

---

## McCain Fellow - Policy Analyst

### I. INTRODUCTION

This position is to serve as a fellow in the John S. McCain Strategic Defense Fellows Program (McCain Fellows Program). The McCain Fellows Program is a one-year DoD civilian leadership program designed to acquire high performing and talented individuals with advanced degrees located throughout the United States who will gain experience and develop their leadership capabilities through challenging opportunities to flourish into a problem solvers, strategic thinkers and future leaders. Fellows represent high caliber graduates and are expected to possess a personal commitment to excellence, a strong capacity for leadership, exceptional ability evidenced through achievement, and a demonstrated commitment to a public service career. The program is designed to provide leadership development for the commencement of a career track toward senior leadership in the DoD.

The McCain Fellows Program is a one year civilian fellowship program administered by the Washington Headquarters Services (WHS) for the Office of the Secretary of Defense (OSD). The McCain Fellows Program is an excepted service position designed to serve as a special assistant in either the Office of the Secretary of Defense, or an office of the Secretary of a Military Department for 12 months. Upon successful completion of the fellows program, the incumbent may be placed in any reserved position in the excepted service within the DoD, without competition, to the next higher grade level upon successful completion of all required training, demonstrated ability to perform the duties at the next higher grade level, and possible audit verification of the level of work being performed.

### II. MAJOR DUTIES AND RESPONSIBILITIES

Duties and responsibilities of the incumbent will vary from rotation to rotation. Performs assigned duties in a functional area whose programs and subject matter fields are compatible with the fellows' field of degree. Assignments are often projects that are time-sensitive and short-term in nature, requiring quick research, analysis, assessment and sound recommendations.

Participate in a variety of Department broad policy-making initiatives, coordinating with various governmental and non-governmental actors that play in the policy formation process. Review and develop policy positions and responses to actions originating from other DoD and non-DoD offices of agencies that have implications for foreign policy and national security policy, strategy, programming planning and budgets. Prepare, individually or collaboration with others, briefing papers, position papers, replies to Congressional and other governmental inquiries, and statements and back-up information for issues anticipated. Perform in depth fact finding research, verification of data, and quantitative and/or qualitative analysis of voluminous material.

Analyze defense programs or area issues from the perspective of U.S. foreign policy and national security policy goals and objectives, and study specifically assigned policy questions. Serve as, or assist country program manager to support the implementation and management of assigned country program(s). Participate in country analysis and program design to develop existing and future programs and strategies. Review, on a daily basis, current developments concerning assigned area(s) of responsibility. Advise supervisors on the emergence of matters requiring policy attention and takes necessary actions which will ensure a timely and fully coordinated Defense position.

Undertake projects and assignments of a widely varying nature involving substantive issues relating to DoD programs as well as administrative and internal management responsibilities. Conduct studies, reviews, and analysis on programs and trends, various aspects of existing regulations, procedures and/or organizational functions, and provide background information, assessments, recommendations and other concerns relating to assigned projects. Assists senior colleagues in such situations by providing information and serving as a team member.

Maintain awareness and broad understanding of national security policy, appropriate Federal laws, and DoD policies and directives, as well as understand the larger political, legal, and economic environment in which the Department operates. Recognize the urgency of all assignments, initiating the necessary action required to complete assignments. Accompany senior managers to formal and informal meetings and conferences where key policy issues are discussed or plans developed for implementation of laws, executive orders, or national policy.

Safeguard and handle classified information, documents, materials, and office equipment in accordance with applicable executive orders, statutes, and regulations. Comply with all required security and information assurance training. Report all security violations to the proper authorities.

McCain Fellows to possess strong work ethic, resourcefulness, adaptability, nimbleness, creativity and dedication to public service.

Perform other duties as assigned.

### III. FACTOR EVALUATION

#### ***Factor 1, Knowledge Required by the Position:***

- Knowledge of one or more functional programs or geographic areas of the national security and international affairs portfolio.
- Knowledge of U.S. foreign policy and national security policy-making architecture and the coordination process, and ability to interact effectively within the U.S. national security and foreign policy community.
- Knowledge of administrative regulations, administrative principles, and operating procedures plus skill in applying analytical, and investigative techniques to gather clear-cut factual information regarding policy issues and problems or compliance with regulations.
- Ability to apply qualitative and quantitative methods to assess and contribute to the improvement of program effectiveness and the improvement of complex management processes and systems. Evaluate content of new or modified legislation for projected impact upon agency programs and resources, translating basic implementation and strategic plans into policy goals and actions.
- Knowledge of the organization, programs, missions and functions of OSD and DoD.

#### ***Skills Required for the Position:***

- Analytical skills to evaluate policies, regulations, procedures and potential trends in order to identify issues and potential ramification, develop recommendations and alternatives for review by higher level managers and senior policy-making DoD officials making national-level decisions.
- Ability to organize, plan, and prioritize projects and assignments to best meet mission and organizational needs. Possess excellent oral and written communication skills to develop

---

and deliver briefings, action memos and recommendations to higher-level managers. Ability to work effectively with employees at all levels in the organization.

**Factor 2, Supervisory Controls:**

The McCain Fellows Program Manager provides administrative supervision and program management. The rotational supervisor or senior level specialist in the sponsoring organization provides technical and rotational assignment supervision. An assigned mentor provides career advice and Individual Development Plan (IDP) guidance. The fellow and rotational supervisor develop a mutually acceptable rotational assignment agreement, which typically includes a project plan, identification of the work to be done, scope, stakeholders, deadlines, and feedback from sponsoring organizations. The fellow informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Management officials whose programs would be affected by implementation of the recommendations may also review completed work critically outside the immediate office.

**Factor 3, Guidelines:**

Guidelines consist of general reference material such as administrative policies and guidelines, theories, precedent studies, and instructions and manual covering the subjects involved (e.g., DoD organizations, procedures, policies and regulations). Guidelines generally cover program goals and objectives within the context of broad regulatory guidelines. The incumbent may need to develop or refine more specific guidance and/or implementing regulations. The employee must use judgment in choosing, interpreting, or adapting available guidelines to specific issues or subjects studied. Analyze the subject and the current guidelines that cover it, and makes recommendations for change. The employee must use judgment to identify and research appropriate regulations, and to determine the relationship between guidelines and specific assignments.

**Factor 4, Complexity:**

Work consists of different and unrelated processes, methods and require the development of recommendations to resolve substantive problems of a policy nature. The work also consists of projects and studies that require analysis of interrelated issues of effectiveness, efficiency, and productivity of substantive mission-oriented programs. Projects consist of issues, problems, or concepts that are not always susceptible to direct observation and analysis (e.g., projections). Information about subjects is often conflicting or incomplete, cannot be readily obtained by direct means, or is otherwise difficult to document. The work requires originality in refining work methods and techniques for specific issues or resolution

The fellow may revise methods for collecting data, adopt new measure of productivity, or develop new approaches as necessary. Decisions about how to proceed in planning, organizing and conducting studies are complicated by conflicting program goals and objectives which may derive from changes in legislative or regulatory guidelines, productivity, and/or variations in the demand for program services. Assignments are further complicated by: the need to deal with subjective concepts such as value judgments; the quality and quantity of actions are measurable primarily in predictive terms; and findings and conclusions are highly subjective and not readily susceptible to verification or reevaluation of results.

**Factor 5, Scope and Effect:**

The purpose of the work is to plan and carry out a variety of complex assignments, which typically involves analyzing and resolving problems of a varied nature. Completed work and recommendations guide high-level discussions on sensitive policy and programmatic matters, and

---

influence decisions by senior DoD policy-making officials who make national-level decisions. The work contributes to the effectiveness, efficiency of other DoD organizations.

***Factor 6&7, Personal Contacts/Purpose of Contacts:***

Personal contacts are substantive within and outside of OSD at senior management levels and may include consultants, contractors, or business executives in a moderately unstructured setting. Purpose of contacts is to influence managers or other officials to consider and accept findings and recommendations on a variety of important and sensitive topics and issues. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems.

***Factor 8, Physical Demands:***

The work is primarily sedentary, although some slight physical effort may be required.

***Factor 9, Work Environment:***

Work is typically performed in an adequately lighted and climate controlled office. May require occasional travel.

#### **IV. OTHER CONDITIONS OF EMPLOYMENT:**

This position is designated as a Testing Designated Position (TDP) under the civilian drug-testing program. As a mandatory requirement for employment in this TDP, the incumbent is to (a) refrain from the use of illegal drugs and (b) if required, submit to urinalysis testing. The selectee must sign statements acknowledging the position is identified as a TDP.

The employee must be able to obtain and maintain a Special Sensitive (SCI) clearance, or appropriate security clearance as required by sponsoring organization.

The employee may be required to work other than normal duty hours, which may include evenings, weekends, and/or holidays and/or overtime.

This position may require travel away from your normal duty station on military or commercial aircraft.