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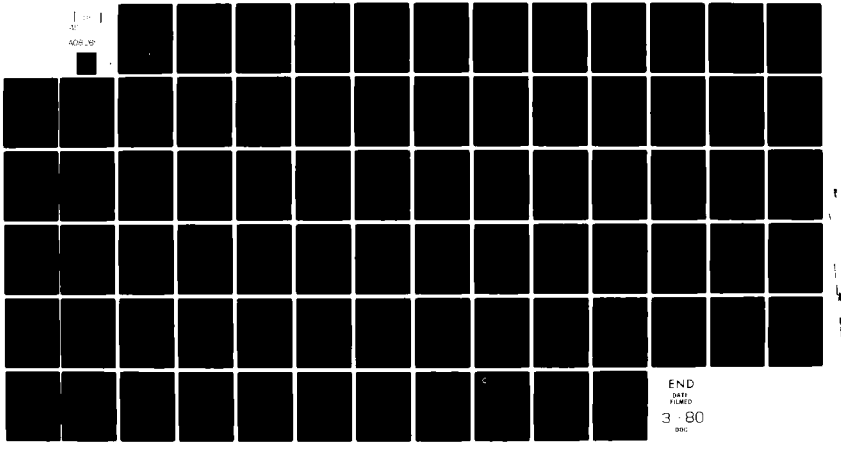

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ARMY OFFICER DUTY MODULE MANUAL

Harry I. Hadley
American Institutes for Research

LEADERSHIP AND MANAGEMENT TECHNICAL AREA

U. S. Army
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A unique personnel management system concept, the Duty Module, clusters tasks together statistically and logically so that jobs can be represented in a more specific manner than an MOS and with greater simplicity than task descriptions. This manual explains the steps already taken in developing duty modules and indicates the procedures for describing jobs in the rest of the Army branches, as well as procedures for reviewing and updating a duty module system.

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A complete set of Duty Module and Job Description material assembled by the Army Research Institute for the Behavioral and Social Sciences (ARI) to support a number of R&D efforts consists of the following nine volumes:

1. Army Officer Duty Module Manual. ARI Research Note 79-31, October 1975.

2. Duty Module Methodology for Officer Career Management System Development: Catalogue of Army Officer Duty Modules. ARI Research Note 79-32, October 1975. A081 266

A081 267 3. Duty Module Methodology for Officer Career Management System Development: Task Data Bank Index. ARI Research Note 79-33, November 1975.

A081 268 4. Duty Module Methodology for Officer Career Management System Development: Task Data Bank, Task List. ARI Research Note 79-34, October 1975.

A013586 5. Results of Field Survey to Evaluate an Experimental Set of Officer Duty Modules. ARI kesearch Note 79-35, January 1974.

6. Development of Criteria Dimensions for Evaluation of Performance and Career Development of Entry-Level Officers, ARI Research Note 79-36, November 1974.

A081 229 7. Duty Module Relationship to Training and Experience Requirements in Career Development and Alternate Specialty Selections. ARI Research Note 79-37, February 1975.

A033794 8. Design and Validation of Additional Duty Modules for Engineer and Ordnance Officer Positions, ARI Research Note 79-38, February 1975.

A081 157 9. Duty Module Methodology for Officer Career Management System Development, ARI Research Note 79-39, January 1976.

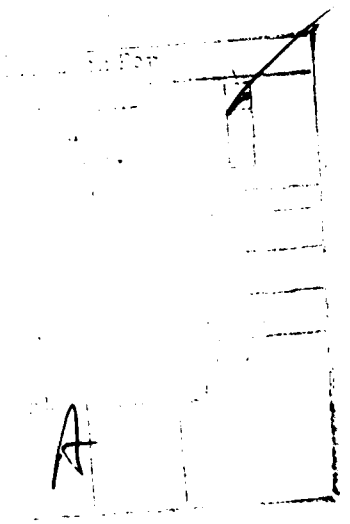
The set of duty modules and job descriptions contained in these nine volumes was developed by the American Institutes for Research (AIR) to meet a requirement for job information in an ARI research contract being executed by Educational Testing Service (ETS). This contract was part of the ARI research program on Career Progression (Information) Systems. These duty modules, developed for use in a career information system, have proved to be highly valuable for meeting a number of other research and developmental objectives.

The duty module concept evolved from interactions between the American Institutes for Research (AIR) and U. S. Army Research Institute for the Behavioral and Social Sciences (ARI). These interactions emerged from the AIR "Taxonomy" contract which was originally initiated and supported

by the Defense Advanced Research Projects Agency (DARPA). At the time monitorship of that contract was transferred from Air Force to Army, ARI was given the responsibility for redirecting the effort from an emphasis on experimental psychology principles to the field of personnel psychology. ARI proposed the development of a job taxonomy, based on a component of a duty position assignable to a single individual. This component could be considered as a building block for job re-engineering, useful for constructing TDA's or TO&E's, for tracking career progression of individuals, and for providing career information to Army personnel. It was hoped that such a job component would provide a common language as a basis for combining manpower requirements and resources, with the integration of training and career progression, into a single self-consistent operating system. AIR, continuing under contract supervision by ARI, developed this concept further and began referring to these job components as duty modules.

The reader is particularly urged to note that these duty modules were not specifically developed for use in developing or evaluating either school programs of instruction (POI) or the achievement of OJT objectives.

Current ARI research efforts are modifying and evaluating the duty module concept in order to provide a job component measure that is appropriate for use as a data element of a Training Information Feedback System (TIFS). The final form of this data element will reflect a greater concern for criticality of tasks and for the feasibility of defining criterion referenced standards corresponding to these tasks.



ARMY OFFICER DUTY MODULE MANUAL

Introduction

a. Development of the officer Duty Module concept.

The U.S. Army has developed an experimental system to improve communication among personnel resource planners, personnel assignment officers and manning table designers, and to facilitate the development of a common data bank of information on officer jobs. This new system has modular work activity descriptions that are based upon clusters of tasks. These task clusters have been given the name "Duty Modules". An example of a Duty Module is shown in Inclosure 1, Appendix A. While the concept is adaptable to other large organizations and to jobs held by civilian and enlisted personnel as well as officers, development of the system to date has been directed toward support of the Army's officer Corps generally, and particularly, the Officer Personnel Management System (OPMS).

A Duty Module, as the term is used herein, is a codifiable cluster of related tasks that tend to go together, occupationally and organizationally, in meaningful ways. In terms of relative size, a Duty Module is thought of as being smaller than an MOS and larger than a single task statement. To be useful in personnel management, each task cluster, or Duty Module, must be a coherent, distinctive and relatively self-contained segment of a significant work activity. By and large, each Duty Module should be applicable to a number of different duty positions and a wide variety of personnel. Properly composed and standardized Duty Modules become usable as "plug-in" units, like building blocks, for describing job requirements of manning table positions and qualifications and capabilities of personnel in a common language. To a far greater degree than either officer MOS or single task statements, Duty Modules also show the full interrelationship among jobs, including both the similarities and the differences.

The Duty Modules developed to date have been built up primarily from detailed field job analysis of representative positions filled by

Infantry, Armor, Quartermaster, Engineer, and Ordnance officers. The positions analyzed were in Grades O-1 through O-6 and in a wide variety of field and DA units.

b. Applications of Duty Modules in officer personnel management.

When fully developed, a complete set of officer Duty Modules offer almost unlimited possibilities for improving the efficiency and efficacy of the Officer Personnel Management System. If job requirements and personnel qualifications were stated in terms of interrelated Duty Modules, that is, if manning table positions were coded in terms of Duty Modules and officer personnel skills, knowledges, abilities, and job experience were coded in like terms, almost all personnel programs could be significantly improved. Programs such as selection for school, assignment of personnel to duty, design of officer training courses, performance appraisal, determining promotion potential, classification of positions, and officer career management could be improved. For example, requisitions currently tend to be annotated with requirements that are so specific that they do not allow for the flexibility needed in carrying on the officer assignment project, while officer qualifications are often stated in such general terms that they do not fully allow for meaningful selection of officers. The use of Duty Modules on manning tables would tend to improve the statement of realistic job requirements, while the use of the same Duty Modules to earmark the officer would tend to make an individual officer's skills more usable and more valuable. Likewise, the existence of a common language, in the form of Duty Modules, could improve and make most personnel actions fairer to the individual and more efficient for the Army.

These improvements, however, await the completion of the balance of Duty Modules necessary to cover the whole Army officer corps, and the jobs that these officers fill. To date, only a representative sample of positions that Infantry, Armor, Quartermaster, Engineer, and Ordnance officers fill have been analyzed and converted to Duty Modules. Other officer Branch positions such as Field Artillery, Signal, Military Police, Adjutant General, etc. are yet to be covered. In addition, a small sample of positions were studied in each of the original 47 OPMS Specialty Areas

to test the applicability of the concept to a wide variety of specialties. It is probable that coverage in these OPMS Specialties is insufficient for operational use. It is certain that many Branches, such as Field Artillery and Adjutant General, have not been surveyed in any systematic way and need to be analyzed before anything approaching a complete set of officer Duty Modules can be developed and put into operation. A listing of Duty Modules developed to date is shown in Inclosure 2, Appendix A by title and broad functional area. The full catalog of Duty Modules developed to date are contained in Reference 13.

c. Purpose and Scope of Manual.

The purpose of this manual is to explain the steps that have been taken in developing the Duty Modules so far produced, and integrating them into the basics of an operational system, and to indicate the procedures necessary to complete the coverage of the rest of the Army. Additionally, procedures necessary to review and update the Duty Modules system, once basic coverage is completed, are provided.

SECTION I

Determining Job Requirements Through Job Analysis

a. General.

Well over half the Army's budget expenditures go to the personnel and training areas. In the future, this proportion may go even higher, and improving personnel and training programs may become even more important than in the past.

The majority of programs in both military personnel management and military training are anchored in what are called job requirements. The concept of job requirements comes directly from the Army's stated mission, and from the expression of this mission in numerous, detailed tables of organization and tables of distribution. In both the personnel and training systems the method employed to gather relevant facts concerning the requirements of the jobs in various units is called job analysis, or sometimes erroneously, task analysis. Strictly speaking, task analysis is a product of job analysis not the process of analyzing jobs, but the two terms are often used interchangeably. In job analysis the work activity required by a position is broken down into task statements, and the skills, knowledges, and abilities and other qualifications required for successful performance of the job are recorded. The task statements and the qualifications needed are then combined into what is called a job schedule. Job data can then be grouped in various ways depending on the use to which the job analysis material is to be put.

Since the scope and inclusiveness of job analysis can vary widely depending on the use to which the material will be put, many types and kinds of job analysis may be on-going at any one time in an organization as large as the Army. For example, extremely detailed job analysis may be conducted to determine training curricula for an occupational training course. A more general type of job analysis may be conducted to classify positions which may be associated with a piece of new equipment. And, an even less specific type of job analysis could be conducted to select personnel to attend a new career course or a civilian college. Whether job

data gathered for a specific purpose or program has utility in another program or for another purpose must be decided on an individual basis by the program manager. Generally speaking, a program of multipurpose job analysis (in which the needs of all users are satisfied) is not feasible. Reference 5 in Appendix B discusses this problem more fully. In any case, if job data in suitable form and detail and of recent compilation are available, as is usually the case, a program of job analysis must be set up.

b. Selecting and Training Job Analysts.

Job analysts must be thoroughly familiar with the Army, particularly its organization and mission. In addition they need to be familiar with, but need not be expert in, the job area in which the analysis is to take place. They must have a good ability to interview job incumbents and write up work activity in clear, concise language. For analyzing officer jobs, it is highly preferable that Army officers, either active duty or retired be used. While this would appear to bring about a higher manpower cost, the higher output per man day resulting from the use of officers usually negates any original cost disadvantage. The selection and training of the job analysts used to produce the current officer Duty Modules is fully explained in Reference 5, Appendix B. Reference 5 also shows the actual results of specific field job analysis on selected Infantry and Quartermaster jobs.

Normally, about a one-week training course is needed for well-selected potential job analysts. There are a variety of methods for teaching job analysis. A particularly good method is fully explained in References 10, 11, and 12, which give specific training procedures for Functional Job Analysis. As most new job analysts have difficulty in mastering the use of action verbs to express specific work activities, it is well to secure copies of Reference 16 for their use. These definitions of action verbs, compiled by the U.S. Navy, are extremely helpful to the new analyst.

The form used to gather job analysis data for the current officer Duty Modules is shown at Inclosure 3, Appendix A. This form is a

modified version of the basic Functional Job Analysis (FJA) referred to above, and was found to be widely useful and capable of eliciting the job requirements data needed to formulate duty modules. At Inclosure 4, Appendix A, is an interview guide sheet to assist the new job analyst in gathering information about officer duties and tasks. These forms are fundamental to analyst training.

c. Selecting Representative Units, Positions, and Incumbents.

The selection of the proper number and kind of positions to represent an area of jobs under study depends in large part on the type of area. If a whole Officer Branch such as Field Artillery or an entire large OPMS Specialty, such as Combat Communications-Electronics is to be undertaken, a sample of at least 100 positions may be found to be necessary to portray the full range of differing positions and grades. If a smaller Branch such as Finance or a less diverse OPMS Special Area such as Aviation Materiel Management is to be studied, a sample of 50 positions, or even less, may be adequate. In either case, it is best to obtain a list of positions which represent the job area to be studied from experts in the field. These can be found in the applicable Army Service School or the concerned officer assignment section in the Military Personnel Center at DA. The basic, uncut list of positions should exemplify the full range and diversity of jobs in the area under study, and should indicate all grades in which a position is authorized.

Once the basic job list is compiled, units in which the positions exist in reasonable numbers should be listed opposite each position. The units then should be studied to determine which are doing a normal, representative mission; which are as fully staffed as possible; and which are readily available to the job analyst without placing undue burden on the unit. From the gross list of representative positions and units, the job analysis program manager should then select as many positions, grades, and units as his job analysis budget will allow. A trained job analyst should be able to average a job interview and writeup each work day, not counting travel time, time spent in entering and clearing a post, and time spent briefing the local commanding officer and other interested officers.

Selecting an individual incumbent for a position where more than one officer is performing an identical job should be left to the job analyst on the spot, who can consult with the unit commander to arrange the best incumbent possible. From the point of view of the job analysis, neither the best officer nor the poorest officer should be interviewed, but one who performs at the mid-level. From the viewpoint of the unit, often the most available officer will be suggested. While it is generally not necessary to use up the time of the most essential officer in the unit, it is absolutely necessary that the incumbent chosen be fully knowledgeable of the position requirements, have had at least six months experience on the job in a variety of different unit postures or commitments, and have sufficient verbal skills to express the intricacies of the job and its requirements in relatively untechnical language.

The procedures used for selecting positions, units, and incumbents and for determining sample size for job areas already covered by officer Duty Modules are portrayed in detail in References 5 and 8.

d. Conducting Field Job Analysis.

Field job analysis can be conducted at any time for which clearance to visit a desired unit can be obtained. It is preferable to reach a unit after it has finished such phases as maneuvers and battalion tests, and avoid units when they are in such stages or in last minute preparation for them. Officer job analysts can be scheduled in and out of units as individuals, and do not need group effort or field supervision. Individual arrangements for entering and clearing a post, briefing concerned officers, and scheduling interviews are usually best left to the job analyst who can accommodate himself to the wishes and problems of the unit commander. It is necessary, however, that the job analyst have in his possession a letter that authorizes his presence, explains the program, and has been sent through appropriate channels to the concerned unit. If at all possible, the job analyst should interview an incumbent and write up the job the same day. Experience has shown that in no case should the analyst try and do up four or five interviews before writing up the individual jobs. Job interview notes, taken in the haste of an interview, have a tendency to get cold and meaningless rather rapidly unless transcribed onto the finished form

with dispatch. Trips of over two or three weeks are usually undesirable as it results in the analyst trying to handle too many jobs of too great a variety in too short a period.

All field job analysis schedules should be reviewed by a competent professional job analyst. Review should be done to insure clarity, specificity in use of language, completeness of the forms, and overall value of the job information. Review of job schedules should be accomplished immediately after the job analyst turns his work in so that any needed corrections or modifications can be made while the job is still "fresh" in the mind and notes of the analyst, or the incumbent, in case it is necessary to recontact him. Both the analyst and the reviewer should record their opinions as to the value and validity of the job schedule so that it can subsequently receive more or less weight in the formulation of task statements and Duty Modules.

e. Recording and Filing of Job Schedules.

The job schedule reviewer or the job analysis program manager should register in all job schedules and code them for filing either under the MOS which covers the job or other position designation being used. This allows for checking the coverage to ascertain if an appropriate spread of jobs by MOS and grade is being secured. A form which has been found useful for recording in job schedules as they pass review is shown at Inclosure 5, Appendix A.

Deciding when position coverage is sufficient is largely a matter of judgment. If a position exists in a wide spread of grades and units, then at least one job schedule in each grade should be secured, and alternate job schedules secured in units where there is reason to believe the job may vary considerable. For example, in MOS 7010, Engineer Staff Officer, it was found desirable to get job schedules for each of the grades of Lieutenant, Captain, Major, Lieutenant Colonel, and Colonel, and to get supplementary schedules for the grades of Major and Lieutenant Colonel in widely different Engineer units. If forced to restrict the amount of coverage, generally the most valuable coverage in the officer area is obtained in jobs graded Captain, Major, and Lieutenant Colonel, omitting the

Lieutenant positions which tend to be overspecialized or largely assistant functions, and the Colonel jobs where the requirements may be largely managerial.

Any serious gaps in the desired coverage during the direct observation-interview phase of the field job analysis should be carefully noted by the project manager so that the shortcomings can be taken into account during the verification phase which will be discussed in a subsequent section.

SECTION II

Designing and Drafting Job Content Modules

a. Analyzing Field Job Schedules and Task Writing.

If the field job analysis has been done in a proper manner, and high quality job schedules are available, the formulation of job content modules is a relatively straightforward task. Task statements, suitable for use in the job content modules will be found to exist in the detail of duties and tasks contained in the job schedules. These tasks can be clustered into a draft Duty Module based primarily on occupational similarity and to a lesser extent on organizational association. The clustering of tasks can be done by job analysts assisted by subject matter experts on an empirical basis or, if sufficient assignment data in the job area are available on computer tapes, an obverse cluster system can be employed. The obverse cluster system of task grouping is based on the probability that the tasks will be assigned to the same person on the job, and is more fully explained in Reference 17. If assignment data are not available in computerized form, however, task clustering can be satisfactorily accomplished by a knowledgeable, experienced group.

It should be born in mind that tasks need to be clustered both vertically and horizontally. Vertical clustering is inherent in the Duty Module form itself (see Inclosure 1). It is apparent that all job content module tasks need to be written at the "journeyman" or "doer" level, e.g., "Prepare SOP for survey unit operations". It is obvious that at different vertical levels, usually expressed by grade in the manning table, an individual could be assisting in this task, doing this task by himself, supervising the person doing the task, or directing that the task be done by others as as part of a broader function. All of these possibilities are provided for by the columns on the right hand side of the Duty Module form. A Colonel in charge of survey operations would check that he directs this task to be done; a Lieutenant Colonel might check that he supervises the preparation of SOPs as part of his staff function; a Major on the same staff might check that he both supervises and rewrites

SOPs for survey operations; a Captain might check that he writes an SOP for survey operations of his unit; and a Lieutenant might check that he assists in the preparation of survey SOPs by gathering and forwarding data to the unit commander. This vertical task clustering is an example of the modularity of the tasks in the job content modules. The same task applies basically to a hierarchy of personnel, and the varying action taken is accounted for by the right hand columns without having to write five separate tasks.

Horizontal task clustering is more difficult, and a considerable amount of experience and job knowledge is necessary. Essentially, it is a process of combining or consolidating tasks which are sufficiently related, occupationally and organizationally, that they can be performed by the same individual without extensive additional training. An example may serve to clarify the point. Take the task quoted above: "Prepare SOP for survey unit operations". SOPs are written for combat, communications, operations, intelligence, logistics, and many other types of unit operations. If the group of job analysts and subject matter experts decide that all SOP writing can be done by an individual qualified to write any SOP without extensive additional training, then the task would be written: "Prepare SOP for unit operations". If the group decides that an individual must be trained in engineering survey operations to be able to write an engineering survey unit SOP, then the task would be written: "Prepare SOP for engineering survey unit operations". If, after thorough consideration, the group decides that an individual who can write SOPs for engineering survey units could also write SOPs for other survey units (such as Artillery Survey Units) but not for unrelated units, then the task would be written as originally quoted.

Each task prepared must be considered to determine whether it is unique to a single job in a single unit, common to a number of jobs in the same unit which are in the job hierarchy, and common to a number of other jobs in other related units. The wider the applicability of a task, and in turn a job content module, the more modular it becomes.

b. Examining Other Material Relevant to Job Requirements.

Unless the group preparing the job content modules is highly knowledgeable in the subject matter of the area in which they are working, it is desirable that material collateral to the job analyses should be examined. Such material can include technical manuals, training literature, manning tables, doctrinal plans, assignment records, equipment specifications, and related staff studies. Collateral material is extremely useful in helping to decide how broadly a task, and the combination of tasks making up a job content module can be stretched, both vertically and horizintally. A basic set of procedures for formulating and editing task statements is contained in Reference 12 and another for combining them into larger entities such as job content modules is explained in Reference 4.

c. Criteria for Formulating Job Content Modules

There is no single set of fixed criteria by which all job content modules can be judged. The Army is so complex an organization, and the officer corps so filled with personnel who have been selected and trained for their adaptability, that the number of factors which come into play on job assignments and unit missions and the amount of variance in these factors prohibits the use of any inflexible standards. The preparation of high quality Duty Modules is still an art as opposed to a hard science.

Nevertheless, rules and broad guidelines to assist the module writer can be stated, and will prove useful if it is kept in mind that they are not universal guages which will fit all situations encountered in officer personnel management. Within this context, the following guidelines can be useful in the complex process of formulating job content modules out of job analysis task data.

1. Each job content module must be meaningful to the personnel who will be using it; the trainers, the assignment officers, the manning table makers, etc.

2. A job content module should be as independent as possible of other modules. It should not require additional explanatory material to differentiate it from other modules or to explain its meaning.

3. A job content module should be of reasonable length, generally not more than one page. Most of the modules written to date (see Reference 13) contain between 10 and 20 task statements. Less tasks than 10 usually indicates that the module can be combined successfully with another. More than 20 tasks usually indicates that the module is so broad that it breaks naturally into submodules which begin to be treated separately.

4. Job content modules must be written to cover all regular duties of a position or group of positions. However, additional duties which many junior officers perform and which are not necessarily associated with a particular position (e.g., Savings Bond Officer, Range Officer, Voting Officer, etc.) need not be included in the modules.

5. The key to the significant skills involved in a job content module is in the selection of a specific action verb for each task statement and for the overall module. Vague, generalized language such as "is responsible for" should be avoided.

6. Avoid using verbs which show level of skill rather than action taken. Verbs such as "directs", "supervises", and "assists" are column headings on the Duty Module form and indicate the level of skill to be checked by various job incumbents. They are not appropriate for the task statements themselves.

7. Generally, do not write modules which have tasks crossing over major Army functions such as combat, supply, administration, and intelligence. Modules which have a combination of dissimilar functions lose their modularity, or "plug-in" value for use with a variety of positions. Most positions will need more than one module to adequately describe the duties performed and skills required.

8. Use technical job language and standard abbreviations to the extent that they are understood and accepted by informed military personnel who are not necessarily experts in narrow job areas.

9. It is <u>not</u> necessary that a position incumbent must perform <u>all</u> tasks in a module before it applies to his position. On the other hand, if a position only requires one or two of the tasks in a 15 task module, it is doubtful that it should be used to classify that position.

10. A good rule of thumb as to the amount of training time needed before a task cannot be added to a module but must go into a new module is the amount of OJT or school training needed to teach the task. If it takes more than 20-30 days OJT or school training for a job incumbent who can perform the first 12 tasks of a module to learn the 13th task being considered, it is probable that a new module should be started or the task should be combined with a different module.

SECTION III

Field Verification of Draft Duty Modules

a. General.

The material that a job analyst gathers from a job incumbent in a field unit regarding his job or from an engineer who is designing a new piece of equipment is basic to the formulation of Duty Modules. However, as the job analyst seldom interviews more than one or two incumbents in a single position, the information he secures is often biased by the uniqueness of that particular incumbent, his unit, and that particular location. The resulting modules which are formulated from these data, called job content modules, are subject to the same bias and need to be checked against other incumbents in other units who hold the same position. This process is called field verification and results in turning the job content modules into full fledged Duty Modules useable Army-wide.

b. Selecting a Field Verification Job Sample.

Contrary to field job analysis which is conducted on-the-spot in the field, field verification is conducted from a central location and questionnaires are mailed out to job incumbents in a variety of units throughout the Army. The number of incumbents surveyed can vary considerably based upon the incidence of that position in the troop basis and the number of qualified job incumbents available for survey. It should be understood that a position is considered to be a single line on a manning table, not an MOS. Thus, Infantry Light Weapons Platoon Leader in the grade of First Lieutenant is a position, while Infantry Unit Commander, MOS 1542, is an MOS which covers a variety of positions in a variety of grades. The process of field verification is one in which positions with the same titles, but in different units, are checked to determine if the job content modules need to be modified. Occasionally, particularly in TDA units, the same position will have the identical grade and MOS but have a slightly different title, e.g., in one unit a position may be called "Deputy Director of Education" and in another unit "Assistant Director of Education". In cases such as these the position should be considered as identical for field verification purposes.

The number of field positions needed for verification of the job content module or modules which have been prepared to describe the position is a matter of judgment. As a general rule, a minimum of three identical positions should be surveyed in different units to verify the job content modules. However, where more positions exist in units that will be surveyed anyway, it is desirable to increase the number of field verifications to five or even ten. Where a large segment of the Army is being surveyed, such as a major Branch, it may be desirable to select representative units of that Branch, and then survey all officer personnel in those units. This will insure that the original set of positions selected in the field job analysis is revalidated, and that the job content modules do, indeed, cover the duties and tasks of the officers of that Branch.

If possible, a minimum of three identical or similar units in different locations, or in a different state of readiness, should be selected. Their manning table or tables should then be examined and compared with the manning table of the unit in which the field job analysis was done to select either those particular positions that are desired, or to prepare a list of all officer positions that are available for survey. Care should be taken that positions with identical titles, but different grades, are treated as separate positions.

c. Application of Job Content Modules to Job Incumbents.

After the positions for the field verification survey are selected, a package of one or more job content modules needed to correctly describe the position should be assembled for each planned job incumbent. The different job content modules selected will be based primarily on the results of the original field job analysis, i.e., those modules which were written up based on the field interviews. However, it should be kept in mind that many positions contain duties that are common to other, seemingly dissimilar, positions, and that these duties have been described in job content modules developed in previous work, and are already contained in the data bank.

It is apparent from the above that a fairly good knowledge of the positions and units being surveyed, and of the Duty Modules already in the data bank, are necessary to compile a set of Duty Modules for a particular

position. An examination of Inclosure 6 brings out this point; it is part of a package used to verify the position of Tank Platoon Leader. It can be seen that five job content modules were selected to cover the position. Of these five, the first three, O-A-10, O-A-11, and O-E-1 cover duties and tasks which are common to a greater or lesser extent to the position of all platoon leaders throughout the Army as they deal with normal company level administration, training, and equipment maintenance. The last two job content modules, O-U-1 and O-U-6, are specific to the duties and tasks of Infantry and Armor platoon leaders, and would not be included in a survey of other platoon leaders such as those of truck platoons.

After the proper job content modules are selected for a position, a standard explanatory memorandum, a set of instructions for filling out the forms, an identifying cover sheet, and a catalog list of all Duty Modules by title are assembled and included with the job content modules. These are contained in Inclosure 7 and show detailed information which must be sent to each respondent. Inclosures 6 and 7 are a complete set of sample materials for a field verification of Tank Platoon Leader. The instruments are then placed in a brown envelope with the applicable position title marked on the outside.

Each unit being surveyed should have a contact officer who receives, distributes, and collects the completed forms. A sample explanatory letter to the Contact Officer is at Inclosure 8 and explains his part in the field verification. A complete set of all Duty Modules is sent to the Contact Officer, so that any job incumbent being surveyed who feels his job is not fully described can study all other Duty Modules to see if they pertain to his position. This prevents the field verification from being biased by the job incumbent only answering what he received. The Contact Officer collects all forms and returns them to the central office.

As more than one unit is usually being surveyed at one time, it is desirable that each Duty Module form, cover sheet, and outside envelope be marked in the upper right hand corner with an identification number to indicate the position being surveyed, and the post and unit to which the

form was sent. This simplifies the assembly and analysis of the forms when they are returned.

d. Refining Tasks and Modules.

After the field verification forms are returned, it is necessary to analyze the responses to see if they differ significantly from the data compiled in the field job analysis. Corrections, additions, or other changes to the job content modules can then be made as required. In cases of minor word changes or updating of procedures, the changes can be made in the modules based on the judgment of the job analyst who originally formulated the job content modules. In cases of major discrepancy, or cases in which changes are evident but there is no central tendency, it is preferable to either assemble a panel of job knowledge experts to study the needed changes, or to have an experienced job analyst reinterview new incumbents in the same position. Generally, changes to the job content modules can be made on the basis of the predominant trend of the majority of responses. References 6 and 8 give in detail the procedures for conducting field verification of job content modules.

Once the job content modules are revised in accordance with the field verification, they become full-fledged Duty Modules and should be added to the duty module catalogue.

SECTION IV

Establishing a Duty Module Data Base

a. General.

After the job content modules have been field verified and such modifications as are deemed appropriate made, a set of Duty Modules results. In order for these Duty Modules to be fully useful they have been organized into functional groups in the Duty Module catalog. However, as the number of Duty Modules and tasks grows, it becomes apparent that a more sophisticated system is desirable to locate and cross-compare tasks and modules with new additions or modifications to the bank. As the data bank grows it will also become desirable to computerize it so that much of the tedious work of sorting and comparing can be computer programmed. Consequently, a coded index of the current Duty Modules and tasks has been prepared. See Reference 18. The procedures for using, preparing, and continuing this coded index are given below.

b. Using the Data Bank Index.

The index has been constructed so that the tasks for the current duty modules are accessible as new officer positions are analyzed and new Duty Modules prepared. When appropriate, existing task statements should be used to describe new positions, to insure standardization, and facilitate the full application of the Duty Module concept. The following procedure is suggested:

1. Determine the object, that is, the thing most related to the activity of a newly written task statement. The object has been referred to in this manual as the "key word group."

2. Find the key word group (in caps) in the index, then follow down the entries in the object category until you find the modifiers (also in caps) which are the same as, or similar to, those of the task statement in question.

3. Be certain that the verb (in lower case) in the index is the same as that in the task statement.

4. Once all of the potential entries and their task numbers have been identified, the task statement in question may be checked against the Task Data Bank. The Data Bank contains complete task statements of all of the current Duty

Module tasks in numerical order. Tasks can be found from the task numbers obtained from the index.

5. Comparison of the task statement in question with the task already in the bank will determine:

   a. the "approved" formulation of the task statement where there is a match, or

   b. that none of the present tasks in the bank fit the new statement.

Besides using the task data bank index when contemplating new or revised Duty Modules to accommodate new positions, the index can also be used to check internal consistency of task statements. For the most efficiency, however, computer programs should be designed to handle this exercise. When such programs exist, purification of the data bank and its modules and tasks can be carried on routinely, possibly in conjunction with periodic review of the data bank. This is discussed further in the next Section.

c. Key Word Coding and Indexing.

The Duty Module data bank coding index covers the existing field-validated task statements, of which there are approximately 1700. The completed task data bank index consists of close to 4000 task entries listed in alphabetical order. Each entry is paired with a number permitting reference to the full task statement as given in the Task Data Bank List, Reference 14. Tasks have been made, through indexing and numbering, more independent from the Duty Modules in which they are located. However, the task list and associated index have been assembled with no regrouping of the existing Duty Modules or tasks. Additions can be made to Duty Modules or to tasks and new or more specific Duty Modules can be annexed, numbered, and indexed as they evolve.

Key words to be indexed in each task are determined by locating the focus of the action in each task statement. In almost all cases this focus is found to be the word or words which describe the thing, event, concept, service, organization, or element upon which the action of the task statement is performed. As an illustration, examine the following task statement: "0245 Prepare and present operations briefings". Applying

the task data bank index system to this task yields an entry as follows:

OPERATIONS BRIEFINGS, prepare and present 0245

The words "operations briefings" describe the event that the activity of the task statement is performed upon. This phrase, then, becomes the "key word group" for this task and is the primary element for categorization. Key word groups may or may not be followed by intermediate sections set off by commas from the key word group and the verb. These are secondary descriptions--meaningful, but non-key, modifiers of the key phrase.

It has been found in most instances that the more specific the key word group is, the easier the task is to find. For this reason, the action of the sentence itself (the verb) is not suitable for inclusion in the key word group or for use as a key word since verbs tend to be limited in number and somewhat general in nature in officer tasks. For example, the verbs "prepare", "establish", and "monitor" appear in many task statements, but by themselves do not aid in differentiating the task from others.

If there is more than one word used as the focus for the activity of the task (i.e., if there are descriptors or modifiers contained in the key word group), the phrase may be treated as a whole and individual words will not receive separate index entries. For instance, the word "briefings" in the above example does not receive a separate index entry; adding the specific type of briefings makes the index entry far more meaningful and useful for field application.

Key word groups should contain as few words as possible, but these words must be specific enough to provide access to only a limited number of tasks. If "briefings" had stood alone as a key word "group", the index would have listed dozens of entires. Locating and examining each of these entries for applicability would be impracticable.

The specificity of the key word group is dependent on the context in which the task is set. As an example, consider the index entries of the following two task statements:

0240 Determine operational readiness requirements and readiness status of unit.

0241 Recommend allocation of and authority for use of critical command resources such as replacements, special ammunition, and aircraft.

Index entries for 0240 are as follows:

OPERATIONAL READINESS REQUIREMENTS, UNIT, determine	0240
READINESS STATUS, UNIT, determine	0240

Words within the key word group "operational readiness requirements" are not indexed further, i.e., "readiness requirements" and "requirements" do not receive entires. The word "unit" becomes a secondary descriptor that is set off by commas from the key word group. In the same way, "readiness status" is not further indexed under "status," and it carries the secondary descriptor of "unit." The inclusion of such secondary descriptors if related to the specificity of the modifiers retained in the key word group. The context, then, determines both the words included in the key word group and any secondary descriptors which are included as part of the index entry.

In task 0241, the type of resources is specified in words which may be idiosyncratic to the analyst who collected data for job descriptions. Hence the word which would provide most immediate access to this task is "resources." The index entries for 0241 read:

RESOURCES ALLOCATION, recommend	0241
RESOURCES USE AUTHORIZATION, recommend	0241

In this case there might be a tendency to use the single word "resources" for the key word group, following it with a descriptor to be set off by commas. However, it is "resources allocation" and "resources use authorization" that are being recommended by the officer, not simply "resources."

Both 0240 and 0241 illustrate another principle governing the formulation and indexing of task entries. An index entry is generated for each meaningful word group that describes the object of the task activity. Thus, both "operational readiness requirements" and "readiness status" receive entries. Likewise, in task 0244 the entire list of objects receives entries: "Prepare studies, reports, records, and correspondence

pertaining to operations." This generates key word groups of OPERATIONS CORRESPONDENCE, OPERATIONS RECORDS, OPERATIONS REPORTS, and OPERATIONS STUDIES.

Overuse of commas should be avoided. Within the key word group, words which help to specify the object upon which the verb is acting are not separated by commas. Specifiers which follow the key word group are set off by commas from the verb. Consider the following tasks:

0459 Conduct local defense measures.

0467 Plan and implement local security, local defense and camouflage of tactical signal center.

Both of these tasks receive entries under defense:

DEFENSE, LOCAL, plan and implement	0467
DEFENSE MEASURES, LOCAL, conduct	0459

In task 0467, the key word "group" is defense since it is defense which is being planned and implemented. The specific type of defense is further described by the word "local," which becomes a secondary descriptor set off by commas. In contrast, the action performed by the verb in task 0459 applies to the key word group "defense measures." Defense specifies the kind of measures being conducted and does not need to be set off with a comma.

The focus of the task statement may not always be a description of the object, thing, or event upon which the action of the task statement is performed. In this case, the most meaningful object related to the action or verb is selected for the key word group in order to provide a significant and accessible index entry. Task 0411 reads: "Coordinate base and facility engineering planning with other staff and other headquarters or departments concerned." Here the verb is "coordinate" and the elements being coordinated are staff and appropriate organizations. An index entry concerned with staff or with coordination does not allow easy accessibility to this task statement and its associated Duty Module. It is the subject the coordinating officer is concerned with which provides the key: facility engineering planning." The index entry thus becomes:

FACILITY ENGINEERING PLANNING, CONCERNED ORGANIZATIONS, coordinate with	0411

As a general rule, the coded entry is formulated entirely from the language of the task. However, the logical index entry derived from a task taken out of the context and language of the Duty Module may occasionally become meaningless and inaccessible. In this case the overall subject given for the associated Duty Module can be added to the key word group or modifier. Task 0659 illustrates this indexing principle:

> Evaluate progress, test results, and reports and order or recommend appropriate actions, such as changes to pilot models.

If they were consistently used as key word groups, the words "progress," "test results." "reports," and "actions" would provide an index user with a long list of numbers corresponding to tasks that have been indexed only in the same general terms. Access to the task itself (or a similar one) would involve looking up each of the numbers given. If the word "report" had been used consistently as a key word "group," for instance, finding a similar task would involve a search of close to 150 tasks concerned with different varieties of reports. An attempt has been made in the task indexing and coding process to insure that the tasks stand alone, independent of the Duty Modules in which they are presently located. For the task 0659, the Duty Module subject may be summarized as "research, development, and engineering." The index entries for the task in question acquire this as part of the key word group to make the task more accessible:

> RESEARCH, DEVELOPMENT, AND ENGINEERING ACTIONS, order or recommend
> DEVELOPMENT, AND ENGINEERING PROGRESS, evaluate
> DEVELOPMENT, AND ENGINEERING REPORTS, evaluate
> DEVELOPMENT, AND ENGINEERING TEST RESULTS, evaluate

These do <u>not</u> then receive separate entires, such as

> ACTIONS, RESEARCH, DEVELOPMENT, AND ENGINEERING, order or recommend

To cross index in this manner would generate extensive lists of general key words, providing a cumbersome index that would be less useful.

The index entry may be modified from the initial task statement in another instance. Usually in officer tasks the verb assumes minor importance since most of the functions are supervisory and administrative in nature. However, when the verb provides the key to the task, it may be converted to a noun which serves as the key word "group." An appropriate verb is then added to complete the task entry. To illustrate:

0205 Brief on ground reconnaissance and surveillance.

is entered in the index as follows:

GROUND RECONNAISSANCE BRIEFINGS, present	0205
SURVEILLANCE BRIEFINGS, present	0205

Determining the significance and utility of modifiers and key word groupings requires basic knowledge of task analysis and of military organization, phraseology and tasks, and reflects to some degree the judgment of the coder. Reliability can be established by having two groups of coders index an identical sample of tasks. Problem cases should be referred to subject matter experts and key word groups determined by them. It is suggested that this procedure be followed to establish some measure of consistency in any indexing of future Duty Modules. Before indexing new task statements the indexer or coder should determine key word groups for a sample of AIR-indexed task statements to experience the AIR-established level of specificity and the types of decisions on key word groups that have been fairly consistently used in the index to this date.

The numbering device for task statements was constructed so that newly established and field-verified tasks and modules might be added with ease to the task data bank and index. Tasks receive four digit numbers in chronological order as they are entered into the Task Data Bank Task List. Similar tasks which are determined to be identical in content and are rewritten or edited to read the same are assigned the same number, regardless of the other numbers in the Duty Module they may be associated with. There exists, then, no relationship between Duty Modules and the assigned numbers; numbers are related only to discrete tasks.

Index entries are alphabetized in such a way as to maintain the integrity of key word groupings. When there are key word groups that are the same (compare sample index entries 6-7 and 15-16 [Inclosure 9]). Following these key word groups which have no modifiers are task entries with modifiers set off by commas (see samples 7-8 and 13-14 [Inclosure 9]). The next type of entry includes key word groups which have the same initial word as the preceding type of entry, where this word is part of the whole object and is not set off by commas (see samples 9-10 and 13-14 [Inclosure 9]). Variations in similar key word groups are listed alphabetically.

SECTION V

Additions, Revisions, and Modifications to Duty Modules and Tasks

a. Periodic Review of Data Bank.

In order for a job/personnel classification system to be of value, it is essential that it be kept up to date. This statement would be agreed to by nearly all commanders and personnel managers. The problem lies in the execution of this aim; for not only do personnel seem to be constantly changing, jobs also seem to undergo rapid and extensive change. People change their skills, knowledges and abilities through job experience, training, formal schooling, hobbies, career desires, and a host of other factors. Jobs also seem to change extensively through reorganization, command prerogative, efficiency studies, changing equipment and work environments, new concepts, and many additional forces. Suffice it to say that a system of Duty Modules, if it is to be useful to commanders and personnel and training managers must be periodically reviewed and updated.

As the Duty Module Data Bank stands now, of course, there remain large areas of basic coverage that need to be completed before a full set of job requirements is on hand and in organized form. Branches such as Field Artillery and Signal have not been sampled, and many OPMS Specialties have been only lightly touched. This basic coverage of Army officer jobs should be completed to provide a full data bank. However, updating the material already in the Duty Module catalogue is equally important if the system is to be a viable one. A formal system for review and updating the Duty Modules should be established involving the DA, FORSCOM, TRADOC, AMC, and the major field commands. Review and updating should be scheduled on a periodic basis, probably as frequently as every six months, to insure that commanders and program directors can rely on the currency and validity of the job information.

b. Determining the Need for New or Modified Duty Modules and Tasks.

While job requirements, particularly in the officer area, can change due to a variety of reasons, there are some factors that play such a major role in job content and organization that they will almost always cause job changes whenever they themselves change.

Primary among these factors is the issuance of new equipment to an experimental or standard field unit. One has only to look back at the introduction of guided and ballistic missiles to combat units and the coming of computers to administrative and logistic units to appreciate the scope of job change that can be caused by new equipment. Determining job requirements for new equipment is complicated, however, by the absence of field units to survey prior to the time that the new job classifiers are needed. The techniques outlined in Sections I through IV above are not completely applicable when no standard field unit is available to survey. Rather, the job analyst must seek data from the equipment specifications of the design engineers, and the tests and evaluations of the experimental units of TECOM. Ideally, the development of job requirements should be written into the RDT&E cycle so that the development of a personnel sub-system is co-terminate with the development of other equipment sub-systems, such as training, supply, and maintenance. If this were done, Duty Modules for the job changes associated with a particular piece of equipment would be developed by the contractor along with the equipment itself on a fully integrated basis. If this is not possible, or if there is no major contractor, job analysts should examine engineering specifications throughout the life cycle development of the equipment, analyze experimental unit experience in employing the equipment, and develop the required tasks and Duty Modules so as to be ready prior to the time the equipment is introduced to regular field units.

Organizational changes are of almost equal occurrence in causing job changes. The impact of changing the division slice, or reorienting the support services for the field Army are obviously a major determinant of job requirements. Here again, ideally, the development of new and revised tasks and Duty Modules should be incorporated in the reorganization effort from its inception. Indeed, it is difficult to see how organizational changes of a qualitative nature can be accurately portrayed without new job classifications. However, aside from major reorganization of units, smaller, day-to-day changes in manning table slots can and do cause significant changes in job duties and qualifications. Expanding a unit in size can result in splitting a duty among different positions; consolidating sections of a unit can, conversely, cause broadening of the duties and tasks of one

or more positions. Ideally, such changes in job requirements as are required should be drawn up by the manning table proponent to accompany and reflect the organizational changes. Barring this, a job analyst can examine the units and jobs concerned and record the necessary revisions or modifications to the job data bank.

Changes in doctrine or policy can also have significant effect on officer job classifications. Decisions made at the Departmental level on career management, assignment policy, promotion, officer schooling, and many other areas may require minor or substantial modifications to the job structure. Such modifications should be considered along with the proposed doctrinal changes, and personnel management officers alerted to prepare the necessary revisions to the data bank.

Lastly, comes a host of orders and changes which are implemented by lower and upper echelon commanders and managers which can cause noticeable changes in related job requirements. Programs such as supply economy, maintenance modifications, soldier suggestions, manpower and budget economy, and the resulting field orders or changed ARs can establish new positions, abolish old jobs, and change previous job requirements to an extent that necessitates job description changes.

c. Gathering Job Requirements Data for Changing Jobs.

As indicated above, the ideal system for gathering job requirements information needed to modify the Duty Module Data Bank is to have the development of such data built into the program causing the change. This insures that the needed personnel sub-system will be ready on time and in tune with the modification which is changing the jobs. If this is not done, the job analyst, while he can develop new and modified tasks and Duty Modules after the change has been fully implemented, may be unable to make a contribution to the efficiency of the new system or take into full account the best interests of the officer personnel affected.

If the equipment, doctrinal, or organizational change is a major one, usually entire new Duty Modules will need to be developed and old ones weeded out. If the change is a more modest one, it is possible to save time

and expense by using the current Duty Modules as a starting point to determine needed modifications. Engineering specifications, or the job experience of personnel experimenting with or testing the new concept or equipment can be matched with related, existing Duty Modules to determine where individual tasks need to be amplified, omitted, or modified. The survey techniques outlined in Section III above can be beneficially applied in situations of this sort and the expense of a full-scale field-job analysis, verification, and codification avoided. If actual job incumbents do not exist, a panel of subject matter experts can be substituted as the source for identifying Duty Module and task changes.

d. Searching the Current Data Base.

It is important to keep in mind that the entire concept of Duty Modules is one of interchangeability of Duty Modules across jobs. Therefore, new tasks must be compared against the existing task list (see Reference 14) so as to avoid duplication. Likewise, the current Duty Modules should be carefully examined to determine relevancy to the new job requirements (see Reference 13). In introducing job changes to the system, the job analyst or program manager will almost always have the option of either stretching a current Duty Module to accommodate a new task or tasks, or writing a new module. There is no hard and fast rule to determine when either case should obtain. In new equipment the tendency, generally, is toward adding new modules so that personnel trained in the equipment can be earmarked in the personnel system. In the case of organizational and doctrinal changes, the tendency generally is in the direction of adapting the current modules to accommodate the new tasks, so that current personnel are not left with an outmoded classification. In either case, a thorough knowledge of the contents of the current Duty Module Data Base is needed to determine the proper entry of new job data.

e. Adding or Deleting Duty Modules or Tasks.

Tasks in Duty Modules and whole Duty Modules should be deleted from the data bank and the task list when they become outmoded or obsolete. However, care should be taken that they are not deleted on the basis of their no longer being required for a particular position, if the Duty Module is classifying more than that position. All positions need to be checked

before deleting a whole Duty Module. Consideration should also be given to the need for the task or Duty Module proposed for deletion in manning tables which remain in the troop basis even though there are no active troop units in the force structure.

Additions to the Duty Module Data Bank should be made sufficiently in advance of the need for the classifier in the field to accommodate planning manning tables, training courses, and reclassification of advance party personnel. When the added tasks and modules are required because of new equipment entering the inventory, it may be desirable to put provisional tasks and Duty Modules into the bank. These can be verified later when field units are activated.

As the tasks within a Duty Module have no particular sequence, new tasks can be added at the end of a module and given a new number without reference to the numbers of the other tasks in the Duty Module. The complete task list (Reference 14) is needed to determine the next sequential number available for a new task. The next available number should be used, regardless of which module the task is going into. If a task is being deleted, the task list should be annotated to indicate that the number has been deleted from the bank and the number not used again. If an entire new Duty Module is being added, a block of new numbers can be used from the end of the task list. The modules in the data bank are arranged into functional groups, however, and any new Duty Module should be added to the data bank (Reference 13) in the appropriate functional group to assist in finding related modules within the catalog. If a number of new modules are being added which comprise a major addition, consideration should be given to adding a new functional group. Here again, as there is no logical sequence to the functional groups in the catalog, the new function can be added at the end of the catalog. The added Duty Modules can be numbered in accordance with either a new functional group or as an addition to an existing functional group, as the case warrants.

SECTION VI

Appendix A Inclosures

Inclosure 1	Sample Duty Module Format
Inclosure 2	Catalogue List of Army Officer Duty Modules
Inclosure 3	Job Analysis Schedule Format
Inclosure 4	Job Analysis Interviewer's Guide Sheet
Inclosure 5	Format for Registry of Officer Job Schedules
Inclosure 6	Duty Modules for Tank Platoon Leader, Lieutenant
Inclosure 7	Instructions for Participating in Duty Module Field Verification Survey
Inclosure 8	Sample Letter to Field Contact Officer
Inclosure 9	Sample Task Data Bank Index Entries

SECTION VI

Appendix B References

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Identification No. _____

Date: October 1975 Code:

DUTY MODULE O-EE-11 Conducts engineering surveys	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
1156 Prepare SOP for survey unit operations.						
1157 Study maps or photos, and available survey records, of area to be surveyed, and make physical reconnaissance.						
1158 Plan survey and organize survey team accordingly.						
1159 Determine established benchmarks or other survey control point to be used, physically locate or establish, and verify.						
1160 Perform survey operations in the field, employing transit, theodolite and level, and trigonometric calculations.						
1161 Issue instructions to survey team and inspect their work.						
1162 Verify own and subordinates' survey accuracy by proper closure on control point, independent survey, or other techniques.						
1163 Produce survey data by use of photogrammetric techniques.						
1164 Establish additional survey control points for use by other engineer and artillery units and provide horizontal and vertical survey control data to them.						
1165 Check existing maps and marked photos for accuracy by comparison against verified survey data.						
1166 Prepare survey records and reports, and correspondence and memoranda concerning survey matters.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:

	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

CATALOGUE LIST OF ARMY OFFICER DUTY MODULES (BY AREA)

A. COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION

O-A-1 Performs unit administration
O-A-2 Performs general administration
O-A-3 Exercises military command authority
O-A-5 Supervises a staff section, detachment, or office
O-A-6 Performs headquarters management staff functions
O-A-7 Performs special staff administrative and adjutant type functions
O-A-8 Directs, coordinates, and supervises a staff
O-A-9 Performs executive staff secretariat functions
O-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems
O-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit
O-A-12 Performs overall programming evaluation and review staff work
O-A-13 Performs management analysis staff functions

B. PERSONNEL

O-B-1 Performs manpower management staff functions
O-B-2 Performs personnel management staff functions
O-B-3 Performs staff functions pertaining to personnel services
O-B-4 Performs officer personnel management functions at departmental level
O-B-5 Directs or coordinates postal services for an installation or command

C. INTELLIGENCE

O-C-1 Performs combat intelligence staff functions
O-C-2 Performs counterintelligence and security staff functions in a general staff or coordinating staff
O-C-3 Performs foreign area strategic intelligence staff functions
O-C-5 Performs aerial surveillance staff functions in a general staff or other coordinating staff
O-C-6 Performs intelligence staff functions concerning ground reconnaissance and surveillance
O-C-7 Directs and conducts operations of counterintelligence unit
O-C-8 Conducts military intelligence collection operations in the field

D. OPERATIONS AND PLANS (STAFF)

O-D-1 Performs operations staff functions in a General Staff or other coordinating staff
O-D-2 Performs operations planning staff functions in a General Staff or other coordinating staff
O-D-3 Performs air support staff functions in a General Staff or coordinating staff
O-D-4 Coordinates fire support for unit tactical operations
O-D-6 Directs school troop unit operations at a service school center

E. ORGANIZATION, TRAINING

O-E-1 Trains troops and/or civilian employees in units and activities
O-E-2 Performs training staff functions
O-E-3 Performs force development functions in general staff or other coordinating staff

F. LOGISTICS (STAFF, CONSUMER UNITS, AND COMPOSITE COMBAT SUPPORT COMMAND)

O-F-1 Performs supply operations at consumer unit level
O-F-2 Performs supply staff functions
O-F-3 Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff
O-F-4 Performs transportation staff functions in a general staff or other coordinating staff
O-F-5 Performs logistical services staff functions in a general staff or other coordinating staff
O-F-6 Performs staff functions pertaining to motor vehicle maintenance and operations
O-F-7 Performs general logistics staff functions
O-F-8 Performs staff functions concerning procurement of materiel
O-F-10 Reviews, processes, and coordinates military construction budgetary planning and programming at Major command or departmental level
O-F-11 Plans, staffs, and coordinates military base and facility engineering requirements
O-F-12 Directs and controls operations of a combat support command or comparable composite combat service support organization

G. COMMUNICATIONS AND ELECTRONICS

O-G-1 Serves as Battalion or Brigade Communications Officer
O-G-2 Performs communications-electronics (CE) staff functions
O-G-3 Directs and controls operations of mobile communications support unit

O-G-5 Establishes and controls mobile area signal center
O-G-6 Manages communications-electronics facilities and services at major command post or operations center
O-G-7 Directs and controls fixed telecommunications center
O-G-8 Establishes and controls communications-electronic services for military posts and comparable fixed installations

H. CIVIL-MILITARY AFFAIRS

O-H-1 Performs civil-military staff functions
O-H-2 Plans and controls civil affairs operations
O-H-3 Plans and coordinates psychological warfare operations
O-H-4 Performs attache type intelligence functions

I. COMPTROLLERSHIP AND PROGRAM/PROJECT/PRODUCT MANAGEMENT

O-I-1 Performs program and budget staff functions
O-I-3 Conducts cost studies and analyses of financial management
O-I-6 Develops and designs budgetary methods and procedures for financial management systems

J. ARMY AVIATION

O-J-1 Performs Army aviation staff functions
O-J-2 Pilots rotary wing aircraft
O-J-3 Pilots fixed wing aircraft
O-J-4 Directs and controls Army aircraft maintenance
O-J-5 Performs Army aviation safety duties

K. RESEARCH, DEVELOPMENT, TEST, AND EVALUATION

O-K-1 Performs staff functions pertaining to research, development, test, and evaluation of new equipment and materiel
O-K-2 Conducts service or operational test and evaluation of new equipment and materiel
O-K-3 Coordinates test and evaluation of new equipment and materiel
O-K-6 Coordinates or conducts research, development, and engineering for developmental materiel or system
O-K-7 Performs or assists in overall life-cycle management of special materiel project or product

L. OPERATIONS RESEARCH AND SYSTEMS ANALYSIS

O-L-1 Performs operations research analysis

M. ADP MANAGEMENT AND PROGRAMMING

O-M-1 Performs ADP staff functions

N. EDUCATION, INSTRUCTION

O-N-1 Prepares and conducts formal instruction in a school
O-N-2 Conducts ROTC activities at civilian education institution
O-N-3 Prepares doctrinal or formal instructional publications

O. INFORMATION ACTIVITIES

O-O-1 Performs public information staff functions
O-O-2 Assembles and prepares materials for command information or troop information activities
O-O-4 Manages television or radio station of the Armed Forces Radio and Television SErvice

P. AUDIO-VISUAL ACTIVITIES

O-P-1 Manages various audio-visual services for a major installation or activity
O-P-2 Produces taped television or motion picture films for instructional or information purposes

U. TACTICAL DIRECTION OF COMBAT UNITS

O-U-1 Directs and controls employment of Infantry and Armor maneuver
O-U-2 Directs and controls mortars
O-U-3 Directs and controls tactical employment of reconnaissance and scout unit
O-U-4 Directs and controls heat seeking type air defense weapons (Redeye)
O-U-5 Directs and controls antitank elements
O-U-6 Participates individually and directly in ground combat

W. MISCELLANEOUS

O-W-1 Provides personal assistance to general officer
O-W-2 Directs and leads honor guard unit and performs staff functions pertaining to ceremonies
O-W-4 Performs unit liaison activities
O-W-5 Performs Inspector General staff functions
O-W-6 Performs military history staff functions
O-W-7 Provides advice and assistance for Army reserve components
O-W-9 Represents US forces in military standardization activities with other countries

X. INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS

O-X-2 Participates in airborne operations as a parachutist (MOS SQI prefix 7)
O-X-3 Performs specialized nuclear weapons effects analysis (MOS SQI prefix 5)

AA. AIR DEFENSE ARTILLERY

O-AA-1 Directs and controls employment of light air defense artillery weapons
O-AA-2 Directs and controls HAWK type air defense launchers and missiles

BB. FIELD ARTILLERY

O-BB-1 Directs and controls employment of field artillery cannon firing battery
O-BB-4 Performs field artillery reconnaissance and survey
O-BB-5 Performs field artillery target acquisition

CC. MILITARY POLICE, LAW ENFORCEMENT, CRIMINAL INVESTIGATIONS

O-CC-1 Serves as Provost Marshal
O-CC-2 Controls and participates in military police operations
O-CC-4 Directs and operates a military confinement facility
O-CC-5 Directs, controls, and participates in operation of criminal investigation unit
O-CC-6 Directs and operates criminal information center or system

EE. ENGINEERING

O-EE-1 Directs and controls combat engineer unit
O-EE-2 Directs and controls portable bridging
O-EE-3 Directs and controls mobile water supply point unit operations
O-EE-4 Directs and employs atomic demolitions (ADM)
O-EE-5 Serves as engineer staff officer
O-EE-7 Directs and controls engineer construction or heavy equipment unit
O-EE-8 Designs, plans, and monitors construction projects for military engineer units
O-EE-9 Directs and controls facilities engineering services for an installation
O-EE-10 Prepares terrain study material
O-EE-11 Conducts engineering surveys
O-EE-12 Manages field production or revision of topographic and photographic military maps
O-EE-13 Performs on-site supervision of engineer contract construction projects, and related contract administration
O-EE-14 Coordinates military construction activities in an engineer district
O-EE-15 Provides resident engineer district representation and services at a military installation
O-EE-16 Conducts engineer oriented strategic studies and analyses
O-EE-17 Plans, constructs, and maintains military pipeline system

FF. LOGISTICAL SERVICE OPERATIONS (SPECIALIZED)

O-FF-1 Manages installation commissary
O-FF-3 Manages officers' open mess
O-FF-4 Performs food service and advisor staff functions
O-FF-5 Directs and controls operation of mobile field laundry and bath units
O-FF-6 Directs and controls support service unit or activity
O-FF-7 Performs purchasing and contracting functions under the Armed Services Procurement REgulations
O-FF-8 Directs and controls field mortuary and cemetary activities
O-FF-9 Manages materiel supply control for one or more commodities within an organization or activity
O-FF-10 Performs staff and operating functions concerning property disposal
O-FF-11 Performs contract administration functions under the Armed Services Procurement Regulations
O-FF-12 Coordinates materiel production and procurement activities for a major project or program
O-FF-13 Oversees contractor-operated munitions plant
O-FF-14 Directs a unit engaged in explosive ordnance disposal operations
O-FF-15 Performs explosive ordnance disposal staff functions
O-FF-16 Directs and controls chemical combat support
O-FF-17 Performs chemical staff functions in a combat or combined arms organization

GG. TRANSPORTATION (OPERATIONS AND SPECIALIZED FUNCTIONS)

O-GG-1 Coordinates military passenger traffic and movement operations
O-GG-2 Performs staff management and coordination of military cargo shipments to and from overseas
O-GG-3 Coordinates cargo handling operations at military ocean terminal
O-GG-4 Directs or coordinates operations of deployable water terminal operating unit
O-GG-5 Directs and controls operations of amphibious truck unit
O-GG-6 Directs and controls operations of transportation truck unit
O-GG-7 Performs highway traffic engineering staff functions

HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS

O-HH-1 Directs parachute maintenance and aerial delivery equipment support
O-HH-2 Directs and controls petroleum supply unit
O-HH-3 Directs and controls supply unit or activity
O-HH-6 Supervises division heavy drop support
O-HH-8 Directs and controls repair of non-missile equipment

O-HH-9 Supervises storage and warehouse operations
O-HH-10 Directs and controls support maintenance for artillery missile systems
O-HH-11 Directs and controls machine shop and metal-working
O-HH-12 Directs and controls special ammunition combat service support operations
O-HH-13 Exercises staff supervision and technical control over maintenance support operations
O-HH-14 Performs technical parts supply staff function
O-HH-15 Manages parts supply activities or units
O-HH-17 Directs and controls conventional ammunition supply and storage operations
O-HH-20 Coordinates large-scale bulk POL movement and storage operations

II. FINANCE

O-II-1 Performs finance and accounting functions
O-II-2 Performs financial services staff functions for a deployable command

KK. CRYPTOLOGY, SPECIALIZED SIGNAL INTELLIGENCE AND SECURITY OPERATIONS, AND ELECTRONIC WARFARE

O-KK-1 Directs and conducts ground signal surveillance, intercept, intelligence, and related electronic warfare operations
O-KK-2 Directs and conducts airborne signal intelligence operations
O-KK-3 Directs, conducts, and/or performs specialized cryptologic functions
O-KK-4 Performs functions concerning Electronic Warfare (EW) in a general staff

IDENTIFICATION INFORMATION

Please fill in the identification information requested below for each officer interviewed. The information will be used for research purposes only and will not become a part of any personnel or official file.

1. Name: . . . . . .
2. Grade: . . . . . .
3. Branch: . . . . . .
4. Unit Identification: . . . . . .
5. Station: . . . . . Zip Code . . . .
6. Position Title: . . . . . Grade . . . .
7. Office Telephone: Area Code. . . Phone Number . . . Extension . .
8. What is your primary MOS: . . . . . .
9. What is your duty MOS: . . . . . .
10. Total years active commissioned service: . . . . . .
11. Total number of months in present position: . . . . . .
12. Date of interview: . . . . . .
13. Name of analyst: . . . . . .

Signature of Analyst . . . . . .

Initials of Reviewer:

Job Schedule Number _____

Inclosure 3

OFFICER'S ACTIVITIES AND RESPONSIBILITIES

1. **Position Summary:**

2. **Detailed Duties and Tasks Performed:**

Use additional sheets as needed.

OFFICER JOB QUALIFICATIONS

		REQUIRED	DESIRABLE
EDUCATION			
1. Civilian	High school / 2 yrs col. / B.A. / M.A. / PHD	( )	( )
2. MILITARY	Basic / Adv Br / C&GS AFSC / SSC / Other	( )	( )
SPECIAL SKILLS			
1. Language	Specify / Fluency	( )	( )
2. Prefix digit skills			
Psy Ops		( )	( )
Tech Intel		( )	( )
Sp. Forces		( )	( )
RDT & E		( )	( )
Aviator	Type	( )	( )
Airborne		( )	( )
Instructor		( )	( )
ADP		( )	( )
Electronic Warfare		( )	( )
Foreign Area Specialist	Area	( )	( )
Advisor		( )	( )
OR/SA		( )	( )
Avionics		( )	( )
Military Assistance		( )	( )
Flight Examiner	Type	( )	( )
Race relations		( )	( )
Ranger		( )	( )
Ranger/Parachutist		( )	( )
Other	Specify	( )	( )

OFFICER JOB QUALIFICATIONS

		REQUIRED	DESIRABLE
C.	PHYSICAL		
1.	Appearance & bearing (Describe below)	( )	( )
2.	Age — Minimum | Maximum	( )	( )
3.	Ethnic — Specify	( )	( )
4.	PULHES	( )	( )
D.	Job Experience and Training		
1.	Troop Duty	( )	( )
2.	Staff Duty — Level	( )	( )
3.	MOS Prerequisite — Specify	( )	( )
4.	Occupational Training — Specify	( )	( )
E.	Status		
1.	Commission — Source | Category . .	( )	( )
2.	Branch — Branch	( )	( )
3.	Grade — Specify	( )	( )
4.	Marital Status — Specify	( )	( )

OFFICER JOB QUALIFICATIONS

F. Limits of Responsibility

1. **Grade:**

Position	Incumbent	Supervisor

2. **Echelon of Unit:** (Check below or judge equivalency if required)

Co	Bn	Bde	Corps	Army	Maj Cmd	Da Staff	Joint Staff

3. **Number of Persons Directly Supervised:**

0-1	2-4	5-9	10-20	21+

4. **Financial or Fiscal:** (Tangible Property)

NONE	$1-1,000	$1,000-50,000	50,000-$1,000,000	$1,000,000+

5. **Disciplinary Authority UCMJ**

NONE	AW-15	SPECIAL COURT

6. **Promotions and Reductions:**

NONE	E-1 to E-3	E-4 & E-5	E-6 & E-7

7. **Signatory Authority:**

NONE	SIGNS FOR	SIGNS AS

8. **Other:** (Describe)

G. Mental Skills

1. Written Expression:

Field Messages	Orders & Reports	SOP'S	Staff Studies

Situation Estimates

2. Oral Expression:

Orders & Reports	Peer Conferences	Formal Briefing	Lectures

3. Mathematical Logic:

Whole Numbers	Fractions	Geometry	Trig or Statistics

Theoretical Equations

4. Problem Solving:

Routine Scheduling	Improvisations	Trouble Shooting

Analysis & Synthesis

5. Social Contacts:

Intraservice	Interservice	Civilian	Diplomatic

OFFICER CAREER DEVELOPMENT FACTORS

A. What factors in your current assignment do you believe will be beneficial to your career development?

B. What new skills were developed, or what skills that you already possessed were considerably enhanced, by performance in your current position?

C. What new job interests were developed, or what old job interests that you already possessed were considerably enhanced, by performance in your current position?

D. What job experience would you recommend your replacement have before entering the job?

E. Is there any part of your current job that you find more satisfying than another part; if so, what part?

F. (1) From a career development standpoint what job would you consider to be most desirable for your next assignment?

(2) What job would you consider to be least desirable for your next assignment?

(3) What factors entered into your decision in replying to (1) and (2) above?

6. OFFICER CAREER DEVELOPMENT FACTORS

1. What factors in this position are critical to successful performance of the job?

   (a) Critical Duties

   (b) Critical skills and knowledges

   (c) Other critical qualifications

2. In which of the new 47 OPMS Specialties would you place this job?

3. Do you feel that DA Pam 600-3 (the OPMS Green Pamphlet) placed your primary MOS in the proper Specialty?
   If not, what Specialty would you suggest?

4. Do the required duties, skills, and knowledges of your current position relate to your:

   Primary Specialty?

   Alternate Specialty?

   Both?

   Neither?

5. In personally evaluating the Army, yourself, and the OPMS Specialties, what do you feel your primary and alternate Specialties should be?

   Primary Specialty?

   Alternate Specialty?

6. What specialized civil or military schooling have you had which contribute directly to performance of your current position? Please be specific as to courses, where possible.

7. What skills learned on previous assignments that you have had contribute directly to performance of your current position?

8. Overall, do you believe your previous schooling and assignments have adequately prepared you for your current position?

COMMENTS SECTION

A. General Comments of the Incumbent:

B. Comments of the Analyst:

INTERVIEWER'S GUIDE SHEET

1. PLANNING
   a. Determine need for a plan and its objectives
   b. Select or prepare plan
   c. Evaluate and test plan
   d. Request new guidance
   e. Modify plan

2. INFORMATION GATHERING
   a. Observe personnel and operations
   b. Perform operation personally
   c. Query superiors, subordinates, and experts
   d. Study technical source data
   e. Synthesize information

3. CONTROLLING
   a. Prepare and issue orders
   b. Obtain feedback on results
   c. Make timely modifications
   d. Counsel subordinates
   e. Observe and train subordinates on the job

4. DOING
   a. Review and authenticate reports
   b. Coordinate outside of own unit by personal contact
   c. Lead, command, and manage personnel
   d. Perform additional details and duties
   e. Operate equipment
   f. Prepare estimates, letters, regulations, and orders
   g. Teach at formal school or provide unit instruction
   h. Prepare and coordinate staff studies
   i. Brief senior officers

5. ORGANIZING

   a. Establish mission and organize work force into an official unit
   b. Receive mission from higher authority and organize unit
   c. Interpret and apply policies received from higher authority
   d. Propose reorganization to higher authority

6. POLICY SETTING

   a. Establish and promulgate full range of policies to guide subordinate units
   b. Establish precedents and procedures for unit operations
   c. Interpret and apply policies received from higher authority
   d. Coordinate proposed policy and recommend modifications

REGISTRY OF OFFICER JOB SCHEDULES

POSITION TITLE, GRADE, AND MOS _____

ANALYST	DATE ASGD	UNIT	LOCATION	JOB SCHEDULE NUMBER	DATE RECD	REVIEW BY	REMARKS

AIR Duty Module Survey Form (Rev1974)

Identification No. _____

Date: October 1975 Code:

DUTY MODULE O-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0076 Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.						
0077 Investigate and seek information to counsel, advise, or assist subordinates.						
0078 Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.						
0079 Evaluate subordinates.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:

	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

AIR Duty Module Survey Form (Rev1974)

Identification No. _____

Date: October 1975 Code:

DUTY MODULE O-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0080 Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.						
0081 Monitor care and maintenance and security of weapons and other equipment.						
0082 Monitor care, security and maintenance of facilities, grounds, and installation property in unit custody.						
0083 Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.						
0084 Perform maintenance record administration in unit.						
0085 Inspect troops, equipment and facilities.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:

	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

AIR Duty Module Survey Form (Rev1974)

Identification No. _____

Date: October 1975 Code:

DUTY MODULE O-E-1 Trains troops and/or civilian employees in units and activities	(0) Direct	(1) Supervise	(2) Do and supervise	(3) Do	(4) Assist	(5) Not applicable
0277 Prepare training schedules in accordance with training programs and directives.						
0278 Prepare lesson plans for training.						
0279 Arrange for training areas, training materials and aids.						
0280 Teach formal classes by lecture.						
0281 Conduct group instruction.						
0282 Conduct demonstrations.						
0283 Conduct individual on-the-job training.						
0284 Conduct practical applicatory team training.						
0285 Manage range firing.						
0286 Conduct physical training.						
0287 Conduct unit operational training exercises.						
0288 Monitor and inspect training.						
0289 Test and evaluate training status and proficiency.						
0290 Post training records, training publications, and submit training reports.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:

	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

AIR Duty Module Survey Form (Rev1974)

Identification No. _____

Date: October 1975 Code:

DUTY MODULE O-U-1 Directs and controls employment of Infantry and Armor maneuver unit	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0787 Interpret orders, obtain intelligence and other information pertaining to mission.						
0788 Evaluate relevant factors including mission, enemy, terrain and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.						
0789 Plan disposition and employment of unit.						
0790 Arrange for and coordinate fire support.						
0791 Issue orders to carry out unit's mission.						
0792 Inform own, superior, subordinate, and adjacent units on situation.						
0793 Coordinate actions with friendly units and civil authorities.						
0794 Evaluate operations progress and modify orders as the situation warrants.						
0795 Check personnel, weapons, equipment and supplies, and prepare for further operations.						
0796 Plan and employ communications.						
0797 Employ surveillance radar, sensing devices and take other measures to establish local security.						
0798 Employ and coordinate use of rotary wing aircraft in tactical operations.						
0799 Assign personnel to duty, inspect work, train in proper procedures and provide leadership.						
0800 Employ armor vehicle launch bridge.						

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
1. DO MODULE AND TASKS APPLY TO YOUR POSITION:					
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:							
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB					
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

AIR Duty Module Survey Form (Rev1974)

Date: October 1975 Code: Identification No. _____

DUTY MODULE O-U-6 Participates individually and directly in ground combat	(8) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0832 Fight enemy at close range with individual weapons or in hand-to-hand combat.						
0833 Employ night vision equipment in reconnaissance and target identification.						
0834 Sense effect of fire, and adjust fire accordingly.						
0835 Drive vehicle in combat when regular operator is incapacitated or unavailable.						
0836 Employ first aid.						
0837 Operate crew-served weapons when regular crew is depleted.						
0838 Operate field telephone and voice radio.						
0839 Serve in patrols as required by the tactical situation.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:

	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

AMERICAN INSTITUTES FOR RESEARCH
IN THE BEHAVIORAL SCIENCES
3301 New Mexico Avenue, NW, Washington, DC 20016 ● 202/686-6800

Project 51200

October 22, 1975

MEMORANDUM FOR: ARMY OFFICERS PARTICIPATING IN DUTY MODULE FIELD SURVEY

This field survey is part of a research project being conducted by the American Institutes for Research (AIR) on contract for the U.S. Army Research Institute for the Behavioral and Social Sciences. AIR is developing an experimental concept, revolving around the use of "Duty Modules," for describing and grouping work activities of Army personnel.

A Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules, like building blocks.

After a thorough study of the job content of Army positions, research analysts have developed a number of experimental Duty Modules for certain categories of officer positions. As a participant in the survey phase of this project, you will be asked to identify and evaluate Duty Modules applicable to your position and to answer some questions about how they relate to your position.

The data you provide are for research purposes only and will not in any way become part of your DA personnel files; do not include your name.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

Inclosure 1

INSTRUCTIONS

Project Materials

Attached are the following project materials. Please examine and check them against the list below.

A. COVER SHEET. This is divided into two parts: Part I, for you to provide identification data; and Part II, for you to fill out after reviewing attached Duty Module Forms. In the right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.

B. CATALOGUE LIST OF OFFICER DUTY MODULES. This is a list of experimental Duty Modules for various functions in a variety of officer positions.

C. DUTY MODULE FORMS. These are a group of experimental Duty Modules in field survey form which have been attached by the contractor to survey your position. In the top right corner, each Duty Module form should have the same Identification Number as your Cover Sheet.

Procedure

1. Fill in Part I of your Cover Sheet. Please type or print legibly.

2. Look over the Catalogue List of Officer Duty Modules to familiarize yourself with the kinds of Duty Modules therein and to identify tentatively those applicable to your position, subject to the more detailed examination in the steps below.

3. Examine all the Duty Module Forms already attached for you, to see if they apply to your position and cover its significant functions. If a Duty Module is not applicable in any significant degree to your current position in either (a) actual or simulated combat operations or (b) garrison or other circumstances, then print "NOT APPLICABLE" in large letters across the face of the form and disregard the rest of that form.

4. If you consider other Duty Modules necessary to cover the significant functions of your position, then select them from the Catalogue List of Duty Modules, insofar as applicable. (In considering modules with overlapping content, use only the one that fits best. Do not seek modules for minor common activities or miscellaneous duties not integral to your position.) If Duty Modules in the Catalogue List are not available to you, list on the back of your Cover Sheet any additional Duty Modules you would need. Similarly, you can also use that space to describe any further Duty Module requirements of your position beyond the Duty Modules in the Catalogue List.

5. Fill out each Duty Module Survey Form which is applicable to your position (either on the basis of present job performance or estimated requirements under operational conditions), as follows:

a. For each listed task applicable to you, mark an "X" next to it in the appropriate right-hand column. Make no mark for a task which does not apply to your position. (Note: In the column headings, "supervise" means person-to-person, continuous supervision of immediate subordinates, as in the relationship of a rating officer to rated officer. "Direct" means actively directing from one echelon higher than "supervising," as in the usual relationship of an indorsing officer to rated officer.)

b. If changes or additions to the task statements are needed, please write any suggestions on the face or back of the Duty Module forms.

c. Fill out also the lower portion of each Duty Module Survey Form, by placing an "X" in the appropriate box on each line. There are two lines per question. See below.

(1) Notice that each of the three question items relates to two different circumstances - (a) "In actual or simulated combat operations and support," and (b) "In garrison and other than a." In many cases your answers may be quite different under these two different circumstances.

(2) If your position is in a non-deployable unit and would not involve actual or simulated combat operations, then for Question 1, Line a, simply mark Block 1 (indicating little or no applicability), and disregard Line a of Questions 2 and 3. Conversely, if the module applies only in actual or simulated combat operations or support, never otherwise, simply mark Block 1 of Question 1, Line b, and disregard Line b of Questions 2 and 3.

(3) In answering Question 2 (Time Spent on Module), you should reflect your own actual performance when applicable, but if the module would apply to your position in combat operations you will have to estimate that time, if you can, on the basis of experience and training.

(4) In answering Question 3 (Relative Criticality of Module), only one of your modules should be marked as "least critical" and one as "most critical".

6. Go back to the Cover Sheet and complete Part II as indicated. Use the back of the Cover as needed.

COVER SHEET

Individual Survey Identification Number _____

PART I--IDENTIFICATION DATA, TO BE COMPLETED BY INCUMBENT AS FIRST STEP:
(Please print or use typewriter; legible entries are essential.)

Position title _____

Organization/unit _____

Station _____ Zip code _____

Your grade _____ Your branch _____ Your primary OPMS Spec. _____

Position grade _____ Pos. branch _____ Pos. OPMS Spec. _____

TOE No. _____ or TDA No. _____

Date _____

PART II--TO BE FILLED OUT BY INCUMBENT ON COMPLETING DUTY MODULE FORMS:

1. Did you obtain and attach any additional Duty Modules selected from the Catalogue List?

   a. No _____
   b. Yes _____, I added the following _____(List by module number).

2. Did you mark "Not Applicable" on any Duty Modules initially issued to you?

   a. No _____
   b. Yes _____, the following _____(List by module number).

3. Do the attached Duty Modules (including any you added but excluding any marked "Not Applicable") fit your position (primary duty assignment) and reasonably describe the essentials of the duties indicated? (See Note below*)

   a. Yes _____
   b. No _____(If "No", explain on back of this sheet.)

4. What estimated percentage of your total working time is accounted for by your attached Duty Modules?

   a. In actual or simulated combat operations and support? _____%
      (Omit a if it is inapplicable or you feel unable to estimate.)
   b. In garrison and other than a? _____%

5. Besides the Duty Modules attached, do you still need other Duty Modules to cover the significant duties of your position (primary assignment)? (See Note below*)

   a. No _____, the attached Duty Modules suffice.
   b. Yes _____, I need other modules, which I indicate on the back of this sheet.

*Note: In your analysis, ignore minor local variations, miscellaneous minor common tasks such as PT, and extra duties not integral to the position, such as serving as duty officer, on special projects, etc.

AMERICAN INSTITUTES FOR RESEARCH
Project 51200
October 1975

CATALOGUE LIST OF ARMY OFFICER DUTY MODULES (BY AREA)

A. COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION

O-A-1 Performs unit administration
O-A-2 Performs general administration
O-A-3 Exercises military command authority
O-A-5 Supervises a staff section, detachment, or office
O-A-6 Performs headquarters management staff functions
O-A-7 Performs special staff administrative and adjutant type functions
O-A-8 Directs, coordinates, and supervises a staff
O-A-9 Performs executive staff secretariat functions
O-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems
O-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit
O-A-12 Performs overall programming evaluation and review staff work
O-A-13 Performs management analysis staff functions

B. PERSONNEL

O-B-1 Performs manpower management staff functions
O-B-2 Performs personnel management staff functions
O-B-3 Performs staff functions pertaining to personnel services
O-B-4 Performs officer personnel management functions at departmental level
O-B-5 Directs or coordinates postal services for an installation or command

C. INTELLIGENCE

O-C-1 Performs combat intelligence staff functions
O-C-2 Performs counterintelligence and security staff functions in a general staff or coordinating staff
O-C-3 Performs foreign area strategic intelligence staff functions
O-C-5 Performs aerial surveillance staff functions in a general staff or other coordinating staff
O-C-6 Performs intelligence staff functions concerning ground reconnaissance and surveillance
O-C-7 Directs and conducts operations of counterintelligence unit
O-C-8 Conducts military intelligence collection operations in the field

D. OPERATIONS AND PLANS (STAFF)

O-D-1 Performs operations staff functions in a General Staff or other coordinating staff
O-D-2 Performs operations planning staff functions in a General Staff or other coordinating staff
O-D-3 Performs air support staff functions in a General Staff or coordinating staff
O-D-4 Coordinates fire support for unit tactical operations
O-D-6 Directs school troop unit operations at a service school center

E. ORGANIZATION, TRAINING

O-E-1 Trains troops and/or civilian employees in units and activities
O-E-2 Performs training staff functions
O-E-3 Performs force development functions in general staff or other coordinating staff

F. LOGISTICS (STAFF, CONSUMER UNITS, AND COMPOSITE COMBAT SUPPORT COMMAND)

O-F-1 Performs supply operations at consumer unit level
O-F-2 Performs supply staff functions
O-F-3 Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff
O-F-4 Performs transportation staff functions in a general staff or other coordinating staff
O-F-5 Performs logistical services staff functions in a general staff or other coordinating staff
O-F-6 Performs staff functions pertaining to motor vehicle maintenance and operations
O-F-7 Performs general logistics staff functions
O-F-8 Performs staff functions concerning procurement of materiel
O-F-10 Reviews, processes, and coordinates military construction budgetary planning and programming at Major command or departmental level
O-F-11 Plans, staffs, and coordinates military base and facility engineering requirements
O-F-12 Directs and controls operations of a combat support command or comparable composite combat service support organization

G. COMMUNICATIONS AND ELECTRONICS

O-G-1 Serves as Battalion or Brigade Communications Officer
O-G-2 Performs communications-electronics (CE) staff functions
O-G-3 Directs and controls operations of mobile communications support unit

O-G-5 Establishes and controls mobile area signal center
O-G-6 Manages communications-electronics facilities and services at major command post or operations center
O-G-7 Directs and controls fixed telecommunications center
O-G-8 Establishes and controls communications-electronic services for military posts and comparable fixed installations

H. CIVIL-MILITARY AFFAIRS

O-H-1 Performs civil-military staff functions
O-H-2 Plans and controls civil affairs operations
O-H-3 Plans and coordinates psychological warfare operations
O-H-4 Performs attache type intelligence functions

I. COMPTROLLERSHIP AND PROGRAM/PROJECT/PRODUCT MANAGEMENT

O-I-1 Performs program and budget staff functions
O-I-3 Conducts cost studies and analyses of financial management
O-I-6 Develops and designs budgetary methods and procedures for financial management systems

J. ARMY AVIATION

O-J-1 Performs Army aviation staff functions
O-J-2 Pilots rotary wing aircraft
O-J-3 Pilots fixed wing aircraft
O-J-4 Directs and controls Army aircraft maintenance
O-J-5 Performs Army aviation safety duties

K. RESEARCH, DEVELOPMENT, TEST, AND EVALUATION

O-K-1 Performs staff functions pertaining to research, development, test, and evaluation of new equipment and materiel
O-K-2 Conducts service or operational test and evaluation of new equipment and materiel
O-K-3 Coordinates test and evaluation of new equipment and materiel
O-K-6 Coordinates or conducts research, development, and engineering for developmental materiel or system
O-K-7 Performs or assists in overall life-cycle management of special materiel project or product

L. OPERATIONS RESEARCH AND SYSTEMS ANALYSIS

O-L-1 Performs operations research analysis

M. ADP MANAGEMENT AND PROGRAMMING

O-M-1 Performs ADP staff functions

N. EDUCATION, INSTRUCTION

O-N-1 Prepares and conducts formal instruction in a school
O-N-2 Conducts ROTC activities at civilian education institution
O-N-3 Prepares doctrinal or formal instructional publications

O. INFORMATION ACTIVITIES

O-O-1 Performs public information staff functions
O-O-2 Assembles and prepares materials for command information or troop information activities
O-O-4 Manages television or radio station of the Armed Forces Radio and Television SErvice

P. AUDIO-VISUAL ACTIVITIES

O-P-1 Manages various audio-visual services for a major installation or activity
O-P-2 Produces taped television or motion picture films for instructional or information purposes

U. TACTICAL DIRECTION OF COMBAT UNITS

O-U-1 Directs and controls employment of Infantry and Armor maneuver
O-U-2 Directs and controls mortars
O-U-3 Directs and controls tactical employment of reconnaissance and scout unit
O-U-4 Directs and controls heat seeking type air defense weapons (Redeye)
O-U-5 Directs and controls antitank elements
O-U-6 Participates individually and directly in ground combat

W. MISCELLANEOUS

O-W-1 Provides personal assistance to general officer
O-W-2 Directs and leads honor guard unit and performs staff functions pertaining to ceremonies
O-W-4 Performs unit liaison activities
O-W-5 Performs Inspector General staff functions
O-W-6 Performs military history staff functions
O-W-7 Provides advice and assistance for Army reserve components
O-W-9 Represents US forces in military standardization activities with other countries

X. INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS

O-X-2 Participates in airborne operations as a parachutist (MOS SQI prefix 7)
O-X-3 Performs specialized nuclear weapons effects analysis (MOS SQI prefix 5)

AA. AIR DEFENSE ARTILLERY

O-AA-1 Directs and controls employment of light air defense artillery weapons
O-AA-2 Directs and controls HAWK type air defense launchers and missiles

BB. FIELD ARTILLERY

O-BB-1 Directs and controls employment of field artillery cannon firing battery
O-BB-4 Performs field artillery reconnaissance and survey
O-BB-5 Performs field artillery target acquisition

CC. MILITARY POLICE, LAW ENFORCEMENT, CRIMINAL INVESTIGATIONS

O-CC-1 Serves as Provost Marshal
O-CC-2 Controls and participates in military police operations
O-CC-4 Directs and operates a military confinement facility
O-CC-5 Directs, controls, and participates in operation of criminal investigation unit
O-CC-6 Directs and operates criminal information center or system

EE. ENGINEERING

O-EE-1 Directs and controls combat engineer unit
O-EE-2 Directs and controls portable bridging
O-EE-3 Directs and controls mobile water supply point unit operations
O-EE-4 Directs and employs atomic demolitions (ADM)
O-EE-5 Serves as engineer staff officer
O-EE-7 Directs and controls engineer construction or heavy equipment unit
O-EE-8 Designs, plans, and monitors construction projects for military engineer units
O-EE-9 Directs and controls facilities engineering services for an installation
O-EE-10 Prepares terrain study material
O-EE-11 Conducts engineering surveys
O-EE-12 Manages field production or revision of topographic and photographic military maps
O-EE-13 Performs on-site supervision of engineer contract construction projects, and related contract administration
O-EE-14 Coordinates military construction activities in an engineer district
O-EE-15 Provides resident engineer district representation and services at a military installation
O-EE-16 Conducts engineer oriented strategic studies and analyses
O-EE-17 Plans, constructs, and maintains military pipeline system

FF. LOGISTICAL SERVICE OPERATIONS (SPECIALIZED)

O-FF-1 Manages installation commissary
O-FF-3 Manages officers' open mess
O-FF-4 Performs food service and advisor staff functions
O-FF-5 Directs and controls operation of mobile field laundry and bath units
O-FF-6 Directs and controls support service unit or activity
O-FF-7 Performs purchasing and contracting functions under the Armed Services Procurement REgulations
O-FF-8 Directs and controls field mortuary and cemetary activities
O-FF-9 Manages materiel supply control for one or more commodities within an organization or activity
O-FF-10 Performs staff and operating functions concerning property disposal
O-FF-11 Performs contract administration functions under the Armed Services Procurement Regulations
O-FF-12 Coordinates materiel production and procurement activities for a major project or program
O-FF-13 Oversees contractor-operated munitions plant
O-FF-14 Directs a unit engaged in explosive ordnance disposal operations
O-FF-15 Performs explosive ordnance disposal staff functions
O-FF-16 Directs and controls chemical combat support
O-FF-17 Performs chemical staff functions in a combat or combined arms organization

GG. TRANSPORTATION (OPERATIONS AND SPECIALIZED FUNCTIONS)

O-GG-1 Coordinates military passenger traffic and movement operations
O-GG-2 Performs staff management and coordination of military cargo shipments to and from overseas
O-GG-3 Coordinates cargo handling operations at military ocean terminal
O-GG-4 Directs or coordinates operations of deployable water terminal operating unit
O-GG-5 Directs and controls operations of amphibious truck unit
O-GG-6 Directs and controls operations of transportation truck unit
O-GG-7 Performs highway traffic engineering staff functions

HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS

O-HH-1 Directs parachute maintenance and aerial delivery equipment support
O-HH-2 Directs and controls petroleum supply unit
O-HH-3 Directs and controls supply unit or activity
O-HH-6 Supervises division heavy drop support
O-HH-8 Directs and controls repair of non-missile equipment

O-HH-9 Supervises storage and warehouse operations
O-HH-10 Directs and controls support maintenance for artillery missile systems
O-HH-11 Directs and controls machine shop and metal-working
O-HH-12 Directs and controls special ammunition combat service support operations
O-HH-13 Exercises staff supervision and technical control over maintenance support operations
O-HH-14 Performs technical parts supply staff function
O-HH-15 Manages parts supply activities or units
O-HH-17 Directs and controls conventional ammunition supply and storage operations
O-HH-20 Coordinates large-scale bulk POL movement and storage operations

II. FINANCE

O-II-1 Performs finance and accounting functions
O-II-2 Performs financial services staff functions for a deployable command

KK. CRYPTOLOGY, SPECIALIZED SIGNAL INTELLIGENCE AND SECURITY OPERATIONS, AND ELECTRONIC WARFARE

O-KK-1 Directs and conducts ground signal surveillance, intercept, intelligence, and related electronic warfare operations
O-KK-2 Directs and conducts airborne signal intelligence operations
O-KK-3 Directs, conducts, and/or performs specialized cryptologic functions
O-KK-4 Performs functions concerning Electronic Warfare (EW) in a general staff

DEPARTMENT OF THE ARMY
U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES
1300 WILSON BOULEVARD
ARLINGTON, VIRGINIA 22209

PERI-M

SUBJECT: Armor Duty Module Field Verification Survey

Major John W. O'Reilly, ARI Field Unit, P.O.Box 6057, Fort Bliss, Texas 78916
ARI Field Unit-Ft. Hood, HQ, MASSTER, ATTN: TERI-OH (Mr. Gividen) Ft.Hood,Tex 76549
Dr. Donald F. Haggard, Field Technical Chief, USA Research Institute, Human Research Unit, Bldg 2423, Fort Knox, Kentucky 40121

1. The US Army Research Institute for the Behavioral and Social Sciences (ARI) is conducting research, under the sponsorship of DCSPER, to support career development requirements for the Officer Personnel Management System (OPMS). One aspect of this research is concerned with a more detailed identification of the elements of an officer's job. Initial job analysis research has been completed for Infantry, Quartermaster, Engineer and Ordnance. This present effort is concentrated on Armor officers. The project has now reached the field verification stage.

2. Under separate mailing, packages containing the survey items have been dispatched to you (listed on Inclosure 1).

3. Inclosure 2 is a sample copy of the instructions given to each respondent. It is included as the cover for each packet of Duty Modules describing duty positions.

4. We have identified the units to be surveyed that are located at your station. Should there be an error in a unit designation or should the designated unit be unavailable for survey, its packet of surveys should be given to a similar unit for completion.

5. Each survey packet contains questionnaires, an information sheet, individual identification sheet and selected modules to describe a position. These packets are assembled by organizations; it is anticipated that they will be delivered to the major organizations listed, for further distribution to the lower level units within the organization.

6. The Duty Module catalog should be made available to the incumbents in order that those officers requiring additional module coverage may look at the catalog and select whatever modules they require. Since modules must not be removed from the book we have included additional copies of modules that you may provide to those desiring them. Should you require additional copies, request them from the ARI point of contact.

Inclosure 8

PERI-M

SUBJECT: Armor Duty Module Field Verification Survey

7. The completed survey packets should be returned to the following address:

The American Institutes for Research
3301 New Mexico Avenue, N.W.
Washington, D.C. 20016

Attn: Communications Research Group

Point of contact within ARI is Mr. Frank Medland (AUTOVON 224 4071).

W. C. MAUS
Col GS
Commander

Inclosures

SAMPLE INDEX ENTRIES

1. OPERATING BUDGET PREPARATION DIRECTIVES, prepare
2. OPERATION CONTINGENCY PLANS, prepare
3. OPERATIONAL ANALYSES, ADP SYSTEMS, prepare
4. OPERATIONAL INSTRUMENTS, BETWEEN STAFFS, coordinate and transmit
5. OPERATIONAL READINESS TESTS, conduct or arrange
6. OPERATIONS, advise
7. OPERATIONS, control
8. OPERATIONS, SHOP, control
9. OPERATIONS, UNIT, coordinate
10. OPERATIONS BRIEFINGS, prepare and present
11. OPERATIONS ESTIMATES, prepare and publish
12. OPERATIONS ORDERS, prepare and publish
13. OPERATIONS ORDERS, MOVEMENT PORTIONS, prepare
14. OPERATIONS ORDERS EXECUTION, monitor
15. OPERATIONS PLANNING, advise on
16. OPERATIONS PLANNING, coordinate
17. OPERATIONS PLANS, prepare and publish