

AD-A075 498

AIR FORCE OCCUPATIONAL MEASUREMENT CENTER RANDOLPH AFB TX F/6 5/9
TACTICAL AIR COMMAND AND CONTROL CAREER LADDER, AFSC 275X0. (U)
SEP 79 M D HILL

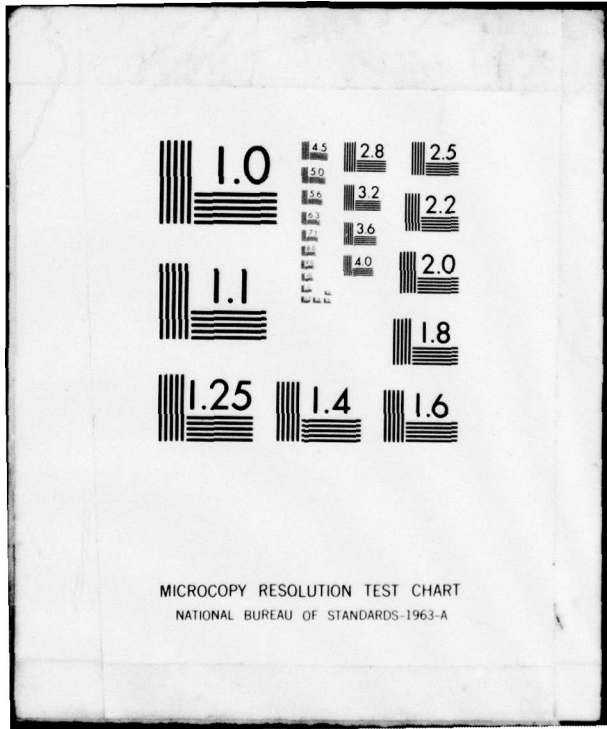
UNCLASSIFIED

NL

| OF |
AD
A075498



END
DATE
FILMED
11-79
DDC



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

9 Final rept.

2

OCCUPATIONAL SURVEY REPORT

ADA075498

LEVEL



DDC
 RECEIVED
 OCT 24 1979
 RECEIVED
 E

DDC FILE COPY

10 Michael D. Hill

12 54

6
 TACTICAL AIR COMMAND AND CONTROL CAREER LADDER
 AFSC 275X0

11 AFPT 90-275-353
 SEPT 1979

OCCUPATIONAL SURVEY BRANCH
 USAF OCCUPATIONAL MEASUREMENT CENTER
 RANDOLPH AFB TEXAS 78148

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

79 10 24 053
 408 889
 Lee

TABLE OF CONTENTS

	<u>PAGE</u>
PREFACE -----	3
SUMMARY OF RESULTS -----	4
INTRODUCTION -----	6
SURVEY METHODOLOGY -----	7
CAREER LADDER STRUCTURE -----	10
ANALYSIS OF DAFSC GROUPS -----	28
ANALYSIS OF AFMS GROUPS -----	39
ANALYSIS OF TASK DIFFICULTY -----	43
ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS -----	47
COMPARISON OF CAREER LADDER DOCUMENTS TO SURVEY DATA -----	50
WRITE-IN COMMENTS -----	51
IMPLICATIONS -----	53

79 10 24 053

PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Tactical Air Command and Control career ladder (AFSCs 27530, 27550, 27570, and 27590). The project was directed by USAF Program Technical Training, Volume 2, dated February 1978. Authority for conducting occupational surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

The survey instrument was developed by Chief Master Sergeant Robert M. Wing. Captain Michael D. Hill, Occupational Survey Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Jimmy L. Mitchell, Chief, Airman Career Ladders Analysis Section, Occupational Survey Branch, USAF Occupational Measurement Center, Randolph AFB, Texas 78148.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Occupational and Manpower Research Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Project Analysis and Programming Branch, Computer Sciences Division, AFHRL.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Survey Branch (OMY), Randolph AFB, Texas 78148.

This report has been reviewed and is approved.

BILLY C. McMASTER, Col, USAF
Commander
USAF Occupational Measurement
Center

WALTER E. DRISKILL, Ph.D.
Chief, Occupational Survey Branch
USAF Occupational Measurement
Center

Acquisition For	
RTIS	<input checked="" type="checkbox"/>
DOC TAB	<input type="checkbox"/>
Unannounced Justification	
By _____	
Distribution/ Availability Codes	
Dist	Avail and/or special
A	

?

SUMMARY OF RESULTS

1. Survey Methodology: The data used in the compilation of this report were collected through the administration of job inventory booklets to all DAFSC 275X0 personnel Air Force-wide. The survey results were based on responses from 380 of the 545 275X0 personnel assigned worldwide, or 70 percent of the total worldwide career ladder population.
2. Career Ladder Structure: Overall, the career ladder structure was very homogeneous. All three major job clusters identified, Junior Tactical Air Command and Controllers (TACCs), TACCs, and TACC NCOICs, performed a common core of technical tasks. The two independent job types identified, TACC Superintendents and Set Up Technicians, differed from the major clusters in that they performed more specialized or unique jobs.
3. DAFSC Differences: Due to the homogeneity of the career ladder the majority of the time spent by 3-, 5-, and 7-skill level respondents was devoted to a common core of tasks. Seven-skill level personnel also performed a number of supervisory tasks in addition to the core tasks. Nine-skill level individuals functioned primarily as managers and as a group devoted only about one-third of their time to the core tasks.
4. AFMS Differences: Generally personnel spent the majority of their time performing a common core of technical tasks through the fifth enlistment. Personnel maintained and operated the same pieces of equipment from the first enlistment through the fifth. However, first enlistment personnel perform more of the less technical tasks associated with the operation and maintenance of the equipment.
5. CONUS vs Overseas Differences: Overseas 5-skill level personnel performed a higher percentage of vehicle servicing and maintenance tasks. In addition, they averaged more time in the career field, a higher average grade, and lower job interest and career intent than CONUS personnel.
6. AFR 39-1 Review: Overall, AFR 39-1 specialty descriptions gave a thorough and accurate picture of the 275X0 career ladder.
7. STS Review: STS 275X0 provided a generally accurate and complete description of the job tasks performed by career ladder respondents. However, the match between the STS and survey data indicated some refinements to the STS could be made. Computer products were furnished to the technical training school for this purpose.

8. Write-In Comments: Comments from this field focused on four main irritants: 1) personnel felt the Air Force had deceived them by placing them in the 275X0 career field; 2) they felt trapped in an AFSC from which there is no escape; 3) they disliked being stationed at Army installations; and 4) they felt hog-tied by regulations which prohibit NCOs from directing air strikes.

9. Implications: Career ladder morale was poor. This poor state of morale appeared to be the result of the narrow scope of the job, limited job progression, and dissatisfaction among USAFE personnel. Any solution to the problem must address these three basic problems and their interrelationships.

OCCUPATIONAL SURVEY REPORT
TACTICAL AIR COMMAND AND CONTROL CAREER LADDER
(AFSCs 27530, 27550, 27570, 27590)

INTRODUCTION

This is a report of an occupational survey of the Tactical Air Command and Control Career Ladder (AFSCs 27530, 27550, 27570, and 27590). The report was prepared for Headquarters ATC/TTQ in response to their request for occupational data on the tasks and jobs performed by 275X0 personnel. More specifically, ATC/TTQ was interested in the jobs performed by 275X0 personnel and the overall morale of the career ladder. The occupational survey was completed by the Occupational Survey Branch, USAF Occupational Measurement Center, during September 1979. No previous occupational survey of this ladder has been conducted.

According to AFR 39-1, the Tactical Air Command and Control (TACC) specialist "assists in mission planning and application of Tactical Air Resources in support of ground forces and operates and performs operator maintenance on Tactical Air Control Party (TACP) equipment." Prior to 1977, the Tactical Air Command and Control functions were performed by personnel within the Ground Radio Communications (304X4) career ladder. These 304X4 personnel performed much the same functions as present 275X0 personnel; however, prior to the conversion personnel were allowed to perform some radio maintenance tasks. After the conversion of the career ladder to AFS 275X0, the scope of the job was altered. Following the conversion, more emphasis was placed on the operations aspect and less on the maintenance area of the job. Since the majority of personnel converted to the 275X0 career ladder were previous 304X4 personnel, many were dissatisfied with this deemphasis of the radio maintenance aspect of the job. The title of the career ladder was changed from Radio Operator Maintenance and Driver to the Tactical Air Command and Control Career Ladder in April 1979 to further stress the operational nature of the career ladder.

Topics to be discussed in this report include: (1) the survey methodology, (2) the job structure identified within the career ladder and its relationship to the various job, DAFSC, AFMS, and CONUS/Overseas groups, (3) an analysis of job satisfaction, (4) an analysis of task difficulty, and (5) the comparison of the job structure with the career ladder documents.

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-275-353. The inventory booklet was composed of two parts: a background information section in which job incumbents provided general information about themselves; and a duty-task list section which enabled incumbents to assess the relative amount of time spent on tasks they performed in their current jobs. This duty-task list section was developed by thorough research of the career ladder publications and personal interviews with 25 subject-matter specialists at five bases. The resulting duty-task listing consisted of 341 tasks which were grouped under 12 duties.

Survey Administration

During the period 15 December 1978 through 13 April 1979, consolidated base personnel offices in operational units worldwide administered the job inventory to job incumbents holding the 275X0 DAFSC. Respondents were instructed first to go through the inventory and check all the tasks they performed. Next, respondents were instructed to go back and rate each of the checked tasks on a nine-point scale. This nine-point scale provided a relative measurement of the time spent on each task as compared to all the other rated tasks. For purposes of analysis, these rated tasks were assumed to account for 100 percent of the time the respondent spent on the job. This assumption enabled the computer to break down the data for each task on the basis of percent time spent on the task and the percent of members performing the task.

Survey Sample

Because the career ladder was fairly small, all AFS 275X0 personnel were requested to complete the job inventory. The majority of these personnel were assigned to either the Tactical Air Command (TAC) or the United States Air Forces in Europe (USAFE). Table 1 reflects the percentage distribution, by major command, of assigned personnel in the career ladder as of April 1979. Of the 545 inventories mailed out, 380 (70 percent) were correctly filled out and returned.

TABLE 1

COMMAND REPRESENTATION OF SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
TAC	66%	63%
USAFE	18%	22%
PACAF	9%	10%
AAC	2%	1%
ATC	2%	3%
OTHER	3%	1%
TOTAL	100%	100%

Table 2 indicates the DAFSC distribution of the AFS 275X0 population assigned worldwide and the distribution of the survey sample. Generally, the survey sample provides good representation across all skill levels.

TABLE 2

DAFSC DISTRIBUTION OF SURVEY SAMPLE

<u>DAFSC</u>	<u>NUMBER ASSIGNED</u>	<u>NUMBER SAMPLED</u>	<u>PERCENT SAMPLED</u>
27530	76	16	21%
27550	358	272	76%
27570	92	80	87%
27590	7	9	12%
OTHER	12*	3**	-
TOTAL	545	380	70%

* CROSS-TRAINEES AND UPGRADE PERSONNEL

** INCLUDE RESPONDENTS NOT INDICATING DAFSC

In Table 3, the Total Active Federal Military Service (TAFMS) distribution of survey respondents is presented.

TABLE 3

	MONTHS TIME IN SERVICE					
	<u>1-48</u>	<u>49-96</u>	<u>97-144</u>	<u>145-192</u>	<u>193-240</u>	<u>240+</u>
NUMBER IN FINAL SAMPLE	126	113	54	39	39	9
PERCENT OF SAMPLE	33%	30%	14%	10%	10%	2%

In summary, the command, DAFSC, and TAFMS distribution listed above indicated the sample represents an adequate and representative cross-section of the 275X0 career ladder.

CAREER LADDER STRUCTURE

A key aspect of the occupational survey program is the examination of the job structure of the career ladder. Comprehensive Occupational Data Analysis Programs (CODAP) enable the analyst to examine the job structure on the basis of what people actually do in the field, rather than on the basis of how career ladder documents say the job is structured. Through CODAP, job functions are identified on the basis of similarity in tasks performed and the relative time spent performing those tasks. Using the job structure as a starting point, it is then possible to describe the career ladder as it presently exists. With a clear picture of what individuals actually do in the field, the analyst can then objectively evaluate the pertinent career ladder documents, such as the AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS).

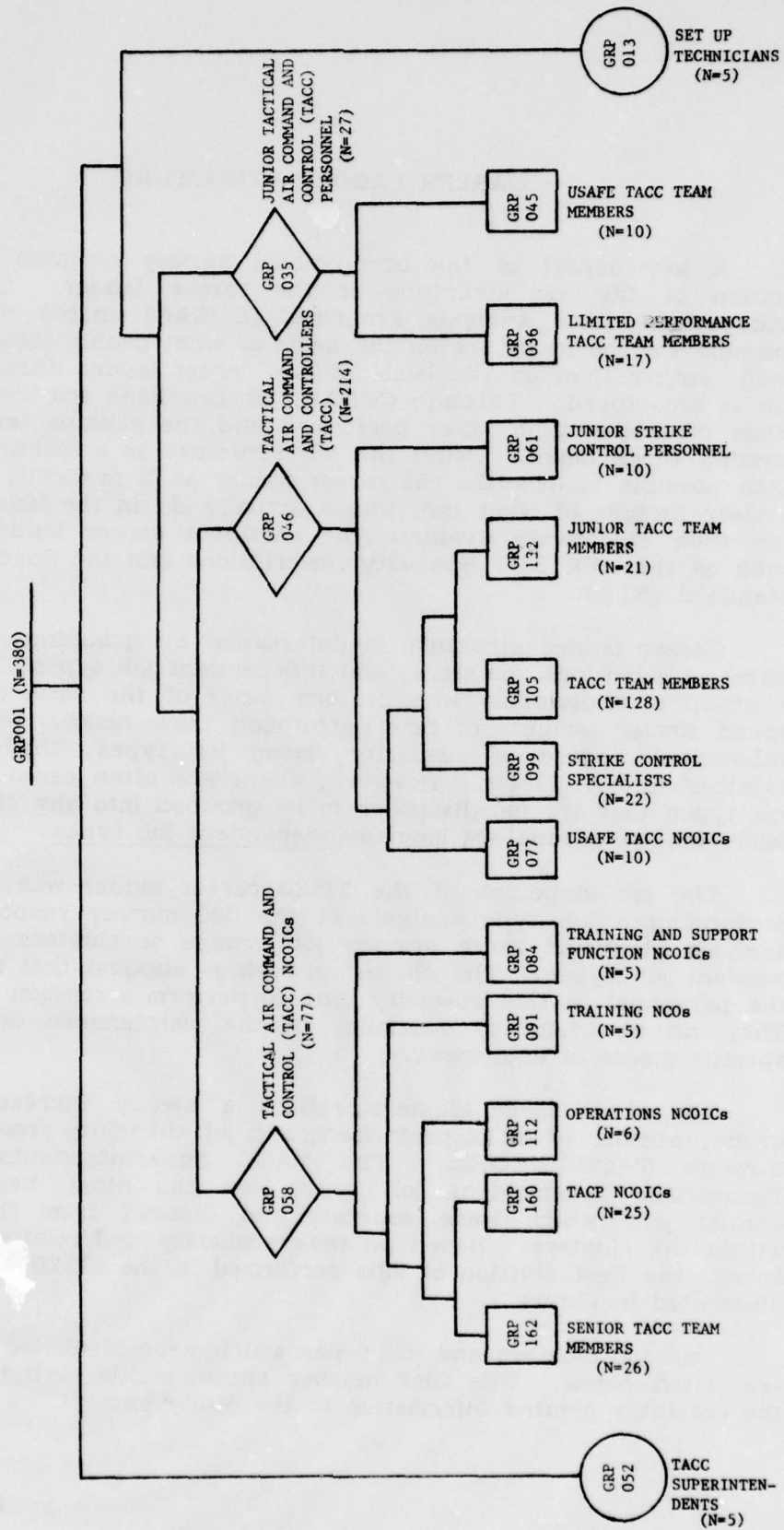
Career ladder structure is determined by grouping respondents in terms of job types, clusters, and independent job types. A job type is a group of individuals who perform many of the same tasks and also spend similar amounts of time performing these tasks. When there is a substantial degree of similarity among job types, they are grouped together into a cluster. However, there are often cases of specialized job types that are too dissimilar to be grouped into any cluster. These fairly unique groups are labeled independent job types.

The job structure of the 275X0 career ladder was determined by performing a job type analysis of the 380 survey respondents. This analysis identified three primary job groups or clusters and two independent job types. The cluster groupings suggest that the majority of the personnel in this specialty tend to perform a common core of tasks. They do not tend to specialize in the maintenance or operation of specific pieces of equipment.

The three main clusters reflect a steady increase in average grade, number of tasks performed, and job difficulty from Junior TACC through TACC NCOICs. The TACC Superintendents and Set-Up Technicians independent job types, on the other hand, performed unique jobs which were separate and distinct from those identified within the clusters. Based on task similarity and relative percent time spent, the best division of jobs performed in the 275X0 career ladder is illustrated in Figure 1.

The job clusters and job types which were identified and discussed are listed below. The GRP number shown inside each title references the computer printed information in the study extract.

FIGURE 1
TACTICAL AIR COMMAND AND CONTROL CAREER LADDER STRUCTURE



- I. TACTICAL AIR COMMAND AND CONTROL (TACC) SUPERINTENDENTS (GRP052, N=5)
- II. TACTICAL AIR COMMAND AND CONTROL NCOICs (GRP058, N=77)
 - a. Senior TACC Team Members (GRP162, N=26)
 - b. TACP NCOICs (GRP160, N=25)
 - c. Operations NCOICs (GRP112, N=6)
 - d. Training NCOs (GRP091, N=5)
 - e. Training and Support Function NCOICs (GRP084, N=5)
- III. TACTICAL AIR COMMAND AND CONTROLLERS (TACCs) (GRP046, N=214)
 - a. USAFE TACC NCOICs (GRP077, N=10)
 - b. Strike Control Specialists (GRP099, N=22)
 - c. TACC Team Members (GRP105, N=128)
 - d. Junior TACC Team Members (GRP132, N=21)
 - e. Junior Strike Control Personnel (GRP061, N=10)
- IV. JUNIOR TACTICAL AIR COMMAND AND CONTROL PERSONNEL (GRP035, N=27)
 - a. Limited Performance TACC Team Members (GRP036, N=17)
 - b. USAFE TACC Team Members (GRP045, N=10)
- V. SET UP TECHNICIANS (GRP013, N=5)

Eighty-eight percent of the respondents in the sample were found to perform jobs roughly equivalent to those described in these five clusters or independent job types. The remaining 12 percent were not associated with any of these major groups because their jobs were so unique that they did not group with any cluster or independent job type. Some of their job titles included Branch Mobility NCO, Supply Account Custodian, Instructor, Battery Shop Supervisor, Warehouse Supervisor, Career Development Writer, and Special Operations NCO. Brief descriptions of each of the primary job clusters are discussed below, followed by descriptions of each of the primary job types which combined to form them.

The relative percent of time spent on each duty by each of the primary clusters and job types is presented in Tables 4, 5, and 6. Background information for each of these groups is presented in Tables 7, 8, and 9. Tables 10, 11, 12, and 13 show the perception of each of these groups in terms of how interesting they found their job, the degree to which they perceived that their talents and training were being used, and whether or not they intended to reenlist.

Group Descriptions

I. TACC SUPERINTENDENTS (GRP052, N=5). This independent job group of 7- and 9-skill level personnel devoted approximately 92 percent of its relative time to supervisory, management, and administrative duties (see Table 4). Although supervisory groups often are very heterogenous, this group of superintendents performed many common tasks (48 tasks performed by 80 percent or more of the group). Examples of these tasks included composing and reviewing correspondence or reports, supervising TACC Technicians (AFSC 27570) and specialists (AFSC 27550), assigning specific tasks to personnel, evaluating unit efficiency using Air Force standards, and establishing work schedules.

II. TACC NCOICs (GRP058, N=77). This cluster represented 20 percent of the survey sample. These survey respondents spent the majority of their time performing air strike control and field related duties. They devoted the remainder of their relative time (42 percent) to the performance of supervisory, management, and administrative tasks. Typical tasks included driving MRC vehicles, setting up and operationally checking palletized and portable radio systems, performing routine maintenance on palletized and portable radios, maintaining and transmitting radio information in support of air strike and air support missions, and supervising and assigning tasks to 27550 personnel. Ninety-two percent were 5- or 7-skill level personnel with an average grade of 5.2. The majority of the personnel in this cluster were assigned to a Tactical Air Control Wing or Tactical Air Support Squadron. Within this cluster, individuals were further divided into five distinct job types.

Iia. Senior TACC Team Members (GRP162, N=26). This group was composed primarily of 5-skill level personnel who were less experienced in the career ladder (average time in career ladder 36 months). Only 50 percent indicated they supervised other personnel. Compared to the other TACC NCOIC job types, the Senior TACC team members perform fewer management tasks.

Iib. TACP NCOICs (GRP160, N=25). The majority of these personnel indicated they worked in Brigade or Division TACPs. They differed from other job types within the TACC NCOIC cluster in that they performed a higher average number of tasks and had a higher percentage of personnel assigned overseas. Forty percent were assigned to PACAF-a higher percentage than any other group.

Iic. Operations NCOICs (GRP112, N=6). Although this group indicated the highest average grade for any group in this cluster, 50 percent reported they carried the 5-skill level duty AFSC. However, with 63 percent of their relative time devoted to supervisory and administrative functions, they were clearly supervisors. All (100 percent) indicated they supervised other personnel, were assigned to TAC units, and were stationed within the continental U.S.

IId. Training NCOs (GRP091, N=5). This group consisted primarily of 5-skill level personnel (80 percent), with an average grade of 5.0. As with the Operations NCOICs, 100 percent indicated they were assigned to TAC units within the continental U.S. Fifteen percent of the relative time spent by this group was devoted to training tasks. Duty assignments within this job type ranged from Tactical Air Support Squadron (TASS) TACC to Air Ground Operations School (AGOS) TACC Instructor.

IIE. Training and Support Function NCOICs (GRP084, N=5). This job type consisted of respondents who performed supervisory tasks related to the establishment of performance standards, the determination of unit requirements, and the evaluation of unit functions. They occupied a variety of supervisory positions ranging from instructor at a Technical Training Group to NCOIC of the Supply and Equipment Section in a Tactical Air Support Squadron. With an average grade of 5.8, they were primarily 7-skill level airmen. This group reflected the highest TAFMS (168 months) and the most time in the 275X0 career ladder (68 months) of all the job types within the TACC NCOIC cluster.

III. TACTICAL AIR COMMAND AND CONTROLLERS (GRP046, N=214). This cluster encompassed the major portion of the AFS 275X0 personnel (56 percent). With an average grade of 4.1, the majority (82 percent) were 5-skill level personnel. These personnel performed fewer tasks on the average than the TACC NCOICs (117 versus 197 for the TACC NCOICs). The majority of their time was devoted to the performance of technical tasks. Of these, the greatest amount of relative time was expended performing air strike control or air liaison duties, setting up and operating communications equipment, performing field duties, and maintaining communications equipment. Only 10 percent of the relative time spent by members of this cluster was devoted to supervisory and management tasks. However, 22 percent indicated they supervised at least one other individual. The following five job type groups were identified within the overall cluster:

IIIa. USAFE TACC NCOICs (GRP077, N=10). Ninety percent of the personnel in this group were assigned to the 601 Tactical Air Support Group in USAFE. These were senior personnel who had been in the career ladder longer and performed more tasks than any other group within the cluster. Sixty percent indicated they supervised other airmen; however, they performed few management and supervisory tasks. They tended to concentrate on maintenance or administrative tasks instead.

IIIb. Strike Control Specialists (GRP099, N=22). This group devoted 25 percent of their average percent time spent to the performance of Air Strike Control or Air Liaison duties. However, they differed from other TACC job types primarily on the basis of the training tasks they performed. Most described their present work assignment as TACP NCOICs, Training NCOs or NCOICs, or Standardization/Evaluation NCOs or NCOICs. Forty-five percent were assigned to PACAF units and 50 percent were assigned to TAC units within the CONUS.

IIIc. TACC Team Members (GRP105, N=128). Airmen in this cluster spent only eight percent of their relative time performing supervisory duties. Of the technical tasks they performed, the percent of relative time they devoted to communication equipment maintenance related tasks differentiated them from the other job types. Examples of these tasks included isolating palletized HF, VHF/FM, UHF, and VHF system malfunctions. No other job types within the TACC cluster devoted as much time to the performance of these types of tasks. The majority of these personnel were E-4, 5-skill level airmen with an average of 72 months TAFMS. Few (18 percent) supervised other personnel. The majority were assigned to either TAC (58 percent) or USAFE (33 percent) units. They comprised 60 percent of the TACC cluster and accounted for 34 percent of the total sample.

IIIId. Junior TACC Team Members (GRP132, N=21). This job type differed from the others primarily on the basis of the percent of time members spent performing supervisory duties (only two percent). They also spent more time performing the duty of setting up and operating communications equipment (27 percent). They performed a low average number of tasks (83) and the least difficult job of one of any of the job types within the TACC cluster. Most were 5-skill level personnel (95 percent) with an average of 21 months TAFMS. Fully 95 percent were assigned to TAC units within the CONUS. The majority of these personnel (76 percent) indicated they had been assigned to the 275X0 career ladder following the completion of resident training-the highest percentage of any group in the study.

IIIe. Junior Strike Control Personnel (GRP061, N=10). The majority of the airmen in this group were PACAF personnel assigned to the 19th TASS. They averaged only 79 tasks performed, fewer than any other job group. Ninety percent were 5-skill level personnel with an average of 19 months in the 275X0 career ladder. The majority indicated they were TACC team members at the Brigade or Division level. Although the group averaged 22 percent of its relative time spent performing air strike control and air duties, these personnel clearly performed many of the routine, less technical tasks. These tasks included performing corrosion control on vehicles, trailers, power generating equipment, and communications equipment; painting vehicles; maintaining air request nets, and marking forward air controller or target locations.

IV. JUNIOR TACC PERSONNEL (GRP035, N=27). This cluster differed from the others primarily on the basis of the low average number of tasks performed (55). The job performed was rated less difficult than either the TACC or the TACC NCOIC job. This group showed the lowest average grade of all the clusters and no personnel indicated they supervised others. The majority (63 percent) were in their first enlistment and 74 percent indicated they filled the duty position of team member. Typically they performed such tasks as driving MRC vehicles under various conditions, setting up MRC-107A/108 for operation using vehicle and auxiliary power, operationally

checking portable and palletized UHF and HF radios, monitoring air request nets, and transmitting close air support requests. This cluster was further broken down into two distinct job types.

IVa. Limited Performance TACC Team Members (GRP036, N=17). Generally this group was very similar to the Junior TACC Team Member job group within the TACC cluster. These individuals were slightly higher in grade (3.3 versus 2.9) and averaged about 10 months more TAFMS (21 versus 31). This group also performed fewer average tasks (49 versus 83 for the junior set up personnel). In addition, they were primarily TASS team members (whereas Junior TACC Team Members were about evenly divided between TAIRCW and TASS team members). They devoted no time to supervisory tasks but devoted almost a third (32 percent) of their relative time to the performance of tasks dealing with the setting up and operating of communication equipment. They performed the same tasks outlined in the Junior TACCS clusters.

IVb. USAFE TACC Team Members (GRP045, N=10). Ninety percent of the personnel in this group were assigned to units in Europe. With a TAFMS of 87 months, they had an average grade of 4.4 and all were 5-skill level personnel. Generally they performed fewer setting up and operating communication equipment duties and more vehicle, trailer, and power generating system operator maintenance. USAFE TACC Team Members differed from Limited Performance TACC Team Members primarily on the basis of the number of tasks performed (65 versus 49).

V. SET-UP TECHNICIANS (GRP013, N=5). This independent job group performed fewer average tasks than any other job group identified in the study. Group members spent over half (51 percent) of their time performing 14 tasks. They were a very heterogeneous grouping with little in common other than these 14 tasks. The group consisted of three E-2s, an E-5, and an E-7. It appeared that they were in a training environment either as instructors or students. None supervised and all were assigned within the CONUS. Tasks most frequently performed included operationally checking palletized HF, UHF, VHF, and VHF/FM radio systems; setting up MRC-107A/108 for operation using vehicle or auxiliary power; and setting up radios for remote operations.

Analysis of Job Interest and Related Data

Table 10 compares the job interest, perceived utilization of talents and training, and reenlistment intentions of the AFS 275X0 sample to all other personnel surveyed during 1978. This comparison clearly indicated 275X0 personnel were far more dissatisfied with their jobs.

Tables 12 and 13 indicate the majority of the personnel in the TACC and Junior TACC clusters comprising 63 percent of the total sample found their jobs dull. The same trend became apparent in the

perceived utilization of talents. Few airmen felt their jobs utilized their talents fairly well or better. The job groups which indicated their jobs made better use of their talents tended to be supervisory personnel who were not assigned at Army installations.

With regard to perceived utilization of training, the majority of the 275X0 airmen felt their jobs did not utilize the training they had received. Of the 17 job groups identified in this study, only three, TACC Superintendents, Training NCOICs, and Set-Up Technicians (Tables 11 and 13), indicated their jobs made good use of their training. The personnel in these three job groups performed very specialized and unique jobs. It was interesting that no more than 20 percent of the personnel in any of these three groups indicated they were assigned at an Army installation.

Almost 60 percent of the total 275X0 sample indicated they would not or probably would not reenlist. Most of those who were not interested in reenlistment were nonsupervisory personnel.

In summary, overall morale within the 275X0 career ladder was very low. Most of these individuals found their jobs dull and felt their jobs made poor use of their training and talents. Consequently, 58 percent indicated they did not plan to reenlist. In general, morale was higher in jobs which: 1) were very specialized (unlike the typical 275X0 job), 2) were supervisory in nature, and 3) which did not involve an assignment at an Army installation.

Summary

Personnel within the Tactical Air Command and Control Career Ladder were relatively homogeneous in that they performed a core of tasks common to all. Of the 328 individuals identified in the grouping process, 65 percent grouped under the TACC, 23 percent grouped under the TACC NCOIC, and eight percent grouped under the Junior TACC clusters. All three clusters devoted the majority of their time to the performance of technical tasks. Generally, the personnel in the TACC and the TACC NCOIC clusters performed the same technical tasks. However, the TACC NCOICs performed supervisory tasks in addition to the technical tasks. Personnel in the Junior TACC cluster differed in that they performed fewer and less difficult technical tasks. The two independent job types differed from the three clusters because they did not perform the same common core of technical tasks.

The two independent job types performed rather specialized tasks. The TACC Superintendents devoted 92 percent of their time performing management, supervisory, and administrative tasks. The Set-Up Technicians, on the other hand, devoted 51 percent of their time to setting up and operating of communications equipment. Job interest, perceived utilization of talents and training, and reenlistment intentions for this group were exceptionally low in comparison to nonlateral career ladders surveyed during 1978.

TABLE 4
RELATIVE PERCENT TIME SPENT ON DUTIES BY TACC SUPERINTENDENTS AND TACC NCOICs

DUTIES	TACC SUPTS (N=5)	TACC NCOICs (N=77)	SENIOR TACC TEAM MEMBERS (N=26)	TACP NCOICs (N=25)	OPERATIONS NCOICs (N=6)	TRAINING NCOs (N=5)	TRAINING & SUPPORT FUNCTION NCOICs (N=5)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>							
A ORGANIZING AND PLANNING	22	8	6	10	11	7	10
B DIRECTING AND IMPLEMENTING	28	13	8	14	23	14	13
C EVALUATING	21	8	5	9	12	3	11
D TRAINING	14	7	6	6	8	15	12
<u>ADMINISTRATIVE FUNCTIONS</u>							
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	7	6	4	7	9	3	9
<u>TECHNICAL FUNCTIONS</u>							
F OPERATING VEHICLES	2	5	5	5	4	7	6
G PERFORMING VEHICLE, TRAILER, AND POWER GENERATING SYSTEM OPERATOR MAINTENANCE	0	10	13	10	4	5	8
H SETTING UP AND OPERATING COMMUNICATIONS EQUIPMENT	2	11	12	10	8	11	11
I MAINTAINING COMMUNICATIONS EQUIPMENT	*	10	13	8	7	9	10
J PERFORMING AIRBORNE DUTIES	0	*	*	*	0	2	*
K PERFORMING FIELD DUTIES	3	9	11	8	6	10	7
L PERFORMING AIR STRIKE CONTROL OR AIR LIAISON DUTIES	1	13	17	13	8	14	3

* INDICATES LESS THAN ONE PERCENT

TABLE 5

RELATIVE PERCENT TIME SPENT ON DUTIES BY TACTICAL AIR COMMAND AND CONTROLLERS

DUTIES	TACCs (N=214)	USAFE TACC NCOICs (N=10)	STRIKE CONTROL SPECIALISTS (N=22)	TACC TEAM MEMBERS (N=128)	JUNIOR TACC TEAM MEMBERS (N=21)	JUNIOR STRIKE CONTROL PERSONNEL (N=10)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>						
A ORGANIZING AND PLANNING	2	4	4	2	*	3
B DIRECTING AND IMPLEMENTING	3	6	6	3	1	4
C EVALUATING	2	4	3	1	1	2
D TRAINING	3	3	9	2	*	2
<u>ADMINISTRATIVE FUNCTIONS</u>						
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	3	7	1	2	1	2
<u>TECHNICAL FUNCTIONS</u>						
F OPERATING VEHICLES	8	7	8	8	9	9
G PERFORMING VEHICLE, TRAILER, AND POWER GENERATING SYSTEM OPERATOR MAINTENANCE	11	19	4	13	11	12
H SETTING UP AND OPERATING COMMUNICATIONS EQUIPMENT	18	12	17	18	27	19
I MAINTAINING COMMUNICATIONS EQUIPMENT	16	11	7	19	17	11
J PERFORMING AIRBORNE DUTIES	*	0	*	*	*	0
K PERFORMING FIELD DUTIES	15	10	16	14	18	15
L PERFORMING AIR STRIKE CONTROL OR AIR LIAISON DUTIES	19	17	25	18	15	22

* INDICATES LESS THAN ONE PERCENT

TABLE 6

RELATIVE PERCENT TIME SPENT ON DUTIES BY
JUNIOR TACCS AND SET-UP TECHNICIANS

DUTIES	JUNIOR TACCS (N=27)	LIMITED PERFORMANCE TACC TEAM MEMBERS (N=17)	USAFE TACC TEAM MEMBERS (N=10)	SET-UP TECHS (N=5)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>				
A ORGANIZING AND PLANNING	1	0	1	2
B DIRECTING AND IMPLEMENTING	1	*	2	5
C EVALUATING	1	*	2	0
D TRAINING	*	0	*	12
<u>ADMINISTRATIVE FUNCTIONS</u>				
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	1	*	3	1
<u>TECHNICAL FUNCTIONS</u>				
F OPERATING VEHICLES	13	14	12	7
G PERFORMING VEHICLE, TRAILER, AND POWER GENERATING SYSTEM OPERATOR MAINTENANCE	12	9	18	4
H SETTING UP AND OPERATING COMMUNICATIONS EQUIPMENT	26	32	16	51
I MAINTAINING COMMUNICATIONS EQUIPMENT	15	14	17	4
J PERFORMING AIRBORNE DUTIES	0	0	0	1
K PERFORMING FIELD DUTIES	14	15	14	9
L PERFORMING AIR STRIKE CONTROL OR AIR LIAISON DUTIES	16	16	15	4

* INDICATES LESS THAN ONE PERCENT

TABLE 8
BACKGROUND INFORMATION FOR TACCS

	TACCS (N=214)	USAFE TACC NCOICs (N=10)	STRIKE CONTROL SPECIALISTS (N=22)	TACC TEAM MEMBERS (N=128)	JUNIOR TACC TEAM MEMBERS (N=21)	JUNIOR STRIKE CONTROL PERSONNEL (N=10)
PERCENT OF SAMPLE	56%	3%	6%	34%	6%	3%
AVERAGE NUMBER OF TASKS PERFORMED	117	143	117	125	83	79
AVERAGE PAYGRADE	4.0	5.3	4.6	4.0	2.9	3.3
PERCENT MEMBERS WHO SUPERVISE	22%	60%	41%	18%	5%	10%
PERCENT MEMBERS IN FIRST ENLISTMENT	43%	0	32%	42%	91%	70%
AVERAGE MONTHS IN 275X0 CAREER LADDER	27	43	35	27	12	19
AVERAGE MONTHS TAFMS	73	128	93	72	21	38
PERCENT ASSIGNED OVERSEAS	42	100	50	41	10	80

DAFSC DISTRIBUTION

27530	3%	0	0	3%	5%	10%
27550	82%	70%	73%	84%	95%	90%
27570	14%	30%	23%	13%	0	0
27590	1%	0	4%	0	0	0

TABLE 9

BACKGROUND INFORMATION FOR JUNIOR TACCS AND SET-UP TECHNICIANS

	JUNIOR TACCS (N=27)	LTD PERFORMANCE TACC TEAM MEMBERS (N=17)	USAFE TACC TEAM MEMBERS (N=10)	SET-UP TECHS (N=5)
PERCENT OF SAMPLE	7%	4%	3%	1%
AVERAGE NUMBER OF TASKS PERFORMED	55	49	65	30
AVERAGE PAYGRADE	3.7	3.3	4.4	3.6
PERCENT MEMBERS WHO SUPERVISE	0	0	0	0
PERCENT MEMBERS IN FIRST ENLISTMENT	63	88	20	60
AVERAGE MONTHS IN 275X0 CAREER LADDER	23	19	29	30
AVERAGE MONTHS TAFMS	51	31	87	96
PERCENT ASSIGNED OVERSEAS	52	29	90	0

DAFSC DISTRIBUTION

27530	7%	12%	0	20%
27550	89%	82%	100%	40%
27570	0	0	0	40%
27590	0	0	0	0
OTHER	4%	6%	0	0

TABLE 10

COMPARISON OF EXPRESSED JOB INTEREST, PERCEIVED UTILIZATION OF TALENTS AND TRAINING AND REENLISTMENT INTENTIONS
BY TOTAL SAMPLE GROUPS SURVEYED DURING 1978 AND THE 1979 AFS 275X0 TOTAL SAMPLE

	1979		TOTAL 1978		MISSION		COMMAND		DIRECT		MEDICAL	
	TACTICAL AIR COMMAND AND CONTROLLERS (N=380)		SAMPLE (N=31,534)		AIRCREW (N=1,136)	EQUIPMENT MAINTENANCE (N=13,804)	SUPPORT (N=545)		SUPPORT (N=12,586)		SUPPORT (N=3,463)	
<u>I FIND MY JOB:</u>												
NOT REPORTED	0%	3%	3%	3%	3%	3%	1%	3%	3%	2%		
DULL	53%	13%	13%	7%	15%	15%	10%	13%	13%	7%		
SO-SO	16%	16%	16%	7%	17%	17%	12%	17%	17%	10%		
INTERESTING	31%	68%	68%	83%	65%	65%	77%	67%	67%	81%		
<u>MY JOB UTILIZES MY TALENTS:</u>												
NOT REPORTED	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%		
NOT AT ALL OR VERY LITTLE	69%	24%	24%	19%	27%	27%	19%	25%	25%	17%		
FAIRLY WELL TO VERY WELL	27%	63%	63%	59%	63%	63%	62%	61%	61%	65%		
EXCELLENTLY OR PERFECTLY	4%	12%	12%	21%	9%	9%	18%	13%	13%	17%		
<u>MY JOB UTILIZES MY TRAINING:</u>												
NOT REPORTED	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%		
NOT AT ALL OR VERY LITTLE	67%	23%	23%	7%	26%	26%	11%	23%	23%	14%		
FAIRLY WELL TO VERY WELL	29%	62%	62%	56%	62%	62%	66%	61%	61%	65%		
EXCELLENTLY OR PERFECTLY	4%	14%	14%	36%	11%	11%	22%	15%	15%	20%		
<u>DO YOU PLAN TO REENLIST:</u>												
NOT REPORTED	2%	3%	3%	2%	3%	3%	1%	4%	4%	2%		
NO OR PROBABLY NO	58%	43%	43%	31%	45%	45%	39%	40%	40%	48%		
YES OR PROBABLY YES	40%	54%	54%	67%	52%	52%	60%	56%	56%	50%		

TABLE 11

JOB INTEREST AND RELATED DATA FOR TACC SUPERINTENDENTS AND TACC NCOICs
(PERCENT MEMBERS RESPONDING)

	TACC SUPTS		TACC NCOICs		SENIOR TACC TEAM MEMBERS		TACP NCOICs		OPERATIONS NCOICs		TRAINING NCOs		TRAINING & SUPPORT FUNCTION NCOICs	
<u>I FIND MY JOB:</u>														
NO RESPONSE	0	2	0	4	0	0	0	0	0	0	0	0	0	0
DULL	0	36	35	36	0	0	0	0	50	40	40	40	40	40
SO-SO	0	14	11	16	0	0	0	0	33	0	0	0	0	0
INTERESTING	100	48	54	44	100	48	54	44	17	60	60	60	60	60
<u>MY JOB UTILIZES MY TALENTS:</u>														
NO RESPONSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NOT AT ALL TO VERY LITTLE	0	57	58	60	0	57	58	60	67	40	40	40	40	40
FAIRLY WELL TO VERY WELL	60	36	34	36	60	36	34	36	33	60	60	60	60	60
EXCELLENTLY TO PERFECTLY	40	7	8	4	40	7	8	4	0	0	0	0	0	20
<u>MY JOB UTILIZES MY TRAINING:</u>														
NO RESPONSE	0	1	0	4	0	1	0	4	0	0	0	0	0	0
NOT AT ALL TO VERY LITTLE	40	62	58	60	40	62	58	60	83	60	60	60	60	40
FAIRLY WELL TO VERY WELL	20	29	31	24	20	29	31	24	17	40	40	40	60	60
EXCELLENTLY TO PERFECTLY	40	8	11	12	40	8	11	12	0	0	0	0	0	0
<u>I PLAN TO REENLIST:</u>														
NO RESPONSE	0	3	0	4	0	3	0	4	0	0	20	20	20	20
NO	20	26	15	16	20	26	15	16	33	20	20	20	40	40
PROBABLY NO	0	12	12	20	0	12	12	20	0	0	0	0	0	0
PROBABLY YES	20	25	38	20	20	25	38	20	17	20	20	20	20	20
YES	60	34	35	40	60	34	35	40	50	40	40	40	20	20

TABLE 12

JOB INTEREST AND RELATED DATA FOR TACCS

	TACCS	USAFE		STRIKE CONTROL SPECIALISTS		TACC TEAM MEMBERS		JUNIOR TACC TEAM MEMBERS		JUNIOR STRIKE CONTROL PERSONNEL	
		TACCS	NCOICs								
<u>I FIND MY JOB:</u>											
NO RESPONSE	0	0	0	0	0	0	0	0	0	0	0
DULL	61	70	59	56	71	56	71	56	71	90	90
SO-SO	15	20	14	17	10	17	10	10	10	10	10
INTERESTING	24	10	27	27	19	27	19	19	19	0	0
<u>MY JOB UTILIZES MY TALENTS:</u>											
NO RESPONSE	0	0	0	0	0	0	0	0	0	0	0
NOT AT ALL TO VERY LITTLE	75	80	73	72	76	72	76	76	76	100	100
FAIRLY WELL TO VERY WELL	24	20	27	27	24	27	24	24	24	0	0
EXCELLENTLY TO PERFECTLY	1	0	0	1	0	1	0	0	0	0	0
<u>MY JOB UTILIZES MY TRAINING:</u>											
NO RESPONSE	0	0	0	0	0	0	0	0	0	0	0
NOT AT ALL TO VERY LITTLE	71	90	82	66	57	66	57	57	57	90	90
FAIRLY WELL TO VERY WELL	28	10	14	33	43	33	43	43	43	10	10
EXCELLENTLY TO PERFECTLY	1	0	4	1	0	1	0	0	0	0	0
<u>I PLAN TO REENLIST:</u>											
NO RESPONSE	2	0	0	1	0	1	0	0	0	0	0
NO	37	20	36	36	29	36	29	29	29	70	70
PROBABLY NO	26	40	32	24	47	24	47	47	47	10	10
PROBABLY YES	23	20	14	27	24	27	24	24	24	20	20
YES	12	20	18	12	0	12	0	0	0	0	0

TABLE 13

JOB INTEREST AND RELATED DATA FOR JUNIOR TACCs AND SET-UP TECHNICIANS

	JUNIOR TACCs	LTD PERFORMANCE TACC TEAM MEMBERS	USAFE TACC TEAM MEMBERS	SET-UP TECHS
<u>I FIND MY JOB:</u>				
NO RESPONSE	0	0	0	0
DULL	78	76	80	20
SO-SO	4	6	0	20
INTERESTING	18	18	20	60
<u>MY JOB UTILIZES MY TALENTS:</u>				
NO RESPONSE	0	0	0	0
NOT AT ALL TO VERY LITTLE	85	88	80	60
FAIRLY WELL TO VERY WELL	15	12	20	40
EXCELLENTLY TO PERFECTLY	0	0	0	0
<u>MY JOB UTILIZES MY TRAINING:</u>				
NO RESPONSE	0	0	0	0
NOT AT ALL TO VERY LITTLE	74	76	70	40
FAIRLY WELL TO VERY WELL	26	24	30	60
EXCELLENTLY TO PERFECTLY	0	0	0	0
<u>I PLAN TO REENLIST:</u>				
NO RESPONSE	0	0	0	0
NO	56	71	30	20
PROBABLY NO	15	6	30	60
PROBABLY YES	30	23	40	0
YES	0	0	0	20

ANALYSIS OF DAFSC GROUPS

In conjunction with the analysis of the career ladder structure, DAFSC groups were also examined as part of the occupational analysis. This enabled the analyst to identify skill level differences and assess their impact on the overall career ladder job structure. This information was also used in the analysis of career ladder documents, such as the AFR 39-1 Specialty Descriptions and Specialty Training Standards (STS) to determine how accurately these documents reflected what career ladder personnel were doing in the field.

Jobs within the Tactical Air Command and Control AFS contain a core of duties and tasks including: setting up, operating, and maintaining communication equipment; operating and maintaining vehicles, trailers, and power generating systems; performing field duties, and performing air strike control functions (Duties F, G, H, I, K, and L). Table 14 depicts the relative percent of time spent by skill level groups on the various duties listed in the job inventory. Notice that 3-skill level personnel spent a greater percentage of total time setting up and operating communications equipment and a lower percentage of time performing air strike control or air liaison duties than 5-skill level individuals. The majority of the time spent by 7-skill level airmen (62 percent) was devoted to the performance of technical tasks. Although 9-skill level incumbents spent the majority of their time performing management or supervision related tasks, even at this level they devoted over one-third of their time (34 percent) to the performance of technical tasks.

Table 15 presents the distribution of each DAFSC group across functional groups identified in the CAREER LADDER STRUCTURE section. A sizeable percentage of the 3-, 5-, and 7-skill level personnel fell into the TACC cluster. Note that 11 percent of the 9-skill level personnel also fell into the TACC cluster. In looking at the total sample, 56 percent of the entire survey sample was included in the TACC cluster. Both the composition and the size of the TACC cluster indicated it encompassed a general body of tasks common to all DAFSC groups.

Skill Level Descriptions

DAFSC 27530 and 27550: Tables 16 and 17 present tasks frequently performed by 3- and 5-skill level personnel. Notice over two-thirds of these tasks were performed by members of both skill levels, indicating a high degree of commonality among the two DAFSC groups. Both groups spent over 79 percent of their time performing a common core of technical tasks such as operationally checking and setting up palletized and portable radios; performing corrosion control on vehicles, radios, and other equipment; driving mobile radio communication (MRC) and other vehicles; removing, replacing, or cleaning radio equipment; and performing air strike control functions. However,

a higher percentage of 5-skill level personnel performed air strike control and vehicle maintenance tasks. The 3-skill level personnel devoted more time to routine tasks involving checking, inspecting, and setting up equipment. Table 18 lists the tasks which most clearly differentiated between 3- and 5-skill level personnel.

DAFSC 27570: The majority of time spent by 7-skill level personnel was also devoted to technical tasks. Examples of typical tasks performed by 7-skill level airmen included: setting up and operationally checking palletized radios, portable radios, and generators; driving MRC vehicles, other government vehicles, and equipment in severe weather conditions, in convoy, or in blackout conditions; and performing field operations. Table 19 lists the tasks most frequently performed by 7-skill level personnel. The 27570 group also spent 32 percent of its time performing management and supervisory functions such as reviewing correspondence, inspecting house-keeping, supervising 27550 personnel, and assigning specific tasks to personnel. However, AFS 27570 personnel averaged fewer supervisory tasks than 7-skill level personnel in most other AFSs.

A sizeable percentage, 39 percent, fell into the TACC cluster (see Table 15). Forty-four percent of 7-skill level personnel fell into the supervisory jobs of TACC NCOIC (40 percent) or TACC superintendent (four percent). This was of particular interest in view of the fact that, although 7-skill level respondents indicated they spent only 32 percent of their time performing management and supervision functions (Table 14), 44 percent of these respondents were identified in supervisory clusters or independent job types (Table 15).

Differences (listed in Table 20) between 5- and 7-skill level individuals were not due to a shift from technical to management and supervision functions. Both 5- and 7-skill level groups performed a common core of technical tasks. However, 7-skill level personnel performed an average of 28 more tasks than 5-level personnel - most of which are supervisory in nature. Therefore, the differences reflected in Table 20 were due to supervisory functions which 7-skill level personnel performed in addition to the common core of technical tasks.

DAFSC 27590: Nine-skill level personnel spent the majority of their time (58 percent) performing management and supervision tasks. Table 21 lists representative tasks performed by 78 percent or more of the respondents in this group. As would be expected, the majority of these tasks were staff related functions. However, the number of technical tasks performed by the majority of these individuals was unusually high in comparison to 9-skill level personnel Air Force-wide.

The majority of 9-skill level personnel fell into the TACC NCOIC cluster (44 percent) and the TACC superintendent job type (22 percent). Interestingly, 11 percent of the 9-level personnel fell in the nonsupervisory TACC cluster.

Table 22 indicates the shift away from technical to supervisory tasks at the 9-skill level. Notice that a higher percentage of 9-skill personnel performed organizing and planning and training duties but fewer inspecting and evaluating duties, although both groups averaged about the same number of tasks performed (144 versus 140) the 7-skill level group clearly differed from the 9-skill level group on the basis of management-related tasks.

Summary

Overall, 3-, 5-, 7-, and 9-skill level personnel shared a common core of technical tasks. There was a noticeable shift from technical to supervisory tasks at the 9-skill level but this group still devoted over a third of its time to a common core of technical tasks. The amount of time spent on technical tasks was slightly higher than average when compared to 9-skill level personnel in other AFSs. The largest percentage of all skill level groups fell into the large TACC cluster, which indicated a great deal of homogeneity in the career ladder. There was a steady increase in the average number of tasks performed from a low of 102 at the 3-skill level to a high of 140 at the 7-skill level. This suggested supervisory tasks at the 7-level were performed in addition to common technical tasks performed by both 5- and 7-skill level personnel.

TABLE 14

PERCENT TIME SPENT ON DUTIES BY 275X0 DAFSC GROUPS

DUTIES	DAFSC 27530 (N=16)	DAFSC 27550 (N=272)	DAFSC 27570 (N=80)	DAFSC 27590 (N=9)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>				
A ORGANIZING AND PLANNING	6	4	7	18
B DIRECTING AND IMPLEMENTING	6	5	10	19
C INSPECTING AND EVALUATING	5	3	7	14
D TRAINING	1	4	8	8
<u>ADMINISTRATIVE FUNCTIONS</u>				
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	3	4	5	7
<u>TECHNICAL FUNCTIONS</u>				
F OPERATING VEHICLES	9	8	6	3
G PERFORMING VEHICLE, TRAILER, AND POWER GENERATING SYSTEM OPERATOR MAINTENANCE	8	10	8	4
H SETTING UP AND OPERATING COMMUNICATIONS EQUIPMENT	22	17	14	6
I MAINTAINING COMMUNICATION EQUIPMENT	15	14	11	6
J PERFORMING AIRBORNE DUTIES	*	*	*	1
K PERFORMING FIELD DUTIES	13	14	10	7
L PERFORMING AIR STRIKE CONTROL OR AIR LIAISON DUTIES	12	17	13	7

* INDICATES LESS THAN ONE PERCENT

TABLE 15

PERCENT MEMBERS PERFORMING CAREER LADDER JOBS BY DAFSC GROUPS

JOB GROUPS	DAFSC 27530 (N=16)	DAFSC 27550 (N=272)	DAFSC 27570 (N=80)	DAFSC 27590 (N=9)	TOTAL SAMPLE (N=380)
TACC SUPERINTENDENT INDEPENDENT JOB TYPE (GRP52)	-	-	4	22	1
TACC NCOIC CLUSTER (GRP58)	12	14	40	44	20
TACC CLUSTER (GRP46)	44	64	39	11	56
JUNIOR TACC CLUSTER (GRP35)	12	8	-	-	7
SET-UP TECHNICIAN INDEPENDENT JOB TYPE (GRP13)	6	1	2	-	1
PERCENT ACCOUNTED FOR IN JOB CLUSTERS	74	87	85	77	85

TABLE 16

REPRESENTATIVE TASKS PERFORMED BY DAFSC 27530 PERSONNEL
(N=16)

TASKS	PERCENT MEMBERS PERFORMING
H221 OPERATIONALLY CHECK PALLETIZED HF RADIO SYSTEMS	100
H222 OPERATIONALLY CHECK PALLETIZED UHF RADIO SYSTEMS	100
H223 OPERATIONALLY CHECK PORTABLE HF (PRC-104) RADIOS	100
H224 OPERATIONALLY CHECK PALLETIZED VHF/FM RADIO SYSTEMS	100
F165 PERFORM OPERATOR PRE-INSPECTIONS ON MRC VEHICLES	94
H226 OPERATIONALLY CHECK PORTABLE HF (PRC-47) RADIOS	94
F154 BACK TRAILERS	88
H218 OPERATIONALLY CHECK MEP-25 (PU-632) GENERATORS	88
F161 DRIVE MRC VEHICLES IN CONVOYS	88
H227 OPERATIONALLY CHECK PORTABLE UHF RADIOS	88
H214 OPERATIONALLY CHECK AN/GRA-39 REMOTE CONTROL UNITS	88
F162 DRIVE MRC VEHICLES OVER ROUGH TERRAIN	88
G184 PERFORM PRIOR TO USE INSPECTIONS ON TRAILERS AND POWER GENERATING SYSTEMS	81
G182 PERFORM CORROSION CONTROL ON VEHICLES, TRAILERS, AND POWER GENERATING EQUIPMENT	81

TABLE 17

REPRESENTATIVE TASKS PERFORMED BY DAFSC 27550 PERSONNEL
(N=272)

TASKS	PERCENT MEMBERS PERFORMING
F162 DRIVE MRC VEHICLES OVER ROUGH TERRAIN	96
F154 BACK TRAILERS	96
F165 PERFORM OPERATOR PRE-INSPECTIONS ON APCs	95
H222 OPERATIONALLY CHECK PALLETIZED VHF RADIO SYSTEMS	95
H221 OPERATIONALLY CHECK PALLETIZED HF RADIO SYSTEMS	95
H223 OPERATIONALLY CHECK PALLETIZED VHF RADIO SYSTEMS	95
H227 OPERATIONALLY CHECK PORTABLE UHF RADIOS	95
H235 SET UP MRC-107A/108 FOR OPERATION USING VEHICLE POWER	94
H224 OPERATIONALLY CHECK PALLETIZED VHF/FM RADIO SYSTEMS	94
L339 TRANSMIT CLOSE AIR SUPPORT REQUESTS	93
L326 MONITOR AIR REQUEST NETS	92
K295 NAVIGATE BY VEHICLE DURING DAY OPERATIONS	92
F161 DRIVE MRC VEHICLES IN CONVOYS	91
H226 OPERATIONALLY CHECK PORTABLE HF (PRC-47) RADIOS	91
L312 ENCODE RADIO MESSAGES	91

TABLE 18

TASKS WHICH MOST CLEARLY DISTINGUISH BETWEEN 27530 AND 27550 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC		DIFFERENCE
	27530 (N=16)	27550 (N=272)	
H231 SET UP BEACONS OR TRANSPONDERS FOR OPERATION	6	52	-46
L319 DECODE RADIO MESSAGES	31	76	-45
I255 REMOVE OR REPLACE COMMUNICATION PALLETS	31	73	-42
L313 BRIEF ARMY GROUND PERSONNEL ON TACTICAL AIR SUPPORT CAPABILITIES	6	47	-41
G197 REMOVE OR REPLACE LIGHT BULBS	31	69	-38
L321 ENCODE RADIO MESSAGES	38	74	-36
L324 MAKE LIMITED WEATHER OBSERVATIONS FOR TACTICAL AIR SUPPORT	25	61	-36
L312 AUTHENTICATE RADIO TRANSMISSIONS	56	91	-35
L325 MARK FORWARD AIR CONTROLLER OR TARGET LOCATIONS	31	65	-34
G176 CHANGE SPARK PLUGS	6	40	-34
F160 DRIVE MRC VEHICLES DURING SEVERE WEATHER CONDITIONS, SUCH AS ICE, SNOW, OR MUD	56	90	-34
L339 TRANSMIT CLOSE AIR SUPPORT REQUESTS	63	93	-30
G175 CHANGE OR ADJUST POINTS	6	36	-30
G186 REMOVE OR REPLACE ALTERNATORS	6	36	-30
G193 REMOVE OR REPLACE FAN BELTS	12	40	-28
L332 PLAN RECONNAISSANCE MISSIONS	50	27	+23
K297 PERFORM SITE SECURITY OF BIVOUAC AREA	56	34	+22
C97 REVIEW WORK ORDER REQUESTS	31	10	+21
A9 PLAN CORROSION CONTROL PROGRAMS	38	17	+21
AVERAGE NUMBER OF TASKS PERFORMED BY 27530 PERSONNEL:	102		
AVERAGE NUMBER OF TASKS PERFORMED BY 27550 PERSONNEL:	116		

TABLE 19

REPRESENTATIVE TASKS PERFORMED BY DAFSC 27570 PERSONNEL
(N=80)

TASKS	PERCENT MEMBERS PERFORMING
H221 OPERATIONALLY CHECK PALLETIZED HF RADIO SYSTEMS	95
H226 OPERATIONALLY CHECK PORTABLE HF (PRC-47) RADIOS	95
H235 SET UP MRC-107A/108 FOR OPERATION USING VEHICLE POWER	94
H222 OPERATIONALLY CHECK PALLETIZED UHF RADIO SYSTEMS	94
H224 OPERATIONALLY CHECK PALLETIZED VHF/FM RADIO SYSTEMS	94
H223 OPERATIONALLY CHECK PALLETIZED VHF RADIO SYSTEMS	94
H234 SET UP MRC-107A/108 FOR OPERATION USING AUXILLARY POWER	94
F154 BACK TRAILERS	94
F165 PERFORM OPERATOR PRE-INSPECTIONS ON MRC VEHICLES	91
H236 SET UP UHF ANTENNA EXTENDER KITS	91
H228 OPERATIONALLY CHECK PORTABLE VHF/FM RADIOS	89
F162 DRIVE MRC VEHICLES OVER ROUGH TERRAIN	89
K295 NAVIGATE BY VEHICLE DURING DAY OPERATIONS	88
H214 OPERATIONALLY CHECK AN/GRA-39 REMOTE CONTROL UNITS	88
L339 TRANSMIT CLOSE AIR SUPPORT REQUESTS	85

TABLE 20

TASKS WHICH MOST CLEARLY DISTINGUISH BETWEEN 27550 AND 27570 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC	DAFSC	DIFFERENCE
	27550 (N=272)	27570 (N=80)	
D122 MAINTAIN OJT RECORDS	23	66	-43
B33 ASSIGN SPECIFIC TASKS TO PERSONNEL	31	69	-38
B67 SUPERVISE ROMAD SPECIALISTS (AFSC 27550)	25	63	-38
E127 COMPOSE CORRESPONDENCE OR REPORTS	29	66	-37
A26 PREPARE OR UPDATE LOCAL POLICY DIRECTIVES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	20	56	-36
C73 EVALUATE INSPECTION REPORTS	13	48	-35
C91 PREPARE OR INDORSE AIRMEN PERFORMANCE REPORTS	22	55	-33
D120 EVALUATE TRAINING PROGRESS OF INDIVIDUALS	23	56	-33
D114 COUNSEL TRAINERS OR TRAINEES	21	53	-32
B32 ASSIGN PERSONNEL TO DUTY POSITIONS	11	43	-32
A29 SCHEDULE LEAVES OR PASSES	13	44	-31
D101 ARRANGE FOR SPECIAL TRAINING OF INDIVIDUALS	20	51	-31
A18 PLAN PERSONNEL OR EQUIPMENT DEPLOYMENTS	22	52	-30
B40 COUNSEL SUBORDINATES ON PERSONAL OR MILITARY RELATED MATTERS	29	59	-30
B39 COUNSEL SUBORDINATES ON INTERSERVICE RELATIONS	19	49	-30
A7 ESTABLISH PERFORMANCE STANDARDS	13	42	-29
B46 DIRECT OPERATOR MAINTENANCE OF VEHICLES	28	57	-29
C93 REVIEW CORRESPONDENCE OR REPORTS	24	53	-29
C86 INSPECT HOUSEKEEPING	29	58	-29
D106 CONDUCT OJT FOR AFS 275X0 PERSONNEL	28	56	-28

AVERAGE NUMBER OF TASKS PERFORMED BY 27550 PERSONNEL: 116

AVERAGE NUMBER OF TASKS PERFORMED BY 27570 PERSONNEL: 144

TABLE 21

REPRESENTATIVE TASKS PERFORMED BY DAFSC 27590 PERSONNEL
(N=9)

TASKS	PERCENT MEMBERS PERFORMING
C93 REVIEW CORRESPONDENCE OR REPORTS	100
E127 COMPOSE CORRESPONDENCE OR REPORTS	89
A16 PLAN OR PREPARE BRIEFINGS	89
A18 PLAN PERSONNEL OR EQUIPMENT DEPLOYMENTS	89
B50 IMPLEMENT IMPROVEMENTS IN METHODS, TECHNIQUES, OR PROCEDURES	89
B40 COUNSEL SUBORDINATES ON PERSONAL OR MILITARY RELATED MATTERS	89
C91 PREPARE OR INDORSE AIRMEN PERFORMANCE REPORTS	89
A26 PREPARE OR UPDATE LOCAL POLICY DIRECTIVES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	89
A25 PREPARE OR UPDATE JOB DESCRIPTIONS	89
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, SUPPORT EQUIPMENT, OR SUPPLIES	89
A4 DETERMINE WORK PRIORITIES	89
B55 ORIENT NEWLY ASSIGNED PERSONNEL	89
E145 PREPARE MILITARY PERSONNEL ACTION FORMS	89
C86 INSPECT HOUSEKEEPING	89
I253 REMOVE OR REPLACE ANTENNAS	78
F165 PERFORM OPERATOR PRE-INSPECTIONS ON MRC VEHICLES	78
K304 SET UP OR STOW CONVENIENCE EQUIPMENT SUCH AS STOVES, HEATERS, OR LIGHTS	78
K284 ERECT OR TEAR-DOWN TENTS	78
K291 MAINTAIN FIELD GEAR	78
K295 NAVIGATE BY VEHICLE DURING DAY OPERATIONS	78

TABLE 22

TASKS WHICH MOST CLEARLY DISTINGUISH BETWEEN 27570 AND 27590 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC (N=80)		DAFSC (N=9)		DIFFERENCE
	27570	27590	27570	27590	
E145 PREPARE MILITARY PERSONNEL ACTION FORMS	23	89	89	89	-66
A25 PREPARE OR UPDATE JOB DESCRIPTIONS	33	89	89	89	-56
A17 PLAN OR PREPARE STAFF STUDIES	14	67	67	67	-53
A6 DRAFT INPUTS FOR HOST BASE INTERSERVICE SUPPORT AGREEMENTS	15	67	67	67	-52
A21 PLAN PROCUREMENT OR REPLACEMENT OF PERSONNEL	17	67	67	67	-50
C74 EVALUATE INTERSERVICE SUPPORT AGREEMENTS	17	67	67	67	-50
B48 DIRECT ROUTINE OR CORRECTIVE MAINTENANCE OF SUPPORT	30	78	78	78	-48
C93 REVIEW CORRESPONDENCE OR REPORTS	53	100	100	100	-47
B59 SCHEDULE MAINTENANCE OR INSPECTIONS OF GROUND RADIO	21	67	67	67	-46
A16 PLAN OR PREPARE BRIEFINGS	44	89	89	89	-45
B60 SCHEDULE MAINTENANCE OR INSPECTIONS OF POWER GENERATORS	23	67	67	67	-44
B68 SUPERVISE ROMAD TECHNICIANS (AFSC 27570)	34	78	78	78	-44
A3 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, SUPPORT EQUIPMENT, OR SUPPLIES	46	89	89	89	-43
B50 IMPLEMENT IMPROVEMENTS IN METHODS, TECHNIQUES, OR PROCEDURES	46	89	89	89	-43
A12 PLAN MAINTENANCE OR INSPECTIONS OF POWER GENERATORS	36	78	78	78	-42
L339 TRANSMIT CLOSE AIR SUPPORT REQUESTS	85	33	33	33	+52
K288 FIRE 38 CALIBER PISTOL FOR PROFICIENCY	50	0	0	0	+50
L334 PREPARE CLOSE AIR SUPPORT REQUESTS	81	33	33	33	+48
L328 OBSERVE AND REPORT BATTLE DAMAGE ASSESSMENTS	56	11	11	11	+45
L341 TRANSMIT RECONNAISSANCE REQUESTS	75	33	33	33	+42
K281 CLEAN WEAPONS	62	22	22	22	+40
L306 ADVISE ARMY GROUND PERSONNEL ON STRIKE INFORMATION OR CLEARANCE	51	11	11	11	+40
K280 CAMOUFLAGE OPERATIONS AREAS	84	44	44	44	+40
I263 REMOVE OR REPLACE RADIO FILTERS	72	33	33	33	+39
L325 MARK FORWARD AIR CONTROLLER OR TARGET LOCATIONS	61	22	22	22	+39
L331 PLAN CLOSE AIR SUPPORT MISSIONS	47	11	11	11	+36
L319 DECODE RADIO MESSAGES	69	33	33	33	+36
I242 FABRICATE COAXIAL ANTENNA CABLES	56	22	22	22	+34
F167 TOW VEHICLES	45	11	11	11	+34
AVERAGE NUMBER OF TASKS PERFORMED BY 27570 PERSONNEL:			144		
AVERAGE NUMBER OF TASKS PERFORMED BY 27590 PERSONNEL:			140		

ANALYSIS OF AFMS GROUPS

Utilization patterns for survey respondents in various AFMS groups were reviewed to determine differences in tasks performed. There was a gradual increase in the number of supervisory tasks as time in service increased (Table 23). However, it was not until the sixth enlistment that personnel devoted over 50 percent of their time to supervisory, management, and administrative tasks. The distribution of percent time spent indicated the major portion of the 275X0s job was technical in nature through the fourth enlistment; about evenly divided between technical and supervisory at the fifth enlistment; and clearly supervisory only at the 241+ months AFMS group.

First Job Assignment Personnel

First job assignment (1-24 months AFMS) airmen performed the less difficult technical tasks of operationally checking palletized and portable radio systems, setting up radio and ancillary equipment, driving MRC vehicles over rough terrain and in convoys, and other Army field related tasks. Table 24 lists common tasks performed by first job airmen.

The radio equipment maintained by 30 percent or more of first job airmen appears in Table 25. It also lists the vehicles operated by 30 percent or more of first job airmen. Little change occurs over time in the types of radio equipment maintained and types of vehicles operated, with the exception of the 241+ AFMS group. Approximately the same percentage of all AFMS groups indicated they maintained the same radio equipment and operated the same vehicles as first job personnel.

TABLE 23

PERCENT TIME SPENT ON DUTIES BY 275X0 AFMS GROUPS

DUTY	MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE						
	1-24 (N=86)	1-48 (N=126)	49-96 (N=113)	97-144 (N=54)	145-192 (N=39)	193-240 (N=39)	241+ (N=9)
<u>SUPERVISORY AND MANAGEMENT FUNCTIONS</u>							
A ORGANIZING AND PLANNING	2	3	4	5	6	9	16
B DIRECTING AND IMPLEMENTING	2	2	6	7	10	12	17
C EVALUATING	2	2	4	5	6	8	14
D TRAINING	1	2	5	5	7	12	13
<u>ADMINISTRATIVE FUNCTIONS</u>							
E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS	2	2	4	5	5	8	8
<u>TECHNICAL FUNCTIONS</u>							
F OPERATING VEHICLES	9	9	8	7	6	5	2
G PERFORMING VEHICLE, TRAILER, AND POWER GENERATING SYSTEM OPERATOR MAINTENANCE	11	10	10	10	10	7	4
H SETTING UP AND OPERATING COMMUNICATIONS EQUIPMENT	22	21	15	15	12	12	14
I MAINTAINING COMMUNICATION EQUIPMENT	16	16	13	14	11	9	3
J PERFORMING AIRBORNE DUTIES	*	*	*	*	*	*	1
K PERFORMING FIELD DUTIES	16	16	13	12	11	8	5
L PERFORMING AIR STRIKE CONTROL ON AIR LIAISON DUTIES	16	17	18	15	16	10	3

* INDICATES LESS THAN ONE PERCENT

TABLE 24

TASKS PERFORMED BY 275X0 FIRST JOB AIRMEN
(1-24 MONTHS AFMS)

TASKS	PERCENT MEMBERS PERFORMING	TASK DIFFICULTY RATING
H221 OPERATIONALLY CHECK PALLETIZED HF RADIO SYSTEMS	99	4.05
F162 DRIVE MRC VEHICLES OVER ROUGH TERRAIN	99	5.94
H223 OPERATIONALLY CHECK PALLETIZED VHF RADIO SYSTEMS	99	4.01
H222 OPERATIONALLY CHECK PALLETIZED UHF RADIO SYSTEMS	98	3.99
F165 PERFORM OPERATOR PRE-INSPECTIONS ON MRC VEHICLES	97	4.37
H235 SET UP MRC-107A/108 FOR OPERATION USING VEHICLE POWER	97	3.34
H226 OPERATIONALLY CHECK PORTABLE HF (PRC-47) RADIOS	95	4.74
H227 OPERATIONALLY CHECK PORTABLE UHF RADIOS	95	3.81
F161 DRIVE MRC VEHICLES IN CONVOYS	95	4.50
H224 OPERATIONALLY CHECK PALLETIZED VHF/FM RADIO SYSTEMS	94	3.90
F154 BACK TRAILERS	94	5.52
H214 OPERATIONALLY CHECK AN/GRA-39 REMOTE CONTROL UNITS	93	3.87
H228 OPERATIONALLY CHECK PORTABLE VHF/FM RADIOS	93	3.83
H236 SET UP RADIOS FOR REMOTE OPERATION	93	4.62
H234 SET UP MRC-107A/108 FOR OPERATION USING AUXILIARY POWER	93	3.97
K291 MAINTAIN FIELD GEAR	92	4.35
G182 PERFORM CORROSION CONTROL ON VEHICLES, TRAILERS, AND POWER GENERAL EQUIPMENT	91	4.18
K295 NAVIGATE BY VEHICLE DURING DAY OPERATIONS	91	5.16

TABLE 25

EQUIPMENT MAINTAINED AND VEHICLES OPERATED

RADIO EQUIPMENT MAINTAINED BY 30 PERCENT OR MORE OF 275X0
FIRST JOB AIRMEN

<u>RADIO EQUIPMENT MAINTAINED</u>	<u>PERCENT MAINTAINING</u>
AN/GRA-39	81
AN/PRC	80
AN/PRC-47	80
AN/MRC-107A	79
AN/PRC-77	73
AN/GRA-6	61
AN/PRC-25	61
URC-46/RT-524	45
MRC-108A	44
MRC-108B	31

VEHICLES OPERATED BY 30 PERCENT OR MORE OF 275X0
FIRST JOB AIRMEN

<u>VEHICLES OPERATED</u>	<u>PERCENT OPERATING</u>
M-151	91
MRC-107A	87
M-416	65
MRC-108	58
M-715/M-880	42

ANALYSIS OF TASK DIFFICULTY

From a listing of personnel identified for the AFSC 275X0 job survey, airmen primarily holding the 7-skill level from various locations and commands were selected to rate task difficulty. Tasks were rated on a nine-point scale from extremely low to extremely high difficulty. Difficulty was defined as the length of time it took an average career ladder member to learn to do the task. Interrater reliability (as assessed through components of variance of standardized group means) among the 58 raters was .95. Ratings were adjusted so that tasks of average difficulty reflected a rating of 5.00.

Tasks rated above average in difficulty were mostly associated with the performance of the supervisory functions of planning or training. The most difficult technical tasks (Table 26) were associated with airborne and air strike control functions. Generally, these more difficult tasks appeared to be rather specialized in that they were performed by less than 10 percent of all 275X0 personnel surveyed. On the other hand, most of the least difficult tasks (Table 27) were performed by 60 percent or more of 275X0 personnel. Generally these tasks involved routine radio and vehicle maintenance functions and field duties.

Job Difficulty Index (JDI)

In addition to the review of the relative difficulty of tasks, the relative difficulty of jobs was examined. To obtain a relative Job Difficulty Index (JDI), the task difficulty ratings for tasks performed and the time spent on those tasks by specified job groups were entered into a statistically reliable formula which predicted overall job difficulty. The index ranked jobs on a scale of one (for very easy jobs) to 25 (for very difficult jobs). The indices were then adjusted so that the average JDI was 13.00. Individual JDIs were computed for the major job groups identified in the CAREER LADDER STRUCTURE section of this report. These indices are listed in Table 28.

Within the AFS 275X0 survey sample, the TACC NCOICs and the TACC superintendents performed jobs rated most difficult, while the SET-UP technicians performed the job rated least difficult. Much of the variance between these jobs may have been due to the number of tasks performed. However, Table 25 indicates the average Task Difficulty Per Unit of Time Spent (ATDPUTS) was higher for TACC Superintendents than for any other group. The high ratings on both the JDI and the ATDPUTS scale indicates TACC superintendents probably perform the most difficult job in the 275X0 career ladder.

TABLE 26
THE 16 DAFSC 275X0 TASKS RATED MOST DIFFICULT*

TASK	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
D117 DEVELOP FORMAL TECHNICAL TRAINING COURSE MATERIALS	8.3	7
D116 DEVELOP CAREER DEVELOPMENT COURSE (CDC) MATERIALS	7.6	3
J277 PREPARE VEHICLES FOR AIR DROPS	7.2	8
L336 RECOGNIZE AND IDENTIFY AIRCRAFT AND ARMORED VEHICLES AS FRIENDLY OR HOSTILE	7.2	58
J273 PERFORM JUMP MASTER DUTIES	7.1	6
D118 DEVELOP OJT MATERIALS	7.1	9
L317 CONTROL HIGH THREAT AIR STRIKES	7.1	38
A17 PLAN OR PREPARE STAFF STUDIES	7.0	7
D125 UPDATE FORMAL TECHNICAL TRAINING COURSES	7.0	5
J276 PREPARE EQUIPMENT FOR AIR DROPS	6.9	8
A6 DRAFT INPUTS FOR HOST BASE INTERSERVICE SUPPORT AGREEMENTS	6.8	9
K294 NAVIGATE BY FOOT DURING NIGHT OPERATIONS	6.8	45
C91 PREPARE OR INDORSE AIRMEN PERFORMANCE REPORTS	6.8	30
J272 PACK PERSONNEL PARACHUTES	6.8	4
A2 DETERMINE BUDGETING OR FINANCIAL REQUIREMENTS	6.7	15
A28 PROVIDE AIR FORCE LIAISON SERVICES TO ARMY PLANNING GROUPS	6.7	23

* AVERAGE DIFFICULTY = 5.0

TABLE 27

THE 16 DAFSC 275X0 TASKS RATED LEAST DIFFICULT*

TASK	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
G177 CLEAN BATTERY BOXES	3.4	78
H235 SET UP MRC-107A/108 FOR OPERATION USING VEHICLE POWER	3.3	93
K278 APPLY PERSONNEL CAMOUFLAGE	3.3	62
I267 REMOVE OR REPLACE VHF/FM RADIOS	3.3	71
H216 OPERATIONALLY CHECK FIELD PHONES	3.3	49
I257 REMOVE OR REPLACE HF CONTROL HEADS	3.2	79
I265 REMOVE OR REPLACE UHF/VHF TRANSCIVERS	3.1	71
I253 REMOVE OR REPLACE ANTENNAS	3.1	84
C70 CONDUCT TOOL BOX INSPECTIONS	3.0	25
I241 CONNECT OR DISCONNECT INTERCONNECTING CABLES	3.0	75
H229 REMOVE OR INSTALL GROUNDS FOR AUXILIARY POWER EQUIPMENT	2.9	66
I264 REMOVE OR REPLACE UHF/VHF CONTROL HEADS	2.8	78
I240 CLEAN RADIO FILTERS	2.8	81
I263 REMOVE OR REPLACE RADIO FILTERS	2.8	72
K283 DIG FOX HOLES	2.7	17
G197 REMOVE OR REPLACE LIGHT BULBS	2.7	67

* AVERAGE DIFFICULTY = 5.0

TABLE 28

JOB DIFFICULTY INDICES AND RELATED DATA BY JOB GROUPS

<u>JOB GROUPS</u>	<u>AVERAGE NUMBER OF TASKS PERFORMED</u>	<u>ATDPUTS*</u>	<u>JDI**</u>
I. TACC SUPERINTENDENTS (N=5)	91	5.3	16.2
II. TACC NCOICS (N=77)	197	4.8	18.7
III. TACCS (N=214)	117	4.5	12.5
IV. JUNIOR TACCS (N=27)	55	4.3	5.1
V. SET-UP TECHNICIANS (N=5)	30	4.5	3.7

* AVERAGE TASK DIFFICULTY PER UNIT OF TIME SPENT

** AVERAGE JDI = 13.0

ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS

An analysis of the tasks performed by the 164 CONUS and the 107 overseas DAFSC 27550 respondents indicated some minor but interesting differences between the two groups. In general, a larger percent of overseas members performed vehicle servicing and maintenance tasks. On the other hand, a higher percentage of CONUS personnel performed field duty tasks such as: navigate by foot during day or night operations, apply personal camouflage, and prepare or pack equipment for air mobile operations. In addition, a higher percentage of CONUS personnel performed such air strike control tasks as: prepare and transmit airlift requests, control high and low threat air strikes, and perform anti-jamming procedures. Table 29 presents a listing of tasks which most clearly differentiate between CONUS and overseas DAFSC 27550 groups.

Comparison of background data indicated overseas 5-skill level respondents averaged more tasks performed (119 versus 113 for CONUS personnel), a higher average grade (4.6 versus 3.8), and more time in the career field (92 versus 57 months for CONUS personnel). In addition, the majority of the personnel assigned overseas (84 percent) were assigned to Army installations primarily as members of Battalion, Brigade, or Division TACPs. Furthermore, 99 percent of the overseas 5-skill level personnel had previously held the 304X4 AFSC. Seventy-eight percent of these airmen indicated they would like to return to the 304X4 career ladder. The 5-skill level personnel stationed within the CONUS showed mark differences in these and other areas.

The CONUS based respondents indicated a lower percentage of personnel (43 percent) assigned to Army installations as TACP personnel. In addition, over a third (38 percent) of the CONUS based 5-skill level airmen indicated they had not previously held the 304X4 AFSC. The most interesting background characteristic displayed by the CONUS personnel was TAFMS. CONUS airmen averaged 57 months TAFMS whereas overseas personnel averaged 92 months TAFMS. Further investigation revealed that 52 percent of the CONUS 5-skill level individuals were in their first enlistment. Only 20 percent of the personnel stationed overseas indicated they were in their first enlistment.

Job interest, utilization of talents and training, and career intent were also analyzed (Table 30). Both groups indicated they found their jobs dull and expressed the feeling that their jobs made little or no use of their training and talents. However, of the two groups, the overseas personnel were clearly more dissatisfied with their jobs. They registered a higher percentage of dissatisfaction in all three measures of job interest and job utilization. However, a higher percentage of the overseas personnel (44 percent versus 32 percent for CONUS personnel) indicated they planned to reenlist. This apparent contradiction was attributed to the differences in TAFMS between the two groups. Overseas personnel clearly had more time invested in the Air Force and more to lose than the majority of the CONUS based personnel in their first enlistment.

TABLE 29

TASKS WHICH DISCRIMINATE MOST CLEARLY BETWEEN DAFSC 27550 CONUS AND OVERSEAS GROUPS
(PERCENT MEMBERS PERFORMING)

TASK	TITLE	CONUS (N=164)	OVERSEAS (N=107)	DIFFERENCE
H215	OPERATIONALLY CHECK AN/GRA-6 REMOTE CONTROL UNITS	70	33	+37
L338	TRANSMIT AIRLIFT REQUESTS	65	31	+34
K293	NAVIGATE BY FOOT DURING DAY OPERATIONS	66	33	+33
L333	PREPARE AIRLIFT REQUESTS	55	24	+31
B65	SUPERVISE APPRENTICE ROMADS (AFSC 27530)	37	6	+31
H219	OPERATIONALLY CHECK MEP-26 (PU-630) GENERATORS	60	30	+30
I251	PERFORM PREVENTIVE MAINTENANCE INSPECTIONS (PMIs)	69	39	+30
L317	CONTROL HIGH THREAT AIR STRIKES	51	23	+28
K294	NAVIGATE BY FOOT DURING NIGHT OPERATIONS	54	27	+27
L318	CONTROL LOW THREAT AIR STRIKES	55	31	+24
K301	PREPARE OR PACK EQUIPMENT FOR AIR MOBILE OPERATIONS	40	17	+23
K278	APPLY PERSONNEL CAMOUFLAGE	74	51	+23
K286	FIRE M-16 RIFLE FOR PROFICIENCY	83	61	+22
L329	PERFORM ANTI-JAMMING PROCEDURES	64	43	+21
K300	PREPARE OR PACK EQUIPMENT FOR AIR LAND OPERATIONS	44	25	+19
L324	MAKE LIMITED WEATHER OBSERVATIONS FOR TACTICAL AIR SUPPORT MISSIONS	48	81	-33
G174	CHANGE OIL AND FILTERS	40	67	-27
G210	WINTERIZE VEHICLES	33	59	-26
G202	REMOVE OR REPLACE UNIVERSAL JOINTS	18	44	-26
G176	CHANGE SPARK PLUGS	30	54	-24
G198	REMOVE OR REPLACE RADIATORS	11	35	-23
G175	CHANGE OR ADJUST POINTS	27	50	-24
G183	PERFORM LUBRICATION	40	63	-23
G190	REMOVE OR REPLACE DIFFERENTIALS	10	33	-23
G207	REPACK WHEEL BEARINGS	20	43	-23
G193	REMOVE OR REPLACE FAN BELTS	32	54	-22
G187	REMOVE OR REPLACE BATTERIES	46	68	-22
A10	PLAN INVENTORIES OF EQUIPMENT, SUPPLIES, OR MATERIEL	16	38	-22
L323	MAINTAIN COMMUNICATION LOGS	48	68	-20
H231	SET UP BEACONS OR TRANSPONDERS FOR OPERATION	44	64	-20

TABLE 30

JOB INTEREST, UTILIZATION OF TALENTS AND TRAINING, AND CAREER
 INTENT BY CONUS AND OVERSEAS GROUPS
 (PERCENT MEMBERS RESPONDING)

	CONUS (N=164)	OVERSEAS (N=107)
<u>I FIND MY JOB:</u>		
DULL	51	66
SO-SO	22	12
INTERESTING	27	22
NO REPLY	-	-
<u>MY JOB UTILIZES MY TALENTS:</u>		
NOT AT ALL TO VERY LITTLE	69	81
FAIRLY WELL TO VERY WELL	28	17
EXCELLENTLY TO PERFECTLY	2	2
NO REPLY	1	-
<u>MY JOB UTILIZES MY TRAINING:</u>		
NOT AT ALL TO VERY LITTLE	58	88
FAIRLY WELL TO VERY WELL	38	12
EXCELLENTLY TO PERFECTLY	4	-
NO REPLY	-	-
<u>DO YOU PLAN TO REENLIST:</u>		
NO, OR PROBABLY NO	67	54
YES, OR PROBABLY YES	32	44
NO REPLY	1	2

COMPARISON OF CAREER LADDER DOCUMENTS TO SURVEY DATA

AFR 39-1 Specialty Description

The AFR 39-1 Specialty Descriptions for AFS 275X0 were reviewed to determine if the descriptions accurately described the jobs performed by DAFSC 275X0 survey respondents. The AFM 39-1 descriptions were written in broad terms which adequately portrayed the functions of DAFSC 27530, 27550, 27570, and 27590 personnel in the field. Several changes were recommended and reviewed by Major command representatives and subject matter specialists at the 13-16 February 1979 AFSC 275X0 Training Utilization Conference. All recommended changes were supported by the data.

Specialty Training Standard (STS)

The current STS for AFSC 275X0, dated March 1979, covers the primary duties and tasks performed by the Tactical Air Command and Control specialists and technicians. STS paragraphs containing general information common to most air force specialties were not evaluated. Each of the STS subparagraphs containing task knowledge and performance requirements were evaluated in terms of members performing related tasks. On the basis of this evaluation it can be said that, overall, all items currently listed in the STS are substantiated by the survey data.

WRITE-IN COMMENTS

Generally, the write in comments reflected a low state of morale in the 275X0 career field. These comments centered around frustrations stemming from four main areas: 1) the manner in which personnel were originally placed in the 275X0 career ladder, 2) the inability to get out of the 275X0 AFSC, 3) having to work with army personnel or being stationed on an army installation, and 4) the regulations which prohibit NCOs from directing air strikes.

The general consensus among the write-in comments was that the Air Force placed personnel in the career ladder against their wishes. First enlistment personnel felt misled because they were not in an electronics career field as many had been promised in their enlistment negotiations. Prior 304XX personnel were dissatisfied because, as 275X0 TACCs, they were not being allowed to work on the radio equipment. The most common comment was, "My talents are being wasted." One individual summed up his frustrations by saying, "... If I had known how the Air Force was going to treat me, I would never have enlisted and I know several others who feel the same way."

Compounding the perception of being forced into a career field they didn't want was the idea that, "there is no escape from the job." Most personnel were so frustrated they indicated they would not reenlist if they could not get into another AFSC. Other comments indicated the field should be made either voluntary or a controlled three year tour. One individual wrote, "... due to the combat orientation of this job, all TACCs should be volunteers. Anyone on a combat control team can get out whenever they want to but once a TACC, always a TACC." Another individual said, "If the career field were a three year controlled tour, you would see: 1) higher morale, 2) more dedication to duty, 3) higher retention rates among first termers and career men, and 4) more willingness to learn."

One individual summed up this feeling by saying, "If I would have desired to live and work with the Army, I would have joined the Army!" Another individual stated, "... most TACCs in USAFE and other places are at a GSU. This is a great disadvantage to them for the requisition of supplies plus the important matters of administrative problems, training and finance." There was a great deal of resentment over having to associate "with army personnel who outrank you and have half or less time in service." There appeared to be a big problem with Interservice Support Agreements (ISA). One individual stated, "The ISA is not worth the time it takes to make the negotiations. The Army doesn't comply and the Air Force turns its back." All these things contributed to what one airman described as, "The cultural shock one has to endure living on an army post."

Finally, TACCs were frustrated because the regulations did not permit them much latitude in controlling air strikes. One described himself as "an ALO's driver (who) rarely even used the radios." Most

indicated they were hungry for increased responsibility. One example of this was the comment, "... if commanders and ALOs/FACS were convinced of a TACC's value and intelligence, instead of as a driver only, I would be allowed to perform more air strikes and air liaison duties."

Another NCO suggested the Air Force, "Train and allow USAFE TACCs to control air strikes. If a first or second lieutenant can do it with little or no training, an experienced TACC can do the same job." He goes on to say later in his comments that: "The Air Force could save a great deal of money by ... eliminating the ALOs up to the division level and replacing them with highly qualified senior NCOs. The misunderstanding that the army will not work with NCOs at Brigade level should be investigated. This is not true. Brigade commanders for the most part accept the opinions of a highly qualified TACC and are quite willing to work with them. Excellent pilots are getting out of the Air Force rather than accept an ALO assignment and highly qualified TACCs are leaving the Air Force because of a lack of recognition of the problems they are experiencing."

These are but a few of the comments made by many of the 275X0 respondents to this survey. However, they represent the general consensus and give some good insight into the unique problems which impact upon their specialty.

IMPLICATIONS

Job interest and reenlistment intent for the 275X0 career ladder are very poor. In addition, the many write-in comments from 275X0 personnel in the field indicate overall morale is not good. However, it is easier to identify a morale problem within a career ladder than it is to isolate the causes of the problem. Bad morale usually implies several serious interrelated problems. Three of the more serious problem areas identified in this study are:

1. Narrow Scope of the Job. The functional area of the 275X0 encompasses both operations and maintenance responsibilities. Theoretically, there is an unlimited potential for expansion and enrichment in either area. However, the operations aspect of the job needs to be enhanced. Past over-regulation of the career ladder has resulted in a very restricted range of routine and unchallenging tasks.

2. Limited Job Progression. The restricted range of tasks the 275 is allowed to perform has a devastating effect on job progression. The 5- and 7-skill level individual should be given enough latitude to build up an in-depth background of expertise. This background of expertise is the thing that distinguishes these individuals from their subordinates and provides the basis for any future job satisfaction. The data show present 3-, 5-, 7-, and, to some extent, 9-skill level personnel all perform a common core of mundane and unchallenging technical tasks. Future job enhancement actions must take this into account. A structure needs to be devised which will enable the 275 individual to perform more demanding technical tasks with increased levels of difficulty as he progresses in the career ladder.

3. Dissatisfaction Among Overseas Personnel. As a group, USAFE and PACAF 275X0 personnel reflected lower job interest and reenlistment intent than any other command. Many of these personnel are dissatisfied with conditions at Army installations. The write-in comments indicated USAFE TACCs were faced with a frustrating lack of support in such areas as command, finance, medical, housing, maintenance, administration, and personnel support. However the most noticeable example of this lack of support was in the area of vehicle maintenance. The TACC at a USAFE Army installation must perform the majority of his own vehicle maintenance; both major and minor. This appears to be due to either poorly written interservice agreements, the Army vehicle maintenance concept in Europe, or a combination of both. The result is USAFE assigned 275X0 airmen and NCOS are spending a disproportionate amount of time performing vehicle maintenance functions. PACAF personnel appear to have better vehicle maintenance support but still face serious problems in the other areas of support.

Any solution to the serious morale problem which currently exists with the 275X0 AFSC will have to address these three major problems and their interrelationships. The most important single thing that can be done to improve the career ladder involves broadening the scope of the job. PACAF has already taken a step in this direction by giving its TACCs greater latitude in directing and controlling air strikes.