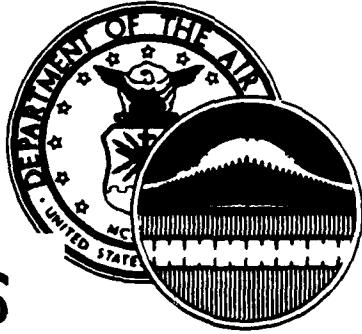


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UNITED STATES AIR FORCE

AD-A200 797

OCCUPATIONAL SURVEY REPORT

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INTELLIGENCE OFFICER
AND
EQUIVALENT CIVILIAN PERSONNEL

AFS 80XX

AFPT 90-80X-809

OCTOBER 1988

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

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HQ TAC/TTGT	1		1	
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HQ USAF/DPPE	1			
HQ USAFE/DPAT/IN	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TPI)	1			
NODAC	1			
NGB/XOI	1			
3480 TCHTW/CC	1			
3480 TCHTW/TT (GOODFELLOW AFB TX)	5	1	5	3
3480 TCHTW/TTS (GOODFELLOW AFB TX)	1		1	
3490 TCHTG/TT	1			
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PREFACE

This report presents the results of a detailed Air Force occupational survey of the Intelligence Officer Utilization Field (AFS 80XX) and associated officer~~equivalent~~ civilian jobs. The project was undertaken at the request of HQ USAF/IN. The survey was requested to gather data which would help to: (1) determine needs for an AFSC restructure, (2) define and update training requirements, (3) develop methods of managing the Intelligence Officer resource more effectively. Authority for conducting occupational surveys is contained in AFR 35-2. Training requirements are, at present, being further defined by USAFOMC Det 6 personnel at Goodfellow AFB TX through a training requirements analysis (TRA) process. > f . . 1

The survey instrument used in this project was developed by Mr James L. Slovak. Computer support for this project was provided by Ms Olga L. Velez. Mr James L. Slovak, Mr Joseph A. Bergmann, and Ms Lauri Bobkoff analyzed the data and wrote the final report. Administrative support was furnished by Mr Richard G. Ramos. This report has been reviewed and approved for release by Mr Gerald R. Clow, Chief, Management Applications Branch, Occupational Analysis Division, USAF Occupational Measurement Center (USAFOMC).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies, and computer printouts from which this report was produced may be obtained upon request by qualified organizations from the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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Commander
USAF Occupational Measurement
Center

JOSEPH S. TARTELL
Chief, Occupational Analysis Division
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Center

SUMMARY OF RESULTS

1. The job structure analysis identified a wide variety of jobs performed by Intelligence Officers ranging through 16 Intelligence Field functions. Jobs were formed on the basis of functional relationship, rather than by DAFSC, MAJCOM, rank, organizational level, or even job title. Generally, these latter factors had comparatively little influence on which sets of tasks were performed together.
2. Comparison of the job structure analysis results to the existing classification system revealed several inconsistencies. The analysis of the jobs and tasks performed by respondents revealed some Intelligence DAFSCs were highly diverse, and in certain instances had a higher degree of commonality across specialties than within specialties. The wide variety of jobs performed by Intelligence Officers has a substantial impact on training, assignment, and career progression.
3. AFSC 807X, Intelligence Applications Officers, perform 40 of 46 jobs identified through the analysis process. The role of the 807X is well defined functionally for the areas of operational intelligence, briefing, analysis, and indications and warnings, but beyond these functions the AFSC is indistinguishable from others. If the 807X is not designed to perform virtually every job in the field, the AFSC needs redefinition. If this is the intended design, the six other AFSCs need to be redefined.
4. Managerial and staff functions were frequently shared by AFSC 801X, 803X, 807X, and 809X officers. The four staff level classifications do not functionally differentiate between actual job performance, nor do they appear to represent a meaningful description of career progression.
5. Review of the indicators of job satisfaction revealed there was general satisfaction by survey respondents with their jobs and the utilization of their talents and training. However, there were in this area several notable exceptions. One-third or more of the persons in 17 of the 46 jobs indicated their job makes very little use of their training. In addition, over 50 percent of the personnel in 30 of the 46 jobs indicated they planned not to stay in the Intelligence Field.
6. The comparison of occupational survey data with AFR 36-1 job descriptions for each of the Intelligence specialties indicated, while AFR 36-1 job descriptions fairly accurately describe and reflect the jobs performed by members of the seven AFSCs studied, the present system does a poor job of defining and differentiating job performance between specialties.
7. Results of this analysis were compared with those of the 1981 job inventory. The field functionally remains very much the same as 7 years ago. The job structure, duty and task information, and background data were remarkably stable across time. This was unexpected because of recent technological changes in the field, inclusion of civilian job incumbents in this survey, and a revised classification structure since the 1981 survey.

8. There is a requirement to modify the classification structure and then the training system so they support the jobs and tasks Intelligence Officers perform or may be expected to perform. In view of the diversity of jobs performed by respondents within DAFSC classifications and the existence of numerous jobs performed across AFSCs, careful consideration should be given to a functional reorganization of the Intelligence Officer Utilization Field and the supporting personnel management systems.

OCCUPATIONAL SURVEY REPORT
INTELLIGENCE OFFICER (AFS 80XX)
AND
EQUIVALENT CIVILIAN PERSONNEL

INTRODUCTION

Background

Personnel in the Intelligence Officer utilization field are responsible for planning, supporting, and operating the direction, collection, processing, production, and dissemination of Intelligence activities.

This is the second survey of the AFS 80XX field by USAFOMC (1981), and the third survey of AFSC 803X personnel (1981, 1976). This report was prepared in response to a request for an occupational survey of the Intelligence Officer field and associated officer-equivalent civilian jobs by HQ USAF/IN.

A major classification revision has occurred in the Intelligence Officer utilization field since the last USAFOMC occupational survey of the field in 1981. In 1983, AFSC 8016 was renamed from Intelligence Systems Staff Officer to Intelligence Plans, Programs, Resources, and Systems Staff Officer; Human Resources Intelligence Officer was redesignated from AFSC 8024 to AFSC 8025; and Intelligence Target Officer (AFSC 8086) became Target Intelligence Officer (AFSC 8085)--all with minimal impact on AFSC incumbents or the nature of the jobs they performed.

Of much greater significance, AFSC 8064, Intelligence Precision Photographic, was combined with AFSC 8084, Imagery Intelligence, to form AFSC 8045, Imagery Intelligence Officer; and finally, AFSC 8054, Air Intelligence, and AFSC 8076, Intelligence Applications Staff Officer, were combined to form 8075, Intelligence Applications Officer.

Additional changes are scheduled for implementation in October 1988. These include establishing AFSC 806X, Mapping, Charting, and Geodesy Officer for personnel presently in the 57XX area, and a general review and update of AFR 36-1 specialty descriptions.

Objectives

One major purpose of this survey was to provide data which allow an evaluation of the present career field structure to determine the need for an AFSC restructure.

A second purpose was to provide data which training managers can use to assist in determining technical training course modification requirements.

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Finally, the resulting data should serve as a basis for developing methods of managing the Intelligence Officer resource more effectively.

The data presented here are descriptive of the field and should provide personnel managers with a tool for accomplishing the study objectives.

SURVEY METHODOLOGY

Keynotes: 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000

Development

The job inventory serving as the data collection instrument for this occupational survey was based on interviews conducted at 19 worldwide locations. It was validated by a select group of Intelligence Officers representing most major resource users at all organizational levels. The final version of the job inventory was composed of two sections. The first was a background section used to gather information about a survey respondent, such as rank, duty AFSC, and time in service. The second was the task list, a collection of 1,556 task statements with related tasks grouped under 13 duty headings, and pertaining to all aspects of the Intelligence Officer utilization field.

Sample

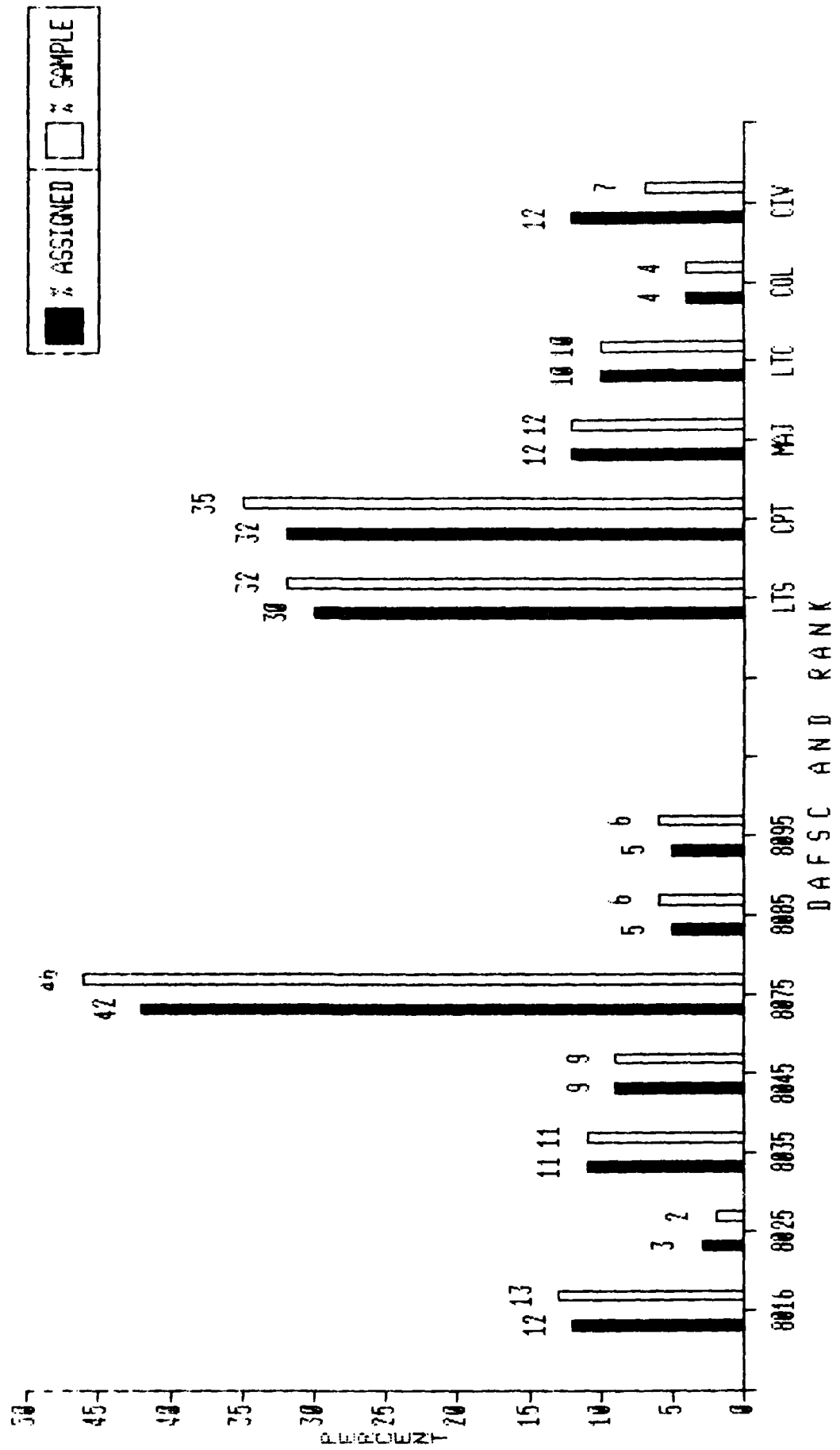
Job inventory administration was attempted for 100 percent of eligible job incumbents (who had been in their present jobs for 6 weeks). Figures 1 and 2 indicate how the survey sample was distributed by DAFSC, rank and MAJCOM. Of 3,028 booklets mailed to eligible military personnel, completed surveys were received from 1,979 incumbents, for a usable return rate of 65 percent. In all instances, the survey sample is representative of the population and is adequate to allow for valid inferences from the data.

An additional 419 booklets were sent to AF Civilian employees for completion on a voluntary basis. Useable returns numbered 139, for a useable return rate of 33 percent. One hundred twenty-three of these respondents were in occupational series GS-132, Intelligence; 10 respondents were in 1 of 5 other occupational series; and the remaining 6 reported invalid job series. This sample is not representative, and users are cautioned against generalizing results to the Civilian Intelligence Community.

Administration

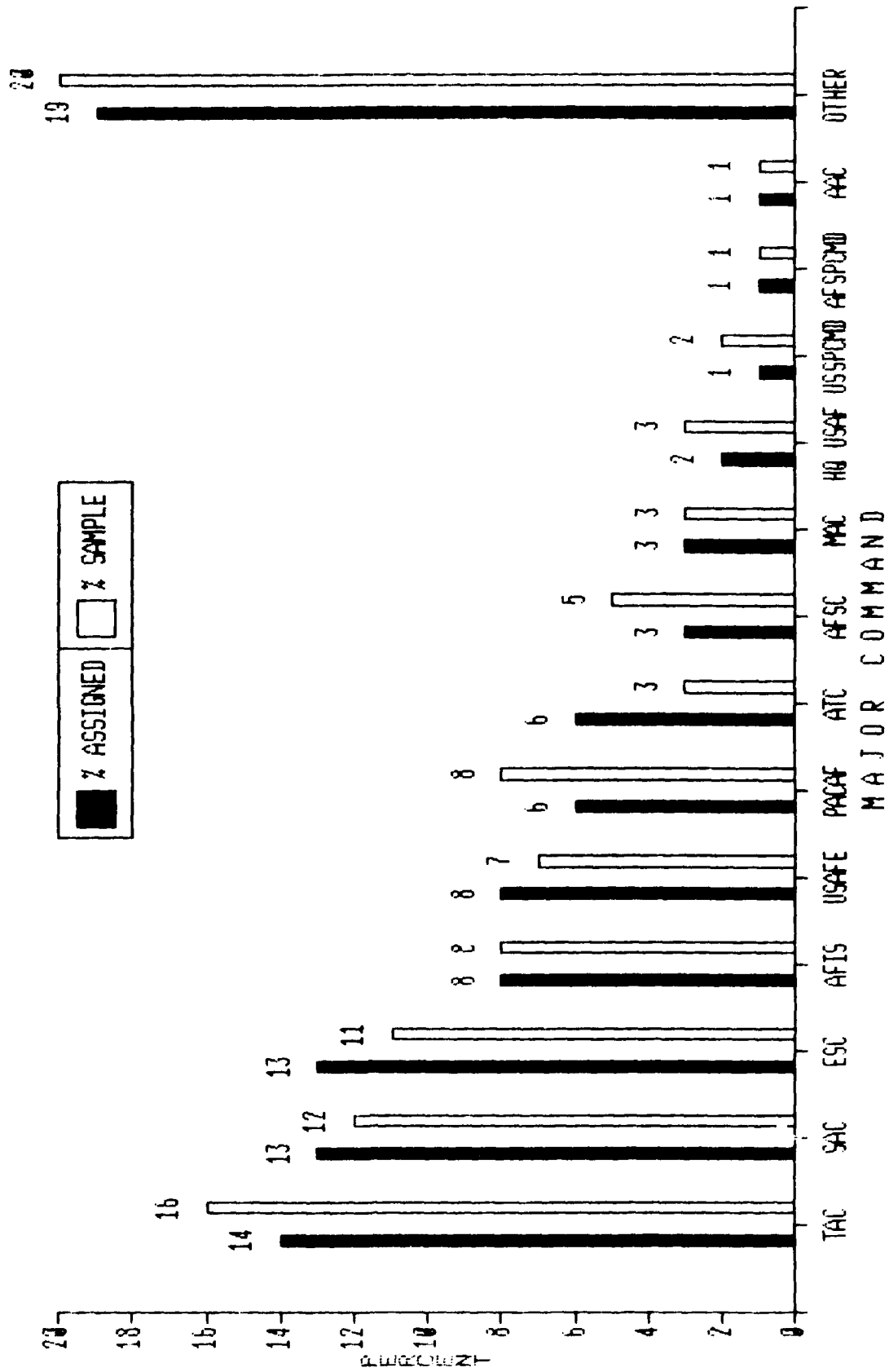
Administration of the job inventory was supervised by senior Intelligence Officers at each duty location. Each job incumbent completed the background section, then checked each task performed in his or her present job, and finally, used a 9-point scale to indicate the relative time spent on each task, compared to all other tasks performed.

FIGURE 1
SAMPLE REPRESENTATION
90XX SAMPLE



MAJCOM REPRESENTATION
80XX SAMPLE

FIGURE 2



Analysis

An expended analysis methodology section is included at Appendix A. In general, special composite job descriptions were computed for special groups of interest to utilization field functional managers, such as DAFSC, MAJCOM, and Time in Career Field (TICF). A cluster analysis procedure was used to group incumbents who performed similar jobs, based on shared time spent on common tasks, independent of traditional personnel categories. The resulting groups were then compared to determine similarities and differences in both tasks performed and background characteristics. Analysis of these groups identified: (1) the number and characteristics of the different jobs which existed across the Intelligence field, (2) the tasks which were performed together by groups of respondents, and (3) task and incumbent characteristics which may be peculiar to specific functional requirements as they existed at the time of the survey.

RESULTS

Figure 3 shows how the total group's work time was distributed across the 13 duties of the job inventory.

An indicator of the variability of jobs performed by Intelligence Officers is the number and type of tasks performed by a substantial percentage of all respondents. There were only two tasks performed by as many as 75 percent of the total sample, and only five tasks performed by more than two-thirds of the total sample. These tasks are:

- brief informally
- attend intelligence or other mission-related briefings
- write messages or correspondence
- brief formally
- research or answer questions arising from briefings

Seventeen additional tasks of the same general nature as these are performed by between 50 and 65 percent of all respondents.

Job Structure Analysis

Job Structure Overview

The job structure analysis resulted in the identification of 46 jobs, representing 78 percent of the total sample. These jobs combined to form 16 clusters (or functions) and independent jobs, representing 93 percent of the sample (clusters include cases joining in successive stages, after job types are formed). The functions identified in the job structure analysis are in

FIGURE 3

WORKTIME DISTRIBUTION

INTELLIGENCE OFFICER

DUTIES

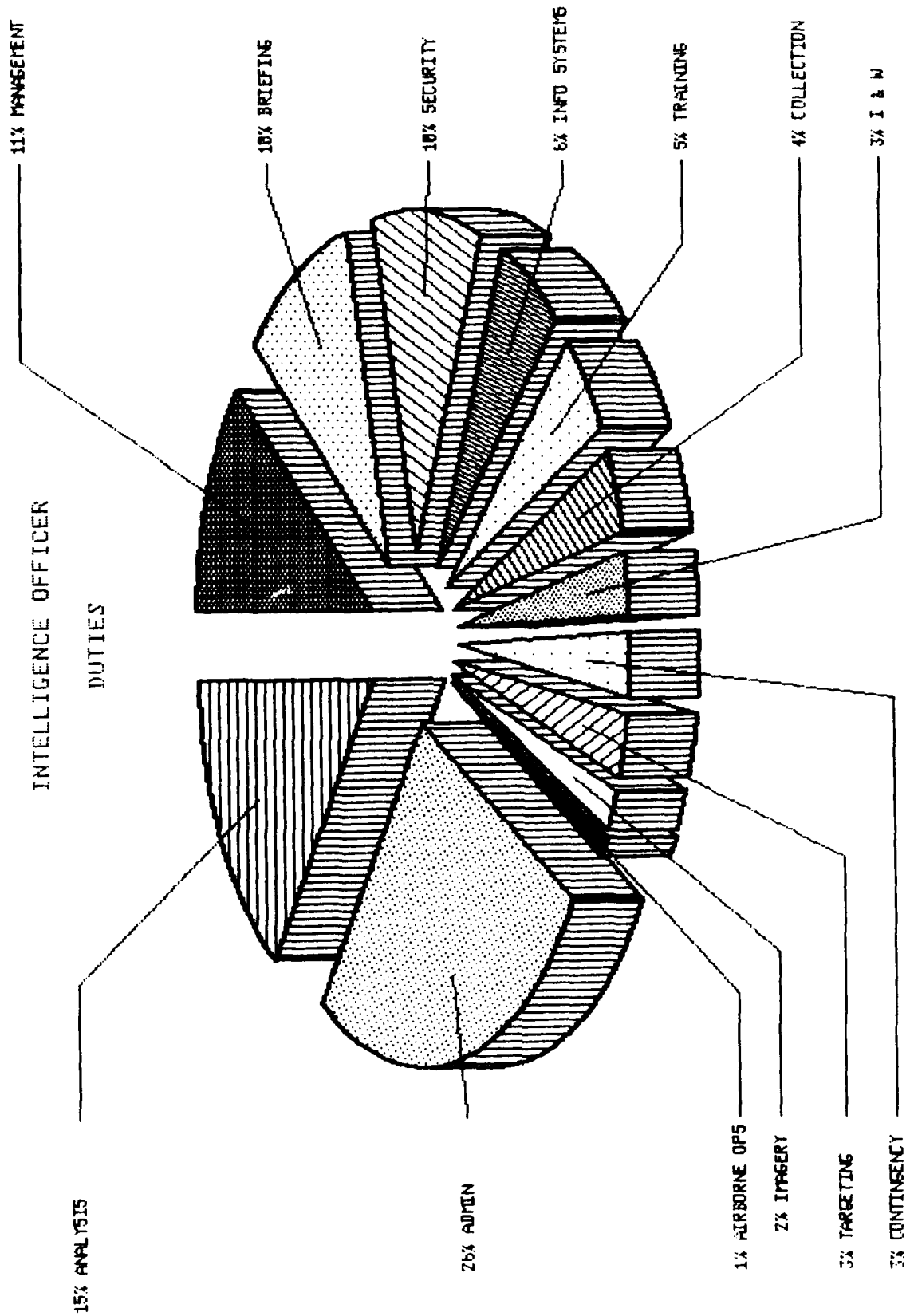


Table 1, along with work time distribution for each of these groups. This data is displayed graphically in Figure 4. Similar data for members of each job identified are shown in Table 2. Tables 3 and 4 display selected background and assignment characteristics for each job. Table 5 shows group averages for several job satisfaction indices for jobs. No group of less than 10 (.5 percent of the total sample) is reported. A detailed description of each of these jobs is presented next, followed by a discussion of the major findings of the job structure analysis.

Functional Groups Descriptions

I. TRAINING MANAGEMENT FUNCTION

Tech Instructors. This group represents the typical technical training job within ATC. Eighty-nine percent of these instructors have a T prefix to their DAFSCs. All are assigned to CONUS locations, where they perform the following tasks:

- conduct formal or organizational classroom training
- write, develop, revise, or review formal academic lesson plans
- critique tests
- administer or score intelligence personnel tests
- determine most current or adequate materials to meet learning objectives
- counsel trainees on training progress

Training Managers. Members of this group are similar to the preceding group except for the higher average ranks and much broader job. Most are assigned to commands other than ATC. They perform an average of 130 tasks, represented by the following:

- update or revise instructional materials used in intelligence courses
- coordinate with course instructors on course content or objectives
- develop training references or guides
- determine adequacy of materials, or references used in intelligence courses
- obtain training aids, space, or equipment
- approve, review, or disapprove lesson plans

TABLE 1
 WORKTIME DISTRIBUTION - FUNCTIONS

FUNCTION	N %		DUTY*												
	JOBS	SMPL	A	B	C	D	E	F	G	H	I	J	K	L	M
I TRAINING MANAGEMENT	2	2	12	18	7	-	3	2	3	6	1	38	1	8	-
II SECURITY MANAGEMENT	2	3	5	29	43	-	2	1	1	12	-	2	1	2	-
III TARGET INTEL MANAGERS	1	1	4	24	17	1	4	4	18	10	2	5	1	5	6
IV PERSONNEL MANAGEMENT	9	18	6	43	7	2	3	3	1	20	1	4	3	6	-
V PHASE I IMAGERY MANAGERS	1	7	6	28	12	1	5	2	1	13	19	5	2	7	-
VI INTEL EXERCISE PLANNERS	1	2	8	30	10	1	3	24	3	11	-	2	3	5	-
VII OPERATIONAL INTEL	6	9	14	19	10	2	3	8	3	11	-	11	1	13	5
VIII STAFF	2	4	14	34	16	1	4	2	1	11	1	3	4	9	-
IX RESOURCE MANAGERS	1	1	7	51	6	-	7	2	1	18	1	4	1	2	
X TARGET INTEL	2	5	8	16	7	2	10	4	28	6	1	4	1	10	3
XI BRIEFING	3	3	36	14	8	2	3	4	3	5	-	7	1	14	3
XII ANALYSIS & PRODUCTION	4	10	12	12	7	4	4	1	3	5	1	1	3	48	-
XIII INDICATIONS & WARNING	2	2	10	10	10	33	4	1	1	4	-	2	1	24	-
XIV IMAGERY MANAGEMENT	2	2	7	8	4	3	6	-	3	2	30	2	4	29	-
XV COLLECTION	4	4	5	18	7	2	5	2	1	8	1	2	39	9	-
XVI SYSTEMS MANAGEMENT	3	6	7	29	8	1	32	2	1	10	1	3	4	3	-

(- = <1%)

* DUTY

- A. BRIEFING
- B. RESOURCES AND ADMINISTRATION
- C. PERSONNEL, PHYSICAL, AND INFORMATION SECURITY
- D. INDICATIONS AND WARNING OR SURVEILLANCE AND WARNING
- E. INFORMATION SYSTEMS (INCLUDING NON-AUTOMATED SYSTEMS)
- F. EXERCISE, DEPLOYMENT, OR CONTINGENCY ACTIVITIES
- G. TARGETING AND WEAPONERING
- H. COMMAND, LEADERSHIP, AND MANAGEMENT
- I. IMAGERY PROCESSING AND INTERPRETATION
- J. TRAINING
- K. COLLECTION
- L. ANALYSIS AND PRODUCTION
- M. AIRCREW AND AIRBORNE OPERATIONS

FIGURE 4

SAMPLE DISTRIBUTION

INTELLIGENCE OFFICER

FUNCTIONS

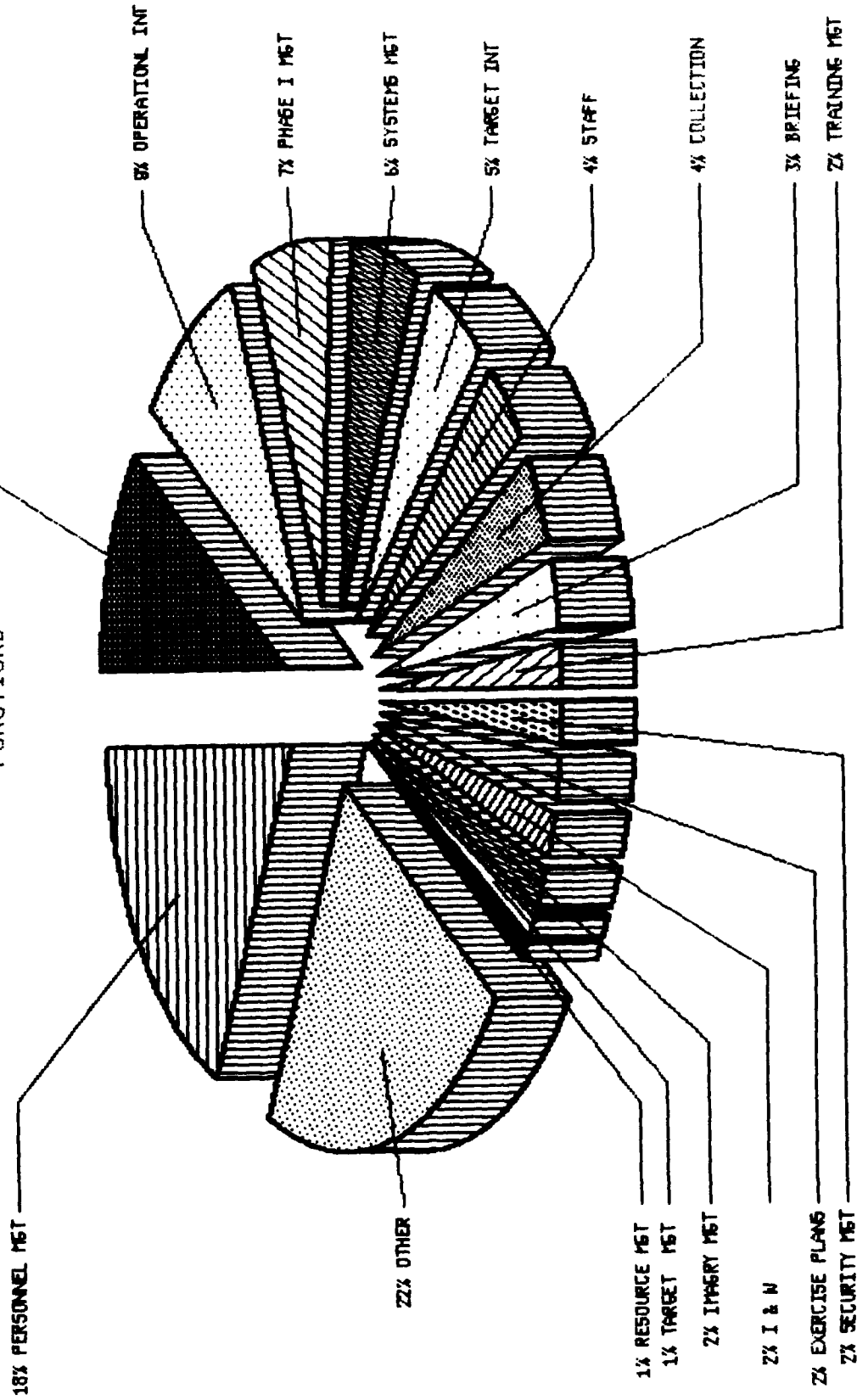


TABLE 2
WORKTIME DISTRIBUTION - JOBS

JOB TITLE	DUTY *															
	N	M	I	A	B	C	D	E	F	G	H	I	J	K	L	M
TECH INSTRUCTORS	19	62	12	18	2	*	2	1	3	6	*	48	*	5		
TRAINING MANAGERS	27	130	14	18	11	*	3	2	4	4	2	29	2	11	*	
SPECIAL SECURITY OFFICERS	51	157	4	27	50	*	1	1	1	1	12	*	2	1	1	*
SECURITY MANAGERS	10	247	6	36	24	1	5	1	1	17	*	4	4	3		
TARGET INTEL MANAGERS	18	167	4	24	17	1	4	4	18	10	2	5	1	5	6	
INTEL PRODUCT EVALUATORS	15	92	9	42	6	1	1	2	21		1	2	13	*		
CURRENT INTEL MANAGERS	15	93	17	42	8	2	2	1	16	1	5	2	5	*		
IMAGERY DIRECTORS	40	114	4	51	7	*	1	3	1	22	5	3	1	3	*	
EXERCISE MANAGERS	15	132	6	37	10	2	2	12	16	*	6	1	5	2		
PROGRAM DIRECTORS	25	104	7	62	5	*	3	1	16	*	3	1	2	*		
OPS-PLANS DIRECTORS	127	190	5	44	7	1	4	3	1	21	*	4	4	4	*	
ANALYSIS DIRECTORS	32	245	9	30	6	2	3	2	17	1	2	3	25	*		
PHOTOINT MANAGERS	65	403	4	27	10	2	4	8	3	18	2	5	11	1		
FLIGHT COMMANDERS	47	191	6	27	9	10	1	2	1	19	*	6	7	13	*	
PHASE 1 IMAGERY MANAGERS	14	150	6	28	12	1	5	2	1	13	19	5	2	7	*	
INTEL EXERCISE PLANNERS	43	175	8	30	10	1	3	24	3	11	*	2	3	5	*	
DIVISION CHIEFS	13	166	14	33	8	3	1	10	2	19	*	3	1	7	*	
INSPECTORS	15	218	7	30	9	1	3	10	3	18	*	8	1	8	2	
EXERCISE DIRECTORS	10	112	18	18	12	6	1	8	1	8	*	9	2	14	3	
COMBAT INTEL OFFICERS	84	184	17	18	10	2	1	6	3	8	*	15	*	12	7	
OPERATIONAL INTEL OFFICERS	62	347	10	18	9	2	3	9	5	11	1	11	1	16	5	
INDICATIONS & WARNINGS ANALYSTS	11	435	5	13	10	11	9	6	3	8	1	3	5	25	1	
INTEL SUPPORT OFFICERS	11	55	21	37	12	*	3	2	15		2	4	3			
PLANS AND POLICY OFFICERS	72	122	13	34	16	1	4	2	1	11	1	3	4	10	*	
RESOURCE MANAGERS	24	101	7	51	6	*	7	2	1	18	1	4	1	2		

TABLE 2 (CONTINUED)

JOB TITLE	N	I	N	T	S	K	S	A	B	C	D	E	F	G	H	I	J	K	L	M
AIRBORNE INTEL PLANNERS	33	174	10	11	9	5	9	3	16	5	9	2	11	9						
TARGET APPLICATIONS OFFICERS	69	206	6	18	7	10	4	34	6	1	2	1	9	1						
INTEL BRIEFERS	20	39	55	11	8	2	1	1	1	4	3	14	1							
APPLICATIONS BRIEFERS	18	78	47	17	10	2	1	1	6	7	7	1	1							
MISSION BRIEFERS	23	86	35	11	7	2	2	5	2	3	13	1	7	12						
DIA ANALYSTS	11	105	8	22	10	2	3	1	2	8	1	2	4	1						
CURRENT INTEL OFFICERS	56	113	24	12	6	4	2	1	1	5	1	1	42	1						
SECURITY MONITORS	10	249	8	18	21	3	3	1	1	8	2	3	1	31	1					
TARGET NATION ANALYSTS	117	194	9	11	6	4	4	1	1	5	1	1	4	52	1					
THREAT ASSESSMENT OFFICERS	11	95	12	6	4	2	1	1	3	2	1	1	69	1						
INDICATIONS & WARNING OFFICERS	39	173	10	9	11	30	4	1	1	4	1	2	26	1						
SPACE INTEL OFFICERS	11	96	13	7	6	53	3	2	1	1	13	1	1	13	1					
PHASE 2 IMAGERY ANALYSTS	28	164	7	10	4	5	5	1	3	4	20	2	5	35	1					
PHASE 3 IMAGERY RESEARCHERS	22	96	6	6	5	1	3	1	2	1	41	1	4	30	1					
HUMINT CASE OFFICERS	26	81	5	21	8	1	3	1	1	7	1	3	40	11	1					
HUMINT MANAGERS	20	186	3	23	9	1	5	2	1	13	1	3	30	11	1					
SIGINT REQUIREMENTS OFFICERS	10	112	7	15	3	4	3	5	1	7	1	2	46	7	1					
IMMINT COLLECTION MANAGERS	21	188	6	12	6	3	6	3	1	6	4	2	42	11	1					
SYSTEMS PLANNERS	94	186	7	32	8	1	26	2	1	12	1	3	4	3	1					
SYSTEMS MANAGERS	10	68	16	39	5	1	22	1	10	1	2	5	1	1						
SYSTEMS ANALYSTS	29	77	4	17	7	1	58	1	2	4	1	3	1	4	1					

* DUTY

- A. BRIEFING
- B. RESOURCES AND ADMINISTRATION
- C. PERSONNEL, PHYSICAL, AND INFORMATION SECURITY
- D. INDICATIONS AND WARNING OR SURVEILLANCE AND WARNING
- E. INFORMATION SYSTEMS (INCLUDING NON-AUTOMATED SYSTEMS)
- F. EXERCISE, DEPLOYMENT, OR CONTINGENCY ACTIVITIES
- G. TARGETING AND WEAPONING
- H. COMMAND, LEADERSHIP, AND MANAGEMENT
- I. IMAGERY PROCESSING AND INTERPRETATION
- J. TRAINING
- K. COLLECTION
- L. ANALYSIS AND PRODUCTION
- M. AIRCREW AND AIRBORNE OPERATIONS

TABLE 3
BACKGROUND CHARACTERISTICS - JOBS

JOB TITLE	N	US	CIV	TCF	A	C	E	G	T	*L	I	X	2X	3X	4X	7X	8X	9X	LTS	CPT	MAJ	LTC	COL
	PREFIX										DAFSC					RANK							
TECH INSTRUCTORS	19	100	5	99	5	1	189	1	1	32	47	16	1	12	68	11	1						
TRAINING MANAGERS	27	93	72	7	7	145	4	19	15	48	15	1	19	74	4	4	4						
SPECIAL SECURITY OFFICERS	51	65	4	62	2	1	10	22	6	57	1	2	34	55	4	4							
SECURITY MANAGERS	10	100	20	157	1	1	50	10	1	1	20	1	30	40	40								
TARGET INTEL MANAGERS	18	72	24	6	6	1	1	6	72	22	1	84	17	1	1								
INTEL PRODUCT EVALUATORS	15	93	173	1	1	1	20	1	27	1	53	1	20	27	53								
CURRENT INTEL MANAGERS	15	80	59	1	1	7	120	1	33	7	60	1	33	40	20	7							
IMAGERY DIRECTORS	40	60	64	15	3	5	3	15	3	15	53	13	3	38	45	15	3						
EXERCISE MANAGERS	15	20	40	1	1	20	47	1	13	7	87	1	1	53	40	7	1						
PROGRAM DIRECTORS	25	80	8	136	4	4	1	48	1	4	12	4	4	24	4	24	16	32	16				
OPS-PLANS DIRECTORS	127	68	6	154	11	5	2	9	2	33	1	9	9	6	10	2	32	6	12	17	28	23	
ANALYSIS DIRECTORS	32	78	16	180	1	1	3	3	9	1	47	1	28	6	16	16	28	19					
PHOTOINT MANAGERS	65	52	150	11	2	6	8	1	23	2	5	12	32	5	18	9	20	26	35	9			
FLIGHT COMMANDERS	47	4	31	5	6	6	1	2	2	93	4	1	73	26	2	1							
PHASE 1 IMAGERY MANAGERS	14	50	30	1	1	1	7	1	93	1	79	21	1	1	1								
INTEL EXERCISE PLANNERS	43	74	102	1	14	2	1	28	2	14	5	40	5	16	40	30	14						
DIVISION CHIEFS	13	62	141	1	1	1	8	1	77	1	15	31	38	31									
INSPECTORS	15	80	7	109	1	4	1	1	7	87	1	14	53	20	7	1							
EXERCISE DIRECTORS	10	40	50	1	1	1	1	1	100	1	40	60	1	1									
COMBAT INTEL OFFICERS	84	75	2	34	1	12	1	1	1	91	1	73	24	1	1								
OPERATIONAL INTEL OFFICERS	62	66	6	12	1	13	1	2	2	89	1	53	29	8	3	1							
INDICATIONS & WARNINGS ANALYSTS	11	45	82	1	9	9	1	9	82	9	27	45	27	1	1								
INTEL SUPPORT OFFICERS	11	55	75	1	9	27	1	36	45	9	9	18	64	18	1								
PLANS AND POLICY OFFICERS	72	78	16	95	1	4	1	24	2	15	7	31	1	8	43	19	14						
RESOURCE MANAGERS	24	83	13	108	1	8	1	33	4	17	29	4	13	38	21	17	1						

TABLE 3 (CONTINUED)

JOB TITLE	N	%	ZUS	CIV	TICF	A	C	E	G	T	H	L	1X	2X	3X	4X	7X	8X	9X	LTS	CPT	MAJ	LTC	COL
AIRBORNE INTEL PLANNERS	33	88	65	3	82	3	1	4	3	42	55	21	55	18	6									
TARGET APPLICATIONS OFFICERS	69	68	3	155	3	1	4	1	1	4	86	4	41	35	13	4								
INTEL BRIEFERS	20	80	54	5	5	20	75	45	50	5														
APPLICATIONS BRIEFERS	18	78	33	5	5	5	95	61	39															
MISSION BRIEFERS	23	91	16	100																				
DIA ANALYSTS	11	100	9	84	9	9	9	73	9	9	64	9	9											
CURRENT INTEL OFFICERS	56	70	2	55	4	2	93	42	46	7	2													
SECURITY MONITORS	10	80	20	104	20	10	40	40	20	10	10													
TARGET NATION ANALYSTS	11	7	83	4	7	1	2	86	33	37	13	5	3											
THREAT ASSESSMENT OFFICERS	11	55	69	9	9	9	9	18	73	9														
INDICATIONS & WARNING OFFICERS	39	54	3	46	3	5	92	52	28	18														
SPACE INTEL OFFICERS	11	100	3	100																				
PHASE 2 IMAGERY ANALYSTS	28	96	7	33	82	11	68	21	4															
PHASE 3 IMAGERY RESEARCHERS	22	95	64	92	36																			
HUMINT CASE OFFICERS	26	50	8	41	6	6	6	50	38															
HUMINT MANAGERS	20	50	35	155	10	15	35	15	20	10	25													
SIGINT REQUIREMENTS OFFICERS	10	80	88	20	10	40	20	60	20	10														
IMHINT COLLECTION MANAGERS	21	57	92	5	43	5	14	38	24	48	19	10												
SYSTEMS PLANNERS	94	68	7	116	2	44	8	24	2	16	28	21	3											
SYSTEMS MANAGERS	10	80	10	89	140	10	30	20	70	10	10													
SYSTEMS ANALYSTS	29	90	7	63	144	4	4	17	21	48	7	48	28	14	3									

* Obsolete

TABLE 4
ASSIGNMENT CHARACTERISTICS - JOBS

JOB TITLE	MAJCOM - MORE THAN 20% *										ORG LEVEL - MORE THAN 20%											
	IATC	ESC	MAC	SAC	TAC	EUR	PAC	AFS	HQA	DIA	FIS	SPC	DET	SQD	GRP	WNG	DIV	MIC	HAJ	UNI	USA	DOD
TECH INSTRUCTORS	89													26	53							
TRAINING MANAGERS	30														22	26						
SPECIAL SECURITY OFFICERS																				20		
SECURITY MANAGERS			20						40										30		40	
TARGET INTEL MANAGERS			68		22											89						
INTEL PRODUCT EVALUATORS									40										20			33
CURRENT INTEL MANAGERS		27								27			20	20								
IMAGERY DIRECTORS				25										48	20							
EXERCISE MANAGERS		93												60	27							
PROGRAM DIRECTORS		24																				
OPS-PLANS DIRECTORS		32																			60	
ANALYSIS DIRECTORS																					34	
PHOTOINT MANAGERS					34																	
FLIGHT COMMANDERS		72							26					47	45							
PHASE 1 IMAGERY MANAGERS			43	29	29								29	57								
INTEL EXERCISE PLANNERS																					30	
DIVISION CHIEFS																54					31	
INSPECTORS			20	47															47	27		
EXERCISE DIRECTORS			20						40						70	20						
COMBAT INTEL OFFICERS				25	47									43	48							
OPERATIONAL INTEL OFFICERS			21	40										26	60							
INDICATIONS & WARNINGS ANALYSTS					27	45																
INTEL SUPPORT OFFICERS																					73	
PLANS AND POLICY OFFICERS																					33	
RESOURCE MANAGERS																					42	

TABLE 5 (CONTINUED)

JOB TITLE	JOB INT UTL TAL UTL TRN ACOMPL FORMAL OTHER TOTAL IAF PLAN										80XX PLANS											
	DUL INT NOT WEL NOT WEL DIS SAT NOT WEL NOT WEL LVE STA LVE STA RET OTH ?? N/A																					
AIRBORNE INTEL PLANNERS	6	91	6	94	27	73	12	79	24	69	15	81	9	87	12	87	6	39	15	18	3	18
TARGET APPLICATIONS OFFICERS	3	87	7	93	6	94	28	71	13	85	12	76	9	81	8	90	1	54	13	19	3	10
INTEL BRIEFERS	10	75	25	75	25	75	30	65	40	60	25	50	30	65	40	60		30	15	20	10	25
APPLICATIONS BRIEFERS	22	67	33	67	44	56	39	56	49	51	44	34	49	50	28	72	17	39	11	17		17
MISSION BRIEFERS	9	74	22	79	17	83	30	61	13	82	9	65	17	77	22	74	17	9	35	13	17	9
DIA ANALYSTS	9	82	18	82	45	55	18	83	36	61	27	72	9	91	18	72	9	36	9	18	9	9
CURRENT INTEL OFFICERS	7	80	9	91	18	83	20	73	25	69	18	70	20	77	25	73	13	38	29	7	14	
SECURITY MONITORS		90		90	40	50	10	70	40	50	30	40	40	40		70		30	20	10	10	
TARGET NATION ANALYSTS	1	96	4	95	13	87	11	82	6	71	13	74	13	87	12	83	4	44	20	17	6	3
THREAT ASSESSMENT OFFICERS	9	64		91	18	72	36	55	9	82	18	54	18	81	18	82	9	64	18		9	
INDICATIONS & WARNING OFFICERS	5	79	23	77	36	64	28	69	38	58	17	80	23	75	21	76	10	33	15	21	13	6
SPACE INTEL OFFICERS	1	00	18	82	74	27	9	82	63	36	27	54	36	54	9	91		45	36	9		9
PHASE 2 IMAGERY ANALYSTS	4	93	14	83	4	93	21	75	11	86	11	86	8	92	35	57	25	7	14	21	14	15
PHASE 3 IMAGERY RESEARCHERS	9	86	14	87	14	86	9	83	9	86		96		96	18	41	14	27	5	5	9	5
HUMINT CASE OFFICERS	4	81	12	89	19	82	12	85	15	85	4	85	15	85	19	77	4	35	31	12	8	8
HUMINT MANAGERS		95	10	90	20	80	5	90	15	75	15	65	20	75	5	75	5	40	15	5	5	
SIGINT REQUIREMENTS OFFICERS	1	00	10	90	10	90	10	90	20	70	30	60	10	80	100		70	20				10
IMMINT COLLECTION MANAGERS	5	88	29	90	38	57	24	57	43	47	34	65	34	67	10	90	19	62	5	14		
SYSTEMS PLANNERS	2	92	5	95	28	69	15	83	51	35	32	51	29	68	7	90	12	45	14	15	7	7
SYSTEMS MANAGERS	1	00	100	30	70	30	70	80	20	40	50	50	50	50	10	80		60	30			
SYSTEMS ANALYSTS	7	69	31	50	55	44	28	62	66	31	41	45	62	30	17	76	31	24	10	10	3	14

* 80XX PLANS
 STA = STAY IN 80XX FIELD
 LVE = CROSSTRAIN OUTSIDE 80XX FIELD
 RET = CROSSTRAIN OUTSIDE 80XX FIELD BUT RETURN
 OTH = CROSSTRAIN WITHIN 80XX FIELD
 ??? = UNDECIDED
 N/A = NOT APPLICABLE

II. SECURITY MANAGEMENT FUNCTION

Special Security Officers. One-half of the work time of these officers is spent on security-related tasks. Expressed utilization of training measures are consistently among the lowest of any identified group. The job they perform within the AFSSO is represented by these tasks:

- interpret security regulations
- conduct security indoctrinations, 2-year reindoctrinations, or debriefings
- verify security clearances or accesses
- authorize access to secure, controlled, or restricted areas
- investigate suspected compromises or security violations
- validate requirements for clearances or SCI billets

Security Managers. This is a small group of senior officers, who chiefly hold DAFSC 801X. Reported job satisfaction and felt utilization for these managers are in direct contrast to those of the previous group. The most time-consuming tasks performed by group members are:

- advise unit commanders or staffs on security matters
- review security programs or procedures
- ensure local compliance with National or DOD security regulations or policy
- advise commander or other agencies on SCI security matters
- coordinate with personnel from other offices on security policies or procedures
- review security violation reports

III. TARGET INTEL MANAGERS FUNCTION

Target Intel Managers. These incumbents represent the first of three target-related jobs, but this one is primarily performed by DAFSC 807X personnel. Only 22 percent of these officers hold a Target Intel DAFSC, and only 11 percent indicated they planned to stay in Intelligence. Over two-thirds of the group members are assigned to SAC, where they:

- maintain CMF (combat mission folders)
- build target, mission folders, or aircrew aids
- plot target locations on maps or charts using coordinates
- construct enroute displays
- compute geographic (LAT/LONG) coordinates
- coordinate with users on currency, or validity of maps, charts or geodetic (MC&G) data

IV. PERSONNEL MANAGEMENT FUNCTION

Intel Product Evaluators. By rank, this is the senior group in the analysis, with over one-half of the group being O-6s. It also is the only group composed predominately of DAFSC 809X officers. Predictably, expressed retention intent is among the highest found, as is the average time in the Intelligence field. Their job description includes:

- proofread or edit intelligence products
- edit intelligence analyses
- review or evaluate inputs to trip or background books
- review or evaluate intelligence appraisals, reports, or studies
- approve or disapprove finished intelligence products
- perform quality control checks on intelligence products

Current Intel Managers. The personnel in this group primarily represent an AFSC 807X managerial job, but one-third of the group are AFSC 803X officers. No command or organizational level is typical of this job. Of the group average of 93 tasks performed, the following are representative:

- direct intelligence briefing activities
- conduct tours of intelligence facilities or activities
- approve or disapprove requisitions for supplies or equipment
- courier classified materials
- brief informally
- write messages or correspondence

Imagery Directors. The majority of this group hold a DAFSC of 804X, but five other specialties are represented by this group as well. Utilization of training expressed by the group members is much lower than for any other personnel management group. The following tasks are indicative of their jobs:

- perform unit self-inspections
- direct photographic reproduction of intelligence information
- establish or implement personnel recognition programs
- manage or monitor photo processing procedures
- identify or initiate corrective action to solve photographic processing problems
- develop photographic processing policies or procedures

Exercise Managers. This is the first of two jobs which are predominantly AFSC 803X personnel assigned to ESC. Eighty percent of group members are in overseas locations. Nearly one-half hold a DAFSC prefix of G--nonrated aircrew member. Among the top tasks of their job description are the following:

- schedule personnel for deployments or exercises
- coordinate transportation, maintenance, supply, or other support for deployments or exercises
- recommend actions to correct deployment or exercise deficiencies
- review deployment or exercise critiques
- review operations, deployment, or exercise plans
- select personnel to attend training or other programs

Program Directors. Most of these senior officers are assigned to MAJCOMs, and most hold either an 801X or 809X DAFSC. Expressed utilization and sense of accomplishment for the group are about average for the total sample, but are slightly lower than for most other senior management groups. Their major job emphasis is on the following tasks:

- coordinate views on issues to be discussed or positions to be taken at meetings or conferences
- determine personnel capabilities or limitations
- coordinate with manpower or personnel elements on authorizations or requirements
- review inputs to manning or manpower documents
- compile manpower or personnel information
- develop orientation programs for new personnel or visitors

Ops-Plans Directors. These respondents represent the largest single group in the analysis. Most members hold a director or staff AFSC, but members with four other AFSCs are represented, as well as personnel of every rank. The supervisory tasks performed by group members are exemplified by the following:

- review policy letters or operating instructions (OI)
- develop work plans, job descriptions or organizational structures
- write letters of appreciation or reprimand
- respond to special project requests from unit commanders or staffs
- prepare justifications for personnel or manpower actions
- assign personnel to duty positions

Analysis Directors. This is the most experienced group identified in the analysis, with an average of 15 years in the Intelligence field. Members usually have a DAFSC of 807X or 809X. Reported job satisfaction measures are above the group average, as expected. These officers:

- determine intelligence research, or production priorities
- review finished intelligence products
- distribute items of interest to analysts or action officers

direct analysis activities
suggest items for analysis
coordinate with personnel in own organization on analyses

Photo Intel Managers. An average of over 400 tasks are performed within this job--the second highest number in the analysis. Each officer rank and DAFSC are represented by the 65 group members. Overall perceived job satisfaction measures are high, even for a senior management group. Their job entails:

proofread or edit materials other than intelligence products
review memos, correspondence or other read files
review intelligence annexes or plans
determine current or future facility or manning requirements
develop or revise intelligence management techniques
make recommendations to battle staffs or crisis action teams

Flight Commanders. This is the second 803X ESC group, of which only 4 percent are located in CONUS. Members have the lowest average rank in the management function. They expressed a relatively high-felt utilization of training and perform an average of 191 tasks, typified by the following:

indorse OER, airman performance reports (APR), or civilian performance ratings or appraisals
counsel subordinates on personal matters, professional development or work-related matters
review emergency action plans
nominate personnel for below-the-zone promotions or special recognition
review operational guides such as flight commander or supervisors handbooks
direct intelligence collection activities

V. PHASE I IMAGERY MANAGERS FUNCTION

Phase 1 Imagery Managers. All but 1 of these 14 respondents hold a DAFSC of 804X. Their job interest ratings were fairly high, although only two have decided to stay in the Intelligence field. Most are located at squadron or group-level assignments, where they:

write first phase imagery exploitation reports
analyze imagery for first phase exploitation data
proofread or edit imagery reports

maintain databases to support imagery interpretation
select imagery to satisfy specific requirements
coordinate requests for imagery with customers

VI. INTEL EXERCISE PLANNERS FUNCTION

Intel Exercise Planners. Members of this group spend twice as much time on exercise, deployment, or contingency activities as any other analysis group. They have relatively high reported job satisfaction and perform an average of 175 tasks, typified by the following:

participate in deployment or exercise planning working groups
prepare inputs to deployment or exercise plans
review deployment or exercise scenarios or implementers
determine personnel requirements for deployments or exercises
correct deployment or exercise deficiencies
ensure compliance with deployment or exercise requirements

VII. OPERATIONAL INTEL FUNCTION

Division Chiefs. As with other jobs in this function, most members have a DAFSC of 807X. These officers represent the senior group in this function in both rank and time in the Intelligence field. Over one-half are assigned to wing level. The most time-consuming tasks they perform are:

approve or disapprove policy letters or operating instructions (OI)
write performance reports such as APR, OER, LOE or civilian evaluations
review recommendations for awards or decorations
adjudicate grievances
brief intelligence scenarios for deployments or exercises
approve or disapprove leaves

Inspectors. Only one of these officers reported being on an IG team. Instead, the job represents a MAJCOM or ICOM staff assistance role. The job, averaging 218 tasks, entails:

review formal inspection reports, such as IG or STAN/EVAL
coordinate with Inspector General (IG) on Intelligence-related matters
implement or monitor corrective actions to inspection or evaluation reports

evaluate or observe unit generated inspections
control intelligence exercise play
provide inputs to USAF or MAJCOM regulations or manuals

Exercise Directors. This is a small and relatively specialized group, all of whom are AFSC 807Xs, mostly assigned to a wing-level job in a flying command. Over half the group are Overseas. Their reported utilization is among the highest for any analysis group, yet 50 percent of the group indicated they probably would not stay in the Air Force.

approve or disapprove briefing contents
advise unit commanders or staffs on intelligence matters
develop scenarios for training exercises
write intelligence reports such as MISREP, INTREP, or DISUM
assign or adjust workload of subordinates
write exercise plans, scenarios or implementers

Combat Intel Officers. This wing and squadron job is representative of TAC, SAC, or other flying command. About two-thirds of the 84 officers are lieutenants. Expressed job satisfaction is at the average for the total sample. Representative tasks for the group are:

review or study enemy forces tactics or operating methods
debrief aircrews following missions
maintain personnel search and rescue (SAR) authenticator cards (DD Form 1833) or ISOPREP cards
coordinate with weapons and tactics officers on friendly tactics to counter the enemy threat for briefings
analyze aircrew debriefings or inflight reports for information of intelligence value
research enemy doctrine, strategy, or tactics

Operational Intel Officers. The average time in the Intelligence field for this group is only 1 year, the lowest of any identified group, but the average of 347 tasks performed indicates a very broad job. The major job emphasis is on the following tasks:

direct intelligence training activities
attend crew briefings
coordinate with operations personnel on route planning
review current situation displays
review or study friendly forces tactics or operating methods
coordinate with tactics personnel on flying operations

Indications and Warnings Analysts. Members perform more tasks on the average than any other group (N=435), but expressed utilization of talents and training are below those of other groups in this function. The Indications and Warning Analysts job is exemplified by these tasks:

- monitor enemy flight activities
- review or evaluate message traffic or other raw data
- review finished intelligence analyses
- analyze weapons systems capabilities
- review daily intelligence summaries
- review or evaluate intelligence threat assessments

VIII. STAFF FUNCTION

Intel Support Officers. In spite of reporting the overall lowest satisfaction and utilization figures in the analysis, this is one of only three groups from which all members indicated they would remain in the Air Force. Only one other group averages fewer tasks performed (N=55). These staff officers are mostly assigned to MAJCOMs, where they perform the following tasks:

- write memoranda, such as memoranda for record or memoranda of telephone calls
- type materials, such as intelligence studies, messages, correspondence, memoranda, or reports
- write inputs to trips or background books
- review USAF or MAJCOM regulations or manuals
- schedule briefings facilities to include security measures
- design graphics or charts for briefings

Plans and Policy Officers. These 72 officers represent another administrative job which crosses all AFSCs and all ranks except for O-6. No command or organizational level is typical of the group. They average 122 tasks performed, entailing:

- gather information about audience to be briefed, including security clearances
- plan ceremonies, social functions or itineraries for visits
- coordinate with personnel from DOD or national agencies on intelligence support requirements
- arrange travel plans
- coordinate with personnel from US Government agencies or departments outside DOD on intelligence matters
- implement administrative policies or procedures

IX. RESOURCE MANAGERS FUNCTION

Resource Managers. Over 50 percent of this group's work time is spent performing tasks related to the management of budgets and resources. Expressed utilization of training is quite low, but overall job satisfaction measures are about average. The average of 101 tasks performed by group members emphasize:

- coordinate with program element monitors on programs
- review inputs for future financial programs such as FYDP, GDIP, CCP or TCP
- review budgets, budget estimates, or budget guidelines
- monitor budget actions
- defend intelligence program or budget submissions to MAJCOM or Headquarters USAF level personnel
- conduct budget reviews

X. TARGET INTEL FUNCTION

Airborne Intel Planners. These officers are primarily assigned to SAC at squadron level. Eighty-two percent of the group hold an AFSC prefix indicating nonrated aircrew. Over half of the group are DAFSC 808X, but 42 percent hold DAFSC 807X. A smaller group of TAC ACCS officers joined this group later in the analysis. The target planning job they perform consists of an average of 174 tasks, represented by:

- participate in airborne operations as an observer
- recommend targets for strikes or attacks
- conduct specific airborne communications checks
- determine lucrative targets for air operations
- recommend lucrative targets for air operations
- practice or perform aircraft emergency procedures

Target Applications Officers. In contrast to the previous group, this job is performed on the ground. Eighty-six percent of these officers have a Targets AFSC (808X). This is a more senior group than the airborne job, although the represented ranks range from O-1 through O-6. The average of 206 tasks performed by group members emphasize:

- advise supervisor or superiors on target intelligence
- analyze probable effects of weapons
- determine target priorities

advise targeting or weaponeering personnel on priorities or importance of strikes or attacks
recommend targeting priorities
determine status of targets

XI. BRIEFING FUNCTION

Intel Briefers. These are all primarily 807X jobs. The difference between this and the next job is primarily how time is distributed across the briefing tasks, which represent the main emphasis of both jobs. These officers perform 39 tasks on the average, far fewer than any other analysis group. Expressed Air Force retention for these officers is poor. Tasks typical of the group are:

brief formally
revise or update briefings, scripts, or graphics
brief commanders or staff on potential or known threats
attend intelligence or other mission-related briefings as analytical back-up
approve or disapprove briefing subjects
annotate briefing boards or graphics

Applications Briefers. The only group to express lower overall job satisfaction than this one were members of the support officer job. The job is found in TAC, SAC, or other flying commands. The average of 78 briefing tasks they perform include:

write briefings, scripts or text
review briefing materials for clarity or accuracy
research sources for briefings
research or answer questions arising from briefings
select or propose briefing topics
coordinate with intelligence analysts or subject experts for inputs on briefings

Mission Briefers. This job represents the lowest overall rank of any analysis group--only one member is not a lieutenant. Expressed Air Force retention (9 percent) is the second lowest found, as is average TICF (16 months). Seventy percent of the group is in TAC. Members spend more of their time performing tasks related to airborne operations than any other group. Typically, they:

conduct training for aircrews
brief aircrews on potential or known threats enroute to/
from and around targets or destinations

- compile data for premission briefings or postflight debriefings
- brief aircrews on rescue data
- issue or receipt for escape and evasion (E&E) kits
- brief aircrew on collection requirements

XII. ANALYSIS AND PRODUCTION FUNCTION

DIA Analysts. Ninety-two percent of these personnel are at DOD level, with 82 percent assigned to DIA jobs. None are overseas. Expressed training utilization for the group was below the total sample averages. This job is exemplified by the following tasks:

- provide inputs to National or departmental level agencies
- write all-source intelligence appraisals, reports, or studies
- coordinate with personnel in other organizations on analyses
- develop or write analyses with response due within 24 hours
- extract information from open sources
- make assumptions for analyses

Current Intel Officers. These officers spend much more time presenting analysis findings than others within this function. About one-half of the group are assigned to major or intermediate command headquarters. Characteristic tasks are:

- review information on enemy weapons
- assess enemy intentions
- report foreign SAM or foreign aircraft tactics
- collate, or correlate multisource information
- monitor current economic, political, or military activity
- research or evaluate existing data

Security Monitors. Unlike the other jobs in this function, most of these officers do not hold an 807X DAFSC. Group members do not feel their training is as well utilized as for most other jobs, but all indicated their talents were. Members perform a large number of tasks, examples of which include:

- consult with other personnel regarding special security or classification matters
- conduct current intelligence, or SCI security awareness programs

- develop or revise access rosters or lists of personnel clearances
- develop or revise security programs, procedures, or checklists
- identify security vulnerabilities or deficiencies
- correct security deficiencies

Target Nation Analysts. These incumbents represent the second largest group in the analysis (N=117). Group members span all five ranks. Overall satisfaction measures are slightly above the group average. Over half their work time is spent on analysis tasks, the most time-consuming being:

- conduct studies on foreign aircraft, weapons, command and control, or intelligence systems
- determine target nation strategies
- determine target nation military roles or missions
- determine target nation vulnerabilities
- determine target nation tactics
- determine target nation doctrine

Threat Assessment Officers. Members of this group are totally dedicated to analysis, spending 69 percent of their total work time on analysis and production tasks. Many of these officers are assigned to MAJCOM or DOD level jobs. Only 95 tasks are performed on the average by group members, including:

- analyze orders of battle (OB)
- develop threat assessments
- evaluate HUMINT information
- evaluate COMINT information
- evaluate ELINT information
- monitor enemy deployments or exercises

XIII. INDICATIONS AND WARNING FUNCTION

Indications and Warning Officers. This job is senior to the next in all respects, number of tasks performed, average rank, and experience. About one-half of these jobs are located overseas. Expressed satisfaction is about average compared to all other groups. The job, which consists of an average of 173 tasks, entails:

- prepare read books, logs, or turnover files
- notify personnel of significant changes in current situations

- review logs, watch directives, messages folders, or previous or anticipated activity folders
- review hard copy or CRT displays intelligence reports for I&W significance
- track activity of aircraft, mobile missiles, ships, or troop movements
- monitor or operate watch center or facility comm networks, such as Biege Loop, NOIWON, INDICOM, or teletype

Space Intel Officers. Although these officers unanimously expressed high job interest, reported utilization of training measures are the lowest found for any group. Sixty-four percent of the group members are assigned to USSPACECOM, where they spend over half their time performing I&W tasks, such as:

- monitor I&W displays, consoles, or cathode-ray tubes (CRT)
- monitor foreign launch events
- coordinate with Defense Special Missile and Astronautics Center (DEFSMAC) personnel on mission data
- confirm launch reports
- query for additional launch or operational data
- correlate launch reports

XIV. IMAGERY MANAGEMENT FUNCTION

Phase 2 Imagery Analysts. Over one-half of the members of this group are assigned to DIA. Along with the next Imagery group, expressed utilization of formal Intelligence training is the second highest found, yet only 7 percent indicated they would stay in the Intelligence field. Eighty-two percent of the group are 808X officers. Their job entails:

- exploit imagery using light tables
- exploit imagery in response to standing requirements
- analyze imagery for second phase exploitation data
- consult with technical or subject experts such as other analysts or imagery interpreters
- write second phase imagery exploitation reports
- evaluate IMINT information

Phase 3 Imagery Researchers. This is the only identified job containing more civilian than military employees. It is located primarily in AF Systems Command, FTD. Training utilization ranked among the very highest for any group. All military members hold an 804X DAFSC. The average of 92 tasks performed by group members involves:

evaluate imagery for interpretability
analyze imagery for third phase exploitation data
write third phase imagery exploitation reports
develop or write analyses with response due in more than 30
days
exploit optical imagery
prepare detailed engineering drawings from imagery

XV. COLLECTION FUNCTION

HUMINT Case Officers. This is the prototype job of the AFSC 802X officer. Eighty-one percent of these positions are at Detachment level, and 88 percent are manned by AFSC 802X officers. Job satisfaction is generally high, as it is for most other collection jobs. This unique job consists of an average of 81 tasks, represented by:

assess credibility of HUMINT sources or information
document contacts with sources
debrief personnel, other than US aircrews, for information
of intelligence benefit
locate intelligence sources
arrange safe sites for interviews or debriefings
review documents to identify, or prioritize HUMINT sources

HUMINT Managers. This varied group consists of 35 percent AFSC 802X officers, 35 percent civilians, and 30 percent AFSC 801X and 807X officers. Along with the next group, reported sense of accomplishment is second only to Security Managers. Group members perform an average of 186 HUMINT-related tasks, of which these are typical:

advise personnel on human intelligence (HUMINT) collection
capabilities
coordinate with government agencies for the conduct of
HUMINT operational activities
coordinate with personnel in other intelligence activities
on HUMINT collection requirements
review collection requirements
coordinate with analysts on collection or reporting
requirements
evaluate intelligence information collected to determine if
requirements have been satisfied

SIGINT Requirements Officers. The small group of AFSC 801X, 803X, and 807X personnel in this job all expressed very high job interest, and large percentages expressed Air Force and utilization field retainability (see Table 5).

Forty-six percent of their time is spent performing requirements-related tasks at organizational levels above major command. Among the average of 112 tasks performed are:

- advise personnel on communications intelligence (COMINT) collection capabilities
- approve, validate, or disapprove ELINT collection requirements
- clarify collection requirements with requesters
- maintain collection requirements lists
- recommend appropriate collection system to meet COMINT requirements
- determine collection requirements or priorities

IMINT Collection Managers. Job satisfaction measures for this group are below those of the other three jobs in this function. As with the first two collection jobs, about one-half of these personnel are in Overseas assignments. No rank or DAFSC is typical. This job entails 188 collection-related tasks, represented by:

- coordinate with intelligence users on requests for additional information
- approve, validate, or disapprove IMINT collection requirements
- coordinate with personnel in other intelligence activities on IMINT collection requirements
- advise personnel on imagery intelligence (IMINT) collection capabilities
- write requests for IMINT collection
- approve or disapprove requests for collection taskings

XVI. SYSTEMS MANAGEMENT FUNCTION

Systems Planners. Six DAFSCs and all ranks are represented by the 94 members of this group, but none hold a C AFSC prefix. Like the other two groups in this function, over 50 percent of the group reported the job did not utilize their formal Intelligence training; however, overall satisfaction indices are at or above total sample averages. Their job, averaging 186 tasks, entails:

- monitor computer hardware or software development efforts
- develop strategies for implementation of new ADP systems
- establish computer hardware requirements
- translate user needs into ADP hardware or software requirements
- identify or state intelligence ADP network requirements
- develop strategies for modifying existing ADP systems

Systems Managers. Most of these members are assigned to MAJCOM-level jobs. Over 80 percent felt their formal training was poorly utilized, but all expressed very high utilization of talents, and very high job interest. Like the next group, over 40 percent of these officers have a C prefix. A number of the average of 89 tasks performed involve acquisition. Examples include:

- define user requirements for equipment
- determine current intelligence equipment or intelligence systems requirements
- evaluate emerging state-of-the-art technologies for intelligence applications
- review ADP acquisition packages such as ISRD, GOR, MENS, ROC, or SON
- coordinate with ADP personnel on support requirements for new automated systems
- plan integration of new equipment or concepts into operational environment

Systems Analysts. In contrast to the two previous groups, all expressed satisfaction and utilization measures for this group were below the averages for the total sample, and some were among the lowest found. Group members spend well over half of their time performing an average of 77 software maintenance and data base management tasks like these:

- analyze computer software problems
- identify computer software problems
- conduct computer software acceptance testing or certification
- identify data base voids or deficiencies
- coordinate ADP changes among files or data bases
- query automated data bases

Job Structure Summary

In summary, the following points were evident from analyzing the job structure data (all data are in Table 3):

Members of four jobs are assigned totally to CONUS, and the majority of 29 other jobs are also. Eleven jobs are more or less equally divided between CONUS and Overseas (40 - 60 percent), while more than 40 percent of only two groups are in Overseas positions.

Twenty-three jobs are performed by personnel in 1 or 2 ranks, while 23 others are performed by personnel in 4 or 5 ranks.

Two jobs are composed of more than 20 percent Civilians. Twelve jobs are more than 50 percent lieutenants, and 12 are predominantly captains. Eight jobs contain only senior ranked personnel (1 over 50 percent COL), and 12 others are fairly evenly divided across all ranks.

Members of three jobs average 1-2 years TICF, and 9 average 2-4 years. Twenty-five jobs are performed by personnel with 4-10 years as Intelligence Officers. Nine other jobs contain personnel whose average TICF is more than 10 years.

No jobs are composed of more than 20 percent holders of AFSC prefixes A, E, and L (obsolete). Holders of prefixes C, G, and T are found in two jobs each.

Thirteen jobs are performed by personnel in one or two DAFSCs, while 18 jobs contain members of more than half the AFSCs in the field. Eighteen other jobs had fewer than 50 percent of any AFSC performing them.

Job Structure Discussion

The structure analysis identified a wide variety of jobs performed by Intelligence Officers ranging through 16 intelligence field functions. The diversity of the tasks performed within the field is indicated by the (a) few tasks performed by at least half of all survey respondents, and (b) large number of jobs identified by the job structure analysis. There were only two functions which accounted for as much as 10 percent of the survey sample - Personnel Management and Analysis, and these can be divided into 14 smaller jobs.

Jobs were formed on the basis of functional relationship, rather than by DAFSC, MAJCOM, rank, organizational level, or even job title. Generally, these latter factors had comparatively little influence on which sets of tasks were performed together.

Comparison of the job structure analysis results to the existing classification system revealed considerable inconsistencies. In some instances, there exists as much commonality across specialties as within them.

A primary area of concern is related to AFSC 807X, Intelligence Applications. They perform 40 of 46 jobs identified through the analysis process. The role of the 807X is well defined functionally for the areas of operational intell, briefing, analysis, and I&W, but beyond these functions the AFSC is indistinguishable from others. If the AFSC 807X is designed to perform every job in the field, it is unclear why six other AFSCs are needed.

Another area of concern was the utilization of management and staff personnel. Aside from Training jobs, the functions of Security, Personnel Management, Plans, Resources, Staff, Collection, and Systems were performed by members of two to five AFSCs. Jobs within these functions were frequently

shared by AFSC 801X, 803X, 807X, and 809X officers. The need for four staff-level classifications is difficult to understand, since they do little to functionally differentiate between actual job performance.

Finally, compared to the 40 jobs performed by AFSC 807X incumbents, the narrow scope of the other more technical specialties resulted in single or dual job entities. The functions relating to Imagery, HUMINT collection, and to a lesser degree, Targeting, were relatively AFSC-specific to DAFSCs 804X, 802X, and 808X, respectively.

Review of the indicators of job satisfaction revealed personnel in most groups found their jobs interesting and their talents and training fairly well utilized. However, there were several dramatic exceptions. One-third or more of the persons in 17 jobs indicated their job makes very little use of their training (Table 5). In addition, over 50 percent of the personnel in 30 of the 46 jobs indicated they planned not to stay in the Intelligence field.

SPECIAL GROUP ANALYSIS

A series of analyses were performed to compare various groups of interest to training personnel and Intelligence field functional managers. These included DAFSC, rank, time in career field (TICF), CONUS/Overseas, Civilian/Military, MAJCOM, and organizational-level groups. The salient points from these comparisons are included in the following discussion of AFSC groups, along with comparisons of computed composite job descriptions and AFR 36-1 job descriptions. Since they serve as a basis for much of the discussion which follows, AFR 36-1 descriptions are included in outline form in the Appendix. Percent time spent performing duties for DAFSC groups is in Table 6. Additional background information for DAFSC groups are in Tables 7 through 11.

Intelligence Plans, Programs, Resources and System Staff Officer (AFSC 801X). This group of 283 members comprise 13 percent of the total sample. These officers represent a senior group which includes Captains (33 percent); majors (31 percent) and lieutenant colonels (35 percent). They perform an average of 154 tasks.

The members of this DAFSC spent most of their time performing administrative and managerial tasks. In addition, as time in career field increases, so did the percent members performing tasks dealing with resources, administrative, and management duties. Junior staff personnel are working as computer technicians and performing more tasks related to information systems. Within this group a smaller group of five people were spending much of their time controlling Intelligence exercises. The specialty description in AFR 36-1 indicates the officers in this specialty provide staff-level interface, and develop personnel requirements to accomplish the mission, which the task responses confirm. The tasks below illustrate the type of job performed by the 801X:

TABLE 6
WORKTIME DISTRIBUTION - AFSCS

AFSC*	DUTY**												
	A	B	C	D	E	F	G	H	I	J	K	L	M
80XX	10	26	10	3	6	3	3	11	2	5	4	15	1
801X	7	37	8	1	9	4	1	15	1	3	7	6	-
802X	5	30	10	-	3	3	2	10	-	3	27	7	-
803X	9	31	12	3	5	4	1	14	-	5	6	10	-
804X	7	26	9	2	6	2	2	10	12	6	4	13	-
807X	14	20	11	5	5	4	3	8	-	6	2	20	2
808X	7	19	8	2	10	4	27	6	1	6	1	8	2
809X	7	39	7	3	3	4	2	21	-	2	4	8	-

(- = <1%)

*AFSC

801X INTEL PLANS, PROGRAMS, RESOURCES & SYSTEMS STAFF OFFICER
 802X HUMAN RESOURCES INTELLIGENCE OFFICER
 803X SIGNALS INTELLIGENCE OFFICER
 804X IMAGERY INTELLIGENCE OFFICER
 807X INTELLIGENCE APPLICATIONS OFFICER
 808X TARGET INTELLIGENCE OFFICER
 809X INTELLIGENCE DIRECTOR

**DUTY

A. BRIEFING
 B. RESOURCES AND ADMINISTRATION
 C. PERSONNEL, PHYSICAL, AND INFORMATION SECURITY
 D. INDICATIONS AND WARNING OR SURVEILLANCE AND WARNING
 E. INFORMATION SYSTEMS (INCLUDING NON-AUTOMATED SYSTEMS)
 F. EXERCISE, DEPLOYMENT, OR CONTINGENCY ACTIVITIES
 G. TARGETING AND WEAPONING
 H. COMMAND, LEADERSHIP, AND MANAGEMENT
 I. IMAGERY PROCESSING AND INTERPRETATION
 J. TRAINING
 K. COLLECTION
 L. ANALYSIS AND PRODUCTION
 M. AIRCREW AND AIRBORNE OPERATIONS

TABLE 7
BACKGROUND CHARACTERISTICS - AFSCS AND CIVILIANS

AFSC	PREFIX										RANK				
	N	NTSKS	%US	TICF	A	C	E	G	T	*L	LTS	CPT	MAJ	LTC	COL
80XX	2118	152	70	81	2	3	2	2	2	-	34	37	13	11	4
801X	283	164	70	139	8	24	6	8	1	2	2	21	24	27	3
802X	49	118	23	69	11					14	41	33	10	14	2
803X	223	137	94	51	2	3	21	25			46	47	6	1	
804X	201	128	60	41		2					66	32	2		
807X	974	151	29	62		6	7	3	4	3	41	43	10	6	
808X	123	177	34	121		17	17	10			5	50	34	10	1
809X	122	184	20	187	8		1	10				1	3	39	57
CIVL	139	140	89	166											

* Obsolete

TABLE 8
ASSIGNMENT CHARACTERISTICS - AFSCS AND CIVILIANS

AFSC	% MAJCOM											
	ATC	ESC	MAC	SAC	TAC	EUR	PAC	AFS	HQA	DIA	FIS	OTH
80XX	3	10	3	13	17	8	8	3	3	13	4	14
801X	4	18		8	9	5	4	4	9	11	1	33
802X	2									2		88
803X	1	57		3	4	4	11	2	2	4	1	7
804X	8	1		23	17	16	9	5		16	1	3
807X	7	1	-	14	24	9	9	4	2	13	2	14
808X				29	18	5	7			7		25
809X		4		12	12	4	8	2	9	24	1	18
CIVL	1	20	1	1	3	4	1	34	4		17	14

(- = <1%)

TABLE 9
JOB SATISFACTION - AFSCS AND CIVILIANS

JOB INT	INTI	UTL	TA	L	TRN	ACCOMPL	FORMAL	OTHER	TOTAL	IAF PLAN	80XX PLANS*												
											DISAT	NOT WEL	NOT WEL	NOT WEL	LVE STA	RET	OTH	???	N/A				
AFSC	1	1	3	7	1	2	3	7	1	2	3	7	1	2	3	4	2	1	3	4	5	6	9
USAF	1	1	1	2	8	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
80XX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
801X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
802X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
803X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
804X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
807X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
808X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
809X	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
CIVL	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

(- = <1%)

* 80XX PLANS

STA = STAY IN 80XX FIELD

LVE = CROSSTRAIN OUTSIDE 80XX FIELD

RET = CROSSTRAIN OUTSIDE 80XX FIELD BUT RETURN

OTH = CROSSTRAIN WITHIN 80XX FIELD

?? = UNDECIDED

N/A = NOT APPLICABLE

TABLE 10

WORKTIME SPENT ON NONINTELLIGENCE RELATED ADDITIONAL DUTIES - AFSCS AND CIVILIANS

PERCENT RESPONDING

AFSC	None	1-10	11-20	21-30	31-40	41-50	50% +
801X	24	46	11	5	2	3	10
802X	8	45	18	6	6	4	12
803X	11	35	18	13	6	5	13
804X	11	47	14	7	5	5	11
807X	15	45	15	11	5	3	7
808X	7	44	20	11	6	7	4
809X	30	39	10	7	3	4	7
CIVL	25	38	9	5	2	1	11

TABLE 11

YEARS OF PRIOR ENLISTED SERVICE - AFSCS AND CIVILIANS

PERCENT RESPONDING

AFSC	None	1-4	5-8	9-12	13-16	17-20	20+
801X	83	8	5	2	2		
802X	84	12	2	2			
803X	64	14	12	7	3	-	
804X	89	6	2	3	1		
807X	87	5	3	3	1	-	
808X	85	8	2	2	2	1	
809X	96	2	2	1			
CIVL	62	16	4	4	1	2	12

(- = <1%)

- write trip reports
- review memos, correspondence, or other read files
- participate in conferences or workshops
- write policy letters or OIs
- coordinate with personnel from other commands, services or agencies on agreements for mutual intelligence support

Comparisons with AFR 36-1 job descriptions revealed AFSC 801X functions (including Management, Planning, Staff, RM, Security, and Systems) were fairly well described, but attention should be paid to updating Collection Requirements functions, and Commander jobs. More AFSC 801X personnel were A-Prefix Commanders than any other AFSC.

Human Resources Intelligence Officer (AFSC 802X). The survey sample includes 49 respondents with DAFSC 802X, which is approximately 2 percent of the total sample. This group is made up of 40 percent lieutenants; 33 percent captains; while majors, lieutenant colonels, and colonels combined only account for 26 percent. An average of 118 tasks are performed by these members.

Fifty to 70 percent of these respondents are performing collection, with a larger percent of captains performing HUMINT-related tasks. As time in career field increases, there is less emphasis on technical tasks and more emphasis on administrative tasks. Differences were noted between CONUS and Overseas personnel for this group. All lieutenants were based in CONUS, while all other ranks were Overseas, with different ranks being different locations. One job from the job structure analysis was identified that was composed primarily of DAFSC 802X: HUMINT Case Officer.

The tasks listed below illustrate the types of jobs performed by individuals with duty DAFSC of 802X:

- review HUMINT information
- assess credibility of HUMINT sources or information
- apply intelligence oversight to collection activities
- locate intelligence sources
- coordinate with government agencies for the conduct of HUMINT operational activities
- advise personnel on human intelligence (HUMINT) collection capabilities

AFR 36-1 job descriptions are specific and descriptive of this restricted job. If revision is necessary, it is because the analysis demonstrated the job performed by AFSC 802X incumbents is primarily technical in nature, while the management aspects of the specialty are probably overemphasized in the regulation.

Signals Intelligence Officer (AFSC 803X). The 223 members of this group account for 11 percent of the total sample. The majority of these officers are lieutenants (46 percent) and captains (47 percent). These officers perform an average of 120 tasks involving administrative, command, leadership, management, and security duties. Members spent 31 percent of their time in administrative and resource duties, 14 percent in command, leadership, and management duties, and 12 percent in personnel, physical, and information security. No distinct differences were found between lieutenants and captains. Fifty-seven percent of this group was assigned to ESC.

The specialty description in AFR 36-1 lists several duties and responsibilities for officers in DAFSC 803X. These include organization and management of SIGINT, COMINT, ELINT, FISINT activities; advising commanders regarding status on all of the above; and support of combat operations. From the responses of this group, the AFR 36-1 is not supported; only a small percent of AFSC 803X respondents performed tasks directly related to the stated activities.

The tasks listed below illustrate jobs performed by DAFSC 803X:

- sanitize work area for uncleared visitors
- courier classified materials
- type materials, such as intelligence studies, messages, correspondence, memoranda, or reports
- review recommendations for awards or decorations
- write messages or correspondence

Two jobs were identified in the structure analysis mostly containing AFSC 803X personnel. These were both managerial or supervisory jobs. In fact, these officers function as first-level managers, while all other low ranking DAFSC groups (802X, 4X, and in part 7X) are performing technical tasks. When SIGINT personnel appeared in other identified jobs, e.g., security, staff, collections management, or systems, these jobs were shared with AFSC 801X or 807X personnel. From a functional perspective, this AFSC is redundant.

Imagery Intel Officer (804X). Personnel with a DAFSC of 804X account for 10 percent of the sample. The group consists of 65 percent lieutenants and 31 percent captains. Females accounted for 29 percent of this group which is the highest of any of the AFS 80XX.

The members of this DAFSC group performed an average of 118 tasks. For the CONUS group, 11 tasks accounted for 50 percent of their duty time, while 33 tasks represents 50 percent of time for the Overseas AFSC 804X forces. In addition, members of the CONUS group are performing twice as many tasks relating to Imagery Processing and Interpretation than Overseas personnel. Senior personnel are performing more administration and command tasks, while the junior members are performing more technical tasks. Further investigation has shown more tasks related to Personnel, Physical, and Information Security are performed Overseas (13 percent) than in CONUS (7 percent). Four job specialty

groups identified were composed of AFSC 804X members: Imagery Evaluators, Phase I Imagery Management, Phase 2 Imagery Management, and Phase 3 Imagery Management, with each job being very distinct from the other.

Tasks listed below represent jobs performed by the 804X:

- evaluate imagery for interpretability
- review IMINT information
- exploit imagery using light tables
- attend job related training
- write messages or correspondence

Four Imagery jobs were identified through the job structure analysis. One of these was managerial, and only half of the performers were AFSC 804Xs, and a second was performed primarily by civilian employees. Generally, training utilization was high, satisfaction was average, and retention intent was very low. Although no systematic analysis has been conducted, an informal data comparison of officer and enlisted job descriptions for this area yielded no support for abolishing this AFSC as an officer specialty. Officers seem to be performing the important functions of analysis and reporting not present in enlisted job descriptions. In view of the low Utilization Field retention figures, some job reengineering is indicated.

Intel Application Officer (AFSC 807X). Members of the AFSC 807X group account for approximately 46 percent of the sample, making them the largest DAFSC group that was surveyed. Lieutenants account for 41 percent of the DAFSC, captains 42 percent, majors 10 percent, and lieutenant colonels 6 percent.

These personnel perform an average of 139 tasks. The majority of job time of the AFSC 807X respondents was spent performing analysis and production functions (20 percent), although briefing functions accounted for 14 percent of their time. No difference was found when investigating the CONUS and Overseas personnel. Based on their responses, a high percent of members of this group are performing more tasks than other DAFSC groups. A large number of specialty jobs identified were composed of AFSC 807X: all three Briefing jobs; six Operational Intelligence jobs; two Target Intel jobs; four Analysis and Production jobs; two Indications and Warning jobs; Special Security Officer job, Current Intel Managers job, and a Targeting Intel Manager job.

Representative tasks performed by a large percent of AFSC 807X personnel were as follow:

- review or study enemy forces tactics or operating methods
- brief commanders or staff on potential or known threats
- write briefing, scripts or text

review or evaluate message traffic or other raw data
annotate briefing boards or graphics
review daily intelligence summaries

These officers are performing 40 of the 46 jobs identified in the structure analysis. They are performing jobs in 15 of the 16 identified functions (Table 1). While the regulation fairly well documents the jobs performed, except for the Space Intel and Security jobs, the role expected of these officers clearly must be examined. The question which needs to be asked is, "Should members of a single AFSC be expected to perform virtually every job in the Intelligence Field?" The implications are: (a) if not, redefine their role, and (b) if so, redefine the 6 other AFSCs.

Target Intelligence Officers (AFSC 808X). DAFSC 808X is represented by 123 members, which is 6 percent of the total sample. The majority of the group are captains (49 percent) and majors (35 percent). Sixteen percent of this group had a G prefix, which signifies nonrated officer aircrew.

These officers performed, on an average, 132 tasks. This group spent a majority of their time performing tasks related to targeting, targeting resources, and weaponeering methodologies. This group showed that with increased TICF, more technical tasks were being performed. Within this group, 36 percent were assigned to JSTPS. Two job groups were identified that were comprised primarily of DAFSC 808X: Target Application Officer and Airborne Intelligence Officer.

Within these groups the largest percentages of AFSC 808X perform such tasks as:

- analyze targets to determine weapons required, warhead fusing, designated ground zeroes (DGZ), or DMPI
- recommend targeting priorities
- determine status of targets
- analyze war plans for targeting restraints
- determine target priorities
- advise supervisor or superior on target intelligence

Three functional jobs were identified for AFSC 808X officers. Two of these were co-performed by AFSC 807X personnel, and the other is a senior-level job. All are relatively technical in nature. Ironically, a junior manager in AFSCs 802X, 3X, 4X, or 7X could graduate to a senior-level technician job in this specialty. AFR 36-1 is descriptive of the work performed here.

Intelligence Director (AFSC 809X). The survey sample included 122 respondents with a DAFSC of 809X, which accounts for 6 percent of the survey sample. The largest groups of officers in this section were lieutenant colonels (39 percent) and colonels (57 percent).

The members of the AFSC 809X spent most of their time performing staff-level work, such as directing and implementing Intelligence policies and activities. One distinct job group, the Intelligence Product Evaluators, was identified which was composed primarily of DAFSC 809X. The task responses confirmed the management nature of the job, with the tasks listed below illustrating the job type:

- direct intelligence training activities
- assign or adjust workload of subordinates
- approve or disapprove briefing contents
- review performance reports, such as APR, OER, LOE, or
civilian evaluations
- approve or disapprove leaves

The general functions outlined in AFR 36-1 fairly accurately describe the expectations for this type of position. One AFSC 809X job of 15 members was identified in the structure analysis. In many other support fields, the 9X AFS is reserved for high-level managerial and command jobs, but A-Prefix Commanders were found in six of the seven AFSs in Intelligence. Only 9 of these 34 Commanders were AFSC 809Xs. Without this distinction, the need for another management AFS for these officers is highly questionable.

Job satisfaction indicators for members of the seven DAFSCs and civilians are shown in Table 9. Overall, across AFSCs job satisfaction indices were high, with most group members finding their jobs very interesting. Respondents also indicated "fairly well" to "very well" on both utilization of talents and utilization of training, although the AFSC 803X had indicated a larger numbers of "little" or "not at all" to these questions. Sense of accomplishment ran high across the board. The majority of personnel in all specialties plan to remain in the Intelligence field or cross train within the field. The Imagery Intel Officers (AFSC 804X) indicated the lowest percent intending to stay in their specialty (17 percent), but the highest (27 percent) to cross train within the AFS 80XX field.

Similarities in job satisfaction between military and civilians were indicated, with military utilization of training and utilization of talents slightly higher. Dissatisfaction with sense of accomplishment among the military are somewhat higher (23 percent) than civilians (8 percent).

COMPARISON TO PREVIOUS SURVEYS

Data from this survey are not directly comparable to the 1976 survey of AFSC 803X personnel, but results of this analysis were compared with those of the 1981 job inventory. Table 12 displays and compares the functions and jobs identified in the two surveys. Ninety-four percent of the present analysis sample is accounted for by common job overlap between the two data sets. Direct counterparts, or at least equivalent jobs for all but seven of the

TABLE 12
COMPARISON - JOB STRUCTURE

1988	1981 *
I TRAINING MANAGEMENT TECH INSTRUCTORS TRAINING MANAGERS	T TRAINERS D TARGETS & WEAPONERING INSTRUCTORS
II SECURITY MANAGEMENT SPECIAL SECURITY OFFICERS SECURITY MANAGERS	N AFSSO N AFSSO & MANPOWER
III TARGET INTEL MANAGERS	V TARGET PROCESSING SPECIALISTS E TACTICAL TARGETS OFF
IV PERSONNEL MANAGEMENT INTEL PRODUCT EVALUATORS CURRENT INTEL MANAGERS IMAGERY DIRECTORS EXERCISE MANAGERS PROGRAM DIRECTORS OPS-PLANS DIRECTORS ANALYSIS DIRECTORS PHOTOINT MANAGERS FLIGHT COMMANDERS	(NONE) (NONE) M OIC PHOTO PROCESSING M OIC INTEL PRODUCTION F OPSEC MONITORS F C3CM MANAGEMENT F COMSEC-DEPLOYMENT MANAGEMENT M PROGRAM MANAGERS M PLANS & PROGRAMS DIRECTORS M PERSONNEL MANAGERS (NONE) M PHOTOINT MGRS U FLIGHT COMMANDERS
V PHASE 1 IMAGERY MANAGERS	(NONE)
VI INTEL EXERCISE PLANNERS	O EXERCISE & DEPLOYMENT PLANNERS
VII OPERATIONAL INTEL DIVISION CHIEFS INSPECTORS EXERCISE DIRECTORS COMBAT INTEL OFFICERS OPERATIONAL INTEL OFFICERS INDICATIONS & WARNING ANALYSTS	M INTELLIGENCE DIV CHIEFS P INSPECTOR GENERAL SPECIALISTS C EXERCISE B AIRCREW INTERFACE B SUPERVISION I I & W CENTER CHIEFS I WATCH OFFICERS I I & W CENTER ANALYSTS
VIII STAFF INTEL SUPPORT OFFICERS PLANS AND POLICY OFFICERS	C ADMIN O INTEL PLANS
IX RESOURCE MANAGERS	O BUDGET SPECIALISTS C RESOURCES
X TARGET INTEL AIRBORNE INTEL PLANNERS TARGET APPLICATIONS OFFICERS	G AIRBORNE OFF L STRATEGIC TARGETING L TARGETS STAFF OFF L TARGETS BRANCH CHIEFS L TARGETING DATABASE MANAGEMENT
XI BRIEFING INTEL BRIEFERS APPLICATIONS BRIEFERS MISSION BRIEFERS	A PRESENTATIONS A PRESENTATIONS B AIRCREW INTERFACE

TABLE 12 (CONTINUED)

1988	1981
<p>XII ANALYSIS & PRODUCTION DIA ANALYSTS CURRENT INTEL OFFICERS SECURITY MONITORS TARGET NATION ANALYSTS</p> <p>THREAT ASSESSMENT OFFICERS</p>	<p>H DIA-JOINT ANAL H CURRENT INTEL ANAL (NONE) H ORDER OF BATTLE ANAL H THREAT ANAL H AIR ANAL K THREAT ANALYSTS J JOINT-NATIONAL LEVEL THREAT ANAL K THREAT ANALYSTS</p>
<p>XIII INDICATIONS & WARNING INDICATIONS & WARNING OFFICERS SPACE INTEL OFFICERS</p>	<p>X INTEL WATCH OFF X SPACE & MISSILE INTELL OFF</p>
<p>XIV IMAGERY MANAGEMENT PHASE 2 IMAGERY ANALYSTS PHASE 3 INTEL RESEARCHERS</p>	<p>S IMAGERY EXPLOITATION SPECIALISTS (NONE)</p>
<p>XV COLLECTION HUMINT CASE OFFICERS HUMINT MANAGERS</p> <p>SIGINT REQUIREMENTS OFFICERS</p> <p>IMMINT COLLECTION MANAGERS</p>	<p>(NONE) Q HUMINT M HUMINT MGRS Q ELINT Q COMINT Q IMINT M COLLECTION MGRS</p>
<p>XVI SYSTEMS MANAGEMENT SYSTEMS PLANNERS SYSTEMS MANAGERS SYSTEMS ANALYSTS</p>	<p>O EQUIPMENT ACQUISITION & INTEGRATION O CONCEPTS R HARDWARE MANAGEMENT R SOFTWARE MANAGEMENT</p>
<p>(NONE) (NONE) (NONE) (NONE) (NONE) (NONE) (NONE) (NONE)</p>	<p>F SECURITY MONITORS H EXERCISE SUPPORT ANAL H IMAGERY ANAL H SQUADRON & FLIGHT CDRS M EXECUTIVE OFF O REGULATIONS & MANUALS R DATA PROCESSING OPERATIONS R PACER OPERATIONS W IMAGERY INTERPRETATION & PREDICTION</p>

* 1981 CLUSTERS

- A PRESENTATIONS
- B WING INTEL & PRESENTATIONS OFF
- C OPS INTEL & PRESENTATIONS OFF
- D TARGETS & WEAPONERING INSTRUCTORS
- E TACTICAL TARGETS OFF
- F SECURITY MONITORS
- G AIRBORNE OFF
- H ANALYSTS
- I I & W ANALYSTS
- J JOINT NATIONAL LEVEL THREAT ANAL
- K THREAT ANALYSTS
- L TARGETING OFF
- M MANAGERS
- N AFSSO
- O STAFF OFF
- P INSPECTOR GENERAL SPECIALISTS
- Q COLLECTION MANAGERS
- R DATA PROCESSING SPECIALISTS
- S IMAGERY EXPLOITATION SPECIALISTS
- T TRAINERS
- U FLIGHT COMMANDERS
- V TARGET PROCESSING SPECIALISTS
- X INDICATIONS & WARNINGS WATCH OFF
- W IMAGERY INTERPRETATION & PREDICTION

present jobs, had been identified in the 1981 analysis. Three of these jobs predominantly involved Personnel Management, one each involved Analysis and Collection, and two were related to Imagery. One of the latter, Phase 3 Imagery Researchers, is essentially a Civilian job with no counterpart expected from the previous survey.

Of nine small jobs from the 1981 analysis without direct counterparts here, two are analysis jobs, two are groups of managers (including executive officers), two are data processing groups (including PACER operations), and the three remaining jobs concern regulation preparation, imagery interpretation and prediction, and security monitoring (different from the 1988 job by the same name).

Additionally, the sets of jobs from the two analyses account for almost identically the same proportions of the respective samples, with only two exceptions. First, the number of respondents performing jobs solely involving presentation or briefing represent only 3 percent of the present analysis sample, compared to 8 percent in 1981. Second, the inverse is true of systems-related jobs, doubling from 3 percent of the sample in the previous analysis to representing 6 percent of this study.

Table 13 represents work time distribution for the two samples across the 13 duties of the job inventory, and further defines duty time for present and past DAFSC groups. Note the decrease in percent time spent on Duty A - Briefing, which supports the previous observation. The other difference worthy of mention is the 4 percent increase in time spent performing tasks related to Resources and Administration.

We also compared the 50 most time-consuming tasks performed by all respondents comprising both surveys. Of the top 50 tasks from 1988, over 26 were essentially the same in both wording and relative rank to the previous survey (see Table 14). Eleven others indicated increased time spent on safeguarding classified documents, greater participation in conferences, more editing and coordination, heightened visitor control, and much more time spent responding to inquiries from outside organizations. Eight tasks were composites of tasks separated in 1981 (for example, "Draft or write APRs, OERs, LOE or civilian evaluations" was represented by three tasks in 1981), while four had no corresponding tasks in the previous list. Of seven additional tasks ranked in the 50 most time-consuming for the 1981 sample, one showed a large decrease in time spent - "Review or study professional journals, articles or books for intelligence information." Four others were dropped from the current task list.

In Table 15 are responses to job satisfaction variables by DAFSC groups for the time one and two samples. In general, 1988 data are higher for all groups for perceived utilization of training--especially, for HUMINT respondents. Percent intending to stay in their respective fields are much lower for members of this same group, but those intending to cross train and return to AFS 80XX make up the difference. Percent intending to stay is also much lower for AFSC 804X personnel than for either group (AFSCs 804X and 806X) which combined to form this AFSC. Respondents reported an average increase in perceived time spent on additional duties of 5 percent over the past 7 years.

TABLE 13
COMPARISON - WORKTIME DISTRIBUTION

1988	DUTY*												1981	DUTY													
	A	B	C	D	E	F	G	H	I	J	K	L		M	AFSC	A	B	C	D	E	F	G	H	I	J	K	L
AFSC	10	26	10	3	6	3	3	11	2	5	4	15	1	80XX	14	22	9	2	5	3	4	12	2	5	5	17	1
801X	7	37	8	1	9	4	1	15	1	3	7	6	-	801X	9	32	8	1	6	3	1	17	2	3	10	10	-
802X	5	30	10	-	3	3	2	10	-	3	27	7	-	802X	11	25	10	-	2	4	-	10	-	5	21	12	-
803X	9	31	12	3	5	4	1	14	-	5	6	10	-	803X	13	25	13	2	3	3	-	16	-	4	8	13	-
804X	7	26	9	2	6	2	2	10	12	6	4	13	-	804X	10	17	8	1	7	2	7	8	15	8	5	15	-
807X	14	20	11	5	5	4	3	8	-	6	2	20	2	805X	21	16	10	3	4	3	7	-	6	2	22	2	
808X	7	19	8	2	10	4	27	6	1	6	1	8	2	807X	13	22	7	3	3	2	11	1	4	3	26	-	
809X	7	39	7	3	3	4	2	21	-	2	4	8	-	808X	10	18	7	-	10	4	25	9	1	4	1	11	1
														809X	9	36	8	2	2	4	2	22	1	2	4	12	-

(* = <1%)

- * DUTY
- A. BRIEFING
- B. RESOURCES AND ADMINISTRATION
- C. PERSONNEL, PHYSICAL, AND INFORMATION SECURITY
- D. INDICATIONS AND WARNING OR SURVEILLANCE AND WARNING
- E. INFORMATION SYSTEMS (INCLUDING NON-AUTOMATED SYSTEMS)
- F. EXERCISE, DEPLOYMENT, OR CONTINGENCY ACTIVITIES
- G. TARGETING AND WEAPONERING
- H. COMMAND, LEADERSHIP, AND MANAGEMENT
- I. IMAGERY PROCESSING AND INTERPRETATION
- J. TRAINING
- K. COLLECTION
- L. ANALYSIS AND PRODUCTION
- M. AIRCREW AND AIRBORNE OPERATIONS

TABLE 14
COMPARISON - TASK RANKS BY PERCENT PERFORMING

1981	1988	
1	1	Write messages or correspondence
3	2	Brief informally
2	3	Attend intelligence or other mission related briefings for informational purposes
6	4	Brief formally
4,5,17	5	Write briefings, scripts or text
7	6	Review memos, correspondence or other read files
30	7	Participate in conferences or workshops
11	8	Write memoranda, such as memoranda for record or memoranda of telephone calls
9	9	Research or answer questions arising from briefings
14	10	Review briefing materials for clarity or accuracy
26	11	Revise or update briefings, scripts, or graphics
48,73	12	Draft or write performance reports such as APR, OER, LOE or civilian evaluations
86,98	13	Type materials, such as intelligence studies, messages, correspondence, memoranda, or reports
12	14	Coordinate with intelligence analysts or subject experts for inputs on briefings
27	15	Assign or adjust workload of subordinates
16	16	Design graphics or charts for briefings
44	17	Destroy classified materials
37	18	Proofread or edit materials other than intelligence products
40	19	Courier classified materials
15	20	Approve or disapprove briefing contents
46	21	Write trip reports
28	22	Select or propose briefing topics
22	23	Review daily intelligence summaries
36	24	Sanitize work area for uncleared visitors
105,108	25	Attend job-related training
10,32	26	Research sources for briefings
13,31,34	27	Counsel subordinates on personal matters, professional development or work-related matters
35	28	Review or evaluate message traffic or other raw data
93,others	29	Review performance reports such as APR, OER, LOE or civilian evaluations
64	30	Escort uncleared personnel
**	31	Brief commanders or staff on potential or known threats
8,23	32	Evaluate briefings
24	33	Arrange travel plans
66	34	Write recommendations for awards or decorations
38	35	File general office correspondence, such as messages, letters, or reports
39	36	Coordinate on externally originated actions, papers, or reports
CC	37	Review finished intelligence products
52	38	Coordinate views on issues to be discussed or positions to be taken at meetings or conferences
21	39	Approve or disapprove briefing subjects
41	40	Review policy letters or operating instructions (OI)
58	41	Approve or disapprove leaves
42	42	Maintain files of briefings
57	43	Draw, cut, paste, or assemble briefing graphics
80	44	Annotate briefing boards or graphics
**	45	Plan ceremonies, social functions or itineraries for visits
82	46	Coordinate with personnel in own organization on analyses
144	47	Write responses to inquiries from outside agencies
**	48	Attend intelligence or other mission related briefings as analytical back-up
76	49	Write letters of appreciation or reprimand
65	50	Coordinate with personnel from DOD or national agencies on intelligence support requirements

TABLE 14 (CONTINUED)

1981	1988
45	51
49	52
43	55
33	57
47	61
50	73
19	75
18	**
20	**
25	**
29	**

 51 Indorse OER, airman performance reports (APR), or civilian performance ratings or appraisals
 52 Coordinate with personnel from other commands, services, or agencies on agreements for mutual support
 55 Implement administrative policies or procedures
 57 Proofread or edit intelligence products
 61 Write policy letters or operating instructions (OI)
 73 Consult with technical or subject experts such as other analysts or imagery interpreters
 75 Review or study professional journals, articles or books for intelligence information

** Proofread or edit briefing scripts or graphics
 ** Prepare or review back-up data for briefings
 ** Communicate using secure instruments, such as KY-3 or data communications (DACOM)
 ** Present dry-run briefings

(** = NOT IN TASK LIST)

TABLE 15
COMPARISON - JOB SATISFACTION

1988	JOB INT	UTL	TAL	UTL	TRN	80XX PLANS*	1981	JOB INT	UTL	TAL	UTL	TRN	80XX PLANS*
	DUL INT	NOT WEL	NOT WEL	LVE STA	RET OTH	???:N/A		DUL INT	NOT WEL	NOT WEL	LVE STA	RET OTH	???:N/A
AFSC	1-3 5-7	1-2 3-7	1-2 3-7	2 1 3 4 5 6-9	=====	=====	AFSC	1-3 5-7	1-2 3-7	1-2 3-7	2 1 3 4 5 6-9	=====	=====
801X	4 88	10 90	25 73	6 69	6 4 5 9	=====	801X	5 89	10 90	23 77	7 67	10 9 1 6	=====
802X	4 82	14 86	24 75	4 49	27 8 4 8	=====	802X	6 79	18 82	41 59	11 74	4 7 4	=====
803X	10 83	22 78	37 63	9 35	26 16 9 4	=====	803X	7 87	8 82	36 64	11 40	35 9 3 2	=====
804X	10 79	19 79	34 64	18 17	16 27 14 6	=====	804X	10 80	21 79	32 68	16 40	28 9 5 2	=====
807X	7 86	15 84	30 70	10 38	21 14 9 8	=====	806X	17 69	34 66	48 52	24 34	14 17 7 3	=====
808X	7 82	15 84	20 80	7 53	11 16 3 11	=====	805X	10 83	20 80	36 64	13 40	24 16 6 2	=====
809X	3 90	6 93	16 84	1 78	2 7 13	=====	807X	8 87	11 89	23 77	8 64	11 10 1 6	=====
							808X	9 81	18 82	30 70	8 56	20 8 2 6	=====
							809X	8 87	12 88	25 75	5 70	2 6 17	=====

(- = <1%)

* 80XX PLANS

STA = STAY IN 80XX FIELD

LVE = CROSSRAIN OUTSIDE 80XX FIELD

RET = CROSSRAIN OUTSIDE 80XX FIELD BUT RETURN

OTH = CROSSRAIN WITHIN 80XX FIELD

?? = UNDECIDED

N/A = NOT APPLICABLE

Over twice as many (4.1 percent vs 8.5 percent) estimated they now spend more than half their time performing duties not directly related to intelligence, while the percent reporting "None" dropped from 26 percent to 16 percent.

The immediate impression gathered from reviewing the information in Tables 12-15 is the remarkable stability of the job structure, duty and task information, and background data across time. This was an unexpected result for several reasons: (1) Numerous technological changes in the past 8-10 years were expected to have dramatically altered the AFS 80XX field, (2) Substantial changes were made to the job inventory during the inventory development process - including revisions, updates, and additions to the 1981 task list, (3) Civilian job incumbents were included in this but not the previous survey, and (4) Two less AFSCs comprise the existing classification structure than existed at the time of the previous survey.

TRAINING ANALYSIS

A complete training evaluation per se was not possible since every POI for every ATC course has undergone extensive revision during the course of this analysis. Because of these changes, an in-depth analysis of training requirements was not initiated, and this section will be limited to a few brief comments on training.

Recommended training emphasis (TE) ratings were gathered from experienced personnel in the field for all but the Director AFSC. These yielded very different data sets with very different degrees of reliability. All data is usable except that for AFS 801X, but users are directed to Table 16 before applying results for any particular specialty. The table gives an estimate of the rater agreement for each set of raters, ranging from "very good" for Targets raters to "very poor" for the Staff Specialty. It also confirms the technical nature of HUMINT, Imagery, and Targeting jobs, and the PME emphasis of Staff and Signals jobs. Finally, agreement for the Applications Specialty were only fair, probably because of the variety of jobs to which a new 8071 officer can be assigned.

A cursory examination of the data indicated the courses producing AFSC 8031, 8041, and 8071 specialists all had few tasks rated high in training emphasis which were not referenced by their respective POIs. Several which were rated high were PME tasks not appropriate for Technical Training courses. This data indicates training was at least fairly well on target even before the latest FY 1988 POI revisions. But, responses to the items summarized in Table 17 indicate areas where significant improvements in basic intelligence training can be made if these knowledges are determined to be necessary for successful job performance of holders of each respective DAFSC.

Tables 18 and 19 list jobs most likely to be performed by entry-level personnel in each entry-level AFSC, and the general knowledge areas these personnel indicated they most needed to perform their jobs.

**TABLE 16
TRAINING EMPHASIS RATINGS**

AFSC	RATER RELIABILITY	N TASKS		COMMENTS ON TASKS RATED VERY HIGH
		RATED HIGH	VERY HIGH	
801X	Very poor	NA	NA	Staff, PME, and targeting
802X	Fairly good	123	85	Mostly technical
803X	Good	137	56	39 rated very high were PME tasks
804X	Not very good	94	26	Technical
807X	Fair	203	72	Mostly briefing, analysis, targeting
808X	Very good	132	86	Technical

**TABLE 17
COMPARISON - TRAINING TOPIC PREPARATION**

HOW WELL DOES YOUR BASIC INTELLIGENCE TRAINING PREPARE YOU TO ADVISE OR DISCUSS:

ELECTRONIC WARFARE OR COMBAT				CAMOUFLAGE AND CONCEALMENT				SIGINT REQUIREMENTS			
PERCENT RESPONDING				PERCENT RESPONDING				PERCENT RESPONDING			
AFSC	N/A	POOR	WELL	AFSC	N/A	POOR	WELL	AFSC	N/A	POOR	WELL
801X	70	20	11	801X	58	28	14	801X	28	38	35
802X	80	10	10	802X	67	18	14	802X	61	14	24
803X	69	22	9	803X	65	27	8	803X	8	22	70
804X	85	11	3	804X	40	25	34	804X	63	24	12
807X	52	38	9	807X	40	38	22	807X	30	45	24
808X	58	33	10	808X	46	30	24	808X	37	44	20
809X	64	25	11	809X	45	27	28	809X	21	39	39
CIVL	71	11	9	CIVL	54	19	19	CIVL	47	16	29

**TABLE 18
ENTRY LEVEL JOBS**

AFSC	FIRST ASSIGNMENT	SECOND ASSIGNMENT
802X	HUMINT CASE OFFICERS	
803X	FLIGHT COMMANDERS	EXERCISE MANAGERS
804X	PHASE 1 IMAGERY MANAGERS	PHASE 2 IMAGERY ANALYSTS
807X	MISSION BRIEFERS	EXERCISE DIRECTORS
	SPACE INTEL OFFICERS	APPLICATIONS BRIEFERS
	TARGET INTEL MANAGERS	COMBAT INTEL OFFICERS
		I & W OFFICERS

TABLE 19
 TYPES OF KNOWLEDGE REQUIRED (AT LEAST 20 PERCENT OF ONE SPECIALITY)

KNOWLEDGE TYPES	PERCENT INDICATING KNOWLEDGE REQUIRED					
	801X	802X	803X	804X	807X	808X 809X
Collection Managers	70	55	61	46	37	41 75
Command, Control Functions (C2)	43	16	38	14	38	96 44
Command, Control and Communications (C3)	50	24	49	18	46	50 43
Command, Control, Communications Intelligence (C3I)	62	24	41	17	47	60 71
Command, Control, Communications & Countermeasures (C3CH)	40	12	47	11	36	33 43
Communication Intelligence (COMINT)	61	16	77	18	46	41 70
Communication Theory	25	2	32	6	9	11 18
Computer Applications	49	10	31	26	27	54 52
Computer Operations	42	29	34	33	34	52 33
Conventional Weapons Effect	10	12	4	8	23	64 25
Electronic Combat (EC)	35	14	38	4	39	35 44
Electronic Intelligence (ELINT)	57	12	56	18	45	38 65
Electronic Warfare	31	20	38	7	41	37 46
Equipment Exploration	15	27	9	20	12	6 20
Force Deployment Analysis	20	10	9	18	36	42 31
Geopolitical Analysis	18	27	11	12	41	27 44
Human Resource Intelligence (HUMINT)	35	96	12	12	34	27 64
Imagery Intelligence (IMINT)	49	6	16	84	39	58 70
Interrogation Intelligence	6	69	-	1	6	4 16
Mapping, Charting & Geodesy (MC&G)	23	12	6	28	32	68 41
Nuclear Intelligence (NUCINT)	9	16	-	5	6	14 20
Nuclear Weapons Effects	9	2	2	5	12	71 23
Penetration Analysis/Mission Planning	21	6	8	9	28	59 34
Photographic Processing	18	-	-	34	3	4 19
Political/Economic (POLEC) Analysis	11	20	7	6	36	16 34
Program Manager	48	12	17	14	14	17 44
Radar Intelligence (RADINT)	27	6	19	13	18	15 25
Signal Intel-Ops Process/Mgt Practice (SIGINT)	53	14	76	15	27	17 55
Signal Theory	14	4	24	3	4	2 8
Special Security Officer	26	8	19	6	14	12 33
System Analysis	27	4	9	10	12	24 23
Traffic Analysis (TA)	13	2	22	4	14	5 7
Wave Propagation	12	6	22	2	3	2 5

(- = <1%)

USAFOMC Det 6 personnel will continue to maintain liaison with Tech Training personnel in a continuing effort to ensure the best possible available data is provided and used to upgrade training. Data printouts, including percent performing and time spent data, group comparison information, TE data, and background summaries for first-assignment officers (and other groups of interest to technical training personnel), will be supplied and discussed with training personnel.

CONCLUSIONS AND IMPLICATIONS

The conclusions drawn from these data are:

The job structure analysis identified a large number of different jobs, many of which cross existing specialty definitions. The wide variety of jobs may be grouped together to form a number of specific intelligence functions. The analysis of the jobs and tasks performed by respondents revealed several Intelligence DAFSCs were highly diverse, and in certain instances had a higher degree of commonality across specialties than within specialties. For example, personnel from over half the specialties perform 39 percent of the jobs identified. The functions relating to Imagery, HUMINT collection, and to a lesser degree, Targeting, were relatively AFSC-specific to DAFSCs 804X, 802X, and 808X, respectively. And, operational, briefing, analysis, and I&W jobs were peculiar to the AFSC 807X specialty. Flight Commander and exercise manager jobs were performed by AFSC 803X personnel, but these were not viewed as technical jobs. The remaining functions were performed by personnel from many, if not all, of the Intelligence specialties.

Data indicated three AFSCs were functioning in management and staff capacities--801X, 803X, 809X, and in part 807X. The primary differences appear to be in the rank and AFSC involved. This is an indication the current classification pattern does not appear to represent a meaningful description of career progression. Generally, the two-tiered classification structure does not appear to support any recognizable career progression pattern and, therefore, cannot be considered to contribute substantially to utilization field management.

The comparison of occupational survey data with AFR 36-1 classification descriptions for each of the Intelligence specialties indicated, while AFR 36-1 job descriptions fairly accurately describe and reflect the jobs performed by members of the seven AFSCs studied, the present system does a poor job of defining and differentiating job performance between specialties. The functional job structure and the classification structure simply do not coincide.

There was general satisfaction by survey respondents with their jobs and the utilization of their talents and training. However, in this area there were several notable exceptions.

These findings are not new when compared to the 1981 survey data. Improvement is evident from reported utilization of training, and the classification structure has tightened somewhat. The present classification structure and AFR 36-1 job descriptions undoubtedly are cleaner and more descriptive than in 1981; however, the field functionally remains very much the same as it was 7 years ago. And, these are essentially the same conclusions reported in the previous Occupational Survey Report in 1981.

The primary conclusion to be drawn from this occupational survey is the requirement to modify the classification structure and then the training system so they support the jobs and tasks Intelligence Officers perform or may be expected to perform. In view of the diversity of jobs performed by respondents within DAFSC classifications and the existence of numerous jobs performed across AFSCs, careful consideration should be given to a functional reorganization of the Intelligence utilization field and the supporting personnel management systems. We suggest the present conditions also afford utilization field functional managers a creative opportunity to reengineer certain specialties, especially Imagery.

The wide variety of jobs performed by Intelligence Officers has a substantial impact on training, assignment, and career progression. No classification structure or training system can efficiently provide for all of the jobs and tasks performed by all Intelligence Officers. Provisions for relevant and timely OJT and follow-on training are important factors in the modification of classification structure and training systems to assure Intelligence Officers are prepared to perform their jobs and tasks.

APPENDIX A
ANALYSIS METHODOLOGY

ANALYSIS METHODOLOGY

Completed job inventory booklets were keypunched and optically scanned, and the data were merged to form complete case records. As a first step in the analysis of occupational survey data, each respondent's time-spent ratings were converted to percent-of-time ratings. To accomplish this conversion, all of an individual's relative-time-spent ratings were summed, then divided by the total and the quotient multiplied by 100 to provide relative-percent-time ratings for each task. The ratings were made by survey respondents on each of the tasks they performed in their present jobs, using a time spent scale ranging from 1 (very small amount of time spent), through 5 (about average time spent); to 9 (very large amount of time spent).

Comprehensive Occupational Data Analysis Program (CODAP) techniques were used to accomplish the analysis. CODAP is capable of producing job descriptions for any group of persons defined by their responses to specific job inventory items. These descriptions reflect (a) percent of members performing each duty and task, (b) average percent time spent by members performing, (c) average time spent by all members, and (d) the cumulative average percent time spent by all members for each duty and task in the job inventory. For example, in this analysis, special composite job descriptions were computed for DAFSC, rank, and time in career field groups. These groups were then compared to determine similarities and differences in both tasks performed and background characteristics.

To aid in identifying areas of similarity/dissimilarity between task performance within two groups, difference comparisons were made between the groups' job descriptions. A CODAP program calculated and reported these differences in percent of members in the compared groups performing each task. Difference descriptions were obtained for DAFSC groups, and between rank, TICF, and MAJCOM subgroups within each DAFSC, among other groups.

Each group was compared on responses to background questions using another CODAP program. This program reported frequency distributions and computed means and standard deviations for specified background variables. Variable summaries were computed for all groups identified in the analysis.

An important function of the USAF Occupational Analysis Program is to examine the structure of occupations and determine what people are actually doing in the work environment. For the purpose of organizing individual jobs into similar types of work, an automated job clustering program was used. This hierarchical group program compared each individual job description in the sample to every other job description in terms of the relative amount of time spent on each task in the job inventory. On the first iteration, the clustering program located the two job descriptions with the most similar ratings. These two job descriptions were combined to form a composite. In successive stages, individual job descriptions of other respondents were added to the original composite or new groups were formed, based only on the similarities in tasks performed and time spent. This procedure was continued

until all individuals and groups were combined to form a single composite representing the total survey sample. Once groups were formed, data concerning them were compared and summarized in the same manner as the special groups.

A group is called a job if its members perform many of the same tasks and spend similar amounts of time performing them. When there is substantial similarity between two or more jobs, they are grouped together into a cluster (or function). Finally, specialized jobs too dissimilar to be grouped into any cluster are referred to as independent jobs.

APPENDIX B
AFR 36-1 JOB DESCRIPTIONS

OUTLINED AFR 36-1 JOB DESCRIPTIONS

8016 INTEL PLANS, PROGRAMS, RESOURCES & SYSTEMS STAFF OFFICER

Manage multidiscipline activities relating to intelligence plans, programs, systems, personnel, equipment, budgets, facilities, and intelligence-related ADP support. Provides intelligence interface at staff level.

- Formulates intelligence policies
- Coordinates intelligence activities
- Manages intelligence activities

8025 HUMAN RESOURCES INTELLIGENCE OFFICER

Collects information through the use of human sources; prepares intelligence information reports; plans and manages human resources intelligence collection operations and related activities. Manages staff elements and commands HUMINT field units.

- Plans and organizes HUMINT activities
- Directs HUMINT activities
- Coordinated HUMINT activities
- Performs HUMINT functions

8035 SIGNALS INTELLIGENCE OFFICER

Manages and conducts intelligence activities involving collection, evaluation, and exploitation of signals and the dissemination of signals intelligence. Uses SIGINT to support electronic combat (EC) missions; commands SIGINT field units.

- Plans, organizes, and manages SIGINT activities (COMINT, ELINT, FISINT)
- Directs SIGINT activities
- Coordinates SIGINT and operational requirements
- Supports combat operations

8045 IMAGERY INTELLIGENCE OFFICER

Manages and performs exploitation, analysis, and evaluation of all types of imagery for information of strategic, tactical, scientific, and technical significance. Manages imagery intelligence requirements and programs. Supervises and produces imagery derived intelligence materials. Commands IMINT field units. Performs in or manages intelligence precision photographic processing activities.

- Compiles IMINT
- Manages IMINT activities
- Manages or supervises photographic production activities
- Performs technical intelligence precision photographic activities

8075 INTELLIGENCE APPLICATIONS OFFICER

Manages and performs activities related to applied analysis, production, and dissemination of intelligence; provides intelligence support to operational units and headquarters. Manages all source data bases and serves as unit chief of intelligence. Commands intelligence applications units.

- Plans and organizes operational intelligence activities
- Directs operational intelligence activities
- Coordinates operational intelligence activities
- Performs operational intelligence functions
- Plans, organizes, and directs intelligence analysis activities
- Coordinates intelligence analytical activities
- Performs analytical functions
- Manages or maintains intelligence products

8085 TARGET INTELLIGENCE OFFICER

Manages targeting aspects of intelligence plans, programs, and resources. Performs target intelligence duties. Coordinates and integrates electronic combat (EC) capabilities in the targeting process. Develops and maintains target data bases; develops targets and weaponeering methodologies and recommends weapons allocation; and supports force employment planning and execution. Provides target materials support and assesses attack results.

- Develops and maintains targeting data bases
- Develops targets
- Develops weaponeering methodologies
- Selects aimpoints
- Recommends weapon allocation
- Participates in operational employment planning
- Provides target materials support
- Assesses attack results
- Participates in systems design and development
- Manages targeting resources

8096 INTELLIGENCE DIRECTOR

Commands major intelligence units; directs intelligence activities; serves as senior intelligence advisor to commanders and official in Joint, Air Staff, Major Command, and Numbered Air Force agencies and activities.

- Formulates intelligence objectives and programs
- Commands or directs intelligence activities
- Coordinates intelligence activities