

DTIC FILE COPY

2



AD-A201 068

UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

DTIC
ELECTE
OCT 19 1988
S E D

PERSONNEL CAREER FIELD

AFSCs 732X0, 732X1, AND 732X4

AFPT 90-732-569

SEPTEMBER 1988

88 10 19 013

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

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

DISTRIBUTION FOR
AFSC 732XX OSR AND SUPPORTING DOCUMENTS

	<u>OSR</u>	<u>ANL EXT</u>	<u>TNG EXT*</u>	<u>JOB INV</u>
AFHRL/MODS	2	1m	1m	1
AFHRL/ID	1	1m	1m/1h	1
AFMPC/DPMRPQ1	2			
ARMY OCCUPATIONAL SURVEY BRANCH	1			
CCAF/AYX	1			
DEFENSE TECHNICAL INFORMATION CENTER	2			
HQ AAC/DPAT	3		3 sets	
HQ AFCC/DPATO	3		3 sets	
HQ AFCC/TTGT	3		3 sets	
HQ AFISC/DAP	2			
HQ AFLC/MPCA	3		3 sets	
HQ AFMPC/DPMYCF	1		1 set	
HQ AFSC/MPAT	3		3 sets	
HQ AFSPACECOM/MPTT	2		2 sets	
HQ AFSPACECOM/TTGT	1		1 set	
HQ ATC/DPAE	1		1 set	
HQ ATC/TTOQ	2		1	
HQ ESC/TTGT	1		1 set	
HQ ESC/DPTE	2		2 sets	
HQ MAC/DPAT	3		3 sets	
HQ MAC/TTGT	1		1 set	
HQ PACAF/TTGT	1		1 set	
HQ PACAF/DPAT	3		3 sets	
HQ SAC/DPAT	3		3 sets	
HQ SAC/TTGT	1		1 set	
HQ TAC/DPATJ	3		3 sets	
HQ TAC/TTGT	1		1 set	
HQ USAF/DPPE	1			
HQ USAFE/DPAT	3		3 sets	
HQ USAFE/TTGT	1		1 sets	
HQ USMC (CODE TPI)	1			
NODAC	1			
3300 TCHTW/TTGX (KEESLER AFB MS)	7	1	4 sets	7
3300 TCHTW/TTS (KEESLER AFB MS)	1		1	
DET 3, USAFOMC (KEESLER AFB MS)	1	1	1	1
USAFOMC/OMYXL	10	2m	5	10
3507 ACS/DPKI	1			

* A set contains one extract for each AFSC
m = microfiche only
h = hard copy only

TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE	iv
SUMMARY OF RESULTS	v
INTRODUCTION	1
Background	1
SURVEY METHODOLOGY	2
Inventory Development	2
Survey Administration	3
Survey Sample	3
Task Factor Administration	3
SECTION III	
SPECIALTY STRUCTURES	7
Overview of Specialty Structures	7
Group Descriptions	11
Comparison of Specialty Structures	29
Comparison of Current Group Descriptions to Previous Survey Findings	29
SECTION IV	
ANALYSIS OF DAFSC 732X0 GROUPS	32
Skill-level Descriptions	32
Summary	41
ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS	41
TRAINING ANALYSIS	41
First-Enlistment AFSC 732X0 Personnel	42
Training Emphasis and Task Difficulty Data	42
Specialty Training Standard (STS)	42
Plan of Instruction (POI)	47
SECTION V	
ANALYSIS OF DAFSC 732X1 GROUPS	47
Skill-Level Descriptions	50
Summary	53

TABLE OF CONTENTS (CONTINUED)

	<u>PAGE NUMBER</u>
ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS	53
TRAINING ANALYSIS	53
First-Enlistment AFSC 732X1 Personnel	54
Training Emphasis and Task Difficulty Data	54
Specialty Training Standard (STS)	54
Plan of Instruction (POI)	57
SECTION VI	
ANALYSIS OF DAFSC 732X4 GROUPS	62
Skill-Level Descriptions	62
Summary	66
ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS	66
TRAINING ANALYSIS	66
First-Assignment AFSC 732X4 Personnel	67
Training Emphasis and Task Difficulty Data	67
Specialty Training Standard (STS)	67
Plan of Instruction (POI)	70
SECTION VII	70
JOB SATISFACTION ANALYSIS	70
SECTION VIII	77
IMPLICATIONS	77
APPENDIX A	79
APPENDIX B	80

PREFACE

This report presents the results of a detailed Air Force Occupational Survey of three Personnel specialties (AFSCs 732X0, 732X1, and 732X4). Authority for conducting occupational surveys is contained in AFR 35-2. Computer products upon which this report is based are available for use by operations and training officials.

The survey instrument was developed by Lt John Thompson, Inventory Development Specialist, with computer programming support furnished by Ms Olga Velez. Lt Kenneth A. Arnold, Occupational Analyst, analyzed the data and wrote the final report. Linda J. Cole provided administrative support. This report has been reviewed and approved by Mr Gerald R. Clow, Chief, Management Applications Branch, Occupational Analysis Division, USAF Occupational Measurement Center.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000 (AUTOVON 487-6623).

RONALD C. BAKER, Colonel, USAF
Commander
USAF Occupational Measurement
Center

JOSEPH S. TARTELL
Chief, Occupational Analysis Division
USAF Occupational Measurement
Center

Accession For	
NTIS GRA&I	☒
DTIC TAB	☒
Unannounced	☐
Justification	
By _____	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	



SUMMARY OF RESULTS

1. Survey Coverage: The 732XX specialties were surveyed to obtain current data for use in training management decisions. A combined job inventory was administered worldwide between May and August of 1987. The 5,058 respondents comprising the final sample include 4,735 members holding DAFSC 732X0 (46 percent of those eligible), 105 members holding DAFSC 732X1 (19 percent of those eligible), 52 members holding DAFSC 732X4 (18 percent of those eligible), 70 members holding DAFSC 73200 (29 percent of those eligible), and 96 members holding DAFSC 73299 (21 percent of those eligible). The overall 732XX specialties, as well as all the using major commands, are well represented in the survey sample.

2. AFSC Structure: Fourteen clusters and four independent jobs are identified in the analysis. Thirteen clusters and all independent jobs are clearly AFSC-specific, with members performing duties characteristic of the specialties involved. However, the Personal Affairs and Career Advisor clusters are not solely comprised of personnel holding the corresponding DAFSCs (732X1 and 732X4, respectively) since more than 60 percent of all members within each cluster report a DAFSC of 732X0. The remaining cluster represents a combination of personnel holding a variety of AFSCs and working in jobs that are supervisory and managerial in nature.

3. Career Ladder Progression: Career ladder progression was basically the same for all three specialties. The 3- and 5-skill level jobs are highly technical, with very little responsibility for supervision or management. Seven-skill level members, although reporting a responsibility for and performing supervision, are also performing a job that is still somewhat technically oriented. The DAFSC 73299 personnel are senior supervisors and are very involved with training. Finally, CEM code personnel perform high-level management tasks with only limited involvement in technical functions.

4. AFR 39-1 Specialty Descriptions: All descriptions for AFSCs 732X0, 732X1, and 732X4 accurately depict the nature of the respective jobs.

5. Training Analysis: The Specialty Training Standards (STS) and Plans of Instruction (POI) for the Personnel and Personal Affairs Specialties need to be thoroughly reviewed by training personnel. Generally, the Career Advisor specialty STS and POI are well supported by survey data.

6. Implications: The extreme diversity of the Personnel and Personal Affairs specialties make it very difficult to determine training importance based upon percentages of personnel performing various tasks. In this case, training personnel should use training emphasis (TE) and task difficulty (TD) data provided by senior field incumbents to help identify changes which might be warranted in the current training programs.

OCCUPATIONAL SURVEY REPORT
PERSONNEL SPECIALTIES
(AFSC 732XX)

INTRODUCTION

→ This is a report of an occupational survey of the Personnel specialties (AFSCs 732X0, 732X1, 732X4) completed by the Occupational Analysis Division, USAF Occupational Measurement Center. This survey was requested by the 3300th Technical Training Wing, Keesler Technical Training Center, and the USAF Occupational Measurement Center to obtain task data for use in evaluation of current training programs. The last survey report pertaining to these specialties was published in July 1979.

Background

As described in AFR 39-1 Specialty Descriptions, personnel within the Personnel specialty (AFSC 732X0) are responsible for the following functions: personnel records management, personnel data systems, classification, training, promotions, testing, separations, retirements, assignments, personnel readiness, and unit or orderly room administration. Those in the Personal Affairs specialty (AFSC 732X1) are responsible for personal affairs programs, such as awards, decorations, casualty assistance, Air Force Aid Society, government life insurance, emergency data, FHA and VA loans, and the Survivor Benefit Plan. Career Advisor specialty (AFSC 732X4) responsibilities include Air Force reenlistment and retention programs, such as the Selective Reenlistment Bonus Program (SRP) and the Career Airman Reenlistment Reservation System (CAREERS). They also develop and conduct related advertising and publicity programs.

Entry into the Personnel specialty is from Basic Military Training School (BMTS) through a Category A, self-paced formal training course (taught via personal computers) at Keesler AFB MS. The trainees have 29 days to complete the course; however, average training time is 25 days. Personnel entering into the Personal Affairs specialty also attend a Category A formal training course after BMTS which lasts 23 days and is conducted at Keesler AFB MS. Personnel entering the Career Advisor specialty may do so laterally from any AFSC and must have a 5-skill level or higher (3-skill level if no 5-skill level exists). The formal training course for these personnel is taught at Keesler AFB MS and lasts 19 days. However, this course is not mandatory.

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-732-569, dated February 1987. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, tasks from the previous survey instrument, and data from the last Occupational Survey Report (OSR). The preliminary task list was refined and validated through personal interviews with subject-matter experts selected to cover a variety of major commands (MAJCOM) and varying personnel functions at the following locations:

<u>BASE</u>	<u>REASON FOR VISIT</u>
Clark AB RP	Overseas operations
Eglin AFB FL	Representative of large, Class I CBPO and Headquarters base
Hurlburt Field FL	Representative of small, Class II CBPO
Kelly AFB TX	MAJCOM perspective (HQ ESC)
Kunsan AB ROK	Overseas operations
Los Angeles AFS CA	Representative of Geographically Separated Unit (GSU) activities
MacDill AFB FL	Representative of large, Class I CBPO and Headquarters base
Osan AB ROK	Overseas operations
Patrick AFB FL	Class II, mail-order operations
Randolph AFB TX	Unique mission of AFMPC
Sunnyvale AFS CA	Representative of Satellite Personnel Activity (SPA)

The resulting job inventory contained a comprehensive listing of 1,541 tasks grouped under 26 duty headings and a background section requesting such information as grade, duty title, duty AFSC, organizational level, area of assignment, total active military service (TAFMS), and job satisfaction data.

Survey Administration

From May 1987 through August 1987, Consolidated Base Personnel Offices (CBPO) in operational units worldwide administered the inventory to job incumbents holding DAFSCs 732XX. These job incumbents were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL).

Each individual who completed the inventory first completed an identification and biographical information section and then checked each task performed in his or her current job. After checking all tasks performed, each member then rated each of these tasks on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount time spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of his or her time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

Personnel were selected to participate in this survey to ensure an accurate representation across major commands (MAJCOM) and paygrade groups. Table 1 reflects the percentage distribution, by MAJCOM, of assigned personnel in the 732X0, 732X1, and 732X4 specialties as of April 1987. The 4,735 DAFSC 732X0 respondents in the final sample represent 38 percent of the total assigned personnel and 73 percent of those surveyed. The 105 DAFSC 732X1 respondents represent 16 percent of the total assigned personnel and 32 percent of those surveyed. Finally, the 52 DAFSC 732X4 respondents comprise 17 percent of their total assigned personnel and 31 percent of those surveyed. Table 2 reflects the paygrade distribution for DAFSC 732XX members. Overall, the survey sample provides a very good representation of the specialty populations across MAJCOMs and paygrades.

Task Factor Administration

In addition to completing the job inventory, selected senior 732XX personnel (generally E-6 or E-7 technicians) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). The TE and TD booklets were processed separately from the job inventories. The information is used in a number of different analyses discussed in more detail within the report.

TABLE 1
COMMAND REPRESENTATION OF SURVEY SAMPLE

COMMAND	732X0*		732X1		732X4	
	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE
AFMPC	4	4	3	5	2	6
AAC	2	2	2	1	2	2
USAFE	13	11	14	16	13	19
AFLC	3	4	3	4	4	4
AFSC	4	4	6	7	4	4
ATC	13	13	9	17	11	11
MAC	12	12	13	9	13	15
PACAF	5	3	7	8	6	4
SAC	20	21	22	16	23	23
TAC	13	13	14	13	17	10
OTHER	11	13	7	4	5	2

	<u>732X0</u>	<u>732X1</u>	<u>732X4</u>
Total Assigned:	12,551	644	309
Total Surveyed:***	6,533	331	170
Total in Sample:	4,735	105	52
Percent of Assigned in Sample:	38%	16%	17%
Percent of Surveyed in Sample:	73%	32%	31%

* Includes DAFSCs 73200 and 73299

** Assigned strength as of April 1987

*** Consists of a stratified, random sample of total personnel assigned

TABLE 2
PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

PAYGRADE	732X0*		732X1		732X4	
	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE	PERCENT OF ASSIGNED**	PERCENT OF SAMPLE
AIRMAN	26	25	20	12	0	0
E-4	25	26	33	42	12	8
E-5	21	23	22	22	42	38
E-6	14	14	14	11	25	25
E-7	9	10	11	13	21	27
E-8	3	2	0	0	***	2
E-9	2	1	0	0	0	0

* Includes DAFSCs 73200 and 73299

** Assigned strength as of April 1987

*** Less than 1 percent

Task Difficulty (TD). Each individual completing a TD booklet was asked to rate all of the tasks on a 9-point scale (from extremely low to extremely high) as to the relative difficulty of each task in the inventory. Difficulty is defined as the length of time required by the average incumbent to learn to do the task. Task difficulty data were independently collected from 185 experienced 7-skill level personnel stationed worldwide and were representative of all three specialties in the survey sample. If raters were in complete agreement on TD ratings for the specialty, the interrater reliability would be 1.0. The interrater reliability (as assessed through components of variance of standard group means) of .91 for these 732XX raters reflects a satisfactory agreement among raters. Ratings were standardized so tasks have an average difficulty rating of 5.00, with a standard deviation of 1.00. The resulting data yield essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory.

Training Emphasis (TE). Individuals completing TE booklets were asked to rate tasks on a 10-point scale (from no training required to extremely high amount of training required). Training emphasis is a rating of which tasks require structured training for first-term personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Training emphasis data were independently collected from the following numbers of experienced 7-skill level personnel stationed worldwide: 203 members from the Personnel specialty, 40 from the Personal Affairs Specialty, and 36 from the Career Advisory specialty. As with TD ratings, if all raters were in complete accord on which tasks are important for first-enlistment training, the interrater reliability would be 1.0. The interrater reliabilities (as assessed through components of variance of standard group means) for raters from the Personnel, Personal Affairs, and Career Advisor specialties are .97, .96, and .93, respectively. Thus, there is satisfactory agreement among raters within each of the specialties as to which tasks require some form of structured training and which do not. Tasks rated high in TE have ratings of 1.91 and above for both the Personnel and Personal Affairs specialties, and 1.5 or higher for the Career Advisor specialty. Average TE ratings for each of these specialties are 1.06, .67, and .55, respectively. As was discussed in the Task Difficulty (TD) section above, TE rating data may also be used to rank order tasks indicating those tasks which senior NCOs in the field consider the most important for the first-term airman to know.

When used in conjunction with the primary criterion of percent members performing, TD and TE ratings can provide insight into first-term personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting AFS entry-level jobs.

SECTION III

SPECIALTY STRUCTURES

A key aspect of the USAF occupational analysis program is to examine the job structure of a career ladder or specialty. The structure of jobs within the Personnel specialties were examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

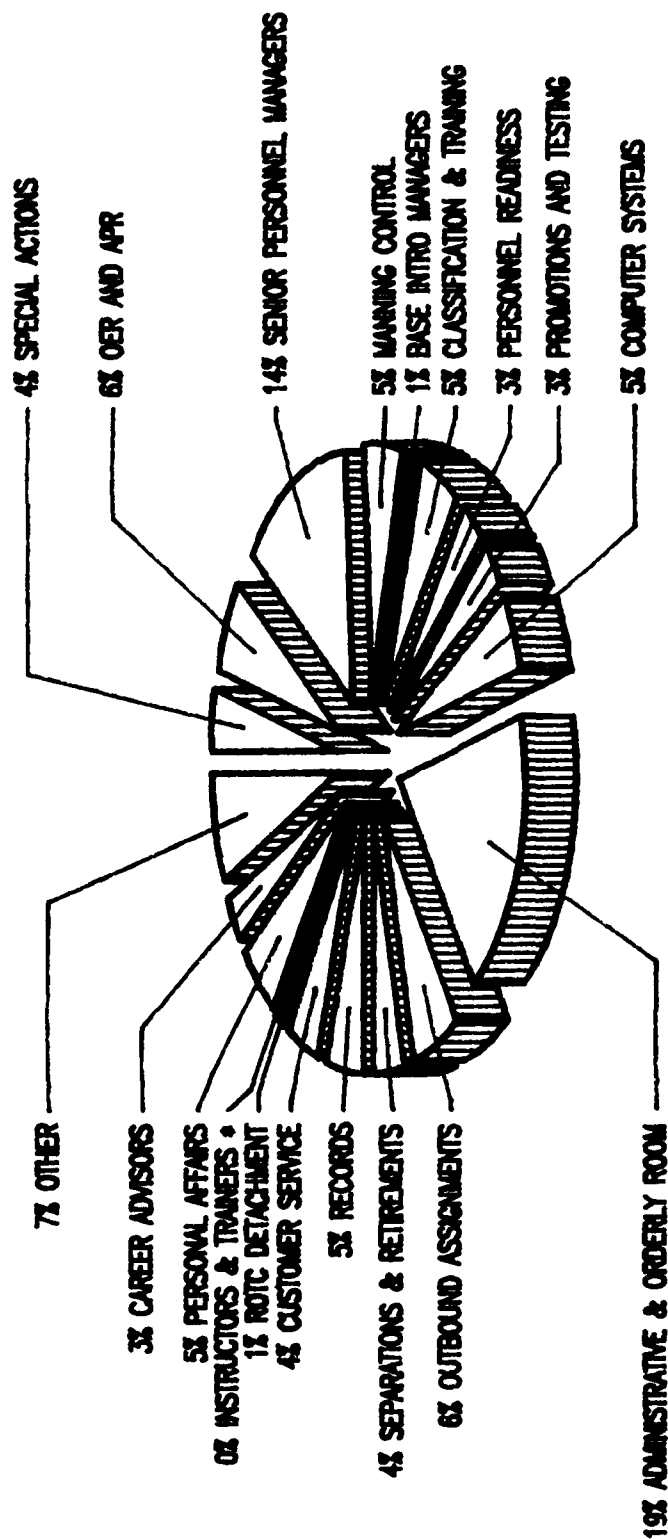
Each individual in the sample performs a set of tasks called a job. For the purpose of organizing individual jobs into similar units of work, an automated job clustering program is used. This hierarchical grouping program is a basic part of the Comprehensive Occupational Data Analysis Program (CODAP) system for job analysis. Each individual job description (all the tasks performed by that individual and the relative amount of time spent on those tasks) in the sample is compared to every other job description in terms of tasks performed and the relative amount of time spent on each task in the job inventory. The automated system is designed to locate the two job descriptions with the most similar tasks and percent time ratings and combine them to form a composite job description. In successive stages, new members are added to initial groups or new groups are formed based on the similarity of tasks performed and similar time ratings in the individual job descriptions.

The basic identifying group used in the hierarchical job structuring process is the Job. When there is a substantial degree of similarity between Jobs, they are grouped together and identified as a Cluster. Specialized Jobs too dissimilar to fit within a Cluster are labeled Independent Jobs. The job structure information resulting from this grouping process (the various jobs within the specialties) can be used to assess the accuracy of specialty documents (AFR 39-1 Specialty Descriptions and Specialty Training Standards) and to gain a better understanding of current utilization patterns. The above terminology will be used in the discussion of the 732XX AFSC structure.

Overview of Specialty Structures

The overall job structure of the Personnel Specialist, Personal Affairs, and Career Advisor specialties was determined by performing a job analysis of the survey data provided by the 5,058 AFSC 732XX survey respondents. Based on task similarity and relative time spent performing each task, the jobs performed by 732XX personnel separated into 14 clusters and 4 independent jobs. Figure 1 illustrates this division of jobs. These clusters and independent jobs are listed below by title. The letter "N" shown beside each title is a reference to the number of personnel in each group. The reader should be aware that the number of personnel in the subgroups does not always equal the total number shown for a cluster. However, the jobs performed by those few not included are adequately described by the cluster description.

732XX CAREER LADDER STRUCTURE (N=5,058)



* Less than 1 percent

FIGURE 1

- I. SPECIAL ACTIONS CLUSTER (N=182)
 - A. Senior Special Actions Personnel (N=101)
 - B. Junior Special Actions Personnel (N=13)
 - C. Reenlistment and Extension Personnel (N=49)
 - D. Special Actions Clerks (N=14)

- II. OER AND APR CLUSTER (N=296)
 - A. OER and APR Personnel (N=260)
 - B. Administrative Specialists (N=20)

- III. SENIOR PERSONNEL MANAGER CLUSTER (N=691)
 - A. General Personnel Managers (N=282)
 - B. Assignment/Resource Managers (N=79)
 - C. NCOICs of Personnel Utilization (N=25)
 - D. NCOICs and Chiefs of Career Progression (N=11)
 - E. Base and Group Level NCOICs (N=28)
 - F. Headquarters Level NCOICs (N=25)
 - G. Individual Mobilization Augmentee Administrators (N=17)
 - H. Personnel Reliability Program Managers (N=45)

- IV. MANNING CONTROL CLUSTER (N=242)
 - A. NCOICs of Manning Control (N=51)
 - B. Manning Control Intermediate Technicians (N=85)
 - C. Manning Control Specialists and Clerks (N=45)
 - D. In-processing Specialists (N=10)

- V. BASE INDIVIDUALIZED NEWCOMER TREATMENT AND ORIENTATION (INTRO) MANAGERS (N=54)

- VI. CLASSIFICATION AND TRAINING CLUSTER (N=260)
 - A. Classification and Training Personnel (N=111)
 - B. Formal Training Monitors (N=28)
 - C. Formal Training Specialists and Clerks (N=34)
 - D. Classification Specialists (N=22)
 - E. Retraining Specialists (N=16)

- VII. PERSONNEL READINESS CLUSTER (N=157)
 - A. Personnel Readiness Unit (PRU) Technicians (N=27)
 - B. NCOICs of PRU (N=56)
 - C. PRU Specialists and Clerks (N=36)

VIII. PROMOTIONS AND TESTING CLUSTER (N=163)

- A. NCOICs of Promotions and Testing Units (N=63)
- B. Promotions and Testing Intermediate Technicians (N=43)
- C. Officer Promotions Personnel (N=10)
- D. Headquarters Level Chiefs and NCOICs (N=11)

IX. COMPUTER SYSTEMS CLUSTER (N=237)

- A. Personnel Data Systems (PDS) Personnel (N=135)
- B. NCOICs and Chiefs of Headquarters Level PDS or Systems Analysis Branches (N=11)
- C. Headquarters Level Systems Managers (N=19)
- D. AFMPC Systems Analysts (N=40)

X. ADMINISTRATIVE AND ORDERLY ROOM CLUSTER (N=989)

- A. Orderly Room Personnel (N=637)
- B. Non-supervisory Orderly Room NCOICs (N=19)
- C. Administrative Specialists (N=81)
- D. NCOICs, Chiefs, and Managers of Personnel (N=58)

XI. OUTBOUND ASSIGNMENTS CLUSTER (N=330)

- A. NCOICs of Outbound Assignments (N=47)
- B. Outbound Assignments Counselors, Specialists, and Clerks (N=233)

XII. SEPARATIONS AND RETIREMENTS CLUSTER (N=186)

- A. Separations and Retirements Technicians (N=98)
- B. Separations and Retirements Specialists and Clerks (N=21)
- C. Separations Specialists and Clerks (N=30)

XIII. RECORDS CLUSTER (N=232)

- A. Records Supervisors (N=79)
- B. Records Specialists and Clerks (N=121)

XIV. CUSTOMER SERVICE CLUSTER (N=201)

- A. NCOICs of Customer Service (N=38)
- B. Customer Service Specialists and Clerks (N=140)

XV. ROTC DETACHMENT PERSONNEL (N=76)

XVI. INSTRUCTORS AND TRAINERS (N=11)

XVII. PERSONAL AFFAIRS CLUSTER (N=258)

- A. Headquarters Level Chiefs (N=27)
- B. NCOICs of Personal Affairs (N=71)
- C. Awards and Decorations Personnel (N=88)
- D. Air Force Aid Society Personnel (N=34)
- E. Casualty Assistance Personnel (N=19)

XVIII. CAREER ADVISORS (N=129)

The respondents forming these groups account for 93 percent of the survey sample. The remaining 7 percent were performing tasks or series of tasks which did not group with any of the defined jobs. Job titles given by respondents which were representative of these personnel included GSU Personnel Technician, NCOIC of Officer Boards, Student Assignment Specialist, Registrar, and Program Manager.

Group Descriptions

The following paragraphs contain brief descriptions of the clusters and independent jobs identified through the specialty analyses. Selected background data for these groups are provided in Table 3. Representative tasks for all the groups, together with selected background data, are contained in Appendix A.

I. SPECIAL ACTIONS CLUSTER. The 182 airmen in this group represent 4 percent of the total survey sample and form four distinct jobs. Comprised entirely of AFSC 732X0 personnel, the members of this group are responsible for handling all facets of appointment, enlistment, reenlistment, and extension issues. Overall, this includes processing and reviewing control rosters, unfavorable information files (UIF), line of duty determinations and investigations, and specified period of time contracts (SPTC). Of the average 66 tasks performed, typical ones include:

- prepare reenlistment documents, such as DD Forms 4 (Enlistment/ Reenlistment Document)
- brief personnel on enlistment extensions
- prepare leave settlement option forms
- brief personnel on regular or selective reenlistment bonus (SRB) entitlements
- process airman or officer unfavorable information files
- process airman or officer control rosters
- prepare AF Forms 1599 (Certificate of Appointment to a Non-commissioned Officer)
- prepare or process SPTC applications
- advise on administrative control of weight management program (WMP)
- process line of duty determinations or investigations

TABLE 3

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	SPECIAL ACTIONS CLUSTER	OER & APR CLUSTER	SENIOR PERSONNEL MANAGER CLUSTER	MANNING CONTROL CLUSTER	BASE INTRO MANAGER CLUSTER	CLASSIFICATION & TRAINING CLUSTER
NUMBER IN GROUP	182	296	691	242	54	260
PERCENT OF TOTAL SAMPLE	4%	6%	14%	5%	1%	5%
PERCENT IN CONUS	75%	77%	81%	78%	74%	77%
DAFSC DISTRIBUTION (PERCENT RESPONDING)						
73230	14%	20%	3%	26%	11%	18%
73250	62%	53%	21%	52%	76%	49%
73270	24%	27%	57%	21%	13%	30%
73231	0	0	0	0	0	0
73251	0	0	0	0	0	0
73271	0	0	1%	0	0	0
73234	0	0	.1%	0	0	0
73274	0	0	0	0	0	0
73299	0	0	9%	1%	0	3%
73200	0	0	9%	0	0	0
AVERAGE PAYGRADE						
AVERAGE TICF (MONTHS)	E-4 58	E-4 67	E-7 159	E-4 63	E-5 65	E-4 76
AVERAGE TAFMS (MONTHS)	73	82	187	73	77	88
PERCENT IN FIRST ENLISTMENT	48%	46%	6%	51%	52%	44%
PERCENT SUPERVISING	40%	34%	55%	36%	13%	38%
AVERAGE NUMBER OF TASKS PERFORMED	66	49	56	70	64	64

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	PERSONNEL READINESS CLUSTER	PROMOTIONS & TESTING CLUSTER	COMPUTER SYSTEMS CLUSTER	ADMIN & ORDERLY ROOM CLUSTER	OUTBOUND ASSIGN CLUSTER	SEPARATIONS & RETIREMENTS CLUSTER
NUMBER IN GROUP	157	163	237	989	330	186
PERCENT OF TOTAL SAMPLE	3%	3%	5%	19%	6%	4%
PERCENT IN CONUS	75%	80%	84%	76%	74%	83%

DAFSC DISTRIBUTION (PERCENT RESPONDING)						
73230	19%	7%	1%	12%	20%	18%
73250	49%	56%	47%	60%	61%	57%
73270	32%	34%	47%	27%	18%	24%
73231	0	0	0	0	0	0
73251	0	0	0	.1%	.3%	0
73271	0	0	0	0	0	0
73234	0	0	0	0	0	0
73274	0	0	0	0	0	0
73299	0	2%	3%	.7%	.3%	.5%
73200	0	1%	2%	.1%	0	0

AVERAGE PAYGRADE	E-4	E-5	E-5	E-4	E-4	E-4
AVERAGE TICF (MONTHS)	73	96	111	41	65	71
AVERAGE TAFMS (MONTHS)	86	116	126	92	76	82
PERCENT IN FIRST ENLISTMENT	42%	31%	19%	39%	54%	44%
PERCENT SUPERVISING	41%	43%	32%	41%	35%	39%
AVERAGE NUMBER OF TASKS PERFORMED	67	68	76	109	82	76

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	RECORDS CLUSTER	CUSTOMER SERVICE CLUSTER	ROTC DETACHMENT PERSONNEL	INSTRUCTORS & TRAINERS	PERSONAL AFFAIRS CLUSTER	CAREER ADVISORS
NUMBER IN GROUP	232	201	76	11	258	129
PERCENT OF TOTAL SAMPLE	5%	4%	1%	.2%	5%	3%
PERCENT IN CONUS	79%	79%	99%	100%	78%	80%
DAFSC DISTRIBUTION (PERCENT RESPONDING)						
73230	34%	13%	0	0	5%	16%
73250	51%	60%	43%	55%	38%	14%
73270	15%	26%	57%	45%	21%	31%
73231	0	0	0	0	3%	0
73251	0	0	0	0	23%	0
73271	0	.5%	0	0	9%	0
73234	0	0	0	0	0	16%
73274	0	0	0	0	0	23%
73299	0	.5%	0	0	.4%	0
73200	0	0	0	0	0	0
AVERAGE PAYGRADE						
AVERAGE T1CF (MONTHS)	E-4 54	E-4 74	E-6 125	E-6 92	E-5 68	E-6 70
AVERAGE TAFMS (MONTHS)	64	87	142	112	99	153
PERCENT IN FIRST ENLISTMENT	60%	46%	0	0	31%	2%
PERCENT SUPERVISING	30%	38%	33%	0	42%	35%
AVERAGE NUMBER OF TASKS PERFORMED	52	71	92	25	102	99

Ninety-four percent of this cluster report being assigned to either a Class I or a Class II CBPO, and 48 percent are in their first enlistment. The majority of the members (62 percent) also report holding a 5-skill level DAFSC. Overall, the cluster members average almost 5 years in the career field, over 6 years TAFMS, and have an average paygrade of E-4.

Of the four jobs identified within the cluster, two (Senior Special Actions Personnel and Junior Special Actions Personnel) differ primarily because of the incumbents' experience levels and the increasing amount of supervisory activity. The types of tasks performed by these two groups are typical of those listed for the cluster. The Reenlistment and Extension Personnel are identified separately since the scope of their job is restricted to those tasks involving enlistment or reenlistment. The small group of Special Actions Clerks is defined apart from the rest due to the extremely limited number of tasks performed and the very specific nature of those tasks. Their job centers around maintaining and processing unfavorable information files and control rosters.

II. OER AND APR CLUSTER. This cluster accounts for 6 percent of the sample and is divided into two jobs. This is a result of the similar number and nature of tasks that each individual member performs. These AFSC 732X0 personnel devote the majority (56 percent) of their job time to performing OER and APR functions. The tasks they perform pertain to reviewing, processing, and correcting OERs, APRs, LOEs, and training reports. An additional 37 percent of their relative duty activity is spent in the performance of general personnel, supervisory, or administrative tasks associated with and in support of OER and APR functions. Overall, the incumbents perform an average of 49 tasks and devote 50 percent of their time to 21 tasks. These tasks include:

- review completed OER, APR, or LOE
- process OER, APR, LOE, or training report notices
- make corrections on completed OER, APR, or LOE
- return completed OER, APR, LOE, or training reports for corrective actions
- initiate follow-up on status of late OER, APR, LOE, or training reports
- provide technical assistance on preparation of OER, APR, or training reports
- maintain incoming and outgoing report suspenses
- follow-up suspenses on transaction register (TR)
- review special orders to determine change of reporting official (CRO) report requirements

As compared to the previous group, these AFSC 732X0 personnel are assigned to a greater variety of organizational levels. Only 66 percent report being assigned to a Class I or Class II CBPO with the rest being distributed among various other locations. On the average, these members have 6.5 years in the career field, almost 7 years TAFMS, and report a grade of E-4. Roughly half the members (53 percent) hold a DAFSC of 73250, while 27 percent are qualified at the 7-skill level.

Of the two jobs identified within the cluster, the larger (OER and APR Personnel) is aptly described using the previous description of the entire cluster. One point worthy of mention is the fact that this group has two basic variations--the supervisory personnel and the nonsupervisory personnel. The smaller group of Administrative Specialists are assigned to units or MAJCOMs where they perform both administrative and OER/APR functions. In addition to the tasks already shown, these personnel process leave requests, perform in/out processing of unit personnel, and pick up personnel data from CBPO.

III. SENIOR PERSONNEL MANAGER CLUSTER. As a whole, the 691 members within this cluster are senior noncommissioned officers with an average of more than 13 years experience in the career field and nearly 16 years TAFMS. Comprised predominantly of personnel holding DAFSCs 73200 (9.1 percent), 73299 (9.3 percent), and 73270 (57 percent), this group spends 59 percent of its time organizing, planning, directing, implementing, inspecting, and evaluating personnel functions. Additionally, these personnel spend 21 percent of their relative time performing training, outbound assignment, and manning control functions. Of the average 56 tasks performed within these functions, typical ones include:

- review correspondence, reports, or messages
- interpret policies, directives, or procedures
- determine work priorities
- develop or improve work methods or procedures
- counsel personnel on personal or military-related problems
- prepare briefings
- serve on boards, councils, or committees
- establish suspense systems
- conduct staff visits, inspections, or audits
- conduct OJT

Accounting for 14 percent of the entire survey sample, this cluster is the second largest and most diverse in terms of the jobs performed by the incumbents. The eight jobs identified are similar in that they all have supervisory tasks forming the bulk of relative time spent. The difference lies with the specialized tasks being performed by members of each job.

The largest of these jobs, General Personnel Managers, is the only one where members are performing almost exclusively general supervisory duties. The essence of this job is adequately summed up by the cluster description. Ninety-five percent of the Assignment/Resource Manager job members are assigned to either a Major Command or AFMPC and are performing tasks involved with outbound assignments and manning control functions. Members of the third job, NCOICs of Personnel Utilization, are also performing outbound assignment and manning control functions in addition to general supervisory tasks. However, 80 percent of these personnel are assigned to a CBPO, GSU, or SPA. The NCOICs and Chiefs of Career Progression job incumbents are spending 27.5 percent of their relative time on promotions and testing functions, with an

additional 51 percent devoted to general supervisory duties. Almost all of these individuals (91 percent) are assigned to a CBPO or GSU. The next two jobs, Base and Group Level NCOICs and Headquarters level NCOICs, differ primarily because of the organizational level of assignment since both groups perform general supervisory and managerial tasks. The Headquarters Level NCOICs are primarily assigned to various branch and division programs at the MAJCOM level or higher, while half of the Base and Group Level NCOICs hold a job title of "NCOIC of CBPO" or "NCOIC of Personnel Division." The seventh job, Individual Mobilization Augmentee (IMA) Administrators, has 94 percent of its members reporting job assignments within Reserve Personnel Services and 6 percent within Customer Service. These personnel are responsible for maintaining an interface between Reserve (especially IMAs) and Active Duty personnel. Last, the Personnel Reliability Program (PRP) Managers are responsible for handling AF Forms 286 and reviewing the PRP status of appropriate personnel. Eighty-two percent of these individuals are assigned to CBPOs.

This entire cluster represents 14 percent of the total survey sample and are assigned across all organizational levels and job assignment areas. Cluster members report an average grade of E-7 with 20 months in their present job. Even though these Senior Personnel Managers spend a large amount of their relative time on supervisory duties, they only directly supervise an average of two people. The large amount of relative time spent on supervisory duties is due to the large span of control each member has by virtue of his or her level of involvement with various Personnel programs.

IV. MANNING CONTROL CLUSTER. Only 7 percent of the 242 members within this cluster reported being assigned outside of a CBPO. Spending 54 percent of their relative job time performing tasks pertaining to manning control unit functions, these individuals represent 5 percent of the survey sample. An additional 27 percent of their relative time is spent performing tasks pertaining to general personnel and supervisory duties. These airmen are responsible for handling all actions relating to the assignment of incoming personnel. The types of tasks performed include:

- assign personnel to duty positions
- prepare or process initial duty assignment (IDA) AF Forms 2095
(Assignment/Personnel Action)
- file incoming orders, such as PCS orders to relocation folders
- distribute allocation briefs
- prepare or process actions effecting intrabase assignments or
duty changes
- distribute unit personnel management roster (UPMR)
- update initial allocation briefs
- distribute gain cancellation notices
- prepare incoming PCS processing folders
- update officer DAFSC change requests

Within this cluster are four jobs: NCOICs of Manning Control, Manning Control Intermediate Technicians, Manning Control Specialists and Clerks, and In-processing Specialists. Members of the first two jobs are performing technical tasks similar to those previously listed for the cluster as a whole. The most noteworthy distinctions between these two groups are the number and types of tasks being performed which are a result of skill level supervisory differences. The NCOICs are doing an average of 127 tasks, with 90 percent directly supervising others, while the Intermediate Technicians report an average of 75 tasks, with only 26 percent having direct supervision over others. Ninety-six percent of the members within the next job, Manning Control Specialists and Clerks, report a skill level of either 3 or 5 and 80 percent are still in their first enlistment. They perform an average of 34 tasks and, consequently, perform a more limited range of tasks due to their lower experience levels. Finally, the 10 individuals forming the In-processing Specialist job are primarily performing those tasks directly involved with the in-processing of incoming personnel.

Members of this cluster hold an average rank of E-4 and have been in the career field more than 5 years (63 months). On the average, these AFSC 732X0 personnel have 6 years Total Active Federal Military Service (TAFMS), with approximately half (51 percent) in their first enlistment.

V. BASE INTRO MANAGERS. Accounting for 1 percent of the survey sample, these 54 individuals are responsible for managing the Individualized Newcomer Treatment and Orientation program for their respective locations. Performing an average of 64 tasks, these individuals handle all aspects surrounding the in-processing of newly assigned personnel. Examples of tasks which define the group include:

- suspense return of RIP from units
- monitor inbound and outbound rosters
- provide sponsors with report on individual (RIP) and letter of instructions
- process message traffic from gaining or losing CBPO
- analyze newcomer questionnaires
- conduct base orientations
- assign sponsors for newly assigned personnel
- verify base brochure is in accordance with AFR 35-35
- conduct first-term airman orientations
- assist no-notice or short-term gain personnel

Seventy-six percent of these 732X0 personnel are 5-skill level airmen and NCOs and most (91 percent) are assigned CBPOs, GSUs, and SPAs. Overall, the group members report an average grade of E-4, and only 13 percent are directly supervising others. As for experience levels within the group, members report an average of 77 months TAFMS and 65 months in the field.

VI. CLASSIFICATION AND TRAINING CLUSTER. Representing 5 percent of the survey sample (260 members), these personnel deal with the entire range of personnel classification and training. They deal with such issues as retraining, formal school training, active duty service commitments (ADSC), and Air Force Specialty Codes (AFSC). Of the average 64 tasks each of these individuals performs, typical ones include:

- process AF Forms 63 (Officer Active Duty Service Commitment (ADSC) Counseling Statement)
- brief individuals selected for school attendance
- prepare DD Forms 1610 (Request and Authorization for Temporary Duty)
- prepare or process active duty service commitments for tuition assistance and training
- evaluate applications for retraining
- allocate formal training school quotas
- conduct classification interviews
- prepare or process AF Forms 2096 (Classification/On-the-Job Training Action)
- advise personnel concerning AFSC conversions, AFSC awards, or skill levels

A total of five jobs combine to form this cluster. The first, Classification and Training Personnel, is adequately described by the cluster description above. One interesting point about this job is the fact that there are two slight job variations: supervisors and nonsupervisors. Nonsupervisors are spending 81 percent of their relative job time on strictly Classification and Training duties, while supervisors perform general supervisory tasks in addition to the technical tasks of the job. The next job, Formal Training Monitors, handles issues involved with formal training school programs. These personnel allocate quotas, perform associated TDY actions, and adjust active duty service commitments in support of these programs. The Formal Training Specialists and Clerks are very similar in nature to the Formal Training Monitors; however, they are less experienced and perform fewer tasks. The Classification Specialists primarily perform classification actions involving AFSCs, special experience identifiers (SEI), prefixes, and reporting identifiers. Members of the last job, Retraining Specialists, are involved with all aspects of retraining personnel and perform an average of 30 tasks specifically geared toward reclassification and retraining.

Eighty-seven percent of the cluster members report being assigned to either a Class I or Class II CBPO, and 82 percent report a 5-skill level or above. With an average grade of E-4, these individuals have an average 88 months in the service and 76 months within the Personnel specialty.

VII. PERSONNEL READINESS CLUSTER. The overall job performed by this cluster of 157 AFSC 732X0 personnel is characterized by the amount of relative duty time (56 percent) they spend on tasks pertaining to contingency, exercise, and mobility activities. They also spend an additional 29 percent of their duty time performing general Personnel tasks in support of these activities. Performing an average of 67 tasks, typical readiness tasks reported by cluster members include:

- advise operational units on preparation of reports, such as AF Forms 1240 (Personnel Status Report)
- prepare contingency exercise mobility (CEM) orders for deployments or exercise operations
- distribute average strength data
- process AF Forms 2098 (Duty Status Change)
- distribute daily strength totals of TDY and attached personnel
- conduct contingency operation mobility planning and execution system (COMPES) programs
- coordinate deployment of personnel with other MAJCOM or joint service commands
- develop centralized in and out processing procedures to support mobility, contingency, or exercise requirements

This cluster is broken into three jobs. The first of these, the Personnel Readiness Unit (PRU) Technician job, is very similar in nature to the overall cluster description. Members of this job spend 84 percent of their time on Personnel readiness duties or general Personnel duties which directly support PRU functions. In the next job, NCOICs of PRU, members are performing all technical aspects of the job, as well as supervisory tasks. As a result of this, they perform an average of 109 tasks, as opposed to the average of 67 for the entire cluster. Finally, the PRU Specialists and Clerks are readily identifiable due to the limited number of tasks they perform (average of 34) and their relative inexperience (81 percent in first enlistment).

As a whole, the members of this cluster have 86 months TAFMS and 73 months in the career field. Reporting an average grade of E-4, cluster incumbents are very similar in the jobs they perform. The major differences between the three jobs are primarily due to skill-level progression.

VIII. PROMOTIONS AND TESTING CLUSTER. This group of AFSC 732X0 personnel accounts for 3 percent of the survey sample. As a group, these 163 people are spending 60 percent of their relative job time on promotion and testing duties and an additional 31 percent on general personnel and supervisory duties. These cluster incumbents are involved with all facets of the promotion process to include eligibility, testing, and selection. Typical tasks for this cluster include:

- determine enlisted promotion eligibility dates
- distribute rosters of officers or airmen eligible for promotion
- monitor promotion eligibility status (PES) codes for airmen
- review nonrecommendations or withholding actions for airmen promotions
- process monthly promotion increment listings
- distribute WAPS data verification records
- process E-2 through E-4 select and non-select lists
- distribute officer promotion briefs
- prepare or process officer promotion selection lists

A total of four jobs form this cluster. The NCOICs of Promotions and Testing Units are adequately described by the cluster description. One point worthy of mention is that they spend 40 percent of their relative job time performing general personnel and supervisory tasks. The Promotions and Testing Intermediate Technicians devote only 8 percent of their relative time to supervisory duties, while spending 86 percent of their time within promotion and testing and general personnel duties. When compared to the first group, they spend less time on tasks associated with officer promotions. The third job, Officer Promotions Personnel, has members performing tasks which are almost entirely restricted to officer promotions. The Headquarters Level Chiefs and NCOICs all report being assigned to some type of Headquarters (e.g., MAJCOM or Division). These 11 individuals are involved with promotion boards, eligibility determinations or evaluations, and policy-making.

On the average, cluster members have almost 10 years (116 months) TAFMS, 8 years in Personnel, and report an average grade of E-5. These figures suggest that cluster members are slightly more experienced than most (all but the Senior Personnel Managers) of those clusters previously discussed. This is supported even further since 93 percent of the cluster incumbents report holding at least a 5-skill level.

IX. COMPUTER SYSTEMS CLUSTER. One of the most experienced groups in the survey sample, these 237 personnel average 10.5 years in the service and more than 9 years (111 months) in the career field. The members of this cluster represent 5 percent of the sample and are involved with all facets of computer systems. They spend 64 percent of their relative job time on systems analysis and personnel data system functions and an additional 32 percent on general personnel and supervisory functions which directly support the technical aspects of the job. Performing an average of 76 tasks, members of this cluster are involved with computer systems development, modification, analysis, and management. Typical tasks for this cluster include:

- distribute computer products
- obtain computer products
- analyze computer management products
- research problems with computer products
- analyze flow of personnel transactions

- review system modifications, changes, or conversions
- dispose of personnel data system (PDS) products
- construct immediate inquiries
- analyze output from systems tests
- analyze system purges, such as unknown, expired, or incompatible data

Four jobs combine with each other to form this cluster. The largest of these jobs, the Personnel Data Systems (PDS) Personnel, consists of individuals who are assigned primarily to CBPOs (94 percent of the group members). These personnel deal with direct English statement information retrieval system (DESIREs) messages, inquiries, AUTODIN transactions, and transaction registers in support of personnel system management (PSM) activities. The next group of NCOICs and Chiefs of Headquarters Level PDS or Systems Analysis Branches contains 11 members. These individuals spend approximately half (51 percent) of their time on personnel data system and system analysis functions, while spending an additional 39 percent on general and supervisory tasks. The most noteworthy difference between this group and the next group of Headquarters Level Systems Managers has to do with the performance of system analysis functions. Members of the former group spend 18 percent of their time in this area, while members of the latter group devote only 5 percent of their relative job time to it. Also, the Headquarters Level Systems Managers spend 12 percent more time on general personnel and supervisory duties. Finally, incumbents forming the AFMPC Systems Analyst job spend nearly half (48 percent) of their relative job time performing system analysis functions. These individuals are heavily involved with systems development, modification, and testing.

The 237 personnel in this cluster report an average grade of E-5 with more than one-third (35 percent) currently assigned to either a Major Command headquarters or AFMPC. Overall, these individuals are very skilled since only 1 percent report a DAFSC lower than a 5-skill level.

X. ADMINISTRATIVE AND ORDERLY ROOM CLUSTER. This is the largest cluster in the survey sample. Containing 989 members, this cluster accounts for 19 percent of the entire survey sample. These incumbents perform a wide range of tasks from a variety of duties; however, they spend 50 percent of their relative job time on unit orderly room administrative functions. These personnel manage unit-level leave requests, awards and decorations, aerobics testing, promotion testing materials, meal cards, and weight control. Cluster members perform an average of 109 tasks and these include:

- process leave requests
- perform in/out processing of unit personnel
- maintain unit leave control log
- monitor unit leave programs
- perform weight checks of personnel
- pick up personnel data from CBPO

- issue meal cards
- post daily record of transactions (DROT)
- maintain unit locator
- maintain AF Forms 379 (Unit Individual Physical Fitness and Weight Evaluation Record)

Although the tasks performed by people in this cluster are largely dependent upon each person's unit of assignment, four basic jobs are distinguishable. The first and largest of these jobs is the Orderly Room Personnel. Among these 637 personnel, there are two job variations which are clearly distinguishable. These two variations, Orderly Room NCOICs and Orderly Room Specialists and Clerks, are differentiated by the number of supervisory tasks performed and time spent on administrative tasks. The NCOICs are performing supervisory tasks in addition to the administrative tasks being performed by the Specialists and Clerks. The 81 people forming the Administrative Specialist job differ from the Orderly Room Personnel in that they spend more time on fewer tasks (average of 41 tasks compared with the cluster average of 96) and are generally less experienced (38 months TAFMS compared to 95 months). Members of the Nonsupervisory Orderly Room NCOIC job spend very little time on supervisory functions, while devoting nearly half (48 percent) of their time to performing 29 tasks within the administrative functional area. The NCOICs, Chiefs, and Managers of Personnel job is grouped under this cluster since the 58 members in this job spend more time performing unit orderly room administrative functions than they spend in any other functional area. However, they only spend 16 percent of their relative job time in this area since these individuals spend very little time on each of the many tasks they perform. Performing tasks within all 26 functional areas, members of this job perform an average of 245 tasks. The primary reason behind the variety of tasks performed is because the majority (62 percent) are assigned to GSUs.

Overall, cluster members report 92 months TAFMS, 41 months in the career field, and a grade of E-4. While members of this cluster are performing many tasks in common, it appears that differences between individual responses are largely due to the wide variety of assignment locations and variances in orderly room and administrative manning between units.

XI. OUTBOUND ASSIGNMENTS CLUSTER. This cluster contains 330 members and represents 6 percent of the survey sample. Most of the people in this cluster report current assignments at a CBPO, GSU, or SPA, with only 2 percent reporting otherwise. In any case, these personnel perform all actions pertaining to the assignment of outbound personnel. Of the average 82 tasks performed, typical tasks for these personnel include:

- prepare AF Forms 899 (Request and Authorization for Permanent Change of Station-Military)
- prepare outbound assignment relocation preparation folders
- conduct out-processing briefings
- counsel individuals on assignment policies
- prepare AF Forms 907 (Relocation Preparation Checklist)

- prepare AF Forms 1466 (Medical and Educational Clearance for Dependent Oversea Travel)
- distribute notices or nominations of assignments or assignment selection data
- process applications for concurrent travel
- prepare assignment messages
- interpret assignment instruction code
- verify completion of assignment relocation processing

Two basic jobs form this cluster: NCOICs of Outbound Assignments and Outbound Assignments Counselors, Specialists, and Clerks. The latter job performs an average of 79 tasks and has virtually the same description as that of the overall cluster. The NCOICs perform an average of 130 tasks since they perform supervisory duties as well as the specialized tasks involved with the job. Also, the NCOICs are more involved with special assignment or deferment programs, such as Children Have A Potential (CHAP) and humanitarian reassignments.

These cluster incumbents hold an average grade of E-4 and report a mean of 76 months TAFMS with 65 months in the career field. All but one of these individuals report a DAFSC of 732X0. As a whole, the members of this cluster are very similar in the jobs they perform, with the exception of experience levels and supervisory responsibilities.

XII. SEPARATIONS AND RETIREMENTS CLUSTER. Comprising 4 percent of the survey sample, these 186 airmen and NCOs deal with all facets of retirements and separations processes. They must get involved with many aspects of the various leave, pay, medical, and discharge programs. These personnel perform an average of 76 tasks and these include:

- prepare DD Forms 214 (Certificate of Release or Discharge from Active Duty)
- distribute field personnel records (FPR) groups for separatees or retirees
- conduct separation briefings or interviews for pending separatees
- prepare separation orders
- collect ID cards from separatees or retirees
- prepare separation preparation project folders
- notify local accounting and finance office (AF0) of personnel scheduled for retirement or separation
- process separation and retirement physical requests
- verify leave balances
- prepare or process discharge requests for miscellaneous reasons

The members of this cluster fall into three major categories or, in this case, jobs. Members of the first job, Separations and Retirements Technicians, essentially are working supervisors. Many of these people are NCOICs and, therefore, perform supervisory tasks in addition to those types of tasks

listed in the cluster description. These individuals also perform many tasks dealing with various types of discharges. The next group of Separations and Retirements Specialists and Clerks has members primarily performing tasks associated with retirements; however, they do spend time on tasks dealing with separations. In contrast, the Separations Specialists and Clerks appear to devote their time to those tasks dealing only with separations actions.

Eighty-six percent of the cluster members report being assigned to either a Class I or a Class II CBPO, and all cluster incumbents hold a DAFSC of 732X0 with an average grade of E-4. Also, these personnel are fairly experienced since they average 82 months in the service with 71 months in Personnel.

XIII. RECORDS CLUSTER. Performing an average of only 52 tasks, the scope of the job being performed by these 232 personnel is more limited than that of the clusters previously described. These people are responsible for maintaining, reviewing, and updating personnel records, as well as all associated documentation. Representative tasks being performed by cluster incumbents include:

- file documents in personnel records
- file personnel records folders
- conduct records reviews
- request records review RIP
- release information from personnel records group (PRG)
- schedule records reviews
- screen records for reenlistment, retirement, separation, or PCS
- update education data for enlisted personnel
- review official photographs for file
- prepare or process senior NCO promotion selection folders

The two jobs which make up this cluster are Records Supervisors and Records Specialists and Clerks. The Specialists and Clerks are performing an average of only 34 tasks, and 79 percent are in their first enlistment. These few tasks tend to be very clerical in nature, such as filing and processing. The Supervisors spend 41 percent of their time on tasks like those listed in the cluster description and 38 percent of their time on general personnel and supervisory duties. It is also interesting to note that they spend 14 percent of their time on customer service functions, such as handling telephone inquiries and updating DD Forms 93 (Record of Emergency Data).

Although the members of this cluster report an average grade of E-4, they are less experienced than members of clusters previously discussed. Incumbents report an average of slightly over 5 years (64 months) TAFMS and 4.5 years in the career field. Based on this information, many junior personnel are assigned to records units.

XIV. CUSTOMER SERVICE CLUSTER. Representing 4 percent of the survey sample, these 201 airmen and NCOs usually serve as the first point-of-contact for customers seeking personnel service. These AFSC 732X0 personnel handle all inquiries, advise on special assignment or separation requests, and maintain informational material. Some typical tasks include:

- verify applications for ID cards
- advise personnel on eligibility for identification (ID) cards
- direct customer inquiries to other CBPO work centers
- update DD Forms 93 (Record of Emergency Data)
- advise personnel in preparation of special duty assignment requests
- review completed AF Forms 392
- review completed AF Forms 90
- maintain world-wide locator microfiche listings
- process AF Form 1048 (Military Spouse Information)
- furnish customers with names or telephone numbers of agencies outside CBPO

This cluster is divided into two jobs: NCOICs of Customer Service and Customer Service Specialists and Clerks. The Specialists and Clerks perform an average of 63 tasks and examples of these are shown in the cluster description. The NCOICs perform these same tasks; however, they also spend 40 percent of their relative job time performing general personnel and supervisory tasks. This gives support to the fact that they do more tasks (average of 118) than the Specialists and Clerks.

With an average grade of E-4, these cluster members report a mean of 87 months TAFMS and 74 months in their career field. Nearly all of these individuals report their organizational level as a CBPO, GSU, or SPA, with only 2 percent reporting otherwise. As a general rule, these people are familiar enough with personnel programs and services so they can assist customers in answering a wide range of questions concerning those programs and services.

XV. ROTC DETACHMENT PERSONNEL. One of the more experienced groups in the survey sample, these 76 individuals report an average of nearly 12 years (142 months) TAFMS and more than 10 years (125 months) in the career field. The job they perform primarily involves preparing, processing, reviewing, and maintaining various AFROTC Forms. Typical tasks include:

- prepare or process AFROTC Forms 22 (Cadet Personnel Action Request)
- maintain AFROTC Forms 35 (Certification of Involvements)
- prepare or process DD Forms 1966 (Record of Military Processing)
- review SF Forms 88 (Report of Medical Examination)
- review AFROTC Forms 48 (Academic Plan)
- prepare or process AFROTC Forms 1000 (Initial Gain or Add-On Data)

prepare or process AFROTC Forms 7000 (Accessions or Loss Data)
maintain AF Forms 883 (Privacy Act Statement)
schedule physical examinations for AFROTC cadets
review academic transcripts

With grades ranging from E-4 through E-7, none of these people are still in their first enlistment. All report a DAFSC of either 73250 or 73270. In general, these individuals appear to be senior personnel technicians with very little supervisory responsibility.

XVI. INSTRUCTORS AND TRAINERS. These 11 personnel spend the majority (62 percent) of their relative job time on training duties. Of the average 25 tasks performed, most center around student instruction at the technical training school. Typical tasks for this job include:

- conduct resident course classroom training
- administer tests
- score tests
- demonstrate how to locate technical information
- counsel trainees on training progress
- conduct remedial study classes
- construct tests or examinations
- design visual or graphic training aids
- conduct training conferences or briefings
- evaluate progress of resident course students

Ten of these 11 individuals are assigned as instructors to Keesler AFB MS. The remaining person is a member of the Air University cadre at Maxwell AFB AL. As a group, these people appear to be relatively experienced based upon grade, skill level, time in service, and time in career field. Having grades ranging between E-5 and E-7, these personnel all have either a 5-skill or 7-skill level. Furthermore, group members report an average of 112 months TAFMS and 92 months time in career field.

XVII. PERSONAL AFFAIRS CLUSTER. This cluster contains 91 of 105 people in the survey sample who report a DAFSC of 732X1. Performing tasks from a wide range of areas, these 258 cluster members handle all tasks concerning awards and decorations, casualty assistance programs, and the Air Force Aid Society. Some representative tasks for this cluster include:

- interpret AFR 35-10 criteria for uniform wear or grooming standards
- process incoming decorations
- perform individual SGLI election counseling
- prepare serviceman's group life insurance election forms (VA Forms 29-8286)
- request DECOR6 product

- distribute special orders and citations for awards or decorations
- explain Air Force Aid application procedures
- interview applicants to determine eligibility for Air Force Aid
- prepare casualty messages
- obtain death information

Five jobs combine to form this cluster. The first of these, Awards and Decorations Personnel, has members performing all facets of the awards and decorations process, as well as general personal affairs tasks dealing with SGLI and emergency data information. Three slight variations exist within this job. There are some who devote almost all their time to awards and decorations tasks, some who are working supervisors and also must perform supervisory tasks, and those who must spend a fair amount of their time (17 percent) on casualty assistance tasks involving retired military members. The second job within this cluster is the Headquarters Level Chiefs. The 27 members of this job spend most of their time (59 percent) on awards and decorations functions and personal affairs duties. Many of the tasks they perform involve awards or decorations nominations, requests, and boards. Thirty-four people form the next job of Air Force Aid Society Personnel and they are responsible for managing the Air Force Aid program in addition to their other general personal affairs responsibilities. Members of the Casualty Assistance Personnel job spend 55 percent of their relative job time performing casualty assistance functions, such as dealing with next of kin, casualty investigating reporting, and handling survivor benefits. Finally, members of the NCOICs of Personal Affairs job perform tasks within awards and decorations, Air Force Aid Society, and casualty assistance, as well as tasks of a supervisory nature. It is important to note that these personnel spend a large portion of their time (20 percent) performing those tasks which deal with casualty assistance functions.

Overall, cluster incumbents perform an average of 102 tasks and report an average grade of E-5. As far as experience levels are concerned, these personnel average 99 months TAFMS and 68 months in the their respective career fields. The most noteworthy point about this cluster is the fact that only 91 of the 258 members report holding a Personal Affairs DAFSC of 732X1, even though all members are performing jobs within the Personal Affairs arena.

XVIII. CAREER ADVISORS. This independent job consists of 129 members who spend 62 percent of their relative job time performing career advisory and reenlistment functions. They also spend an additional 25 percent of their time performing general personnel, career advisory, and supervisory functions. These personnel perform an average of 99 tasks and typical ones include:

- conduct career counseling or career planning interview
- brief personnel selected under the SRP
- review AF Forms 173 (Record of Retention Interviews)
- brief personnel on career enlistment and reservation system (CAREERS)

prepare AF Forms 545 (Request for Career Job Reservation/
Selective Reenlistment Bonus Authorization)
brief on career job reservation (CJR) waiting list procedures
compile reenlistment or extension statistics
distribute reenlistment or retention advertising or publicity
materials
train unit career advisors
brief on base of preference (BOP) guidelines

Only 50 of the 129 members within this group report a Career Advisor DAFSC of 732X4. However, 120 of the 125 members who provided their duty title are Career Advisors. The remaining five individuals hold positions where the performance of career advisory tasks is important to the job. Many of those reporting DAFSCs other than 732X4 were personally contacted or cross referenced against AFMPC records. In general, these personnel had simply reported the wrong DAFSC. As a whole, the group members are very experienced. This is evident since they have an average grade of E-6 and average nearly 13 years (153 months) TAFMS. Since this is a lateral specialty, group members average less than 6 years (70 months) in the specialty.

Comparison of Specialty Structures

Fourteen clusters and four independent jobs were identified in the specialty structure analysis. With the exception the SENIOR PERSONNEL MANAGER CLUSTER, all clusters and independent jobs are clearly AFSC-specific. Members of the SENIOR PERSONNEL MANAGER CLUSTER are from all three specialties in the study. The PERSONAL AFFAIRS CLUSTER contains nearly all survey sample personnel holding DAFSCs of 732X1, and the CAREER ADVISOR JOB contains almost all DAFSC 732X4 personnel. The remaining clusters and independent jobs are comprised of predominately AFSC 732X0 personnel and are very diversified. This large degree of specialization within the AFSC 732X0 specialty is expected since such a wide variety of functions are being performed. Thus, the specialty job analysis and the survey data tend to support the current specialty structures for all three DAFSCs.

Comparison of Current Group Descriptions to Previous Survey Findings

The results of the specialty structure analyses were compared to those of Occupational Survey Report (OSR) AFPT 90-732-350, PERSONNEL CAREER FIELD, dated July 1979. Table 4 displays a comparison of the Personnel specialty clusters and jobs identified in each of the studies. After reviewing the tasks comprising the jobs identified in 1979, most of the groups could be linked with similar task performances by 1988 sample groups. The appearance of differences (i.e., some of the specific job titles) is largely a surface difference and can be attributed to individual analyst preferences. Another difference, the identification of an ADMINISTRATIVE AND ORDERLY ROOM CLUSTER in this current study, is due to the conversion of DAFSC 702X0 Orderly Room

TABLE 4

COMPARISON OF SPECIALTY STRUCTURE GROUPS FOR CURRENT AND 1979 SURVEY

<u>CURRENT SURVEY (N=5,058)</u>	<u>PERCENT OF SAMPLE</u>	<u>1979 SURVEY - 732XX (N=1,580)</u>	<u>PERCENT OF SAMPLE</u>
SPECIAL ACTIONS CLUSTER	4%	SPECIAL ACTIONS PERSONNEL REENLISTMENT CLERKS	3% *
OER AND APR CLUSTER	6%	OER/APR PERSONNEL	4%
SENIOR PERSONNEL MANAGERS	14%	MILITARY PERSONNEL SUPERVISORS MAJCOM STAFF NCOs	7% 3%
MANNING CONTROL CLUSTER	5%	MANNING CONTROL PERSONNEL IN/OUT PROCESSING SPECIALISTS	8% 1%
BASE INTRO MANAGERS	1%	BASE INTRO PROGRAM MANAGERS	1%
CLASSIFICATION AND TRAINING CLUSTER	5%	CLASSIFICATION AND TRAINING PERSONNEL	5%
PERSONNEL READINESS CLUSTER	3%	PERSONNEL READINESS UNIT PERSONNEL	2%
PROMOTIONS AND TESTING CLUSTER	3%	PROMOTIONS AND TESTING PERSONNEL TESTING NCOICs	4% 1%
COMPUTER SYSTEMS PERSONNEL	5%	SYSTEMS ANALYSIS PERSONNEL PERSONNEL SYSTEMS MANAGEMENT PERSONNEL	1% 4%
ADMINISTRATIVE & ORDERLY ROOM CLUSTER	19%	NO SIMILAR GROUP IDENTIFIED - PRIOR TO 702X0 CONVERSION	

TABLE 4 (CONTINUED)
COMPARISON OF SPECIALTY STRUCTURE GROUPS FOR CURRENT AND 1979 SURVEY

<u>CURRENT SURVEY (N=5,058)</u>	<u>PERCENT OF SAMPLE</u>	<u>1979 SURVEY - 732XX (N=1,580)</u>	<u>PERCENT OF SAMPLE</u>
OUTBOUND ASSIGNMENTS CLUSTER	6%	OUTBOUND ASSIGNMENTS PERSONNEL	5%
SEPARATIONS AND RETIREMENTS CLUSTER	4%	SEPARATIONS PERSONNEL	4%
RECORDS CLUSTER	5%	RECORDS NCOs PERSONNEL RECORDS CLERKS	2% 3%
CUSTOMER SERVICE CLUSTER	4%	CUSTOMER SERVICE PERSONNEL	4%
PERSONAL AFFAIRS CLUSTER	5%	PERSONAL AFFAIRS FUNCTIONAL AREA HQ PERSONAL AFFAIRS PERSONNEL AFMPC CASUALTY ASSISTANCE PERSONNEL	20% 1% *
CAREER ADVISORS	3%	CAREER ADVISORS	9%
ROTC DETACHMENT PERSONNEL	1%	NO SIMILAR GROUP IDENTIFIED	
INSTRUCTORS AND TRAINERS	*	NO SIMILAR GROUP IDENTIFIED	
NO SIMILAR GROUP IDENTIFIED		PERSONNEL LIAISONS	1%
NO SIMILAR GROUP IDENTIFIED		AFRAP PERSONNEL	*

Personnel into the Personnel specialty. This conversion took place in 1986. One other noteworthy distinction between the two studies is the apparent reduction in personnel within the Personal Affairs and Career Advisor specialties.

Even with some other minor variations involving small numbers of personnel (i.e., the 1979 identification of the PERSONNEL LIAISONS and AFRAP MONITORS and the 1988 identification of ROTC DETACHMENT PERSONNEL), the vast majority of the current sample could be matched to 732XX jobs identified in 1979, thus displaying relatively stable specialty structures over time.

SECTION IV

ANALYSIS OF DAFSC 732X0 GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may then be used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standards (STS), reflect what career ladder personnel are actually doing in the field.

A comparison of the duty and task performance between DAFSCs 73230 and 73250 indicated that, while there are some minor differences, by and large, the jobs they perform are essentially the same. Therefore, they will be discussed as a combined group in this report. Nine-skill level and CEM code personnel in the 732XX career field will be discussed in this section, even though these personnel may come from any of the three specialties.

The distribution of skill-level groups across the career ladder jobs is displayed in Table 5, while Table 6 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups. A typical pattern of progression is present, with personnel spending more of their relative time on duties involving supervisory and managerial tasks (see Table 6, Duties A, B, C, D, and E) as they move upward to the 9-skill and CEM Code levels. It is also obvious, though, that 9-skill level/CEM Code personnel are still involved with technical task performance, as will be pointed out in the specific skill-level group discussions below.

Skill-Level Descriptions

DAFSCs 73230/73250. A comparison of the job descriptions for these two DAFSCs reveals members have a 78 percent time-spent overlap on common tasks, indicating they perform essentially the same jobs. Because of this high overlap, a job description on the combined groups was created and used in further analyses. This job description is shown in Appendix B, Table B1, and shows members

TABLE 5

DISTRIBUTION OF 732X0 DAFSC GROUP MEMBERS ACROSS SPECIALITY JOBS
(PERCENT MEMBERS)*

SPECIALTY JOBS	DAFSC 73230/73250 (N=3,181)	DAFSC 73270 (N=1,554)	DAFSC 73299 (N=96)	DAFSC 73200 (N=70)
I. SPECIAL ACTIONS CLUSTER	4	3	0	0
II. OER AND APR CLUSTER	7	5	0	0
III. SENIOR PERSONNEL MANAGER CLUSTER	5	26	67	90
IV. MANNING CONTROL CLUSTER	6	3	2	0
V. BASE INDIVIDUALIZED NEWCOMER TREATMENT AND ORIENTATION (INTRO) MANAGERS	1	.5	0	0
VI. CLASSIFICATION AND TRAINING CLUSTER	6	5	7	0
VII. PERSONNEL READINESS CLUSTER	3	3	0	0
VIII. PROMOTIONS AND TESTING CLUSTER	3	4	3	3
IX. COMPUTER SYSTEMS CLUSTER	4	7	7	6
X. ADMINISTRATIVE AND ORDERLY ROOM CLUSTER	23	17	7	1
XI. OUTBOUND ASSIGNMENTS CLUSTER	8	4	1	0
XII. SEPARATIONS AND RETIREMENTS CLUSTER	4	3	1	0
XIII. RECORDS CLUSTER	6	2	0	0
XIV. CUSTOMER SERVICE CLUSTER	5	3	1	0
XV. ROTC DETACHMENT PERSONNEL	1	3	0	0
XVI. INSTRUCTORS AND TRAINERS	.2	.3	0	0
XVII. PERSONAL AFFAIRS CLUSTER	4	4	1	0
XVIII. CAREER ADVISORS	1	3	0	0
NOT GROUPED	9	5	2	0

* Columns may not add to 100 percent due to rounding

TABLE 6

RELATIVE PERCENT TIME SPENT PERFORMING
DUTIES BY 732X0 DAFSC GROUPS

DUTIES	DAFSC 73230/73250 (N=3, 181)	DAFSC 73270 (N=1,554)	DAFSC 73299 (N=96)	DAFSC 73200 (N=70)
A ORGANIZING AND PLANNING	5	10	17	18
B DIRECTING AND IMPLEMENTING	6	10	17	21
C INSPECTING AND EVALUATING	2	5	9	14
D TRAINING	2	5	7	5
E PERFORMING GENERAL PERSONNEL, PERSONAL AFFAIRS, OR CAREER ADVISOR FUNCTIONS	13	14	14	12
F PERFORMING PERSONNEL DATA SYSTEM FUNCTIONS	4	6	6	5
G PERFORMING SYSTEM ANALYSIS FUNCTIONS	*	1	3	3
H PERFORMING CLASSIFICATION AND TRAINING FUNCTIONS	4	4	5	2
I PERFORMING OUTBOUND ASSIGNMENTS FUNCTIONS	9	5	3	3
J PERFORMING MANNING CONTROL UNIT FUNCTIONS	6	4	3	2
K PERFORMING OER AND APR FUNCTIONS	5	3	1	2
L PERFORMING CUSTOMER SERVICE FUNCTIONS	5	3	2	1
M PERFORMING PERSONNEL READINESS UNIT OR CENTER PR FUNCTIONS	3	2	1	1
N PERFORMING PROMOTION AND TESTING FUNCTIONS	3	3	3	3
O PERFORMING RECORDS UNIT FUNCTIONS	5	2	*	*
P PERFORMING RESERVE PERSONNEL FUNCTIONS	*	*	2	*
Q PERFORMING SEPARATION AND RETIREMENT FUNCTIONS	4	3	2	3
R PERFORMING SPECIAL ACTIONS, CAREER ADVISOR, OR REENLISTMENT FUNCTIONS	3	2	*	1
S PERFORMING CAREER ADVISORY FUNCTIONS	1	2	*	*
T PERFORMING CASUALTY ASSISTANCE FUNCTIONS	*	*	*	1
U PERFORMING PERSONAL AFFAIRS FUNCTIONS	1	1	2	2
V PERFORMING AWARDS OR DECORATIONS FUNCTIONS	2	1	*	*
W PERFORMING AIR FORCE AID SOCIETY FUNCTIONS	*	*	*	*
X PERFORMING INDIVIDUALIZED NEWCOMER ORIENTATION AND TREATMENT (INTRO) PROGRAMS FUNCTIONS	2	1	*	*
Y PERFORMING R.O.T.C. DETACHMENT PERSONNEL FUNCTIONS	1	2	*	0
Z PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE FUNCTIONS	13	8	2	*

* Denotes less than 1 percent

perform many general personnel and administrative tasks. These are the most common tasks performed by all of these airmen, since they work in such a wide variety of jobs (Table 5). As a result of this diverse structure, there is very little commonality among technical tasks performed by these personnel. However, all 3,181 airmen in this group are devoting most of their time to technical tasks within the functional area where each person works. Their technical involvement in a variety of jobs is reflected by the amount of time spent on duties (Table 6) and is consistent with the Specialty Job Description for 3-skill and 5-skill level airmen in the Personnel specialty.

DAFSC 73270. The 7-skill level personnel in this specialty are performing the same types of technical tasks as those holding a 73230/50 DAFSC. However, these 7-skill level personnel are also performing supervisory tasks. The data in Table 6 illustrate that these individuals are, in fact, working supervisors. They spend 44 percent of their time on supervisory and general personnel duties, and the remainder is spread across the technical duties. Figures in Table 5 show that 26 percent of these people are in the SENIOR PERSONNEL MANAGER CLUSTER discussed earlier in the SPECIALTY STRUCTURES section. The others are dispersed across a variety of jobs while maintaining the role of a working supervisor. Representative tasks being performed by these members are listed in Table B2 and these support the Specialty Job Description for DAFSC 73270 personnel.

Representative tasks which best differentiate between DAFSC 73230/50 and DAFSC 73270 respondents are listed in Table 7. All of the differences listed favor the 73270 personnel because they have more members performing tasks of a supervisory nature. The 73230/50 personnel perform no tasks which substantially differentiate them from the 7-skill level group members, since both groups are performing technical tasks involved with the various jobs. This further shows that 7-skill level personnel are working supervisors.

DAFSC 73299. AFSC 732X0, 732X1, and 732X4 specialties merge at the 9-skill level to form the Personnel Superintendent specialty. Table 5 shows that 67 percent of these 96 individuals are members of the SENIOR PERSONNEL MANAGER CLUSTER. An additional 31 percent are scattered throughout the specialty jobs previously discussed. Representative tasks they perform are shown in Table B3. These DAFSC 73299 personnel perform higher-level supervisory tasks than the 7-skill level personnel and these differences are illustrated in Table 8. Likewise, similar differences are apparent when these 9-skill level personnel are compared with both the DAFSC 73271 and DAFSC 73274 group members (Tables 9 and 10, respectively). DAFSCs 73271 and 73274 will be discussed later in the report (SECTIONS V and VI, respectively).

DAFSC 73200. These CEM code group members are not radically different from the 9-skill level personnel; however, the differences between them warrant a brief discussion. Table 11 shows that DAFSC 73299 personnel are more heavily involved with training tasks, while CEM code personnel are typically more involved with high-level management tasks. These CEM code personnel are responsible for the overall management of the career ladder, and this is evident since 90 percent are members of the SENIOR PERSONNEL MANAGER CLUSTER (Table 5). Typical tasks performed by DAFSC 73200 personnel are shown in Table B4.

TABLE 7

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73230/50
AND DAFSC 73270 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73230/50 (N=3, 181)	DAFSC 73270 (N=1, 554)	DIFF
A17 PLAN WORK ASSIGNMENTS	19	59	-40
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	29	67	-38
A24 SCHEDULE WORK ASSIGNMENTS	16	54	-38
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	30	66	-36
A4 DETERMINE WORK PRIORITIES	42	77	-35
B44 REVIEW CORRESPONDENCE, REPORTS, OR MESSAGES	46	81	-35
A3 DETERMINE SPACE, PERSONNEL, EQUIPMENT, OR SUPPLY REQUIREMENTS	19	53	-34
A22 SCHEDULE LEAVES OR PASSES	22	56	-34
D85 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	17	50	-33
A8 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES	15	48	-33
A9 ESTABLISH PERFORMANCE STANDARDS	14	45	-31
D87 REVIEW JOB PROFICIENCY GUIDES (JPG)	10	40	-30
D88 REVIEW SPECIALTY TRAINING STANDARDS (STS)	12	41	-29

TABLE 8

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73270
AND DAFSC 73299 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73270 (N=1,554)	DAFSC 73299 (N=96)	DIFF
E131 PREPARE DD FORMS 844 (REQUISITION FOR LOCAL DUPLICATING SERVICES)	46	18	+28
E114 MAINTAIN AF FORMS 614 (CHARGE OUT RECORD)	28	6	+22
E95 CLEAR OVERDUE DATA ON TRANSACTION REGISTERS	34	16	+18
E97 CLEAR REJECT ROSTERS	32	16	+16
E107 DISPOSE OF PERSONNEL DATA SYSTEM (PDS) PRODUCTS	47	31	+16
E130 PREPARE DD FORMS 1610 (REQUEST AND AUTHORIZATION FOR TEMPORARY DUTY)	23	8	+15
E103 CONSTRUCT UPDATE MESSAGES	41	26	+15
B45 SERVE ON BOARDS, COUNCILS, OR COMMITTEES	46	77	-31
A7 DRAFT SUPPLEMENTS OF DIRECTIVES	21	52	-31
A2 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	27	53	-26
A18 PLAN WORKSHOPS, SEMINARS, OR CONFERENCES	21	46	-25
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	43	67	-24
C58 EVALUATE SUGGESTIONS	31	54	-23
A6 DRAFT BUDGET OR FINANCIAL REQUIREMENTS	13	35	-22
C54 EVALUATE JOB DESCRIPTIONS	21	42	-21

TABLE 9

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73271
AND DAFSC 73299 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73271 (N=33)	DAFSC 73299 (N=96)	DIFF
U1248 PREPARE SERVICEMAN'S GROUP LIFE INSURANCE ELECTION FORMS (VA FORMS 29-8286)	67	3	+64
U1210 INTERPRET AFR 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	76	15	+61
T1146 CONTACT CASUALTY PRIMARY NEXT OF KIN TO OFFER ASSISTANCE	61	1	+60
U1228 PERFORM INDIVIDUAL SGLI ELECTION COUNSELING	61	2	+59
T1158 MAKE FOLLOW-UP CONTACTS WITH CASUALTY NEXT OF KIN	58	1	+57
T1160 OBTAIN DEATH INFORMATION	5	1	+57
U1232 PERFORM SBP INDIVIDUAL COUNSELING	58	1	+57
T1180 REVIEW CASUALTY REPORTS	58	2	+56
A2 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	24	53	-29
A23 SCHEDULE STAFF VISITS, AUDITS, OR INSPECTIONS	21	50	-29
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	39	66	-27
A8 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES	42	67	-25
B37 INITIATE PERSONNEL ACTION REQUESTS	24	48	-24
A6 DRAFT BUDGET OR FINANCIAL REQUIREMENTS	12	35	-23
B45 SERVE ON BOARDS, COUNSELS, OR COMMITTEES	54	77	-23
D80 EVALUATE IN-HOUSE TRAINING PROGRAMS	15	37	-22

TABLE 10

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73274
AND DAFSC 73299 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73274 (N=31)	DAFSC 73299 (N=96)	DIFF
S1104 DEVELOP REENLISTMENT OR RETENTION PUBLICITY PROGRAMS AND MATERIALS	94	0	+94
S1105 DISTRIBUTE REENLISTMENT OR RETENTION ADVERTISING OR PUBLICITY MATERIALS	94	0	+94
S1134 REVIEW CJR FILES	90	0	+90
S1096 BRIEF PERSONNEL ON CAREER ENLISTMENT AND RESERVATION SYSTEM (CAREERS)	90	1	+89
S1097 BRIEF PERSONNEL SELECTED UNDER THE SRP	90	1	+89
S1098 COMPILER REENLISTMENT OR EXTENSION STATISTICS	90	1	+89
S1099 CONDUCT CAREER COUNSELING OR CAREER PLANNING INTERVIEW	90	1	+89
S1123 PREPARE OR PROCESS SRP NONSELECTEE APPEALS	90	1	+89
S1129 PROVIDE UNITS WITH REENLISTMENT OR EXTENSION STATISTICS	90	1	+89
B41 ORIENT NEWLY ASSIGNED PERSONNEL	36	74	-38
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	36	67	-31
A2 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	23	53	-30
A7 DRAFT SUPPLEMENTS TO DIRECTIVES	22	52	-30
B25 CONDUCT STAFF MEETINGS	35	59	-24
C51 EVALUATE COMPLIANCE WITH WORK STANDARDS	35	57	-22
D80 EVALUATE IN-HOUSE TRAINING PROGRAMS	16	37	-21

TABLE 11

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73299
AND DAFSC 73200 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73299 (N=96)	DAFSC 73200 (N=70)	DIFF
D73 DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	33	11	+22
D85 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	46	24	+22
D75 DETERMINE OJT REQUIREMENTS	38	17	+21
D72 COUNSEL TRAINEES ON TRAINING PROGRESS	33	14	+19
D67 CONDUCT OJT	49	30	+19
D87 REVIEW JOB PROFICIENCY GUIDES (JPG)	44	26	+18
D74 DESIGN VISUAL OR GRAPHIC TRAINING AIDS	31	14	+17
E106 DEVELOP AF FORMS 82 (FILES DISPOSITION CONTROL LABEL)	17	0	+17
E119 OPEN OR CLOSE DEVICES FOR PERSONNEL TRANSACTIONS	28	13	+15
B45 SERVE ON BOARDS, COUNCILS, OR COMMITTEES	77	99	-22
C53 EVALUATE INSPECTION REPORTS OR PROCEDURES	49	70	-21
C62 PREPARE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	42	62	-20
C50 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS	26	46	-20
C52 EVALUATE INDIVIDUALS FOR PROMOTION, DEMOTION, OR RECLASSIFICATION	41	60	-19
E137 RESEARCH INFORMATION FOR RESPONSE TO IG, CONGRESSIONAL, OR HIGH-LEVEL INQUIRIES	40	59	-19
B43 REVIEW CIVILIAN TIME CARDS	27	46	-19
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	76	91	-15

Summary

Career ladder progression is evident, with personnel at the 3- and 5-skill levels spending the vast majority of their job time performing technical tasks. At the 7-skill level, although members still spend more than one-half of their relative duty time on general technical personnel functions, a shift toward supervisory functions is quite clear. The DAFSC 73299 personnel are senior supervisors and are largely involved with training. Finally, the CEM code group members perform high-level management tasks, with only limited involvement in technical functions.

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

Current AFR 39-1 Specialty Descriptions for the AFSCs were compared to job descriptions for each specialty job and DAFSC group and survey data support the current descriptions. Responsibilities and tasks included in the descriptions for AFSCs 73230/50, 73270, and 73299/00 are appropriate.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel in their first enlistment. Factors which may be used in evaluating training include the overall description of the job being performed by first-enlistment personnel and their overall distribution across career ladder jobs, percentages of first-job (1-24 month TAFMS) or first-enlistment (1-48 months TAFMS) members performing specific tasks, as well as training emphasis and task difficulty ratings (previously explained in the SURVEY METHODOLOGY section).

To assist specifically in the evaluation of the Specialty Training Standard (STS) and the Plan of Instruction (POI), technical school personnel from Keesler Technical Training Center matched job inventory tasks to appropriate sections and subsections of the STS and POI for Course E3ABR73230 000. It was this matching upon which comparison to those documents was based. A complete computer listing displaying the percent members performing tasks, training emphasis and task difficulty ratings for each task, along with the STS and POI matchings, has been forwarded to the technical school for their use in further detailed reviews of training documents. A summary of this information is presented below.

First-Enlistment AFSC 732X0 Personnel

In this study, there are 1,794 members in their first enlistment (1-48 months TAFMS), representing 38 percent of all AFSC 732X0 personnel in the survey sample. The job performed by these personnel is highly technical in nature and covers the full range of personnel activities. As displayed in Table 12, these personnel spend time within all of the duties. Additionally, Table 13 displays some of the average 58 tasks performed by the group, and is intended to represent the wide range of tasks across the various types of personnel activities. Distribution of these personnel across specialty jobs is displayed in Figure 2, which shows the most common jobs containing first-term airmen are the ADMINISTRATION AND ORDERLY ROOM, OUTBOUND ASSIGNMENTS, RECORDS, OER AND APR, and MANNING CONTROL CLUSTERS discussed in SECTION III.

Training Emphasis and Task Difficulty Data

Training emphasis (TE) and task difficulty (TD) data are secondary factors that can assist technical school personnel in deciding what tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for first-term airman training (TE), along with a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but having low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-term personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks. Various lists of tasks, accompanied by TE and TD ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report).

Specialty Training Standard (STS)

A comprehensive review of the August 1986 STS for AFSC 732X0 compared STS elements with occupational survey data. STS elements containing general information common across Air Force specialties were not reviewed. The remaining elements were reviewed in terms of the percent of either first-job, first-enlistment, 5-skill level, or 7-skill level personnel performing the matched tasks. This review found only 12 STS elements to be supported by at least 20 percent of first-job or first-enlistment members; these are as follows:

TABLE 12
RELATIVE TIME SPENT ON DUTIES
BY 732X0 FIRST-ENLISTMENT PERSONNEL

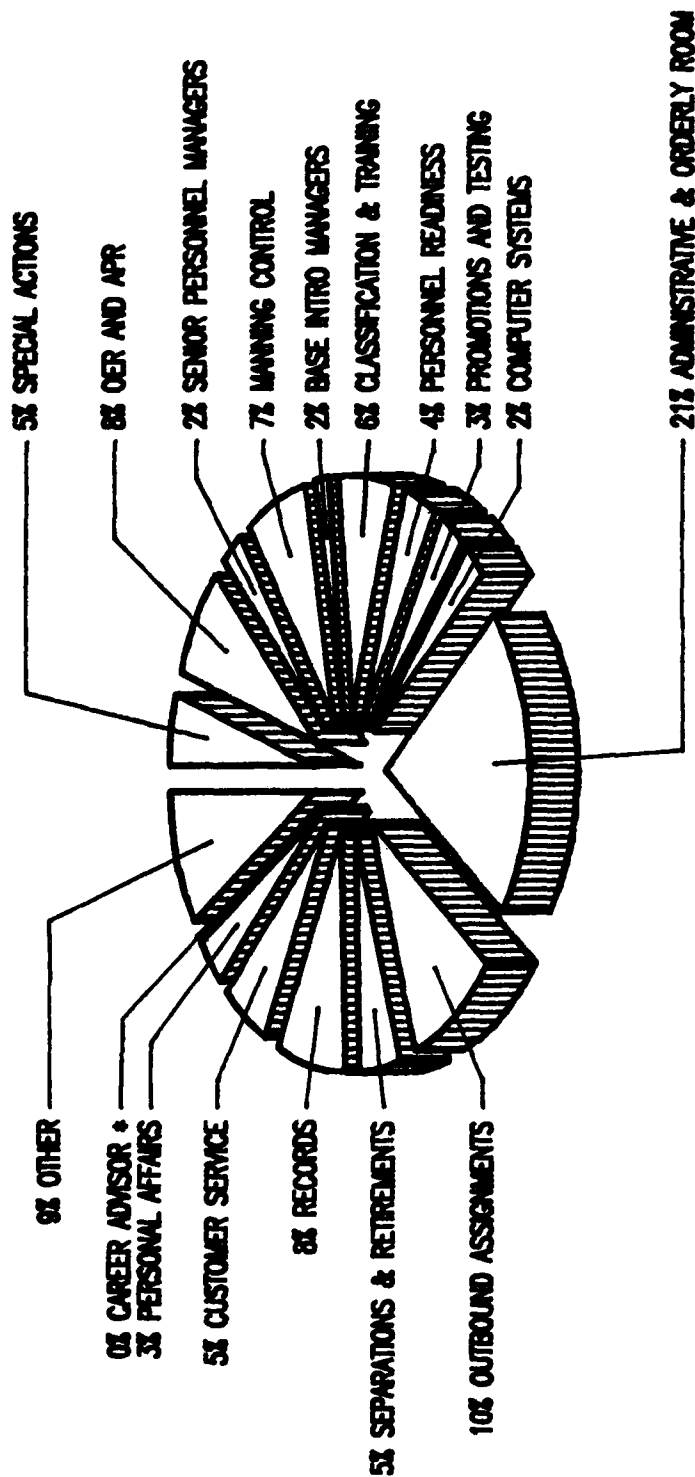
DUTIES	PERCENT TIME SPENT
A ORGANIZING AND PLANNING	4
B DIRECTING AND IMPLEMENTING	4
C INSPECTING AND EVALUATING	1
D TRAINING	1
E PERFORMING GENERAL PERSONNEL, PERSONAL AFFAIRS, OR CAREER ADVISOR FUNCTIONS	13
F PERFORMING PERSONNEL DATA SYSTEM FUNCTIONS	4
G PERFORMING SYSTEM ANALYSIS FUNCTIONS	*
H PERFORMING CLASSIFICATION AND TRAINING FUNCTIONS	5
I PERFORMING OUTBOUND ASSIGNMENTS FUNCTIONS	10
J PERFORMING MANNING CONTROL UNIT FUNCTIONS	6
K PERFORMING OER AND APR FUNCTIONS	6
L PERFORMING CUSTOMER SERVICE FUNCTIONS	6
M PERFORMING PERSONNEL READINESS UNIT OR CENTER PR FUNCTIONS	3
N PERFORMING PROMOTION AND TESTING FUNCTIONS	2
O PERFORMING RECORDS UNIT FUNCTIONS	7
P PERFORMING RESERVE PERSONNEL FUNCTIONS	*
Q PERFORMING SEPARATION AND RETIREMENT FUNCTIONS	4
R PERFORMING SPECIAL ACTIONS, CAREER ADVISOR, OR REENLISTMENT FUNCTIONS	4
S PERFORMING CAREER ADVISORY FUNCTIONS	*
T PERFORMING CASUALTY ASSISTANCE FUNCTIONS	*
U PERFORMING PERSONAL AFFAIRS FUNCTIONS	1
V PERFORMING AWARDS OR DECORATIONS FUNCTIONS	2
W PERFORMING AIR FORCE AID SOCIETY FUNCTIONS	*
X PERFORMING INDIVIDUALIZED NEWCOMER ORIENTATION AND TREATMENT (INTRO) PROGRAMS FUNCTIONS	2
Y PERFORMING R.O.T.C. DETACHMENT PERSONNEL FUNCTIONS	*
Z PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE FUNCTIONS	13

* Denotes less than 1 percent

TABLE 13
REPRESENTATIVE TASKS PERFORMED BY 732X0
FIRST-ENLISTMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=1,794)
E134 REPRODUCE MATERIALS USING COPY OR REPRODUCTION EQUIPMENT	53
A10 ESTABLISH SUSPENSE SYSTEMS	41
E108 DISTRIBUTE CORRESPONDENCE	39
E103 CONSTRUCT UPDATE MESSAGES	37
E102 CONSTRUCT IMMEDIATE INQUIRIES	34
I418 PREPARE AF FORMS 973 (REQUEST AND AUTHORIZATION FOR CHANGE OF ADMINISTRATIVE ORDERS)	24
Z1494 PERFORM IN/OUT PROCESSING OF UNIT PERSONNEL	21
F212 OBTAIN COMPUTER PRODUCTS	20
Z1511 PROCESS LEAVE REQUESTS	20
L609 DIRECT CUSTOMER TELEPHONE INQUIRIES TO OTHER CBPO WORK CENTERS	19
Z1452 ISSUE MEAL CARDS	17
Z1495 PERFORM WEIGHT CHECKS OF PERSONNEL	17
0850 SIGN OUT PERSONNEL RECORDS OR COMPONENTS	17
I371 CONDUCT OUT-PROCESSING BRIEFINGS	16
0843 REQUEST RECORDS REVIEW RIP	16
0826 FILE DOCUMENTS IN PERSONNEL RECORDS	16
I394 PREPARE AF FORMS 907 (RELOCATION PREPARATION CHECKLIST)	15
Z1497 POST DAILY RECORD OF TRANSACTIONS (DROT)	15
K587 UPDATE SUSPENSES ON TR	15
J493 FILE INCOMING ORDERS, SUCH AS PCS ORDERS OT RELOCATION FOLDERS	14
J469 CONDUCT IN-PROCESSING BRIEFINGS	13
K571 MAKE CORRECTIONS ON COMPLETED OER, APR, OR LOE	13

DISTRIBUTION OF 732X0 FIRST-ENLISTMENT PERSONNEL ACROSS SPECIALTY JOB GROUPS



* Less than 1 percent

FIGURE 2

- 10a(3) Prepare Administrative Orders
- 10b(1) Process incoming/outgoing communication
- 10d(1)(b) Establish files
- 10d(1)(c) Maintain files
- 10d(2)(g)3 Maintain publications library - Charge out
- 12e Construct and input inquiry and update messages
- 12i(1) Use management output products
- 12i(2) Analyze management output products
- 12j(1) System output rejects
- 13i Complete TDY relocation preparation actions
- 16b Maintain unit personnel record group
- 17c Monitor leave program

However, most of the tasks supporting these elements are performed by less than 30 percent of first-job and first-enlistment members and apply to many areas due to their general nature.

Overall, the STS appears to be largely unsupported based upon the percent members performing tasks matched to the STS elements. The biggest reason for this occurrence is the large diversity of jobs being performed. Consequently, the course is designed primarily to provide a knowledge background to trainees about the entire career field before beginning their first assignments. Since these personnel may be assigned to virtually any type of functional area when they arrive at their first duty assignment, it only follows that the overall percent members performing tasks related to the STS elements will be low.

Given this situation, the STS elements were reviewed in terms of percent of first-enlistment personnel within each of the clusters and independent jobs discussed earlier in SECTION III. Viewing the data in this manner shows the STS to be much better supported than previously shown using all first-enlistment personnel combined. However, matching the STS elements to first-enlistment personnel within each cluster/independent job, reveals that most of the STS elements are only supported by personnel working within an associated functional area (see TRAINING EXTRACT). Again, this shows the extreme diversity of jobs performed within this specialty. Therefore, training personnel and subject-matter experts should review all STS elements to determine if criticality, safety, or some other consideration requires that each be taught to any level beyond the knowledge level. Further consideration should be given as to whether each unsupported element should remain in the STS at all. When considering such issues, one should remember those jobs where most

first-term airmen are working (see Figure 2) and ensure the supported elements which relate to those jobs are included in the STS. If a decision to discontinue teaching certain STS elements within the course is reached, then serious consideration should be given to a strong OJT program which will address the tasks with high TE ratings that were matched to those elements.

Plan of Instruction (POI)

Based on the previously mentioned assistance from the technical school subject-matter experts in matching inventory tasks to the E3ABR73230 000 POI, dated October 1986, a computer product was generated displaying the results of the matching process. Information furnished for consideration includes percent members performing data for first-job (1-24 months TAFMS) and first-enlistment (1-48 months TAFMS) personnel, as well as training emphasis (TE) and task difficulty (TD) ratings for individual tasks.

Only 27 of 1,541 tasks in the job inventory were matched to the POI, since only those tasks taught to the performance level were matched against the POI and the course is primarily geared to the knowledge level. (This fact, along with the information discussed in the review of the STS, shows the POI is largely unsupported due to the low percentages of first-job and first-enlistment personnel performing the matched tasks.) Only three POI objectives are supported, each by one general task, and they are as follows:

- IIIm Maintain a publications library
- VIIIId Construct immediate inquiry messages
- VIIIIf Construct update messages

All three tasks matched, one to each of the objectives, are performed by at least 30 percent of first-job or first-enlistment personnel. However, all three were given relatively low TD ratings, which suggests they may be taught through a formal OJT program. All of this information leads to the conclusion that a serious review of the POI by technical training school personnel and subject-matter experts is necessary. All POI objectives need to be thoroughly evaluated to determine if further inclusion is warranted.

SECTION V

ANALYSIS OF DAFSC 732X1 GROUPS

As explained in SECTION IV, data pertaining to DAFSC groups are important to the analysis of each career ladder. The distribution of skill-level groups across specialty jobs is displayed in Table 14, while Table 15 displays the relative percent time spent on each duty across the skill-level groups. As

TABLE 14

DISTRIBUTION OF 732X1 DAFSC GROUP MEMBERS ACROSS SPECIALITY JOBS
(PERCENT MEMBERS)

<u>SPECIALTY JOBS</u>	<u>DAFSC 73231 (N=9)</u>	<u>DAFSC 73251 (N=63)</u>	<u>DAFSC 73271 (N=33)</u>
I. SPECIAL ACTIONS CLUSTER	0	0	0
II. OER AND APR CLUSTER	0	0	0
III. SENIOR PERSONNEL MANAGER CLUSTER	0	0	21
IV. MANNING CONTROL CLUSTER	0	0	0
V. BASE INDIVIDUALIZED NEWCOMER TREATMENT AND ORIENTATION (INTRO) MANAGERS	0	0	0
VI. CLASSIFICATION AND TRAINING CLUSTER	0	0	0
VII. PERSONNEL READINESS CLUSTER	0	0	0
VIII. PROMOTIONS AND TESTING CLUSTER	0	0	0
IX. COMPUTER SYSTEMS CLUSTER	0	0	0
X. ADMINISTRATIVE AND ORDERLY ROOM CLUSTER	0	2	0
XI. OUTBOUND ASSIGNMENTS CLUSTER	0	2	0
XII. SEPARATIONS AND RETIREMENTS CLUSTER	0	0	0
XIII. RECORDS CLUSTER	0	0	0
XIV. CUSTOMER SERVICE CLUSTER	0	0	3
XV. ROTC DETACHMENT PERSONNEL	0	0	0
XVI. INSTRUCTORS AND TRAINERS	0	0	0
XVII. PERSONAL AFFAIRS CLUSTER	89	95	70
XVIII. CAREER ADVISORS	0	0	0
NOT GROUPED	11	1	6

TABLE 15

RELATIVE PERCENT TIME SPENT PERFORMING
DUTIES BY 732X1 DAFSC GROUPS

DUTIES	DAFSC 73231 (N=9)	DAFSC 73251 (N=63)	DAFSC 73271 (N=33)
A ORGANIZING AND PLANNING	1	3	8
B DIRECTING AND IMPLEMENTING	3	4	8
C INSPECTING AND EVALUATING	*	1	5
D TRAINING	*	2	4
E PERFORMING GENERAL PERSONNEL, PERSONAL AFFAIRS, OR CAREER ADVISOR FUNCTIONS	8	10	9
F PERFORMING PERSONNEL DATA SYSTEM FUNCTIONS	2	1	1
G PERFORMING SYSTEM ANALYSIS FUNCTIONS	0	*	*
H PERFORMING CLASSIFICATION AND TRAINING FUNCTIONS	0	*	*
I PERFORMING OUTBOUND ASSIGNMENTS FUNCTIONS	1	1	1
J PERFORMING MANNING CONTROL UNIT FUNCTIONS	1	*	*
K PERFORMING OER AND APR FUNCTIONS	0	*	*
L PERFORMING CUSTOMER SERVICE FUNCTIONS	6	5	3
M PERFORMING PERSONNEL READINESS UNIT OR CENTER PR FUNCTIONS	*	*	*
N PERFORMING PROMOTION AND TESTING FUNCTIONS	0	*	0
O PERFORMING RECORDS UNIT FUNCTIONS	*	*	*
P PERFORMING RESERVE PERSONNEL FUNCTIONS	0	*	0
Q PERFORMING SEPARATION AND RETIREMENT FUNCTIONS	*	1	*
R PERFORMING SPECIAL ACTIONS, CAREER ADVISOR, OR REENLISTMENT FUNCTIONS	0	*	*
S PERFORMING CAREER ADVISORY FUNCTIONS	0	*	0
T PERFORMING CASUALTY ASSISTANCE FUNCTIONS	12	12	15
U PERFORMING PERSONAL AFFAIRS FUNCTIONS	17	20	22
V PERFORMING AWARDS OR DECORATIONS FUNCTIONS	26	24	16
W PERFORMING AIR FORCE AID SOCIETY FUNCTIONS	20	11	7
X PERFORMING INDIVIDUALIZED NEWCOMER ORIENTATION AND TREATMENT (INTRO) PROGRAMS FUNCTIONS	0	*	*
Y PERFORMING R.O.T.C. DETACHMENT PERSONNEL FUNCTIONS	0	2	0
Z PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE FUNCTIONS	1	*	*

* Denotes less than 1 percent

personnel progress upward through the skill levels, the amount of time spent performing supervisory and managerial tasks (Duties A, B, C, D, and E) increases. Also, time spent on tasks involving casualty assistance functions and general personal affairs functions (Duties T and U) increases slightly as personnel progress upward. On the other hand, time spent on awards, decorations, and Air Force Aid functions decreases with skill-level progression. Specific skill-level groups are discussed below; however, 9-skill level personnel will not be addressed here since they were discussed in SECTION IV.

Skill-Level Descriptions

DAFSC 73231. The nine people forming this group spend a majority of their time on technical tasks related to personal affairs functions. Representative tasks for this job description are shown in Table B5. These individuals perform an average of only 37 tasks, with 35 tasks accounting for approximately 50 percent of their relative job time. This leads to the conclusion that these members work in jobs which are fairly technical in nature, yet very limited in scope. Table 14 shows that eight of these personnel work within the PERSONAL AFFAIRS CLUSTER described in SECTION III, while Table 15 shows the time being spent within duties. Overall, the data collected from these individuals is consistent with the Specialty Job Description for 3-skill level airmen in the Personal Affairs specialty.

DAFSC 73251. The 5-skill level personnel in this specialty are primarily performing the same types of technical tasks as those holding a 73231 DAFSC. However, these 5-skill level personnel are performing more supervisory tasks and devote more time to casualty assistance tasks. Time spent among duties by DAFSC 73251 personnel are displayed in Table 15 and representative task differences between 3-skill and 5-skill level personnel are shown in Table 16. Figures in Table 14 show that 95 percent of these people are in the PERSONAL AFFAIRS CLUSTER, discussed earlier in the SPECIALTY JOBS section. Tasks from all duties related to personal affairs functions (Duties T, U, V, and W) form the bulk of the job description for DAFSC 73251 personnel and typical ones are shown in Table B6. Based upon all of this information, the AFR 39-1 Specialty Job Description for this skill level adequately covers the job being performed by these personnel.

DAFSC 73271. These 33 group members spend a large portion of their time performing supervisory, general personal affairs, and casualty assistance tasks. On the other hand, they devote less time to tasks involving awards, decorations, and Air Force Aid Society functions. This is shown in Table 15 with average percent time spent across duties. These differences from the 5-skill level group members are further shown in Table 17. Twenty-one percent of these members are grouped within the SENIOR PERSONNEL MANAGER CLUSTER (Table 14), which gives an indication as to the level of supervisory responsibility that many members possess. Representative tasks for these 73271 personnel are listed in Table B7 and these clearly show that both technical and supervisory tasks are being performed. All of this data is adequately reflected in the Specialty Job Description for this skill level.

TABLE 16
 REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73231
 AND DAFSC 73251 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 73231 (N=9)	DAFSC 73251 (N=63)	DIFF
A19	PREPARE BRIEFINGS	11	67	-56
T1157	MAINTAIN SURVIVOR BENEFIT PLAN (SBP) FILES FOR RETIREEES	0	46	-46
T1145	COMPLETE APPLICATIONS FOR SURVIVOR BENEFITS	0	46	-46
V1302	REVIEW DECORATION PRINTOUT RECOMMENDATIONS	11	56	-44
U1258	REVIEW PERMISSIVE TDY REQUESTS	11	54	-43
U1232	PERFORM SBP INDIVIDUAL	0	43	-43
T1161	PERFORM CASUALTY ASSISTANCE VISITS TO NEXT OF KIN	0	43	-43
V1274	COUNSEL NEWLY ASSIGNED UNIT AWARDS MONITORS	0	41	-41
U1233	PERFORM SURVIVOR'S BENEFIT PLAN (SBP) BRIEFINGS	0	41	-41
T1167	PREPARE CASUALTY MESSAGES	33	74	-41
T1148	DISTRIBUTE CASUALTY MESSAGES	22	63	-41
U1210	INTERPRET AFR 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	44	84	-40
T1172	PREPARE SUPPLEMENTAL CASUALTY REPORTS	11	51	-40
V1277	DISTRIBUTE MONTHLY DECORATION STATUS ROSTERS	0	40	-40
T1165	PERFORM UNCONFIRMED INFORMATION FOR CASUALTY MESSAGE FOLLOW-UPS	0	40	-40

TABLE 17

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73251
AND DAFSC 73271 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 73251 (N=63)	DAFSC 73271 (N=33)	DIFF
L639	UPDATE DD FORMS 93 (RECORD OF EMERGENCY DATA)	70	27	+43
U1224	PERFORM GROUP BRIEFINGS REGARDING DD FORMS 93 (RECORD OF EMERGENCY DATA)	67	24	+43
V1297	PROCESS INCOMING DECORATIONS	60	24	+36
L635	REVIEW COMPLETED SERVICEMAN'S GROUP LIFE INSURANCE (SGLI) APPLICATIONS	62	27	+35
V1298	REQUEST DECOR6 PRODUCT	76	42	+34
U1225	PERFORM GROUP BRIEFINGS REGARDING SERVICEMAN'S GROUP LIFE INSURANCE (SGLI) ELECTION FORMS (VA FORM 29-8286)	59	27	+32
V1307	UPDATE OUTSTANDING UNIT AWARDS DATA IN MEMBER RECORDS	66	36	+30
V1276	DISTRIBUTE DECORATIONS ELEMENTS TO INDIVIDUALS WHO ARE SEPARATING OR RETIRING	60	30	+30
A7	DRAFT SUPPLEMENTS TO DIRECTIVES	13	61	-48
A17	PLAN WORK ASSIGNMENTS	21	67	-46
A22	SCHEDULE LEAVES OR PASSES	13	55	-42
A24	SCHEDULE WORK ASSIGNMENTS	19	61	-42
A4	DETERMINE WORK PRIORITIES	38	76	-38
A1	ASSIGN PERSONNEL TO DUTY POSITIONS	5	39	-34
A3	DETERMINE SPACE, PERSONNEL, EQUIPMENT, OR SUPPLY REQUIREMENTS	24	58	-34
C46	ANALYZE WORK LOAD REQUIREMENTS	8	39	-31

Summary

Career ladder progression is less evident for these personnel than for the DAFSC 732X0 members; however, a pattern of progression is still apparent. Both 3-skill and 5-skill level personnel perform primarily technical tasks, with the latter group performing more tasks than the former. Seven-skill level personnel perform more supervisory tasks, but are still heavily involved with the technical tasks of the job. Clearly, these individuals are working supervisors. DAFSC 73299 and DAFSC 73200 personnel were previously discussed in SECTION IV.

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

Current AFR 39-1 Specialty Descriptions for the AFSCs were compared to job descriptions for each specialty job and DAFSC group, and survey data support the current descriptions. Responsibilities and tasks included in the descriptions for AFSCs 73231, 73251, and 73271 are appropriate.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel in their first enlistment. Factors which may be used in evaluating training include the overall description of the job being performed by first-enlistment personnel and their overall distribution across career ladder jobs, percentages of first-job (1-24 month TAFMS) or first-enlistment (1-48 months TAFMS) members performing specific tasks, as well as training emphasis and task difficulty ratings (previously explained in the SURVEY METHODOLOGY section).

To assist specifically in the evaluation of the Specialty Training Standard (STS) and the Plan of Instruction (POI), technical school personnel from Keesler Technical Training Center matched job inventory tasks to appropriate sections and subsections of the STS and POI for Course E3ABR73231 000. It was this matching upon which comparison to those documents was based. A complete computer listing displaying the percent members performing tasks, training emphasis and task difficulty ratings for each task, along with the STS and POI matchings, has been forwarded to the technical school for their use in further detailed reviews of training documents. A summary of this information is presented below.

First-Enlistment AFSC 732X1 Personnel

In this study, there are only 23 members in their first enlistment (1-48 months TAFMS), representing 22 percent of all DAFSC 732X1 personnel in the survey sample. The job performed by these personnel is highly technical in nature and is primarily confined to those duties directly related to personal affairs functions. Table 18 shows these members devote 78 percent of their relative duty time to functions dealing with awards or decorations, casualty assistance, Air Force Aid, and general personnel or personal affairs functions. One noteworthy point is that these individuals are spending a substantial amount of time (28 percent) on tasks involved with awards or decorations. These personnel perform an average of 67 tasks and representative ones are displayed in Table 19. Twenty-one of these 23 personnel are working within the PERSONAL AFFAIRS CLUSTER described earlier in the SPECIALTY STRUCTURES section. The remaining two individuals did not group with any of the jobs identified within that section. This type of information is useful for both technical school and MAJCOM training personnel to assist them in focusing limited training time or other resources on the most appropriate items.

Training Emphasis and Task Difficulty Data

Training emphasis (TE) and task difficulty (TD) data are secondary factors that can assist technical school personnel in deciding what tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for first-term airman training (TE), along with a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but having low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-term personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks. Various lists of tasks, accompanied by TE and TD ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.)

Specialty Training Standard (STS)

A comprehensive review of STS 732X1, dated August 1986, compared STS items to survey data. The first six paragraphs deal with general information and were not matched to tasks. All totaled, 48 of the 72 technical elements are supported by tasks performed by more than 20 percent of first-job, first-enlistment, or 5-skill level respondents. Of the 24 unsupported elements, only 3 have a proficiency code at the task performance level. The remaining

TABLE 18
RELATIVE TIME SPENT ON DUTIES
BY 732X1 FIRST-ENLISTMENT PERSONNEL

DUTIES	PERCENT TIME SPENT
A ORGANIZING AND PLANNING	2
B DIRECTING AND IMPLEMENTING	3
C INSPECTING AND EVALUATING	*
D TRAINING	1
E PERFORMING GENERAL PERSONNEL, PERSONAL AFFAIRS, OR CAREER ADVISOR FUNCTIONS	10
F PERFORMING PERSONNEL DATA SYSTEM FUNCTIONS	2
G PERFORMING SYSTEM ANALYSIS FUNCTIONS	0
H PERFORMING CLASSIFICATION AND TRAINING FUNCTIONS	*
I PERFORMING OUTBOUND ASSIGNMENTS FUNCTIONS	1
J PERFORMING MANNING CONTROL UNIT FUNCTIONS	1
K PERFORMING OER AND APR FUNCTIONS	*
L PERFORMING CUSTOMER SERVICE FUNCTIONS	5
M PERFORMING PERSONNEL READINESS UNIT OR CENTER PR FUNCTIONS	*
N PERFORMING PROMOTION AND TESTING FUNCTIONS	0
O PERFORMING RECORDS UNIT FUNCTIONS	*
P PERFORMING RESERVE PERSONNEL FUNCTIONS	*
Q PERFORMING SEPARATION AND RETIREMENT FUNCTIONS	1
R PERFORMING SPECIAL ACTIONS, CAREER ADVISOR, OR REENLISTMENT FUNCTIONS	0
S PERFORMING CAREER ADVISORY FUNCTIONS	*
T PERFORMING CASUALTY ASSISTANCE FUNCTIONS	12
U PERFORMING PERSONAL AFFAIRS FUNCTIONS	18
V PERFORMING AWARDS OR DECORATIONS FUNCTIONS	28
W PERFORMING AIR FORCE AID SOCIETY FUNCTIONS	10
X PERFORMING INDIVIDUALIZED NEWCOMER ORIENTATION AND TREATMENT (INTRO) PROGRAMS FUNCTIONS	*
Y PERFORMING R.O.T.C. DETACHMENT PERSONNEL FUNCTIONS	4
Z PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE FUNCTIONS	*

* Denotes less than 1 percent

TABLE 19
REPRESENTATIVE TASKS PERFORMED BY 732X1
FIRST-ENLISTMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=23)
V1298 REQUEST DECOR6 PRODUCT	83
U1228 PERFORM INDIVIDUAL SGLI ELECTION COUNSELING	83
U1210 INTERPRET AFR 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	74
V1307 UPDATE OUTSTANDING UNIT AWARDS DATA IN MEMBER RECORDS	70
U1248 PREPARE SERVICEMAN'S GROUP LIFE INSURANCE ELECTION FORMS (VA FORMS 29-8286)	70
V1297 PROCESS INCOMING DECORATIONS	65
V1276 DISTRIBUTE DECORATIONS ELEMENTS TO INDIVIDUALS WHO ARE SEPARATING OR RETIRING	61
E134 REPRODUCE MATERIALS USING COPY OR REPRODUCTION EQUIPMENT	57
V1267 ASSEMBLE AWARD ELEMENTS FOR DISTRIBUTION TO UNIT AWARDS MONITORS	57
L639 UPDATE DD FORMS 93 (RECORD OF EMERGENCY DATA)	57
T1167 PREPARE CASUALTY MESSAGES	57
V1273 CORRECT ERRORS TO AWARDS OR DECORATIONS RECORDS	57
W1315 EXPLAIN AIR FORCE AID APPLICATION PROCEDURES	52
E103 CONSTRUCT UPDATE MESSAGES	52
U1229 PERFORM OVERSEAS ASSIGNMENT BRIEFINGS	48
J469 CONDUCT IN-PROCESSING BRIEFINGS	48
V1283 MAINTAIN STOCK OF SERVICE MEDALS FOR ISSUE	48
E107 DISPOSE OF PERSONNEL DATA SYSTEM (PDS) PRODUCTS	48
V1287 PERFORM RECORDS CHECKS TO DETERMINE CORRECTNESS OF AWARDS OR DECORATIONS	43
W1343 REVIEW AFAS APPLICATIONS	43

elements have either knowledge-level or dash proficiency codes. The following elements were considered unsupported and should be reviewed for possible deletion from the STS: 8a, 8b(3) and (4), 12a, 12b, 12g, 13c(2), 13d(1)-(6), 14a, 14b(1)-(4), 14c, 15a, 15b(3), 15c(2), 17a, and 17b. These elements, with tasks matched and performance figures, are listed in Table 20. Table 21 lists the tasks having high TE, performed by 20 percent of first-enlistment respondents in the jobs and TAFMS groups, and not matched to the STS. There is no apparent trend to these tasks, but training personnel will need to review them to determine if they are covered by some existing element or if some new element needs to be added.

The final step of this STS analysis was to review the 3-skill level training codes assigned to the supported elements. One supported element, 12c, was matched to tasks performed by more than 20 percent, but less than 30 percent members performing. This suggests the training code should be a dash rather than a performance level. Several supported elements had more than 30 percent members performing tasks matched to them and should be considered for changing the proficiency code from knowledge to performance levels. Again, training personnel and subject-matter experts should review these in the provided training extract to make such a determination.

Plan of Instruction (POI)

Based on the previously mentioned assistance from the technical school subject-matter experts in matching inventory tasks to the E3ABR73231 000 POI, dated May 1987, a computer product was generated displaying the results of the matching process. Information furnished for consideration includes percent members performing data for first-job (1-24 months TAFMS) and first-enlistment (1-48 months TAFMS) personnel, as well as training emphasis (TE) and task difficulty (TD) ratings for individual tasks.

Review of tasks matched to the POI reveals that only a few POI objectives are adequately supported with matched tasks. This is largely due to the fact that very few performance tasks are taught in the course and, therefore, very few tasks were matched to the POI. Only 28 of the 1,541 tasks in the job inventory were matched to the POI. Based upon this information, it is necessary that subject-matter experts and training personnel perform an in-depth review of the "Tasks Not Referenced" section of the previously mentioned computer printout to determine those tasks which are taught to the knowledge level in the course and, whether or not they are being performed by a high enough percentage of the respondents to justify the corresponding POI objectives.

TABLE 20

DAFSC 732X1 STS ELEMENTS NOT SUPPORTED BY SURVEY DATA

STS ITEM (WITH SELECTED SAMPLE TASKS)	3 LVL PROF CODE	1ST JOB (N=9)	1ST ENL (N=23)	PERCENT MEMBERS PERFORMING		TNG EMP*	TASK DIFF**
				DAFSC 73251 (N=63)	DAFSC 73271 (N=33)		
8a REFER ON RH NSLI POLICIES	A						
NO MATCHED TASKS							
8b(3) PREPARE FORMS FOR SGLI/VGLI - CONVERSION PROCEDURES	b						
NO MATCHED TASKS							
8b(4) PREPARE FORMS FOR SGLI/VGLI - CONTROLS/SUSPENSES REINSTATEMENT ACTIONS	-						
NO MATCHED TASKS							
12a PERSONNEL DATA SYSTEM - DATA FLOW	A						
NO MATCHED TASKS							
12b USE, CONTROL, LOCAL, AND CBPO OPTIONAL COMPUTER TABLES	2b						
NO MATCHED TASKS							
12g DISCUSS DESIRE MESSAGES	A						
NO MATCHED TASKS							

* Mean TE Rating is .67 and Standard Deviation is 1.24 (High TE = 1.91)

** Average TD Rating is 5.00

TABLE 20 (CONTINUED)
DAFSC 732X1 STS ELEMENTS NOT SUPPORTED BY SURVEY DATA

STS ITEM (WITH SELECTED SAMPLE TASKS)	PERCENT MEMBERS PERFORMING					
	3 LVL PROF CODE	1ST JOB (N=9)	1ST ENL (N=23)	DAFSC 73251 (N=63)	DAFSC 73271 (N=33)	TNG EMP* TASK DIFF**
13c(2) DD FORM 93 - DISTRIBUTE	b					
NO MATCHED TASKS						
13d MILITARY BENEFITS - REFERRALS -						
(1) LEGAL AFFAIRS	A					
(2) HEALTH BENEFITS PROGRAM	A					
(3) AMERICAN RED CROSS	A					
(4) SAVINGS PROGRAMS	-					
(5) POST SERVICE BENEFITS	A					
(6) NATURALIZATION	A					
NO MATCHED TASKS						
14a SURVIVOR BENEFIT PLAN - POLICIES	B					
NO MATCHED TASKS						
14b SURVIVOR BENEFIT PLAN - PROCEDURES						
(1) OPTIONS AVAILABLE	B					
(2) ELIGIBLE BENEFICIARIES	B					
(3) TWO TIER SYSTEM	B					
(4) POST RETIREMENT CHANGES	B					
NO MATCHED TASKS						

* Mean TE Rating is .67 and Standard Deviation is 1.24 (High TE = 1.91)

** Average TD Rating is 5.00

TABLE 20 (CONTINUED)

DAFSC 732X1 STS ELEMENTS NOT SUPPORTED BY SURVEY DATA

STS ITEM (WITH SELECTED SAMPLE TASKS)	3 LVL PROF CODE	1ST JOB (N=9)	PERCENT MEMBERS PERFORMING				TNG EMP*	TASK DIFF**
			1ST ENL (N=23)	DAFSC 73251 (N=63)	DAFSC 73271 (N=33)			
14c SURVIVOR BENEFIT PLAN - COMPUTE COST AND AMOUNT OF ANNUITIES	2b							
NO MATCHED TASKS								
15a POLICY OF CASUALTY SERVICE PROGRAM	A							
NO MATCHED TASKS								
15b(3) CASUALTY REPORTING - MASS CASUALTY	a							
NO MATCHED TASKS								
15c(2) CASUALTY NOTIFICATION - PROCEDURES	A							
NO MATCHED TASKS								
17a FREEDOM OF INFORMATION ACT	-							
E 133 PROCESS ACTIONS DIRECTED BY FREEDOM OF INFORMATION ACT		0	0	6	9	.75	4.72	
E 139 REVIEW ACTIONS DIRECTED BY FREEDOM OF INFORMATION ACT		0	0	6	12	.70	4.72	
17b PRIVACY ACT	A							
E 133 REVIEW ACTIONS DIRECTED BY PRIVACY ACT		11	4	3	9	.47	4.48	

* Mean TE Rating is .67 and Standard Deviation is 1.24 (High TE = 1.91)

** Average TD Rating is 5.00

TABLE 21

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE
DAFSC 732X1 GROUP MEMBERS AND NOT REFERENCED TO THE STS

TASKS	PERCENT MEMBERS PERFORMING					TE RATING*	TD RATING**
	1ST JOB (N=9)	1ST ENL (N=23)	DAFSC 73251 (N=63)	DAFSC 73271 (N=33)			
V1270 COORDINATE GOOD CONDUCT AWARDS WITH UNITS ON INCOMING PERSONNEL WITH UNFAVORABLE INFORMATION FILES (UIF)	22	35	35	21		3.72	4.83
V1272 COORDINATE TRACKING OF DECORATION STATUS REQUESTS WITH OTHER BASES	33	35	48	30		3.60	4.82
V1277 DISTRIBUTE MONTHLY DECORATION STATUS ROSTERS	22	30	40	24		4.13	3.76
V1281 MAINTAIN AWARDS OR DECORATIONS STATISTICAL DATA	44	35	44	39		3.67	5.48
V1282 MAINTAIN AWARDS OR DECORATIONS SUSPENSE FILES	44	39	48	30		4.82	4.61
V1283 MAINTAIN STOCK OF SERVICE MEDALS FOR ISSUE	33	48	52	42		4.38	4.72
V1286 PERFORM FOLLOW-UPS ON LATE SUSPENSES OF AWARDS OR DECORATIONS	22	39	48	30		4.45	4.83
V1287 PERFORM RECORDS CHECKS TO DETERMINE CORRECTNESS OF AWARDS OR DECORATIONS	56	43	40	30		4.95	4.71
T1157 MAINTAIN SURVIVOR BENEFIT PLAN (SBP) FILES FOR RETIREES	11	26	46	42		4.55	5.30
U1188 ADVISE PERSONNEL CONCERNING FAMILY SERVICES PROGRAMS	11	26	43	30		2.22	4.73
V1274 COUNSEL NEWLY ASSIGNED UNIT AWARDS MONITORS	22	22	41	24		4.05	5.11
V1284 MONITOR DECORATIONS DROPPED FROM FILE	33	26	30	27		3.88	4.58
W1310 DISTRIBUTE AFAS LOAN INFORMATION AND FORMS	22	26	37	18		4.02	4.27

* Mean TE rating is .67 and Standard Deviation is 1.24 (High TE = 1.91)

** Average TD Rating is 5.00

SECTION VI

ANALYSIS OF DAFSC 732X4 GROUPS

As explained in SECTION IV, data pertaining to DAFSC groups is important to the analysis of each career ladder. The distribution of skill-level groups within the specialty job structure is displayed in Table 22, while Table 23 displays the relative percent time spent on each duty across the skill-level groups. As personnel progress from the 3-skill level to the 7-skill level, the amount of time spent performing supervisory and managerial tasks (Duties A, B, C, D, and E) increases. Also, time spent on tasks involving special actions and reenlistment tasks (Duty R) slightly increases as personnel progress upward. On the other hand, time spent on career advisory functions (Duty S) decreases somewhat with skill level progression. Since this is a lateral specialty, there is no 5-skill level. The 3-level and 7-level personnel are discussed below; however, 9-skill level personnel will not be addressed here since they were discussed in SECTION IV.

Skill-Level Descriptions

DAFSC 73234. The 21 people forming this group spend a great majority (63 percent) of their time on technical tasks related to career advisory functions. However, these individuals are not junior personnel who are still in their first enlistment. They average slightly more than 9 years in the military and, consequently, spend a good portion (21 percent) of their time on supervisory and managerial tasks (Table 23). Representative tasks for this job description are shown in Table B8. These individuals perform an average of 75 tasks, with 35 tasks accounting for approximately 50 percent of their relative job time. All but 3 of those 35 tasks are in one duty (Duty S), which indicates the job these personnel perform is very specific in nature and limited in scope. Table 22 shows 95 percent of these personnel work within the CAREER ADVISOR CLUSTER described in SECTION III, with only 5 percent (one person) working elsewhere. Overall, the data collected from these individuals is consistent with the Specialty Job Description for 3-skill level airmen in the Career Advisor specialty.

DAFSC 73274. These 31 group members differ from the 3-skill level group mostly by way of their increased supervisory responsibilities. Even though they devote slightly less time to tasks involving strictly career advisory functions, they still perform those same tasks. This is shown in Table 23 with average percent time spent across duties. These differences from the 5-skill level group members are further shown in Table 24. Thirty of the 31 members are grouped within the CAREER ADVISOR CLUSTER (Table 22), while the remaining 1 individual (accounting for 3 percent) does not group within any of the other jobs. Representative tasks for these 73274 personnel are listed in Table B9. This data clearly shows the Specialty Job Description for this skill level is appropriate.

TABLE 22

DISTRIBUTION OF 732X4 DAFSC GROUP MEMBERS ACROSS SPECIALITY JOBS
(PERCENT MEMBERS)

SPECIALTY JOBS	DAFSC 73234 (N=21)	DAFSC 73274 (N=31)
I. SPECIAL ACTIONS CLUSTER	0	0
II. OER AND APR CLUSTER	0	0
III. SENIOR PERSONNEL MANAGER CLUSTER	5	0
IV. MANNING CONTROL CLUSTER	0	0
V. BASE INDIVIDUALIZED NEWCOMER TREATMENT AND ORIENTATION (INTRO) MANAGERS	0	0
VI. CLASSIFICATION AND TRAINING CLUSTER	0	0
VII. PERSONNEL READINESS CLUSTER	0	0
VIII. PROMOTIONS AND TESTING CLUSTER	0	0
IX. COMPUTER SYSTEMS CLUSTER	0	0
X. ADMINISTRATIVE AND ORDERLY ROOM CLUSTER	0	0
XI. OUTBOUND ASSIGNMENTS CLUSTER	0	0
XII. SEPARATIONS AND RETIREMENTS CLUSTER	0	0
XIII. RECORDS CLUSTER	0	0
XIV. CUSTOMER SERVICE CLUSTER	0	0
XV. ROTC DETACHMENT PERSONNEL	0	0
XVI. INSTRUCTORS AND TRAINERS	0	0
XVII. PERSONAL AFFAIRS CLUSTER	0	0
XVIII. CAREER ADVISORS	95	97
NOT GROUPED	0	3

TABLE 23

RELATIVE PERCENT TIME SPENT PERFORMING
DUTIES BY 732X4 DAFSC GROUPS

DUTIES	DAFSC 73234 (N=21)	DAFSC 73274 (N=31)
A ORGANIZING AND PLANNING	5	8
B DIRECTING AND IMPLEMENTING	5	7
C INSPECTING AND EVALUATING	2	5
D TRAINING	2	4
E PERFORMING GENERAL PERSONNEL, PERSONAL AFFAIRS, OR CAREER ADVISOR FUNCTIONS	7	10
F PERFORMING PERSONNEL DATA SYSTEM FUNCTIONS	2	1
G PERFORMING SYSTEM ANALYSIS FUNCTIONS	1	*
H PERFORMING CLASSIFICATION AND TRAINING FUNCTIONS	2	2
I PERFORMING OUTBOUND ASSIGNMENTS FUNCTIONS	*	*
J PERFORMING MANNING CONTROL UNIT FUNCTIONS	*	*
K PERFORMING OER AND APR FUNCTION	*	*
L PERFORMING CUSTOMER SERVICE FUNCTIONS	4	2
M PERFORMING PERSONNEL READINESS UNIT OR CENTER PR FUNCTIONS	1	*
N PERFORMING PROMOTION AND TESTING FUNCTIONS	0	*
O PERFORMING RECORDS UNIT FUNCTION	*	*
P PERFORMING RESERVE PERSONNEL FUNCTION	*	*
Q PERFORMING SEPARATION AND RETIREMENT FUNCTIONS	1	2
R PERFORMING SPECIAL ACTIONS, CAREER ADVISOR, OR REENLISTMENT FUNCTIONS	5	8
S PERFORMING CAREER ADVISORY FUNCTIONS	63	48
T PERFORMING CASUALTY ASSISTANCE FUNCTIONS	0	0
U PERFORMING PERSONAL AFFAIRS FUNCTIONS	*	*
V PERFORMING AWARDS OR DECORATIONS FUNCTIONS	0	*
W PERFORMING AIR FORCE AID SOCIETY FUNCTIONS	*	0
X PERFORMING INDIVIDUALIZED NEWCOMER ORIENTATION AND TREATMENT (INTRO) PROGRAMS FUNCTIONS	*	*
Y PERFORMING R.O.T.C. DETACHMENT PERSONNEL FUNCTIONS	*	0
Z PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE FUNCTIONS	*	*

* Denotes less than 1 percent

TABLE 24
 REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73234
 AND DAFSC 73274 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73234 (N=21)	DAFSC 73274 (N=31)	DIFF
S1137 SCHEDULE PERSONNEL FOR COUNSELING ON PROGRAMS, SUCH AS TRAC OR SRP	95	67	+28
B45 SERVE ON BOARDS, COUNSELS, OR COMMITTEES	33	80	-47
S1102 DETERMINE ACTION TO CORRECT UNFAVORABLE REENLISTMENT OR RETENTION TRENDS	43	87	-44
A10 ESTABLISH SUSPENSE SYSTEMS	43	87	-44
A17 PLAN WORK ASSIGNMENTS	24	68	-44
B28 DEVELOP OR IMPROVE WORK METHODS OR PROCEDURES	29	71	-42
R1006 BRIEF PERSONNEL ON ENLISTMENT EXTENSIONS	24	65	-41
A22 SCHEDULE LEAVES OR PASSES	14	55	-41
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	33	71	-38
A18 PLAN WORKSHOPS, SEMINARS, OR CONFERENCES	33	71	-38
A4 DETERMINE WORK PRIORITIES	48	84	-36
S1112 EVALUATE UTILIZATION OF AFSC 732X4 CAREER ADVISOR PERSONNEL	29	65	-36
R1010 CERTIFY ELIGIBILITY FOR DELAYED REENLISTMENT PROGRAM	29	65	-36
A3 DETERMINE SPACE, PERSONNEL, EQUIPMENT, OR SUPPLY REQUIREMENTS	29	65	-36
R1004 BRIEF INELIGIBLE AIRMEN ON REENLISTMENT WAIVER PROCEDURES	19	55	-36

Summary

Career ladder progression is least evident for these personnel than for either of the other two DAFSCs; however, a pattern of progression is still apparent. The 3-skill level personnel devote more time to the technical aspects of the job, but are still performing supervisory tasks. Seven-skill level personnel spend more job time on supervisory tasks, but are still heavily involved with the technical tasks of the job. Clearly, these groups are different despite their close similarities. DAFSC 73299 and DAFSC 73200 personnel were previously discussed in SECTION IV.

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

The current AFR 39-1 Specialty Descriptions for these AFSCs were compared to job descriptions for each specialty job and DAFSC group, and survey data support the current descriptions. Responsibilities and tasks included in the description for AFSCs 73234 and 73274 are appropriate.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel in their first assignment. Factors which may be used in evaluating training include the overall description of the job being performed by first-enlistment personnel and their overall distribution across career ladder jobs, percentages of first-job (1-24 months TICF) or first-assignment (1-48 months TICF) members performing specific tasks, as well as training emphasis and task difficulty ratings (previously explained in the SURVEY METHODOLOGY section).

To assist specifically in the evaluation of the Specialty Training Standard (STS) and the Plan of Instruction (POI), technical school personnel from Keesler Technical Training Center matched job inventory tasks to appropriate sections and subsections of the STS and POI for Course E3AZR73274 000. It was this matching upon which comparison to those documents was based. A complete computer listing displaying the percent members performing tasks, training emphasis and task difficulty ratings for each task, along with the STS and POI matchings, has been forwarded to the technical school for their use in further detailed reviews of training documents. A summary of this information is presented below.

First-Assignment AFSC 732X4 Personnel

In this study, there are 24 members in their first assignment (1-48 months TICF), representing 46 percent of all DAFSC 732X4 personnel in the survey sample. The job performed by these personnel deals primarily with tasks within the career advisory functional area. Table 25 shows these members devote 63 percent of their relative duty time to career advisory tasks (Duty S) and 25 percent of their time to supervisory and general functions. These personnel perform an average of 81 tasks and representative ones are displayed in Table 26. All 24 of these personnel are working within the CAREER ADVISOR CLUSTER described earlier in the SPECIALTY STRUCTURES section. This type of information is useful for both technical school and MAJCOM training personnel to assist them in focusing limited training time or other resources on the most appropriate items.

Training Emphasis and Task Difficulty Data

Training emphasis (TE) and task difficulty (TD) data are secondary factors that can assist technical school personnel in deciding what tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for first-assignment training (TE), along with a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-assignment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but having low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-term personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks. Various lists of tasks, accompanied by TE and TD ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.)

Specialty Training Standard (STS)

A comprehensive review of STS 732X4, dated September 1986, compared STS items to survey data. The first three paragraphs deal with general and information and were not matched to tasks. Only 2 of the 34 technical elements are unsupported since no tasks were referenced to them. These elements are 4c (Distribute monthly computer lists of airmen due SRP actions) and 5d(1) (Establish the Command Retention Program). Subject-matter experts and training personnel will need to review the "Tasks Not Referenced" section of the TRAINING EXTRACT to determine if any tasks having high TE and being performed by 20 percent of first-assignment respondents are applicable to those two

TABLE 25
RELATIVE TIME SPENT ON DUTIES
BY 732X4 FIRST-ASSIGNMENT PERSONNEL

DUTIES	PERCENT TIME SPENT
A ORGANIZING AND PLANNING	5
B DIRECTING AND IMPLEMENTING	5
C INSPECTING AND EVALUATING	2
D TRAINING	1
E PERFORMING GENERAL PERSONNEL, PERSONAL AFFAIRS, OR CAREER ADVISOR FUNCTIONS	6
F PERFORMING PERSONNEL DATA SYSTEM FUNCTIONS	1
G PERFORMING SYSTEM ANALYSIS FUNCTIONS	0
H PERFORMING CLASSIFICATION AND TRAINING FUNCTIONS	2
I PERFORMING OUTBOUND ASSIGNMENTS FUNCTIONS	*
J PERFORMING MANNING CONTROL UNIT FUNCTIONS	1
K PERFORMING OER AND APR FUNCTIONS	*
L PERFORMING CUSTOMER SERVICE FUNCTIONS	4
M PERFORMING PERSONNEL READINESS UNIT OR CENTER PR FUNCTIONS	1
N PERFORMING PROMOTION AND TESTING FUNCTIONS	*
O PERFORMING RECORDS UNIT FUNCTIONS	*
P PERFORMING RESERVE PERSONNEL FUNCTIONS	*
Q PERFORMING SEPARATION AND RETIREMENT FUNCTIONS	2
R PERFORMING SPECIAL ACTIONS, CAREER ADVISOR, OR REENLISTMENT FUNCTIONS	5
S PERFORMING CAREER ADVISORY FUNCTIONS	63
T PERFORMING CASUALTY ASSISTANCE FUNCTIONS	0
U PERFORMING PERSONAL AFFAIRS FUNCTIONS	*
V PERFORMING AWARDS OR DECORATIONS FUNCTIONS	0
W PERFORMING AIR FORCE AID SOCIETY FUNCTIONS	0
X PERFORMING INDIVIDUALIZED NEWCOMER ORIENTATION AND TREATMENT (INTRO) PROGRAMS FUNCTIONS	*
Y PERFORMING R.O.T.C. DETACHMENT PERSONNEL FUNCTIONS	*
Z PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE FUNCTIONS	*

* Denotes less than 1 percent

TABLE 26
REPRESENTATIVE TASKS PERFORMED BY 732X4
FIRST-ASSIGNMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=24)
S1115 MAINTAIN AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	100
S1122 PREPARE AF FORMS 545 (REQUEST FOR CAREER JOB RESERVATION/SELECTIVE REENLISTMENT BONUS AUTHORIZATION)	100
S1135 REVIEW AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	96
S1097 BRIEF PERSONNEL SELECTED UNDER THE SRP	96
S1099 CONDUCT CAREER COUNSELING OR CAREER PLANNING INTERVIEW	96
S1096 BRIEF PERSONNEL ON CAREER ENLISTMENT AND RESERVATION SYSTEM (CAREERS)	96
S1090 BRIEF ON CAREER JOB RESERVATION (CJR) WAITING LIST PROCEDURES	96
S1089 BRIEF ON BASE OF PREFERENCE (BOP) GUIDELINES	96
S1129 PROVIDE UNITS WITH REENLISTMENT OR RETENTION STATISTICS	96
S1142 VERIFY CJR CANCELLATIONS	96
S1137 SCHEDULE PERSONNEL FOR COUNSELING ON PROGRAMS, SUCH AS TRAC OR SRP	92
S1134 REVIEW CJR FILES	92
S1141 TRAIN UNIT CAREER ADVISORS	92
S1100 CONDUCT PERIODIC UNIT CAREER ADVISOR MEETINGS	88
S1136 REVIEW SRP NONSELECTEE APPEAL ACTIONS	88
S1091 BRIEF ON COMMUNITY COLLEGE OF THE AIR FORCE	83
S1119 MAINTAIN REENLISTMENT OR RETENTION ADVERTISING OR PUBLICITY MATERIAL STOCK LEVELS	83
S1092 BRIEF ON DELAYED REENLISTMENT PROGRAM (DRP)	83
S1120 PERFORM AS ADJUNCT INSTRUCTOR ON CAREER PROGRESSION IN PME AND LEADERSHIP SCHOOLS	83
S1098 COMPILE REENLISTMENT OR EXTENSION STATISTICS	83

unsupported elements. With the exception of element 5d(1), all elements in paragraph 5 of the STS have more than 30 percent members performing tasks matched to them and should be considered for changing the proficiency code from knowledge to performance levels. Again, training personnel and subject-matter experts should review these in the provided training extract to make such a determination.

Plan of Instruction (POI)

Based on the previously mentioned assistance from the technical school subject-matter experts in matching inventory tasks to the E3AZR73274 000 POI, dated March 1987, a computer product was generated displaying the results of the matching process. Information furnished for consideration includes percent members performing data for first-job (1-24 months TICF) and first-assignment (1-48 months TICF) personnel, as well as training emphasis (TE) and task difficulty (TD) ratings for individual tasks.

Review of tasks matched to the POI reveals that only a few POI objectives are adequately supported with matched tasks. This is largely due to the fact that few performance tasks are taught in the course and, therefore, very few tasks were matched to the POI. Only 14 of the 1,541 tasks in the job inventory were matched to the POI. However, the well-supported STS suggests that many of the tasks not matched to the POI are, in fact, being addressed by the POI at the knowledge level. Based upon this information, it is necessary that subject-matter experts and training personnel perform an in-depth review of the "Tasks Not Referenced" section of the previously mentioned computer print-out to determine those tasks which are taught to the knowledge level in the course and whether they are being performed by a high enough percentage of the respondents to justify the corresponding POI objectives.

SECTION VII

JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators of various groups can give career ladder managers a better understanding of some of the factors which may affect the job performance of airmen in the career ladder. Attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions were included in the survey booklet to provide indications of job satisfaction. Table 27 presents job satisfaction data for the specialty jobs discussed in the SPECIALTY STRUCTURES section of this report. An examination of these data can show how overall job satisfaction may be influenced by the type of job performed. Another view of job satisfaction data is reflected in Tables 28, 29, and 30. Table 28 displays data for AFSC 732X0 TAFMS groups, together with data for a comparative sample of Command Support career ladders surveyed in

TABLE 27

JOB SATISFACTION INDICATORS BY SPECIALTY JOB STRUCTURE GROUPS
(PERCENT MEMBERS RESPONDING)*

	<u>SPECIAL ACTIONS CLUSTER</u>	<u>OER & APR CLUSTER</u>	<u>SENIOR PERSONNEL MANAGER CLUSTER</u>	<u>MANNING CONTROL CLUSTER</u>	<u>BASE INTRO MANAGER CLUSTER</u>	<u>CLASSIFICATION & TRAINING CLUSTER</u>
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	75	57	85	76	61	76
SO-SO	18	24	8	16	26	14
DULL	6	17	6	7	13	9
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	87 12	76 23	87 12	82 17	59 41	93 17
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	91 7	82 16	82 17	86 12	56 44	89 10
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>						
SATISFIED	73	62	77	70	70	70
NEUTRAL	10	13	7	14	9	9
DISSATISFIED	15	24	14	14	20	20
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	68	65	68	70	70	73
WILL NOT/PROBABLY WILL NOT REENLIST	25	27	10	24	24	19
WILL RETIRE	6	6	21	4	6	6

* Columns may not add to 100 percent due to nonresponse or rounding

TABLE 27 (CONTINUED)

JOB SATISFACTION INDICATORS BY SPECIALTY JOB STRUCTURE GROUPS
(PERCENT MEMBERS RESPONDING)*

	PERSONNEL READINESS CLUSTER	PROMOTIONS & TESTING CLUSTER	COMPUTER SYSTEMS CLUSTER	ADMIN & ORDERLY ROOM CLUSTER	OUTBOUND ASSIGN CLUSTER	SEPARATIONS & RETIREMENTS CLUSTER
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	80	80	82	69	78	79
SO-SO	15	12	7	20	14	11
DULL	4	6	8	10	7	7
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	82 17	85 12	84 13	82 17	81 18	81 17
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	78 21	86 11	76 21	81 17	86 12	88 10
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>						
SATISFIED	77	78	75	72	72	76
NEUTRAL	11	7	8	10	10	8
DISSATISFIED	11	12	14	17	17	13
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	68	75	66	72	65	65
WILL NOT/PROBABLY WILL NOT REENLIST	24	12	18	21	29	26
WILL RETIRE	7	10	14	6	6	8

* Columns may not add to 100 percent due to nonresponse or rounding

TABLE 27 (CONTINUED)

JOB SATISFACTION INDICATORS BY SPECIALTY JOB STRUCTURE GROUPS
(PERCENT MEMBERS RESPONDING)*

	RECORDS CLUSTER	CUSTOMER SERVICE CLUSTER	ROTC DETACHMENT PERSONNEL	INSTRUCTORS & TRAINERS	PERSONAL AFFAIRS CLUSTER	CAREER ADVISORS
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	57	75	69	91	70	81
SO-SO	25	15	22	0	21	11
DULL	18	9	9	9	7	8
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	71 28	81 18	71 28	73 27	77 21	85 14
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	81 18	86 13	46 53	82 18	81 17	90 0
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>						
SATISFIED	60	70	62	82	70	79
NEUTRAL	17	12	11	9	8	5
DISSATISFIED	22	17	26	9	20	15
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	64	64	72	82	68	68
WILL NOT/PROBABLY WILL NOT REENLIST	29	25	17	18	21	12
WILL RETIRE	6	9	11	0	9	19

* Columns may not add to 100 percent due to nonresponse or rounding

TABLE 28

COMPARISON OF JOB SATISFACTION INDICATORS BY 732X0 AND COMPARATIVE SAMPLE GROUPS
(PERCENT MEMBERS RESPONDING)*

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	732X0 (N=1,794)	COMP SAMPLE** (N=945)	732X0 (N=1,027)	COMP SAMPLE** (N=592)	732X0 (N=1,914)	COMP SAMPLE** (N=1,041)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	70	63	72	62	76	68
S0-S0	19	24	16	23	14	19
DULL	10	12	10	14	9	12
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	79 20	75 24	79 19	75 24	82 17	78 22
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	83 15	79 20	82 17	73 26	79 20	76 24
<u>SENSE OF ACCOMPLISHMENT FROM YOUR WORK:</u>						
SATISFIED	71	69	70	68	72	69
NEUTRAL	11	12	11	11	9	10
DISSATISFIED	16	18	17	20	18	21
<u>REENLISTMENT INTENTION:</u>						
WILL/PROBABLY WILL REENLIST	64	68	75	79	70	77
WILL NOT/PROBABLY WILL NOT REENLIST	34	31	23	20	8	22
WILL RETIRE	0	***	0	***	21	***

* Columns may not add to 100 percent due to nonresponse or rounding

** Comparative sample of Command Support career ladders surveyed in 1987 (AFSC 702X0)

*** Data not collected

TABLE 29

COMPARISON OF JOB SATISFACTION INDICATORS BY 732X1 AND COMPARATIVE SAMPLE GROUPS
(PERCENT MEMBERS RESPONDING)*

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	732X1 (N=23)	COMP SAMPLE** (N=945)	732X1 (N=47)	COMP SAMPLE** (N=592)	732X1 (N=35)	COMP SAMPLE** (N=1,041)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	52	63	74	62	71	68
SO-SO	35	24	13	23	20	19
DULL	9	12	11	14	6	12
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	65 31	75 24	77 21	75 24	77 20	78 22
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	65 26	79 20	81 17	73 26	80 17	76 24
<u>SENSE OF ACCOMPLISHMENT FROM YOUR WORK:</u>						
SATISFIED	61	69	72	68	57	69
NEUTRAL	13	12	2	11	17	10
DISSATISFIED	22	18	24	20	23	21
<u>REENLISTMENT INTENTION:</u>						
WILL/PROBABLY WILL REENLIST	48	68	75	79	80	77
WILL NOT/PROBABLY WILL NOT REENLIST	43	31	23	20	6	22
WILL RETIRE	0	***	0	***	11	***

* Columns may not add to 100 percent due to nonresponse or rounding

** Comparative sample of Command Support career ladders surveyed in 1987 (AFSC 702X0)

*** Data not collected

TABLE 30

COMPARISON OF JOB SATISFACTION INDICATORS BY 732X4 AND COMPARATIVE SAMPLE GROUPS
(PERCENT MEMBERS RESPONDING)*

	1-48 MOS T1CF		49-96 MOS T1CF		97+ MOS T1CF	
	732X4 (N=24)	COMP SAMPLE** (N=94)	732X4 (N=14)	COMP SAMPLE** (N=101)	732X4 (N=14)	COMP SAMPLE** (N=114)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	83	65	72	70	72	70
SO-SO	8	16	7	15	14	16
DULL	8	18	21	15	14	12
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	83 17	73 26	79 21	75 25	76 14	74 25
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	92 8	69 30	93 7	62 38	100 0	67 32
<u>SENSE OF ACCOMPLISHMENT FROM YOUR WORK:</u>						
SATISFIED	79	61	64	60	71	64
NEUTRAL	8	10	7	5	0	7
DISSATISFIED	13	28	29	35	29	28
<u>REENLISTMENT INTENTION:</u>						
WILL/PROBABLY WILL REENLIST	62	59	72	77	57	71
WILL NOT/PROBABLY WILL NOT REENLIST	25	37	14	12	0	8
WILL RETIRE	13	3	14	9	43	21

* Columns may not add to 100 percent due to nonresponse or rounding

** Comparative sample of Command Support career ladders surveyed in 1987 (AFSC 674X0)

1987 (AFSC 702X0). Likewise, Table 29 displays data for AFSC 732X1 TAFMS groups with the same comparative sample. Finally, Table 30 relates data for AFSC 732X4 TICF groups with a comparative sample of another lateral Command Support specialty surveyed in 1987 (AFSC 674X0). All of this data can give a relative measure of how the job satisfaction of AFSC 732XX personnel compares with that of other similar AF specialties.

In general, as reflected in Tables 27 through 30, the percentages of various group members responding positively to the job satisfaction indicators were high. For example, a review of job satisfaction data for the specialty jobs identified in the analysis (see Table 27) reveals that personnel in most specialty jobs responded very positively to all of the indicators listed. Interestingly enough, the two least satisfied clusters (OER and APR CLUSTER and RECORDS CLUSTER) are both big users of first-enlistment personnel.

Generally, as reflected in Tables 28 through 30, the positive responses for AFSC 732XX personnel are almost all higher than those of the comparative samples. One exception is the lower positive responses for the first-enlistment (1-48 Months TAFMS) AFSC 732X1 group. Also, lower reenlistment intentions prevail for most AFSC 732XX TAFMS groups. However, the lower reenlistment figures for AFSC 732X4 personnel are due to the fact that more of them are retiring (see Table 30).

A review of the job inventory write-in comments from survey sample personnel reveals no job satisfaction problems for any of the three specialties. While many survey respondents utilized the write-in feature to convey some type of information, very few could be characterized as complaints. No particular trends were noted among the few comments received. All in all, the relatively high positive responses to job satisfaction indicators reflect a situation where personnel appear well satisfied with their jobs.

SECTION VIII

IMPLICATIONS

This survey was requested by training personnel to obtain current task data for their use in evaluation of training programs. Review of the Specialty Training Standards (STS) for DAFSC 732X0 personnel indicated most elements were unsupported based upon low percentages of members performing tasks associated with those elements. However, the extreme diversity of jobs within this specialty is the primary factor causing this to happen and, therefore, training personnel need to seriously evaluate OSR data to determine appropriate training requirements for these personnel. Additionally, the POI should be reevaluated for the very same reasons. Computer products contained in the TRAINING EXTRACT will assist training personnel in determining which specialty jobs provide support for each STS item. The STS for AFSC 732X1 personnel appears fairly well supported, but a review of the 24 elements

identified in Table 20 is a must. The POI was not well supported with tasks from the Job Inventory, since only those tasks taught to the performance levels were matched to it. Finally, the training program for DAFSC 732X4 personnel appears well supported, with the exception of some minor points discussed in SECTION VI. In the final analysis, it appears that the diverse nature of these specialties makes it extremely difficult to determine which items are most important to train. In this case, the use of TE and TD data provided by senior personnel from all three specialties is the key to evaluating the respective training programs. Their strong agreement about which tasks are most important to emphasize in a structured training environment should be used to full advantage by training personnel when updating current training programs.

APPENDIX A

TABLE A1

GROUP ID NUMBER AND TITLE: ST0227, SPECIAL ACTIONS CLUSTER
GROUP SIZE: 782 PERCENT OF SAMPLE: 4%
AVERAGE MILITARY GRADE: E-4 AVERAGE TICF: 58 MONTHS
AVERAGE TAFMS: 73 MONTHS

TASKS	PERCENT MEMBERS PERFORMING
R1006 BRIEF PERSONNEL ON ENLISTMENT EXTENSIONS	78
R1043 PREPARE REENLISTMENT DOCUMENTS, SUCH AS DD FORMS 4 (ENLISTMENT/REENLISTMENT DOCUMENT)	77
R1007 BRIEF PERSONNEL ON REGULAR OR SELECTIVE REENLISTMENT BONUS (SRB) ENTITLEMENTS	74
R1038 PREPARE LEAVE SETTLEMENT OPTION FORMS	73
R1042 PREPARE OR PROCESS SPTC APPLICATIONS	65
R1032 PREPARE AF FORMS 1599 (CERTIFICATE OF APPOINTMENT TO A NONCOMMISSIONED OFFICER)	59
R1049 PROCESS AIRMAN OR OFFICER CONTROL ROSTERS	57
R1056 PROCESS LINE OF DUTY DETERMINATIONS OR INVESTIGATIONS	57
R1002 ADVISE ON ADMINISTRATIVE CONTROL OF WEIGHT MANAGEMENT PROGRAM (WMP)	55
R1050 PROCESS AIRMAN OR OFFICER UNFAVORABLE INFORMATION FILES	54

TABLE A2

GROUP ID NUMBER AND TITLE: ST0170, OER AND APR CLUSTER
 GROUP SIZE: 296 PERCENT OF SAMPLE: 6%
 AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 67 MONTHS
 AVERAGE TAFMS: 82 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
K582 REVIEW COMPLETED OER, APR, OR LOE	97
K581 RETURN COMPLETED OER, APR, LOE, OR TRAINING REPORTS FOR CORRECTIVE ACTIONS	92
K571 MAKE CORRECTIONS ON COMPLETED OER, APR, OR LOE	91
K563 DISTRIBUTE COMPLETED OER OR APR FOR FILING	89
K580 PROVIDE TECHNICAL ASSISTANCE ON PREPARATION OF OER, APR, OR TRAINING REPORTS	89
K578 PROCESS OER, APR, LOE, OR TRAINING REPORT NOTICES	87
K568 INITIATE FOLLOW-UP ON STATUS OF LATE OER OR APR, LOE, OR TRAINING REPORTS	85
K583 REVIEW MACHINE ROSTERS TO DETERMINE DUE DATES FOR OER, LOE, APR, OR TRAINING REPORTS	82
K569 MAINTAIN INCOMING AND OUTGOING REPORT SUSPENSES	81
K584 REVIEW SPECIAL ORDERS TO DETERMINE CHANGE OF REPORTING OFFICIAL (CRO) REPORT REQUIREMENTS	72

TABLE A3

GROUP ID NUMBER AND TITLE: ST0132, SENIOR PERSONNEL MANAGER CLUSTER
 GROUP SIZE: 691 PERCENT OF SAMPLE: 14%
 AVERAGE MILITARY PAYGRADE: E-7 AVERAGE TICF: 159 MONTHS
 AVERAGE TAFMS: 187 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
B44 REVIEW CORRESPONDENCE, REPORTS, OR MESSAGES	88
A4 DETERMINE WORK PRIORITIES	78
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	78
B28 DEVELOP OR IMPROVE WORK METHODS OR PROCEDURES	72
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	70
A19 PREPARE BRIEFINGS	70
A10 ESTABLISH SUSPENSE SYSTEMS	66
B45 SERVE ON BOARDS, COUNCILS, OR COMMITTEES	60
C47 CONDUCT STAFF VISITS, INSPECTIONS, OR AUDITS	41
D67 CONDUCT OJT	37

TABLE A4

GROUP ID NUMBER AND TITLE: ST0144, MANNING CONTROL CLUSTER
 GROUP SIZE: 242 PERCENT OF SAMPLE: 5%
 AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 63 MONTHS
 AVERAGE TAFMS: 73 MONTHS

TASKS	PERCENT MEMBERS PERFORMING
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	83
J493 FILE INCOMING ORDERS, SUCH AS PCS ORDERS TO RELOCATION FOLDERS	81
J517 PREPARE INCOMING PCS PROCESSING FOLDERS	76
J483 DISTRIBUTE GAIN CANCELLATION NOTICES	76
J482 DISTRIBUTE ALLOCATION BRIEFS	75
J486 DISTRIBUTE UNIT PERSONNEL MANAGEMENT ROSTER (UPMR)	74
J526 PREPARE OR PROCESS INITIAL DUTY ASSIGNMENT (IDA) AF FORMS 2095 (ASSIGNMENT/PERSONNEL ACTION)	84
J519 PREPARE OR PROCESS ACTIONS EFFECTING INTRABASE ASSIGNMENTS OR DUTY CHANGES	71
J534 PROCESS FINAL ALLOCATION BRIEFS	71
J555 UPDATE OFFICER DAFSC CHANGE REQUESTS	68

TABLE A5

GROUP ID NUMBER AND TITLE: ST0307, BASE INTRO MANAGERS
GROUP SIZE: 54 PERCENT OF SAMPLE: 1%
AVERAGE MILITARY PAYGRADE: E-5 AVERAGE TICF: 65 MONTHS
AVERAGE TAFMS: 77 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
X1374 SUSPENSE RETURN OF RIP FROM UNITS	98
X1362 MONITOR INBOUND AND OUTBOUND ROSTERS	96
X1367 PROVIDE SPONSORS WITH REPORT ON INDIVIDUAL (RIP) AND LETTER OF INSTRUCTIONS	94
X1346 ANALYZE NEWCOMER QUESTIONNAIRES	94
X1377 VERIFY BASE BROCHURE IS IN ACCORDANCE WITH AFR 35-35	93
X1350 CONDUCT BASE ORIENTATIONS	89
X1366 PROCESS MESSAGE TRAFFIC FROM GAINING OR LOSING CBPO	87
X1349 ASSIST NO-NOTICE OR SHORT-TERM GAIN PERSONNEL	87
A2 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	81
X1351 CONDUCT FIRST-TERM AIRMAN ORIENTATIONS	69

TABLE A6

GROUP ID NUMBER AND TITLE: ST0107, CLASSIFICATION AND TRAINING CLUSTER
 GROUP SIZE: 260 PERCENT OF SAMPLE: 5%
 AVERAGE MILITARY GRADE: E-4 AVERAGE TICF: 76 MONTHS
 AVERAGE TAFMS: 88 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H331 PROCESS AF FORMS 63 (OFFICER ACTIVE DUTY SERVICE COMMITMENT (ADSC) COUNSELING STATEMENT)	77
H317 PREPARE OR PROCESS ACTIVE DUTY SERVICE COMMITMENT FOR TUITION ASSISTANCE AND TRAINING	74
H285 BRIEF INDIVIDUALS SELECTED FOR SCHOOL ATTENDANCE	71
H287 CONDUCT CLASSIFICATION INTERVIEWS	67
H281 ADVISE PERSONNEL CONCERNING AFSC CONVERSIONS, AFSC AWARDS, OR SKILL LEVELS	65
H299 EVALUATE APPLICATIONS FOR RETRAINING	64
H318 PREPARE OR PROCESS AF FORMS 2096 (CLASSIFICATION/ON-THE-JOB TRAINING ACTION)	62
H284 AWARD OFFICER AFSC	61
E130 PREPARE DD FORMS 1610 (REQUEST AND AUTHORIZATION FOR TEMPORARY DUTY)	60
H283 ALLOCATE FORMAL TRAINING SCHOOL QUOTAS	58

TABLE A7

GROUP ID NUMBER AND TITLE: ST0093, PERSONNEL READINESS CLUSTER
 GROUP SIZE: 157 PERCENT OF SAMPLE: 3%
 AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 73 MONTHS
 AVERAGE TAFMS: 86 MONTHS

TASKS	PERCENT MEMBERS PERFORMING
M646 ADVISE OPERATIONAL UNITS ON PREPARATION OF REPORTS, SUCH AS AF FORMS 1240 (PERSONNEL STATUS REPORT)	81
M691 PREPARE CONTINGENCY EXERCISE MOBILITY (CEM) ORDERS FOR DEPLOYMENTS OR EXERCISE OPERATIONS	78
M664 DISTRIBUTE AVERAGE STRENGTH DATA	75
M698 PROCESS AF FORMS 2098 (DUTY STATUS CHANGE)	74
M647 CHANGE DUTY STATUS, SUCH AS TO OR FROM ABSENT WITHOUT LEAVE (AWOL) OR CONFINEMENT STATUS	73
M665 DISTRIBUTE DAILY STRENGTH TOTALS OF TDY AND ATTACHED PERSONNEL	69
M658 DEVELOP CENTRALIZED IN AND OUT PROCESSING PROCEDURES TO SUPPORT MOBILITY, CONTINGENCY, OR EXERCISE REQUIREMENTS	68
M643 ACCOMPLISH UNITREP REPORTING	64
M653 COORDINATE DEPLOYMENT OF PERSONNEL WITH OTHER MAJCOM OR JOINT SERVICE COMMANDS	62
M650 CONDUCT CONTINGENCY OPERATION MOBILITY PLANNING AND EXECUTION SYSTEM (COMPES) PROGRAMS	61

TABLE A8

GROUP ID NUMBER AND TITLE: ST0091, PROMOTIONS AND TESTING CLUSTER
 GROUP SIZE: 163 PERCENT OF SAMPLE: 3%
 AVERAGE MILITARY PAYGRADE: E-5 AVERAGE TICF: 96 MONTHS
 AVERAGE TAFMS: 116 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
N727 DETERMINE ENLISTED PROMOTION ELIGIBILITY DATES	80
N732 DISTRIBUTE ROSTERS OF OFFICERS OR AIRMEN ELIGIBLE FOR PROMOTION	78
N789 REVIEW NONRECOMMENDATIONS OR WITHHOLDING ACTIONS FOR AIRMAN PROMOTIONS	74
N749 MONITOR PROMOTION ELIGIBILITY STATUS (PES) CODES FOR AIRMEN	73
N777 PROCESS MONTHLY PROMOTION INCREMENT LISTINGS	72
N774 PROCESS INELIGIBLE FOR PROMOTION ROSTERS FOR AIRMEN	68
N734 DISTRIBUTE WAPS DATA VERIFICATION RECORDS	67
N730 DISTRIBUTE OFFICER PROMOTION BRIEFS	66
N773 PROCESS E-2 THROUGH E-4 SELECT AND NON-SELECT LISTS	64
N759 PREPARE OR PROCESS OFFICER PROMOTION SELECTION LISTS	63

TABLE A9

GROUP ID NUMBER AND TITLE: ST0097, COMPUTER SYSTEMS CLUSTER
GROUP SIZE: 237 PERCENT OF SAMPLE: 5%
AVERAGE MILITARY PAYGRADE: E-5 AVERAGE TICF: 111 MONTHS
AVERAGE TAFMS: 126 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
F212 OBTAIN COMPUTER PRODUCTS	81
F151 ANALYZE COMPUTER MANAGEMENT PRODUCTS	81
F172 DISTRIBUTE COMPUTER PRODUCTS	81
F229 RESEARCH PROBLEMS WITH COMPUTER PRODUCTS	75
E107 DISPOSE OF PERSONNEL DATA SYSTEM (PDS) PRODUCTS	72
F153 ANALYZE FLOW OF PERSONNEL TRANSACTIONS	71
E102 CONSTRUCT IMMEDIATE INQUIRIES	68
F232 REVIEW SYSTEM MODIFICATIONS, CHANGES, OR CONVERSIONS	65
E94 ANALYZE SYSTEM PURGES, SUCH AS UNKNOWN, EXPIRED, OR INCOMPATIBLE DATA	60
G243 ANALYZE OUTPUT FROM SYSTEMS TESTS	28

TABLE A10

GROUP ID NUMBER AND TITLE: ST0143, ADMINISTRATIVE AND ORDERLY ROOM CLUSTER
GROUP SIZE: 989 PERCENT OF SAMPLE: 19%
AVERAGE MILITARY PAYGRADE: E-4 AVERAGE T1CF: 41 MONTHS
AVERAGE TAFMS: 92 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
Z1494 PERFORM IN/OUT PROCESSING OF UNIT PERSONNEL	86
Z1511 PROCESS LEAVE REQUESTS	82
Z1495 PERFORM WEIGHT CHECKS OF PERSONNEL	78
Z1466 MAINTAIN UNIT LEAVE CONTROL LOG	75
Z1496 PICK UP PERSONNEL DATA FROM CBPO	73
Z1482 MONITOR UNIT LEAVE PROGRAMS	72
Z1452 ISSUE MEAL CARDS	69
Z1465 MAINTAIN AF FORMS 379 (UNIT INDIVIDUAL PHYSICAL FITNESS AND WEIGHT EVALUATION RECORD	67
Z1467 MAINTAIN UNIT LOCATOR	66
Z1497 POST DAILY RECORD OF TRANSACTIONS	64

TABLE A11

GROUP ID NUMBER AND TITLE: ST0066, OUTBOUND ASSIGNMENTS CLUSTER
 GROUP SIZE: 330 PERCENT OF SAMPLE: 6%
 AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 65 MONTHS
 AVERAGE TAFMS: 76 MONTHS

TASKS	PERCENT MEMBERS PERFORMING
I399 PREPARE AF FORMS 1466 (MEDICAL AND EDUCATIONAL CLEARANCE FOR DEPENDENT OVERSEA TRAVEL)	89
I420 PREPARE AF FORMS 899 (REQUEST AND AUTHORIZATION FOR PERMANENT CHANGE OF STATION-MILITARY)	89
I416 PREPARE OUTBOUND ASSIGNMENT RELOCATION PREPARATION FOLDERS	88
I372 COUNSEL INDIVIDUALS ON ASSIGNMENT POLICIES	88
I371 CONDUCT OUT-PROCESSING BRIEFINGS	87
I427 PROCESS APPLICATIONS FOR CONCURRENT TRAVEL	87
I394 PREPARE AF FORMS 907 (RELOCATION PREPARATION CHECKLIST)	85
I395 PREPARE ASSIGNMENT MESSAGES	83
I456 DISTRIBUTE NOTICES OR NOMINATIONS OF ASSIGNMENTS OR ASSIGNMENT SELECTION DATA	83
I382 INTERPRET ASSIGNMENT INSTRUCTION CODE	79

TABLE A12

GROUP ID NUMBER AND TITLE: ST0101, SEPARATIONS AND RETIREMENTS CLUSTER
GROUP SIZE: 186 PERCENT OF SAMPLE: 4%
AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 71 MONTHS
AVERAGE TAFMS: 82 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
Q955 PREPARE DD FORMS 214 (CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY	92
Q935 DISTRIBUTE COMPLETED SEPARATION DOCUMENTS	90
Q930 COLLECT ID CARDS FROM SEPARATEES OR RETIREES	89
Q936 DISTRIBUTE FIELD PERSONNEL RECORDS (FPR) GROUPS FOR SEPARATEES OR RETIREES	88
Q976 PREPARE SEPARATION PREPARATION PROJECT FOLDERS	85
Q931 CONDUCT SEPARATION BRIEFINGS OR INTERVIEWS FOR PENDING SEPARATEES	84
Q953 NOTIFY LOCAL ACCOUNTING AND FINANCE OFFICE (AFO) OF PERSONNEL SCHEDULED FOR RETIREMENT OR SEPARATION	83
Q984 PROCESS SEPARATION AND RETIREMENT PHYSICAL REQUESTS	75
Q966 PREPARE OR PROCESS DISCHARGE REQUESTS FOR MISCELLANEOUS REASONS	73
Q999 VERIFY LEAVE BALANCES	72

TABLE A13

GROUP ID NUMBER AND TITLE: ST0185, RECORDS CLUSTER
GROUP SIZE: 232 PERCENT OF SAMPLE: 5%
AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 54 MONTHS
AVERAGE TAFMS: 64 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
0826 FILE DOCUMENTS IN PERSONNEL RECORDS	91
0843 REQUEST RECORDS REVIEW RIP	89
0815 CONDUCT RECORDS REVIEWS	88
0841 RELEASE INFORMATION FROM PERSONNEL RECORDS GROUP	86
0827 FILE PERSONNEL RECORDS FOLDERS	85
0847 SCHEDULE RECORDS REVIEWS	81
0849 SCREEN RECORDS FOR REENLISTMENT, RETIREMENT, SEPARATION, OR PCS	77
0834 PREPARE OR PROCESS SENIOR NCO PROMOTION SELECTION	72
0851 UPDATE EDUCATION DATA FOR ENLISTED PERSONNEL	70
0844 REVIEW OFFICIAL PHOTOGRAPHS FOR FILE	65

TABLE A14

GROUP ID NUMBER AND TITLE: ST0176, CUSTOMER SERVICE CLUSTER
 GROUP SIZE: 201 PERCENT OF SAMPLE: 4%
 AVERAGE MILITARY PAYGRADE: E-4 AVERAGE TICF: 74 MONTHS
 AVERAGE TAFMS: 87 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
L598 ADVISE PERSONNEL ON ELIGIBILITY FOR IDENTIFICATION (ID) CARDS	96
L609 DIRECT CUSTOMER TELEPHONE INQUIRIES TO OTHER CBPO WORK CENTERS	94
L640 VERIFY APPLICATIONS FOR ID CARDS	94
L595 ADVISE PERSONNEL IN PREPARATION OF SPECIAL DUTY ASSIGNMENT REQUESTS	93
L631 REVIEW COMPLETED AF FORMS 392	92
L639 UPDATE DD FORMS 93 (RECORD OF EMERGENCY DATA)	92
L610 FURNISH CUSTOMERS WITH NAMES OR TELEPHONE NUMBERS OF ACTION AGENCIES OUTSIDE CBPO	91
L632 REVIEW COMPLETED AF FORMS 90	90
L626 PROCESS AF FORM 1048 (MILITARY SPOUSE INFORMATION)	89
L616 MAINTAIN WORLD-WIDE LOCATOR MICROFICHE LISTINGS	88

TABLE A15

GROUP ID NUMBER AND TITLE: ST0672, ROTC DETACHMENT PERSONNEL
 GROUP SIZE: 76 PERCENT OF SAMPLE: 1%
 AVERAGE MILITARY PAYGRADE: E-6 AVERAGE TICF: 125 MONTHS
 AVERAGE TAFMS: 142 MONTHS

TASKS	PERCENT MEMBERS PERFORMING
Y1383 MAINTAIN AFROTC FORMS 35 (CERTIFICATION OF INVOLVEMENTS)	97
Y1382 MAINTAIN AF FORMS 833 (PRIVACY ACT STATEMENT)	97
Y1430 REVIEW SF FORMS 88 (REPORT OF MEDICAL EXAMINATION)	96
Y1385 MAINTAIN AFROTC FORMS 48 (ACADEMIC PLAN)	95
Y1405 PREPARE OR PROCESS AFROTC FORMS 22 (CADET PERSONNEL ACTION REQUEST)	93
Y1412 PREPARE OR PROCESS DD FORMS 1966 (RECORD OF MILITARY PROCESSING)	93
Y1410 PREPARE OR PROCESS AFROTC FORMS 7000 (ACCESSIONS OR LOSS DATA)	92
Y1404 PREPARE OR PROCESS AFROTC FORMS 1000 (INITIAL GAIN OR ADD-ON DATA)	91
Y1419 REVIEW ACADEMIC TRANSCRIPTS	89
Y1432 SCHEDULE PHYSICAL EXAMINATIONS FOR AFROTC CADETS	86

TABLE A16

GROUP ID NUMBER AND TITLE: ST0581, INSTRUCTORS AND TRAINERS
GROUP SIZE: 11 PERCENT OF SAMPLE: .2%
AVERAGE MILITARY PAYGRADE: E-6 AVERAGE TICF: 92 MONTHS
AVERAGE TAFMS: 112 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
D69 CONDUCT RESIDENT COURSE CLASSROOM TRAINING	100
D64 ADMINISTER TESTS	100
D90 SCORE TESTS	100
D72 COUNSEL TRAINEES ON TRAINING PROGRESS	91
D71 CONSTRUCT TESTS OR EXAMINATIONS	91
D73 DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	82
D68 CONDUCT REMEDIAL STUDY CLASSES	82
A19 PREPARE BRIEFINGS	82
D74 DESIGN VISUAL OR GRAPHIC TRAINING AIDS	82
D70 CONDUCT TRAINING CONFERENCES OR BRIEFINGS	55

TABLE A17

GROUP ID NUMBER AND TITLE: ST0069, PERSONAL AFFAIRS CLUSTER
 GROUP SIZE: 258 PERCENT OF SAMPLE: 5%
 AVERAGE MILITARY PAYGRADE: E-5 AVERAGE TICF: 68 MONTHS
 AVERAGE TAFMS: 99 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
U1228 PERFORM INDIVIDUAL SGLI ELECTION COUNSELING	79
U1210 INTERPRET AFR 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	78
U1248 PREPARE SERVICEMAN'S GROUP LIFE INSURANCE ELECTION FORMS (VA FORMS 29-8286)	75
V1298 REQUEST DECOR6 PRODUCT	71
T1167 PREPARE CASUALTY MESSAGES	67
T1160 OBTAIN DEATH INFORMATION	59
V1297 PROCESS INCOMING DECORATIONS	56
W1315 EXPLAIN AIR FORCE AID APPLICATION PROCEDURES	54
V1278 DISTRIBUTE SPECIAL ORDERS AND CITATIONS FOR AWARDS OR DECORATIONS	52
W1316 INTERVIEW APPLICANTS TO DETERMINE ELIGIBILITY FOR AIR FORCE AID	52

TABLE A18

GROUP ID NUMBER AND TITLE: ST0165, CAREER ADVISORS
 GROUP SIZE: 129 PERCENT OF SAMPLE: 3%
 AVERAGE MILITARY PAYGRADE: E-6 AVERAGE TICF: 70 MONTHS
 AVERAGE TAFMS: 153 MONTHS

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
S1099 CONDUCT CAREER COUNSELING OR CAREER PLANNING	93
S1097 BRIEF PERSONNEL SELECTED UNDER THE SRP	93
S1096 BRIEF PERSONNEL ON CAREER ENLISTMENT AND RESERVATION SYSTEM (CAREERS)	92
S1105 DISTRIBUTE REENLISTMENT OR RETENTION ADVERTISING OR PUBLICITY MATERIALS	92
S1122 PREPARE AF FORMS 545 (REQUEST FOR CAREER JOB RESERVATION/SELECTIVE REENLISTMENT BONUS AUTHORIZATION	91
S1135 REVIEW AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	91
S1090 BRIEF ON CAREER JOB RESERVATION (CJR) WAITING LIST PROCEDURES	90
S1098 COMPILE REENLISTMENT OR EXTENSION STATISTICS	89
S1141 TRAIN UNIT CAREER ADVISORS	89
S1089 BRIEF ON BASE OF PREFERENCE (BOP) GUIDELINES	88

APPENDIX B

TABLE B1
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73230/50 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
E134 REPRODUCE MATERIALS USING COPY OR REPRODUCTION EQUIPMENT	57
A10 ESTABLISH SUSPENSE SYSTEMS	48
E108 DISTRIBUTE CORRESPONDENCE	47
E131 PREPARE DD FORMS 844 (REQUISITION FOR LOCAL DUPLICATING SERVICES)	38
E103 CONSTRUCT UPDATE MESSAGES	38
E95 CLEAR OVERDUE DATA ON TRANSACTION REGISTERS	35
E102 CONSTRUCT IMMEDIATE INQUIRIES	34
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	29
I418 PREPARE AF FORMS 973 (REQUEST AND AUTHORIZATION FOR CHANGE OF ADMINISTRATIVE ORDERS)	23
D67 CONDUCT OJT	22
C48 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	22
Z1494 PERFORM IN/OUT PROCESSING OF UNIT PERSONNEL	21
Z1511 PROCESS LEAVE REQUESTS	20
F212 OBTAIN COMPUTER PRODUCTS	20
Z1495 PERFORM WEIGHT CHECKS OF PERSONNEL	19
L609 DIRECT CUSTOMER TELEPHONE INQUIRIES TO OTHER CBPO WORK CENTERS	17
Z1452 ISSUE MEAL CARDS	17
D85 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	17
I371 CONDUCT OUT-PROCESSING BRIEFINGS	15
O850 SIGN OUT PERSONNEL RECORDS OR COMPONENTS	14
I394 PREPARE AF FORMS 907 (RELOCATION PREPARATION CHECKLIST)	14
K582 REVIEW COMPLETED OER, APR, OR LOE	14
O826 FILE DOCUMENTS IN PERSONNEL RECORDS	14
J469 CONDUCT IN-PROCESSING BRIEFINGS	13

TABLE B2
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73270 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
B44 REVIEW CORRESPONDENCE, REPORTS, OR MESSAGES	81
A4 DETERMINE WORK PRIORITIES	78
A10 ESTABLISH SUSPENSE SYSTEMS	70
B28 DEVELOP OR IMPROVE WORK METHODS OR PROCEDURES	69
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	67
E108 DISTRIBUTE CORRESPONDENCE	67
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	66
B41 ORIENT NEWLY ASSIGNED PERSONNEL	60
A17 PLAN WORK ASSIGNMENTS	59
A3 DETERMINE SPACE, PERSONNEL, EQUIPMENT, OR SUPPLY REQUIREMENTS	53
D67 CONDUCT OJT	50
D85 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	50
A8 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	48
C46 ANALYZE WORK LOAD REQUIREMENTS	43
E102 CONSTRUCT IMMEDIATE INQUIRIES	41
E103 CONSTRUCT UPDATE MESSAGES	41
C48 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	40
D87 REVIEW JOB PROFICIENCY GUIDES (JPG)	40

TABLE B3
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73299 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
B44 REVIEW CORRESPONDENCE, REPORTS, OR MESSAGES	90
A4 DETERMINE WORK PRIORITIES	86
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	81
A19 PREPARE BRIEFINGS	77
B45 SERVE ON BOARDS, COUNCILS, OR COMMITTEES	77
B28 DEVELOP OR IMPROVE WORK METHODS OR PROCEDURES	76
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	76
A10 ESTABLISH SUSPENSE SYSTEMS	74
A3 DETERMINE SPACE, PERSONNEL, EQUIPMENT, OR SUPPLY REQUIREMENTS	72
A8 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	68
A17 PLAN WORK ASSIGNMENTS	67
E108 DISTRIBUTE CORRESPONDENCE	64
B41 ORIENT NEWLY ASSIGNED PERSONNEL	60
C51 EVALUATE COMPLIANCE WITH WORK STANDARDS	57
C46 ANALYZE WORK LOAD REQUIREMENTS	54
D67 CONDUCT OJT	49
C53 EVALUATE INSPECTION REPORTS OR PROCEDURES	49
D85 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	46
D70 CONDUCT TRAINING CONFERENCES OR BRIEFINGS	38
D80 EVALUATE IN-HOUSE TRAINING PROGRAMS	38

TABLE B4
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73200 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
B44 REVIEW CORRESPONDENCE, REPORTS, OR MESSAGES	99
B45 SERVE ON BOARDS, COUNCILS, OR COMMITTEES	99
B27 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED PROBLEMS	94
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	91
B28 DEVELOP OR IMPROVE WORK METHODS OR PROCEDURES	80
A8 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	80
A4 DETERMINE WORK PRIORITIES	79
A19 PREPARE BRIEFINGS	79
A3 DETERMINE SPACE, PERSONNEL, EQUIPMENT, OR SUPPLY REQUIREMENTS	79
B25 CONDUCT STAFF MEETINGS	73
C53 EVALUATE INSPECTION REPORTS OR PROCEDURES	70
A10 ESTABLISH SUSPENSE SYSTEMS	64
C58 EVALUATE SUGGESTIONS	63
C62 PREPARE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	61
C51 EVALUATE COMPLIANCE WITH WORK STANDARDS	60
C46 ANALYZE WORK LOAD REQUIREMENTS	59
D80 EVALUATE IN-HOUSE TRAINING PROGRAMS	50
A6 DRAFT BUDGET OR FINANCIAL REQUIREMENTS	49

TABLE B5
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73231 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
V1297 PROCESS INCOMING DECORATIONS	78
U1228 PERFORM INDIVIDUAL SGLI ELECTION COUNSELING	78
V1298 REQUEST DECOR6 PRODUCT	67
V1307 UPDATE OUTSTANDING UNIT AWARDS DATA IN MEMBER RECORDS	67
U1248 PREPARE SERVICEMAN'S GROUP LIFE INSURANCE ELECTION FORMS (VA FORMS 29-8286)	56
V1267 ASSEMBLE AWARD ELEMENTS FOR DISTRIBUTION TO UNIT AWARDS MONITORS	56
L639 UPDATE DD FORMS 93 (RECORD OF EMERGENCY DATA)	56
U1210 INTERPRET 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	44
V1276 DISTRIBUTE DECORATIONS ELEMENTS TO INDIVIDUALS WHO ARE SEPARATING OR RETIRING	44
U1223 PERFORM FIRST PERMANENT DUTY STATION BRIEFINGS	44
U1220 PERFORM DISCHARGE OR RELEASE FROM ACTIVE DUTY GROUP BRIEFINGS	44
V1296 PREPARE WORLD-WIDE LOCATOR LETTERS	44
V1293 PREPARE LETTERS REQUESTING CORRECTION OF AWARD ELEMENTS	44
V1276 DISTRIBUTE DECORATIONS ELEMENTS TO INDIVIDUALS WHO ARE SEPARATING OR RETIRING	44
T1167 PREPARE CASUALTY MESSAGES	33
W1343 REVIEW AFAS APPLICATIONS	22
W1316 INTERVIEW APPLICANTS TO DETERMINE ELIGIBILITY FOR AIR FORCE AID	22

TABLE B6
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73251 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
U1228 PERFORM INDIVIDUAL SGLI ELECTION COUNSELING	87
U1210 INTERPRET AFR 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	84
U1248 PREPARE SERVICEMAN'S GROUP LIFE INSURANCE ELECTION FORMS (VA FORMS 29-8286)	83
V1298 REQUEST DECOR6 PRODUCT	76
T1167 PREPARE CASUALTY MESSAGES	75
L639 UPDATE DD FORMS 93 (RECORD OF EMERGENCY DATA)	70
V1307 UPDATE OUTSTANDING UNIT AWARDS DATA IN MEMBER RECORDS	67
V1273 CORRECT ERRORS TO AWARDS OR DECORATIONS RECORDS	67
V1273 CORRECT ERRORS TO AWARDS OR DECORATIONS RECORDS	67
T1148 DISTRIBUTE CASUALTY MESSAGES	63
V1297 PROCESS INCOMING DECORATIONS	60
V1276 DISTRIBUTE DECORATIONS ELEMENTS TO INDIVIDUALS WHO ARE SEPARATING OR RETIRING	60
W1315 EXPLAIN AIR FORCE AID APPLICATION PROCEDURES	57
V1267 ASSEMBLE AWARD ELEMENTS FOR DISTRIBUTION TO UNIT AWARDS MONITORS	51
W1343 REVIEW AFAS APPLICATIONS	49
W1316 INTERVIEW APPLICANTS TO DETERMINE ELIGIBILITY FOR AIR FORCE AID	49
T1157 MAINTAIN SURVIVOR BENEFIT PLAN (SBP) FILES FOR RETIREES	46

TABLE B7
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73271 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
B44 REVIEW CORRESPONDENCE, REPORTS, OR MESSAGES	76
U1210 INTERPRET AFR 35-10 CRITERIA FOR UNIFORM WEAR OR GROOMING STANDARDS	76
A4 DETERMINE WORK PRIORITIES	76
A19 PREPARE BRIEFINGS	73
U1248 PREPARE SERVICEMAN'S GROUP LIFE INSURANCE ELECTION FORMS (VA FORMS 29-8286)	67
B27 COUNSEL INDIVIDUALS ON PERSONAL OR MILITARY-RELATED PROBLEMS	64
T1146 CONTACT CASUALTY PRIMARY NEXT OF KIN TO OFFER ASSISTANCE	61
C58 EVALUATE SUGGESTIONS	58
T1180 REVIEW CASUALTY REPORTS	58
B38 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	55
D67 CONDUCT OJT	55
U1187 ADVISE PERSONNEL CONCERNING COMMERCIAL ON-BASE SOLICITATIONS	55
E136 RESEARCH DIRECTIVES OR PUBLICATIONS	52
V1301 REVIEW AWARDS OR DECORATIONS PROGRAM SUGGESTIONS	52
U1260 REVIEW SPECIAL TROPHY AND AWARD NOMINATIONS	48
V1302 REVIEW DECORATION PRINTOUT RECOMMENDATIONS	48
W1343 REVIEW AFAS APPLICATIONS	45
U1258 REVIEW PERMISSIVE TDY REQUESTS	45

TABLE B8
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73234 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
S1115 MAINTAIN AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	95
S1122 PREPARE AF FORMS 545 (REQUEST FOR CAREER JOB RESERVATION/SELECTIVE REENLISTMENT BONUS AUTHORIZATION)	95
S1135 REVIEW AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	95
S1137 SCHEDULE PERSONNEL FOR COUNSELING ON PROGRAMS, SUCH AS TRAC OR SRP	95
S1090 BRIEF ON CAREER JOB RESERVATION (CJR) WAITING LIST PROCEDURES	95
S1097 BRIEF PERSONNEL SELECTED UNDER THE SRP	90
S1099 CONDUCT CAREER COUNSELING OR CAREER PLANNING INTERVIEW	90
S1096 BRIEF PERSONNEL ON CAREER ENLISTMENT AND RESERVATION SYSTEM (CAREERS)	90
S1129 PROVIDE UNITS WITH REENLISTMENT OR RETENTION STATISTICS	90
S1089 BRIEF ON BASE OF PREFERENCE (BOP) GUIDELINES	86
S1142 VERIFY CJR CANCELLATIONS	86
S1141 TRAIN UNIT CAREER ADVISORS	86
S1136 REVIEW SRP NONSELECTEE APPEAL ACTIONS	86
S1134 REVIEW CJR FILES	81
S1100 CONDUCT PERIODIC UNIT CAREER ADVISOR MEETINGS	81
S1091 BRIEF ON COMMUNITY COLLEGE OF THE AIR FORCE	81
S1092 BRIEF ON DELAYED REENLISTMENT PROGRAM (DRP)	81
S1119 MAINTAIN REENLISTMENT OR RETENTION ADVERTISING OR PUBLICITY MATERIAL STOCK LEVELS	76
S1120 PERFORM AS ADJUNCT INSTRUCTOR ON CAREER PROGRESSION IN PME AND LEADERSHIP SCHOOLS	76
S1098 COMPILE REENLISTMENT OR EXTENSION STATISTICS	76

TABLE B9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 73274 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING
S1104 DEVELOP REENLISTMENT OR RETENTION PUBLICITY PROGRAMS AND MATERIALS	94
S1105 DISTRIBUTE REENLISTMENT OR RETENTION ADVERTISING OR PUBLICITY MATERIALS	94
S1097 BRIEF PERSONNEL SELECTED UNDER THE SRP	90
S1099 CONDUCT CAREER COUNSELING OR CAREER PLANNING INTERVIEW	90
S1096 BRIEF PERSONNEL ON CAREER ENLISTMENT AND RESERVATION SYSTEM (CAREERS)	90
S1098 COMPILE REENLISTMENT OR EXTENSION STATISTICS	90
S1136 REVIEW SRP NONSELECTEE APPEAL ACTIONS	90
A19 PREPARE BRIEFINGS	90
S1129 PROVIDE UNITS WITH REENLISTMENT OR RETENTION STATISTICS	90
S1134 REVIEW CJR FILES	90
C47 CONDUCT STAFF VISITS, INSPECTIONS, OR AUDITS	87
A10 ESTABLISH SUSPENSE SYSTEMS	87
S1090 BRIEF ON CAREER JOB RESERVATION (CJR) WAITING LIST PROCEDURES	87
S1141 TRAIN UNIT CAREER ADVISOR	87
S1100 CONDUCT PERIODIC UNIT CAREER ADVISOR MEETINGS	87
B27 COUNSEL INDIVIDUALS ON PERSONAL OR MILITARY-RELATED PROBLEMS	84
A23 SCHEDULE STAFF VISITS, AUDITS, OR INSPECTIONS	84
S1122 PREPARE AF FORMS 545 (REQUEST FOR CAREER JOB RESERVATION/ SELECTIVE REENLISTMENT BONUS AUTHORIZATION)	84
S1115 MAINTAIN AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	81
S1135 REVIEW AF FORMS 173 (RECORD OF RETENTION INTERVIEWS)	81
R1007 BRIEF PERSONNEL ON REGULAR OR SELECTIVE REENLISTMENT BONUS (SRB) ENTITLEMENTS	77