Roles and Responsibilities.**

3.1. **Director, DAF Studies and Analysis (SAF/SA)** will:

3.1.1. Perform the duties as outlined in Headquarters Air Force Mission Directive (HAFMD) 1-58, *Director, Department of the Air Force Studies and Analysis*).

3.1.2. Lead the DAF Analytic Enterprise. This enterprise comprises the people, processes, resources, and organizations providing operations research-based studies, analyses, and assessments to the SecAF, Secretariat, CSAF, CSO, Air Staff, Office of the Chief of Space Operations (informally referred to as the Space Staff), Air Force, and Space Force decision makers.

3.1.3. Work with the Joint Staff, Office of the Secretary of Defense, National Guard Bureau, combatant commands, and other Services to develop common joint scenarios, assumptions, and analytic baselines for Air Force and Space Force analysis. Lead and coordinate DAF efforts to develop scenario concepts of operational and modeling data for these baselines.

3.1.4. Serve as the DAF representative to the DoD Defense Planning and Analytic Community (or its successor), the Joint Data System, and other appropriate DoD analytic oversight and senior DoD analytic groups.

3.1.5. Lead the DAF Analytic Community. This community is comprised of all DAF operations research analysts (i.e., military coded 15A and civilians in the science and engineering 1515 job series), analytical studies officers (i.e., officers of other United States Air Force (USAF) and USSF specialty codes with Y-prefix), and members of organizations that perform analytical functions for the DAF. SAF/SA will facilitate collaboration with members of other organizations that perform analytical functions for the DAF.

3.1.6. Collaborate with the Secretariat, Air Staff, Space Staff, major commands, field commands, Air National Guard, Air Force Reserve, numbered air forces, direct reporting units, field operating agencies, and other analytic support agencies to provide reach-back analytical expertise.

3.1.7. Serve as the focal point for resolving analytic integration issues across the DAF Analytic Enterprise.

3.1.8. Chair the DAF analytic governance forums, including the Executive Analytic Sync and the Analytic Forum, to support discussion of top DAF, USAF, and USSF analytic priorities among senior leaders; and communicate strategic DAF analytic priorities to members.

3.1.9. Chair the DAF Analytic Community Steering Group and provide administrative support to the steering group to include managing the steering group's charter.

3.1.10. Operate as Functional Authority for military Operations Research Analyst officers (15A) and serve as a chartered member of the Assistant Secretary of the Air Force (Acquisition) (SAF/AQ) Science and Engineering Functional Advisory Council for relevant civilian occupational series, providing oversight for overall talent management including force renewal, force development, and force management. SAF/AQ will retain Functional Authority of civilian 1515 Operations Research Analysts within the science and engineering career field and other relevant civilian science and engineering occupational series.

3.1.11. Serve as the DAF Chief Analytics Officer, responsible for developing, implementing, and continuously improving data analytics capabilities and collaborating with the Chief Data and Artificial Intelligence Officer on development, adoption, and

continuous improvement in artificial intelligence and machine learning for DAF-wide decision dominance.

3.1.12. Support the Chief Data and Artificial Intelligence Officer with analysis requirements for DAF data platforms and tools.

3.1.13. Serve as the DAF lead for RAND Project AIR FORCE, the DAF's federally funded research and development center for studies and analyses under Title 10 United States Code Section 4126, *Use of federally funded research and development centers*. Coordinate policies for RAND Project AIR FORCE, ensure compliance, and develop the annual research agenda.

3.1.14. Serve as the DAF Sponsor of the Military Operations Research Society, in cooperation with principals from the other Services, Office of the Secretary of Defense, and Department of Homeland Security.

3.1.15. Establish frameworks for comprehensive and defensible study, analysis, and assessment processes used by the DAF Analytic Community.

3.1.16. Develop DAF-wide policy and guidance for studies and analysis, and for analyst (15A and science and engineering 1515 operations research) career management and development.

3.1.17. Establish governance, structure, standards, and leadership support among organizations in the DAF Analytic Enterprise to ensure a shared focus on and contribution to the vision and priorities of the SecAF, CSAF, and CSO.

**3.2. Assistant Secretary of the Air Force (Financial Management and Comptroller) (SAF/FM) will:**

3.2.1. In accordance with HAFMD 1-12, *Assistant Secretary of the Air Force (Financial Management and Comptroller)*, review, coordinate, and/or prepare business case analyses, economic analyses, and analyses of alternatives generated within the DAF Analytic Enterprise. 3.2.2. In accordance with HAFMD 1-12, provide cost estimates, cost data, and cost analysis to inform studies and analysis undertaken by the DAF Analytic Enterprise.

**3.3. Deputy Chief of Staff of the Air Force, Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations (AF/A2/6) will:**

3.3.1. Provide intelligence support and threat data, consistent with DoDM 5240.01, *Procedures Governing the Conduct of DoD Intelligence Activities*, to scenario development and modeling and simulation efforts undertaken by the DAF Analytic Enterprise.

3.3.2. Provide cyber support to scenario development, modeling and simulation, and studies and analysis efforts undertaken by the DAF Analytic Enterprise.

3.3.3. Support integration of intelligence in capability development modeling, simulation, and analysis.

**3.4. Space Force Chief Technology and Innovation Officer (SF/CTIO) will:**

3.4.1. Be the Space Force representative to the DoD Defense Planning and Analytic Community (or its successor), the Joint Data System, and other appropriate DoD analytic oversight and senior DoD analytic groups.

3.4.2. Provide guidance for space-related requirements of the analytic community, including development of space guidance for operations research analysts who are assigned to support space billets.

3.4.3. Support 15A officer development for space-based assignments to the benefit of the DAF.

3.4.4. Facilitate integration and collaboration between SAF/SA and the Space Staff and USSF when necessary. One means of collaboration is co-location of the Headquarters Space Force Directorate of Analysis (SF/CTIO S9) leadership element in SAF/SA spaces.

3.4.5. Where applicable, represents USSF analytic equities within joint analytic activities (e.g., joint scenario development).

**3.5. Space Force Director of Intelligence, Surveillance, and Reconnaissance (SF/S2) will:**

3.5.1. Provide intelligence support and threat data, consistent with DoDM 5240.01 to scenario development and modeling and simulation efforts undertaken by the DAF Analytic Enterprise.

3.5.2. Support integration of intelligence in capability development modeling, simulation, and analysis.

**3.6. Space Force Space Warfighting Analysis Center (SF/SWAC) will:**

3.6.1. Develop USSF Force Design through analysis, modeling, wargaming, and experimentation.

3.6.2. Inform DAF decision making process for resourcing, policy development, requirements development and operational planning through USSF Force Design and analysis.

3.6.3. Conduct analysis of operational concepts and technologies to inform future capabilities and architectures.

3.6.4. Inform annual Program Objective Memorandum deliberations through USSF Force Design input and analytics.

3.6.5. Collaborate with SAF/SA-led modeling efforts.

**3.7. All Headquarters Air Force Functionals, Major Commands, Field Commands, Direct Reporting Units, and Field Operating Agencies will:**

3.7.1. Provide subject matter expertise, operational concepts, and capability performance data as required for relevant studies, analysis, assessments, and wargaming. Work with the Joint Staff, Office of the Secretary of Defense, combatant commands, SAF/SA, SF/CTIO, and other Services to develop common joint scenarios, assumptions, and analytic baselines for Air Force and Space Force analysis.

3.7.2. Participate in DAF analytic governance forums, including the Executive Analytic Sync and the Analytic Forum, as required. Identify and assist with the prioritization of analytic requirements to the DAF analytic governance structure.

3.7.3. Ensure subordinate DAF studies and analysis offices (A9s and S9s), and other DAF analytic organizations are used as key analytical advisors for their higher-level organizations.

3.7.4. Ensure appropriate representation on DAF analytic community-wide oversight and collaboration forums and support collective analytic efforts to inform and provide necessary options to senior DAF leaders, while also pursuing priorities of their respective leaders.

3.7.5. Review the DAF Analytic Priorities, structure their own strategy and plans to support it, and instill the priorities and direction of the DAF Analytic Priorities into the personnel and products of their organizations to provide cohesive support to that unifying analytic vision.

3.7.6. To the greatest extent possible, contribute to and use collective and standardized DAF and DoD resources to provide common foundations to analytic efforts. These resources include tools, scenarios, data and study repositories, knowledge and information compilations, and history, among others.

**3.8. DAF Analytic Community Steering Group will:**

3.8.1. Serve as the DAF leadership council guiding the DAF Analytic Community, chaired by SAF/SA and comprised of senior DAF analytic leaders from across the Secretariat, Air Staff, Space Staff, USAF, and USSF.

3.8.2. Identify, recommend, and support education, training, and tools that promote the development of DAF analysts.

3.8.3. Identify, recommend, and support policies and activities (e.g., best practices) that improve the DAF Analytic Community's ability to deliver credible, relevant, timely, objective, and compelling studies, analyses, and assessments.

3.8.4. Identify, prioritize, and sponsor issues relevant to the DAF Analytic Community, and as necessary, assign an office of primary responsibility and/or commission a working group to study, resolve, and present solutions to identified issues to leadership at DAF and other levels.

3.8.5. Enable collaboration between the various organizations comprising the DAF Analytic Community.

FRANK KENDALL  
Secretary of the Air Force

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Title 10 United States Code Section 4126, *Use of federally funded research and development centers*

DoDI 5132.14, *Assessment, Monitoring, and Evaluation Policy for the Security Cooperation Enterprise*, 13 January 2017

DoDD 8260.05, *Support for Strategic Analysis (SSA)*, 7 July 2011

DoDM 5240.01, *Procedures Governing the Conduct of DoD Intelligence Activities*, 8 August 2016

*Department of Defense Dictionary of Military and Associated Terms*, 30 November 2022

JP 3-31, *Joint Land Operations*, 3 October 2019, *Change 1*, 16 November 2021

CJCSM 3105.01A, *Joint Risk Analysis Methodology*, 12 October 2021

HAFMD 1-12, *Assistant Secretary of the Air Force (Financial Management and Comptroller)*, 25 November 2015

HAFMD 1-58, *Director, Department of the Air Force Studies and Analysis*, 23 February 2023

AFPD 10-6, *Capability Requirements Development*, 6 November 2013

DAFPD 16-10, *Modeling and Simulation*, 31 August 2021

AFPD 90-16, *Studies, Analyses and Assessments*, 26 July 2018

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

AFI 65-501, *Economic Analysis*, 29 October 2018

***Prescribed Forms***

None

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AFI**—Air Force Instruction

**AFPD**—Air Force Policy Directive

**CJCSM**—Chairman of the Joint Chiefs of Staff Manual

**CSAF**—Chief of Staff of the Air Force

**CSO**—Chief of Space Operations

**DAF**—Department of the Air Force



**DAFPD**—Department of the Air Force Policy Directive

**DoD**—Department of Defense

**DoDD**—Department of Defense Directive

**DoDI**—Department of Defense Instruction

**DOTMLPF-P**—Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities and Policy

**HAF**—Headquarters Air Force

**HAFMD**—Headquarters Air Force Mission Directive

**JP**—Joint Publication

**SecAF**—Secretary of the Air Force

**SES**—Senior Executive Service

**SSA**—Support for Strategic Analysis

**USAF**—United States Air Force

**USSF**—United States Space Force

### *Office Symbols*

**AF/A2/6**—Deputy Chief of Staff of the Air Force, Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations

**AF/A9**—Director Air Force Studies, Analyses and Assessments

**A9s**—Air Force studies and analysis (and sometimes lessons learned) offices at headquarters and field levels

**SAF/AQ**—Assistant Secretary of the Air Force (Acquisition)

**SAF/FM**—Assistant Secretary of the Air Force (Financial Management and Comptroller)

**SAF/SA**—Director, DAF Studies and Analysis

**SAF/SAA**—Analytic Community Development and Support Directorate

**SF/CTIO**—Space Force Chief Technology and Innovation Officer

**SF/CTIO/S9**—Headquarters Space Force Director of Analysis

**SF/S2**—Space Force Director of Intelligence, Surveillance, and Reconnaissance

**SF/SWAC**—Space Force Space Warfighting Analysis Center

**S9s**—Space Force studies and analysis (and sometimes lessons learned) offices at headquarters and field levels

### *Terms*

**Active Component/Reserve Component Force Mix**—The distribution of units between active and reserve components of the Air Force and Space Force.

**Analysis of Alternatives**—Assessment of potential materiel solutions to satisfy validated capability needs. It focuses on identification and analysis of alternatives, Measures of Effectiveness, cost, schedule, concepts of operations, and overall risk, including the sensitivity of each alternative to possible changes in key assumptions or variables. (AFI 65-501)

**Business Case Analysis**—An impartial analysis that uses the economic analysis approach to support a decision on how to allocate scarce resources. A comparative analysis identifies alternative methods of solving a problem or accomplishing a stated objective, and compares them by weighing the costs, benefits, and uncertainties for each alternative. (AFI 65-501)

**Capabilities—Based Assessment**—The Joint Capabilities Integration and Development System analysis process. It answers several key questions for the validation authority prior to their approval: define the mission; identify capabilities required; determine the attributes/standards of the capabilities; identify gaps/shortfalls; assess operational risk associated with the gaps/shortfalls; prioritize the gaps/shortfalls; identify and assess potential non-materiel solutions; provide recommendations for addressing the gaps/shortfalls. (AFPD 10-6)

**Capability**—The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways across the doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy (DOTmLPF-P) to perform a set of tasks to execute a specified course of action. (AFPD 10-6)

**Career Field Manager**—Leader designated by the respective Functional Authority for developing and overseeing career field policies, education and training; developing career path diagrams; and monitoring career accessions/losses to ensure sufficient manning in the career field.

**Collaboration**—Cooperation and synergy across analytic teams and stakeholders improves DAF studies, analyses, and assessments by leveraging the unique technical, functional, and operational expertise resident within distinct Air Force and Space Force organizations and across the broader DoD.

**Consistency**—Traceability and repeatability of analysis and results by analytic organizations and personnel, with equal and unbiased analytic weight applied across all potential options. Analysis based on validated data in approved analytic frameworks, models, applications, and processes is more easily repeatable.

**Documentation of Assumptions and Constraints**—Analysts must identify and fully document assumptions they make to simplify the approach or to account for unknown variables. Analysts should also document elements such as policies, environmental factors, leadership decisions, and political realities that impose constraints on analysis. As studies, analyses, and assessments mature, analysts should perform sensitivity analysis on constraints and assumptions and their associated parameters in order to gauge how strongly the assumptions and constraints affect the recommendations.

**Economic Analysis**—A systematic approach to the problem of choosing how to use scarce resources to meet a given objective. It includes consideration of costs, benefits, and uncertainties associated with all alternatives under consideration. At times, the term economic analysis is used in reference to the product/document that results from applying the economic analysis systematic approach. This resulting document is also referred to as a comparative analysis product. (AFI 65-501)

**Force Structure Analysis**—Analysis performed to define and modify force requirements through mission and campaign analysis using planned, programmed, and alternative force structures. Analysts develop and use suitable quantitative measures for comparisons that inform force structure decision processes. They also use qualitative comparisons when supported by defensible evidence.

**Functional Authority**—Senior leader, to include Assistant Secretaries, Deputy Chiefs of Staff (three-star), and other selected HAF two-letter General Officer/Senior Executive Service-level leaders who provide corporate perspective of institutional requirements and force management and development. The Functional Authority serves as a final authority to ensure all policies, established in accordance with this document, are implemented within their functional community. Functional Authorities are supported by Functional Managers who are supported by Career Field Managers.

**Functional Manager**—Senior leader, designated by the appropriate Functional Authority, who provides day-to-day management responsibility over specific functional communities. While they should maintain an institutional focus with regard to resource development and distribution, functional managers are responsible for ensuring their specialties are equipped, developed, and sustained to provide Air Force capabilities.

**Integration**—The process of synchronizing Air Force and Space Force studies, analyses, and assessments across the DAF Analytic Community and with joint and DoD studies to the maximum extent possible. Complete integration typically results in a collaborative study effort with an analytic team that crosses typical organizational boundaries. Where this is not feasible or appropriate, study efforts should clearly describe their distinct analytical questions or other rationales for not integrating.

**Model**—A physical, mathematical, or logical representation of a system entity, phenomenon, or process. (DAFPD 16-10)

**Military Risk**—A measure of the degree to which friendly forces and operations are vulnerable to adverse strategic consequences. The term is based on understanding effects of addressing those dangers on the capability of friendly forces to execute military missions and their capacity to sustain necessary forces. (CJCSM 3105.01A)

**Military Risk Assessment**—Assessment of the likelihood and extent of adverse military consequences. A standardized risk assessment framework should be used to ensure comparability of Air Force and Space Force risk assessments. (CJCSM 3105.01A)

**Operations Research**—The analytical study of military problems undertaken to provide responsible commanders and staff agencies with a scientific basis for decision on action to improve military operations. Also called operational research; operations analysis. (JP 3-31)

**RAND Project AIR FORCE**—The DAF federally funded research and development corporation for studies and analysis.

**Resource Analysis**—Analysis of resource investments in manpower and personnel as well as modernization, recapitalization, operation and sustainment of the DAF enterprise. Resourcing decisions are based on affordability, where budgetary constraints, costs, and benefits are balanced across competing demands, so resource analysis often makes recommendations to improve

business practices, reduce waste, or gain efficiencies while effectively meeting military operational demands.

**Scenario**—An account or synopsis of a projected course of action or events, with a focus on the strategic level of warfare. Scenarios include information such as threats and friendly politico-military contexts and backgrounds, assumptions, constraints, limitations, strategic objectives, and other planning considerations. A scenario is intended to represent a plausible challenge and may not reflect the most likely events. (DoDD 8260.05)

**Security Cooperation Assessment**—Systematic analysis to provide an understanding of the context, conditions, partner capabilities, and requirements to inform security cooperation planning and implementation. Assessments are generally conducted in advance of security cooperation activities but may be repeated to update analysis and identify mid-course corrections of security cooperation activities. (DoDI 5132.14)

**Simulation**—A method for implementing a model over time for the purpose of testing, analysis, or training.

**Strategic Analysis**—Analysis conducted to inform leadership deliberations and other studies on strategy, policy, and Strategy, Planning, Programming, Budgeting, and Execution process matters. (DoDD 8260.05)

**Strategic and Operational Assessments**—Assessments used to enable defensible Air Force, Space Force, and joint leadership decisions about ongoing and projected military operations. These assessments consider alternatives and changes to current plans for military operations at the mission, campaign, and strategic levels, providing appropriate vectors for air and space operations within the context of joint effects.

**Strategic Planning Analysis**—Analysis developing and integrating assumptions, constraints, data sets, and analytic frameworks to inform strategic plans, goals, and processes. To support leadership decisions Air Force and Space Force operations research analysts use analytic starting points to examine alternative force structures in terms of strategic-level goals, effects, risks, and measurements.

**Transparency**—Responsibility of organizations and personnel to explain analytic methods, data, assumptions, and results to stakeholders and to leadership.

**Thorough Consideration of Quantitative and Qualitative Factors**—Both measurable numeric (quantitative) and non-numeric (qualitative) factors must be carefully identified and evaluated in order to fully capture important system characteristics. Analysts often use quantitative methods to measure and analyze problems and to report results. They also use qualitative approaches to incorporate key variables and considerations that are not readily quantifiable.

**Use of Standardized Methodology**—Standard approaches should be used to address similar or recurring analytical questions unless a compelling case is made for application of a unique approach. Use of standardized methodology improves transparency and consistency across the DAF Analytic Community and over time.

**Wargaming**—A method of simulating battle or campaign to test military concepts and usually conducted in conferences by officers acting as opposing forces. (Merriam-Webster.com) Wargaming can be conducted at the tactical, operational, or strategic level to assess how operational concepts or force planning and posture choices affect military and national outcomes.

