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RECRUITING SERVICE OFFICER AND RECRUITER SDIS (SPECIAL
DUTY IDENTIFIERS) 0920/99590(U) AIR FORCE OCCUPATIONAL
MEASUREMENT CENTER RANDOLPH AFB TX J THOMPSON APR 87

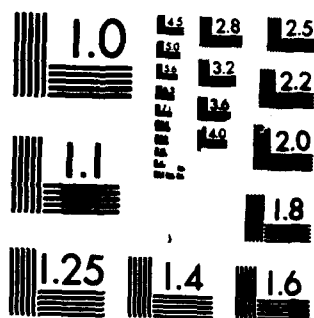
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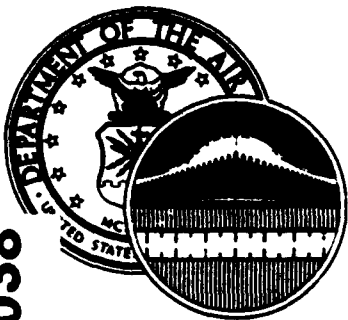
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UNITED STATES AIR FORCE

AD-A182 038

OCCUPATIONAL SURVEY REPORT

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RECRUITING SERVICE OFFICER AND RECRUITER

SDIs 0920/99500

AFPT 90-995-554

APRIL 1987

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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PREFACE

This report presents the results of an occupational survey of Special Duty Identifiers (SDI) 0920 and 99500, Recruiting Service Officers and Enlisted Recruiters. The survey was requested by Headquarters Recruiting Service to provide comparative data between recruiting periods in the late 1970s and the present. In addition, both officer and enlisted Tech Training personnel required current occupational survey data for course updates.

Authority for conducting USAF occupational surveys is contained in AFR 35-2. Computer products used in the preparation of this report are available for use by operations and training personnel.

The survey instrument, consisting of a job inventory task list and associated background questions, was developed by 1st Lt Mary Thomasson, Occupational Analyst. SSgt Joseph Seitz provided computer data support for this project. 1st Lt John Thompson analyzed survey data and wrote this report. Administrative support was provided by Linda Sutton. This analysis project was reviewed and approved by Dr. Linda S. Aslett, Chief, Management Applications Branch, USAF Occupational Measurement Center, Randolph AFB TX 78150.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training, management, or operations personnel. Additional copies are available upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB TX 78150 (AUTOVON 487-6623).

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SUMMARY OF RESULTS

1. Specialty Jobs: The SDI basically breaks down into six different clusters of personnel, each with a different, well-defined role in the Recruiting Service mission. Officers are primarily management-oriented, while enlisted personnel within 20 distinct jobs carry out technical recruiting procedures. The senior enlisted cadre bridge the gap between the managers and the technicians.

2. AFRs 36-1 and 39-1 Comparison: These documents cover the world of recruiting quite well with regard to the content and organization of Recruiting Service and SDI duties and tasks. AFR 36-1 is more management-oriented, while AFR 39-1 clearly defines various technical tasks that enlisted recruiters perform.

3. Job Satisfaction: Officer and enlisted recruiters are very satisfied with respect to their sense of accomplishment, utilization of talents, and job interest. In general, officers are less satisfied with their perceived use of training; however, this is not uncommon due to the many management-type, professional military education (PME) oriented functions officers must perform (i.e., APRs, OERs, etc.)

4. Training Analysis: Training documents indicate a good coverage of technical material in both officer and enlisted courses. There are several areas at which training personnel should look to determine if further training, less training, or different training is appropriate.

OCCUPATIONAL SURVEY REPORT
RECRUITING SERVICE OFFICERS AND ENLISTED RECRUITERS
(SDI 0920 AND 99500)

INTRODUCTION

→ This occupational survey report deals with USAF Special Duty Identifiers (SDI) 0920 and 99500, Recruiting Service Officers and Enlisted Recruiters. The survey was requested by Headquarters Recruiting Service (HRS) as a means of identifying valid comparisons and differences between the recruiting environment extremes experienced in 1977 (previous OSR) and the present. HRS plans to use this data to adjust production and training needs in the areas of advertising, prospecting, sales, applicant processing, on-the-job training (OJT), and market analysis. *Keywords: Job analysis, Air Force training, Air Force personnel, personnel development.*

Recruiting Service Officers are primarily responsible for planning, directing, and monitoring new and ongoing recruiting programs. Their goal is to provide personnel to meet USAF needs in an efficient and economical manner. Enlisted Recruiters organize and conduct recruiting programs in support of this goal.

As is the case with most SDIs, Recruiting officer and enlisted personnel must "lateral" from another Air Force Specialty. Recruiting Officers must fulfill a myriad of requirements based on the specific area and organizational level of Recruiting Service they wish to enter. These requirements are listed in AFR 36-20 under Special Duty Assignments. AFR 36-1 includes such knowledge and experience requirements as military customs and courtesies, history of the US Air Force, and public speaking. Enlisted Recruiters must satisfy qualifications listed in AFR 39-11, attain at least a 5-skill level in another AFS, and have experience in counseling, typing, and interviewing. Figure 1 represents the organization of the USAF Recruiting Service.

HISTORY

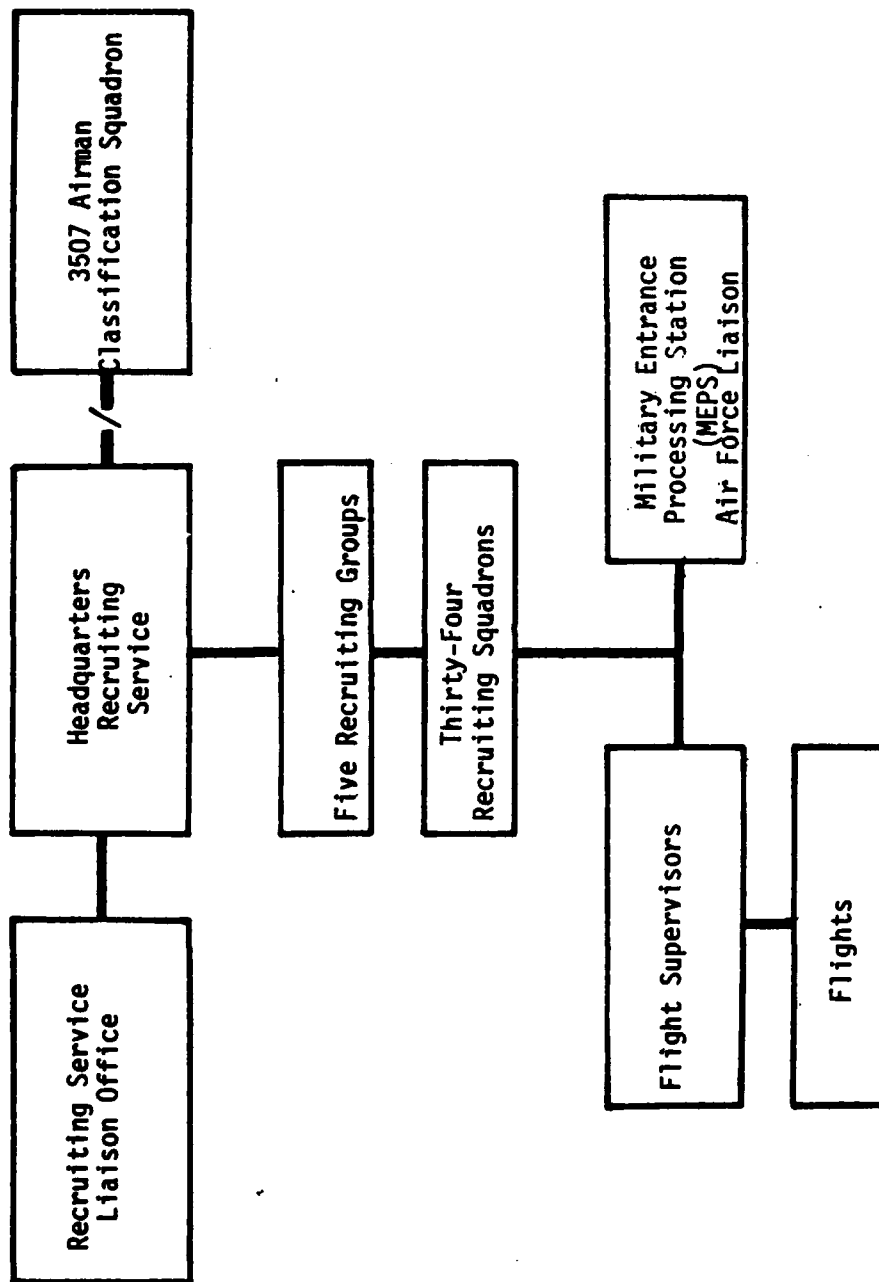
The Recruiting Service Officer SDI (0920) has essentially existed since January 1969. It has gone through several numeric identifier changes and a change from a reporting identifier to an SDI in July 1969, but continues to be responsible for recruiting plans and programs.

The Enlisted Recruiter SDI (99500) has also experienced several numeric, specialty category, and formal name alterations since it was first recognized as a personnel career field specialization (733X0) in May 1951. The only significant change since 1951 has been the conversion of Enlisted Recruiters to their own AFSC (prior to SDI designation), separating from Personnel in March 1953.

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FIGURE 1

The following is an organizational chart of the USAF Recruiting Service:



SURVEY METHODOLOGY

Inventory Development

Survey data were collected using survey instrument AFPT 90-995-554. This USAF Job Inventory consisted of a 21-question background section and a 10-duty title, 469-item task list. The inventory was developed through a project initiation workshop and a series of personnel interviews. Project initiation workshop attendees represented both Recruiting Service and ATC/Technical Training. The workshop essentially laid the groundwork for the entire project: identifying specific areas of interest to the users, formulating background questions and survey methods, and preliminarily reviewing the task list. Following the initiation workshop, personnel interviews were conducted with subject-matter experts to complete the task list. Interviews took place at the following locations, based on initiation workshop participant recommendations:

Bases	Unit(s)
Lackland AFB TX	Recruiting Service Liaison Office 3507 Airman Classification Squadron Recruiting Training Division 3541 USAF Recruiting Squadron 3504 USAF Recruiting Group
Lowry AFB CO	3567 USAF Recruiting Squadron
Randolph AFB TX	Headquarters Recruiting Service HQ ATC/IG

Interviews were conducted at these locations because they best represented a cross section of the recruiting world. In addition, personnel at Ramstein AB GE and Hickam AFB HI were interviewed to identify overseas responsibilities or requirements.

Following the interview phase of the project, the final draft job inventory was completed and reviewed during a project validation conference generally consisting of the same personnel who attended the initiation workshop.

Survey Sample

This occupational survey includes both officer and enlisted personnel who, at the time of the survey, held the SDI 0920 or 99500 for a minimum of 6 weeks and were not involved in a PCS move or nearing retirement.

The survey population included 100 percent of the personnel in both the officer and the enlisted SDIs. A total of 2,955 job inventory booklets were mailed, with 2,527 (86 percent) returned and 2,353 (80 percent) of the returned surveys considered usable. Of the 2,353 booklets used in this analysis, 200 were from officers and 2,153 were from enlisted personnel. With the exception of one Air Staff individual, all personnel were assets of Air Training Command.

Table 1 shows the distribution of personnel in the sample by paygrade, while Table 2 shows the experience levels of survey respondents with regard to their time in Recruiting Service.

Survey Administration

From March through June 1986, Recruiting Group and Squadron operations officers administered the survey to identified personnel. Personnel and mailing information were acquired jointly through Headquarters Recruiting Service and the Air Force Human Resources Laboratory (AFHRL) personnel data tapes.

Personnel completing the survey were required to complete all relevant background information and question sections, eventually progressing to the task list. Within the 10 duty sections, personnel identified tasks which they currently performed in their job. After indicating which tasks were being performed, respondents were asked to rate each identified task on a 9-point rating scale. This scale represented relative time-spent on tasks in comparison with other indicated tasks. For instance, tasks rated as 1 indicated very little time spent, while tasks rated as 9 represented a very large amount of time spent.

Task Factor Administration

In addition to standard job inventories, selected senior enlisted and officer personnel were asked to accomplish task difficulty (TD) or training emphasis (TE) booklets. Officers were only required to rate TE booklets, while selected NCOs were assigned either TE or TD booklets to complete.

Task difficulty booklets asked selected NCOs to rate all tasks in the inventory that they personally had knowledge of on a 9-point scale from (1) extremely low difficulty to (9) extremely high difficulty. Difficulty is defined as the length of time it takes an average individual to learn to do the task. Seventy-eight TD booklets were mailed out, with 58 returned and 49 deemed usable.

Training emphasis ratings were collected from experienced officers and NCOs. Training emphasis basically asks experienced personnel within a specialty to give their opinion on whether or not a task should be taught in some form of "structured" training. Structured training includes resident technical training, field training detachments, and formal OJT, etc. Raters were asked to rate tasks they had knowledge of on a 10-point scale, from 0 (no training required) to 9 (extremely heavy training recommended). A total of 161 TE booklets (83 officer, 78 enlisted) were mailed out, with 130 returned and 96 used for task factor analysis (43 officer, 53 enlisted).

TABLE 1
RECRUITER PAYGRADE DISTRIBUTION - SURVEY SAMPLE

<u>PAYGRADE/RANK</u>	<u># SURVEY SAMPLE</u>	<u>% SURVEY SAMPLE</u>	
E4	81	3.4	
E5	793	33.7	
E6	678	28.8	91.5%
E7	489	20.8	Enlisted
E8	87	3.7	
E9	25	1.1	
O1	0	0.0	
O2	17	0.7	
O3	147	6.2	8.5%
O4	27	1.1	Officer
O5	<u>9</u>	<u>0.4</u>	
TOTAL	2,353	100.0	

TABLE 2
TIME IN RECRUITING SERVICE
(PERCENT MEMBERS)

<u>MONTHS</u>	<u>TOTAL SAMPLE (N=2,353)</u>	<u>OFFICERS (N=200)</u>	<u>ENLISTED (N=2,153)</u>
1-48	56	84	54
49-96	26	12	28
97+	17	4	18

Rater agreement was quite good for all TE and TD respondents and these data will be further addressed in the training analysis portion of this report.

SPECIALTY JOBS

A major part of any occupational survey is to examine the actual structure of the career field with respect to what tasks personnel are actually performing. Simply, specialty jobs describes various jobs that career field personnel perform. What personnel are actually doing can be compared to what career field documents state should be done. The Comprehensive Occupational Data Analysis Programs (CODAP) identify jobs and groups of personnel performing similar tasks by comparing each individual respondent's tasks performed and relative time spent performing those tasks to all other survey participants.

The job structure of SDI 0920 and 99500 consists of six generalized areas of specialization, including:

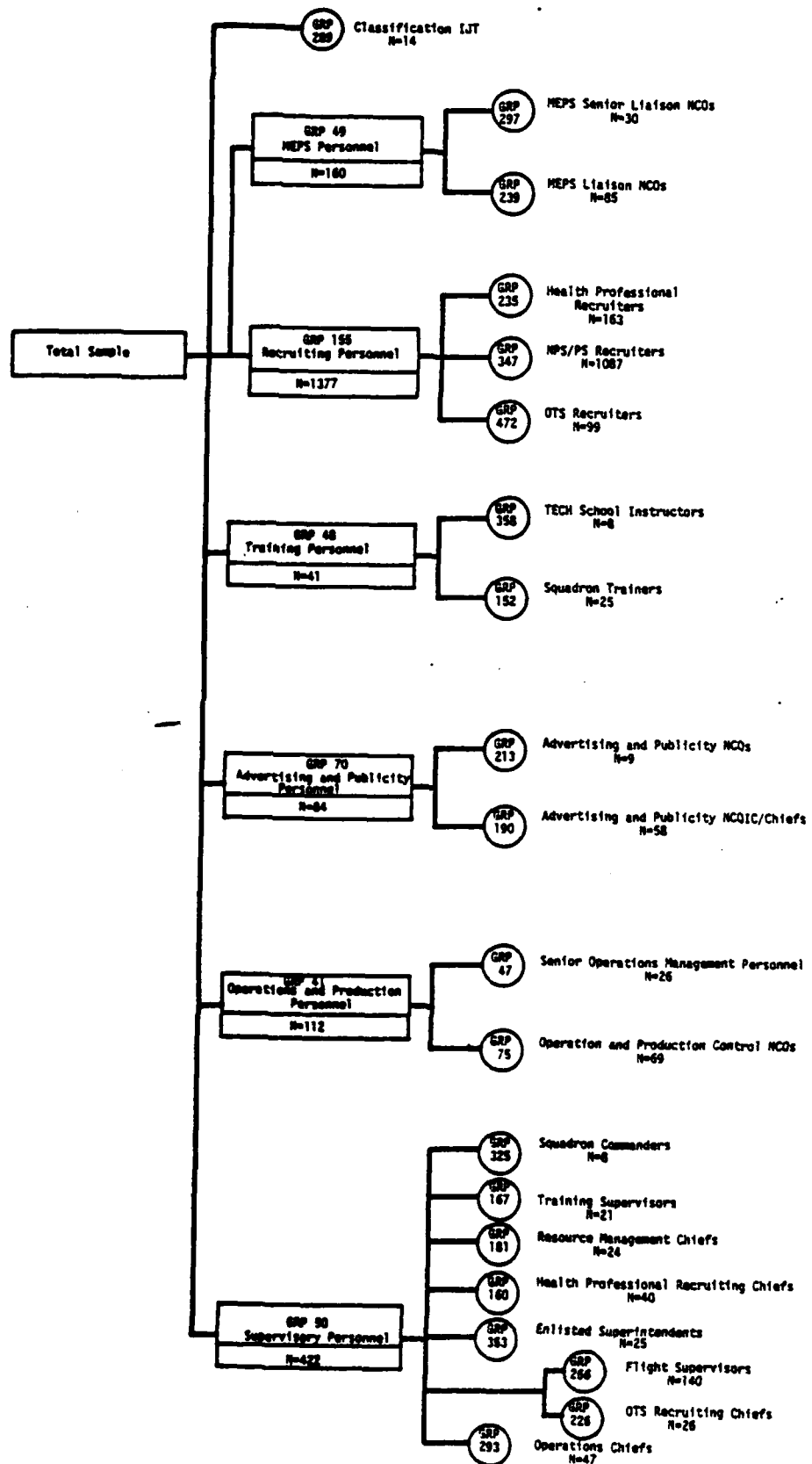
- Recruiting Personnel
- Supervisory Personnel
- Operations and Production Personnel
- Advertising and Publicity Personnel
- Training Personnel
- Military Entrance Processing Station (MEPS)
Personnel

Each of these areas, which will be referred to throughout this report as a cluster, contains several separate and distinct jobs as well as a few "unclassifiable" individuals. A cluster can be defined as a large group of personnel who generally are performing similar jobs within a functional area, while a job group is a much more specific, smaller group whose task performance is a great deal more similar. Normally, a job group is considered a subset of some cluster.

In addition, one job was so specialized or unique that it fell totally outside the spectrum of any of the major clusters. A job group in this condition is referred to as an independent job type (IJT). This IJT was Classification Personnel.

Out of this entire sample of Recruiters, 85 percent are described at the job group level, while 93 percent are covered at the clustering level. Figure 2 is a complete representation of all clusters and job groups identified in this survey.

FIGURE 2
CAREER LADDER STRUCTURE



In that this is a combined study of officer and enlisted personnel, it was expected that not all jobs would reflect major differences between NCOs and officers. Recruiting Service performs a very specialized and vital mission for the United States Air Force; tasks performed in support of this mission need to be accomplished, sometimes without regard to rank.

Overall, the job satisfaction of USAF recruiters, both officer and enlisted, is very high. Job satisfaction of job groups and clusters is mentioned only where there are substantial differences from the total sample.

RECRUITING PERSONNEL CLUSTER (GRP155, N=1,377). The Recruiting Personnel cluster is by far the largest group of SDI 0920/99500 personnel. This all-enlisted group accounts for 1,377 or 59 percent of the entire survey sample. The range of paygrades goes from E-4 to E-9, but most respondents were either E-5 or E-6. Almost all personnel in this cluster indicated they did not supervise anyone, and most referred to themselves simply as "recruiter" or some specialized type of recruiter. Incumbents within this cluster spend over 60 percent of their time performing tasks in Duty A, Recruiting - General Functions. Duty B, Recruiting - Enlisted, accounts for another 25 percent of this cluster's time. The following tasks are characteristic of the Recruiting Personnel cluster:

- Establish rapport with prospects
- Operate USAF Recruiting Service vehicles
- Make appointments with prospects
- Determine primary interests of prospects
- Conduct telephone follow-up sessions with applicants
- Explain benefits of the Air Force to prospects or civic groups

Within the Recruiting Personnel cluster there are three different types of jobs, including:

Nonprior Service (NPS) or Prior Service (PS)
Recruiters
Health Professional Recruiters
Officer Training School (OTS) Recruiters

NPS/PS Recruiters (GRP347, N=1,087). Basic NPS/PS Recruiters account for 79 percent (1,087) of the Recruiting Personnel cluster and 46 percent of the entire SDI 0920/99500 sample. These personnel are at the grassroots level of the USAF Recruiting Service, tasked with bringing young Americans into the Air Force from their geographically assigned region of the United States and in some cases, overseas. Here, as with the cluster, all personnel are enlisted and refer to themselves simply as Recruiters or NPS/PS Recruiters. Most do not supervise and almost all work at the production recruiter level. In addition, almost all personnel within this job group have

completed at least one enlisted-level technical training course. Nearly every NPS/PS Recruiter works out of an office in which there generally are between two and four other Air Force recruiters assigned. Only 40 percent of the NPS/PS Recruiters plan on remaining in the Recruiting Service, while 68 percent of the officer recruiters and 59 percent of the Health Professional Recruiters plan to do so. Tasks characteristic of this job group are:

- Conduct nonprior service (NPS) applicant interviews or sales presentations
- Establish rapport with prospects
- Prepare and submit forms associated with an enlistment case file (NPS/PS)
- Refine student Armed Services Vocational Aptitude Battery (ASVAB) lists
- Operate USAF Recruiting Service Vehicles

Health Professional Recruiters (GRP235, N=163). Health Professional Recruiters account for 163 or 12 percent of the Recruiting Personnel cluster and 7 percent of the total sample. Generally, these personnel are involved solely in the recruitment of health professionals, such as physicians, nurses, and dentists. This job group spends about 47 percent of its time performing tasks in Duty A, Recruiting - General Functions, and 43 percent of its time doing Duty C, Recruiting - Health Professions or Officer Training School (OTS), tasks. Once again, all of these personnel are enlisted and most indicated they did not supervise. Health Professional Recruiter is the most commonly coined name, but there are a significant number of these personnel who refer to themselves solely as Nurse Recruiters. Tasks representative of the work that Health Professional Recruiters perform are:

- Conduct health professions applicant interviews or sales presentations
- Refine national lead lists
- Plan or conduct college visitations
- Clarify, validate, or overcome prospects' objections
- Obtain and verify health professionals' licenses, certificates, or medical school diplomas

Officer Training School (OTS) Recruiters (GRP472, N=99). Officer Recruiters account for 99 survey respondents or 7 percent of the Recruiting Personnel cluster and 4 percent of the total sample. As can be surmised from its name, this group is entirely responsible for recruiting officers into the USAF. All incumbents are enlisted, do not supervise, work at the production recruiter level, and refer to themselves as either OTS or officer recruiters. Personnel spend 58 percent of their time performing Duty A, Recruiting - General Functions tasks and 28 percent of their time doing tasks in Duty C, Recruiting - Health Professions or Officer Training School (OTS). It is notable that 88 percent of the officer recruiters indicate they are satisfied

with the sense of accomplishment they receive from their work. This is almost an 8 percent positive increase on the rest of the cluster. Tasks particularly relevant to work performance in officer recruiting include:

- Conduct officer training school (OTS) applicant interviews or sales presentations
- Prepare or submit forms associated with an OTS application
- Review forms associated with an OTS application
- Schedule Air Force Officer Qualification Tests (AFOQT)
- Schedule flight physicals

SUPERVISORY PERSONNEL CLUSTER (GRP50, N=422). The second major cluster of SDI 0920/99500 personnel is the Supervisory Personnel cluster, consisting of 422 people or 18 percent of the total sample. The cluster is a mixture of personnel at all organizational levels, both officer and enlisted, who in some capacity supervise recruiters. Incumbents are more involved than other clusters in the decision-making processes of Recruiting Service, and they are also more likely to have attended Headquarters Recruiting Service or group-level training workshops. Most enlisted personnel within this supervisory cluster are senior in rank, and most of the officers are captains. The distribution of percent time spent by these personnel is very different from that of the Recruiting Personnel cluster. Across the board, percent time spent per duty section generally is lower, with a more even distribution of percent time between duty sections. Duty I, Command, Staff, and Supervision Functions, ranks highest, accounting for nearly 25 percent of respondents' time. Duty H, Administrative and Management Functions tasks, represent almost 22 percent of supervisory personnels' time spent.

The following tasks represent an overview of the most often performed tasks in the Supervisory Personnel cluster:

- Conduct office visits
- Operate USAF Recruiting Service vehicles
- Control or direct recruiting efforts to meet group, squadron, or flight program objectives
- Prepare correspondence (i.e., letters, messages, special reports, staff studies, etc.)
- Conduct on-the-job training (OJT)
- Review computer products

Within the Supervisory Personnel cluster there are many different types of supervisors, including:

- Operations Chiefs
- Enlisted Superintendents
- Flight Supervisors
- OTS Recruiting Chiefs

Health Professional Recruiting Chiefs
Resource Management Chiefs
Training Supervisors
Squadron Commanders

Operations Chiefs (GRP293, N=47). Operations Chiefs account for 47 personnel or 11 percent of the supervisory cluster and 2 percent of the total sample. The group is a mixture of officer and senior enlisted personnel who refer to themselves as either Chief of Operations Branch or Operations Supervisors. As a point of interest, officers referred to themselves only as "Chiefs", while senior enlisted personnel called themselves either "Chiefs" or "Supervisors". Most of this job group work at the squadron level; the remainder work at the group level. All but a few are involved with the direct supervision of one to three individuals, several supervise more than seven personnel. This group is also characterized by a fairly large number of tasks performed and a demonstration of attendance at Headquarters Recruiting Service and group-level workshops, in addition to standard technical training courses.

Tasks found in Duty G, Operations Functions, and Duty J, Inspection Functions, account for 32 percent of the Operations Chiefs' time. Individually, these duty sections represent less time spent than I, Command, Staff, and Supervision Functions (26 percent time spent) and H, Administrative and Management Functions (24 percent time spent). Some representative tasks performed by Operations Chiefs are:

- Analyze production reports
- Conduct flow and trend analysis
- Monitor Military Entrance Processing Station (MEPS) activities
- Review computer products
- Participate in meetings, such as staff meetings, briefings, conferences, or workshops

Enlisted Superintendents (GRP353, N=25). This is a group comprised entirely of Chief Master and Senior Master Sergeants. These 25 individuals primarily supervise at the squadron and group levels and refer to themselves as recruiting superintendents. Most of their time is spent performing I, Command, Staff, and Supervision Functions (34 percent), but there is also emphasis in Duty sections H and E, Administrative and Management Functions and Training Functions, respectively. The following are examples of tasks performed by this job group:

- Control or direct recruiting efforts to meet group, squadron, or flight program objectives
- Conduct office visits
- Counsel personnel on personal or military-related matters
- Coordinate policies or procedures
- Attend group, squadron, or flight training meetings

Flight Supervisors (GRP266, N=140). Flight supervisors are senior enlisted personnel, primarily in the E-7 paygrade, who account for 33 percent (N=140) of the supervisory cluster and 6 percent of the total sample. These individuals have attended both enlisted technical training courses and various headquarters and group level workshops. Flight supervisors normally oversee the work of between four and nine personnel. Percent time spent within duty sections is led by H, Administrative and Management Functions, with 23 percent, followed closely by I, Command, Staff, and Supervision Functions, with 22 percent of flight supervisors' time. There is also substantial time spent in G, Operations Functions (15 percent); A, Recruiting - General Functions (12 percent); and E, Training Functions (12 percent). These tasks are typical of what flight supervisors perform:

- Conduct office visits
- Set production expectations
- Review personal interview record
- Annotate or review planning guides
- Administer written, oral, or performance training evaluations

OTS Recruiting Chiefs (GRP226, N=26). Six percent (N=26) of the Supervisory Personnel cluster can be labeled OTS Recruiting Chiefs. This is a mostly officer (73 percent) job group that primarily works at the squadron level supervising between four and six other personnel. Obviously, job group responsibilities include the supervision of OTS or officer recruiters. Duty H, Administrative and Management Functions, leads all other sections in percent time spent with 19 percent. Several representative tasks of OTS Recruiting Chiefs are:

- Perform quality control (QC) checks on officer applications
- Conduct officer training school (OTS) applicant interviews or sales presentations
- Review forms associated with an OTS application
- Assign suspenses
- Set production expectations

Health Professional Recruiting Chiefs (GRP160, N=40). Personnel in this job group refer to themselves as Chiefs of Health Professional or Medical Recruiting. Seventy-eight percent of the 40 incumbents are officers (captains) at the squadron level, while the rest are senior enlisted personnel primarily at the flight supervisor level. This group accounts for 10 percent of the supervisory cluster and 2 percent of the total sample. Incumbents report that most Health Professional Recruiting Chiefs are assigned to offices with more than five other recruiters, and they generally supervise between one and six personnel. Duty C, Recruiting - Health Professions or Officer Training School (OTS), occupies most of this job group's time, accounting for

19 percent of their time. These are generally the most dissatisfied supervisors with regard to job interest. At 83 percent satisfied, though, this is hardly a problem. Several tasks which represent typical health professional recruiting chief functions include:

- Conduct health professions applicant interviews or sales presentations
- Plan, schedule, or participate in commissioning ceremonies
- Maintain lead tracking system
- Conduct office visits
- Participate in meetings, such as staff meetings, briefings, conferences, or workshops

Resource Management Chiefs (GRP181, N=24). Resource Management Chiefs are almost all officers (primarily captains) who work at the squadron level and refer to themselves as chiefs of resource management. They represent 6 percent (N=24) of the supervisory cluster and just 1 percent of the entire sample. All have completed the basic officer technical training course, and most supervise between four and nine personnel. This job group typically spends 41 percent of its time performing H, Administrative and Management Functions, and 30 percent of its time performing I, Command, Staff, and Supervision Functions. It is notable that the only other significant area of percent time spent is Duty J, Inspection Functions. These personnel indicate they do not utilize their training in the performance of their job as well as other groups within the cluster. Although only 67 percent of resource managers indicate their training is well utilized, this is not low in the general sense for officer samples. Representative tasks performed by this job group include:

- Prepare correspondence (i.e., letters, messages, special reports, staff studies, etc.)
- Determine requirements for space, personnel, equipment, or supplies
- Develop or evaluate budget or financial requirements
- Prepare or review temporary duty (TDY) orders requests
- Evaluate maintenance or use of workspace, equipment, supplies, or facilities

Training Supervisors (GRP167, N=21). Most of this job group's incumbents refer to themselves as Training Supervisors. They are virtually all senior enlisted personnel in the E-7 or E-8 paygrades who work at the group level, although several work at Headquarters Recruiting Service. There are 21 personnel in the Training Supervisor job group, accounting for 5 percent of the supervisory cluster. Most operate out of an office with four or more other recruiters, and almost all have completed an enlisted technical training course as well as group and headquarters-level workshops. These incumbents generally do not supervise and or perform a large amount of tasks. Duty E, Training Functions, represents 31 percent of their percent time spent

and Duty J, Inspection Functions, accounts for another 25 percent of the training supervisor's time. Some tasks which represent typical Training Supervisor functions are:

- Conduct on-the-job training (OJT)
- Provide follow-on training
- Write training reports
- Prepare inspection reports
- Prepare or review inspection checklists

Squadron Commanders (GRP325, N=8). A total of nine Squadron Commanders were found throughout the survey sample and eight of them registered in the same specific job group. All of them were Majors or Lt Colonels at the squadron level and referred to themselves simply as Commander. Their training background only showed participation in headquarters-level workshops, and each individual directly supervised between seven and nine personnel. As could be expected, this job group, representing only 2 percent of the supervisory cluster, spent most of its time in Duty sections I and H, Command, Staff, and Supervision Functions (48 percent) and Administrative and Management Functions (24 percent), respectively. Representative tasks for this job group include:

- Control or direct recruiting efforts to meet group, squadron, or flight program objectives
- Conduct office visits
- Interpret policies, directives, or procedures for subordinates
- Provide career advice
- Present awards for special recognition

OPERATIONS AND PRODUCTION CONTROL CLUSTER (GRP41, N=112). The Operations and Production Control cluster represents 112 personnel or 5 percent of the entire SDI 0920/99500 sample. The cluster consists primarily of enlisted personnel in E-5 through E-8 paygrades at the squadron level and a separate group of very senior enlisted and officer personnel at headquarters and group levels. The three duty sections which consume the most amount of time for these incumbents are: H, Administrative and Management Functions (35 percent); G, Operations Functions (29 percent); and I, Command, Staff, and Supervision Functions (13 percent). Within the cluster, the two major job groups can be referred to as:

Operations and Production Control NCOs
Senior Operations Management Personnel

Some representative tasks of the entire cluster are:

- Analyze production reports
- Answer inquiries from higher echelons
- Operate computer systems
- Advise recruiters of changes to applicant qualification criteria or recruiting policy
- Prepare or review recurring reports

Operations and Production Control NCOs (GRP75, N=69). This job group accounts for 69 of the 112 members of the cluster, or 62 percent of the cluster and 3 percent of the sample. The group is made up entirely of NCOs in paygrades E-5 through E-8 who work at the squadron level. These personnel do not supervise and refer to themselves as Operations or Production Control NCOs or Supervisors. Incumbents have attended enlisted technical training courses. Duty G, Operations Functions, and Duty H, Administrative and Management Functions, accounts for the lion's share of percent time spent at 38 percent and 34 percent, respectively. Several tasks represent this job group's functions:

- Operate computer systems
- Analyze production reports
- Conduct flow and trend analysis
- Develop tracking systems
- Coordinate with flight supervisor or program manager on processing requirements

Senior Operations Management Personnel (GRP47, N=26). Within this group of 26 personnel (23 percent of the cluster), there is a fairly even mix of senior-level enlisted and officer personnel at Recruiting Service Headquarters. The range of responses indicating numbers of personnel these individuals supervise goes from none to nine, and they have attended a number of different types of courses and workshops. Their primary duty sections, according to time spent, are H, Administrative and Management Functions (42 percent), and I, Command, Staff, and Supervision Functions (28 percent). These personnel show some concern that they are not utilizing their training as well as other job groups. Some of the variety of titles Senior Operations Management Personnel hold include:

- Deputy Director of Operations - HRS
- Accession Policy Superintendent
- Chief Analysis/Support Branch
- Plans Superintendent
- Chief of Inquiries and Investigation

This list names only a few of the many diverse headquarters-level titles. Following are several representative tasks of these headquarters incumbents:

- Coordinate policies or procedures
- Prepare or deliver briefings or speeches
- Answer written inquiries from civilian sources
- Participate in meetings, such as staff meetings, briefings, conferences, or workshops
- Answer inquiries from higher echelons

ADVERTISING AND PUBLICITY CLUSTER (GRP70, N=84). The Advertising and Publicity cluster consists entirely of personnel who work within the realm of advertising and publicizing the US Air Force's "Great Way of Life." This is a combined officer and enlisted cluster, with most officers being captains and enlisted personnel from E-5 through E-8. Incumbents number 84 or 4 percent of the entire sample. Most personnel work at the squadron level; however, a few work at the group level. A&P personnel generally supervise from one to three personnel and work in a recruiting office with two or three other recruiters. All cluster incumbents have attended both headquarters-level workshops, as well as their enlisted or officer equivalent technical training course. As expected, these personnel spend most of their duty time performing tasks from Duty F, Advertising and Publicity Functions. This one section accounts for 52 percent of their time. Some typical Advertising and Publicity cluster tasks are as follows:

- Monitor advertising and publicity needs
- Coordinate expenditures of advertising and publicity funds
- Manage center of influence (COI) program
- Plan or conduct television station visits
- Evaluate nominations for civilian awards

There are two job groups within this cluster:

- Advertising and Publicity NCOIC/Chiefs
- Advertising and Publicity NCOs

Advertising and Publicity NCOIC/Chiefs (GRP190, N=58). This job group is a mostly officer and senior NCO group which numbers 58 out of the 84 in the cluster (69 percent). The group's characteristics drive the characteristics of the cluster and are, therefore, quite similar in description to the cluster (previous section). Again, Duty F, Advertising and Publicity Functions, tops the list of percent time spent, with 51 percent. Unlike the cluster, Duties H and I, Administrative and Management Functions and Command, Staff, and Supervision Functions, respectively, are represented as more significant: 13 percent and 11 percent. A few tasks which are typical of this job group are:

Manage advertising program
Plan or conduct local paid advertising programs
Maintain advertising ledgers
Conduct centralized direct mail program
Plan or participate in educator tours

Advertising and Publicity NCOs (GRP213, N=9). This is a very small group of NCOs who are neither NCOICs nor Chiefs of an A&P shop. This is a function with a limited number of duty locations that have more than two NCOs working within the A&P function. Although this particular group represents only 9 personnel, there are as many as 20 individuals who are similar enough to be considered a part of this function. All personnel are between paygrades E-5 and E-7 working at the squadron level. They refer to themselves simply as Advertising and Publicity NCOs, and they do not supervise. Duty F, Advertising and Publicity Functions, is even more dominant here than previously, representing 61 percent of the incumbents' duty time. Recruiting - General Functions, Duty A, accounts for another 14 percent of their time. Indications are that these personnel may split their time between A&P and normal recruiting functions. Tasks characteristic of this job group are:

Maintain center of influence (COI) fund ledgers
Evaluate nominations for civilian awards
Manage literature and promotional items
Plan or schedule band tours
Plan or schedule Air Force displays or presentations for civilian agency functions

TRAINING PERSONNEL CLUSTER (GRP48, N=41). The Training Personnel cluster consists of 41 personnel or 2 percent of the SDI 0920/99500 sample. It is an all-enlisted cluster including paygrades from E-5 through E-8 who refer to themselves in various "training" capacities. Most personnel are stationed at the squadron level, however, there are also representatives from group, headquarters, and technical training school areas. The number of recruiters per office varies widely, and most do not supervise, although a few directly supervise up to nine individuals. All incumbents have had the enlisted technical training course, and most have attended at least one workshop. The leading duty section in percent time spent is E, Training Functions, providing for 59 percent of respondents' time. Duty A, Recruiting - General Functions, represents an additional 19 percent of duty time. In general, this entire cluster is very satisfied with all the aspects of their jobs, hovering above 96 percent satisfied in job interest, utilizations of training and talent, and sense of accomplishment. There are two major groups of incumbents which warrant job group classification:

Squadron Trainers
Tech School Instructors

Before describing these job groups in detail, there are several tasks which characterize the cluster in general:

- Conduct on-the-job training (OJT)
- Conduct special training (i.e., special assistance, deficiency, intensified, or decertification)
- Maintain training records, charts, or graphs
- Develop training plans
- Counsel individuals on training progress

Squadron Trainers (GRP152, N=25). This job consists of 25 (61 percent of cluster) squadron-level enlisted personnel in paygrades from E-5 to E-8. Very few of these individuals supervise. Their job basically entails providing a course of training for Recruiting Personnel cluster incumbents and passing along recommended procedures and techniques to all recruiters in the field. As with the cluster, Duty E, Training Functions, tops the remaining duty sections in percent time spent by a considerable margin at 53 percent. Duty A, Recruiting - General Functions, is again second, but is slightly stronger at 21 percent. Tasks that generally show Squadron Trainer functions are as follow:

- Conduct on-the-job training (OJT)
- Manage training programs
- Operate USAF Recruiting Service vehicles
- Evaluate OJT trainers or trainees
- Plan or conduct training conferences or meetings

Tech School Instructors (GRP358, N=8). Tech School Instructors number only 8 or 20 percent of the cluster. They are all located at the Recruiting Training School at Lackland AFB TX and refer to themselves mostly as recruiting instructors. These personnel do not supervise. They are responsible for conducting the five current technical training courses offered for recruiting personnel. Eighty-two percent of their time spent is performing tasks in Duty E, Training Functions. A few tasks which indicate this group's basic functions are:

- Demonstrate how to locate technical information
- Counsel individuals on training progress
- Plan or schedule graduation ceremonies
- Evaluate progress of resident course students
- Coordinate class schedules

MILITARY ENTRANCE PROCESSING STATION PERSONNEL CLUSTER (GRP49, N=160). This particular cluster, as the name implies, represents those personnel that are stationed at the many Military Entrance Processing Stations (MEPS) throughout the recruiting network. A total of 160 MEPS recruiting personnel

are included in this cluster; however, quite a few more were present in the sample and did not fall into this group. This leads to the conclusion that the MEPS-type job is not as well defined or is more diversified than other recruiting functions. The group is composed entirely of enlisted personnel in paygrades E-5 through E-8, with most being E-6. All respondents listed their organizational level as MEPS and all refer to themselves as either MEPS Liaison NCO or some variation of that title.

The number of recruiters per office varied throughout the cluster, and most personnel have attended at least one enlisted technical training course and several workshops. Most of the cluster does not supervise; those who do directly supervise no more than six personnel. As a group, the MEPS recruiters spend most of their duty time performing tasks from Duty D, Classification and Processing Functions (43 percent), and Duty A, Recruiting - General Functions (25 percent). Here are some representative tasks for the cluster:

- Perform initial QC checks on enlistment case files
- Verify required documents, such as birth certificates,
- Perform 15-day QC checks on enlistment case files
- Clarify, validate, or overcome prospects' objections
- Prepare MEPS case file discrepancy forms

There are two primary classifications of MEPS personnel that deserve job group recognition:

- MEPS Liaison NCOs
- MEPS Senior Liaison NCOs

MEPS Liaison NCOs (GRP239, N=85). These personnel basically represent the characteristics of the MEPS cluster, with several slight differences. These personnel virtually have no supervision responsibilities, generally are lower ranking (E-5 and E-6 only), and amount to only 85 personnel (53 percent of the cluster and 4 percent of the sample). Time spent emphasis is once again placed in Duties D and A, Classification and Processing Functions (53 percent) and Recruiting - General Functions (23 percent). Several important tasks of MEPS Liaison NCOs are:

- Perform initial QC checks on enlistment case files
- Perform final QC checks on enlistment case files
- Evaluate applicant qualifications
- Conduct individual classification or job interviews
- Make on-the-spot corrections to enlistment documents during quality control (QC) checks

MEPS Senior Liaison NCOs (GRP297, N=30). In general, this group is also quite similar to the cluster, with several important differences. This job group consists primarily of E-6 and E-7 paygrade personnel so is, therefore, more senior in rank. These personnel generally have had more training and Recruiting Service workshop experience and perform more supervisory duties. Thirty personnel, or 19 percent of the cluster, comprise this group, and their primary duty concerning percent time spent is also Duty D, Classification and Processing Functions (25 percent). Difference occurs with Duty H, Administrative and Management Functions, which is second in precedence, accounting for 21 percent of duty time for the group. Listed are several characteristic tasks of this job group:

- Operate computer systems
- Review forms associated with an enlistment case file (NPS/PS)
- Monitor Military Entrance Processing Station (MEPS) activities
- Schedule applicants for specialized testing (i.e., Defense Language Aptitude Battery, etc.)
- Initiate requests for meals or lodging for applicants

CLASSIFICATION INDEPENDENT JOB TYPE (GRP289, N=14). This is a very small group of individuals (N=14) who are all stationed at Lackland AFB TX at the 3507th Airman Classification Squadron. All personnel at this location fell into the same specialized group, dissimilar to all other survey respondents. They are primarily E-6s who refer to themselves as either job classifiers or classification interviewers. All have attended the enlisted technical training course and they do not supervise (except for one, who happens to be the flight supervisor). Duty D, Classification and Processing Functions, dominates the other duty sections in percent time spent, registering 91 percent of the incumbents' duty time. This group generally has lower job satisfaction ratings across the areas of sense of accomplishment, utilization of training and talent, and expressed job interest. This is not unusual for independent job types, as they operate outside of normal career field parameters. These ratings are still high when compared to other career fields. Some typical tasks of these Classification personnel include:

- Review biographical data forms to determine qualifications
- Conduct individual classification or job interviews
- Review airmen's personnel records for discrepancies
- Sell special emphasis program AFSCs
- Identify individuals' special qualifications

A complete representation of percent time spent per duty section for each of the major recruiting clusters is found in Table 3. This concludes the SPECIALTY JOBS section of the occupational survey report.

TABLE 3
COMPARISON OF PERCENT TIME SPENT AMONG MAJOR RECRUITING SERVICE CLUSTERS

DUTY TITLE (NUMBER OF TASKS PER SECTION)	GRP155 RECRUITING PERSONNEL (N=1,377)	GRP50 SUPERVISORY PERSONNEL (N=422)	GRP41 OPS & PROD PERSONNEL (N=112)	GRP70 ADV & PUB PERSONNEL (N=84)	GRP48 TRAINING PERSONNEL (N=41)	GRP49 MEPS PERSONNEL (N=160)
A. RECRUITING - GENERAL FUNCTIONS (47)	60	11	9	9	19	43
B. RECRUITING - ENLISTED (33)	25	2	1	3	4	8
C. RECRUITING - HEALTH PROFESSIONS AND OTS (52)	8	4	2	0	0	2
D. CLASSIFICATION AND PROCESSING FUNCTIONS (65)	1	3	6	0	0	43
E. TRAINING FUNCTIONS (31)	0	11	2	7	59	3
F. ADVERTISING AND PUBLICITY FUNCTIONS (46)	3	4	1	52	1	0
G. OPERATIONS FUNCTIONS (31)	0	12	29	0	2	4
H. ADMINISTRATIVE AND MANAGEMENT FUNCTIONS (67)	3	22	35	12	8	11
I. COMMAND, STAFF, AND SUPERVISION FUNCTIONS (66)	0	24	13	9	3	4
J. INSPECTION FUNCTIONS (31)	0	8	4	7	3	1

Comparison

Throughout the specialty jobs description there is a consistent theme of "technician" vs. "manager." Obviously, there are the Recruiting Personnel and Supervisory Personnel clusters, which generally show the polarity of this theme. However, even within the MEPS, Operations and Production, Advertising and Publicity, and Training clusters there seems to be a definitive break between technicians and managers. Officers are always managers and junior enlisted are most often workers, while the senior enlisted cadre bridge the gap between the two. This strongly supports both personnel and organizational documents.

Groups and clusters generally adhere to separate functional areas within the recruiting world. Although there are no formal skill levels, "informal" skill levels obviously exist, based on experience in Recruiting Service. Job satisfaction is very high across and between groups and clusters, however, as described in the previous section, there are a few groups that are not as "satisfied" as others.

Appendix A at the end of this report indicates the tasks representing the highest percentages of personnel performing for all clusters and job groups listed in the specialty jobs description section. As can be seen, there are significant differences among differing clusters and jobs in regard to what tasks are being performed and what percentages of personnel are performing those tasks. In addition, Appendix B lists tasks that are most often performed by members of differing paygrade groups (i.e., officers, enlisted, and all individual ranks included in the sample).

AFR 36-1 AND AFR 39-1 COMPARISON

AFR 36-1 states that Special Duty Identifier 0920, Recruiting Service Officer, is best summarized by:

Plans, directs, and monitors recruiting programs, personnel, training, and equipment to achieve an efficient and economical recruitment program that will meet the requirements of the United States Air Force. Provides planning and assistance for a continuous publicity and community relations program.

Under specific duties and responsibilities, there are listed four basic functions:

- a. Performs squadron operations duties
- b. Acts as Officer Training School (OTS) procurement officer
- c. Plans and supervises the development of advertising and publicity programs to support the mission
- d. Manages Group recruiting resources

These areas are more than thoroughly covered by the job inventory task list and, in general, correspond to different job groups identified in the SPECIALTY JOBS section of this report. Training is also offered along the lines of these functional areas.

AFR 39-1 describes the Airman Air Force SDI, Recruiter, 99500 as follows:

Organizes and conducts programs to recruit sufficient personnel to satisfy the requirements of the USAF.

Specific duties and responsibilities listed are as follows:

- a. Conducts recruitment program
- b. Develops publicity programs
- c. Develops community relations programs
- d. Performs Armed Forces Examination and Entrance Station (AFEES) liaison and production management duties
- e. Supervises and manages subordinate recruiting personnel

Unlike the officers' AFR 36-1, which is more management-oriented, AFR 39-1 lists responsibilities with specific jobs in mind. Obviously, Item a, Conducts recruitment program, refers to all enlisted recruiters; but more specifically it identifies the jobs found in the recruiting personnel cluster (NPS/PS Recruiter, OTS Recruiter, etc.). Items b and c refer more to advertising and publicity personnel than to the average recruiter and Item d is the MEPS cluster functions. It is important to note that AFEES is an obsolete term and AFR 39-1 should be changed to reflect this situation. Finally, Item e relates specifically to supervisory functions covered by senior enlisted cadre within Recruiting Service.

In general, both regulations (AFRs 36-1 and 39-1) cover the jobs and tasks performed in recruiting jobs very well. They seem to be missing nothing with regard to the world of recruiting.

JOB SATISFACTION

There is actually very little to be said about job satisfaction within the USAF Recruiting Service. What significant point can be made concerning a group of people who are, in general, very happy with what they're doing? As can be seen from the job satisfaction indicators table, the only area substantially below 90 percent is sense of accomplishment, and this is still well above the comparison group. An explanation given by many recruiters for this phenomenon is that recruiters rarely get a chance to see the "end product" of their labors. They arrange for the admittance of personnel to the Air Force and, after they send young men and women "on their way", they never see or hear from them again. This is considered a given of the occupation, and little can be done about it.

In addition, it is notable that officers indicate they utilize their training significantly less than enlisted personnel. This is explained by the fact officers are more involved with the management-oriented tasks of recruiting and not the technical areas of the SDI. In addition, officers are trained to be multifaceted within the various areas of recruiting while manning only one job at a time.

For an SDI, recruiting shows remarkable retention of its personnel. Although many other SDIs consist of a one-tour assignment, perhaps the most important statistic is that, while 51 percent of the total sample will stay in recruiting and 21 percent will return to their primary AFSC or retrain, only 2 percent have decided to separate from the Air Force. Recruiting doesn't sour the individual on the Air Force. Table 4 reflects job satisfaction indicators for this occupational survey.

TRAINING ANALYSIS

Occupational survey data is one of the many sources of information that training managers can use to validate or revise existing training courses. Factors normally used in the evaluation of training courses are the percent of first-job (1-24 TICF) or initial 4 years in the career field (1-48 TICF) members performing tasks, in conjunction with training emphasis and task difficulty ratings. These factors were used in reviewing the CTSs for SDI 0920 officer Courses L30ZR0920-004 and L30ZR0920-005 USAF Recruiting Officers and POI L3AZR99500-000 for Enlisted Recruiters, SDI 99500. Training personnel at the Recruiting Training Division at Lackland AFB matched appropriate job inventory tasks to various sections of the CTSs and POI. These matchings were used to compare areas of the training documents to survey data. Computer listings containing percent members performing, TE ratings, TD ratings, training documents, and the new Automated Training Indicator format were sent to Recruiting Training Division for an indepth training review.

TABLE 4
JOB SATISFACTION INDICATORS
(PERCENT MEMBERS)

	TOTAL SAMPLE (N=2,353)	OFFICERS (N=200)	ENLISTED (N=2,153)	COMPARATIVE DATA (N=555)
<u>EXPRESSED JOB INTEREST:</u>				
INTERESTING	89	89	89	59
SO-SO	8	8	8	23
DULL	2	2	2	18
<u>PERCEIVED USE OF TALENTS:</u>				
FAIRLY WELL TO PERFECTLY	93	92	93	68
LITTLE OR NOT AT ALL	6	7	6	32
<u>SENSE OF ACCOMPLISHMENT</u>				
SATISFIED	83	81	83	60
SO-SO	5	5	6	14
DISSATISFIED	11	14	11	26
<u>CAREER INTENTIONS</u>				
STAY IN RECRUITING SERVICE	51	33	53	N/A
RETURN TO PRIMARY AFSC OR				
RETRAIN	21	53	18	N/A
RETIRE	3	1	3	N/A
SEPARATE	2	1	2	N/A
UNDECIDED	22	11	23	N/A

* Comparative Data is derived from recently surveyed major AFS groupings. In this case, the major grouping is comprised of 555 Postal Specialists, SDI 99604 (all enlisted). Because the comparative group is entirely enlisted, comparisons with Recruiting Officers are not appropriate.

Training Emphasis and Task Difficulty Data

As can be recalled from the Task Factor Administration section of this survey, TE and TD data are essentially avenues for senior-level career field personnel to rate tasks along the parameters of "Should this task be trained to new personnel?" (TE) and "How difficult is this task for new personnel to learn?" (TD). Data, of course, had to be separated into officer and enlisted areas. Officers were asked to rate only training emphasis.

Training emphasis ratings were collected from 43 experienced SDI 0920 officers who worked at a variety of different locations and organizational levels. These officers rated job inventory tasks on a 10-point scale ranging from 0 (no training required) to 9 (extremely heavy training recommended). Raters had high agreement as to which tasks required some form of structured training during an initial Recruiting Service Officer assignment. Within this group of officers, the average TE rating was 1.66, with a standard deviation of 1.34. Tasks which were rated above 3.00 are high in TE and should be carefully reviewed and considered for formal technical training. Accordingly, tasks rated below the average generally should not be offered in a formal curriculum without additional justification. It should be noted that TE raters do consider task criticality and the number of first-term officer recruiters who perform the task.

There were 77 tasks rated high in TE by the experienced group of officers. All but six of these tasks were above 20 percent members performing in the 1-24 TICF and 1-48 TICF groups. With the exception of Duty sections B, Recruiting - Enlisted, and D, Classification and Processing Functions, all duty sections within the survey had representation within the high TE tasks. Duty sections G, I, and J--Operations Functions; Command, Staff, and Supervision Functions; and Inspection Functions--together account for 62 percent of the highly rated tasks. These sections generally represent the technical, as opposed to the management, functions that officers perform, so it can be said that any officer recruiting training should place emphasis on the technical aspects of recruiting, which it does. Table 5 shows some representative tasks with high TE and significant percent performing for first-job officer personnel. Five of the tasks listed in Table 5 were not matched to officer CTSS; this situation will be covered in the next section.

Within the enlisted realm of TE, 53 experienced NCOs from a number of locations and organizational levels rated job inventory tasks on the same 10-point scale that officers used (0 for no training required and 9 for extremely heavy training recommended). For SDI 99500 personnel, the average TE was 1.39, with a standard deviation of 1.69. Therefore, tasks rated above 3.08 were considered high in TE and should be considered for the enlisted recruiting training school.

A total of 61 tasks for enlisted recruiters were considered high in TE. Enlisted personnel obviously perform and require training on different tasks than officers in that 89 percent of the tasks rated high in TE came from Duty A, Recruiting - General Functions, and Duty B, Recruiting - Enlisted. The first 37 highly rated tasks are all from Duties A or B. Once again, most of the tasks are technical in nature. Of this group of 61 tasks, again only 6

TABLE 5

OFFICER RECRUITERS - SDI 0920
 REPRESENTATIVE HIGH TRAINING EMPHASIS TASKS
 WITH 1-24 MONTHS T1CF PERCENT PERFORMING

TASKS	TNG EMP	PERCENT 1-24 T1CF
CONDUCT FLOW AND TREND ANALYSIS	6.72	43
ANALYZE PRODUCTION REPORTS	6.14	40
CONDUCT MARKET ANALYSIS	5.70	34
DEVELOP TRACKING SYSTEMS	5.67	34
PREPARE OR DELIVER BRIEFINGS OR SPEECHES	5.58	72
COMPUTE OR DISTRIBUTE GOALS	5.46	34
EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	5.44	70
CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	5.14	56
ESTABLISH AND EVALUATE LEAD MANAGEMENT SYSTEM	5.12	31
PERFORM FLIGHT SUPERVISOR OR PROGRAM MANAGER LEVEL FUNCTION MANAGEMENT EFFECTIVENESS INSPECTION (MEI) OR SSIP	5.12	50
CONDUCT OFFICE VISITS	5.09	79
ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	5.07	62
DEVELOP SELF-INSPECTION PROGRAMS	5.05	38
REVIEW COMPUTER PRODUCTS	5.00	73
SET PRODUCTION EXPECTATIONS	4.91	39

were performed by less than 20 percent of the 1-24 TICF and 1-48 TICF groups. In fact, most tasks showed well over 50 percent performing in both of these groups. Table 6 presents representative high TE and percent performing tasks for enlisted personnel. All tasks in Table 6 were matched to the enlisted course POI.

Enlisted TD ratings were received from 49 experienced NCOs, each of whom rated job inventory tasks on a 9-point scale from extremely low difficulty (1) to extremely high difficulty (9). Difficulty was defined as the length of time it takes an average individual to learn to do the task, as stated previously. There was high agreement among NCOs on the relative difficulty of tasks, regardless of location or organizational level. To make the data easier to use, ratings were adjusted so the average TD equaled 5.00 and the standard deviation was 1.00. Therefore, tasks rated below 4.00 are relatively easy, while tasks rated higher than 6.00 are more difficult than 84 percent of the 469 tasks, and tasks rated higher than 7.00 are considered more difficult than 98 percent of the task list.

Only four tasks were found that rated 7.00 or higher:

- Participate in computer hardware or software design reviews (I414)
- Develop computer applications (G286)
- Operate computer systems (H345)
- Clarify, validate, or overcome prospects' objections (A4)

Although these tasks were rated high in TD, only Clarify, validate, or overcome prospects' objections is performed by a significant number of people in the first-job (1-24 TICF) and first 4-year (1-48 TICF) career field groups. Over 95 percent of these groups perform this task, while less than 5 percent perform any of the other three highly rated TD, computer-oriented tasks. Table 7 represents high TD tasks with more than 20 percent performing in the 1-24 TICF enlisted group. Only one task in Table 7, Plan or conduct junior college presentation, was not matched to the enlisted course POI.

A total of 74 other tasks were found to be rated 6.00 or higher. Of these, only eight tasks were performed by more than 20 percent of the personnel in either 1-24 TICF or 1-48 TICF groups. Interestingly, all of these eight tasks were found to be in either Duty A, Recruiting - General Functions, or Duty B, Recruiting - Enlisted.

CTS and POI Comparison

In this section, officer course CTSs and an enlisted course POI are compared to TE, TD, and percent performing data to review current training curriculums. In addition, a new product is introduced called Automated Training Indicators (ATI). ATI is simply a "step saver" which provides an objective, categorical training decision indicator based on Atch 1, ATCR 52-22.

TABLE 6

ENLISTED RECRUITERS - SDI 99500
 REPRESENTATIVE HIGH TRAINING EMPHASIS TASKS
 WITH 1-24 MONTHS TICF PERCENT PERFORMING

<u>TASKS</u>	<u>TNG EMP</u>	<u>PERCENT 1-24 TICF</u>
CONDUCT NONPRIOR SERVICE (NPS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	8.34	95
CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	8.06	98
DETERMINE PRIMARY INTERESTS OF PROSPECTS	8.02	97
MAKE APPOINTMENTS WITH PROSPECTS	7.51	98
REFINE STUDENT ARMED SERVICES VOCATIONAL APTITUDE BATTERY (ASVAB) LISTS	7.40	94
CONDUCTING PROSPECTING THROUGH PERPETUATION	7.02	98
PREPARE AND SUBMIT FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	6.98	94
PLAN OR CONDUCT HIGH SCHOOL PRESENTATIONS	6.94	92
ESTABLISH RAPPORT WITH PROSPECTS	6.89	96
EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	6.89	94
REVIEW FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	6.89	88
CONDUCT PRIOR SERVICE (PS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	6.85	93
INTERVIEW WALK-IN PROSPECTS	6.77	97
ANNOTATE OR REVIEW PLANNING GUIDES	6.70	96
REFINE MAILBACKS	6.57	96

TABLE 7
 ENLISTED RECRUITERS - SDI 99500
 HIGH TASK DIFFICULTY TASKS
 WITH MORE THAN 20% 1-24 MONTHS TICF PERCENT PERFORMING

<u>TASKS</u>	<u>TASK DIFF</u>	<u>PERCENT 1-24 TICF</u>
CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	7.12	98
CONDUCT NONPRIOR SERVICE (NPS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	6.47	95
COORDINATE BUDDY FLIGHT OR GROUP ENLISTMENTS	6.37	22
PREPARE AND SUBMIT FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	6.34	94
PLAN OR CONDUCT JUNIOR COLLEGE PRESENTATIONS	6.27	42
DETERMINE PRIMARY INTERESTS OF PROSPECTS	6.19	97
PLAN OR CONDUCT HIGH SCHOOL PRESENTATIONS	6.18	92
INITIATE APPLICANT WAIVERS	6.11	88
SCHEDULE STUDENT ASVAB IN SCHOOLS	6.02	78

With regard to officer CTS L30ZR0920-004, this course is entitled Recruiting Officer and concentrates in the officer duty areas of operations, resource management, and advertising and publicity. Most items on this CTS were well represented by matched tasks with high TE; however, there were a few areas which showed a lack of TE or low percent members performing. This implies that some items may lack the necessary justification for inclusion in a formal technical course. Item 5, Participate in USAF Graduate Evaluation Program, is required by regulation. These items include:

- 1D(1). Identify common driving hazards
- 1D(2). Indicate proper defensive actions
- 2C. Define the purpose and scope of the staff surveillance inspection program
- 3D. Identify the role of publicity activities/lead generation in USAF Recruiting
- 4A(1). Identify basic concepts of sales: psychology
- 5. Participate in USAF Graduate Evaluation Program

At the same time, there were 38 tasks not referenced to the CTS that are high in TE and maintain over 20 percent performing in both 1-24 and 1-48 TICF groups. Table 8 shows some of these tasks.

Recommend school personnel review the CTS and survey task match, TE ratings, and their current course curriculum to determine if changes should be made, based on this data.

The CTS used for Course L30ZR0920-005 was matched similarly to CTS L30ZR0920-004 and results of TE comparisons are, therefore, virtually identical. The same six CTS line-items have little support for their existence in the CTS and there are 35 tasks not referenced to the CTS that have high TE ratings and are over 20 percent performing in the 1-24 TICF and 1-48 TICF groups. This situation should be reviewed by Recruiting Training Division. Table 9 indicates representative tasks not referenced to this CTS with high TE and high percent performing.

The enlisted POI L3AZR99500 was also matched to OSR data, including TE, TD, 1-24 TICF, 1-48 TICF, and ATI. In this case, every CTS line-item but one was supported for formal training by matched tasks showing high TE, high percent members performing, and sufficient TD. CTS line-item 013, I4C: "Using ATCR 33-2, necessary background information, and applicable forms, prepare an application of an officer training school applicant and score satisfactorily on performance test 4-3"; based on low percent members performing, low TE, and low TD, this line-item should be considered for OJT.

There were 19 tasks rated high in TE and not matched to the POI. Six of these tasks were recommended for formal technical training by ATI due to high TE, high percent performing, and sufficient TD. These tasks are listed in Table 10. The other 13 tasks, found in Table 11, must be reviewed by training personnel.

TABLE 8

OFFICER RECRUITERS - SDI 0920
 CTS L30ZR0920 - 004
 REPRESENTATIVE TASKS NOT REFERENCED
 WITH HIGH TRAINING EMPHASIS AND HIGH PERCENT PERFORMING

<u>TASKS NOT REFERENCED</u>	<u>TRG EMP</u>	<u>PERCENT 1-24 TICF</u>
ANALYZE PRODUCTION REPORTS	6.14	40
PREPARE OR DELIVER BRIEFINGS AND SPEECHES	5.58	72
COMPUTE OR DISTRIBUTE GOALS	5.46	34
ESTABLISH AND EVALUATE LEAD MANAGEMENT SYSTEM	5.12	31
DEVELOP SELF-INSPECTION PROGRAMS	5.05	38
CONDUCT RECRUITER PRODUCTION EVALUATIONS	4.77	35
ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	4.46	62
PREPARE APRs	4.42	76

TABLE 9

OFFICER RECRUITERS - SDI 0920
 CTS L30ZR0920 - 005
 REPRESENTATIVE TASKS NOT REFERENCED
 WITH HIGH TRAINING EMPHASIS AND HIGH PERCENT PERFORMING

<u>TASKS NOT REFERENCED</u>	<u>TRG EMP</u>	<u>PERCENT 1-24 TICF</u>
PREPARE OR DELIVER BRIEFINGS AND SPEECHES	5.58	72
ESTABLISH AND EVALUATE LEAD MANAGEMENT SYSTEM	5.12	31
DEVELOP SELF-INSPECTION PROGRAMS	5.05	38
ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	4.46	62
PREPARE APRs	4.42	76
ESTABLISH PRODUCTION PLANS TO MEET FUTURE RECRUITING REQUIREMENTS	4.07	39
INITIATE, REVIEW, OR APPROVE RELIEF PROGRAMS	4.07	27

TABLE 10

ENLISTED RECRUITERS - SDI 99500
 POI L3AZR99500 TASKS NOT REFERENCED
 WITH HIGH TRAINING EMPHASIS AND HIGH PERCENT PERFORMING

<u>TASKS NOT REFERENCED</u>	<u>TRG EMP</u>	<u>PERCENT 1-24 TICF</u>
CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	6.42	97
REFINE LEAD LISTS FROM CENTER OF INFLUENCE (COI) EVENTS	5.66	82
REFINE LEAD LISTS FROM NEWSPAPERS OR OTHER PUBLICATIONS	4.40	51
PREPARE RECRUITER MARKET SURVEYS	4.34	80
PREPARE DELAYED ENLISTMENT PROGRAM (DEP) CORRESPONDENCE	3.96	83
REFINE LEAD LISTS FROM OTHER SERVICE RECRUITERS	3.28	56

TABLE 11

ENLISTED RECRUITERS - SDI 99500
 POI L3AZR99500 TASKS NOT REFERENCED
 WITH LOWER TRAINING EMPHASIS, TASK DIFFICULTY, OR PERCENT PERFORMING

<u>TASKS NOT REFERENCED</u>	<u>TRG EMP</u>	<u>TSK DIF</u>	<u>PERCENT 1-24 TICF</u>
PLAN OR CONDUCT JUNIOR COLLEGE PRESENTATIONS	5.45	6.27	42
PLAN OR CONDUCT VOCATIONAL SCHOOL PRESENTATIONS	5.32	6.08	47
REFINE COLLEGE DROPOUT LEAD LISTS	4.09	4.75	17
PLAN OR CONDUCT RADIO STATION VISITS	3.64	4.81	27
PREPARE OR DELIVER BRIEFINGS OR SPEECHES	3.53	6.05	15
PERFORM VEHICLE SAFETY INSPECTIONS	3.28	2.41	97
PLAN OR CONDUCT TELEVISION STATION VISITS	3.28	5.03	13
PLAN OR CONDUCT NEWSPAPER OFFICE VISITS	3.23	4.83	20
REFINE EMPLOYMENT OFFICE LEAD LISTS	3.21	4.55	14
REVIEW OR FILE TEST ROSTERS	2.85	3.63	70
CONTACT EMPLOYMENT OFFICE PERSONNEL FOR PROSPECTS OR PREAPPROACH INFORMATION	2.21	4.95	48
REVIEW COMPUTER PRODUCTS	2.15	4.71	58
ASSIST APPLICANTS WITH CONDITIONAL RELEASES	1.96	3.60	65

CONCLUSION

The purpose of the SDI 0920/99500 Recruiting occupational survey was stated as a means of providing comparison data between recruiting periods in the late 1970s and the present. In addition, data was required for technical training course evaluations.

No major problems were found within the realms of recruiting. Headquarters Recruiting Service leadership and management of personnel and training programs apparently are successful with respect to meeting Air Force needs.

The SPECIALTY JOBS section identified six clearly defined areas of Recruiting Service, based on different recruiting functional areas. Officers are normally responsible for management-type functions, while junior enlisted personnel support recruiting technical areas. Senior enlisted cadre perform a variety of technical and management tasks. Recruiters generally are very satisfied with their work, sense of accomplishment, and perceived use of talents; although some job groups are more satisfied with their jobs than others. There are only a few recommendations for training personnel to consider, and there are no proposed changes to AFRs 36-1 and 39-1 in content. It is difficult to recommend status quo in a "dynamic" Air Force, but this SDI is very clearly defined and supported by the occupational survey data.

APPENDIX A

TABLE A1
REPRESENTATIVE TASKS PERFORMED BY
RECRUITING PERSONNEL (GRP155)

TASKS	PERCENT MEMBERS PERFORMING (N=1,377)
A26 MAKE APPOINTMENTS WITH PROSPECTS	100
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	99
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	99
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	99
A39 REFINE MAILBACKS	99
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	99
A40 REFINE NATIONAL LEAD LISTS	99
A28 PERFORM VEHICLE SAFETY INSPECTIONS	99
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	98
A19 ESTABLISH RAPPORT WITH PROSPECTS	98
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	97
A1 ANNOTATE OR REVIEW PLANNING GUIDES	97
A24 INTERVIEW WALK-IN PROSPECTS	96
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	96
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	96
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	96
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	96
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	96
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	95
A25 MAINTAIN LITERATURE RACKS	95
A13 CONTACT SCHOOL COUNSELORS OR TEACHERS FOR PROSPECTS OR PREAPPROACH INFORMATION	95
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	94
A7 CONDUCT PROSPECTIVE APPLICANT HOUSE CALLS	93
A45 SHOW INFORMATION FILMS TO APPLICANTS	93
A14 CONTACT STUDENTS OR ACQUAINTANCES FOR PREAPPROACH INFOR- MATION	91
A36 REFINE LEAD LISTS FROM CENTER OF INFLUENCE (COI) EVENTS	90
A33 REFER INDIVIDUALS TO ROTC UNIT PERSONNEL	89
A9 CONTACT DELAYED ENLISTMENT PROGRAM (DEP) ENLISTEES	89
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	89
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	88
A21 INITIATE APPLICANT WAIVERS	87
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	86

TABLE A2
REPRESENTATIVE TASKS PERFORMED BY
NPS/PS RECRUITERS (GRP347)

TASKS	PERCENT MEMBERS PERFORMING (N=1,087)
A26 MAKE APPOINTMENTS WITH PROSPECTS	100
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	100
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	100
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	99
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	99
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	99
A9 CONTACT DELAYED ENLISTMENT PROGRAM (DEP) ENLISTEES	99
A40 REFINE NATIONAL LEAD LISTS	99
A39 REFINE MAILBACKS	99
A45 SHOW INFORMATION FILMS TO APPLICANTS	99
A24 INTERVIEW WALK-IN PROSPECTS	99
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	99
A28 PERFORM VEHICLE SAFETY INSPECTIONS	99
B49 CONDUCT NONPRIOR SERVICE (NPS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	99
A25 MAINTAIN LITERATURE RACKS	99
A19 ESTABLISH RAPPORT WITH PROSPECTS	98
B74 REFINE STUDENT ARMED SERVICES VOCATIONAL APTITUDE BATTERY (ASVAB) LISTS	98
B62 PREPARE AND SUBMIT FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	98
B54 EXPLAIN INFORMATION ON ATC FORMS 1302 (NONPRIOR SERVICE ENLISTMENT PROGRAM)	98
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	98
A1 ANNOTATE OR REVIEW PLANNING GUIDES	97
B77 SCHEDULE APPLICANTS FOR PRODUCTION ARMED SERVICES VOA- TIONAL APTITUDE BATTERY (ASVAB)	97
A13 CONTACT SCHOOL COUNSELORS OR TEACHERS FOR PROSPECTS OR PREAPPROACH INFORMATION	97
A15 COUNSEL EXAMINEES ON TEST RESULTS	97
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	97
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	97
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	97
B50 CONDUCT PRIOR SERVICE (PS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	97
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	96

TABLE A3

REPRESENTATIVE TASKS PERFORMED BY
HEALTH PROFESSIONAL RECRUITERS (GRP235)

TASKS	PERCENT MEMBERS PERFORMING (N=163)
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	100
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	99
A28 PERFORM VEHICLE SAFETY INSPECTIONS	99
A19 ESTABLISH RAPPORT WITH PROSPECTS	99
C84 CONDUCT HEALTH PROFESSIONS APPLICANT INTERVIEWS OR SALES PRESENTATIONS	99
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	99
A26 MAKE APPOINTMENTS WITH PROSPECTS	99
C105 PLAN, SCHEDULE, OR PARTICIPATE IN COMMISSIONING CEREMONIES	99
C94 NOTIFY APPLICANTS OF SELECTION OR NONSELECTION	99
A39 REFINE MAILBACKS	98
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	98
A40 REFINE NATIONAL LEAD LISTS	97
C96 OBTAIN AND VERIFY HEALTH PROFESSIONALS LICENSES, CERTIFI- CATES, OR MEDICAL SCHOOL DIPLOMAS	97
A1 ANNOTATE OR REVIEW PLANNING GUIDES	97
C97 OBTAIN COLLEGE TRANSCRIPTS	96
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	96
A36 REFINE LEAD LISTS FROM CENTER OF INFLUENCE (COI) EVENTS	95
C85 CONDUCT IN-PERSON FOLLOW-UP VISITS	94
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	94
C101 PLAN OR CONDUCT COLLEGE VISITATIONS	94
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	94
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	93
C95 OBTAIN AND VERIFY CREDENTIAL INFORMATION AND EVALUATION	93
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	92
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	91
C92 ESCORT APPLICANTS	89
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	89
A29 PREPARE RECRUITER MARKET SURVEYS	89
A7 CONDUCT PROSPECTIVE APPLICANT HOUSE CALLS	88
A2 ASSIST APPLICANTS WITH CONDITIONAL RELEASES	87
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	85
C99 OBTAIN PRIOR SERVICE RECORDS	85
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	83

TABLE A4

REPRESENTATIVE TASKS PERFORMED BY
OTS OR OFFICER RECRUITERS (GRP472)

TASKS	PERCENT MEMBERS PERFORMING (N=99)
C86 CONDUCT OFFICER TRAINING SCHOOL (OTS) APPLICANT INTER- VIEWS OR SALES PRESENTATIONS	100
C106 PREPARE OR SUBMIT FORMS ASSOCIATED WITH AN OTS APPLICATION	100
A26 MAKE APPOINTMENTS WITH PROSPECTS	100
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	100
A39 REFINE MAILBACKS	99
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	99
C101 PLAN OR CONDUCT COLLEGE VISITATIONS	98
C125 REVIEW FORMS ASSOCIATED WITH AN OTS APPLICATION	98
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	98
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	98
C94 NOTIFY APPLICANTS OF SELECTION OR NONSELECTION	98
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	98
A24 INTERVIEW WALK-IN PROSPECTS	98
C107 PREPARE OR SUBMIT FORMS ASSOCIATED WITH AN OTS ENLISTMENT CASE FILE	97
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	97
A40 REFINE NATIONAL LEAD LISTS	97
A28 PERFORM VEHICLE SAFETY INSPECTIONS	97
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	97
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	97
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	97
A33 REFER INDIVIDUALS TO ROTC UNIT PERSONNEL	97
C129 SCHEDULE AIR FORCE OFFICER QUALIFICATION TESTS (AFOQT)	96
A1 ANNOTATE OR REVIEW PLANNING GUIDES	96
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	96
A19 ESTABLISH RAPPORT WITH PROSPECTS	95
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	94
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	94
A15 COUNSEL EXAMINEES ON TEST RESULTS	93
A36 REFINE LEAD LISTS FROM CENTER OF INFLUENCE (COI) EVENTS	93
C112 REFINE COLLEGE LEAD LISTS	92
C97 OBTAIN COLLEGE TRANSCRIPTS	92
A9 CONTACT DELAYED ENLISTMENT PROGRAM (DEP) ENLISTEES	92
A25 MAINTAIN LITERATURE RACKS	92
A45 SHOW INFORMATION FILMS TO APPLICANTS	91

TABLE A5
REPRESENTATIVE TASKS PERFORMED BY
SUPERVISORY PERSONNEL CLUSTER (GRP50)

TASKS	PERCENT MEMBERS PERFORMING (N=422)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	93
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	87
I385 CONDUCT OFFICE VISITS	86
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	86
A28 PERFORM VEHICLE SAFETY INSPECTIONS	85
A1 ANNOTATE OR REVIEW PLANNING GUIDES	84
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	82
I421 PREPARE APRs	82
A41 REVIEW COMPUTER PRODUCTS	82
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	82
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	79
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	77
I429 PROVIDE CAREER ADVICE	75
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	75
H310 ASSIGN SUSPENSES	75
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	74
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	74
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	74
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	73
H361 PREPARE TRAVEL VOUCHERS	72
H317 COORDINATE POLICIES OR PROCEDURES	72
H315 CONDUCT SAFETY BRIEFINGS	71
H362 PREPARE TRIP REPORTS	70
I420 PLAN OR SCHEDULE GROUP, SQUADRON, OR FLIGHT MEETINGS	69
G280 CONDUCT FLOW AND TREND ANALYSIS	69
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	69
G305 SET PRODUCTION EXPECTATIONS	68
H345 OPERATE COMPUTER SYSTEMS	68
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	67
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVAL- UATIONS	66
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	66
H314 CONDUCT MAINTENANCE INSPECTION OF GOVERNMENT-OWNED VEHICLES	65
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	65

TABLE A6
REPRESENTATIVE TASKS PERFORMED BY
OPERATIONS CHIEFS (GRP293)

TASKS	PERCENT MEMBERS PERFORMING (N=47)
G276 ANALYZE PRODUCTION REPORTS	98
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	98
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	96
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	96
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	96
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	94
I413 MONITOR MILITARY ENTRANCE PROCESSING STATION (MEPS) ACTIVITIES	94
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	94
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	94
H317 COORDINATE POLICIES OR PROCEDURES	91
G297 MANAGE WAIVER APPLICATION PROCESSING	91
H368 REVIEW PRODUCTION EXPECTATIONS	91
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	91
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	91
I421 PREPARE APRs	91
H345 OPERATE COMPUTER SYSTEMS	89
G288 DEVELOP TRACKING SYSTEMS	89
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	89
J465 PROVIDE BRIEFINGS ON INSPECTION FINDINGS	89
H362 PREPARE TRIP REPORTS	89
H310 ASSIGN SUSPENSES	89
G280 CONDUCT FLOW AND TREND ANALYSIS	87
A41 REVIEW COMPUTER PRODUCTS	87
G275 ADVISE RECRUITERS OF CHANGES TO APPLICANT QUALIFICATION CRITERIA OR RECRUITING POLICY	87
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	87
H361 PREPARE TRAVEL VOUCHERS	87
H342 MAKE INQUIRIES TO HIGHER HEADQUARTERS STAFF PERSONNEL FOR INFORMATION	85
J444 INSPECT LIAISON FUNCTIONS AT THE MEPS	85
G287 DEVELOP INCENTIVE AWARDS PROGRAM	85
H364 RESEARCH HIGHER HEADQUARTERS PUBLICATIONS, POLICIES, OR PROCEDURAL GUIDES	85
H355 PREPARE OR REVIEW RECURRING REPORTS	83
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	83

TABLE A7
REPRESENTATIVE TASKS PERFORMED BY
ENLISTED SUPERINTENDENTS (GRP353)

TASKS	PERCENT MEMBERS PERFORMING (N=25)
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	100
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	100
I385 CONDUCT OFFICE VISITS	96
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	96
I429 PROVIDE CAREER ADVICE	96
I397 ESTABLISH PRODUCTION PLANS TO MEET FUTURE RECRUITING REQUIREMENTS	96
H317 COORDINATE POLICIES OR PROCEDURES	96
I405 INITIATE, REVIEW, OR APPROVE RELIEF ACTIONS	96
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	96
H362 PREPARE TRIP REPORTS	96
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	96
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	96
I431 RECOMMEND OR SELECT PERSONNEL FOR PME OR OTHER FORMAL TRAINING	96
I420 PLAN OR SCHEDULE GROUP, SQUADRON, OR FLIGHT MEETINGS	96
I412 MAKE RECOMMENDATIONS ON RECRUITER VIOLATIONS	96
A1 ANNOTATE OR REVIEW PLANNING GUIDES	96
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	92
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	92
E212 EVALUATE OJT TRAINERS OR TRAINEES	92
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	92
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	92
I421 PREPARE APRs	92
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	92
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	92
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVAL- UATIONS	88
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	88
I432 RECOMMEND OR SELECT PERSONNEL FOR TRAINING AT HIGHER HEADQUARTERS	88
H361 PREPARE TRAVEL VOUCHERS	88
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	88
I434 REVIEW ADVERTISING AND PUBLICITY QUARTERLY OR ANNUAL PLANS	88
I415 PARTICIPATE IN FINANCIAL WORKING GROUPS	88

TABLE A8
REPRESENTATIVE TASKS PERFORMED BY
FLIGHT SUPERVISORS (GRP266)

TASKS	PERCENT MEMBERS PERFORMING (N=140)
I385 CONDUCT OFFICE VISITS	99
A1 ANNOTATE OR REVIEW PLANNING GUIDES	99
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	99
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	98
H315 CONDUCT SAFETY BRIEFINGS	98
G305 SET PRODUCTION EXPECTATIONS	97
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	97
I421 PREPARE APRs	96
G293 MAINTAIN OPERATIONS FOLDER	96
G303 REVIEW PERSONAL INTERVIEW RECORD (PIR)	96
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	96
A28 PERFORM VEHICLE SAFETY INSPECTIONS	96
G280 CONDUCT FLOW AND TREND ANALYSIS	95
G282 CONDUCT RECRUITER PRODUCTION EVALUATIONS	95
I438 VALIDATE RECRUITER MARKET SURVEYS	95
H310 ASSIGN SUSPENSES	95
G299 PERFORM CHECK RIDE WITH RECRUITERS	95
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	94
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	94
G279 COMPUTE OR DISTRIBUTE GOALS	94
A41 REVIEW COMPUTER PRODUCTS	94
I429 PROVIDE CAREER ADVICE	94
H314 CONDUCT MAINTENANCE INSPECTION OF GOVERNMENT-OWNED VEHICLES	94
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION)	93
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	93
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	92
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	91
I422 PREPARE CIVILIAN PERFORMANCE APPRAISALS	91
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	91
G281 CONDUCT MARKET ANALYSIS	90
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVAL- UATIONS	89
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	89
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	89

TABLE A9
REPRESENTATIVE TASKS PERFORMED BY
OTS RECRUITING CHIEFS (GRP226)

TASKS	PERCENT MEMBERS PERFORMING (N=26)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	100
A28 PERFORM VEHICLE SAFETY INSPECTIONS	100
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	96
G305 SET PRODUCTION EXPECTATIONS	96
H310 ASSIGN SUSPENSES	96
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	96
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	92
I385 CONDUCT OFFICE VISITS	92
G303 REVIEW PERSONAL INTERVIEW RECORD (PIR)	92
I438 VALIDATE RECRUITER MARKET SURVEYS	92
G300 PERFORM QUALITY CONTROL (QC) CHECKS OF OFFICER APPLI- CATIONS	88
C86 CONDUCT OFFICER TRAINING SCHOOL (OTS) APPLICANT INTER- VIEWS OR SALES PRESENTATIONS	88
C125 REVIEW FORMS ASSOCIATED WITH AN OTS APPLICATION	88
C106 PREPARE OR SUBMIT FORMS ASSOCIATED WITH AN OTS APPLICATION	88
G280 CONDUCT FLOW AND TREND ANALYSIS	88
G281 CONDUCT MARKET ANALYSIS	88
A41 REVIEW COMPUTER PRODUCTS	88
G293 MAINTAIN OPERATIONS FOLDER	88
G279 COMPUTE OR DISTRIBUTE GOALS	88
G282 CONDUCT RECRUITER PRODUCTION EVALUATIONS	88
A1 ANNOTATE OR REVIEW PLANNING GUIDES	88
A33 REFER INDIVIDUALS TO ROTC UNIT PERSONNEL	88
G288 DEVELOP TRACKING SYSTEMS	85
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	85
C101 PLAN OR CONDUCT COLLEGE VISITATIONS	85
I434 REVIEW ADVERTISING AND PUBLICITY QUARTERLY OR ANNUAL PLANS	85
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	81
G275 ADVISE RECRUITERS OF CHANGES TO APPLICANT QUALIFICATION CRITERIA OR RECRUITING POLICY	81
H368 REVIEW PRODUCTION EXPECTATIONS	81
I421 PREPARE APRs	81
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	81
H362 PREPARE TRIP REPORTS	81
I420 PLAN OR SCHEDULE GROUP, SQUADRON, OR FLIGHT MEETINGS	81

TABLE A10

REPRESENTATIVE TASKS PERFORMED BY
HEALTH PROFESSIONAL RECRUITING CHIEFS (GRP160)

TASKS	PERCENT MEMBERS PERFORMING (N=40)
C105 PLAN, SCHEDULE, OR PARTICIPATE IN COMMISSIONING CEREMONIES	100
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	100
C84 CONDUCT HEALTH PROFESSIONS APPLICANT INTERVIEWS OR SALES PRESENTATIONS	97
I385 CONDUCT OFFICE VISITS	95
A1 ANNOTATE OR REVIEW PLANNING GUIDES	95
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	92
A28 PERFORM VEHICLE SAFETY INSPECTIONS	92
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	92
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	90
A41 REVIEW COMPUTER PRODUCTS	90
C101 PLAN OR CONDUCT COLLEGE VISITATIONS	90
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	90
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	90
H362 PREPARE TRIP REPORTS	90
G280 CONDUCT FLOW AND TREND ANALYSIS	88
G282 CONDUCT RECRUITER PRODUCTION EVALUATIONS	88
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	88
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	85
C92 ESCORT APPLICANTS	85
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	82
F242 MAINTAIN LEAD TRACKING SYSTEM	82
A19 ESTABLISH RAPPORT WITH PROSPECTS	82
G305 SET PRODUCTION EXPECTATIONS	82
G281 CONDUCT MARKET ANALYSIS	82
F258 PLAN OR PARTICIPATE IN HEALTH PROFESSIONAL TOURS	82
C94 NOTIFY APPLICANTS OF SELECTION OR NONSELECTION	82
G303 REVIEW PERSONAL INTERVIEW RECORD (PIR)	80
C132 SELL ASSIGNMENTS TO HEALTH PROFESSIONS APPLICANTS	80
G279 COMPUTE OR DISTRIBUTE GOALS	80
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	80
I421 PREPARE APRs	80
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC)	77
G293 MAINTAIN OPERATIONS FOLDER	77

TABLE A11

REPRESENTATIVE TASKS PERFORMED BY
RESOURCE MANAGEMENT CHIEFS (GRP181)

TASKS	PERCENT MEMBERS PERFORMING (N=24)
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	100
I421 PREPARE APRs	100
H327 EVALUATE MAINTENANCE OR USE OF WORKSPACE, EQUIPMENT, SUPPLIES, OR FACILITIES	100
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	100
H318 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	96
H319 DEVELOP OR EVALUATE BUDGET OR FINANCIAL REQUIREMENTS	96
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	96
I385 CONDUCT OFFICE VISITS	96
H356 PREPARE OR REVIEW TEMPORARY DUTY (TDY) ORDERS REQUESTS	92
H355 PREPARE OR REVIEW RECURRING REPORTS	92
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	92
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	92
I415 PARTICIPATE IN FINANCIAL WORKING GROUPS	92
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	92
H343 MONITOR PARKING OR SECURITY OF RECRUITING SERVICE VEHICLES	92
H314 CONDUCT MAINTENANCE INSPECTION OF GOVERNMENT-OWNED VEHICLES	92
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	92
H361 PREPARE TRAVEL VOUCHERS	92
H350 PLAN LAYOUT OF FACILITIES	88
H317 COORDINATE POLICIES OR PROCEDURES	88
H329 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	88
H328 EVALUATE NEW EQUIPMENT, MATERIALS, OR PROPOSED MODIFICATIONS	88
A28 PERFORM VEHICLE SAFETY INSPECTIONS	88
I388 COORDINATE WITH CIVILIAN PERSONNEL OFFICE (CPO) ON CIVILIAN PERSONNEL MATTERS	88
H362 PREPARE TRIP REPORTS	88
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	88
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	83
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	83
H315 CONDUCT SAFETY BRIEFINGS	83
I429 PROVIDE CAREER ADVICE	83
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	83

TABLE A12

REPRESENTATIVE TASKS PERFORMED BY
TRAINING SUPERVISORS (GRP167)

TASKS	PERCENT MEMBERS PERFORMING (N=21)
J463 PREPARE INSPECTION REPORTS	100
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	100
J465 PROVIDE BRIEFINGS ON INSPECTION FINDINGS	100
E222 PROVIDE FOLLOW-ON TRAINING	95
E228 WRITE TRAINING REPORTS	95
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	95
E208 DEVELOP TRAINING PLANS	95
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	95
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	90
E215 EVALUATE TRAINING METHODS, TECHNIQUES, OR PROGRAMS	90
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	90
E212 EVALUATE OJT TRAINERS OR TRAINEES	86
E217 MANAGE TRAINING PROGRAMS	86
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	81
J469 VALIDATE INSPECTION INFORMATION	81
E202 COORDINATE CLASS SCHEDULES	81
J461 PLAN OR SCHEDULE INSPECTIONS	76
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	76
A28 PERFORM VEHICLE SAFETY INSPECTIONS	76
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	76
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	71
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	71
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	71
H362 PREPARE TRIP REPORTS	67
J446 PERFORM FLIGHT SUPERVISOR OR PROGRAM MANAGER LEVEL FUNC- TION MANAGEMENT EFFECTIVENESS INSPECTION (MEI) OR SSIP	67
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION)	67
H361 PREPARE TRAVEL VOUCHERS	67
J462 PREPARE INSPECTION PLANS	67
H316 CONDUCT SYMPOSIUMS, CONFERENCES, OR WORKSHOPS	67
A1 ANNOTATE OR REVIEW PLANNING GUIDES	67
I385 CONDUCT OFFICE VISITS	62
J455 PERFORM GROUP OR SQUADRON SPECIAL INTEREST ITEMS FUNCTION MEI OR SSIP	62
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVAL- UATIONS	62

TABLE A13
REPRESENTATIVE TASKS PERFORMED BY
SQUADRON COMMANDERS (GRP325)

TASKS	PERCENT MEMBERS PERFORMING (N=8)
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	100
I385 CONDUCT OFFICE VISITS	100
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	100
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	100
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	100
H310 ASSIGN SUSPENSES	100
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	100
I429 PROVIDE CAREER ADVICE	100
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	100
I428 PRESENT AWARDS FOR SPECIAL RECOGNITION	100
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	100
I398 EVALUATE INDIVIDUALS FOR PROMOTION, DEMOTION, OR RECLASSIFICATION	100
I373 ACT AS LIAISON WITH OTHER SERVICES	100
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	100
I404 INITIATE PERSONNEL ACTION REQUESTS	100
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	100
I413 MONITOR MILITARY ENTRANCE PROCESSING STATION (MEPS) ACTIVITIES	100
I434 REVIEW ADVERTISING AND PUBLICITY QUARTERLY OR ANNUAL PLANS	100
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	100
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	100
I390 DETERMINE MANPOWER REQUIREMENTS	100
A28 PERFORM VEHICLE SAFETY INSPECTIONS	100
I431 RECOMMEND OR SELECT PERSONNEL FOR PME OR OTHER FORMAL TRAINING	100
I380 ASSIGN PERSONNEL TO DUTY POSITIONS	100
I432 RECOMMEND OR SELECT PERSONNEL FOR TRAINING AT HIGHER HEADQUARTERS	100
I400 EVALUATE SAFETY PROGRAMS	100
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	100
I375 APPROVE DELAYED ENLISTMENT PROGRAM (DEP) DISCHARGES	100
I374 ADMINISTER DISCIPLINE UNDER THE UNIFORM CODE OF MILITARY JUSTICE (UCMJ)	100

TABLE A14

REPRESENTATIVE TASKS PERFORMED BY
OPERATIONS AND PRODUCTION CONTROL CLUSTER (GRP41)

TASKS	PERCENT MEMBERS PERFORMING (N=112)
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	90
G276 ANALYZE PRODUCTION REPORTS	83
H345 OPERATE COMPUTER SYSTEMS	77
G275 ADVISE RECRUITERS OF CHANGES TO APPLICANT QUALIFICATION CRITERIA OR RECRUITING POLICY	76
A41 REVIEW COMPUTER PRODUCTS	71
H308 ANSWER TELEPHONE INQUIRIES FROM CIVILIAN SOURCES	70
G280 CONDUCT FLOW AND TREND ANALYSIS	68
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	68
H355 PREPARE OR REVIEW RECURRING REPORTS	67
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	67
H342 MAKE INQUIRIES TO HIGHER HEADQUARTERS STAFF PERSONNEL FOR INFORMATION	66
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	65
G288 DEVELOP TRACKING SYSTEMS	63
G284 COORDINATE WITH FLIGHT SUPERVISOR OR PROGRAM MANAGER ON PROCESSING REQUIREMENTS	60
G279 COMPUTE OR DISTRIBUTE GOALS	59
H317 COORDINATE POLICIES OR PROCEDURES	56
H310 ASSIGN SUSPENSES	56
G297 MANAGE WAIVER APPLICATION PROCESSING	53
G286 DEVELOP COMPUTER APPLICATIONS	53
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	51
H364 RESEARCH HIGHER HEADQUARTERS PUBLICATIONS, POLICIES, OR PROCEDURAL GUIDES	48
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	47
I433 RESPOND TO CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	46
H368 REVIEW PRODUCTION EXPECTATIONS	43
A28 PERFORM VEHICLE SAFETY INSPECTIONS	42
H362 PREPARE TRIP REPORTS	41
G287 DEVELOP INCENTIVE AWARDS PROGRAM	38
H309 ANSWER WRITTEN INQUIRIES FROM CIVILIAN SOURCES	36
H361 PREPARE TRAVEL VOUCHERS	36
G281 CONDUCT MARKET ANALYSIS	35
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	34
H358 PREPARE REGULATIONS OR PUBLICATIONS OR INPUTS TO REGU- LATIONS OR PUBLICATIONS	33

TABLE A15

REPRESENTATIVE TASKS PERFORMED BY
OPERATIONS AND PRODUCTION CONTROL NCOs (GRP75)

TASKS	PERCENT MEMBERS PERFORMING (N=69)
G276 ANALYZE PRODUCTION REPORTS	97
G275 ADVISE RECRUITERS OF CHANGES TO APPLICANT QUALIFICATION CRITERIA OR RECRUITING POLICY	93
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	93
H345 OPERATE COMPUTER SYSTEMS	88
G280 CONDUCT FLOW AND TREND ANALYSIS	87
G279 COMPUTE OR DISTRIBUTE GOALS	81
G288 DEVELOP TRACKING SYSTEMS	80
G284 COORDINATE WITH FLIGHT SUPERVISOR OR PROGRAM MANAGER ON PROCESSING REQUIREMENTS	77
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	75
G297 MANAGE WAIVER APPLICATION PROCESSING	72
H342 MAKE INQUIRIES TO HIGHER HEADQUARTERS STAFF PERSONNEL FOR INFORMATION	71
H308 ANSWER TELEPHONE INQUIRIES FROM CIVILIAN SOURCES	71
G286 DEVELOP COMPUTER APPLICATIONS	70
H355 PREPARE OR REVIEW RECURRING REPORTS	70
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	70
A41 REVIEW COMPUTER PRODUCTS	68
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	58
H317 COORDINATE POLICIES OR PROCEDURES	55
H310 ASSIGN SUSPENSES	55
H368 REVIEW PRODUCTION EXPECTATIONS	49
G293 MAINTAIN OPERATIONS FOLDER	48
G302 REQUEST PRODUCTION AWARDS	48
G287 DEVELOP INCENTIVE AWARDS PROGRAM	48
A28 PERFORM VEHICLE SAFETY INSPECTIONS	48
G281 CONDUCT MARKET ANALYSIS	45
H364 RESEARCH HIGHER HEADQUARTERS PUBLICATIONS, POLICIES, OR PROCEDURAL GUIDES	43
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	43
G290 ESTABLISH AND EVALUATE LEAD MANAGEMENT SYSTEM	41
I433 RESPOND TO CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	41
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	41
G289 DIRECT MAINTENANCE OR USE OF EQUIPMENT	36
G305 SET PRODUCTION EXPECTATIONS	36
G285 DEVELOP AND MANAGE PRODUCTION PLANS	35

TABLE A16

REPRESENTATIVE TASKS PERFORMED BY
SENIOR OPERATIONS MANAGEMENT PERSONNEL (GRP47)

TASKS	PERCENT MEMBERS PERFORMING (N=26)
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	96
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC.)	88
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	88
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	85
H309 ANSWER WRITTEN INQUIRIES FROM CIVILIAN SOURCES	85
H308 ANSWER TELEPHONE INQUIRIES FROM CIVILIAN SOURCES	81
H317 COORDINATE POLICIES OR PROCEDURES	77
H342 MAKE INQUIRIES TO HIGHER HEADQUARTERS STAFF PERSONNEL FOR INFORMATION	77
A41 REVIEW COMPUTER PRODUCTS	73
H362 PREPARE TRIP REPORTS	73
H355 PREPARE OR REVIEW RECURRING REPORTS	69
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	69
H364 RESEARCH HIGHER HEADQUARTERS PUBLICATIONS, POLICIES, OR PROCEDURAL GUIDES	65
I433 RESPOND TO CONGRESSIONAL OR PRESIDENTIAL INQUIRIES	65
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	65
H345 OPERATE COMPUTER SYSTEMS	62
H351 PLAN OR DEVELOP WORK METHODS OR PROCEDURES	62
H358 PREPARE REGULATIONS OR PUBLICATIONS OR INPUTS TO REGU- LATIONS OR PUBLICATIONS	62
H361 PREPARE TRAVEL VOUCHERS	62
H310 ASSIGN SUSPENSES	58
H331 EVALUATE SUGGESTIONS	54
H352 PLAN SYMPOSIUMS, CONFERENCES, OR WORKSHOPS	54
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	54
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	54
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	54
I387 COORDINATE WITH AIR FORCE MANPOWER AND PERSONNEL CENTER (AFMPC) ON SELECTIONS, ASSIGNMENTS, AND SCHEDULING	50
G275 ADVISE RECRUITERS OF CHANGES TO APPLICANT QUALIFICATION CRITERIA OR RECRUITING POLICY	50
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	50
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	50
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	50
I421 PREPARE APRs	50

TABLE A17
REPRESENTATIVE TASKS PERFORMED BY
ADVERTISING AND PUBLICITY CLUSTER (GRP70)

TASKS	PERCENT MEMBERS PERFORMING (N=84)
F239 EVALUATE NOMINATIONS FOR CIVILIAN AWARDS	88
F246 MONITOR ADVERTISING OR PUBLICITY NEEDS	87
F230 COORDINATE EXPENDITURES OF ADVERTISING AND PUBLICITY FUNDS	87
F254 PLAN OR CONDUCT RADIO STATION VISITS	87
F255 PLAN OR CONDUCT TELEVISION STATION VISITS	86
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	85
F257 PLAN OR PARTICIPATE IN EDUCATOR TOURS	83
F260 PLAN OR SCHEDULE AIR FORCE DISPLAYS OR PRESENTATIONS FOR CIVILIAN AGENCY FUNCTIONS	80
F247 OPERATE AUDIOVISUAL EQUIPMENT	76
F244 MANAGE CENTER OF INFLUENCE (COI) PROGRAM	73
A41 REVIEW COMPUTER PRODUCTS	73
F250 PLAN OR CONDUCT COI EVENTS	71
F273 RESPOND TO INQUIRIES FROM PUBLIC NEWS MEDIA	71
F229 CONDUCT CENTRALIZED DIRECT MAIL PROGRAM	70
F241 MAINTAIN CENTERS OF INFLUENCE (COI) FUND LEDGERS	69
F240 MAINTAIN ADVERTISING LEDGERS	69
F253 PLAN OR CONDUCT NEWSPAPER OFFICE VISITS	69
F269 PREPARE SUBMISSIONS FOR RECRUITER NEWSPAPER	69
F274 SET UP OR REMOVE DISPLAYS FOR PRESENTATIONS	69
F243 MANAGE ADVERTISING PROGRAM	68
F249 PLAN CENTRALIZED DIRECT MAIL PROGRAM	68
F236 ESTABLISH ADVERTISING LITERATURE OR PROMOTIONAL ITEMS REQUIREMENTS	68
J448 PERFORM GROUP OR SQUADRON LEVEL ADVERTISING AND PUBLICITY FUNCTION MEI OR SSIP	67
A28 PERFORM VEHICLE SAFETY INSPECTIONS	67
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	65
F251 PLAN OR CONDUCT LOCAL BASE TOURS	65
F237 EVALUATE ADVERTISING AGENCY CONTRACTS	65
F245 MANAGE LITERATURE AND PROMOTIONAL ITEMS	64
F263 PREPARE OR DEVELOP AUDIOVISUAL AIDS, SUCH AS SLIDES OR VIEWGRAPHS	64
F252 PLAN OR CONDUCT LOCAL PAID ADVERTISING PROGRAMS	63
F265 PREPARE OR PROCESS CERTIFICATE OF APPRECIATION OR CIVILIAN AWARD FORMS	63
F235 DRAFT INPUT FOR RECURRING PUBLICATIONS, SUCH AS MAGAZINES, NEWSPAPERS, OR BULLETINS	63

TABLE A18

REPRESENTATIVE TASKS PERFORMED BY
ADVERTISING AND PUBLICITY NCOIC/CHIEFS (GRP190)

TASKS	PERCENT MEMBERS PERFORMING (N=58)
F230 COORDINATE EXPENDITURES OF ADVERTISING AND PUBLICITY FUNDS	98
F246 MONITOR ADVERTISING OR PUBLICITY NEEDS	98
F255 PLAN OR CONDUCT TELEVISION STATION VISITS	98
F254 PLAN OR CONDUCT RADIO STATION VISITS	97
F239 EVALUATE NOMINATIONS FOR CIVILIAN AWARDS	93
F257 PLAN OR PARTICIPATE IN EDUCATOR TOURS	90
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	88
F237 EVALUATE ADVERTISING AGENCY CONTRACTS	86
F243 MANAGE ADVERTISING PROGRAM	84
F240 MAINTAIN ADVERTISING LEDGERS	84
F273 RESPOND TO INQUIRIES FROM PUBLIC NEWS MEDIA	84
F252 PLAN OR CONDUCT LOCAL PAID ADVERTISING PROGRAMS	83
F260 PLAN OR SCHEDULE AIR FORCE DISPLAYS OR PRESENTATIONS FOR CIVILIAN AGENCY FUNCTIONS	83
F269 PREPARE SUBMISSIONS FOR RECRUITER NEWSPAPER	83
F229 CONDUCT CENTRALIZED DIRECT MAIL PROGRAM	81
F247 OPERATE AUDIOVISUAL EQUIPMENT	81
F249 PLAN CENTRALIZED DIRECT MAIL PROGRAM	79
F253 PLAN OR CONDUCT NEWSPAPER OFFICE VISITS	79
F236 ESTABLISH ADVERTISING LITERATURE OR PROMOTIONAL ITEMS REQUIREMENTS	78
F244 MANAGE CENTER OF INFLUENCE (COI) PROGRAM	76
F274 SET UP OR REMOVE DISPLAYS FOR PRESENTATIONS	76
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	74
F234 DEVELOP DIRECT MAIL BLANKET PURCHASE AGREEMENT (BPA) OR CONTRACTS	74
F250 PLAN OR CONDUCT COI EVENTS	74
F238 EVALUATE DIRECT MAIL BPA OR CONTRACTS	74
A41 REVIEW COMPUTER PRODUCTS	72
J448 PERFORM GROUP OR SQUADRON LEVEL ADVERTISING AND PUBLICITY FUNCTION MEI OR SSIP	72
F266 PREPARE OR RELEASE NEWS ARTICLES OR HOMETOWN NEWS RELEASES	72
A28 PERFORM VEHICLE SAFETY INSPECTIONS	72
F263 PREPARE OR DEVELOP AUDIOVISUAL AIDS, SUCH AS SLIDES OR VIEWGRAPHS	72
F235 DRAFT INPUT FOR RECURRING PUBLICATIONS, SUCH AS MAGAZINES, NEWSPAPERS, OR BULLETINS	72
F233 DEVELOP ADVERTISING AGENCY CONTRACTS	71

TABLE A19
REPRESENTATIVE TASKS PERFORMED BY
ADVERTISING AND PUBLICITY NCOs (GRP213)

TASKS	PERCENT MEMBERS PERFORMING (N=9)
A28 PERFORM VEHICLE SAFETY INSPECTIONS	100
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	100
F239 EVALUATE NOMINATIONS FOR CIVILIAN AWARDS	89
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	89
A41 REVIEW COMPUTER PRODUCTS	89
B61 PLAN OR SCHEDULE BAND TOURS	89
F254 PLAN OR CONDUCT RADIO STATION VISITS	89
F241 MAINTAIN CENTERS OF INFLUENCE (COI) FUND LEDGERS	78
F245 MANAGE LITERATURE AND PROMOTIONAL ITEMS	78
F260 PLAN OR SCHEDULE AIR FORCE DISPLAYS OR PRESENTATIONS FOR CIVILIAN AGENCY FUNCTIONS	78
F251 PLAN OR CONDUCT LOCAL BASE TOURS	78
F250 PLAN OR CONDUCT COI EVENTS	78
B60 PLAN OR SCHEDULE AIR FORCE ORIENTATION GROUP (AFOG) VISITS	78
F255 PLAN OR CONDUCT TELEVISION STATION VISITS	78
F261 PREPARE CERTIFICATES OF APPRECIATION OR CIVILIAN AWARDS	78
F265 PREPARE OR PROCESS CERTIFICATE OF APPRECIATION OR CIVILIAN AWARD FORMS	78
F236 ESTABLISH ADVERTISING LITERATURE OR PROMOTIONAL ITEMS REQUIREMENTS	78
F257 PLAN OR PARTICIPATE IN EDUCATOR TOURS	78
F274 SET UP OR REMOVE DISPLAYS FOR PRESENTATIONS	78
F247 OPERATE AUDIOVISUAL EQUIPMENT	78
F244 MANAGE CENTER OF INFLUENCE (COI) PROGRAM	67
F229 CONDUCT CENTRALIZED DIRECT MAIL PROGRAM	67
F242 MAINTAIN LEAD TRACKING SYSTEM	67
F270 PROVIDE FLIGHT SUPERVISORS OR PROGRAM MANAGERS WITH LEAD LISTS	67
F263 PREPARE OR DEVELOP AUDIOVISUAL AIDS, SUCH AS SLIDES OR VIEWGRAPHS	67
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	67
F249 PLAN CENTRALIZED DIRECT MAIL PROGRAM	56
F246 MONITOR ADVERTISING OR PUBLICITY NEEDS	56
F253 PLAN OR CONDUCT NEWSPAPER OFFICE VISITS	56
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION)	56
F258 PLAN OR PARTICIPATE IN HEALTH PROFESSIONAL TOURS	56
F230 COORDINATE EXPENDITURES OF ADVERTISING AND PUBLICITY FUNDS	44

TABLE A20

REPRESENTATIVE TASKS PERFORMED BY
TRAINING PERSONNEL CLUSTER (GRP48)

TASKS	PERCENT MEMBERS PERFORMING (N=41)
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION)	85
E208 DEVELOP TRAINING PLANS	80
A1 ANNOTATE OR REVIEW PLANNING GUIDES	80
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	78
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	78
E217 MANAGE TRAINING PROGRAMS	78
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	78
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	76
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVAL- UATIONS	73
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	68
A28 PERFORM VEHICLE SAFETY INSPECTIONS	68
E215 EVALUATE TRAINING METHODS, TECHNIQUES, OR PROGRAMS	63
E212 EVALUATE OJT TRAINERS OR TRAINEES	61
E222 PROVIDE FOLLOW-ON TRAINING	59
E204 DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	56
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	56
E228 WRITE TRAINING REPORTS	54
A41 REVIEW COMPUTER PRODUCTS	54
E202 COORDINATE CLASS SCHEDULES	49
E211 EVALUATE EFFECTIVENESS OF SCHOOL PROGRAM	49
E209 DIRECT EVALUATION OF JOB QUALITY STANDARD (JQS) OR COURSE TRAINING STANDARD (CTS)	44
E206 DEVELOP PLANS OF INSTRUCTION (POI)	37
E224 SCHEDULE OR CONDUCT FIELD TRAINING VISITS FOR STUDENT RECRUITERS	34
E214 EVALUATE RECRUITING SCHOOL COURSE CURRICULUM	34
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	34
E227 WRITE LESSON PLANS, STUDENT STUDY GUIDES, OR TEST QUES- TIONS FOR RECRUITER COURSES	32
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	32
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	32
H362 PREPARE TRIP REPORTS	29
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	29
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	29

TABLE A21

REPRESENTATIVE TASKS PERFORMED BY
SQUADRON TRAINERS (GRP152)

TASKS	PERCENT MEMBERS PERFORMING (N=25)
E217 MANAGE TRAINING PROGRAMS	100
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	96
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	96
E208 DEVELOP TRAINING PLANS	96
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION)	92
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	88
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	88
A1 ANNOTATE OR REVIEW PLANNING GUIDES	88
E212 EVALUATE OJT TRAINERS OR TRAINEES	84
A28 PERFORM VEHICLE SAFETY INSPECTIONS	84
E222 PROVIDE FOLLOW-ON TRAINING	80
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVAL- UATIONS	80
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	72
A41 REVIEW COMPUTER PRODUCTS	72
E215 EVALUATE TRAINING METHODS, TECHNIQUES, OR PROGRAMS	68
E228 WRITE TRAINING REPORTS	68
E209 DIRECT EVALUATION OF JOB QUALITY STANDARD (JQS) OR COURSE TRAINING STANDARD (CTS)	68
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	68
E211 EVALUATE EFFECTIVENESS OF SCHOOL PROGRAM	60
E204 DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	52
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	48
H362 PREPARE TRIP REPORTS	44
E202 COORDINATE CLASS SCHEDULES	44
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	44
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	40
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	40
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	40
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	40
E206 DEVELOP PLANS OF INSTRUCTION (POI)	36
H345 OPERATE COMPUTER SYSTEMS	32
E223 PROVIDE TRAINING ON COMPUTERS	32
H361 PREPARE TRAVEL VOUCHERS	32

TABLE A22

REPRESENTATIVE TASKS PERFORMED BY
TECH SCHOOL INSTRUCTORS (GRP358)

TASKS	PERCENT MEMBERS PERFORMING (N=8)
E204 DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	100
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	100
E220 PLAN OR SCHEDULE GRADUATION CEREMONIES	100
E202 COORDINATE CLASS SCHEDULES	100
E221 PREPARE CLASS SCHEDULES	100
E227 WRITE LESSON PLANS, STUDENT STUDY GUIDES, OR TEST QUESTIONS FOR RECRUITER COURSES	100
E213 EVALUATE PROGRESS OF RESIDENT COURSE STUDENTS	88
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVALUATIONS	88
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	88
E214 EVALUATE RECRUITING SCHOOL COURSE CURRICULUM	88
E215 EVALUATE TRAINING METHODS, TECHNIQUES, OR PROGRAMS	88
E224 SCHEDULE OR CONDUCT FIELD TRAINING VISITS FOR STUDENT RECRUITERS	88
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION)	75
E225 SCHEDULE OR PERFORM GENERAL MILITARY TRAINING (GMT)	75
E206 DEVELOP PLANS OF INSTRUCTION (POI)	75
A1 ANNOTATE OR REVIEW PLANNING GUIDES	75
E207 DEVELOP RESIDENT COURSE CURRICULUM MATERIALS	63
E205 DETERMINE RESIDENT COURSE TRAINING REQUIREMENTS	50
B54 EXPLAIN INFORMATION ON ATC FORMS 1302 (NONPRIOR SERVICE ENLISTMENT PROGRAM)	50
B55 EXPLAIN INFORMATION ON ATC FORMS 1304 (PRIOR SERVICE ENLISTMENT PROGRAM)	50
E208 DEVELOP TRAINING PLANS	50
H315 CONDUCT SAFETY BRIEFINGS	38
E217 MANAGE TRAINING PROGRAMS	38
E218 PARTICIPATE IN USAF GRADUATE EVALUATION PROGRAM	38
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	38
E211 EVALUATE EFFECTIVENESS OF SCHOOL PROGRAM	25
A15 COUNSEL EXAMINEES ON TEST RESULTS	25
E199 ASSIGN RESIDENT COURSE INSTRUCTORS	25
H311 ATTEND GRADUATION CEREMONIES	25
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	25
E210 ESTABLISH OR MAINTAIN STUDY REFERENCE FILES	25
E226 WRITE JUSTIFICATIONS FOR TRAINING EQUIPMENT, PUBLICATIONS, OR MATERIALS	25

TABLE A23

REPRESENTATIVE TASKS PERFORMED BY
MEPS PERSONNEL CLUSTER (GRP49)

TASKS	PERCENT MEMBERS PERFORMING (N=160)
D166 PERFORM INITIAL QC CHECKS ON ENLISTMENT CASE FILES	92
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	92
D167 PERFORM 15-DAY QC CHECKS ON ENLISTMENT CASE FILES	88
A43 SCHEDULE APPLICANTS FOR SPECIALIZED TESTING (I.E., DEFENSE LANGUAGE APTITUDE BATTERY, ETC.)	85
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	84
D165 PERFORM FINAL QC CHECKS ON ENLISTMENT CASE FILES	82
D171 PREPARE MEPS CASE FILE DISCREPANCY FORMS	81
A22 INITIATE REQUESTS FOR MEALS OR LODGING FOR APPLICANTS	79
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	78
D160 MAKE ON-THE-SPOT CORRECTIONS TO ENLISTMENT DOCUMENTS DURING QUALITY CONTROL (QC) CHECKS	77
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	77
D148 EVALUATE TRANSCRIPTS TO DETERMINE QUALIFICATIONS FOR ENLISTMENT INCENTIVES	74
A15 COUNSEL EXAMINEES ON TEST RESULTS	73
D138 CALL RECRUITERS OR FLIGHT SUPERVISORS CONCERNING MISSING OR INCOMPLETE ENLISTMENT DOCUMENTS	71
D146 EVALUATE APPLICANT QUALIFICATIONS	71
D154 INITIATE ENLISTMENT CONTRACT CHANGES	70
D149 FORWARD RESULTS OF PHYSICALS TO MAJCOM SURGEON GENERAL	70
A45 SHOW INFORMATION FILMS TO APPLICANTS	70
D164 OPERATE PROCUREMENT MANAGEMENT INFORMATION SYSTEM (PROMIS) DATA COMMUNICATIONS NETWORK	67
B76 REVIEW FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	66
D141 CONDUCT INDIVIDUAL CLASSIFICATION OR JOB INTERVIEWS	66
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	65
D194 SELL SPECIAL EMPHASIS PROGRAM AFSCs	65
A41 REVIEW COMPUTER PRODUCTS	63
D150 IDENTIFY INDIVIDUALS SPECIAL QUALIFICATIONS	63
D195 SEND TEST RESULTS TO RECRUITERS OR COUNSELORS	62
D180 REPORT DAILY PROCESSING LIST STATUS TO SQUADRON OR FLIGHT PERSONNEL	61
D140 COMPILE OR DISTRIBUTE DAILY PROCESSING LIST INFORMATION	59
D186 REVIEW MEDICAL RECORDS	56
H345 OPERATE COMPUTER SYSTEMS	56
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	56

TABLE A24
REPRESENTATIVE TASKS PERFORMED BY
MEPS LIAISON NCOs (GRP239)

TASKS	PERCENT MEMBERS PERFORMING (N=85)
D166 PERFORM INITIAL QC CHECKS ON ENLISTMENT CASE FILES	100
D167 PERFORM 15-DAY QC CHECKS ON ENLISTMENT CASE FILES	96
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	95
D160 MAKE ON-THE-SPOT CORRECTIONS TO ENLISTMENT DOCUMENTS DURING QUALITY CONTROL (QC) CHECKS	94
D165 PERFORM FINAL QC CHECKS ON ENLISTMENT CASE FILES	93
D146 EVALUATE APPLICANT QUALIFICATIONS	92
D171 PREPARE MEPS CASE FILE DISCREPANCY FORMS	89
D154 INITIATE ENLISTMENT CONTRACT CHANGES	89
D149 FORWARD RESULTS OF PHYSICALS TO MAJCOM SURGEON GENERAL	88
D141 CONDUCT INDIVIDUAL CLASSIFICATION OR JOB INTERVIEWS	87
D148 EVALUATE TRANSCRIPTS TO DETERMINE QUALIFICATIONS FOR ENLISTMENT INCENTIVES	87
A43 SCHEDULE APPLICANTS FOR SPECIALIZED TESTING (I.E., DEFENSE LANGUAGE APTITUDE BATTERY, ETC.)	87
D138 CALL RECRUITERS OR FLIGHT SUPERVISORS CONCERNING MISSING OR INCOMPLETE ENLISTMENT DOCUMENTS	84
D194 SELL SPECIAL EMPHASIS PROGRAM AFSCs	84
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	82
D150 IDENTIFY INDIVIDUALS SPECIAL QUALIFICATIONS	82
D195 SEND TEST RESULTS TO RECRUITERS OR COUNSELORS	81
D164 OPERATE PROCUREMENT MANAGEMENT INFORMATION SYSTEM (PROMIS) DATA COMMUNICATIONS NETWORK	79
D140 COMPILE OR DISTRIBUTE DAILY PROCESSING LIST INFORMATION	79
A22 INITIATE REQUESTS FOR MEALS OR LODGING FOR APPLICANTS	79
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	76
D180 REPORT DAILY PROCESSING LIST STATUS TO SQUADRON OR FLIGHT PERSONNEL	75
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	74
A45 SHOW INFORMATION FILMS TO APPLICANTS	72
B76 REVIEW FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	69
A15 COUNSEL EXAMINEES ON TEST RESULTS	69
D186 REVIEW MEDICAL RECORDS	67
A41 REVIEW COMPUTER PRODUCTS	67
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	66
D181 RESOLVE ENTRANCE NATIONAL AGENCY CHECKS (ENTAC) DISCREP- ANCIES	66

TABLE A25

REPRESENTATIVE TASKS PERFORMED BY
MEPS SENIOR LIAISON NCOs (GRP297)

TASKS	PERCENT MEMBERS PERFORMING (N=30)
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES SOCIAL SECURITY CARDS, OR DIPLOMAS	100
A43 SCHEDULE APPLICANTS FOR SPECIALIZED TESTING (I.E., DEFENSE LANGUAGE APTITUDE BATTERY, ETC.)	100
H345 OPERATE COMPUTER SYSTEMS	93
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	93
A22 INITIATE REQUESTS FOR MEALS OR LODGING FOR APPLICANTS	93
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	93
A45 SHOW INFORMATION FILMS TO APPLICANTS	93
G284 COORDINATE WITH FLIGHT SUPERVISOR OR PROGRAM MANAGER ON PROCESSING REQUIREMENTS	90
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	90
G292 INITIATE TRANSPORTATION REQUESTS (TR) FOR APPLICANT TRAVEL	90
D171 PREPARE MEPS CASE FILE DISCREPANCY FORMS	90
I421 PREPARE APRs	90
D166 PERFORM INITIAL QC CHECKS ON ENLISTMENT CASE FILES	87
H320 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	87
H315 CONDUCT SAFETY BRIEFINGS	87
A15 COUNSEL EXAMINEES ON TEST RESULTS	87
D165 PERFORM FINAL QC CHECKS ON ENLISTMENT CASE FILES	83
B76 REVIEW FORMS ASSOCIATED WITH AN ENLISTMENT CASE FILE (NPS/PS)	83
D138 CALL RECRUITERS OR FLIGHT SUPERVISORS CONCERNING MISSING OR INCOMPLETE ENLISTMENT DOCUMENTS	83
I373 ACT AS LIAISON WITH OTHER SERVICES	83
D167 PERFORM 15-DAY QC CHECKS ON ENLISTMENT CASE FILES	83
A41 REVIEW COMPUTER PRODUCTS	83
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	83
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	83
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	83
D148 EVALUATE TRANSCRIPTS TO DETERMINE QUALIFICATIONS FOR ENLISTMENT INCENTIVES	80
G277 AUDIT OR CERTIFY TOTAL COUNTS AND CHARGES FOR APPLICANT MEALS AND LODGING	80
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	80
D141 CONDUCT INDIVIDUAL CLASSIFICATION OR JOB INTERVIEWS	80
H310 ASSIGN SUSPENSES	80

TABLE A26

REPRESENTATIVE TASKS PERFORMED BY
CLASSIFICATION INDEPENDENT JOB TYPE (GRP289)

TASKS	PERCENT MEMBERS PERFORMING (N=14)
D183 REVIEW BIOGRAPHICAL DATA FORMS TO DETERMINE QUALIFICATIONS	100
D143 CONDUCT VIP INTERVIEWS	100
D182 REVIEW AIRMEN'S PERSONNEL RECORDS FOR DISCREPANCIES	93
D194 SELL SPECIAL EMPHASIS PROGRAM AFSCs	93
D150 IDENTIFY INDIVIDUALS SPECIAL QUALIFICATIONS	93
D179 REFER BASIC TRAINEES WITH PERSONNEL DOCUMENT DISCREPANCIES TO RSL OFFICE PERSONNEL	93
D178 REFER BASIC TRAINEE COMPLAINTS TO RSL OFFICE PERSONNEL	93
D141 CONDUCT INDIVIDUAL CLASSIFICATION OR JOB INTERVIEWS	86
D186 REVIEW MEDICAL RECORDS	86
D176 RECOMMEND TRAINEES FOR BY-PASS SPECIALTY (APPRENTICE KNOWLEDGE TEST) TESTS	86
D154 INITIATE ENLISTMENT CONTRACT CHANGES	86
D152 INITIATE CLASSIFICATION WAIVERS	86
D151 INITIATE CLASSIFICATION ACTION REQUESTS	79
D146 EVALUATE APPLICANT QUALIFICATIONS	71
D190 SCHEDULE AIRMEN FOR SPECIAL CLASSIFICATION PROCESSING	57
D192 SCHEDULE TRAINEES FOR BY-PASS SPECIALTY (APPRENTICE KNOW- LEDGE TEST) TESTS	50
D193 SCHEDULE TRAINEES FOR CLASSIFICATION BOARD ACTIONS	50
D133 ADMINISTER SPECIAL CLASSIFICATION PROCESSING PROCEDURES FOR AIRMEN	43
D156 INTERVIEW BASIC TRAINEES CONCERNING COMPLAINTS, ERRONEOUS ENLISTMENTS, OR ALLEGED RECRUITING MALPRACTICES	43
D157 INTERVIEW BASIC TRAINEES CONCERNING POSSIBLE FRAUDULENT ENLISTMENTS	43
D172 PREPARE OR SUBMIT FORMS ASSOCIATED WITH THE CLASSIFICATION PROCESS	36
D160 MAKE ON-THE-SPOT CORRECTIONS TO ENLISTMENT DOCUMENTS DURING QUALITY CONTROL (QC) CHECKS	36
D139 CLARIFY APPLICANTS, BASIC, OR OFFICER TRAINEES' COMPLAINTS ABOUT ENLISTMENT OBJECTIONS	29
D191 SCHEDULE QUALIFICATION PHYSICALS, OTHER THAN FLIGHT PHYSICALS	21
D147 EVALUATE COMPLAINTS LODGED AGAINST RECRUITERS	21
D155 INTERVIEW AIRMEN DISQUALIFIED DUE TO DRUG USE	21
D159 INVESTIGATE PROCESSING AND CLASSIFICATION OF ENLISTEES (PACE) FILE DISPARITIES	21
D175 PROCESS INDIVIDUALS DISQUALIFIED FROM GUARANTEED AFSC	21

APPENDIX B

TABLE B1

REPRESENTATIVE TASKS PERFORMED BY
ALL SURVEYED ENLISTED PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=2,152)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	85
A1 ANNOTATE OR REVIEW PLANNING GUIDES	83
A28 PERFORM VEHICLE SAFETY INSPECTIONS	81
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	81
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	78
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	76
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	75
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	74
A19 ESTABLISH RAPPORT WITH PROSPECTS	73
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	73
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	72
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	71
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	70
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	70
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	69
A24 INTERVIEW WALK-IN PROSPECTS	68
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	68
A45 SHOW INFORMATION FILMS TO APPLICANTS	68
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	68
A26 MAKE APPOINTMENTS WITH PROSPECTS	67
A39 REFINE MAILBACKS	66
A33 REFER INDIVIDUALS TO ROTC UNIT PERSONNEL	66
A40 REFINE NATIONAL LEAD LISTS	66
A15 COUNSEL EXAMINEES ON TEST RESULTS	65
A13 CONTACT SCHOOL COUNSELORS OR TEACHERS FOR PROSPECTS OR PREAPPROACH INFORMATION	65
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	65
A41 REVIEW COMPUTER PRODUCTS	63
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	63
A29 PREPARE RECRUITER MARKET SURVEYS	63
A25 MAINTAIN LITERATURE RACKS	63
A30 REFER INDIVIDUALS TO AIR FORCE ACADEMY LIAISON OFFICERS	63
A7 CONDUCT PROSPECTIVE APPLICANT HOUSE CALLS	63

TABLE B2
REPRESENTATIVE TASKS PERFORMED BY
ENLISTED PERSONNEL PAYGRADE E-4

TASKS	PERCENT MEMBERS PERFORMING (N=81)
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	98
A19 ESTABLISH RAPPORT WITH PROSPECTS	98
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	98
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	98
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	96
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	96
A1 ANNOTATE OR REVIEW PLANNING GUIDES	96
A26 MAKE APPOINTMENTS WITH PROSPECTS	96
A40 REFINE NATIONAL LEAD LISTS	96
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	96
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	96
A45 SHOW INFORMATION FILMS TO APPLICANTS	96
A24 INTERVIEW WALK-IN PROSPECTS	96
A9 CONTACT DELAYED ENLISTMENT PROGRAM (DEP) ENLISTEES	95
A39 REFINE MAILBACKS	95
A13 CONTACT SCHOOL COUNSELORS OR TEACHERS FOR PROSPECTS OR PREAPPROACH INFORMATION	95
A14 CONTACT STUDENTS OR ACQUAINTANCES FOR PREAPPROACH INFOR- MATION	95
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	95
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	94
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	94
A28 PERFORM VEHICLE SAFETY INSPECTIONS	94
A7 CONDUCT PROSPECTIVE APPLICANT HOUSE CALLS	94
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	94
A15 COUNSEL EXAMINEES ON TEST RESULTS	93
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	93
A25 MAINTAIN LITERATURE RACKS	93
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	93
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	93
B49 CONDUCT NONPRIOR SERVICE (NPS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	90
B77 SCHEDULE APPLICANTS FOR PRODUCTION ARMED SERVICES VOCA- TIONAL APTITUDE BATTERY (ASVAB)	90

TABLE B3

REPRESENTATIVE TASKS PERFORMED BY
ENLISTED PERSONNEL PAYGRADE E-5

TASKS	PERCENT MEMBERS PERFORMING (N=793)
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	94
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	91
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	91
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	89
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	89
A19 ESTABLISH RAPPORT WITH PROSPECTS	88
A1 ANNOTATE OR REVIEW PLANNING GUIDES	88
A28 PERFORM VEHICLE SAFETY INSPECTIONS	88
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	87
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	87
A26 MAKE APPOINTMENTS WITH PROSPECTS	87
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	86
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	86
A39 REFINE MAILBACKS	86
A45 SHOW INFORMATION FILMS TO APPLICANTS	86
A40 REFINE NATIONAL LEAD LISTS	86
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	85
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	85
A24 INTERVIEW WALK-IN PROSPECTS	85
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	84
A25 MAINTAIN LITERATURE RACKS	84
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	84
A15 COUNSEL EXAMINEES ON TEST RESULTS	83
A13 CONTACT SCHOOL COUNSELORS OR TEACHERS FOR PROSPECTS OR PREAPPROACH INFORMATION	83
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	82
A7 CONDUCT PROSPECTIVE APPLICANT HOUSE CALLS	81
A9 CONTACT DELAYED ENLISTMENT PROGRAM (DEP) ENLISTEES	81
B49 CONDUCT NONPRIOR SERVICE (NPS) APPLICANT INTERVIEWS OR SALES PRESENTATIONS	80
A14 CONTACT STUDENTS OR ACQUAINTANCES FOR PREAPPROACH INFOR- MATION	80
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	79
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	79

TABLE B4

REPRESENTATIVE TASKS PERFORMED BY
ENLISTED PERSONNEL PAYGRADE E-6

TASKS	PERCENT MEMBERS PERFORMING (N=678)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	81
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	81
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	79
A1 ANNOTATE OR REVIEW PLANNING GUIDES	78
A28 PERFORM VEHICLE SAFETY INSPECTIONS	77
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	77
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	76
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	76
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	74
A19 ESTABLISH RAPPORT WITH PROSPECTS	74
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	72
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	72
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	72
A45 SHOW INFORMATION FILMS TO APPLICANTS	71
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	71
A26 MAKE APPOINTMENTS WITH PROSPECTS	68
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	68
A24 INTERVIEW WALK-IN PROSPECTS	68
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	68
A39 REFINE MAILBACKS	68
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	68
A40 REFINE NATIONAL LEAD LISTS	67
A15 COUNSEL EXAMINEES ON TEST RESULTS	67
A41 REVIEW COMPUTER PRODUCTS	67
A13 CONTACT SCHOOL COUNSELORS OR TEACHERS FOR PROSPECTS OR PREAPPROACH INFORMATION	66
A33 REFER INDIVIDUALS TO ROTC UNIT PERSONNEL	65
A25 MAINTAIN LITERATURE RACKS	65
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	64
A35 REFINE LEAD LISTS FOR PREAPPROACH INFORMATION	64
A7 CONDUCT PROSPECTIVE APPLICANT HOUSE CALLS	63
A29 PREPARE RECRUITER MARKET SURVEYS	63
A30 REFER INDIVIDUALS TO AIR FORCE ACADEMY LIAISON OFFICERS	63
A36 REFINE LEAD LISTS FROM CENTER OF INFLUENCE (COI) EVENTS	63

TABLE B5

REPRESENTATIVE TASKS PERFORMED BY
ENLISTED PERSONNEL PAYGRADE E-7

TASKS	PERCENT MEMBERS PERFORMING (N=489)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	83
A1 ANNOTATE OR REVIEW PLANNING GUIDES	80
A28 PERFORM VEHICLE SAFETY INSPECTIONS	77
A41 REVIEW COMPUTER PRODUCTS	75
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	72
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	66
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	66
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	62
A31 REFER INDIVIDUALS TO HEALTH PROFESSIONS OR OTS PROGRAM SPECIALISTS	57
A32 REFER INDIVIDUALS TO RESERVE UNIT PERSONNEL	55
A19 ESTABLISH RAPPORT WITH PROSPECTS	54
A11 CONTACT LAW ENFORCEMENT AGENCIES FOR CLARIFICATION OF INFORMATION	54
A29 PREPARE RECRUITER MARKET SURVEYS	53
A33 REFER INDIVIDUALS TO ROTC UNIT PERSONNEL	52
A47 VERIFY REQUIRED DOCUMENTS, SUCH AS BIRTH CERTIFICATES, SOCIAL SECURITY CARDS, OR DIPLOMAS	51
A16 DETERMINE PRIMARY INTERESTS OF PROSPECTS	51
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	51
A30 REFER INDIVIDUALS TO AIR FORCE ACADEMY LIAISON OFFICERS	50
A3 BRIEF APPLICANTS ON MEALS, LODGING, OR TRANSPORTATION	48
A24 INTERVIEW WALK-IN PROSPECTS	48
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	48
A6 CONDUCT PROSPECTING THROUGH PERPETUATION	47
A17 DIRECT APPLICANTS TO PROCESSING POINT LOCATIONS	47
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	46
A44 SCHEDULE PERSONNEL FOR ENLISTMENT PROCESSING	44
I421 PREPARE APRs	44
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	44
A42 REVIEW OR FILE TEST ROSTERS	44
H345 OPERATE COMPUTER SYSTEMS	43
A8 CONDUCT TELEPHONE FOLLOW-UP SESSIONS WITH APPLICANTS	43
H315 CONDUCT SAFETY BRIEFINGS	43

TABLE B6

REPRESENTATIVE TASKS PERFORMED BY
ENLISTED PERSONNEL PAYGRADE E-8

TASKS	PERCENT MEMBERS PERFORMING (N=87)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	85
A1 ANNOTATE OR REVIEW PLANNING GUIDES	79
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	76
A41 REVIEW COMPUTER PRODUCTS	75
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	74
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	74
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	71
A28 PERFORM VEHICLE SAFETY INSPECTIONS	71
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	70
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	68
H317 COORDINATE POLICIES OR PROCEDURES	67
H362 PREPARE TRIP REPORTS	67
I421 PREPARE APRs	67
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	66
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	66
H361 PREPARE TRAVEL VOUCHERS	66
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	63
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	62
A5 CLEAN OR SERVICE USAF RECRUITING VEHICLES	62
I385 CONDUCT OFFICE VISITS	61
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	61
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	61
H310 ASSIGN SUSPENSES	60
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	59
E201 CONDUCT SPECIAL TRAINING (I.E., SPECIAL ASSISTANCE, DEFICIENCY, INTENSIFIED, OR DECERTIFICATION	56
G276 ANALYZE PRODUCTION REPORTS	55
J446 PERFORM FLIGHT SUPERVISOR OR PROGRAM MANAGER LEVEL FUNCTION MANAGEMENT EFFECTIVENESS INSPECTION (MEI) OR SSIP	55
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	55
E216 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	55
E198 ADMINISTER WRITTEN, ORAL, OR PERFORMANCE TRAINING EVALUATIONS	55
I429 PROVIDE CAREER ADVICE	55
G287 DEVELOP INCENTIVE AWARDS PROGRAM	55
G280 CONDUCT FLOW AND TREND ANALYSIS	54

TABLE B7
REPRESENTATIVE TASKS PERFORMED BY
ENLISTED PERSONNEL PAYGRADE E-9

TASKS	PERCENT MEMBERS PERFORMING (N=25)
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	84
I429 PROVIDE CAREER ADVICE	80
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	80
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	80
I421 PREPARE APRs	80
I431 RECOMMEND OR SELECT PERSONNEL FOR PME OR OTHER FORMAL TRAINING	80
H317 COORDINATE POLICIES OR PROCEDURES	76
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	76
H362 PREPARE TRIP REPORTS	76
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	76
A1 ANNOTATE OR REVIEW PLANNING GUIDES	76
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	72
I385 CONDUCT OFFICE VISITS	72
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	72
I397 ESTABLISH PRODUCTION PLANS TO MEET FUTURE RECRUITING REQUIREMENTS	72
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	72
I405 INITIATE, REVIEW, OR APPROVE RELIEF ACTIONS	72
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	72
I396 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	72
I412 MAKE RECOMMENDATIONS ON RECRUITER VIOLATIONS	72
E219 PLAN OR CONDUCT TRAINING CONFERENCES OR MEETINGS	72
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	72
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	68
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	68
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	68
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	68
I432 RECOMMEND OR SELECT PERSONNEL FOR TRAINING AT HIGHER HEADQUARTERS	68
I408 INTERVIEW OR EVALUATE MILITARY RECRUITER APPLICANTS	68
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	68
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	64
G276 ANALYZE PRODUCTION REPORTS	64

TABLE B8

REPRESENTATIVE TASKS PERFORMED BY
ALL SURVEYED RECRUITING OFFICERS

TASKS	PERCENT MEMBERS PERFORMING (N=200)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	83
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	82
I421 PREPARE APRs	76
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	75
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	75
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	73
I385 CONDUCT OFFICE VISITS	72
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	71
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	71
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	70
A41 REVIEW COMPUTER PRODUCTS	69
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	69
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	67
A28 PERFORM VEHICLE SAFETY INSPECTIONS	67
H362 PREPARE TRIP REPORTS	64
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	64
H310 ASSIGN SUSPENSES	63
H361 PREPARE TRAVEL VOUCHERS	63
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	62
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	61
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	61
A1 ANNOTATE OR REVIEW PLANNING GUIDES	61
H317 COORDINATE POLICIES OR PROCEDURES	60
I415 PARTICIPATE IN FINANCIAL WORKING GROUPS	60
I429 PROVIDE CAREER ADVICE	59
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	58
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	57
H355 PREPARE OR REVIEW RECURRING REPORTS	56
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	54
H308 ANSWER TELEPHONE INQUIRIES FROM CIVILIAN SOURCES	53
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	52
I396 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	52
H345 OPERATE COMPUTER SYSTEMS	51

TABLE B9

REPRESENTATIVE TASKS PERFORMED BY
RECRUITING OFFICERS PAYGRADE O-2

TASKS	PERCENT MEMBERS PERFORMING (N=17)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	100
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	88
A28 PERFORM VEHICLE SAFETY INSPECTIONS	88
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	82
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	82
H362 PREPARE TRIP REPORTS	82
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	82
I421 PREPARE APRs	82
H310 ASSIGN SUSPENSES	76
H361 PREPARE TRAVEL VOUCHERS	76
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	76
H314 CONDUCT MAINTENANCE INSPECTION OF GOVERNMENT-OWNED VEHICLES	76
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	76
H317 COORDINATE POLICIES OR PROCEDURES	71
H344 MONITOR SF FORMS 1164 (CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS)	71
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	71
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	71
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	71
H315 CONDUCT SAFETY BRIEFINGS	71
I385 CONDUCT OFFICE VISITS	65
A41 REVIEW COMPUTER PRODUCTS	65
I415 PARTICIPATE IN FINANCIAL WORKING GROUPS	65
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	65
H345 OPERATE COMPUTER SYSTEMS	59
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	59
H368 REVIEW PRODUCTION EXPECTATIONS	59
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	59
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	59
I420 PLAN OR SCHEDULE GROUP, SQUADRON, OR FLIGHT MEETINGS	59
A4 CLARIFY, VALIDATE, OR OVERCOME PROSPECTS' OBJECTIONS	59
E203 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	59
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	59

TABLE B10

REPRESENTATIVE TASKS PERFORMED BY
RECRUITING OFFICERS PAYGRADE O-3

TASKS	PERCENT MEMBERS PERFORMING (N=147)
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	84
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	82
I385 CONDUCT OFFICE VISITS	75
I421 PREPARE APRs	75
A41 REVIEW COMPUTER PRODUCTS	74
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	74
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	73
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	73
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	72
A20 EXPLAIN BENEFITS OF THE AIR FORCE TO PROSPECTS OR CIVIC GROUPS	71
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	70
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	69
A28 PERFORM VEHICLE SAFETY INSPECTIONS	69
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	69
H362 PREPARE TRIP REPORTS	67
A1 ANNOTATE OR REVIEW PLANNING GUIDES	65
H361 PREPARE TRAVEL VOUCHERS	63
I415 PARTICIPATE IN FINANCIAL WORKING GROUPS	61
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	61
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	60
H310 ASSIGN SUSPENSES	59
H355 PREPARE OR REVIEW RECURRING REPORTS	59
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	59
E200 CONDUCT ON-THE-JOB TRAINING (OJT)	59
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	59
H317 COORDINATE POLICIES OR PROCEDURES	58
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	57
I429 PROVIDE CAREER ADVICE	56
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	55
H345 OPERATE COMPUTER SYSTEMS	54
I426 PREPARE OR UPDATE LOCAL OPERATING INSTRUCTIONS	54
H308 ANSWER TELEPHONE INQUIRIES FROM CIVILIAN SOURCES	54
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	52
H347 PARTICIPATE IN CIVIC FUNCTIONS	52

TABLE B11

REPRESENTATIVE TASKS PERFORMED BY
RECRUITING OFFICERS PAYGRADE O-4

TASKS	PERCENT MEMBERS PERFORMING (N=27)
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	81
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	81
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	78
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	78
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	78
I421 PREPARE APRs	78
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	78
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	78
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	74
I385 CONDUCT OFFICE VISITS	74
H310 ASSIGN SUSPENSES	74
I429 PROVIDE CAREER ADVICE	74
I397 ESTABLISH PRODUCTION PLANS TO MEET FUTURE RECRUITING REQUIREMENTS	70
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	70
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	70
I386 CONTROL OR DIRECT RECRUITING EFFORTS TO MEET GROUP, SQUADRON, OR FLIGHT PROGRAM OBJECTIVES	67
H307 ANSWER INQUIRIES FROM HIGHER ECHELONS	67
J461 PLAN OR SCHEDULE INSPECTIONS	67
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	67
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	67
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	67
J464 PREPARE OR REVIEW INSPECTION CHECKLISTS	63
H368 REVIEW PRODUCTION EXPECTATIONS	63
A18 ESTABLISH RAPPORT WITH COMMUNITY ORGANIZATIONS (I.E., CIVIC OR FRATERNAL ORGANIZATIONS OR BUSINESSES)	63
I373 ACT AS LIAISON WITH OTHER SERVICES	63
J467 RESPOND TO IG INQUIRIES	63
H317 COORDINATE POLICIES OR PROCEDURES	59
J468 RESPOND TO WRITE-UPS IN MEI OR SSIP REPORTS	59
A41 REVIEW COMPUTER PRODUCTS	59
I413 MONITOR MILITARY ENTRANCE PROCESSING STATION (MEPS) ACTIVITIES	59
I392 DIRECT DEVELOPMENT OR MAINTENANCE OF STATUS BOARDS, GRAPHS, OR CHARTS	59

TABLE B12

REPRESENTATIVE TASKS PERFORMED BY
RECRUITING OFFICERS PAYGRADE O-5

TASKS	PERCENT MEMBERS PERFORMING (N=9)
I402 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	100
I423 PREPARE CORRESPONDENCE (I.E., LETTERS, MESSAGES, SPECIAL REPORTS, STAFF STUDIES, ETC).	89
H353 PREPARE OR DELIVER BRIEFINGS OR SPEECHES	89
I424 PREPARE FOR OR CONDUCT STAFF MEETINGS	89
I429 PROVIDE CAREER ADVICE	89
I428 PRESENT AWARDS FOR SPECIAL RECOGNITION	89
I437 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, OR PASSES	89
I404 INITIATE PERSONNEL ACTION REQUESTS	89
I398 EVALUATE INDIVIDUALS FOR PROMOTION, DEMOTION, OR RECLASSIFICATION	89
H317 COORDINATE POLICIES OR PROCEDURES	78
H348 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	78
I396 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	78
I403 INDORSE OFFICER EFFECTIVENESS REPORTS (OER)	78
I425 PREPARE OERs	78
I406 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	78
H312 ATTEND GROUP, SQUADRON, OR FLIGHT TRAINING MEETINGS	78
I373 ACT AS LIAISON WITH OTHER SERVICES	78
J439 ANALYZE QUARTERLY OR ANNUAL INSPECTION REPORTS	78
I376 APPROVE OR COORDINATE ON REGULATIONS OR PUBLICATIONS	78
I390 DETERMINE MANPOWER REQUIREMENTS	78
I431 RECOMMEND OR SELECT PERSONNEL FOR PME OR OTHER FORMAL TRAINING	78
I427 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	78
I421 PREPARE APRs	78
H316 CONDUCT SYMPOSIUMS, CONFERENCES, OR WORKSHOPS	67
H325 ESTABLISH RAPPORT WITH AF RESERVE, AIR NATIONAL GUARD, CIVIL AIR PATROL, OR ROTC PERSONNEL	67
A27 OPERATE USAF RECRUITING SERVICE VEHICLES	67
I413 MONITOR MILITARY ENTRANCE PROCESSING STATION (MEPS) ACTIVITIES	67
I378 ASSIGN OFFICES OF PRIMARY RESPONSIBILITY (OPR)	67
H310 ASSIGN SUSPENSES	67
H347 PARTICIPATE IN CIVIC FUNCTIONS	67
I389 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	67