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Integrating Civilian Agencies in Stability Operations

Appendixes

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Inputs, Outputs, and Outcomes of PRT Capabilities

This appendix describes the range of PRT capabilities. As noted in Chapter Three, we draw on the Department's of Labor's O*NET database to identify the knowledge, skills, and abilities (KSA) corresponding to the required capabilities. The O*NET database is, to our knowledge, the most comprehensive U.S. registry of KSA.

Functional Capabilities

Functional Capability: Command, Control, Coordinate, and Cooperate

Inputs for Command, Control, Coordinate, and Cooperate¹

- **Active Learning:** Understanding the implications of new information for both current and future problem solving and decision making.
- **Active Listening:** Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Critical Thinking:** Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- **Learning Strategies:** Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
- **Monitoring:** Monitoring/assessing performance of oneself, other individuals, or organizations to make improvements or take corrective action.
- **Reading Comprehension:** Understanding written sentences and paragraphs in work related documents.
- **Speaking:** Talking to others to convey information effectively.
- **Writing:** Communicating effectively in writing as appropriate for the needs of the audience.

PRTs also require systems that ensure the ability to manage and make available relevant, accurate information to appropriate stakeholders. Inherent in this capability must be the ability

¹ Department of Labor, Occupational Information Network, O*NET Online, Skill Set Search Page. As of February 28, 2007: <http://online.onetcenter.org/skills/>

to protect and defend information systems by ensuring their integrity, authentication, confidentiality, and nonrepudiation.²

Outputs and Outcomes for Command, Control, Coordinate, and Cooperate

Outputs are direct results of inputs plus activities that result in a product or service.

- Establish a facility that is under local control and establishes local authority.³ Well executed command, control, coordination, and cooperation assist in the development and future progress of local authorities' ability to create a stable environment.

Outcomes are the benefits to participants. Operations that use the *Command, Control, Coordinate, and Cooperate* capability in an effective manner will support the continued growth of legitimate governmental authority and minimize overt military presence. Examples of outcomes are

- Third-party investments primarily coordinated through the host nation government.
- Legitimate secondary job market provides better social benefits to participating individuals than the illegal job market does.
- Reduction in the number of days household water use is restricted with a corresponding drop in waterborne communicable diseases.

Functional Capability: Situational Awareness and Understanding Among Diverse Stakeholders

Inputs for Situational Awareness and Understanding Among Diverse Stakeholders⁴

- **Monitor Processes, Materials, or Surroundings:** Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.
- **Getting Information:** Observing, receiving, and otherwise obtaining information from all relevant sources.
- **Identifying Objects, Actions, and Events:** Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.
- **Documenting/Recording Information:** Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
- **Repairing and Maintaining Electronic Equipment:** Servicing, repairing, calibrating, regulating, fine-tuning, or testing machines, devices, and equipment that operate primarily on the basis of electrical or electronic (not mechanical) principles.

² U.S. Joint Forces Command, "Military Support to Stabilization, Security, Transition, and Reconstruction Operations Joint Operational Concept," p. 56, Version 2.0, August 2006. Adapted from Tier 2 JCAs, "Knowledge Sharing and Information Assurance" under Joint Net-Centric Operations.

³ Centers for Army Lessons Learned (CALL), Working Draft, "Provincial Reconstruction Team Tactics, Techniques, and Procedures," p. 32, December 2006.

⁴ Department of Labor, Occupational Information Network, O*NET Online, Skill Set Search Page. As of March 1, 2007: <http://online.onetcenter.org/skills/>

- **Communicating with Supervisors, Peers, or Subordinates:** Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- **Processing Information:** Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- **Analyzing Data or Information:** Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- **Making Decisions and Solving Problems:** Analyzing information and evaluating results to choose the best solution and solve problems.
- **Oral Comprehension:** The ability to listen to and understand information and ideas presented through spoken words and sentences.
- **Cultural Awareness:** The ability to understand the cultural context of operations.

Systems for this capability must allow for a common operating picture for PRT members and partners. Systems must allow for the following:

- Fusion of intelligence and civil information
- Information exchange between
 - U.S. military
 - U.S. government
 - Coalition partners
 - IOs/NGOs
 - Host nation
 - Local nationals
- Communication linkage (voice/digital, secure/unsecured)
- Linkage to lessons learned centers
- Linkage to national analysis centers
- Transport personnel and/or assets to multiple locations in order to collect or share information

Outputs and Outcomes for Situational Awareness and Understanding Among Diverse Stakeholders

This capability provides the PRT with information to minimize risk and improve operational effects. Possible output measures of this capability include:

- Drop in the number of violent attacks against PRT personnel.
- Drop in the number of attacks on host nation/local government personnel.
- Identification of criminals, belligerents, or insurgents.

Outcome measures for this capability help locally gathered information link to operational and national goals for a given operational environment. Outcomes for this capability may include:

- Extensive criminal and insurgent network mapping.

- Extensive knowledge repositories of the subsystems that make up the social organizations of **Violent Non-State Actors networks** such as:⁵
 - Recruiting base.
 - Resource acquisition systems.
 - Organizational maintenance mechanism, such as incentives for violent acts, member socialization, weapons.
 - Organizational cognitive systems: How does the organization strategize, control members, and align them to its goals?

Functional Capability: Unit Administrative Support

Inputs for Unit Administrative Support⁶

Communication

- Maintain needed files by adding and deleting files on the network server and backing up files to guarantee their safety in the event of problems with the network.
- Monitor system performance and provide security measures, troubleshooting and maintenance as needed.
- Assist users to diagnose and solve data communication problems.
- Set up user accounts, regulating and monitoring file access to ensure confidentiality and proper use.
- Design and implement systems, network configurations, and network architecture, including hardware and software technology, site locations, and integration of technologies.
- Maintain the peripherals, such as printers, connected to the network.
- Identify areas of operation that need upgraded equipment such as modems, fiber optic cables, and telephone wires.
- Train users in use of equipment.
- Develop and write procedures for installation, use, and troubleshooting of communications hardware and software.
- Adapt and modify existing software to meet specific needs.

Logistics

- Direct availability and allocation of materials, supplies, and finished products.
- Protect and control proprietary materials.
- Review logistics performance with customers against targets, benchmarks, and service agreements.
- Develop and implement technical project management tools such as plans, schedules, and responsibility and compliance matrices.
- Administer compensation, benefits and performance management systems, and safety and recreation programs.

⁵ Troy Thomas, Stephen Kiser, and William Casebeer, *Warlords Rising: Confronting Violent Non-State Actors*, Lanham, MD: Lexington Books, 2005.

⁶ Department of Labor, Occupational Information Network, O*NET Online, Skill Set Search Page. As of February 28, 2007: <http://online.onetcenter.org/skills/>

- Identify staff vacancies and recruit, interview, and select applicants.
- Allocate human resources, ensuring appropriate matches between personnel.
- Provide current and prospective employees with information about policies, job duties, working conditions, wages, opportunities for promotion, and employee benefits.

Human Resources

- Perform difficult staffing duties, including dealing with understaffing, refereeing disagreements, firing employees, and administering disciplinary procedures.
- Serve as a link between management and employees by handling questions, interpreting and administering contracts, and helping resolve work-related problems.
- Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations.

Contracting

- Maintain records of goods ordered and received.
- Locate vendors of materials, equipment, or supplies, and interview them to determine product availability and terms of sales.
- Prepare and process requisitions and purchase orders for supplies and equipment.
- Control purchasing department budgets.
- Review purchase order claims and contracts for conformance to U.S. government policy.
- Analyze market and delivery systems to assess present and future material availability.
- Develop and implement purchasing and contract management instructions, policies, and procedures.
- Participate in the development of specifications for equipment, products, or substitute materials.
- Resolve vendor or contractor grievances, and claims against suppliers.

Religious Services

- Administer religious rites or ordinances.
- Counsel individuals and groups concerning their spiritual, emotional, and personal needs.
- Organize and lead regular religious services.
- Pray and promote spirituality.
- Prepare and deliver sermons and other talks.
- Prepare people for participation in religious ceremonies.
- Read from sacred texts such as the Bible, Torah, or Koran.

Maintenance of Equipment

- Determine schedules, sequences, and assignments for work activities, based on work priority, quantity of equipment, and skill of personnel.
- Examine objects, systems, or facilities, and analyze information to determine needed installations, services, or repairs.
- Participate in budget preparation and administration, coordinating purchasing and documentation, and monitoring departmental expenditures.

Operational Analysis

- Formulate mathematical or simulation models of problems, relating constants and variables, restrictions, alternatives, conflicting objectives, and their numerical parameters.
- Analyze information obtained from management in order to conceptualize and define operational problems.
- Collaborate with senior managers and decision-makers to identify and solve a variety of problems, and to clarify management objectives.
- Define data requirements; then gather and validate information, applying judgment and statistical tests.
- Study and analyze information about alternative courses of action in order to determine which plan will offer the best outcomes.
- Prepare management reports defining and evaluating problems and recommending solutions.

Budgeting

- Analyze monthly department budgeting and accounting reports to maintain expenditure controls.
- Direct the preparation of regular and special budget reports.
- Consult with managers to ensure that budget adjustments are made in accordance with program changes.
- Match appropriations for specific programs with appropriations for broader programs, including items for emergency funds.
- Provide advice and technical assistance with cost analysis, fiscal allocation, and budget preparation.
- Summarize budgets and submit recommendations for the approval or disapproval of funds requests.

Systems in support of Unit Administrative Support have the following capabilities:

- Complex data processing.
- Secure/unsecured voice and digital data transmission.
- Tools and accessories that allow for mechanical and electronic repair.
- Move/transport personnel and cargo.

Outputs and Outcomes for Unit Administrative Support

- Number of performance appraisals completed on time.
- Number of late support requests submitted.
- Number of meetings attended by key personnel.

Operational Capabilities

Operational Capability: Assist Local Government Authorities To Achieve and Maintain Civil Order

Inputs for Assist Local Government Authorities To Achieve and Maintain Civil Order

Policing mentor/consultant⁷

- Support local government's efforts to provide for public safety by maintaining order, responding to emergencies, protecting people and property, enforcing motor vehicle and criminal laws, and promoting good community relations.
- Assist local police to identify, pursue, and arrest suspects and perpetrators of criminal acts.
- Assist local police to record facts to prepare reports that document incidents and activities.
- Support local officials' efforts to review facts of incidents to determine if criminal acts or statute violations were involved.
- Teach local safety personnel how to render aid to accident victims and other persons requiring first aid.
- Teach local police and officials how to evaluate complaints and emergency requests in order to determine response requirements.
- Assist local police and safety personnel to understand their patrol areas.
- Assist local government's efforts to monitor, note, report, and investigate suspicious persons and situations, safety hazards, and unusual or illegal activity in patrol area.
- Mentor local police and civil authorities in how to obtain and verify evidence by interviewing and observing suspects and witnesses, or by analyzing records.
- Mentor local police and civil authorities on how to record evidence and documents, using equipment such as cameras and photocopy machines.
- Mentor local police and civil authorities on how to examine records in order to locate links in chains of evidence or information.
- Mentor local police and civil authorities in preparing reports that detail investigation findings.

City Planning, Civil Engineering, Public Works

- Assist with analyzing survey reports, maps, drawings, blueprints, aerial photography, and other topographical or geologic data to plan projects.
- Assist local officials to plan and design transportation or hydraulic systems and structures, following construction and government standards, using design software and drawing tools.
- Assist local officials to compute load and grade requirements, water flow rates, and material stress factors to determine design specifications.
- Teach local officials how to inspect project sites to monitor progress and ensure conformance to design specifications and safety or sanitation standards.

⁷ Jakobsen, 2005.

- Assist local officials to estimate quantities and costs of materials, equipment, or labor to determine project feasibility.
- Assist local officials to prepare or present public reports on topics such as bid proposals, deeds, environmental impact statements, or property and right-of-way descriptions.
- Provide technical advice regarding design, construction, or program modifications and structural repairs to industrial and managerial personnel.

Social and Community Service Managers⁸

- Establish and maintain relationships with other agencies and organizations in the community to meet community needs and to reduce duplication of services.
- Prepare and maintain records and reports, such as budgets, personnel records, or training manuals.
- Assess activities of professional and technical staff members and volunteers.
- Evaluate the work of staff and volunteers to ensure that programs are of appropriate quality and that resources are used effectively.
- Establish and oversee administrative procedures to meet objectives set by boards of directors or senior management.
- Participate in the determination of organizational policies regarding such issues as participant eligibility, program requirements, and program benefits.
- Research and analyze member or community needs to determine program directions and goals.
- Speak to community groups to explain and interpret agency purposes, programs, and policies.
- Assist local officials to recruit, interview, and hire or sign up volunteers and staff.
- Assist local officials to represent organizations in relations with governmental and media institutions.

Systems inputs to this operational capability must allow task executers to support the development of institutions that provide public goods and services within an unstable operational environment. Systems must support the ability to:⁹

- Provide the ability to obtain and redistribute essential supplies, food, and medicine from within an affected nation, or deliver essential items that are not available locally or regionally.
- Assist the host nation in developing near-term reconstruction and longer-term economic development plans, e.g., reestablishing the central bank and government payment mechanisms, rationalizing revenues and expenditures.
- Design, fund and implement public works initiatives to rapidly provide employment for the local populace.
- Help plan and financially support a variety of small-, medium-, and large-sized business development programs to stimulate the economy.

⁸ The Charter of the Provincial Reconstruction Team Executive Steering Committee, December 2, 2004. See also *Terms of Reference for CFC and ISAF PRTs in Afghanistan*, adopted January 27, 2005.

⁹ International Security Assistance Force, 2006, p. 13.

- Deploy and sustain civilian specialists over an extended period to assist the host nation in developing the new governance system
- Assist in the drafting of local and national laws, designed to establish the rule of law, accommodate communal differences, and provide legislative oversight of military and security forces.
- Assist in the organization and training of personnel to work in the various government ministries and agencies.
- Assist in the creation of civic groups, political parties and representative governance at the national, province and local levels.

Outputs and Outcomes for Assist Local Government Authorities to Achieve and Maintain Civil Order

A comprehensive list of output and outcome measure is in *How Effective Are Your Community Services? Procedures for Measuring Their Quality*.¹⁰ Below is a sampling of these measures:

- Reported crime rates per 1,000. Rising crime reports may appear to be a indicator of instability, but in failing states or post-conflict operations, reporting may indicate growing trust in the government.
- Emergency response time. Percentage of emergency calls responded to within “x” minutes and percentage of nonemergency calls responded to within “x” minutes.
- Violent crime rates. Percentage of violent crimes solved per reported.
- Number of police trained.
- Police corruption. The number of violent police acts against citizens and ability of police to resolve disputes without the use of deadly force.

Operational Capability: Maintain Contact with the Operational Environment Actors

Inputs for Maintain Contact with the Operational Environment Actors¹¹

- Engage and confer with operational environment actors in a culturally appropriate manner.
- Analyze evidence and apply relevant laws, regulations, policies, and precedents in order to reach conclusions that support a stable environment.
- Arrange and support the conduct of culturally appropriate hearings in order to obtain information and help local government develop legitimacy.
- Conduct initial meetings with operational environment actors to outline the arbitration process, settle procedural matters such as disarming, security, termination of illegal activities.
- Confer with operational environment actors to clarify issues, identify underlying concerns, and develop an understanding of their respective needs and interests.
- Interview operational environment actors to obtain information.
- Participate in and teach conflict resolution.

¹⁰ Hatry et al., 1992.

¹¹ U.S. Joint Forces Command (J-9), 2006.

- Help host nation prepare settlement agreements for operational environment actors to sign.
- Recommend acceptance or negotiation of settlement offers.

Outputs and Outcomes for Maintain Contact with the Operational Environment Actors

PRT experiences in Iraq and Afghanistan will serve as the basis for output and outcome measures.

- Government and PRT multiparty attendance at regularly scheduled meetings.
- Government facility development.
- Reduction of illegal firearms.
- Local government-coordinated events supported by operational environment actors.

Outcome measures of this capability are qualitative, not quantitative.

- Verbal and written feedback from operational environment.
- Local government employee motivation. For example, legitimate government employees receive more social benefits than illegal or disruptive operational environment actors do.

Operational Capability: Program Management

Inputs for Perform Program Management

In addition to the personnel inputs listed in the main body, PRTs require the following systems inputs:

- Allow program managers to analyze information in order to conceptualize and define operational problems.
- Allow program managers to collaborate with other information management systems to identify and solve a variety of problems, and to clarify management objectives.
- Allow program managers to define data requirements; then gather and validate information and statistical tests.
- Allow program managers to study and analyze information about alternative courses of action in order to determine which plan will offer the best outcomes.
- Allow program managers to prepare management reports defining and evaluating problems and recommending solutions.

Outputs and Outcomes for Perform Program Management

The outputs and outcomes of this capability are specific to the program and reflect the following themes:

- Increase of funding for projects in a given program.
- Adjustment/reallocation of program funds to reinforce successful SSTR operations.
- Equipment utilization rate for equipment directly related to a project in the program.
- Effectiveness of equipment used in support of the project or program.
- Merging the several variables from operational environment in order to evaluate and provide assessments to agency budget analysts.

Evaluation of Occupations by Capabilities and Tasks

This appendix presents a comprehensive evaluation of specific civilian occupations intended to augment PRTs. The analysis compares Department of Labor (DoL) and Office of Personnel Management (OPM) standard occupation descriptions against the functional and operational capabilities required in PRTs, and against each of the five mission-essential tasks for which PRTs require civilian skill sets. In total, this analysis covers 18 occupational groups:

Security

- Security program administration
- Criminal justice educators

Governance and Participation

- City/community planners
- Election advisors
- Lawyers
- Program management

Humanitarian Assistance and Social Well-Being

- Public health medical administration and disease control
- Public health veterinarian
- Public education, communication, and media relations

Economic Stabilization and Infrastructure

- Accounting, budget, and finance
- Agribusiness
- Economist
- Public transportation
- Public works

Justice and Reconciliation

- Arbitrators and mediators
- Criminal investigation
- Public judicial administration
- Public law enforcement

Security Program Administration

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD's CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 13-1111.00: Management Analysts
 - b. OPM
 - i. Security Administration Series, GS-0080: Personnel Security
 - ii. Security Administration Series, GS-0080: Physical Security
 - iii. Security Administration Series, GS-0080: Information Security
 - iv. Security Administration Series, GS-0080: Industrial Security
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
13-1111.00: Management Analysts	Personnel Security	X	X	X
	Physical Security	X	X	X
	Information Security	X	X	X
	Industrial Security	X	X	X

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
13-1111.00: Management Analysts	Personnel Security	X	X	X
	Physical Security	X	X	X
	Information Security	X	X	X
	Industrial Security	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
13-1111.00: Management Analysts	Personnel Security	X	X						
	Physical Security	X	X						
	Information Security	X	X						
	Industrial Security	X	X						

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
13-1111.00: Management Analysts	Personnel Security	X	X	X	X	X	
	Physical Security	X	X	X	X	X	
	Information Security	X	X	X	X	X	
	Industrial Security	X	X	X	X	X	

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
13-1111.00: Management Analysts	Personnel Security			
	Physical Security			
	Information Security		X	
	Industrial Security			X

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Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
13-1111.00: Management Analysts	Personnel Security	X	X	X
	Physical Security	X	X	X
	Information Security	X	X	X
	Industrial Security	X	X	X

Criminal Justice Educators

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 25-1111.00: Criminal Justice and Law Enforcement Teachers, Postsecondary
 - b. OPM
 - i. No Designation
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
25-1111.00: Criminal Justice and Law Enforcement Teachers, Postsecondary	None		X	X

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
25-1111.00: Criminal Justice and Law Enforcement Teachers, Postsecondary	None	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
25-1111.00: Criminal Justice and Law Enforcement Teachers, Postsecondary	None	X	X						

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Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
25-1111.00: Criminal Justice and Law Enforcement Teachers, Postsecondary	None	X	X	X	X	X	

City/Community Planners

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 19-3051.00: Urban and Regional Planners
 - b. OPM
 - i. GS-0020 Community Planning Series. Note: Supervisory Community Planner is the authorized title for positions requiring supervisory qualification.
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
19-3051.00: Urban and Regional Planners	GS-0020: Community Planning Series	X		

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
19-3051-00: Urban and Regional Planners	GS-0020: Community Planning Series	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
19-3051.00: Urban and Regional Planners	GS-0020: Community Planning Series		X	X	X	X	X	X	X

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
19-3051.00: Urban and Regional Planners	GS-0020: Community Planning Series	X	X	X		X	

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy / Plan for a Diversified Economy
19-3051.00: Urban and Regional Planners	GS-0020: Community Planning Series		X	X	X	X	X	X	X	X			X	X	X

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
19-3051.00: Urban and Regional Planners	GS-0020: Community Planning Series	X	X	X
		X	X	X
		X	X	X
		X	X	X

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
19-3051.00: Urban and Regional Planners	GS-0020: Community Planning Series		X	X

Election Advisors

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 19-3094.00: Political Scientists
 - b. OPM
 - i. GS-0905: General Attorney Series with specialty in election law or civil rights
 - ii. GS-0160 Civil Rights Analysis Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
19-3094.00: Political Scientists	GS-0905: General Attorney	X	X	X
	GS-0160: Civil Rights Analysis	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Provide Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
19-3094.00: Political Scientists	GS-0905: General Attorney	X	X	X	X		X
	GS-0160: Civil Rights Analysis	X	X	X	X		X

Lawyers

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 23-1011.00: Lawyers
 - b. OPM
 - i. GS-0905: General Attorney (Antitrust)
 - ii. GS-0905: General Attorney (Civil Rights)
 - iii. GS-0905: General Attorney (Contract)
 - iv. GS-0905: General Attorney (Finance)
 - v. GS-0905: General Attorney (General)
 - vi. GS-0905: General Attorney (Indian Matters)
 - vii. GS-0905: General Attorney (International)
 - viii. GS-0905: General Attorney (Labor)
 - ix. GS-0905: General Attorney (Public Utilities)
 - x. GS-0905: General Attorney (Tax)
 - xi. GS-0905: General Attorney (Transportation)
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
23-1011.0: Lawyers	Antitrust	X		
	Civil Rights	X		
	Contract	X		
	Finance	X		
	General	X		
	Indian Matters	X	X	
	International	X	X	
	Labor	X	X	
	Public Utilities	X	X	
	Tax			
	Transportation			

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
23-1011.00: Lawyers	Antitrust	X	X	X
	Civil Rights	X	X	X
	Contract	X	X	X
	Finance	X	X	X
	General	X	X	X
	Indian Matters	X	X	X
	International	X	X	X
	Labor	X	X	X
	Public Utilities	X	X	X
	Tax			
	Transportation	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
23-1011.00 Lawyers	Antitrust								X
	Civil Rights		X						
	Contract								X
	Finance								X
	General								
	Indian Matters								
	International								
	Labor								
	Public Utilities			X					
	Tax								
	Transportation		X					X	

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
23-1011.00 Lawyers	Antitrust	X				X	
	Civil Rights	X		X	X		X
	Contract	X		X		X	
	Finance	X				X	
	General	X		X		X	
	Indian Matters	X				X	X
	International	X				X	
	Labor	X		X	X	X	X
	Public Utilities	X	X	X	X	X	
	Tax						
Transportation	X	X	X	X	X		

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting / Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy / Plan for a Diversified Economy
23-1011.00 Lawyers	Antitrust					X	X	X	X	X	X			X	X
	Civil Rights														
	Contract		X	X	X	X	X	X	X	X	X			X	X
	Finance		X	X	X	X	X	X	X	X	X	X	X	X	X
	General														
	Indian Matters														
	International				X										
	Labor		X	X			X								X
	Public Utilities														
	Tax												X		
Transportation					X	X	X								

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
23-1011.00 Lawyers	Antitrust			
	Civil Rights			
	Contract	X	X	X
	Finance	X	X	X
	General	X	X	X
	Indian Matters			
	International	X	X	X
	Labor	X	X	X
	Public Utilities	X	X	X
	Tax	X	X	X
	Transportation	X	X	X

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
23-1011.00 Lawyers	Antitrust			X
	Civil Rights		X	
	Contract			
	Finance			
	General		X	
	Indian Matters		X	X
	International		X	X
	Labor			
	Public Utilities			X
	Tax			
	Transportation			X

Program Management

1. Source that identifies needed occupation
 - a. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 13-1111.00: Management Analysts
 - b. OPM
 - i. GS-0343: Management and Program Analysis Series
 - ii. GS-0340: Program Management Series
 - iii. GS-0244: Labor Management Relations Examining Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
13-1111.00: Management Analysts	GS-0343: Management and Program Analysis		X	X
	GS-0340: Program Management		X	X
	GS-0244: Labor Management Relations Examining		X	X

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
13-1111.00: Management Analysts	GS-0343: Management and Program Analysis	X	X	X
	GS-0340: Program Management	X	X	X
	GS-0244: Labor Management Relations Examining	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stake-holders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
13-1111.00 Management Analysts	GS-0343: Management and Program Analysis	X	X	X					X
	GS-0340: Program Management	X	X	X					X
	GS-0244: Labor Management Relations Examining	X	X	X					X

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
13-1111.00 Management Analysts	GS-0343: Management and Program Analysis	X	X	X		X	
	GS-0340: Program Management	X	X	X		X	
	GS-0244: Labor and Management Relations Examining	X	X	X	X		

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy / Plan for a Diversified Economy
13-1111.00 Management Analysts	GS-0343: Management and Program Analysis	X	X	X											X
	GS-0340: Program Management	X	X	X											X
	GS-0244: Labor Management Relations Examining	X	X	X											X

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/ Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
13-1111.00: Management Analysts	GS-0343: Management and Program Analysis	X	X	X
	GS-0340: Program Management	X	X	X
	GS-0244: Labor Management Relations Examining	X	X	X

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
13-1111.00 Management Analysts	GS-0343: Management and Program Analyses		X	
	GS-0340: Program Management		X	
	GS-0244: Labor Management Relations Examining			

Public Health Medical Administration and Disease Control

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 11-9111.00: Medical and Health Services Managers
 - ii. 19-1041.00: Epidemiologists
 - b. OPM
 - i. GS-0670: Health System Administration
 - ii. GS-0671: Health System Specialist
 - iii. GS-0602: Medical Officer with a specialty in research and experimentation
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
11-9111.00: Medical and Health Services Managers	GS-0670: Health System Administration	X	X	X
19-1041.00: Epidemiologists	GS-0671: Health System Specialist	X	X	X
	GS-0602: Medical Officer	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
11-9111.00: Medical and Health Services Managers	GS-0670: Health System Administration				X				
19-1041.00: Epidemiologists	GS-0671: Health System Specialist				X				
	GS-0602: Medical Officer				X				

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
11-9111.00: Medical and Health Services Managers	GS-0670: Health System Administration	X	X	X	X	X	
19-1041.00: Epidemiologists	GS-0671: Health System Specialist	X	X	X	X	X	
	GS-0602: Medical Officer	X	X	X	X	X	

Public Health Veterinarian

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
 - c. Civil Affairs Additional Skills Identifiers

2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 45-2011.00: Agricultural Inspectors
 - ii. 29-1131.00: Veterinarians
 - iii. 19-1041.00: Epidemiologists
 - b. OPM
 - i. GS-1863: Food Inspection
 - ii. GS-0701: Veterinary Medical Science
 - iii. GS-0701: Veterinary Medical Science Series with Epidemiology specialty

3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
45-2011.00: Agricultural Inspectors	GS-1863: Food Inspection	X		
29-1131.00: Veterinarian	GS-0701: Veterinary Medical Science	X		
19-1041.00: Epidemiologists	GS-0701: Veterinary Medical Science Series with Epidemiology Specialty	X		

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
45-2011.00: Agricultural Inspectors	GS-1863: Food Inspection	X	X	X
29-1131.00: Veterinarian	GS-0701: Veterinary Medical Science	X	X	X
19-1041.00: Epidemiologists	GS-0701: Veterinary Medical Science Series with Epidemiology Specialty	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
45-2011.00: Agricultural Inspectors	GS-1863: Food Inspection	X			X				
29-1131.00: Veterinarian	GS-0701: Veterinary Medical Science	X			X				
19-1041.00: Epidemiologists	GS-0701: Veterinary Medical Science Series with Epidemiology Specialty	X			X				

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
45.2011.00: Agricultural Inspectors	GS-1863: Food Inspection	X	X	X	X	X	
29-1131.00: Veterinarian	GS-0701: Veterinary Medical Science	X	X	X	X	X	
19-1041.00: Epidemiologists	GS-0701: Veterinary Medical Science Series with Epidemiology Specialty	X	X	X	X	X	X

Public Education, Communication, and Media Relations

1. Source that identifies needed occupation
 - a. Civil Affairs Additional Skills Identifiers
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 11-2031.00: Public Relations Managers
 - ii. 11-9033.00: Education Administrators
 - b. OPM
 - i. GS-1035: Public Affairs Series
 - ii. GS-1701: General Education and Training Series
 - iii. GS-1720: Education Program Series
 - iv. GS-1740: Education Services Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
11-2031.00: Public Relations Managers	GS-1035: Public Relations Series	X		
11-9033.00: Education Administrators	GS-1701: General Education and Training Series	X	X	
	GS-1720: Education Program Series	X	X	
	GS-1740: Education Services Series	X	X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
11-2031.00: Public Relations Managers	GS-1035: Public Affairs Series	X	X	X
11-9033.00: Education Administrators	GS-1701: General Education and Training Series	X	X	X
	GS-1720: Education Program Series	X	X	X
	GS-1740: Education Services Series	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
11-2031.00: Public Relations Managers	GS-1035: Public Affairs Series	X							
11-9033.00: Education Administrators	GS-1701: General Education and Training Series	X							
	GS-1720: Education Program Series	X							
	GS-1740: Education Services Series	X							

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
11-2031.00: Public Relations Managers	GS-1035: Public Affairs Series	X					X
11-9033.00: Education Administrators	GS-1701: General Education and Training Series	X	X	X			
	GS-1720: Education Program Series	X	X	X			
	GS-1740: Education Services Series	X	X	X			

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
11-2031.00: Public Relations Managers	GS-1035: Public Affairs Series		X	
11-9033.00: Education Administrators	GS-1701: General Education and Training Series			
	GS-1720: Education Program Series			
	GS-1740: Education Services Series			

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
11-2031.00: Public Relations Managers	GS-1035: Public Affairs Series	X		
11-9033.00: Education Administrators	GS-1701: General Education and Training Series	X		
	GS-1720: Education Program Series	X		
	GS-1740: Education Services Series	X		

Accounting, Budget, and Finance

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD's CPMS
 - b. Capabilities and mission-essential tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 13-2031.00: Budget Analysts
 - ii. 13-2011.01: Accountants
 - iii. 11-3031.02: Financial Managers, Branch or Department
 - iv. 13-2051.00: Financial Analysts
 - b. OPM
 - i. GS-0560: Budget Analysis Series
 - ii. GS-0510: Accounting Series
 - iii. GS-0505: Financial Management Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
13-2031.00: Budget Analysts	GS-0560: Budget Analysis Series		X	X
13-2011.01: Accountants	GS-0510: Accounting Series		X	X
11-3031.02: Financial Managers, Branch or Department	GS-0505: Financial Management Series		X	X
13-2051.00: Financial Analysts			X	X

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
13-2031.00: Budget Analysts	GS-0560: Budget Analysis Series		X	X
13-2011.01: Accountants	GS-0510: Accounting Series		X	X
11-3031.02: Financial Managers, Branch or Department	GS-0505: Financial Management Series		X	X
13-2051.00: Financial Analysts			X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stake-holders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
13-2031.00: Budget Analysts	GS-0560: Budget Analysis Series	X							X
13-2011.01: Accountants	GS-0510: Accounting Series	X							X
11-3031.02: Financial Managers, Branch or Department	GS-0505: Financial Management Series	X							X
13-2051.00: Financial Analysts		X							X

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
13-2031.00: Budget Analysts	GS-0560: Budget Analysis Series	X	X	X	X	X	
13-2011.01: Accountants	GS-0510: Accounting Series	X	X	X	X	X	
11-3031.02: Financial Managers, Branch or Department	GS-0505: Financial Management Series	X	X	X	X	X	
13-2051.00: Financial Analysts		X	X	X	X	X	

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy/Plan for a Diversified Economy
13-2031.00: Budget Analysts	GS-0560: Budget Analysis		X	X	X	X	X	X	X		X	X	X	X	X
13-2011.01: Accountants	GS-0510: Accounting		X	X	X	X	X	X	X		X	X	X	X	X
11-3031.02: Financial Managers	GS-0505: Financial Management		X	X	X	X	X	X	X		X	X	X	X	X
13-2051.00: Financial Analysts			X	X	X	X	X	X	X		X	X	X	X	X

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/ Projects	Develop Local Telecommunications Plans That Link To Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
13-2031.00: Budget Analysts	GS-0560: Budget Analysis	X	X	X
13-2011.01: Accountants	GS-0510: Accounting	X	X	X
11-3031.02: Financial Managers	GS-0505: Financial Management	X	X	X
13-2051.00: Financial Analysts		X	X	X

Agribusiness

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. CA Additional Skills Identifiers
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 13-1021.00: Purchasing Agents and Buyers, Farm Products
 - b. OPM
 - i. GS-1145: Agricultural Program Specialist Series
 - ii. GS-1146: Agricultural Marketing Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
13-1021.00: Purchasing Agents and Buyers, Farm Products	GS-1145: Agricultural Program Specialist Series		X	
	GS-1146: Agricultural Marketing Series		X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
13-1021.00: Purchasing Agents and Buyers, Farm Products	GS-1145: Agricultural Program Specialist Series	X	X	X
	GS-1146: Agricultural Marketing Series	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stake-holders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
13-1021.00: Purchasing Agents and Buyers, Farm Products	GS-1145: Agricultural Program Specialist Series								X
	GS-1146: Agricultural Marketing Series								X

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
13-1021.00: Purchasing Agents and Buyers, Farm Products	GS-1145: Agricultural Program Specialist Series	X	X	X	X	X	
	GS-1146: Agricultural Marketing Series	X	X	X	X	X	

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs												
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.
13-1021.00: Purchasing Agents and Buyers, Farm Products	GS-1145: Agricultural Program Specialist Series		X	X	X	X	X	X	X		X			X
	GS-1146: Agricultural Marketing Series		X	X	X	X	X	X	X		X			X

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/ Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
13-1021.00: Purchasing Agents and Buyers, Farm Products	GS-1145: Agricultural Program Specialist Series	X	X	X
	GS-1146: Agricultural Marketing Series	X	X	X

Economist

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
 - c. CA Additional Skills Identifiers

2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 19-3-11.00: Economist
 - b. OPM
 - i. GS-0110: Economist General
 - ii. GS-0110: Financial Economist
 - iii. GS-0110: Labor Economist
 - iv. GS-0110: Regional Economist

3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
19-3-11.00: Economist	GS-0110: Economist General		X	
	GS-0110: Financial Economist		X	
	GS-0110: Labor Economist		X	
	GS-0110: Regional Economist		X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
19-3-11.00: Economist	GS-0110: Economist General	X	X	X
	GS-0110: Financial Economist	X	X	X
	GS-0110: Labor Economist	X	X	X
	GS-0110: Regional Economist	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
19-3-11.00: Economist	GS-0110: Economist General								X
	GS-0110: Financial Economist								X
	GS-0110: Labor Economist								X
	GS-0110: Regional Economist								X

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
19-3-11.00: Economist	GS-0110: Economist General	X	X			X	
	GS-0110: Financial Economist	X	X			X	
	GS-0110: Labor Economist	X	X			X	
	GS-0110: Regional Economist	X	X			X	

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy/Plan for a Diversified Economy
19-3-11.00: Economist	GS-0110: Economist General		X	X	X	X	X		X		X		X	X	X
	GS-0110: Financial Economist		X	X	X	X	X		X		X		X	X	X
	GS-0110: Labor Economist		X	X	X	X	X		X		X		X	X	X
	GS-0110: Regional Economist		X	X	X	X	X		X		X		X	X	X

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
19-3-11.00: Economist	GS-0110: Economist General	X	X	X
	GS-0110: Financial Economist	X	X	X
	GS-0110: Labor Economist	X	X	X
	GS-0110: Regional Economist	X	X	X

Public Transportation

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
 - c. Civil Affairs Additional Skill Identifier

2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 11-3071.01: Transportation Managers
 - ii. 53-1031.00: First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators
 - b. OPM
 - i. GS-2101: Transportation Specialist
 - ii. GS-2110: Transportation Industry Analysis
 - iii. GS-2130: Traffic Management
 - iv. GS-2144: Cargo Scheduling
 - v. GS-2150: Transportation Operations
 - vi. GS-0810: Civil Engineering Series Highway Engineer Specialty

3. Capabilities satisfied

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
11-3071.01: Transportation Managers	GS-2130: Traffic Management	X	X	X
53-1031.00: First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	GS-2144: Cargo Scheduling	X	X	X
	GS-2150: Transportation Operations	X	X	X
	GS-2101: Transportation Specialist	X	X	X
	GS-2110: Transportation Industry Analysis	X	X	X
	GS-0810: Civil Engineering Series Highway Engineer Specialty	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
11-3071.01: Transportation Managers	GS-2130: Traffic Management	X					X		
53-1031.00: First Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	GS-2144: Cargo Scheduling	X					X		
	GS-2150: Transportation Operations	X					X		
	GS-2101: Transportation Specialist	X					X		
	GS-2110: Transportation Industry Analysis	X					X		
	GS-0810: Civil Engineering Series Highway Engineer Specialty	X					X		

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
11-3071.01: Transportation Managers	GS-2130: Traffic Management	X	X	X	X		
53-1031.00: First Line Supervisors/ Managers of Transportation and Material-Moving Machine and Vehicle Operators	GS-2144: Cargo Scheduling	X	X	X	X		
	GS-2150: Transportation Operations	X	X	X	X		
	GS-2101: Transportation Specialist	X	X	X	X		
	GS-2110: Transportation Industry Analysis	X	X	X	X		
	GS-0810: Civil Engineering Series Highway Engineer Specialty	X	X	X	X		

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
11-3071.01: Transportation Managers	GS-2130: Traffic Management	X		
53-1031.00: First Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	GS-2144: Cargo Scheduling	X		
	GS-2150: Transportation Operations			
	GS-2101: Transportation Specialist	X		
	GS-2110: Transportation Industry Analysis	X		
	GS-0810: Civil Engineering Series Highway Engineer Specialty	X		

Public Works

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD’s CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
 - c. Civil Affairs Additional Skills Identifiers

2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 51-8012.00: Power Distributors and Dispatchers
 - ii. 11-3051.00: Industrial Production Managers
 - iii. 51-8013.00: Power Plant Operators
 - iv. 17-2051.00: Civil Engineers
 - b. OPM
 - i. GS-1130: Public Utilities Specialist
 - ii. GS-0810: Civil Engineering Series: Facilities Engineering Management
 - iii. GS-0810: Civil Engineering Series: Investigations and Survey
 - iv. GS-0810: Civil Engineering Series: Planning and Design
 - v. GS-0810: Civil Engineering Series: Construction
 - vi. GS-0810: Civil Engineering Series: Research
 - vii. GS-0810: Civil Engineering Series: Facilities Engineering Management
 - viii. GS-0810: Civil Engineering Series: Facilities Engineering Management
 - ix. GS-0810: Civil Engineering Series: Hydraulic Engineer
 - x. GS-0810: Civil Engineering Series: Structural Engineer

3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
51-8012.00: Power Distributors and Dispatchers	GS-1130: Public Utilities Specialist		X	
11-3051.00: Industrial Production Managers			X	
51-8013.00: Power Plant Operators			X	
17-2051.00: Civil Engineers	Facilities Engineering Management		X	
	Investigations and Survey		X	
	Planning and Design		X	
	Construction		X	
	Research		X	
	Hydraulic Engineer		X	
	Structural Engineer		X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
51-8012.00: Power Distributors and Dispatchers	GS-1130: Public Utilities Specialist	X	X	X
11-3051.00: Industrial Production Managers		X	X	X
51-8013.00: Power Plant Operators		X	X	X
17-2051.00: Civil Engineers	Facilities Engineering Management	X	X	X
	Investigations and Survey	X	X	X
	Planning and Design	X	X	X
	Construction	X	X	X
	Research	X	X	X
	Hydraulic Engineer	X	X	X
	Structural Engineer	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
51-8012.00: Power Distributors and Dispatchers	GS-1130: Public Utilities Specialist			X		X		X	
11-3051.00: Industrial Production Managers				X		X		X	
51-8013.00: Power Plant Operators					X		X		X
17-2051.00: Civil Engineers	Facilities Engineering Management			X		X		X	
17-2051.00: Civil Engineers	Investigations and Survey			X		X		X	
	Planning and Design			X		X		X	
	Construction			X		X		X	
	Research			X		X		X	
	Hydraulic Engineer			X		X		X	
	Structural Engineer			X		X		X	

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In and Media Coverage of the Legislative Process
51-8012.00: Power Distributors and Dispatchers	GS-1130: Public Utilities Specialist	X	X	X	X		
11-3051.00: Industrial Production Managers		X	X	X	X		
51-8013.00: Power Plant Operators		X	X	X	X		
17-2051.00: Civil Engineers	Facilities Engineering Management	X	X	X	X		
	Investigations and Survey	X	X	X	X		
	Planning and Design	X	X	X	X		
	Construction	X	X	X	X		
	Research	X	X	X	X		
	Hydraulic Engineer	X	X	X	X		
	Structural Engineer	X	X	X	X		

Occupation DoL	Occupation OPM	Assist Local Government to Identify and Resolve Infrastructure Needs		
		Develop Local Transportation Plans and Implement Transportation Programs/Projects	Develop Local Telecommunications Plans That Link to Regional Communication Plans and Implement Telecommunications Programs/Projects	Develop Local Energy Capacity Needs Plans and Implement Energy Programs/Projects That Support Local Energy Priorities
51-8012.00: Power Distributors and Dispatchers	GS-1130: Public Utilities Specialist	X	X	X
11-3051.00: Industrial Production Managers		X	X	X
51-8013.00: Power Plant Operators		X	X	X
17-2051.00: Civil Engineers	Facilities Engineering Management	X	X	X
	Investigations and Survey	X	X	X
	Planning and Design	X	X	X
	Construction	X	X	X
	Research	X	X	X
	Hydraulic Engineer	X	X	X
Structural Engineer	X	X	X	

Arbitrators and Mediators

1. Source that identifies needed occupation
 - a. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 23-1022.00: Arbitrators, Mediators, and Conciliators
 - b. OPM
 - i. GS-0241: Mediation Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
23-1022.00: Arbitrators, Mediators, and Conciliators	GS-0241: Mediation Series		X	X

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
23-1022.00: Arbitrators, Mediators, and Conciliators	GS-0241: Mediation Series		X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stake-holders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
23-1022.00: Arbitrators, Mediators, and Conciliators	GS-0241: Mediation Series	X							X

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
23-1022.00: Arbitrators, Mediators, and Conciliators	GS-0241: Mediation Series	X	X	X	X	X	

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy/Plan for a Diversified Economy
23-1022.00: Arbitrators, Mediators, and Conciliators	GS-0241: Mediation Series		X	X	X	X	X	X	X		X	X	X	X	X

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
23-1022.00: Arbitrators, Mediators, Conciliators	GS-0241: Mediation Series		X	

Criminal Investigation

1. Source that identifies needed occupation
 - a. DoS Occupation Request through DoD's CPMS
 - b. Capabilities and Mission-Essential Tasks from this paper
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 33-3021.01: Police Detectives
 - ii. 33-3021.03: Criminal Investigator and Special Agents
 - b. OPM
 - i. GS-1810: General Investigating Series
 - ii. GS-1811: Criminal Investigating Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
33-3021.01: Police Detectives	GS-1810: General Investigating Series	X	X	
33-3021.03: Criminal Investigator and Special Agents	GS-1811: Criminal Investigating Series	X	X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
33-3021.01: Police Detectives	GS-1810: General Investigating Series	X	X	X
33-3021.03: Criminal Investigator and Special Agents	GS-1811: Criminal Investigating Series	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stake-holders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
33-3021.01: Police Detectives	GS-1810: General Investigating Series	X	X						
33-3021.03: Criminal Investigator and Special Agents	GS-1811: Criminal Investigating Series	X	X						

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
33-3021.01: Police Detectives	GS-1810: General Investigating Series	X	X	X	X		
33-3021.03: Criminal Investigator and Special Agents	GS-1811: Criminal Investigating Series	X	X	X	X		

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
33-3021.01: Police Detectives	GS-1810: General Investigating Series	X	X	X
33-3021.03: Criminal Investigator and Special Agents	GS-1811: Criminal Investigating Series	X	X	X

Public Judicial Administration

1. Source that identifies needed occupation
 - a. Capabilities and Mission-Essential Tasks from this paper
 - b. Civil Affairs Additional Skills Identifiers
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 23-1021.00: Admin Law Judges, Adjudicators, and Hearing Officers
 - ii. 23-1023.00: Judges, Magistrate Judges, and Magistrate
 - iii. 43-4031.01: Court Clerks
 - b. OPM
 - i. Administrative Law Judge
 - ii. Federal Judge
 - iii. Clerk of Court Series 0945
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
23-1021.00: Administrative Law Judges, Adjudicators, and Hearing Officers	Administrative Law Judges	X	X	
23-1023.00: Judges, Magistrate Judges, and Magistrate	Federal Judges	X	X	
43-4031.01: Court Clerks	Clerk of Court Series 0945	X	X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
23-1021.00: Administrative Law Judges, Adjudicators, and Hearing Officers	Administrative Law Judges	X	X	X
23-1023.00: Judges, Magistrate Judges, and Magistrate	Federal Judges	X	X	X
43-4031.01: Court Clerks	Clerk of Court Series 0945	X	X	X

4. Mission-essential tasks and tasks accomplished

Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stakeholders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
23-1021.00: Administrative Law Judges, Adjudicators, and Hearing Officers	Administrative Law Judges	X	X						
23-1023.00: Judges, Magistrate Judges, and Magistrate	Federal Judges	X	X						
43-4031.01: Court Clerks	Clerk of Court Series 0945	X	X						

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
23-1021.00: Administrative Law Judges, Adjudicators, and Hearing Officers	Administrative Law Judges	X	X	X	X	X	X
23-1023.00: Judges, Magistrate Judges, and Magistrate	Federal Judges	X	X	X	X	X	X
43-4031.01: Court Clerks	Clerk of Court Series 0945	X	X	X	X	X	X

Occupation DoL	Occupation OPM	Implement Programs to Address Operational Environment Needs													
		CERP	Develop Programs to Strengthen Private Sector	Jumpstart Small-Scale Private Sector Entrepreneurs Through Grants and Loans to Micro-Entrepreneurs and SMEs	Encourage Investment by International Actors Including Diaspora Communities	Eliminate Barriers to Business Development	Ensure No Unfair or Unusual Restrictions on Entry into and Exit from Market (i.e. Monopoly and Bankruptcy Law)	Ensure Non-Preferential Access to Markets	Strengthen Private Sector Through Contracting/ Outsourcing	Provide Investors with Legal Protections and Incentives	Establish a Business Environment for Long-Term Growth	Offer Risk Protection to Facilitate Sustained Investment	Promote Business Growth Through Regulatory Streamlining and Sound Tax Policy	Facilitate the Growth of the Real Sector Through Development of Business Associations, Think Tanks, etc.	Develop a Business Strategy/Plan for a Diversified Economy
23-1021.00: Administrative Law Judges, Adjudicators, and Hearing Officers	Administrative Law Judges					X	X	X							
23-1023.00: Judges, Magistrate Judges, and Magistrate	Federal Judges					X	X	X							
43-4031.01: Court Clerks	Clerk of Court Series 0945					X	X	X							

Public Law Enforcement

1. Source that identifies needed occupation
 - a. Capabilities and Mission-Essential Tasks from this paper
 - b. Civil Affairs Additional Skills Identifiers
2. Industry standard for the requested occupational skills
 - a. DoL Occupational Listing
 - i. 33-3051.01: Police Patrol Officers
 - ii. 33-3051.03: Sheriffs and Deputy Sheriffs
 - b. OPM
 - i. GS-0083: Police Series
 - ii. GS-0082: Marshal Series
3. Capabilities satisfied

Occupation DoL	Occupation OPM	Functional Capabilities		
		Command, Control, Coordinate and Cooperate	Operational Environment Situational Awareness and Understanding Among Diverse Stakeholders	Unit Admin Support
33-3051.01: Police Patrol Officers	GS-0083: Police Series		X	
33-3051.03: Sheriffs and Deputy Sheriffs	GS-0082: Marshal Series		X	

Occupation DoL	Occupation OPM	Operational Capabilities		
		Assist Local Government Authorities to Achieve and Maintain Civil Order	Program Management	Maintain Contact with the Operational Environment Actors
33-3051.01: Police Patrol Officers	GS-0083: Police Series	X	X	X
33-3051.03: Sheriffs and Deputy Sheriffs	GS-0082: Marshal Series	X	X	X

4. Mission-essential tasks and tasks accomplished

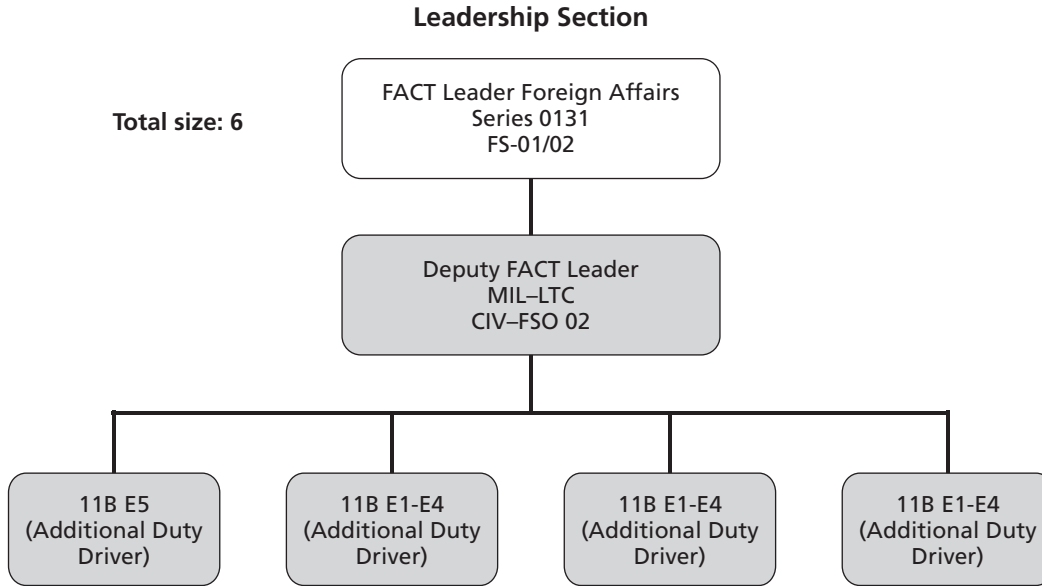
Occupation DoL	Occupation OPM	Assess the Operational Environment							
		Assess Stake-holders (For/Against Stability)	Assess Public Safety Needs	Assess Public Works Needs	Assess Public Health Needs	Assess Communication Infrastructure	Assess Transportation Infrastructure	Assess Energy Needs	Assess Financial (Public and Private Markets)
33-3051.01: Police Patrol Officers	GS-0083: Police Series	X	X						
33-3051.03: Sheriffs and Deputy Sheriffs	GS-0082: Marshal Series	X	X						

Occupation DoL	Occupation OPM	Promote Effective and Legitimate Local Political Authority and Civil Administration					
		Place Advisors Into Key Ministries and Local Governments Including Police and Military	Provide Assistance and Encourage Local Governments to Provide Public Goods and Services	Devolve Certain Functions to Indigenous Authorities, Building Indigenous Capacities	Work with Indigenous Leaders to Recruit Individuals to Serve on and Advise the Local Government	Provide Ongoing Technical and Financial Support for Institutional Development of the Public Sector	Promote Citizen Access to Civil Society Input In, and Media Coverage of the Legislative Process
33-3051.01: Police Patrol Officers	GS-0083: Police Series	X	X	X			
33-3051.03: Sheriffs and Deputy Sheriffs	GS-0082: Marshal Series	X	X	X			

Occupation DoL	Occupation OPM	Security Coordination		
		Develop Coordinated Military and Civilian C2 and Information Sharing Arrangements	Establish Mechanisms for Implementing Regional Security Arrangements	Consult with Neighboring Local Governments on Security Plans and Support
33-3051.01: Police Patrol Officers	GS-0083: Police Series	X	X	X
33-3051.03: Sheriffs and Deputy Sheriffs	GS-0082: Marshal Series	X	X	X

Utilizing FEDScope to Locate Personnel for a FACT

The following charts represent the distribution of potential FACT personnel throughout the U.S. federal government. Our survey shows that the FEDScope database can be an effective tool for locating high-demand occupational skill sets within the U.S. government.



RAND MG801-C.1

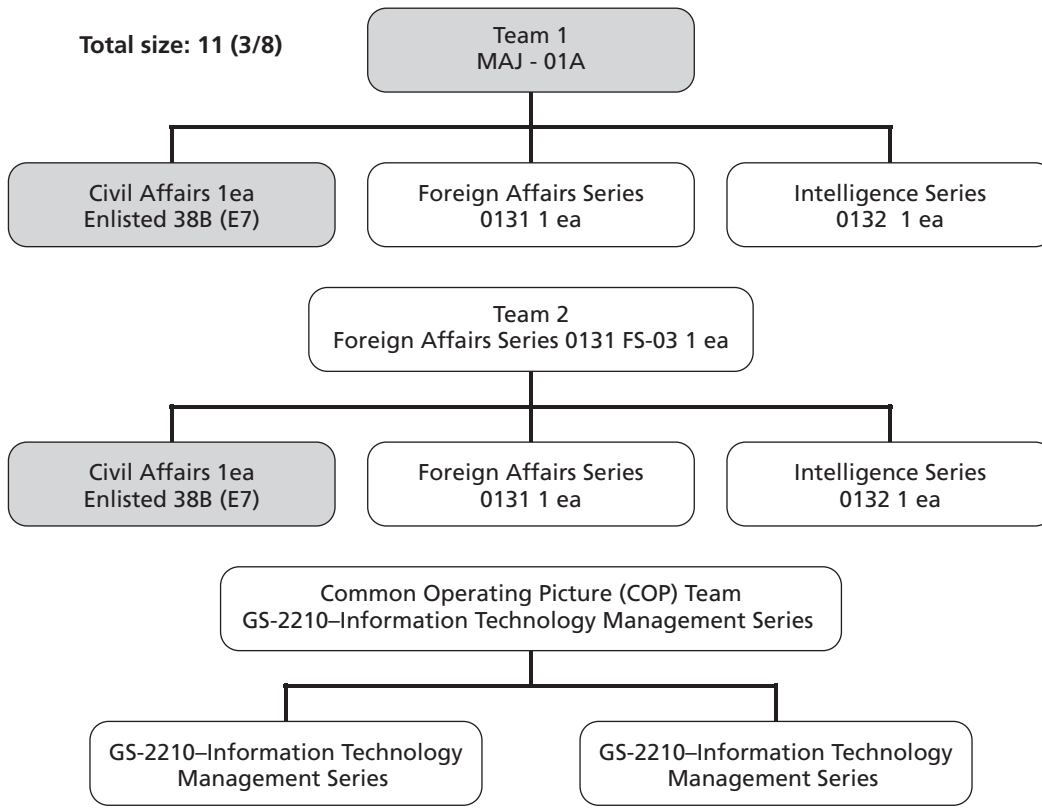
Table C.1
0131: International Relations

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	71	0	40	0	111
AG—Department of Agriculture	31	0	0	0	31
CM—Department of Commerce	14	0	0	0	14
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	29	0	0	0	29
DN—Department of Energy	30	0	0	0	30
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	2	0	1	0	3
TD—Department of Transportation	1	0	0	0	1
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	182	0	41	0	223

Table C.2
0130: Foreign Affairs

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+—Department of Defense	232	0	10	0	242
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	9	0	0	0	9
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	104	0	7	0	111
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	1	0	1
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	1,725	0	1	0	1,725
TD—Department of Transportation	19	0	7	0	26
TR—Department of Treasury	1	0	0	0	1
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	2,094	0	25	0	2,119

Current Ops Coordinating/Info Collection/Reporting



RAND MG801-C.2

Table C.3
0131: International Relations

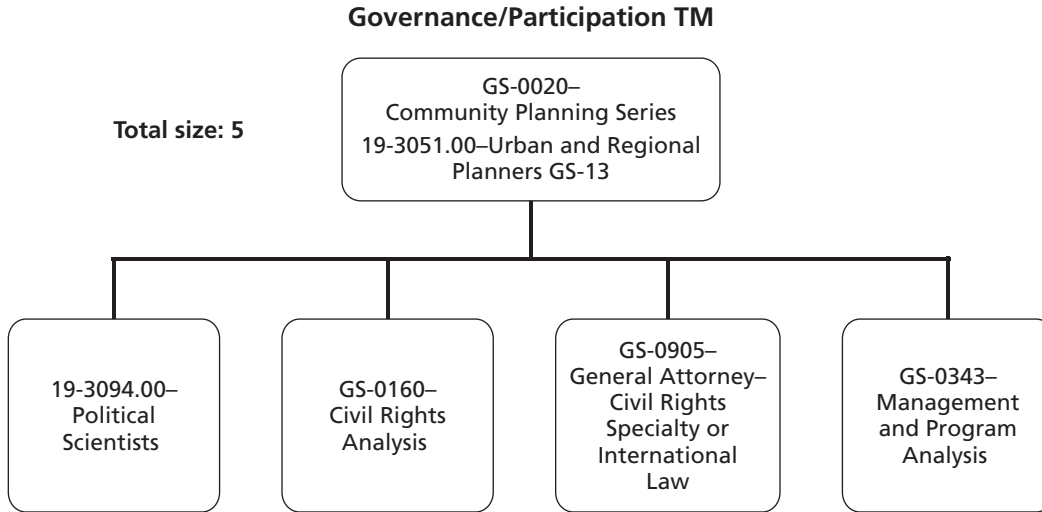
Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	71	0	40	0	111
AG—Department of Agriculture	31	0	0	0	31
CM—Department of Commerce	14	0	0	0	14
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	29	0	0	0	29
DN—Department of Energy	30	0	0	0	30
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	2	0	1	0	3
TD—Department of Transportation	1	0	0	0	1
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	182	0	41	0	223

Table C.4
0130: Foreign Affairs

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	232	0	10	0	242
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	9	0	0	0	9
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	104	0	7	0	111
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	1	0	1
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	1,725	0	0	0	1,725
TD—Department of Transportation	19	0	7	0	26
TR—Department of Treasury	1	0	0	0	1
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	2,094	0	25	0	2,119

Table C.5
2210: Information Technology Management

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	26,326	94	1,389	1	27,810
AG—Department of Agriculture	3,565	11	0	0	3,576
CM—Department of Commerce	2,920	4	0	0	2,924
DJ—Department of Justice	2,770	6	0	0	2,776
DL—Department of Labor	680	0	0	0	680
DN—Department of Energy	607	0	0	0	607
ED—Department of Education	207	0	0	0	207
HE—Department of Health and Human Services	2,393	4	2	0	2,399
HS—Department of Homeland Security	2,002	22	1	3	2,028
HU—Department of Housing and Urban Development	241	0	0	0	241
IN—Department of Interior	2,302	6	0	0	2,308
ST—Department of State	632	0	2	0	634
TD—Department of Transportation	1,777	3	0	0	1,780
TR—Department of Treasury	6,271	7	0	69	6,347
VA—Department of Veterans Affairs	5,399	43	0	91	5,533
Cabinet-level agencies	58,092	200	1,394	164	59,850



RAND MG801-C.3

Table C.6
0020: Community Planning

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	279	2	13	0	294
AG-Department of Agriculture	16	0	0	0	16
CM-Department of Commerce	8	0	0	0	8
DJ-Department of Justice	0	0	0	0	0
DL-Department of Labor	0	0	0	0	0
DN-Department of Energy	0	0	0	0	0
ED-Department of Education	0	0	0	0	0
HE-Department of Health and Human Services	1	0	0	0	1
HS-Department of Homeland Security	5	0	0	0	5
HU-Department of Housing and Urban Development	4	0	0	0	4
IN-Department of Interior	62	0	0	0	62
ST-Department of State	0	0	0	0	0
TD-Department of Transportation	227	0	0	0	227
TR-Department of Treasury	0	0	0	0	0
VA-Department of Veterans Affairs	0	0	0	0	0
Cabinet-Level Agencies	602	2	13	0	617

Table C.7
0160: Civil Rights Analysis

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	0	0	0	0	0
AG-Department of Agriculture	1	0	0	0	1
CM-Department of Commerce	0	0	0	0	0
DJ-Department of Justice	17	0	0	0	17
DL-Department of Labor	0	0	0	0	0
DN-Department of Energy	0	0	0	0	0
ED-Department of Education	0	0	0	0	0
HE-Department of Health and Human Services	12	0	0	0	12
HS-Department of Homeland Security	10	0	0	0	10
HU-Department of Housing and Urban Development	0	0	0	0	0
IN-Department of Interior	0	0	0	0	0
ST-Department of State	0	0	0	0	0
TD-Department of Transportation	1	0	0	0	1
TR-Department of Treasury	0	0	0	0	0
VA-Department of Veterans Affairs	0	0	0	0	0
Cabinet-Level Agencies	41	0	0	0	41

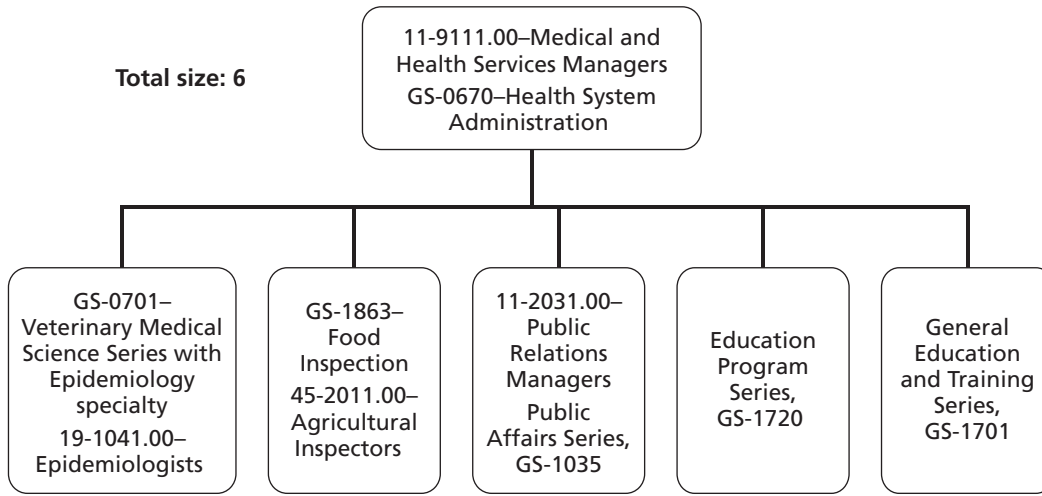
Table C.8
0905: General Attorney

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	2,617	11	120	0	2,748
AG—Department of Agriculture	249	0	0	0	249
CM—Department of Commerce	831	0	0	0	831
DJ—Department of Justice	9,257	73	54	0	9,384
DL—Department of Labor	528	0	0	0	528
DN—Department of Energy	503	0	0	0	503
ED—Department of Education	311	0	0	0	311
HE—Department of Health and Human Services	590	0	0	0	590
HS—Department of Homeland Security	1,424	8	0	0	1,432
HU—Department of Housing and Urban Development	414	2	0	0	416
IN—Department of Interior	383	2	0	0	385
ST—Department of State	197	0	0	0	197
TD—Department of Transportation	496	0	1	0	497
TR—Department of Treasury	2,235	0	0	1	2,236
VA—Department of Veterans Affairs	755	2	0	1	758
Cabinet-level agencies	20,790	98	175	2	21,065

Table C.9
0340: Program Management

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	2,883	8	108	0	2,999
AG—Department of Agriculture	997	0	0	0	997
CM—Department of Commerce	75	0	0	0	75
DJ—Department of Justice	169	0	15	0	184
DL—Department of Labor	113	0	0	0	113
DN—Department of Energy	382	0	0	0	382
ED—Department of Education	26	0	0	0	26
HE—Department of Health and Human Services	249	0	0	0	249
HS—Department of Homeland Security	1,019	17	3	0	1,039
HU—Department of Housing and Urban Development	53	1	0	0	54
IN—Department of Interior	859	0	0	0	859
ST—Department of State	66	0	0	0	66
TD—Department of Transportation	622	1	4	0	627
TR—Department of Treasury	1,534	7	0	0	1,541
VA—Department of Veterans Affairs	498	12	2	0	512
Cabinet-level agencies	9,545	46	132	0	9,723

Humanitarian Assistance and Social Well-Being



RAND MG801-C.4

Table C.10
0670: Health System Administration

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	34	0	2	0	36
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	0	0	0	0	0
DJ—Department of Justice	116	0	0	0	116
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	2	0	0	0	2
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	105	0	0	0	105
HS—Department of Homeland Security	2	0	0	0	2
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	1	0	0	0	1
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	389	1	1	0	391
Cabinet-level agencies	649	1	3	0	653

Table C.11
0701: Veterinary Medical Science

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	15	0	1	0	16
AG—Department of Agriculture	1,664	17	16	0	1,697
CM—Department of Commerce	3	0	0	0	3
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	167	0	0	0	167
HS—Department of Homeland Security	140	0	0	1	141
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	18	0	0	0	18
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	20	0	0	0	20
Cabinet-level agencies	2,027	17	17	1	2,062

Table C.12
1863: Food Inspection

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	0	0	1	0	1
AG—Department of Agriculture	3,916	16	0	0	3,932
CM—Department of Commerce	0	0	0	0	0
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	0	0	0	0	0
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	3,916	16	1	0	3,933

Table C.13
1035: Public Affairs

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	1,843	7	114	0	1,964
AG—Department of Agriculture	557	1	2	0	560
CM—Department of Commerce	94	0	0	0	94
DJ—Department of Justice	128	0	0	0	128
DL—Department of Labor	26	0	0	0	26
DN—Department of Energy	90	0	0	0	90
ED—Department of Education	17	0	0	0	17
HE—Department of Health and Human Services	226	2	0	0	228
HS—Department of Homeland Security	176	2	0	0	178
HU—Department of Housing and Urban Development	17	0	0	0	17
IN—Department of Interior	258	1	0	0	259
ST—Department of State	149	0	0	0	149
TD—Department of Transportation	64	0	0	0	64
TR—Department of Treasury	208	0	0	0	208
VA—Department of Veterans Affairs	148	1	0	0	149
Cabinet-level agencies	4,001	14	116	0	4,131

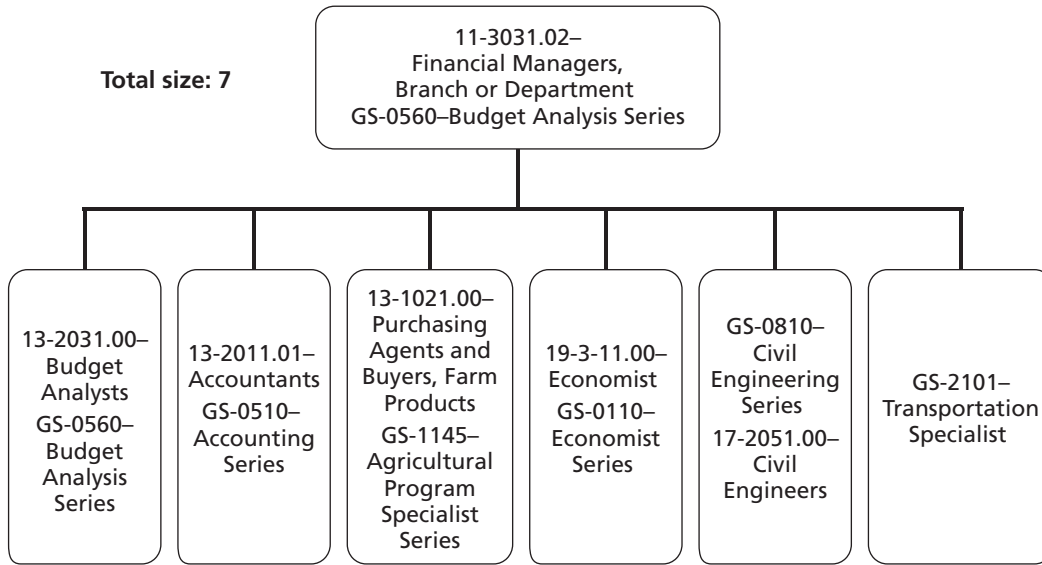
Table C.14
1720: Educational Program

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	64	2	7	0	73
AG—Department of Agriculture	2	0	0	0	2
CM—Department of Commerce	1	0	0	0	1
DJ—Department of Justice	4	0	0	0	4
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	340	0	0	0	340
HE—Department of Health and Human Services	28	0	0	0	28
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	49	0	0	0	49
ST—Department of State	6	0	0	0	6
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	59	0	0	2	61
Cabinet-level agencies	557	2	7	2	568

Table C.15
1701: General Education and Training

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	4,799	291	9,236	0	14,326
AG—Department of Agriculture	25	0	0	0	25
CM—Department of Commerce	22	0	0	0	22
DJ—Department of Justice	143	0	0	0	143
DL—Department of Labor	3	0	0	0	3
DN—Department of Energy	2	0	0	0	2
ED—Department of Education	6	0	0	0	6
HE—Department of Health and Human Services	137	0	0	0	137
HS—Department of Homeland Security	87	2	0	0	89
HU—Department of Housing and Urban Development	1	0	0	0	1
IN—Department of Interior	172	1	0	0	173
ST—Department of State	8	0	0	0	8
TD—Department of Transportation	11	0	0	0	111
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	111	0	0	0	11
Cabinet-level agencies	5,527	294	9,236	0	15,057

Economic Stabilization Infrastructure



RAND MG801-C.5

Table C.16
0560: Budget Analyst

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	8,182	30	376	2	8,590
AG—Department of Agriculture	719	4	0	0	723
CM—Department of Commerce	293	0	0	0	293
DJ—Department of Justice	573	4	0	0	577
DL—Department of Labor	81	0	0	0	81
DN—Department of Energy	228	0	0	0	228
ED—Department of Education	52	0	0	0	52
HE—Department of Health and Human Services	512	0	0	0	512
HS—Department of Homeland Security	236	0	0	0	236
HU—Department of Housing and Urban Development	80	0	0	0	80
IN—Department of Interior	654	2	0	0	656
ST—Department of State	215	0	0	0	215
TD—Department of Transportation	53	0	0	0	53
TR—Department of Treasury	422	0	0	1	423
VA—Department of Veterans Affairs	418	1	0	1	420
Cabinet-level agencies	12,718	41	376	4	13,139

Table C.17
0510: Accounting

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	5,245	16	157	0	5,418
AG—Department of Agriculture	722	0	0	0	722
CM—Department of Commerce	304	0	0	0	304
DJ—Department of Justice	489	3	0	0	492
DL—Department of Labor	98	0	0	0	98
DN—Department of Energy	340	0	0	0	340
ED—Department of Education	129	0	0	0	129
HE—Department of Health and Human Services	594	1	0	0	595
HS—Department of Homeland Security	367	0	0	0	367
HU—Department of Housing and Urban Development	161	0	0	0	161
IN—Department of Interior	480	1	0	0	481
ST—Department of State	112	0	0	0	112
TD—Department of Transportation	210	0	0	0	210
TR—Department of Treasury	618	0	0	0	618
VA—Department of Veterans Affairs	580	6	0	0	586
Cabinet-level agencies	10,449	27	157	0	10,633

Table C.18
1145: Agricultural Program Specialist

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	0	0	0	0	0
AG—Department of Agriculture	339	3	0	0	342
CM—Department of Commerce	0	0	0	0	0
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	0	0	0	0	0
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	339	0	0	0	342

Table C.19
0110: Economist

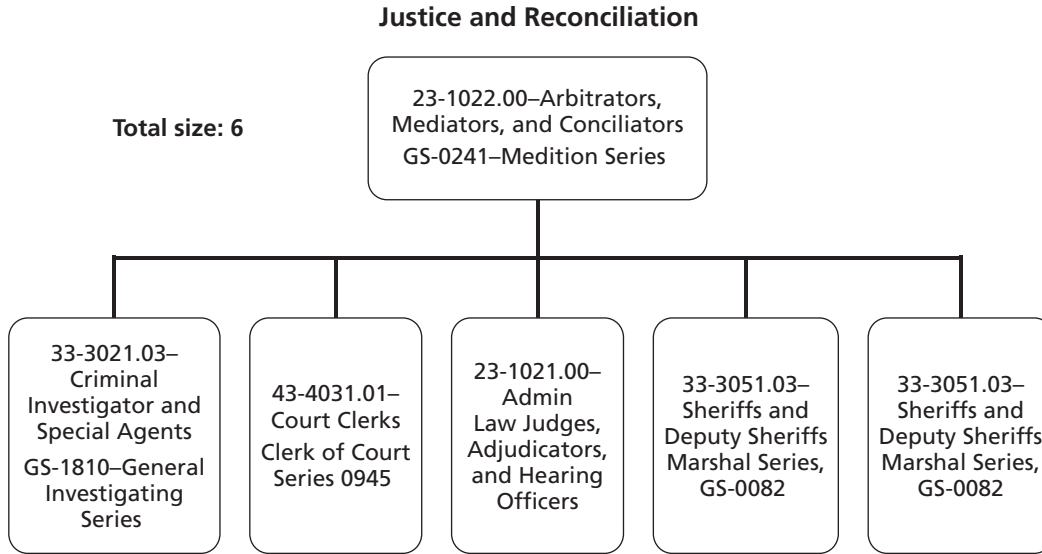
Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	223	1	1	0	225
AG—Department of Agriculture	534	0	1	4	539
CM—Department of Commerce	474	0	0	1	475
DJ—Department of Justice	55	0	0	0	55
DL—Department of Labor	1,370	0	0	0	1,370
DN—Department of Energy	165	0	0	0	165
ED—Department of Education	4	0	0	0	4
HE—Department of Health and Human Services	128	0	0	0	128
HS—Department of Homeland Security	23	0	0	0	23
HU—Department of Housing and Urban Development	64	1	0	0	65
IN—Department of Interior	95	0	0	0	95
ST—Department of State	29	0	0	0	29
TD—Department of Transportation	99	0	0	0	99
TR—Department of Treasury	460	0	3	0	463
VA—Department of Veterans Affairs	12	0	0	0	12
Cabinet-level agencies	3,735	2	5	5	3,747

Table C.20
0810: Civil Engineer

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	6,058	28	246	1	6,333
AG—Department of Agriculture	1,234	10	0	0	1,244
CM—Department of Commerce	40	0	0	0	40
DJ—Department of Justice	4	0	0	0	4
DL—Department of Labor	41	0	0	0	41
DN—Department of Energy	228	0	0	0	228
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	15	0	0	0	15
HS—Department of Homeland Security	102	0	0	0	102
HU—Department of Housing and Urban Development	3	0	0	0	3
IN—Department of Interior	978	0	0	0	978
ST—Department of State	20	0	0	0	20
TD—Department of Transportation	1,422	7	3	0	1,432
TR—Department of Treasury	2	0	0	0	2
VA—Department of Veterans Affairs	19	2	0	2	23
Cabinet-level agencies	10,166	47	249	3	10,465

Table C.21
2101: Transportation Specialist

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+—Department of Defense	1,154	5	71	0	1,230
AG—Department of Agriculture	74	0	0	1	75
CM—Department of Commerce	7	0	0	0	7
DJ—Department of Justice	24	0	0	0	24
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	40	0	0	0	40
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	3	0	0	0	3
HS—Department of Homeland Security	225	10	0	0	235
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	54	0	0	0	54
ST—Department of State	4	0	0	0	4
TD—Department of Transportation	6,836	68	0	3	6,907
TR—Department of Treasury	5	0	0	0	5
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	8,426	83	71	4	8,584



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Table C.22
1810: General Investigating Services

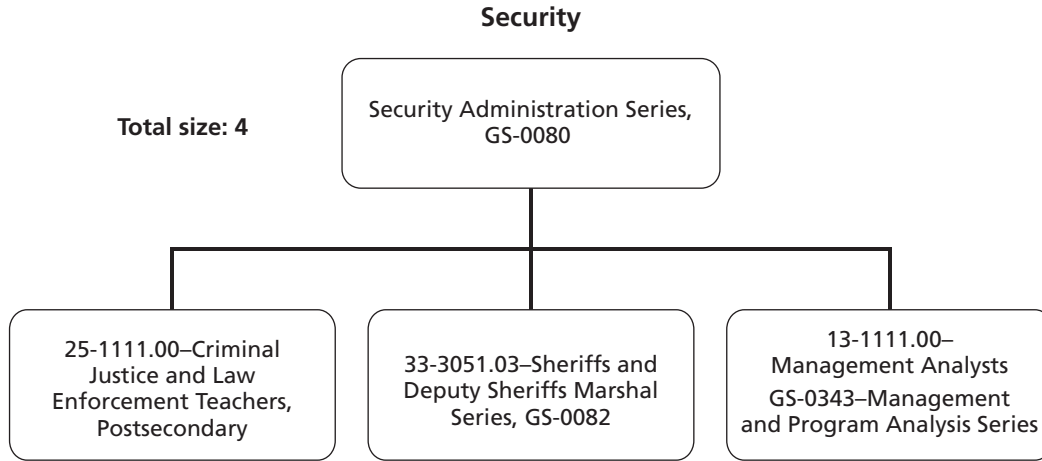
Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	112	0	8	0	120
AG—Department of Agriculture	152	2	0	0	154
CM—Department of Commerce	1	0	0	0	1
DJ—Department of Justice	63	0	0	0	63
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	8	0	0	0	8
ED—Department of Education	8	0	0	0	8
HE—Department of Health and Human Services	2	0	0	0	2
HS—Department of Homeland Security	6	0	0	0	6
HU—Department of Housing and Urban Development	2	0	0	0	2
IN—Department of Interior	12	0	0	0	12
ST—Department of State	1	0	0	0	1
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	84	0	0	0	84
VA—Department of Veterans Affairs	11	0	0	0	11
Cabinet-level agencies	462	2	8	0	472

Table C.23
0945: Clerk of the Court

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	0	0	0	0	0
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	0	0	0	0	0
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	0	0	0	0	0
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	3	0	0	0	3
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	3	0	0	0	3

Table C.24
0082: U.S. Marshal

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	0	0	0	0	0
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	0	0	0	0	0
DJ—Department of Justice	826	7	0	0	833
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	0	0	0	0	0
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	826	7	0	0	833



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Table C.25
0080: Security Administration

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	5,232	15	309	4	5,560
AG—Department of Agriculture	39	0	0	0	39
CM—Department of Commerce	85	0	0	0	85
DJ—Department of Justice	824	0	0	0	824
DL—Department of Labor	10	0	0	0	10
DN—Department of Energy	311	0	0	0	311
ED—Department of Education	15	0	0	0	15
HE—Department of Health and Human Services	98	0	0	0	98
HS—Department of Homeland Security	1,439	10	0	1	1,450
HU—Department of Housing and Urban Development	13	0	0	0	13
IN—Department of Interior	60	0	0	0	60
ST—Department of State	294	0	0	0	294
TD—Department of Transportation	32	0	0	0	32
TR—Department of Treasury	385	1	0	0	386
VA—Department of Veterans Affairs	159	1	0	0	160
Cabinet-level agencies	8,996	27	309	5	9,337

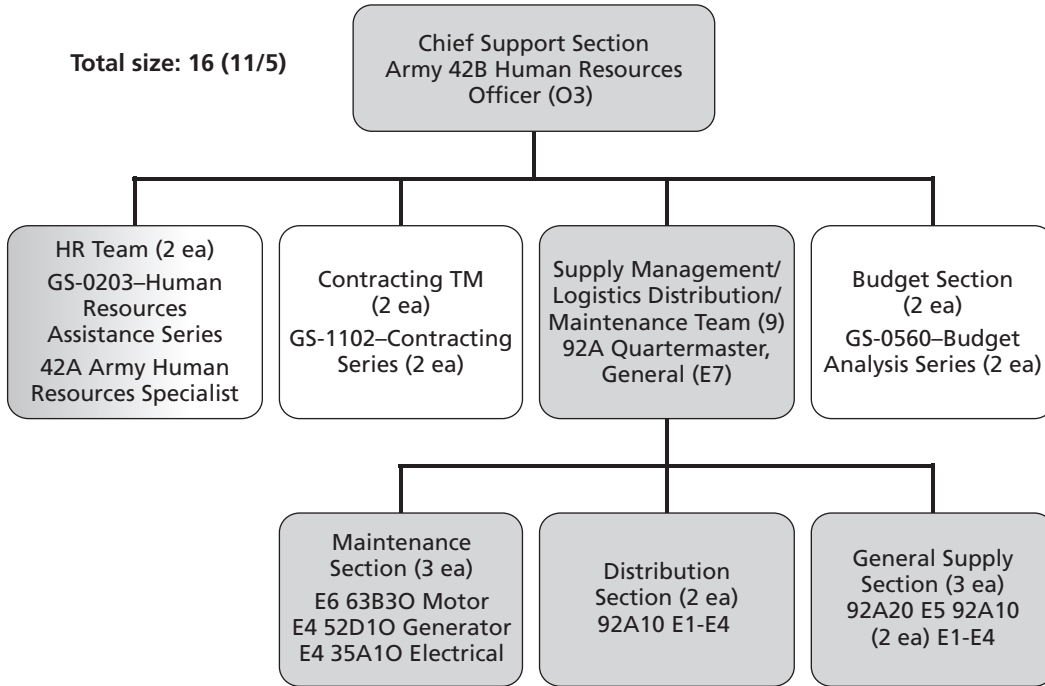
Table C.26
0082: U.S. Marshal

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	0	0	0	0	0
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	0	0	0	0	0
DJ—Department of Justice	826	7	0	0	833
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	0	0	0	0	0
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	0	0	0	0	0
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	0	0	0	0	0
TD—Department of Transportation	0	0	0	0	0
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	826	7	0	0	833

Table C.27
0343: Management and Program Analysis

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	19,526	33	595	2	20,156
AG—Department of Agriculture	1,651	1	2	0	1,654
CM—Department of Commerce	1,049	0	0	0	1,049
DJ—Department of Justice	2,487	1	0	0	2,488
DL—Department of Labor	597	0	0	0	597
DN—Department of Energy	767	0	1	0	768
ED—Department of Education	985	1	0	0	986
HE—Department of Health and Human Services	2,352	3	0	0	2,355
HS—Department of Homeland Security	3,267	8	3	1	3,279
HU—Department of Housing and Urban Development	574	2	0	0	576
IN—Department of Interior	1,033	0	0	0	1,033
ST—Department of State	566	0	0	0	566
TD—Department of Transportation	2,173	1	0	0	2,174
TR—Department of Treasury	3,597	3	6	8	3,614
VA—Department of Veterans Affairs	2,492	6	0	12	2,510
Cabinet-level agencies	43,116	59	607	23	43,805

Support and Administration Section



RAND MG801-C.8

Table C.28
0203: Human Resources Assistance

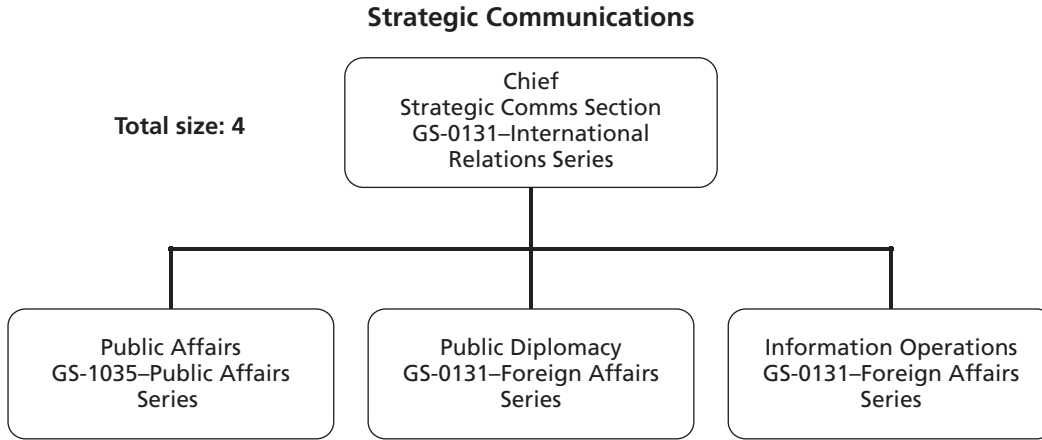
Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	9,388	69	244	5	9,706
AG—Department of Agriculture	533	1	0	0	534
CM—Department of Commerce	108	0	0	0	108
DJ—Department of Justice	254	0	0	0	254
DL—Department of Labor	52	0	0	0	52
DN—Department of Energy	57	0	0	0	57
ED—Department of Education	2	0	0	0	2
HE—Department of Health and Human Services	162	0	0	0	162
HS—Department of Homeland Security	269	0	0	0	269
HU—Department of Housing and Urban Development	13	0	0	0	13
IN—Department of Interior	293	2	0	0	295
ST—Department of State	41	0	0	0	41
TD—Department of Transportation	105	0	0	0	105
TR—Department of Treasury	647	1	0	0	648
VA—Department of Veterans Affairs	914	15	0	0	929
Cabinet-level agencies	12,838	88	244	5	13,175

Table C.29
1102: Contracting Series

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	18,392	50	453	7	18,902
AG—Department of Agriculture	608	2	0	0	610
CM—Department of Commerce	178	0	0	0	178
DJ—Department of Justice	501	3	0	0	504
DL—Department of Labor	65	0	0	0	65
DN—Department of Energy	498	0	0	0	498
ED—Department of Education	53	0	0	0	53
HE—Department of Health and Human Services	739	0	0	0	739
HS—Department of Homeland Security	923	1	0	0	924
HU—Department of Housing and Urban Development	92	0	0	0	92
IN—Department of Interior	688	1	0	0	689
ST—Department of State	137	0	0	0	137
TD—Department of Transportation	367	0	0	0	367
TR—Department of Treasury	477	0	0	0	477
VA—Department of Veterans Affairs	861	9	0	0	870
Cabinet-level agencies	24,579	66	453	7	25,105

Table C.30
0560: Budget Analysis

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	8,182	30	376	2	8,590
AG—Department of Agriculture	719	4	0	0	723
CM—Department of Commerce	293	0	0	0	293
DJ—Department of Justice	573	4	0	0	577
DL—Department of Labor	81	0	0	0	81
DN—Department of Energy	228	0	0	0	228
ED—Department of Education	52	0	0	0	52
HE—Department of Health and Human Services	512	0	0	0	512
HS—Department of Homeland Security	236	0	0	0	236
HU—Department of Housing and Urban Development	80	0	0	0	80
IN—Department of Interior	654	2	0	0	656
ST—Department of State	215	0	0	0	215
TD—Department of Transportation	53	0	0	0	53
TR—Department of Treasury	422	0	0	1	423
VA—Department of Veterans Affairs	418	1	0	1	420
Cabinet-level agencies	12,718	41	376	4	13,139



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Table C.31
0131: International Relations

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	71	0	40	0	111
AG—Department of Agriculture	31	0	0	0	31
CM—Department of Commerce	14	0	0	0	14
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	29	0	0	0	29
DN—Department of Energy	30	0	0	0	30
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	0	0	0
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	2	0	1	0	3
TD—Department of Transportation	1	0	0	0	1
TR—Department of Treasury	0	0	0	0	0
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	182	0	41	0	223

Table C.32
1035: Public Affairs

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	1,843	7	114	0	1,964
AG—Department of Agriculture	557	1	2	0	560
CM—Department of Commerce	94	0	0	0	94
DJ—Department of Justice	128	0	0	0	128
DL—Department of Labor	26	0	0	0	26
DN—Department of Energy	90	0	0	0	90
ED—Department of Education	17	0	0	0	17
HE—Department of Health and Human Services	226	2	0	0	228
HS—Department of Homeland Security	176	2	0	0	178
HU—Department of Housing and Urban Development	17	0	0	0	17
IN—Department of Interior	258	1	0	0	259
ST—Department of State	149	0	0	0	149
TD—Department of Transportation	64	0	0	0	64
TR—Department of Treasury	208	0	0	0	208
VA—Department of Veterans Affairs	148	1	0	0	149
Cabinet-level agencies	4,001	14	116	0	4,131

Table C.33
0130: Foreign Affairs

Employment as Values	United States	U.S. Territories	Foreign Countries	Unspecified	Location: All
D+ Department of Defense	232	0	10	0	242
AG—Department of Agriculture	0	0	0	0	0
CM—Department of Commerce	9	0	0	0	9
DJ—Department of Justice	0	0	0	0	0
DL—Department of Labor	0	0	0	0	0
DN—Department of Energy	104	0	7	0	111
ED—Department of Education	0	0	0	0	0
HE—Department of Health and Human Services	0	0	1	0	1
HS—Department of Homeland Security	4	0	0	0	4
HU—Department of Housing and Urban Development	0	0	0	0	0
IN—Department of Interior	0	0	0	0	0
ST—Department of State	1,725	0	0	0	1,725
TD—Department of Transportation	19	0	7	0	26
TR—Department of Treasury	1	0	0	0	1
VA—Department of Veterans Affairs	0	0	0	0	0
Cabinet-level agencies	2,094	0	25	0	2,119

Observations on Interagency Training Program

This appendix summarizes the impressions of a RAND staff member who attended an interagency training course in mid-2007. The observations are provided to illustrate the different outlooks among civilians and military.

Background

There are a series of interagency training courses for stability operations offered at the National Foreign Affairs Training Center in cooperation with the Office of the Coordinator for Reconstruction and Stabilization (S/CRS). A week of “core” training consists of two one-day sessions (an overview and a course on interagency planning) and a three-day session on operations. The following are the “core” course descriptions:

- **Coordination for Conflict and Instability: S/CRS and Interagency Response (PD561).** This one-day overview course is designed to review the rationale, history, mission, and goals behind recent initiatives to improve U.S. government involvement in failed and failing states; provide an overview of the dynamics of conflict and instability; and explain the roles and tools applicable to collaboration among U.S. government agencies and other relevant organizations in reconstruction and stabilization (R&S) activities.
- **Interagency Planning for Conflict Transformation (PD562).** The success of the U.S. government’s conflict stabilization and transformation efforts will depend heavily upon the ability to plan early and develop an integrated, interagency approach to deal with the interdependent civilian and military responsibilities on the ground. The purpose of this one-day “Conflict Planning Overview” course is to get a broad understanding of the planning framework developed by S/CRS, related tools, and the role of the framework in fostering an integrated approach to future conflict transformation efforts. The planning framework enables U.S. government civilian agency planners to identify and gain policy-level approval for the overarching policy goal, achievable major mission elements, and the essential tasks of an integrated U.S. government response. The process coordinates a resource strategy to achieve the mission goal, identifies lead agencies responsible for essential tasks, and incorporates a structure for metrics and evaluation.
- **Interagency Reconstruction and Stabilization (R&S) Response Operations (PD560).** This course is designed for interagency partners to effectively collaborate in planning and managing complex U.S. government response operations. Participants will implement the concepts, tools, and currently evolving doctrine for U.S. government reconstruction,

stabilization, and conflict transformation. The course will cover relevant mechanisms and processes required to deploy civilians to respond in conflict situations. It will also focus on concepts and processes related to communication, decision-making, effective team work and joint operations among interagency partners.¹

The following comments are based on observation of the last four days of the Spring 2007 core course training week (PD562 and PD560).

Participants

There were approximately 20 participants, primarily from the U.S. military and the State Department, and most participated in the entire week of training. USAID also had several participants, although most were contractors and not direct hires. Participants came from the Active Response Corps, State Department regional bureaus, State Department's Bureaus of Planning and Intelligence and Research, DoD's Civil Affairs, USAID Disaster Assistance Response Teams (DART), the Army, the Navy, the foreign service, the Maritime Administrative Control, S/CRS, and USAID's Office of Democracy and Governance.

It is understandable why the training targets the military, the State Department, and USAID; however, there could be value in engaging more individuals from other U.S. government civilian agencies as well as from non-U.S. government actors such as nongovernmental organizations and United Nations bodies. This may not be appropriate for the "core" courses, but these interactions are also critical for SSTR operations, and there is a clear need for some training that incorporates non-U.S. government actors as well.

Participants had a range of ages and experience level; however, they were largely white males with entry to mid-level experience in Afghanistan and/or Iraq. There were also some who had been working in Sudan and Colombia. The participants consisted largely of ACT/FACT-level staff and potentially some IPC-level staff; however, it is critical to get CRSG and IPC-level staff trained as well. Policy makers and more senior level staff also need to take the course and be aware of the bigger picture of interagency SSTR operations.

The participants seemed largely familiar with the challenges of working in these contexts/environments and some of the basic issues; however, there was initially a lot of questioning about the specifics of the S/CRS framework (which is discussed more in the next few days and really in the three-day advanced planning course).

There was relatively strong participation from most individuals—when the teams broke out into groups, different people took the lead to write on the flip charts, to present their groups findings, etc.

¹ U.S. Department of State, Office of the Coordinator for Reconstruction and Stabilization, "Reconstruction, Stabilization, and Conflict Transformation Training Courses."

Course Format and Content

The training program involved a good mixture of informative lectures and more “hands-on” group work. There were obvious efforts to incorporate key lecture points into the small group work. The course was highly structured and the facilitators were very cognizant of time.

The three-day course on operations included a simulation exercise with a case country that carried through at each stage of the program. This allowed participants to minimize the amount of “background” they needed to learn, to build upon previous work, and to see more clearly how the various pieces of the interagency management system for reconstruction and stabilization (IMS) relate to each other.

For the most part, the trainers changed the small groups for the various exercises, which encouraged broader interactions. To the extent that coordination meetings may not always consist of the same individuals or—to a lesser degree—have exactly the same representation of organizations/units, this format also provides some potentially useful experience in interacting with individuals with whom one’s extent of previous contact is limited.

The course seemed largely focused on increasing awareness of the IMS system. This is a critical first step to facilitating interagency planning for SSTR operations. Where the training fell short was in providing participants with tools and strategies for overcoming the challenges to interagency cooperation that become apparent as the training progressed. For example, it may be useful to have a session on topics such as “communication strategies to resolve inter-agency conflict.” S/CRS does offer an advanced course that addresses issues of organizational culture and communications (PD564: Leading and Managing Interagency Coordination for Reconstruction and Stabilization).

Participant Interactions

The general atmosphere was very collegial, although cultural differences among participants did become more evident as the training progressed. Later in the training, participants seemed to explain their positions, and it was clear that even in this informed group, there are cultural differences, persistent perceptions of how the “others” are different, and to some degree different personality or ideological bents that tend toward various agencies.

For example, a civil affairs officer commented that the NGOs only cooperate with each other based on from whom they receive money and that the donors “control the NGOs to tell them what to do.” A State representative responded that NGOs were increasingly receiving nongovernment funds and discretionary grants, and a USAID representative specified that in most post-conflict situations there are official coordinating mechanisms such as the United Nations Office of the Coordinator for Humanitarian Assistance. Although the extent to which the players coordinate with each other is varied, in general the formal mechanisms exist. Regardless of the “reality,” the differences in perceptions of the reality are clearly still present and influencing operations.

These underlying challenges to interagency cooperation were apparent as the training progressed; however, there was little time or attention devoted to ways to address these differences. For example, in the small group discussions, conflicting views were often glossed over in an effort to complete the assignment.

In addition, although the need for continuous feedback loops was stressed throughout the training, when participants were divided into a CRSG, an IPC and ACTs, they did not take the initiative to go to another table to get information on decisions the other group was making. For example, the IPC group was unclear on what the top priority for the SSTR operation was; however, nobody went to ask the CRSG for clarification. Encouraging this type of interaction in training might help shift the mindset toward greater interaction among these bodies.

When discussion did become more heated, it largely relied on anecdotal evidence. This led to one isolated experience “contradicting” another one and not a more nuanced, analytic understanding or consideration. There is a real need for methodologically rigorous, analytic work on various aspects of SSTR that could be discussed with participants.

Participant Insights

Throughout the training, participants expressed several observations on planning for and implementing interagency operations:

- Participants discussed conflicting military and civilian interests—as well as conflicts within these communities. Some noted that these differences resulted in a desire to keep NGOs distinct from the U.S. military as well as a mutual distrust and limited experience/interaction. Although USAID relies heavily on implementing partners, many have restrictions on how closely aligned they will be with the military.
- Although participants from all agencies most frequently identified USAID as the appropriate lead agency for a SSTR activity, this organization has the most limited resources.
- Civilian agencies generally lack an “operations” level that helps translate a strategy into activities. This “missing middle” also makes civil-military coordination more challenging, as there is not a strong civilian counterpart to COCOMs.
- There is no clarity on the criteria that should be used to select a lead for a given SSTR activity—in particular whether it should be based on resources or policy—and also what is entailed by taking the lead. On the highest level in the field, it is unclear whether the ambassador or the military commander is ultimately in charge. For specific activities, the identification of a “lead” also was a source of confusion. For example, participants expressed that in the military, “lead” means a task is now your responsibility and others are required to support you. Being an interagency “lead” does not seem to require other actors to support you if they choose not to do so. (This highlights the broader question of the authority and “enforcement” power of interagency decisions.)
- There was significant concern about the ability of interagency SSTR operations to obtain the appropriate level civilian staff for IPCs and ARCs. There was significant discussion about needing senior-level civilians (3- or 4-star equivalents), yet there was skepticism that there is adequate senior-level staff resources and if so, what mechanisms would attract these personnel to these postings.
- There are costs for “coordination” and for having meetings, particularly in terms of labor time. Participants mentioned that mechanisms to coordinate/collaborate without meeting (or meeting to plan a meeting) should be explored—such as creative IT tools for information sharing, dedicated communications officer, etc.

- According to one CRS staff member, “effects-based planning” is completely unfeasible for civilians. Civilians and multilaterals cannot do “effects-based” planning because it requires a large staff. After a multinational exercise on it organized by JFCOM, most civilian agencies from other countries said they wouldn’t come back. The civilians just can’t keep up and said they wouldn’t do “effects-based planning” in the future. They couldn’t keep up with it in an exercise without even having to do any implementation.
- A key question is whether there can always be “unity of purpose” and one U.S. government goal. The place that this conflict is most acute is the conflict between humanitarian principles and counterterrorism or counterinsurgency (“carrot-stick”). This discussion was the most heated debate among participants in the course.
- The topic of security-sector reform is frequently discussed right now. There are debates about what type of role “development types” can and should play in this area. There are restrictions on working with security sector (e.g., need authorities or approvals for working with police) that some countries can work around (e.g., the use of notwithstanding in Colombia). These restrictions may undermine stability and overall development in a country. For example, in East Timor the United Nations Development Programme (UNDP) built administrative capacity of the ministries except the Minister of the Interior because that was “security” and so they had trained and equipped police but no computers in the office, etc. This can have negative consequences for both security and general governance.
- Civilian agencies don’t have “intellectual honesty” about matching objectives and resources. A country team who has submitted an objective and a budget may be told to achieve the same objective with fewer resources. The military is more prone to asking for the resources need to do a job, and will identify which objectives can be achieved if fewer resources are provided.