



UNITED STATES AIR FORCE

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OCCUPATIONAL SURVEY REPORT

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MANPOWER MANAGEMENT (OFFICER AND ENLISTED)

AFSC 74XX/733XX

AFPT 90-733-821

MARCH 1989

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

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TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE.	iii
SUMMARY OF RESULTS	iv
INTRODUCTION	1
Background	1
SURVEY METHODOLOGY	2
Inventory Development.	2
Survey Administration.	2
Survey Sample.	3
Task Factor Administration	3
SECTION III.	6
SPECIALTY JOBS	6
Overview of Specialty Jobs	7
Group Descriptions	11
Comparison of Specialty Jobs	35
Comparison of Current Group Descriptions to Previous Survey Findings.	35
SECTION IV	38
ANALYSIS OF DAFSC 74XX/733XX GROUPS.	38
Enlisted Skill-Level Descriptions and Comparisons.	38
Summary.	42
Officer DAFSC Descriptions and Comparisons	42
Summary.	47
ANALYSIS OF AFR 36-1 AND AFR 39-1 SPECIALTY DESCRIPTIONS	47
SECTION V.	47
OFFICER RANK DESCRIPTIONS AND COMPARISONS.	47
Lieutenants and Captains	47
Captains and Majors.	50
Majors and Lieutenant Colonels	50
Lieutenant Colonels and Colonels	50
Summary.	50
SECTION VI	51
TRAINING ANALYSIS.	51
First-Assignment Personnel	51
Training Emphasis and Task Difficulty Data	58
Specialty Training Standard (STS).	58
Plan of Instruction (POI).	59
SECTION VII.	65
JOB SATISFACTION ANALYSIS.	65
SECTION VIII	73
IMPLICATIONS	73
APPENDIX A	74
APPENDIX B	75

PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the enlisted Manpower Management (AFSC 733XX) specialty and the Officer Manpower Management (AFSC 74XX) utilization field. 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 Mr Theodore R. Wilcox and Lt William P. Knoll, with computer programming support furnished by Mrs Rebecca Hernandez. Mr Richard G. Ramos provided administrative support. Lt Kenneth A. Arnold, Occupational Analyst, analyzed the data and wrote the final report. 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.

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SUMMARY OF RESULTS

1. Survey Coverage: DAFSC 733XX and DAFSC 74XX personnel were surveyed to obtain current data for use in personnel and training management decisions. A combined job inventory was administered worldwide between January and April of 1988. The 1,381 respondents comprising the final sample include 939 members holding DAFSC 733XX (89 percent of those eligible) and 442 members holding DAFSC 74XX (81 percent of those eligible). Both officer and enlisted AFSCs, as well as all the using major commands, are well represented in the survey sample.
2. Specialty Jobs: There are 69 jobs identified in the analysis, and these combine to form 10 clusters and 19 independent jobs. Although some of these jobs are similar, the field is still quite diverse.
3. Enlisted DAFSC Progression: Career ladder progression is barely noticeable between the 3-skill and 7-skill personnel. DAFSC 73391 personnel spend more time on supervisory tasks, but are still very involved with technical tasks. Again, progression is not as clear as one would expect. Finally, CEM code personnel expend much of their time on higher level supervisory and managerial functions. However, these individuals still perform many technical tasks, and the differences between these people and the 9-skill level personnel are not substantial.
4. Officer DAFSC Progression: Progression from DAFSC 742X to DAFSC 741X is readily apparent. Although they spend a significant amount of time on supervisory and managerial functions, DAFSC 742X personnel divide their time across all technical functions and perform a wide variety of jobs. On the other hand, DAFSC 741X personnel spend most of their time on managerial tasks and work in those jobs which place less emphasis on technical tasks.
5. AFR 36-1 and 39-1 Specialty Descriptions: The specialty descriptions for both officer and enlisted personnel accurately depict the nature of the respective jobs.
6. Officer Rank Comparison: Overall, officers spend the majority of their time on supervisory and managerial tasks. As rank increases, there is a gradual increase in time spent on these functions, while less time is devoted to technical functions. Even though the officers show a logical progression, the jobs performed by these officers change only slightly with each successive rank.
7. Training Analysis: The Specialty Training Standards (STS) for AFSC 733X1 personnel and the Plan of Instruction (POI) for personnel in AFSCs 74XX and 733X1 need to be thoroughly reviewed by training personnel. Generally, the STS appears to be unsupported because of career field diversity. However, the POI has better support since it is heavily knowledge-oriented, and only those POI objectives being taught to the performance level were analyzed.

8. Job Satisfaction: Personnel in this field indicate a relatively high level of job satisfaction. When compared with their counterparts in the 1982 study, as well as other AFSC groups, these personnel responded more positively to job satisfaction indicators in almost all categories.

9. Implications: The extreme diversity of the Manpower Management specialties makes 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
MANPOWER MANAGEMENT CAREER LADDER
(AFSC 733XX)
AND
MANPOWER MANAGEMENT UTILIZATION FIELD
(AFSC 74XX)

INTRODUCTION

This is a report of an occupational survey of the Manpower Management career ladder (AFSC 733XX) and Manpower Management Utilization Field (AFSC 74XX) completed by the Occupational Analysis Division, USAF Occupational Measurement Center. This survey was requested by HQ ATC/TTQE (now renamed TTOC) to obtain updated task data for use in evaluation of current training programs. The last survey report pertaining to these specialties was published in June 1982.

Background

As described in AFR 39-1 Specialty Descriptions, personnel within the Manpower Management specialty (AFSC 733XX) develop and maintain manpower standards, conduct productivity enhancement studies, analyze organizational structures, perform management advisory services, develop grade and skill requirements, optimize manpower usage, validate and document manpower requirements, monitor commercial activities programs, and supervise manpower management activities. AFR 36-1 states that Manpower Management officers (AFSC 74XX) manage manpower management activities, to include developing and maintaining manpower standards; programming resources to accommodate new and changing missions/workloads and activation and inactivation of units; developing, testing and implementing organizational structures; participating in management of contractual services; applying computer technology; establishing management engineering procedures and controls; and providing management advisory services and productivity enhancement studies to achieve the most efficient use of resources.

Both officers and enlisted personnel attend the same formal training course, which is taught at Keesler AFB MS and lasts 40 days. Enlisted personnel entering the Manpower Management 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 mandatory. On the other hand, course attendance for officers is desirable but not mandatory.

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory, AFPT 90-733-821, dated November 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>
Keesler AFB MS	Technical school
Langley AFB VA	MAJCOM perspective (HQ TAC)
Offutt AFB NE	MAJCOM perspective (HQ SAC)
Randolph AFB TX	HQ AFMEA and MAJCOM perspective (HQ ATC)
Scott AFB IL	MAJCOM perspectives (HQ MAC and HQ AFCC)

The resulting job inventory contained a comprehensive listing of 977 tasks grouped under 16 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 January 1988 through April 1988, Consolidated Base Personnel Offices in operational units worldwide administered the inventory to job incumbents holding DAFSCs 733XX and 74XX. These job incumbents were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Human Resources Laboratory (HRL).

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 MAJCOMs and paygrade groups. Table 1 reflects the percentage distribution, by MAJCOM, of assigned personnel in the 733XX specialty and 74XX utilization field as of December 1987. The 1,381 DAFSC 733XX respondents in the final sample represent 80 percent of the total assigned personnel and 89 percent of those surveyed. The 442 DAFSC 74XX respondents represent 75 percent of the total assigned personnel and 81 percent of those surveyed. Table 2 reflects the paygrade distribution for DAFSC 733XX and DAFSC 74XX members. Overall, the survey sample provides excellent representation of the specialty populations across MAJCOMs and paygrades.

Task Factor Administration

In addition to completing the job inventory, selected officers (captains) and senior NCOs (E-6 or E-7 technicians) from the field 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.

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 57 experienced AFSC 733X1 personnel stationed worldwide. This sample of 57 personnel has a reliability of .94. This value gives an indication of how statistically reliable the sample is on a scale of 0 to 1. Overall, these AFSC 733X1 raters have good agreement on TD ratings for the specialty. 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-assignment personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal on-the-job training (OJT), or any other organized training method. TE data were

TABLE 1
COMMAND REPRESENTATION OF SURVEY SAMPLE

<u>COMMAND</u>	<u>733XX*</u>		<u>74XX</u>	
	<u>PERCENT OF ASSIGNED**</u>	<u>PERCENT OF SAMPLE</u>	<u>PERCENT OF ASSIGNED**</u>	<u>PERCENT OF SAMPLE</u>
AAC	3	3	1	1
USAFE	12	12	7	7
AFLC	2	2	5	4
AFSC	3	3	7	5
ATC	8	8	6	7
HQ USAF	-	-	11	11
MAC	11	11	9	10
PACAF	6	6	4	5
SAC	17	18	8	9
TAC	13	13	9	8
ESC	2	2	1	2
AFCC	10	9	6	5
OTHER	13	13	26	26

	<u>733XX</u>	<u>74XX</u>
Total Assigned:	1,170	593
Total Surveyed:***	1,050	544
Total in Sample:	939	442
Percent of Assigned in Sample:	80%	75%
Percent of Surveyed in Sample:	89%	81%

* Includes DAFSCs 73391 and 73300

** Assigned strength as of December 1987

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

TABLE 2
PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

<u>PAYGRADE</u>	<u>733XX*</u>		<u>PAYGRADE</u>	<u>74XX</u>	
	<u>PERCENT OF ASSIGNED**</u>	<u>PERCENT OF SAMPLE</u>		<u>PERCENT OF ASSIGNED**</u>	<u>PERCENT OF SAMPLE</u>
E-4	8	7	O-1	10	9
E-5	31	32	O-2	14	15
E-6	25	24	O-3	41	42
E-7	25	25	O-4	16	15
E-8	7	7	O-5	14	15
E-9	4	5	O-6	5	4

* Includes DAFSCs 73300 and 73391

** Assigned strength as of December 1987

independently collected from 54 officers and 59 enlisted personnel stationed worldwide. This combined sample of 113 personnel has a reliability of .97. As with the TD sample, this value indicates how statistically reliable this sample of 113 people is on a scale of 0 to 1. As a whole, there is good agreement among raters (both officers and NCOs combined) as to which tasks require some form of structured training and which do not. Tasks rated high in TE have ratings of 2.63 and above. As with the TD ratings, TE ratings may be used to rank order tasks, indicating those tasks which senior personnel in the field consider the most important for the first-assignment personnel to know.

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

SECTION III

SPECIALTY JOBS

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 Manpower Management career and utilization fields 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 36-1 and 39-1 Specialty Descriptions and Specialty Training

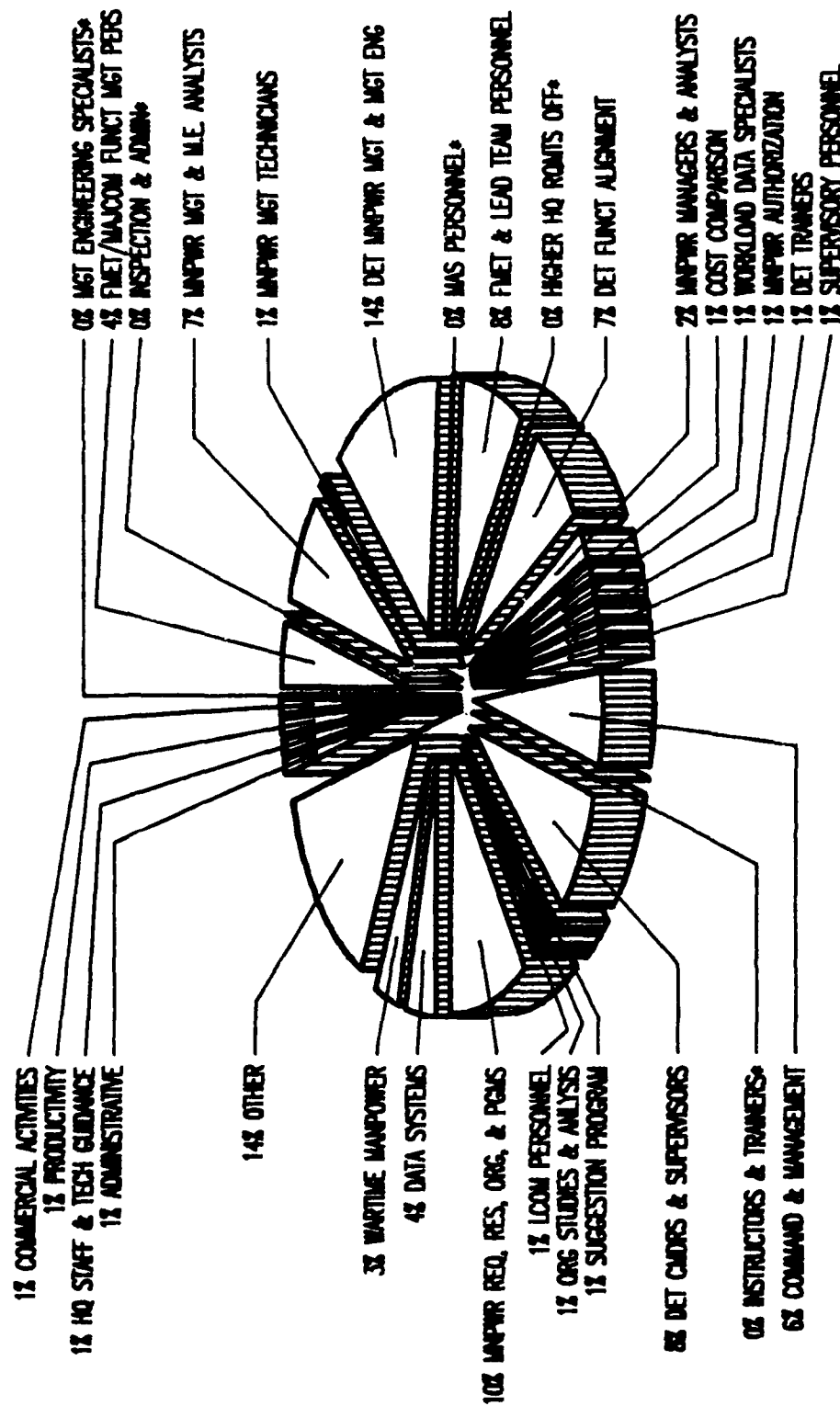
Standards (STS)) and to gain a better understanding of current utilization patterns. The above terminology will be used in the discussion of the 74XX and 733XX AFSC structures.

Overview of Specialty Jobs

The overall job structure of the Manpower Management career and utilization fields was determined by performing a job analysis of the survey data provided by the 1,381 AFSC 74XX and AFSC 733XX survey respondents. Based on task similarity and relative time spent performing each task, the jobs performed by AFSC 74XX/733XX personnel separated into 10 clusters and 19 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. One noteworthy point about these clusters and independent jobs is the fact that many of them have common tasks. However, significant differences in the amount of time devoted to those tasks by cluster and independent job members are the differentiating factors between those groups.

- I. MANAGEMENT ENGINEERING SPECIALISTS (N=5)
- II. FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL (N=54)
 - A. MAJCOM Functional and Program Managers (N=25)
 - B. Functional Branch Chiefs (N=7)
 - C. Management Engineering Supervisors (N=5)
- III. MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS (N=98)
 - A. Manpower and Management Engineering Technicians (N=38)
 - B. Manpower Data Collectors (N=18)
 - C. Management Engineering Analysts (N=9)
 - D. Manpower Resource and Management Consultants (N=6)
 - E. Data Management Engineers (N=5)
 - F. Manpower Data Collection and Analysis Personnel (N=8)
 - G. Manpower Data Specialists (N=5)
 - H. Administrative Management Engineers (N=6)
- IV. MANPOWER MANAGEMENT TECHNICIANS (N=13)
- V. DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL (N=198)
 - A. Manpower Management Analysts (N=56)
 - B. Detachment Management Engineers (N=59)
 - C. Detachment Supervisors (N=11)

74XX/733XX SPECIALTY STRUCTURE
(N=1,381)



* Less than 1 percent

FIGURE 1

- D. Detachment Administration and Data Management Personnel (N=34)
 - E. Management Advisory and Productivity Manpower Analysts (N=5)
 - F. Functional Alignment Manpower Personnel (N=10)
 - G. Contingency Manpower Requirement Personnel (N=7)
 - H. Manpower Management Specialists (N=5)
- VI. FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL (N=116)
- A. Functional Management Engineering Team (FMET) Personnel (N=23)
 - B. Management Engineering and Standards Development Personnel (N=49)
 - C. Lead Team Management Engineers (N=14)
 - D. Functional Management Engineers (N=5)
- VII. DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL (N=91)
- A. Functional Alignment Manpower and Management Engineering Personnel (N=61)
 - B. Support Branch Chiefs (N=8)
 - C. Functional Alignment Management Advisory Personnel (N=12)
 - D. Productivity Specialists (N=8)
- VIII. MANPOWER MANAGERS AND ANALYSTS (N=31)
- IX. COST COMPARISON PERSONNEL (N=12)
- X. INSPECTION AND ADMINISTRATIVE PERSONNEL (N=5)
- XI. WORKLOAD DATA SPECIALISTS (N=8)
- XII. MANPOWER AUTHORIZATION PERSONNEL (N=9)
- XIII. DETACHMENT TRAINERS (N=9)
- XIV. MANAGEMENT ADVISORY STUDY PERSONNEL (N=5)
- XV. SUPERVISORY PERSONNEL (N=7)
- XVI. COMMAND AND MANAGEMENT PERSONNEL (N=76)
- A. Headquarters Level Branch Chiefs and Detachment Supervisors (N=6)
 - B. Headquarters Level Division and Branch Chiefs (N=7)
 - C. Division Chiefs and Detachment Managers (N=25)
 - D. Manpower Standard and Studies Managers (N=12)
 - E. Manpower and Organization Directors and Requirements and Resources Division Chiefs (N=19)

- XVII. DETACHMENT COMMANDERS AND SUPERVISORS (N=116)
 - A. Management Engineering Team Supervisors (N=18)
 - B. Technical Supervisors (N=23)
 - C. Cost Comparison Branch Chiefs (N=9)
 - D. Detachment Commanders and Chiefs (N=39)
 - E. Senior Managers (N=23)
- XVIII. SUGGESTION PROGRAM MONITORS (N=9)
- XIX. MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL (N=133)
 - A. Requirements Personnel (N=47)
 - B. Requirements Branch Chiefs (N=16)
 - C. Organization and Resources Personnel (N=15)
 - D. Organization and Resources Division, Branch, and Section Chiefs (N=10)
 - E. Manpower Programs and Resources Personnel (N=25)
- XX. ORGANIZATIONAL STUDIES AND ANALYSIS PERSONNEL (N=16)
- XXI. LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL (N=20)
- XXII. DATA SYSTEMS PERSONNEL (N=56)
 - A. Base Level Data Systems Technicians and Specialists (N=9)
 - B. Manpower Data Systems Managers (N=14)
 - C. Data Systems Chiefs (N=17)
 - D. Data Systems Analysts (N=13)
- XXIII. WARTIME MANPOWER PERSONNEL (N=47)
 - A. Wartime Plans Division, Branch, and Section Chiefs (N=6)
 - B. Wartime Manpower Planners and Analysts (N=14)
 - C. Unit Type Code (UTC) Specialists (N=16)
 - D. Wartime Manpower Requirements Analysts (N=7)
- XXIV. ADMINISTRATIVE PERSONNEL (N=8)
- XXV. HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL (N=7)
- XXVI. HIGHER HEADQUARTERS REQUIREMENTS OFFICERS (N=6)
- XXVII. PRODUCTIVITY PERSONNEL (N=11)
- XXVIII. COMMERCIAL ACTIVITIES PERSONNEL (N=9)
- XXIX. FORMAL INSTRUCTORS AND TRAINERS (N=6)

The respondents forming these jobs account for 86 percent of the survey sample. The remaining 14 percent were performing tasks or a series of tasks which did not group with any of the defined jobs. Job titles which are representative of these personnel who were not clustered include Congressional Enactment Officer, Program Manager, Study Manager, Mailroom Clerk, ASTRA Officer, and Data Services Technician.

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 are contained in Appendix A.

I. MANAGEMENT ENGINEERING SPECIALISTS (N=5). This small group of five people represents less than 1 percent of the sample. Comprised entirely of individuals in the grades of E-4 and E-5, members of this group perform a limited number of tasks. Most of these tasks are technical in nature and deal with Work Center Descriptions (WCD), workload factors, and measurement methods. Of the average 56 tasks performed, typical ones include:

- draft or write WCD
- identify work units
- revise WCD
- identify potential workload factors
- read technical publications, such as magazines, reports, or bulletins
- perform work center familiarization visits
- draft or write measurement plans
- select measurement methods
- collect workload data
- select workload factors

Two members of this independent job report being assigned to a Functional Management Engineering Team (FMET) and all five report holding a 3-skill level DAFSC. Overall, these personnel average 4.5 years in the career field and nearly 6 years TAFMS.

II. FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL (N=54). This cluster accounts for 4 percent of the sample and is divided into three jobs. These individuals devote a third (33 percent) of their job time to performing familiarization, planning, measurement, and computation phase functions. Twenty-five percent of their relative duty activity is spent performing general manpower management tasks, while an additional 23 percent is spent on administration, management, and command functions. Overall, incumbents perform an average of 100 tasks. These tasks include:

TABLE 3

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	MG ENG SPEC	FMET/ MAJCOM FUNCT MGT PERS	MPWR MGT & ENG ANALYSTS	MPWR MGT TECH	DET MPWR & MGT ENG PERS	FMET & LEAD TEAM PERS	DET FUNCT ALIGN PERS	MANPOWER MGRS & ANALYSTS
NUMBER IN GROUP	5	54	98	13	198	116	91	31
PERCENT OF TOTAL SAMPLE	*	4%	7%	1%	14%	8%	7%	2%
PERCENT IN CONUS	100%	74%	84%	85%	72%	89%	78%	55%
DAFSC DISTRIBUTION (PERCENT RESPONDING)								
73331	100%	9%	52%	23%	46%	15%	20%	7%
73371	0	35%	45%	62%	46%	48%	52%	71%
73391	0	7%	2%	15%	3%	8%	8%	10%
73300	0	9%	0	0	1%	2%	2%	6%
7421	0	6%	0	0	1%	6%	3%	0
7424	0	17%	1%	0	3%	19%	14%	6%
7411	0	4%	0	0	0	1%	0	0
7416	0	3%	0	0	0	1%	1%	0
AVERAGE ENLISTED PAYGRADE	E-4	E-7	E-5	E-6	E-5	E-6	E-6	E-6
AVERAGE OFFICER PAYGRADE	-	O-3	O-2	-	O-2	O-2	O-2	O-2
AVERAGE TICF (MONTHS)	42	89	36	49	44	70	67	83
AVERAGE TAFMS (MONTHS)	95	185	132	165	130	151	160	181
PERCENT IN FIRST ASSIGNMENT	60%	24%	74%	54%	66%	47%	44%	32%
PERCENT SUPERVISING	0	50%	6%	8%	9%	18%	37%	26%
AVERAGE NUMBER OF TASKS PERFORMED	56	100	56	82	114	162	272	140

* Denotes less than 1 percent

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	COST COMPARISON PERSONNEL	INSP & ADMIN PERS	WORKLOAD DATA SPEC	MNPWR AUTH PERS	DET TRAINERS	MAS PERS	SUPERVISORY PERSONNEL
NUMBER IN GROUP	12	5	8	9	9	5	7
PERCENT OF TOTAL SAMPLE	1%	*	1%	1%	1%	*	1%
PERCENT IN CONUS	92%	40%	63%	78%	67%	100%	71%
DAFSC DISTRIBUTION (PERCENT RESPONDING)							
73331	42%	20%	25%	22%	0	80%	0
73371	50%	80%	75%	34%	67%	20%	14%
73391	8%	0	0	11%	0	0	14%
73300	0	0	0	0	0	0	14%
7421	0	0	0	11%	33%	0	58%
7424	0	0	0	0	0	0	0
7411	0	0	0	0	0	0	0
7416	0	0	0	22%	0	0	0
AVERAGE ENLISTED PAYGRADE	E-6	E-6	E-5	E-6	E-6	E-5	E-8
AVERAGE OFFICER PAYGRADE	-	-	-	O-3	O-1	-	O-3
AVERAGE T1CF (MONTHS)	73	55	87	74	34	20	143
AVERAGE TAFMS (MONTHS)	149	176	155	155	145	78	218
PERCENT IN FIRST ASSIGNMENT	50%	20%	25%	56%	78%	100%	14%
PERCENT SUPERVISING	17%	20%	0	11%	44%	0	100%
AVERAGE NUMBER OF TASKS PERFORMED	200	115	67	87	128	60	78

* Denotes less than 1 percent

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	COMMAND & MGT PERS	DET CMDRS & SUPERVISOR	SUGGEST PROGRAM MONITORS	MNPWR REQ, RES, ORG, & PROGRAM PERSONNEL	ORG STUDIES & ANAL PERS	LCOM PERS	DATA SYS PERS
NUMBER IN GROUP	76	116	9	133	16	20	56
PERCENT OF TOTAL SAMPLE	6%	8%	1%	10%	1%	1%	4%
PERCENT IN CONUS	78%	77%	56%	77%	69%	85%	79%
DAFSC DISTRIBUTION (PERCENT RESPONDING)							
73331	0	0	11%	1%	6%	5%	11%
73371	0	6%	67%	34%	25%	30%	57%
73391	4%	14%	11%	14%	0	15%	11%
73300	3%	14%	0	10%	0	5%	3%
7421	0	3%	0	1%	0	10%	0
7424	8%	29%	11%	14%	50%	25%	9%
7411	6%	11%	0	4%	13%	0	2%
7416	79%	23%	0	22%	6%	10%	8%
AVERAGE ENLISTED PAYGRADE	E-8	E-8	E-7	E-7	E-6	E-7	E-6
AVERAGE OFFICER PAYGRADE	O-4	O-3	O-2	O-4	O-3	O-3	O-3
AVERAGE TICF (MONTHS)	169	123	53	117	71	83	86
AVERAGE TAFMS (MONTHS)	185	210	174	197	136	184	182
PERCENT IN FIRST ASSIGNMENT	11%	15%	44%	11%	31%	25%	21%
PERCENT SUPERVISING	92%	95%	67%	35%	25%	25%	23%
AVERAGE NUMBER OF TASKS PERFORMED	124	240	154	121	86	124	78

TABLE 3 (CONTINUED)
SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	WARTIME MNPWR PERS	ADMIN PERS	HQ LEVEL STAFF & TECH GUIDE PERSONNEL	HQ RQMTS OFFICERS	PRODUC- TIVITY PERSONNEL	COMMER ACTIVITY PERS	FORMAL INSTRS & TRNRS
NUMBER IN GROUP	47	8	7	6	11	9	6
PERCENT OF TOTAL SAMPLE	3%	1%	1%	*	1%	1%	*
PERCENT IN CONUS	78%	77%	56%	77%	69%	85%	79%
DAFSC DISTRIBUTION (PERCENT RESPONDING)							
73331	2%	25%	0	0	9%	11%	33%
73371	36%	38%	14%	0	73%	45%	17%
73391	14%	0	29%	0	0	0	0
73300	8%	0	0	0	0	0	0
7421	2%	12%	0	0	0	11%	0
7424	21%	13%	14%	17%	18%	33%	33%
7411	4%	0	14%	17%	0	0	0
7416	13%	12%	29%	66%	0	0	17%
AVERAGE ENLISTED PAYGRADE	E-7	E-6	E-7	-	E-6	E-5	E-6
AVERAGE OFFICER PAYGRADE	O-3	O-3	O-4	O-4	O-3	O-3	O-3
AVERAGE TICF (MONTHS)	97	86	105	106	60	73	79
AVERAGE TAFMS (MONTHS)	178	152	194	138	142	124	159
PERCENT IN FIRST ASSIGNMENT	15%	38%	0	0	45%	22%	17%
PERCENT SUPERVISING	26%	0	14%	0	9%	22%	17%
AVERAGE NUMBER OF TASKS PERFORMED	94	32	52	47	60	57	41

* Denotes less than 1 percent

- review standard man-hour equations
- proofread correspondence, forms, reports, or studies
- review manpower standard study plans or reports
- review WCD
- review potential workload factors
- coordinate with functional personnel on proposed studies
- review study schedules
- coordinate with OPR personnel on exceptions to standards
- brief final study results

Forty percent of these personnel are officers with an average grade of captain. The remaining 33 incumbents are enlisted with an average grade of E-7. Half of the cluster members are supervising at least one other person. On the average, these members have 7.5 years in the career field and almost 15 years TAFMS. Eighty-five percent of the enlisted personnel hold a DAFSC of 73371 or higher.

The largest of the three jobs identified within the cluster, MAJCOM Functional Managers and Program Managers, is aptly described using the previous description of the entire cluster. One point worthy of mention is the fact that most members of this group are performing standards application and implementation functions. Members of the second job, Functional Branch Chiefs, are responsible for supervising anywhere from three to eight people, and the tasks they perform reflect this. Except for one E-9, this group consists of all captains and majors. The final job of Management Engineering Team Supervisors spend their time reviewing and analyzing data, measurements, and factors.

III. MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS (N=98). This cluster consisted of all enlisted personnel, plus one first lieutenant. Seventy-four percent of these cluster members are in their first assignment within the field. This group spends 37 percent of its time performing familiarization, planning, measurement, and computation phase functions. Additionally, these personnel spend 34 percent of their relative time performing general manpower management functions. Of the average 56 tasks performed by these people, typical ones include:

- collect workload data
- collect man-hour data
- perform operational audits using technical estimate technique
- verify workload data
- complete workload data collection forms
- complete AF Forms 1040 (Operational Audit Data)
- review WCD
- interview work center personnel
- collect authorized or assigned personnel data
- brief OPR personnel on measurement methods or procedures

Accounting for 7 percent of the entire survey sample, this cluster consists of individuals who are relatively new to the Manpower Management career field. These personnel average only 36 months in the field and more than half (52 percent) are still at the 3-skill level, even though their average TAFMS is 11 years. Although these people are performing similar tasks, eight different job variations are apparent.

The largest of these jobs, the Manpower and Management Engineering Technicians, has members performing tasks associated with operational audits, workload data, and work sampling. Example tasks for this job are adequately covered in the cluster description. The Manpower Data Collectors spend 47 percent of their relative job time performing general manpower management functions, such as analyzing and collecting man-hour and workload data. Most are also heavily involved in performing operational audits. Members of the third job, Management Engineering Analysts, are spending 45 percent of their time on familiarization, planning, measurement, and computation phase functions. These personnel are, on the average, more experienced than personnel in any of the other eight jobs, and they have a larger job scope. The fourth group of Manpower Resource and Management Consultants is largely responsible for collecting and measuring data, as well as reviewing all methods involving manpower measurements and computations. They devote over 59 percent of their time to functions associated with such tasks. Members of the fifth job are Data Management Engineers and spend 20 percent of their relative job time performing data systems tasks, while devoting another 50 percent to manpower management and management engineering functions. The eight individuals who form the Manpower Data Collection and Analysis Personnel are responsible for collecting and analyzing workload and man-hour data, as well as performing administrative functions in support of these tasks. The seventh job identified, Manpower Data Specialists, is very limited in scope. Incumbents in this job perform similar tasks to those in the Manpower Data Collector Job; however, they spend 65 percent of their job time on 20 tasks. The last job of Administrative Management Engineers has six members who average less than 9 months in the field. They perform an average of only 32 tasks, and much of their job consists of briefing OPR personnel on functional reviews and measurement methods, procedures, and results.

IV. MANPOWER MANAGEMENT TECHNICIANS (N=13). These 13 enlisted personnel represent 1 percent of the sample. They spend 36 percent of their relative job time performing tasks pertaining to familiarization, planning, measurement, and computation phase functions. An additional 34 percent of their relative time is spent performing tasks related to general manpower management functions. More specifically, these airmen concentrate on tasks involving familiarization, work center descriptions, and functional reviews. The types of tasks performed include:

- compare WCDs with directive
- procedures or mission statements
- review WCD
- perform work center familiarization visits
- collect familiarization information

- draft or write WCD
- interview work center personnel
- coordinate with functional personnel on proposed studies
- brief Offices of Primary Responsibility (OPR) on functional reviews
- collect workload data
- collect man-hour data

Members of this independent job perform an average of 82 tasks. As a whole, they average nearly 14 years TAFMS and over 4 years in the career field. Four of these individuals are qualified at the 3-skill level and three are assigned to FMETs.

V. DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL (N=198). Accounting for 14 percent of the survey sample, this cluster of 198 people is composed of 96 percent enlisted and 4 percent officer personnel. Seven of the eight officers in this group hold a grade of either O-1 or O-2. The cluster incumbents spend 34 percent of their relative job time on general manpower management functions and 30 percent on familiarization, planning, measurement, and computation phase functions. Another 16 percent of their time is devoted to administrative tasks. Of the average 114 tasks these personnel perform, typical ones include:

- collect workload data
- verify workload data
- collect man-hour data
- complete workload data collection forms
- perform operational audits using technical estimate technique
- collect authorized or assigned personnel data
- review WCD
- complete AF Forms 1040 (Operational Audit Data)
- perform work center familiarization visits
- brief OPR personnel on measurement results

Nearly all of these cluster members are assigned to Management Engineering Detachments. Almost half (46 percent) of the enlisted personnel report holding a 3-skill level, and all cluster incumbents average less than 4 years in the field. Average Total Active Military Service (TAFMS) for these personnel is just under 11 years.

A total of eight jobs combine to form this cluster. The first two jobs, the Manpower Management Analysts and the Detachment Management Engineers, perform very similar functions. The first concentrates 39 percent of their time on general manpower management functions, while the Detachment Management Engineers only devote 30 percent of their relative job time to such functions. Also, the Detachment Management Engineers spend 45 percent of their time on familiarization, planning, measurement, and computation phase functions,

versus 29 percent spent by the Manpower Management Analysts. The third job group, Detachment Supervisors, has enlisted personnel in grades E-6 through E-8 and officers in the grades of O-1 and O-2. These individuals perform the technical aspects of the job while also performing supervisory tasks. The Detachment Administration and Data Management Personnel maintain data systems and perform many administrative tasks, in addition to the technical aspects of the job described in the cluster description. Members of the next job within this cluster, Management Advisory and Productivity Manpower Analysts, spend over 11 percent of their time conducting Management Advisory Studies and 7 percent of their time on productivity activities. The sixth job, Functional Alignment Manpower Technicians, was distinct because its members performed a tasks from a wide variety of functional areas. In addition to general manpower management and management engineering functions, these individuals spent 20 percent of their time conducting Management Advisory Studies, maintaining data systems, handling manpower requirements and utilization, performing commercial activities, and applying and implementing standards. Seven individuals grouped together to form the Contingency Manpower Requirements Analysts. These personnel concentrate 20 percent of their time on contingency manpower planning and requirements and utilization functions. The last job of Manpower Management Specialists consists of five individuals with limited career field experience (less than 2 years). They perform fewer tasks than most members within the cluster.

VI. FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL (N=116). This cluster represents 8 percent of the survey sample and is comprised of 73 percent enlisted personnel and 27 percent officers. These 116 personnel spend 45 percent of their time performing familiarization, planning, measurement, and computation phase functions. An additional 28 percent of their time is spent performing general manpower management functions. It is also interesting to note that 30 percent of these individuals report their present job specialization to be in the area of standards development. Of the average 162 tasks each of these individuals performs, typical ones include:

- analyze workload data
- draft or write WCD
- review WCD
- collect familiarization information
- analyze input measurement data
- identify potential workload factors
- draft or write measurement plans
- perform work familiarization visits
- brief OPR personnel on measurement methods or procedures
- select workload factors

A total of four jobs combine to form this cluster. The first, FMET Personnel, has all of its members assigned to FMETs throughout the Air Force. These personnel are mostly involved with very technical management engineering tasks and are responsible for coordinating their activities with AFMEA, OPRs, and command Manpower and Organization offices. The second and largest of the

four jobs is the Management Engineering and Standards Development Personnel. These individuals perform an average of 184 tasks and 41 percent report a present job specialization in standards development. Thirty-nine percent report base-level management engineering specialization and 20 percent report specialization within FMETs. Their biggest distinguishing feature is more time spent in standards application and implementation functions. The Lead Team Management Engineers perform a similar job, except they place more emphasis on general manpower management functions. Members of the last job, Functional Management Engineers, are dividing their time almost equally between manpower management and management engineering functions. Two of these individuals are assigned to FMETs.

Overall, 43 cluster members report being assigned to a FMET and 33 are presently working in base-level management engineering jobs. These individuals average nearly 12 years in the service and almost 6 years within the career field.

VII. DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL (N=91). This cluster is characterized by the large number and variety of tasks which they perform. While spending a majority of their time (51 percent) on general manpower management and management engineering functions, they also spend a good portion of their relative job time on a variety of other tasks. Performing an average of 272 tasks, typical tasks reported by cluster members include:

- perform operational audits using technical estimate technique
- collect workload data
- analyze workload data
- perform operational audits using historical records technique
- collect authorized or assigned personnel data
- coordinate with OPR personnel on results of impact standards applications
- complete Authorization Change Requests (ACR)
- evaluate personnel utilization at work centers being studied
- advise functional OPR on organizational proposals
- interview work center personnel during Management Advisory Studies (MAS)

This cluster is broken into four jobs. The first of these, Functional Alignment Manpower and Management Engineering Analysts, performs a job very similar in nature to the overall cluster description. Members of this job are more experienced in the field than other cluster members and, therefore, perform more tasks (average of 305). The next group of Support Branch Chiefs consists of seven senior NCOs and a captain. While still involved with the technical aspects of the job, these individuals spend 34 percent of their time on administrative, supervisory, and management tasks. The third job, Functional Alignment Management Advisory Personnel, contains 12 individuals who

devote 13 percent of their relative job time to conducting Management Advisory Studies. Members of the last job, Productivity Specialists, are responsible for handling productivity program activities in addition to their other manpower management and management engineering responsibilities.

Representing 7 percent of the sample, these cluster incumbents average less than 6 years in the field and more than 13 years TAFMS. Overall, members of this cluster perform more tasks on the average than members of any other cluster or independent job.

VIII. MANPOWER MANAGERS AND ANALYSTS (N=31). This group of 31 individuals accounts for 2 percent of the survey sample. As a group, these people are spending half of their relative job time on general manpower management and administrative duties. However, these personnel are heavily involved with tasks related to authorizations, requirements, and organizational structures. Typical tasks for this cluster include:

- collect workload data
- review new civilian position descriptions or civilian position descriptions which have significantly changed
- review mission statements
- identify assumed or inferred work
- complete ACR
- recommend approval or disapproval of ACR
- recommend changes to organizational structures
- analyze organizational structures for compliance with principles of organization, such as span of control
- collect man-hour data
- collect authorized or assigned personnel data

This independent job is comprised of 29 enlisted personnel and two officers. The two officers in this job are both first lieutenants. All members perform an average of 140 tasks and average almost 7 years in the Manpower Management specialty. The 29 enlisted members in the group have an average grade of E-6 and all but two hold a DAFSC of 73371 or higher. Average TAFMS for everyone is 181 months.

IX. COST COMPARISON PERSONNEL (N=12). These 12 individuals are all enlisted and represent 1 percent of the survey sample. These people devote roughly 22 percent of their relative job time to tasks dealing with cost comparison. Performing an average of 200 tasks, these personnel are doing a wide variety of things. They are involved with manpower requirements and utilization, productivity program activities, and contingency manpower planning. Typical tasks for these personnel include:

- complete Cost Comparison Forms (CCF) with background data prior to bid opening
- compute cost comparison estimates for entry onto CCF
- review CCF and background data for completeness, procedural, and computational accuracy
- compare in-house costs with cost of contracting out
- complete CCF during bid openings or at conclusion of negotiations
- verify workload data
- perform work center familiarization visits
- perform operational audits using historical estimate technique
- obtain required signatures on cost comparison forms
- evaluate organizational structures

Individuals in this group range in grade from E-4 through E-7, and 42 percent are only qualified at the 3-skill level. Average TAFMS for these personnel is more than 12 years, and they average 6 years in the career field.

X. INSPECTION AND ADMINISTRATIVE PERSONNEL (N=5). These five enlisted personnel spend 47 percent of their relative job time performing tasks involved with inspection and administrative functions. All five individuals report a paygrade of either E-5 or E-6, and all but one hold a DAFSC of 73371. Of the average 115 tasks these personnel perform, typical ones include:

- reproduce material using office copy machines
- conduct unit self-inspections
- collect man-hour data
- analyze workload data
- maintain self-inspection books or checklists
- develop inspection checklists
- draft or write unit self-inspection reports
- collect authorized or assigned personnel data
- type correspondence, reports, or forms
- read technical publications, such as magazines, reports, or bulletins

Three of these individuals are assigned to overseas locations. Overall, these independent job members average over 14 years TAFMS and 4.5 years in the career field.

XI. WORKLOAD DATA SPECIALISTS (N=8). Members of this independent job are all enlisted personnel in the grades of E-4 through E-6. These eight individuals spend the majority (55 percent) of their time performing general manpower management functions. They perform an average of 67 tasks and a number of these tasks involve workload data. Typical tasks include:

- collect workload data
- analyze workload data
- complete workload data collection forms
- prepare inputs to manpower data systems, such as for Base or Command Manpower Data Systems (BMDS or CMDS) routines
- review agreements, such as interservice, host-tenant, or status of forces, to determine manpower impact
- compare WCD with directive procedures or mission statements
- analyze authorized or assigned personnel data
- apply manpower determinants, such as standards or guides
- revise organizational charts
- verify workload data

On the average, these personnel have 13 years in the service and 7 years in the career field. Two of these group members are only qualified at the 3-skill level and none of the eight directly supervise other personnel.

XII. MANPOWER AUTHORIZATION PERSONNEL (N=9). This independent job contains three officers and six NCOs. These group members are assigned to a variety of positions and locations. For example, two of the officers (both majors) are joint service manpower planners. As a whole, these nine individuals spend 64 percent of their relative job time performing administrative, management, command, and general manpower management functions. Some representative tasks for these individuals include:

- collect authorized or assigned personnel data
- analyze authorized or assigned personnel data
- collect workload data
- analyze workload data
- analyze man-hour data
- verify workload data
- read technical publications, such as magazines, reports, or bulletins
- collect man-hour data
- analyze results or applying manpower determinants, such as standards or guides
- identify assumed or inferred work

The members of this group perform an average of 87 tasks. They average 13 years TAFMS and 6 years in the career field. Average grade for enlisted personnel in this group is E-6.

XIII. DETACHMENT TRAINERS (N=9). These nine personnel are heavily involved with OJT and in-house training. Six of these individuals hold enlisted paygrades E-5 through E-7, and the other three are second lieutenants. All of these personnel are direct supervisors and many are branch chiefs. They perform an average of 128 tasks and typical ones include:

- conduct OJT
- inspect training files
- reproduce material using office copying machines
- draft or write memoranda for the record
- inspect unit training programs
- conduct in-house training, such as safety, security, or equipment usage
- maintain records, charts, or graphs
- evaluate OJT programs
- obtain training aids, space, or equipment
- counsel trainees on training progress

All enlisted personnel in this group hold a DAFSC of 73371 and all officers hold a DAFSC of 7421. Average TAFMS for the group is 12 years and average Time in Career Field (TICF) is just under 3 years.

XIV. MANAGEMENT ADVISORY STUDY PERSONNEL (N=5). The five individuals in this independent job spend 22 percent of their relative job time conducting MASs. These personnel range in paygrade from E-4 to E-6. Of the average 60 tasks these members perform, typical ones include:

- analyze work center productivity during MASs
- draft or write MAS final reports
- brief MAS recommendations to clients
- coordinate with clients on MAS letters of understanding
- inform clients of MAS status
- interview work center personnel during MAS
- draft or write MAS letters of understanding
- power up or power down computer systems equipment
- collect workload data
- interview work center personnel

These personnel average only 20 months in the field and 6.5 years in the service. All five are assigned to base-level positions.

XV. SUPERVISORY PERSONNEL (N=7). These seven personnel are direct supervisors for at least two other people. They spend 23 percent of their time on personnel functions, and this makes them unique from other supervision and management groups. Of the average 78 tasks these people perform, typical ones include:

- proofread correspondence, forms, reports, or studies
- interpret policies or directives for subordinates
- draft or write Airman Performance Reports (APR)
- determine work priorities for subordinates
- certify civilian time cards
- assign suspense dates
- approve or disapprove leave requests
- orient new subordinates
- draft or write civilian performance reports
- counsel personnel on job performance, personal problems, or military-related problems

Three of these individuals are NCOs, one from each of the "top three" enlisted ranks. The other four are officers (one O-5, two O-3s and one O-2). On the average, these personnel have 18 years TAFMS, 12 years in the career field, and supervise five other people.

XVI. COMMAND AND MANAGEMENT PERSONNEL (N=76). Members of this cluster represent 6 percent of the entire survey sample. Ninety-three percent are officers and 72 percent of the cluster members are field grade officers. In the other 7 percent of the group (five individuals) there are three personnel with a grade of E-8 and two with a grade of E-9. Overall, cluster members spend 64 percent of their relative job time performing administration, management, command, and personnel functions. These 76 personnel perform an average of 124 tasks, and typical ones include:

- draft or write point, position, or talking papers
- counsel personnel on job performance, personal problems, or military-related problems
- approve or disapprove leave requests
- approve or disapprove messages for electrical transmission
- determine work priorities for subordinates
- counsel personnel on career progression
- approve or disapprove point, position, or talking papers
- attend manpower management related meetings, conferences, or working groups, such as functional reviews
- assign suspense dates
- draft or write nominations for awards or decorations

Five jobs group together to form this cluster. The first of these, Headquarters Level Branch Chiefs and Detachment Supervisors, differs from the other four in that these six personnel spend 20 percent of their time on tasks associated with manpower resources. The seven personnel forming the Headquarters Level Division and Branch Chiefs job devote 84 percent of their time to administrative, management, command, and personnel functions. Another job similar in nature to these personnel is the Division Chiefs and Detachment Managers. On the average, these 25 individuals perform 34 more tasks than those in the previous job. Except for one E-8 and two E-9s, these personnel

all hold ranks of captain through lieutenant colonel. The fourth group, Manpower Standard and Studies Managers, contains 12 officers in the grades of O-3 through O-5, who are responsible for supervising management engineering activities involving standards application and implementation functions. The final job in this cluster is the Manpower and Organization Directors and Requirements and Resources Division Chiefs. Eighteen of these personnel are field grade officers with the remaining individual holding a rank of captain. All of these individuals are assigned to headquarters-level positions and they manage various resource, requirement, and utilization efforts.

As a whole, these cluster members average 14 years in the career field and almost 20 years in the service. They directly supervise an average of five people and the officers average more than 15 years active commissioned time. Seventy-five percent of these individuals report they are presently assigned to positions at headquarters level or equivalent.

XVII. DETACHMENT COMMANDERS AND SUPERVISORS (N=116). Accounting for 8 percent of the survey sample, these 116 personnel differ from the previous cluster because most (82 percent) are assigned to Management Engineering Detachments or Flights and the scope of their job is much larger. They devote only 37 percent of their time to administrative, management, command, and personnel functions, and spend more time on technical aspects of manpower management and management engineering. Another big difference is the fact that only 66 percent of the cluster members are officers and most of them are company grade officers. Of the average 240 tasks these personnel perform, typical ones include:

- counsel personnel on job performance, personal problems, or military-related problems
- determine work priorities for subordinates
- conduct informal briefings, other than routine manpower briefings, such as during ME phases or contracting
- counsel personnel on career progression
- inspect personnel for compliance with AFR 35-10
- analyze results of applying manpower determinants, such as standards or guides
- coordinate with appropriate agency personnel on manpower changes
- review manpower standard study plans or reports
- recommend approval or disapproval of ACR
- advise officials on organizational structures

Members of this cluster are divided among five distinct jobs. The 18 members in the first job, Management Engineering Team Supervisors, primarily review the work performed by their subordinates and fulfill supervisory responsibilities. The next job of Technical Supervisors is very similar. However, these personnel also perform the same technical tasks as those performed by their subordinates. The individuals can be best viewed as working supervisors. The third job, Cost Comparison Branch Chiefs, are supervisors

who spend a good portion (over 14 percent) of their relative job time performing tasks related to cost comparison activities. Those in the fourth and fifth jobs, the Detachment Commanders and Chiefs and the Senior Managers, hold positions similar to each other, but differ significantly in job scope. Members of the fourth job perform an average of 217 tasks, while the Senior Managers perform an average of 333 tasks. Also, the Detachment Commanders and Chiefs spend over 42 percent of their time on administrative, management, command, and personnel functions while the Senior Managers devote only 28 percent of their relative job time on those functions.

With the exception of one technical sergeant, all enlisted members in this cluster are from the "top three" ranks. The 77 officers in this cluster cut across all grades; however, 68 percent of them are company grade officers. On the average, cluster members have over 10 years in the career field, more than 17.5 years TAFMS, and they supervise an average of five other people.

XVIII. SUGGESTION PROGRAM MONITORS (N=9). Of these nine personnel, only one is an officer. The remaining eight individuals hold enlisted ranks with five in the paygrade of E-7. Most are branch chiefs, but they hold a variety of different job titles. These personnel grouped together primarily because they spend a significant amount of their relative job time (16 percent) performing suggestion program activities. Some typical tasks for this group include:

- coordinate with functional OPR or suggesters on problems related to suggestion evaluations
- advise functional OPR or suggesters on suggestion program policies or procedures
- review functional OPR actions on suggestions for completeness and clarity
- determine type of award for implemented suggestions
- determine functional OPR of a suggestion
- evaluate impact of suggestions
- determine status of suggestion evaluations
- determine status of suggestion implementation
- draft or write memoranda for the record
- review requests for suggestion reevaluation

The members of this independent job perform an average of 154 tasks. As a group, these nine people have an average of 14.5 years TAFMS and 53 months in the career field.

XIX. MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL (N=133). Comprising 10 percent of the survey sample, these 133 personnel represent all grades from E-5 through O-6. Fifty-nine percent of the cluster members are NCOs and 41 percent are officers. Ninety percent of these personnel report their present job specialty to be in one of the following areas: organization, programs, requirements, or resources. As a group, these 133

individuals devote a third (33 percent) of their relative job time to manpower requirements and utilization functions. Of the average 121 tasks these personnel perform, some typical ones include:

- research history of manpower actions
- determine manpower impacts of proposed actions
- coordinate with personnel from appropriate agencies on manpower changes
- analyze manpower impact resulting from program changes
- advise on manpower resource availability status
- recommend approval or disapproval of ACR
- identify UMD position coding requirements
- evaluate ACR
- identify authorizations for deletion
- advise officials on organizational structures

This cluster is divided into five distinct jobs. The first and largest of these, Requirements Personnel, is composed of 5 officers and 42 enlisted personnel and many of the tasks they perform involve manpower authorization change requests. In addition to the 29 percent of their time spent on requirements and utilization functions, these personnel spend 38 percent of their time on general manpower management functions. The 16 members of the second job, Requirements Branch Chiefs, are all located at MAJCOM headquarters and are responsible for approving, disapproving, coordinating, evaluating, and analyzing a variety of manpower requirements actions. Members of the third job, Organization and Resources Personnel, are assigned to a variety of Air Force Elements, Separate Operating Agencies, Direct Reporting Units, and Joint Service or DOD agencies. These 15 individuals deal extensively with manpower resources, authorizations, and organizational structures. Ten people group together to form the job of Organization and Resources Division, Branch, and Section Chiefs. Nine of these individuals are field grade officers and one is a master sergeant. These personnel perform a job which is very similar to the previous one, except that members of this job are all supervising others and, therefore, devote more time to supervisory and management tasks. The last job of Manpower Programs and Resources Personnel contains 25 people who spend more than half (51 percent) of their time performing tasks associated with program changes and manpower resources.

Only 3 percent of the members within this cluster report being assigned to an organizational level other than a headquarters or equivalent. The average paygrade for the NCOs in this cluster is E-7, and the average grade for the officers is O-4. As a whole, these cluster members average 16.5 years TAFMS and nearly 10 years in the Manpower Management Specialty.

XX. ORGANIZATION STUDIES AND ANALYSIS PERSONNEL (N=16). The 16 people forming this independent job represent 1 percent of the survey sample. All of these personnel specialize in organizational studies and analyses, spending over half (53 percent) of their job time on those functions. An additional 35

percent of their time is spent on administrative, management, command, and general manpower management functions. These people perform an average of 86 tasks. Representative tasks for this group of people include:

- evaluate proposed organizational structures
- analyze organizational structures for compliance with principles of organization, such as span of control
- advise officials on organizational structures
- develop organizational structures for new organizations
- advise functional OPR on organizational proposals
- advise operating officials on the preparation of organizational or functional charts
- evaluate requests for organization changes or waivers to organization policy or guidance
- compile supporting information for proposed organizational changes
- coordinate with OPR personnel on directives relative to organizational structures
- establish or revise Organization Structure Codes (OSC)

Eleven of these personnel are officers in grades O-1 through O-5. The remaining five individuals hold enlisted paygrades E-5 through E-8. Overall, these independent job incumbents average 6 years TICF and over 11 years in the military.

XXI. LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL (N=20). There is an equal number of officer and enlisted personnel in this independent job. The 10 enlisted personnel have an average grade of E-7, while the average rank for the 10 officers is captain. As a group, these 20 individuals devote half (50 percent) of their relative job time to performing LCOM functions, such as analyzing simulation results. Of the average 124 tasks performed by these personnel, typical ones include:

- analyze results of simulation to assess effects of mission profile
- analyze results of simulation to determine maintenance manpower requirements
- analyze results of simulation to assess aircraft and parts workflow
- review scenarios
- construct input model exogenous files
- analyze maintenance data collection system information
- analyze results of simulation to assess spare parts requirements
- debug LCOM data bases
- analyze weapons systems for maintainability
- develop presortie aircraft flow data

All of these personnel are assigned to MAJCOM headquarters, AFMEA, or ASD. Eight of these personnel are assigned to Langley AFB VA. On the average, these 20 people have 7 years in the career field and more than 15 years TAFMS.

XXII. DATA SYSTEMS PERSONNEL (N=56). Representing 4 percent of the survey sample, these 56 personnel handle all aspects of developing and maintaining manpower data systems. Forty-six of these individuals hold paygrades between E-5 and E-9, with the average grade being E-6. The 10 officers have an average grade of O-3. These cluster members devote 40 percent of their relative job time to maintaining data systems, and they perform an average of 78 tasks. Typical tasks for these cluster members include:

- coordinate with computer systems personnel on software problems
- pickup computer products
- power up or power down computer systems equipment
- resolve malfunctions in data systems
- isolate malfunctions in data systems
- coordinate with personnel from appropriate agencies on manpower system releases, such as BMDS or CMDS
- design input or output formats
- review manpower data system products for distribution
- develop inquiries
- coordinate with computer programmers on development of modifications to systems

Four jobs combine to form this cluster. The first, Base Level Data System Technicians and Specialists, contains nine members, and all are assigned to Management Engineering Detachments or Flights. These NCOs spend 51 percent of their time performing general manpower management and administrative functions, while they devote 21 percent of their time to maintaining data systems. The next job, Manpower Data Systems Managers, is quite different since all but 2 of these 14 NCOs indicate they are working at various MAJCOM headquarters. They devote 51 percent of their time to performing data systems functions and another 42 percent of their time to general manpower management and administrative tasks which support those functions. The third job in this cluster is the Data Systems Chiefs job. These 17 people have a much larger job scope than personnel in the other three jobs, and they have the greatest supervisory responsibility of all four jobs. They spend 40 percent of their job time on administrative, management, command, and personnel functions. The last job, Data Systems Analysts, contains 13 individuals who devote most (51 percent) of their time to data systems functions. These personnel are quite involved with isolating and resolving data system malfunctions, and none of these individuals are assigned to the base level.

As a whole, these cluster members average 15 years TAFMS and 7 years in the career field. Most (73 percent) of these individuals are working in assignments away from the base level.

XXIII. WARTIME MANPOWER PERSONNEL (N=47). These 47 personnel represent 3 percent of the survey sample. Sixty percent of the cluster members are NCOs and 40 percent are officers. They devote 42 percent of their job time to performing contingency manpower planning. Additionally, they spend 37 percent of their time performing administrative and general manpower management tasks which support contingency manpower planning. These personnel perform an average of 94 tasks, and some typical ones include:

- analyze total manpower requirements and resources for
relationship with wartime requirements
- analyze wartime shortfalls
- review contingency plans, such as exercise plans or
Operations Plans (OPans)
- review Unit Type Code (UTC) listings
- review UTC manpower requirements lists
- analyze untasked manpower resources
- coordinate with appropriate personnel on UTC packages or
UTC changes
- compare deployment requirements with manpower
authorizations
- review Time Phased Force Deployment Listings (TPFDL)
- analyze wartime manpower supply and demand requirements

The first of the four jobs in this cluster is the Wartime Plans Division, Branch, and Section Chiefs job. The six people spend 45 percent of their relative job time on administrative, management, command, and personnel functions. On the average, these personnel directly supervise four other people. The second job, Wartime Manpower Planners and Analysts, has 14 members who analyze all wartime manpower requirements and develop the plans to meet those requirements. The 16 members of the third job, UTC Specialists, perform many tasks dealing with UTCs, such as reviewing, revising, and coordinating on UTC listings. Those in the last job, Wartime Manpower Requirements Analysts, are very similar to the Wartime Manpower Planners and Analysts, but they have a much more limited job scope. This is evidenced by the fact they perform only a third of the number of tasks performed by the Wartime Manpower Planners and Analysts.

The average grade for the officers in this cluster was O-3, while the average grade for the enlisted personnel was E-7. All but one of these 47 people are assigned to headquarters level. Overall, these personnel average 15 years in the military and 8 years in the career field.

XXIV. ADMINISTRATIVE PERSONNEL (N=8). This independent job contains five enlisted personnel, grades E-4 through E-7, and three officers. These eight individuals spend 63 percent of their time on administrative, management, and command functions and have an extremely limited job scope. Of the average 32 tasks these personnel perform, typical ones include:

- reproduce material using office copying machines
- type correspondence, reports, or forms
- proofread correspondence, forms, reports, or studies
- draft or write memoranda for the record
- perform room or area security checks
- read technical publications, such as magazines, reports, or bulletins
- package or mail correspondence
- draft or write messages for electrical transmission
- collate correspondence, reports, or studies
- prepare briefing aids

Three of these personnel have less than 4 years in the field and none of the eight are supervisors. On the average, these personnel have 7 years in the career field and nearly 13 years in the service.

XXV. HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL (N=7). These four officers and three NCOs spend 75 percent of their time on administrative, management, and command functions. Many of the tasks they perform involve higher headquarters directives, regulations, manuals, and policy letters. These personnel perform an average of 52 tasks and typical ones include:

- review higher headquarters regulations or manuals
- read technical publications, such as magazines, reports, or bulletins
- review operating instructions
- complete questionnaires
- draft or write policy letters
- draft or write point, position, or talking papers
- draft or write memoranda for the record
- draft or write higher headquarters directives
- prepare briefing aids
- evaluate supplements to higher headquarter's directives

Two of these personnel are majors, two are captains, two are master sergeants, and one is a senior master sergeant. Both majors are assigned to the Pentagon, both captains are assigned to AFMEA, and the three enlisted personnel are all technical guidance consultants. Overall, these personnel average 16 years in the military and 9 years in the field.

XXVI. HIGHER HEADQUARTERS REQUIREMENTS OFFICERS (N=6). These six individuals, four captains and two lieutenant colonels, are all responsible for making higher headquarters policy decisions regarding manpower requirements and utilization. They devote 72 percent of their time to administrative,

management, command and general manpower management functions and 16 percent of their time to manpower requirements and utilization. Of the average 47 tasks they perform, typical ones include:

- draft or write staff studies or staff summaries
- draft or write point, position, or talking papers
- draft or write messages for electrical transmission
- draft or write memoranda for the record
- draft or write policy letters
- conduct informal briefings, other than routine manpower briefings, such as during ME phases or contracting
- attend manpower management related meetings, conferences, or working groups, such as functional reviews
- explain manpower actions to outside agencies, such as GAO or IG
- compile manpower responses to inquiries originating from various governmental agencies, such as OSD
- determine manpower impacts of proposed actions

All but one of these individuals is assigned to HQ USAF. These officers average 11.5 years in the service and 9 years in the Manpower Management Specialty. Five of these officers hold a DAFSC of 741X.

XXVII. PRODUCTIVITY PERSONNEL (N=47). Aside from two captains, these people range in grade from E-5 to E-7. These 11 individuals devote a full 77 percent of their time to performing productivity program activities and administrative tasks which support those activities. Performing an average of 60 tasks, these personnel are heavily involved with the Productivity Enhancement Capital Investment (PECI) program. Typical tasks they perform include:

- coordinate with appropriate agency personnel on PECI actions
- analyze PECI requests
- advise OPR on PECI program policies or procedures
- determine status of productivity initiatives
- publicize PECI programs
- audit PECI reports
- verify expenditure of PECI funds
- review PECI program reports
- evaluate savings as a result of proposed PECI program actions
- report excess PECI funds

Representing 1 percent of the survey sample, these personnel average 12 years TAFMS and 5 years in the specialty. Five of these personnel have less than 48 months in the field.

XXVIII. COMMERCIAL ACTIVITIES PERSONNEL (N=9). These nine personnel devote 73 percent of their time to performing commercial activities and administrative tasks in support of those activities. Four of these members are officers (three O-3s and one O-1) and the remaining five are enlisted personnel in grades E-4 through E-6. Of the average 57 tasks these people perform, typical ones include:

- advise OPR on development of Performance Work Statements (PWS)
- evaluate PWS
- review management studies
- advise OPR on development of Quality Assurance Surveillance Plan (QASP)
- evaluate SOW
- review Commercial Activities Management Information System (CAMIS) reports
- provide technical guidance on CA policies and procedures
- review contracted commercial activities
- develop cost comparison study milestones
- review CCF and background data for completeness, procedural, and computational accuracy

These independent job members represent 1 percent of the survey sample. On the average, they have more than 10 years TAFMS and they have 6 years experience in the field.

XXIX. FORMAL INSTRUCTORS AND TRAINERS (N=6). These six personnel spend the majority (68 percent) of their relative job time on training duties. Of the average 41 tasks performed, most center around student instruction at the technical training school. Typical tasks for this job include:

- conduct training in formal resident training courses
- draft or write resident course materials, such as study guides, workbooks, or handouts
- develop course control documents, such as Course Training Standards (CTS) or syllabi
- design training aids
- evaluate student critiques
- design training courses
- develop formal classroom training programs or courses of instruction
- critique tests
- counsel trainees on training progress
- administer or score tests

Three of these personnel are captains, two are staff sergeants, and one is a master sergeant. Two of the captains are assigned to Air University at Maxwell AFB AL and the remaining four individuals are assigned to Keesler AFB MS. These personnel average 6.5 years in the career field and over 13 years TAFMS.

Comparison of Specialty Jobs

Ten clusters and 19 independent jobs were identified in the specialty job analysis. Six very small independent jobs contain only enlisted personnel and another small job is comprised of only officers. However, most clusters and independent jobs are comprised of both officers and NCOs. This fact illustrates that officers and NCOs perform similar functions. Although many of the clusters and independent jobs have common tasks, officers and senior NCOs tend to concentrate on jobs which are more supervisory and managerial in nature. For example, two of the clusters (COMMAND AND MANAGEMENT PERSONNEL and DETACHMENT COMMANDERS AND SUPERVISORS) contain extremely high concentrations of field grade officers and senior NCOs. On the other hand, officers and NCOs with less time in the field are very diversified; this is apparent from the large number (69) of jobs identified. This large degree of specialization within the Manpower Management specialties is expected since such a wide variety of functions are being performed.

Comparison of Current Group Descriptions to Previous Survey Findings

The results of the specialty structure analysis were compared to those of Occupational Survey Report (OSR) AFPT 90-000-448, MANPOWER MANAGEMENT CAREER LADDER AND MANPOWER MANAGEMENT UTILIZATION FIELD, dated June 1982. Table 4 displays a comparison of the Manpower Management specialty job groups identified in each of the studies. After reviewing the tasks comprising the jobs identified in 1982, 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. Also, the jobs and clusters identified in this current study are more diverse and do not group together as well as those identified in 1982. The biggest difference between these two specialty job analyses involves the identification of the STAFF PERSONNEL cluster in 1982, which accounted for 10 percent of the survey sample. Although no similar group that large is identified in this study, there are 71 personnel working at higher level headquarters who perform similar sets of tasks. Only 21 of these individuals are similar enough to be grouped, and they form three small jobs.

Even with some other minor variations involving small numbers of personnel (i.e., the 1988 identification of the SUGGESTION PROGRAM MONITORS), the vast majority of the current sample could be matched to AFSC 74XX and AFSC 733X1 jobs identified in 1982, thus displaying relatively stable specialty structures over time.

TABLE 4

COMPARISON OF SPECIALTY STRUCTURE GROUPS FOR CURRENT AND 1982 SURVEY

CURRENT SURVEY (N=1,381)	PERCENT OF SAMPLE	1982 SURVEY - 733XX/74XX (N=1,221)	PERCENT OF SAMPLE
MANAGEMENT ENGINEERING SPECIALISTS	*	MANAGEMENT ENGINEERING AND MANPOWER MANAGEMENT FUNCTIONAL AREA	49%
FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL	4%		
MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS	7%		
MANPOWER MANAGEMENT TECHNICIANS	1%		
DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL	14%		
FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL	8%		
DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL	7%		
MANPOWER MANAGERS AND ANALYSTS INSPECTION AND ADMINISTRATION PERSONNEL	2%		
WORKLOAD DATA SPECIALISTS	*		
MANPOWER AUTHORIZATION PERSONNEL	1%		
DETACHMENT TRAINERS	1%		
MANAGEMENT ADVISORY STUDIES PERSONNEL	*		
SUPERVISORY PERSONNEL	1%	SUPERVISION, COMMAND, AND MANAGEMENT CLUSTER	11%
COMMAND AND MANAGEMENT PERSONNEL	6%		
DETACHMENT COMMANDERS AND SUPERVISORS	8%		

* Denotes less than 1 percent

TABLE 4 (CONTINUED)

COMPARISON OF SPECIALTY STRUCTURE GROUPS FOR CURRENT AND 1982 SURVEY

CURRENT SURVEY (N=1,381)	PERCENT OF SAMPLE	1982 SURVEY - 733XX/74XX (N=1,221)	PERCENT OF SAMPLE
MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL	10%	MANPOWER REQUIREMENTS, RESOURCES, AND PROGRAMMING FUNCTIONAL AREA	12%
ORGANIZATIONAL STUDIES AND ANALYSIS PERSONNEL	1%	ORGANIZATIONAL STUDIES ANALYSTS	1%
LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL	1%	LOGISTICS COMPOSITE MODEL (LCOM) STUDIES ANALYSTS	1%
DATA SYSTEMS PERSONNEL	4%	MANPOWER DATA SYSTEMS PERSONNEL	4%
WARTIME MANPOWER PERSONNEL	3%	CONTINGENCY MANPOWER PLANNING PERSONNEL	2%
ADMINISTRATIVE PERSONNEL	1%	STAFF PERSONNEL	10%
HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL	1%		
HIGHER HEADQUARTERS REQUIREMENTS OFFICERS	*		
COST COMPARISON PERSONNEL	1%	COST AND COMPARISON MANPOWER PERSONNEL	3%
COMMERCIAL ACTIVITIES PERSONNEL	1%		
FORMAL INSTRUCTORS AND TRAINERS	*	FORMAL INSTRUCTORS	*
PRODUCTIVITY PERSONNEL	1%	FASCAP ADMINISTRATION PERSONNEL	1%
SUGGESTION PROGRAM MONITORS	1%	NO SIMILAR GROUP IDENTIFIED	

* Denotes less than 1 percent

SECTION IV

ANALYSIS OF DAFSC 74XX/733XX 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 36-1 and AFR 39-1 Specialty Descriptions and the STSs, reflect what career ladder personnel are actually doing in the field.

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.

Enlisted Skill-Level Descriptions and Comparisons

DAFSC 73331. The tasks performed by most of the 3-skill level personnel in this field are fairly technical in nature. Seventy-seven percent of their relative job time is devoted to administrative, general manpower management, and familiarization, planning, measurement, and computation phase functions. A job description for these personnel is shown in Appendix B, Table B1, and shows members perform many tasks within the functions just listed. These are the most common tasks performed by all of these NCOs, since more than half (55 percent) of them work in the two clusters which are largely responsible for performing these functions. Overall, the 257 NCOs in this group are devoting most of their time to technical tasks within the Manpower Management specialty.

DAFSC 73371. The 7-skill level personnel in this specialty are performing the same types of tasks as those holding a 3-skill level, and this is shown in Appendix B, Tables B1 and B2. As with the DAFSC 73331 personnel, these 7-skill members spend most of their time (68 percent) on tasks related to administrative, general manpower management, and familiarization, planning, measurement, and computation phase functions. The data in Table 6 illustrate that these two groups are, in fact, very similar in nature. However, the 7-skill level personnel spend slightly less time on general manpower management and familiarization, planning, measurement, and computation phase functions while spending slightly more time in other functional areas. This slightly larger job scope is evidenced by the fact that these personnel are working in a greater variety of jobs (see Table 5). Representative tasks being performed by these 524 members are listed in Table B2.

Representative tasks which best differentiate between DAFSC 73331 and DAFSC 73371 respondents are listed in Table 7. As stated earlier, these two groups are performing essentially the same job, and this fact is reiterated by Table 7.

TABLE 5

DISTRIBUTION OF 733XX DAFSC GROUP MEMBERS ACROSS SPECIALITY JOBS
(PERCENT MEMBERS)*

SPECIALITY JOBS	DAFSC 73331 (N=257)	DAFSC 73371 (N=524)	DAFSC 73391 (N=104)	DAFSC 73300 (N=54)
I. MANAGEMENT ENGINEERING SPECIALISTS	2	0	0	0
II. FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL	2	4	4	9
III. MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS	20	8	4	0
IV. MANPOWER MANAGEMENT TECHNICIANS	1	2	2	0
V. DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL	35	17	7	2
VI. FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL	7	11	10	4
VII. DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL	7	9	7	4
VIII. MANPOWER MANAGERS AND ANALYSTS	1	4	3	4
IX. COST COMPARISON PERSONNEL	2	1	7	2
X. INSPECTION AND ADMINISTRATIVE PERSONNEL	.4	1	0	0
XI. WORKLOAD DATA SPECIALISTS	1	1	0	0
XII. MANPOWER AUTHORIZATION PERSONNEL	1	.6	1	0
XIII. DETACHMENT TRAINERS	0	1	0	0
XIV. MANAGEMENT ADVISORY STUDIES PERSONNEL	2	.2	0	0
XV. SUPERVISORY PERSONNEL	0	.2	1	2
XVI. COMMAND AND MANAGEMENT PERSONNEL	0	0	3	4
XVII. DETACHMENT COMMANDERS AND SUPERVISORS	0	1	16	30
XVIII. SUGGESTION PROGRAM MONITORS	.4	1	1	0
XIX. MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL	1	9	17	24
XX. ORGANIZATIONAL STUDIES AND ANALYSIS PERSONNEL	.4	1	0	0
XXI. LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL	.4	1	3	2
XXII. DATA SYSTEMS PERSONNEL	2	6	6	4
XXIII. WARTIME MANPOWER PERSONNEL	.4	3	6	7
XXIV. ADMINISTRATIVE PERSONNEL	1	.6	0	0
XXV. HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL	0	.2	2	0
XXVI. HIGHER HEADQUARTERS REQUIREMENTS OFFICERS	0	0	0	0
XXVII. PRODUCTIVITY PERSONNEL	.4	1	0	0
XXVIII. COMMERCIAL ACTIVITIES PERSONNEL	.4	1	0	0
XXIX. FORMAL INSTRUCTORS AND TRAINERS	1	.2	0	0
NOT GROUPED	11	10	0	2

* Columns may not add to 100 percent due to rounding

TABLE 6

RELATIVE PERCENT TIME SPENT PERFORMING
DUTIES BY 733XX DAFSC GROUPS

DUTIES	DAFSC 73331 (N=257)	DAFSC 73371 (N=524)	DAFSC 73291 (N=104)	DAFSC 73300 (N=54)
A ADMINISTRATION, MANAGEMENT, AND COMMAND	18	19	24	24
B PERSONNEL	*	1	5	11
C INSPECTION AND EVALUATION	1	1	1	2
D TRAINING	2	2	3	4
E PERFORMING GENERAL MANPOWER MANAGEMENT FUNCTIONS	30	27	25	19
F PERFORMING FAMILIARIZATION, PLANNING, MEASUREMENT, AND COMPUTATION PHASE FUNCTIONS				
G PERFORMING STANDARDS APPLICATION AND IMPLEMENTATION FUNCTIONS	29	22	14	10
H PERFORMING MANAGEMENT ADVISORY STUDIES	2	2	2	2
I PERFORMING REQUIREMENTS AND UTILIZATION	2	2	1	*
J MAINTAINING DATA SYSTEMS	4	7	10	13
K PERFORMING ORGANIZATIONAL STUDIES AND ANALYSES	4	5	5	3
L PERFORMING LOGISTICS COMPOSITE MODEL (LCOM) FUNCTIONS	2	3	3	3
M PERFORMING CONTINGENCY MANPOWER PLANNING	*	1	2	2
N PERFORMING COMMERCIAL ACTIVITIES	2	3	3	3
O PERFORMING SUGGESTION PROGRAM ACTIVITIES	2	2	2	2
P PERFORMING PRODUCTIVITY PROGRAM ACTIVITIES	1	1	*	1
	1	2	*	1

* Denotes less than 1 percent

TABLE 7

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73331
AND DAFSC 73371 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73331 (N=257)	DAFSC 73371 (N=524)	DIFF
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	76	56	+20
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	73	57	+17
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	73	56	+17
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	70	54	+16
E376 COMPLETE AF FORMS 1152 (DAILY WORK SAMPLING OBSERVATION)	46	31	+15
E275 COLLECT WORKLOAD DATA	86	71	+15
D211 CONDUCT ON-THE-JOB TRAINING (OJT)	31	16	-15
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	32	16	-16
A69 DRAFT OR WRITE OPERATING INSTRUCTIONS	28	12	-16
A79 WRITE TRIP REPORTS	30	13	-17
B169 ORIENT NEW SUBORDINATES	24	7	-17
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	51	31	-20
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	65	45	-20

DAFSC 73291. There are 104 DAFSC 73391 personnel in the survey sample and their job scope is larger than that of the 7-skill level personnel. Even though these personnel spend more time on personnel and administration, management, and command functions, this increase is still not substantial (see Table 6). The higher percentages of DAFSC 73391 personnel who perform supervisory tasks are illustrated in Table 8. This table also shows only one task being performed by more 7-skill level than 9-skill level personnel. Representative tasks performed by 9-skill level personnel are shown in Table B3.

DAFSC 73300. These CEM code group members are similar to 9-skill level personnel; however, they devote less time to technical tasks and more time to supervisory and management functions. This is shown in Table 6, where one can see that CEM code personnel spend more than twice the amount of time spent by DAFSC 73391 members on personnel functions. The major differences between these two groups are highlighted in Table 9. Table 5 shows these 54 DAFSC 73300 individuals are concentrated in jobs which are heavily oriented toward supervision, command, and management. Typical tasks performed by DAFSC 73300 personnel are shown in Table B4.

Summary

Career ladder progression is barely discernible between the 3- and 7-skill levels, since members of both groups are performing essentially the same tasks with only a slight increase in job scope for DAFSC 73371 members. The DAFSC 73391 personnel begin to take on more supervisory responsibility, but they are still heavily involved with technical tasks performed by the 3- and 7-skill personnel. CEM code group members spend the most time (41 percent) of any of the DAFSC groups on supervisory functions. Overall, personnel gain more supervisory responsibility as they progress to higher skill levels; however, progression is not readily apparent.

Officer DAFSC Descriptions and Comparison

DAFSC 742X. The 233 officers in this group are located in 23 of the 29 clusters and independent jobs (see Table 10) discussed in the SPECIALTY JOBS section. However, there are slightly higher concentrations of these officers in those clusters and independent jobs where supervision and management tasks receive more emphasis. Although these DAFSC 742X personnel devote 38 percent of their time to administration, management, command, personnel, and training functions, they still spend a good portion of their time in more technical areas (see Table 11). Representative tasks for these group members are listed in Appendix B, Table B5.

DAFSC 741X. These 209 officers are spending more time on supervision-related functions than the DAFSC 742X personnel. Table 11 reflects that more than half (52 percent) of their time is spent on administration, management, command, and other supervisory functions (Duties A, B, C, and D). Manpower Requirements and Utilization is another area where these personnel devote a significant amount (15 percent) of their time. As a whole, most (67 percent)

TABLE 8

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73371
AND DAFSC 73391 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73371 (N=524)	DAFSC 73391 (N=104)	DIFF
E348 REVIEW WCD	67	49	+18
B169 ORIENT NEW SUBORDINATES	53	24	-29
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	61	32	-29
B179 REVIEW PERSONNEL RECORDS	38	9	-29
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	46	16	-30
B152 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	44	14	-30
A121 RESOLVE CONFLICTS IN FORECASTED OR SCHEDULED LEAVE	39	9	-30
A65 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	46	16	-30
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	50	16	-34
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	49	14	-35

TABLE 9

REPRESENTATIVE TASK DIFFERENCES BETWEEN DAFSC 73391
AND DAFSC 73300 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 73391 (N=104)	DAFSC 73300 (N=54)	DIFF
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	44	18	+26
E353 VERIFY WORKLOAD DATA	61	37	+24
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	48	26	+22
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	45	24	+21
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	41	20	+21
F417 DRAFT OR WRITE WCD	33	15	+18
E274 COLLECT MAN-HOUR DATA	57	39	+18
B152 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	72	44	-28
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	80	50	-30
B165 INTERVIEW PROSPECTIVE MILITARY OR CIVILIAN EMPLOYEES	57	24	-33
B174 REVIEW APR	55	20	-35
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	83	46	-37
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	80	42	-38
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	83	43	-40

TABLE 10

DISTRIBUTION OF 74XX DAFSC GROUP MEMBERS ACROSS SPECIALTY JOBS
(PERCENT MEMBERS)

SPECIALTY JOBS	DAFSC 742X (N=233)		DAFSC 741X (N=209)	
I. MANAGEMENT ENGINEERING SPECIALISTS	0		0	
II. FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL	5		4	
III. MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS		.4		
IV. MANPOWER MANAGEMENT TECHNICIANS	0		0	
V. DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL	3		0	
VI. FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL	12		0	
VII. DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL	7		1	
VIII. MANPOWER MANAGERS AND ANALYSTS	1		.5	
IX. COST COMPARISON PERSONNEL	0		0	
X. INSPECTION AND ADMINISTRATIVE PERSONNEL	0		0	
XI. WORKLOAD DATA SPECIALISTS	0		0	
XII. MANPOWER AUTHORIZATION PERSONNEL	0		0	
XIII. DETACHMENT TRAINERS	0	.4	0	
XIV. MANAGEMENT ADVISORY STUDIES PERSONNEL	1		1	
XV. SUPERVISORY PERSONNEL	0		0	
XVI. COMMAND AND MANAGEMENT PERSONNEL	2		0	
XVII. DETACHMENT COMMANDERS AND SUPERVISORS	3		31	
XVIII. SUGGESTION PROGRAM MONITORS	16		19	
XIX. MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL		.4	0	
XX. ORGANIZATIONAL STUDIES AND ANALYSIS PERSONNEL	9		17	
XXI. LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL	3		1	
XXII. DATA SYSTEMS PERSONNEL	3		1	
XXIII. WARTIME MANPOWER PERSONNEL	2		2	
XXIV. ADMINISTRATIVE PERSONNEL	5		4	
XXV. HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL	1		.5	
XXVI. HIGHER HEADQUARTERS REQUIREMENTS OFFICERS		.4	1	
XXVII. PRODUCTIVITY PERSONNEL		.4	2	
XXVIII. COMMERCIAL ACTIVITIES PERSONNEL	1		0	
XXIX. FORMAL INSTRUCTORS AND TRAINERS	2		0	
NOT GROUPED	1		.5	
	20		15	

* Columns may not add to 100 percent due to rounding

TABLE 11
RELATIVE PERCENT TIME SPENT PERFORMING
DUTIES BY 74XX DAFSC GROUPS

<u>DUTIES</u>	<u>DAFSC 742X (N=233)</u>	<u>DAFSC 741X (N=209)</u>
A ADMINISTRATION, MANAGEMENT, AND COMMAND	29	37
B PERSONNEL	6	12
C INSPECTION AND EVALUATION	1	1
D TRAINING	3	2
E PERFORMING GENERAL MANPOWER MANAGEMENT FUNCTIONS	18	12
F PERFORMING FAMILIARIZATION, PLANNING, MEASUREMENT, AND COMPUTATION PHASE FUNCTIONS	15	5
G PERFORMING STANDARDS APPLICATION AND IMPLEMENTATION FUNCTIONS	2	1
H PERFORMING MANAGEMENT ADVISORY STUDIES	2	1
I PERFORMING REQUIREMENTS AND UTILIZATION	8	15
J MAINTAINING DATA SYSTEMS	3	2
K PERFORMING ORGANIZATIONAL STUDIES AND ANALYSES	4	4
L PERFORMING LOGISTICS COMPOSITE MODEL (LCOM) FUNCTIONS	1	1
M PERFORMING CONTINGENCY MANPOWER PLANNING	4	3
N PERFORMING COMMERCIAL ACTIVITIES	2	2
O PERFORMING SUGGESTION PROGRAM ACTIVITIES	*	1
P PERFORMING PRODUCTIVITY PROGRAM ACTIVITIES	2	1

* Denotes less than 1 percent

of these DAFSC 741X personnel are located in three job clusters (see Table 10) which are heavily oriented toward higher level management functions. Table B6 lists some representative tasks for this group of 209 officers.

Summary

While these two groups of officers have some basic similarities, a clear progression from DAFSC 742X to 741X is apparent. DAFSC 742X officers perform a wider variety of jobs and many of these jobs are at the base level. DAFSC 741X personnel, on the other hand, spend more time on higher level management tasks and concentrate in relatively few jobs which specialize in those types of tasks.

ANALYSIS OF AFR 36-1 AND AFR 39-1 SPECIALTY DESCRIPTIONS

Current AFR 36-1 and AFR 39-1 Specialty Descriptions for the AFSCs were compared to job descriptions for each specialty job and DAFSC group. Survey data support the current descriptions. Responsibilities and tasks included in the descriptions for AFSCs 7421/4, 7411/6, 73331/71, and 73391/00 are appropriate.

SECTION V

OFFICER RANK DESCRIPTIONS AND COMPARISONS

Lieutenants and Captains

Lieutenants and captains perform fairly similar jobs. Both work in a wide variety of jobs. This is illustrated in Table 12 where the distribution of jobs across grades is shown. Despite this similarity, several differences were noted between these two ranks. Lieutenants devote more time to general manpower management and familiarization, planning, measurement, and computation phase functions (see Table 13). Conversely, captains spend more time on administration, management, command, and personnel functions. Captains also devote more time than lieutenants to manpower requirements and utilization. Representative tasks for these two groups appear in Appendix B, Tables B7 and B8.

TABLE 12

DISTRIBUTION OF OFFICER GRADE GROUP MEMBERS ACROSS SPECIALITY JOBS
(PERCENT MEMBERS)

SPECIALTY JOBS	0-1/0-2 (N=104)	0-3 (N=186)	0-4 (N=68)	0-5 (N=68)	0-6 (N=16)
I. MANAGEMENT ENGINEERING SPECIALISTS	0	0	0	0	0
II. FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL	6	5	6	1	6
III. MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS	1	0	0	0	0
IV. MANPOWER MANAGEMENT TECHNICIANS	0	0	0	0	0
V. DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL	7	0	0	0	0
VI. FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL	20	5	1	0	0
VII. DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL	11	3	0	1	0
VIII. MANPOWER MANAGERS AND ANALYSTS	2	0	0	0	0
IX. COST COMPARISON PERSONNEL	0	0	0	0	0
X. INSPECTION AND ADMINISTRATIVE PERSONNEL	0	0	0	0	0
XI. WORKLOAD DATA SPECIALISTS	0	0	0	0	0
XII. MANPOWER AUTHORIZATION PERSONNEL	1	0	3	0	0
XIII. DETACHMENT TRAINERS	3	0	0	0	0
XIV. MANAGEMENT ADVISORY STUDIES PERSONNEL	0	0	0	0	0
XV. SUPERVISORY PERSONNEL	1	1	0	1	0
XVI. COMMAND AND MANAGEMENT PERSONNEL	1	8	25	44	50
XVII. DETACHMENT COMMANDERS AND SUPERVISORS	10	23	9	27	6
XVIII. SUGGESTION PROGRAM MONITORS	1	0	0	0	0
XIX. MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL	4	13	19	13	25
XX. ORGANIZATIONAL STUDIES AND ANALYSIS PERSONNEL	3	3	1	1	0
XXI. LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL	2	3	3	0	0
XXII. DATA SYSTEMS PERSONNEL	2	3	4	0	0
XXIII. WARTIME MANPOWER PERSONNEL	2	7	4	1	0
XXIV. ADMINISTRATIVE PERSONNEL	1	.5	1	0	0
XXV. HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL	0	1	3	0	0
XXVI. HIGHER HEADQUARTERS REQUIREMENTS OFFICERS	0	2	0	3	0
XXVII. PRODUCTIVITY PERSONNEL	0	1	0	0	0
XXVIII. COMMERCIAL ACTIVITIES PERSONNEL	1	2	0	0	0
XXIX. FORMAL INSTRUCTORS AND TRAINERS	0	2	0	0	0
NOT GROUPED	21	17	20	0	0

* Columns may not add to 100 percent due to rounding

TABLE 13

RELATIVE PERCENT TIME SPENT PERFORMING
DUTIES BY OFFICER GRADE GROUPS

DUTIES	0-1/0-2 (N=104)	0-3 (N=186)	0-4 (N=68)	0-5 (N=68)	0-6 (N=16)
A ADMINISTRATION, MANAGEMENT, AND COMMAND	23	34	37	37	42
B PERSONNEL	5	8	10	16	13
C INSPECTION AND EVALUATION	1	2	1	2	2
D TRAINING	2	3	2	2	2
E PERFORMING GENERAL MANPOWER MANAGEMENT FUNCTIONS	22	14	14	10	8
F PERFORMING FAMILIARIZATION, PLANNING, MEASUREMENT, AND COMPUTATION PHASE FUNCTIONS	21	8	5	5	3
G PERFORMING STANDARDS APPLICATION AND IMPLEMENTATION FUNCTIONS	2	2	1	1	1
H PERFORMING MANAGEMENT ADVISORY STUDIES	2	1	*	1	*
I PERFORMING REQUIREMENTS AND UTILIZATION	5	12	17	14	20
J MAINTAINING DATA SYSTEMS	4	2	3	*	*
K PERFORMING ORGANIZATIONAL STUDIES AND ANALYSES	3	4	3	5	4
L PERFORMING LOGISTICS COMPOSITE MODEL (LCOM) FUNCTIONS	1	1	2	1	*
M PERFORMING CONTINGENCY MANPOWER PLANNING	4	5	3	2	2
N PERFORMING COMMERCIAL ACTIVITIES	2	2	1	2	2
O PERFORMING SUGGESTION PROGRAM ACTIVITIES	1	*	*	1	*
P PERFORMING PRODUCTIVITY PROGRAM ACTIVITIES	2	2	1	1	1

* Denotes less than 1 percent

Captains and Majors

Although captains work in a much more diverse set of jobs than majors do, members in these two groups perform a very similar set of tasks. Most differences in tasks between these two groups occur when less than half the members in each group are performing those tasks. Also, job scopes for these two groups are quite similar, with captains spending 50 percent of their time on 135 tasks and majors spending half of their time on 110 tasks. These sets of tasks for captains and majors are nearly identical. There are slight differences between the relative time spent on duties by each of these two groups, as shown in Table 13. Majors spend more time on Duties A, B, and I, and less time on the more technical duties. Some representative tasks for these 68 majors are listed in Table B9.

Majors and Lieutenant Colonels

The majority of lieutenant colonels in the survey hold higher level staff positions. Table 12 shows the jobs where these 68 members are concentrated. They primarily differ from majors in that they spend more time on personnel functions (see Table 13). Also, higher percentages of lieutenant colonels perform tasks related to administration, management, and command functions. Table B10 lists representative tasks for these 68 lieutenant colonels and shows that higher percentages of these personnel are performing the supervisory and managerial tasks commonly performed by many officers.

Lieutenant Colonels and Colonels

The 16 colonels in the survey sample are heavily oriented toward high-level management tasks. When compared to the group of lieutenant colonels, these personnel devote more time to administration, management, command and requirements and utilization functions (see Table 13). The higher emphasis on tasks related to these areas is also evident from the fact that most of these colonels (75 percent) are working in two job clusters which are oriented toward these functions (see Table 12). Some representative tasks performed by these group members are shown in Table B11.

Summary

In general, the officer survey respondents perform fewer technical tasks and spend less time in these areas than the enlisted survey respondents. Overall, the majority of their time is spent on supervisory and managerial functions. As rank increases, there is a gradual increase in time spent on these functions. Also, personnel tend to spend less time on technical duties as they increase in rank. Although officers show a logical progression, this progression is slow since jobs change only slightly with each successive rank.

SECTION VI

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-assignment 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 TE and TD ratings (previously explained in the SURVEY METHODOLOGY section).

To assist specifically in the evaluation of the STS, dated May 1988, and the Plan of Instruction (POI), dated June 1988, technical school personnel from Keesler Technical Training Center matched job inventory tasks to appropriate elements of the STS and objectives of the POI. It was this matching upon which comparison to those documents was based. A complete computer listing displaying the percent members performing tasks, TE and TD ratings (enlisted only) 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 Personnel

In this study, there are 126 officers in their first assignment (1-48 months TICF), representing 29 percent of all officers in the survey sample. The job performed by these personnel encompasses both technical and supervisory functions and covers the full range of manpower management and management engineering activities. As displayed in Table 14, these personnel spend time within all of the duties. Additionally, Table 15 displays some of the typical 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.

There are 394 first-assignment NCOs in this survey sample, and they represent 42 percent of all DAFSC 733XX personnel who responded to the survey. These personnel perform a job which is highly technical in nature and they devote time to all aspects of the Manpower Management specialty. Table 16 shows the relative time spent across duties by these personnel. Furthermore, Table 17 displays some representative tasks performed by first-assignment DAFSC 733XX personnel. Figure 3 illustrates the wide variety of jobs performed by these 394 NCOs.

TABLE 14
RELATIVE TIME SPENT ON DUTIES
BY 74XX FIRST-ASSIGNMENT PERSONNEL

DUTIES	PERCENT TIME SPENT
A ADMINISTRATION, MANAGEMENT, AND COMMAND	25
B PERSONNEL	6
C INSPECTION AND EVALUATION	1
D TRAINING	3
E PERFORMING GENERAL MANPOWER MANAGEMENT FUNCTIONS	20
F PERFORMING FAMILIARIZATION, PLANNING, MEASUREMENT, AND COMPUTATION PHASE FUNCTIONS	19
G PERFORMING STANDARDS APPLICATION AND IMPLEMENTATION FUNCTIONS	2
H PERFORMING MANAGEMENT ADVISORY STUDIES	2
I PERFORMING REQUIREMENTS AND UTILIZATION	6
J MAINTAINING DATA SYSTEMS	3
K PERFORMING ORGANIZATIONAL STUDIES AND ANALYSES	4
L PERFORMING LOGISTICS COMPOSITE MODEL (LCOM) FUNCTIONS	1
M PERFORMING CONTINGENCY MANPOWER PLANNING	4
N PERFORMING COMMERCIAL ACTIVITIES	2
O PERFORMING SUGGESTION PROGRAM ACTIVITIES	1
P PERFORMING PRODUCTIVITY PROGRAM ACTIVITIES	1

TABLE 15
REPRESENTATIVE TASKS PERFORMED BY 74XX
FIRST-ASSIGNMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=126)
A120 REPRODUCE MATERIALS USING OFFICE COPYING MACHINES	87
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	86
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	81
A114 READ TECHNICAL PUBLICATIONS SUCH AS MAGAZINES, REPORTS, OR BULLETINS	75
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	74
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	71
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	65
E260 ANALYZE MAN-HOUR DATA	60
B169 ORIENT NEW SUBORDINATES	59
E348 REVIEW WCD	57
F452 REVIEW AF FORMS 1040	55
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	53
E261 ANALYZE MINIMUM OR POSITION MANPOWER REQUIREMENTS	53
E284 COORDINATE WITH FUNCTIONAL PERSONNEL ON PROPOSED STUDIES	52
E275 COLLECT WORKLOAD DATA	52
E315 INTERVIEW WORK CENTER PERSONNEL	52
F469 REVIEW POTENTIAL WORKLOAD FACTORS	52
F464 REVIEW MANPOWER STUDY PLANS OR REPORTS	50
E274 COLLECT MAN-HOUR DATA	50
E276 COMPARE WORK CENTER DESCRIPTIONS (WCD) WITH DIRECTIVE PROCEDURES OR MISSION STATEMENTS	50
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	48
F476 REVIEW WCD FOR FACTORS, SUCH AS CLARITY, FORMAT OR COMPLETENESS	48
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	47

74XX FIRST-ASSIGNMENT PERSONNEL ACROSS SPECIALTY JOBS (N=126)

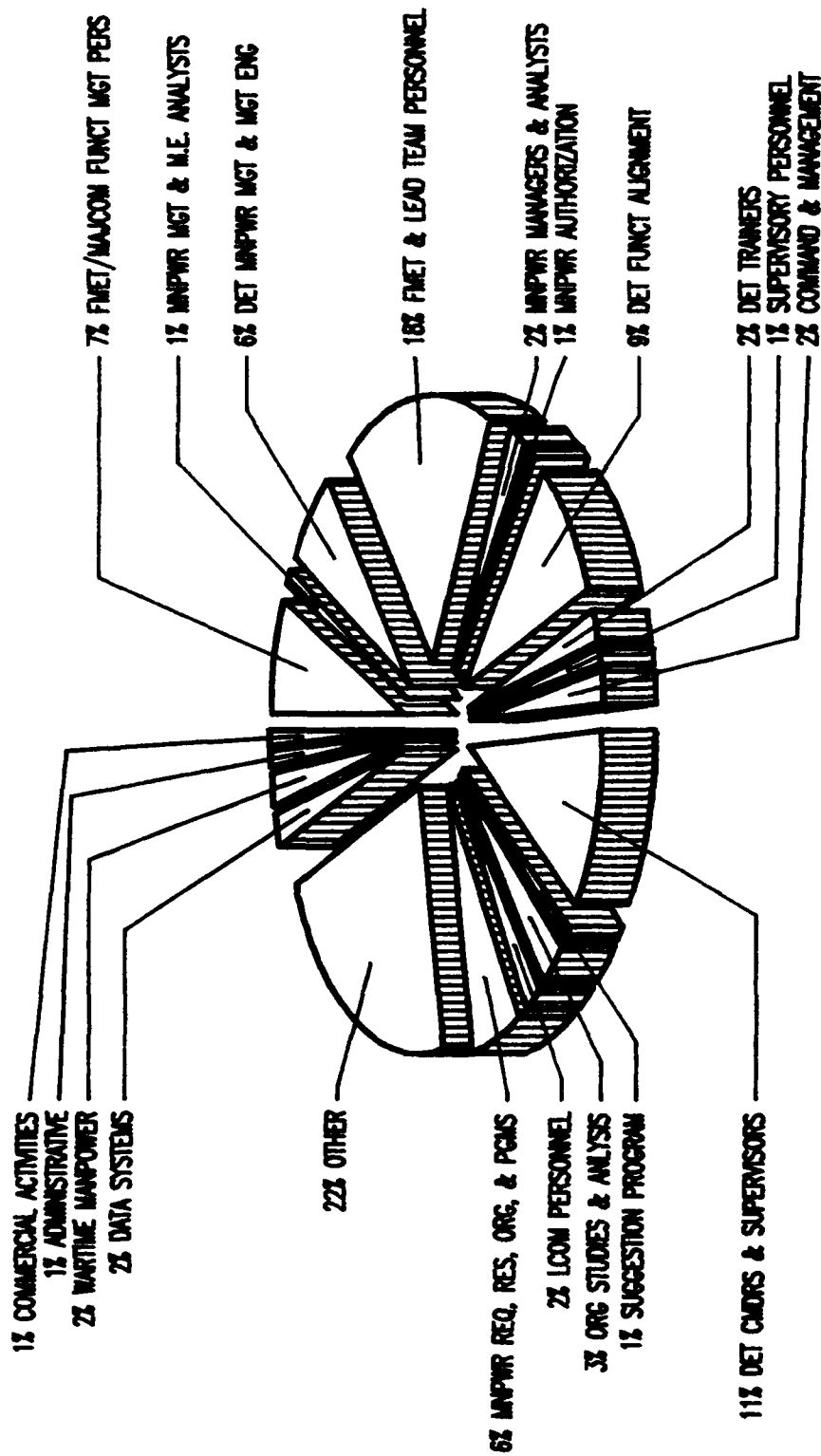


FIGURE 2

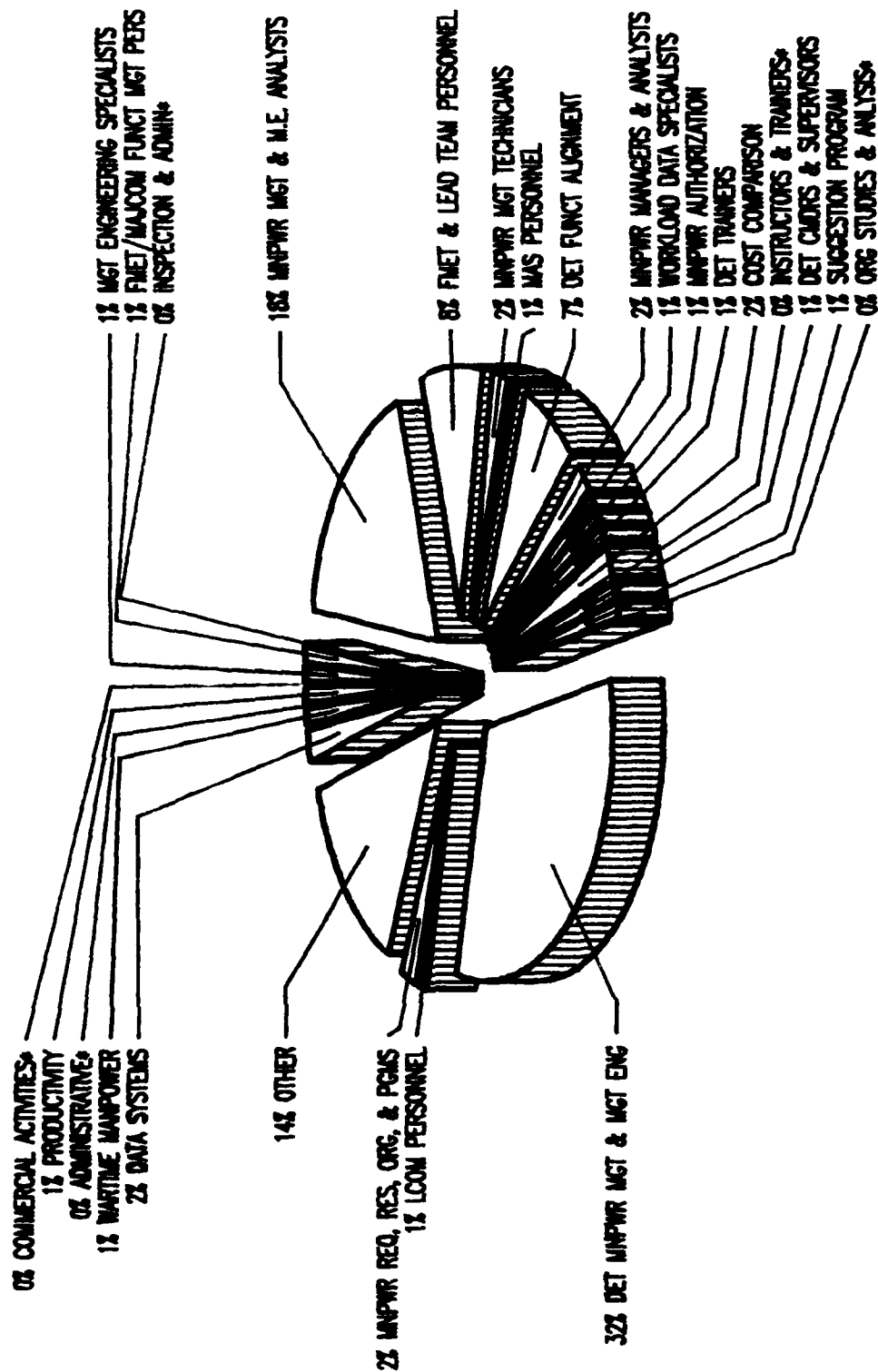
TABLE 16
RELATIVE TIME SPENT ON DUTIES
BY 733XX FIRST-ASSIGNMENT PERSONNEL

DUTIES	PERCENT TIME SPENT
A ADMINISTRATION, MANAGEMENT, AND COMMAND	18
B PERSONNEL	1
C INSPECTION AND EVALUATION	1
D TRAINING	2
E PERFORMING GENERAL MANPOWER MANAGEMENT FUNCTIONS	29
F PERFORMING FAMILIARIZATION, PLANNING, MEASUREMENT, AND COMPUTATION PHASE FUNCTIONS	27
G PERFORMING STANDARDS APPLICATION AND IMPLEMENTATION FUNCTIONS	2
H PERFORMING MANAGEMENT ADVISORY STUDIES	2
I PERFORMING REQUIREMENTS AND UTILIZATION	5
J MAINTAINING DATA SYSTEMS	3
K PERFORMING ORGANIZATIONAL STUDIES AND ANALYSES	1
L PERFORMING LOGISTICS COMPOSITE MODEL (LCOM) FUNCTIONS	1
M PERFORMING CONTINGENCY MANPOWER PLANNING	2
N PERFORMING COMMERCIAL ACTIVITIES	2
O PERFORMING SUGGESTION PROGRAM ACTIVITIES	1
P PERFORMING PRODUCTIVITY PROGRAM ACTIVITIES	2

TABLE 17
REPRESENTATIVE TASKS PERFORMED BY 733X1
FIRST-ASSIGNMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=394)
A120 REPRODUCE MATERIALS USING OFFICE COPYING MACHINES	92
E275 COLLECT WORKLOAD DATA	86
E274 COLLECT MAN-HOUR DATA	80
E103 VERIFY WORKLOAD DATA	78
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	78
E348 REVIEW WCD	76
A114 READ TECHNICAL PUBLICATIONS SUCH AS MAGAZINES, REPORTS, OR BULLETINS	76
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	76
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	75
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	73
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	72
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	69
E265 ANALYZE WORKLOAD DATA	68
E315 INTERVIEW WORK CENTER PERSONNEL	68
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	67
F452 REVIEW AF FORMS 1040	67
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	66
E260 ANALYZE MAN-HOUR DATA	65
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	62
E276 COMPARE WORK CENTER DESCRIPTIONS (WCD) WITH DIRECTIVE PROCEDURES OR MISSION STATEMENTS	60
I561 COMPLETE ACR	45
G489 COORDINATE WITH OPR PERSONNEL ON RESULTS OF IMPACT STANDARDS APPLICATIONS	35
I625 RECOMMEND APPROVAL OR DISAPPROVAL OF ACR	34

733XX FIRST-ASSIGNMENT PERSONNEL ACROSS SPECIALTY JOBS (N=394)



* Less than 1 percent

FIGURE 3

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 officers and 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 personnel 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 those tasks, may warrant resident training. Those tasks receiving high task factor ratings, but having low percentages performing them, may be more appropriately planned for OJT programs within the field. Low task factor ratings may highlight tasks best omitted from training for first-assignment 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 May 1988 STS for AFSC 733X1 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-assignment, 3-skill level, or 7-skill level personnel performing the matched tasks. This review found only 58 of 140 STS elements to be supported by at least 20 percent of first-job or first-assignment members. Of the remaining 82 elements, 47 contained matched tasks performed by less than 20 percent of the field and 35 contained no matched tasks. Training personnel and subject-matter experts should review the "Tasks Not Referenced" section in the TRAINING EXTRACT for tasks which could be matched to these 35 STS elements with no tasks currently matched to them. Only 38 of these 82 unsupported elements are coded beyond subject-knowledge levels and all of them have a proficiency code of 2b.

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 in the field. Consequently, the course is designed primarily to provide a knowledge background to trainees about the entire career field before beginning their first assignments. Only a small percentage of these personnel are assigned to jobs which require the performance of tasks involving specific functions, such as wartime manpower planning, productivity enhancement, and management advisory studies. Therefore, it only follows that the overall percent members performing tasks related to STS elements covering these functions will be low.

Given this situation, training personnel and subject-matter experts should review all unsupported STS elements to determine if criticality, safety, or some other consideration requires that each be coded at any level beyond the knowledge level. Particular attention should be paid to those 38 unsupported STS elements which have task performance proficiency codes. When considering such issues, one should remember those jobs where most first-assignment NCOs are working (see Figure 3), and ensure the supported elements which relate to those jobs are included in the STS.

Tasks with high TE ratings, which were not matched to any element of the STS, are listed at the end of the STS computer listing and are presented in Table 18. These tasks were reviewed to determine if there were any tasks concentrated around any functions or jobs. In this match, no significant findings were found.

Plan of Instruction (POI)

Based on the previously mentioned assistance from the technical school subject-matter experts in matching inventory tasks to the E30BR7421/E3ALR73331 POI, dated June 1988, 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 TE and TD ratings for individual tasks.

The tasks matched to the POI show 18 objectives not supported by officers first-job or first-assignment groups. These objectives are displayed in Table 19. Likewise, all 18 of these objectives are unsupported by enlisted personnel TICF and skill-level groups. One additional POI objective is unsupported by the enlisted personnel groups. This objective involves determining the best bivariate/multivariate regression equation to use for a manpower standard (Objective IV 3b). Although most of the tasks matched to these unsupported objectives are rated high in TE, less than 30 percent of first-assignment personnel perform them. If a decision to eliminate certain objectives from the POI 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.

There are many unreferenced tasks performed by more than 30 percent of both officer and NCO groups which were rated above average or high in TE. Because of the large number of tasks involved, they can be reviewed in the TRAINING EXTRACT. Most of these tasks are related to technical functions and should be considered for possible inclusion in the POI.

TABLE 18

EXAMPLES OF TASKS WITH HIGH TE RATINGS AND NOT REFERENCED TO THE STS

TASKS	PERCENT MEMBERS PERFORMING					
	1-24 (N=226)	1-48 (N=394)	DAFSC 73331 (N=257)	DAFSC 73371 (N=524)	TE RATING*	TD RATING**
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	76	78	81	78	2.69	3.52
E273 COLLECT FAMILIARIZATION INFORMATION	54	55	55	48	4.70	4.38
E348 REVIEW WCD	78	76	77	67	4.81	4.54
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	30	36	31	51	2.78	5.33
F438 PLOT DAILY PRODUCTIVITY ON CONTROL CHARTS	27	31	35	24	4.32	4.06
F446 RECOMMEND REVISIONS TO WCD	37	40	40	38	2.93	4.81
F464 REVIEW MANPOWER STANDARD STUDY PLANS OR REPORTS	39	45	47	46	2.76	5.20
F385 CONSOLIDATE NONMEASUREMENT INPUT COMMENTS TO MEASUREMENT PLAN	15	15	16	14	3.19	4.61
F415 DRAFT OR WRITE PERFORMANCE WORK STATEMENT (PWS)	8	12	8	13	3.78	6.79
F416 DRAFT OR WRITE QUALITY ASSURANCE PLAN (QAP)	5	9	6	10	3.38	6.59
F418 EVALUATE COMPUTATION OF NUMBER OF OBSERVATIONS REQUIRED DURING WORK SAMPLING	13	15	15	15	2.77	4.64
H504 ANALYZE LINEAR RESPONSIBILITY CHARTS	4	5	4	4	2.78	5.65
H514 CONSTRUCT FLOW DIAGRAMS	8	8	9	7	3.57	5.09
H517 CONSTRUCT LINEAR RESPONSIBILITY CHARTS	3	4	4	3	3.04	5.18

* Mean TE rating is 1.31 and Standard Deviation is 1.32 (High TE = 2.63)

** Average TD Rating is 5.00

TABLE 19

DAFSC 74XX POI OBJECTIVES NOT SUPPORTED BY SURVEY DATA

POI OBJECTIVE (WITH SELECTED SAMPLE TASKS)	TNG EMP*	PERCENT MEMBERS PERFORMING	
		1-24 MOS TICF (N=67)	1-48 MOS TICF (N=126)
I 5d. DEVELOP FREQUENCY TABLES AND GRAPHS			
NO MATCHED TASKS			
II 1b. DETERMINE THE VALIDITY OF AN ORGANIZATIONAL CHANGE REQUEST			
K728 EVALUATE PROPOSED ORGANIZATIONAL STRUCTURES	1.81	21	17
K730 EVALUATE REQUESTS FOR ORGANIZATION CHANGES OR WAIVERS TO ORGANIZATION POLICY OR GUIDANCE	1.40	15	15
II 1c. PREPARE AN ORGANIZATIONAL CHART			
K718 DEVELOP ORGANIZATIONAL STRUCTURES FOR NEW ORGANIZATIONS	.81	10	8
II 2c. DEVELOP A STUDY PLAN			
F413 DRAFT OR WRITE MANPOWER STUDY CHARTER, PLANS, OR REPORTS	3.04	28	22
II 2f. ESTABLISH A WORK COUNT SYSTEM			
F407 DEVELOP WORK COUNT SYSTEMS	3.39	15	16
II 2g. DETERMINE DATA REQUIRED FOR SKILL LEVEL GRADE DETERMINATION			
F401 DEVELOP PROCEDURES FOR MAKING SKILL AND GRADE DETERMINATIONS	3.04	18	20
F443 RECOMMEND REVISIONS TO PROCEDURES FOR MAKING SKILL AND GRADE DETERMINATIONS	1.96	10	10

* Mean TE Rating is 1.31 and Standard Deviation is 1.32 (High TE = 2.63)

TABLE 19 (CONTINUED)

DAFSC 74XX POI OBJECTIVES NOT SUPPORTED BY SURVEY DATA

POI OBJECTIVE (WITH SELECTED SAMPLE TASKS)	TNG EMP*	PERCENT MEMBERS PERFORMING	
		1-24 MOS TICF (N=67)	1-48 MOS TICF (N=126)
II 2h. DETERMINE PROCEDURES FOR CONDUCTING A FUNCTIONAL REVIEW WORKSHOP			
F421 FACILITATE FUNCTIONAL REVIEW WORKSHOPS	3.02	24	20
III 1a. COMPUTE THE PERSONNEL, REST AND DELAY (PR&D) ALLOWANCE FACTOR			
F384 COMPUTE PERSONNEL REST AND DELAY (PR&D) ALLOWANCES TO BE USED IN FINAL STANDARDS	4.31	13	11
F422 IDENTIFY CONDITIONS AFFECTING PR&D ALLOWANCES	3.10	7	10
III 1g. COMPLETE A PROPOSED MAN-HOUR SHIFT PROFILE CHART			
H158 CONSTRUCT MAN-HOUR SHIFT PROFILE CHARTS	3.84	6	6
H158 ANALYZE MAN-HOUR SHIFT PROFILE CHARTS	3.34	13	14
H158 DOCUMENT MAN-HOUR SHIFT PROFILE ANALYSES	2.29	6	5
III 1i. COMPUTE THE STANDBY MAN-HOUR REQUIREMENTS FOR A WORK CENTER WITH MINIMUM MANPOWER REQUIREMENTS			
F397 DEVELOP MINIMUM OR POSITION MANPOWER FACTORS	3.60	15	14
IV 1b. PERFORM BIVARIATE CORRELATION AND REGRESSION ANALYSES			
F404 DEVELOP STANDARD MAN-HOUR EQUATIONS	4.48	22	23
F399 DEVELOP MULTI-POINT MAN-HOUR EQUATIONS	4.23	9	13

* Mean TE Rating is 1.31 and Standard Deviation is 1.32 (High TE = 2.63)

TABLE 19 (CONTINUED)

DAFSC 74XX POI OBJECTIVES NOT SUPPORTED BY SURVEY DATA

POI OBJECTIVE (WITH SELECTED SAMPLE TASKS)	TNG EMP*	PERCENT MEMBERS PERFORMING	
		1-24 MOS TICF (N=67)	1-48 MOS TICF (N=126)
F427 INPUT DATA TO COMPUTERS OR PROGRAMMABLE CALCULATORS TO PERFORM CORRELATION AND REGRESSION ANALYSIS	3.85	27	29
IV 1e. PERFORM BIVARIATE AND MULTIVARIATE CORRELATION AND REGRESSION ANALYSIS USING MSDS			
F404 DEVELOP STANDARD MAN-HOUR EQUATIONS	4.48	22	23
F399 DEVELOP MULTI-POINT MAN-HOUR EQUATIONS	4.23	9	13
F427 INPUT DATA TO COMPUTERS OR PROGRAMMABLE CALCULATORS TO PERFORM CORRELATION AND REGRESSION ANALYSIS	3.85	27	29
IV 1f. DETERMINE EXTRAPOLATION LIMITS			
NO MATCHED TASKS			
IV 3a. DEVELOP A SINGLE LOCATION STANDARD			
F403 DEVELOP SINGLE-POINT MAN-HOUR EQUATIONS	4.30	19	17
V 1c. PROCESS FAST PAY BACK CAPITAL INVESTMENT PROGRAM (FASCAP) REPORT			
P954 COMPUTE MANPOWER SAVINGS AS A RESULT OF PROPOSED PECI ACTIONS	1.86	9	10
P950 ADVISE OPR ON PRODUCTIVITY ENHANCEMENT CAPITAL INVESTMENT PROGRAM (PECI) POLICIES OR PROCEDURES	1.72	9	15

* Mean TE Rating is 1.31 and Standard Deviation is 1.32 (High TE = 2.63)

TABLE 19 (CONTINUED)
DAFSC 74XX POI OBJECTIVES NOT SUPPORTED BY SURVEY DATA

POI OBJECTIVE (WITH SELECTED SAMPLE TASKS)	TNG EMP*	PERCENT MEMBERS PERFORMING	
		1-24 MOS TICF (N=67)	1-48 MOS TICF (N=126)
P952 ANALYZE PECI REQUESTS	1.39	9	11
P955 COORDINATE WITH APPROPRIATE AGENCY PERSONNEL ON PECI ACTIONS	1.27	6	10
P968 EVALUATE SAVINGS AS A RESULT OF PROPOSED PECI PROGRAM ACTIONS	1.25	7	8
P953 AUDIT PECI REPORTS	.90	4	6
P976 REVIEW PRODUCTIVITY AND SUGGESTION REPORTS	.75	10	13
P975 REVIEW PECI PROGRAM REPORTS	.73	6	6
V 1e. COMPLETE A FLOW PROCESS AND WORK DISTRIBUTION CHART			
H515 CONSTRUCT FLOW PROCESS CHARTS	3.64	7	10
H501 ANALYZE FLOW PROCESS CHARTS	3.19	10	9
H510 ANALYZE WORK DISTRIBUTION CHARTS	3.10	3	6
H510 PREPARE WORK DISTRIBUTION CHARTS	2.52	3	5
V 3d. VALIDATE THE RELIABILITY AND ACCURACY OF THE MANPOWER FORCE PACKAGING (MANFOR) DATA FILE			
M807 ANALYZE TOTAL MANPOWER REQUIREMENTS AND RESOURCES FOR RELATIONSHIP WITH WARTIME REQUIREMENTS	1.99	19	17
E281 CONSOLIDATE MANPOWER INPUTS TO VARIOUS PLANS	1.52	12	16
M859 REVIEW UTC MANPOWER REQUIREMENTS LISTS	1.40	15	16
M857 REVIEW UTC DESIGNATORS	1.04	7	9
M869 VALIDATE MFEL OR MISSION CAPABILITY STATEMENTS	.25	1	2
V 3e. PERFORM BASE LEVEL ASSESSMENT			
M807 ANALYZE TOTAL MANPOWER REQUIREMENTS AND RESOURCES FOR RELATIONSHIP WITH WARTIME REQUIREMENTS	1.99	19	17

* Mean TE Rating is 1.31 and Standard Deviation is 1.32 (High TE = 2.63)

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 personnel in the field. 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 20 presents job satisfaction data for the specialty jobs discussed in the SPECIALTY JOBS 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 Table 21. This table displays data for AFSC 733XX TICF groups, together with data for a comparative sample of Command Support career ladders surveyed in 1987 (AFSC 674X0). This data can give a relative measure of how the job satisfaction of AFSC 733XX personnel compares with that of other similar AF specialties. Finally, Tables 22 and 23 relate current data for AFSC 733XX and AFSC 74XX TICF groups with data from the 1982 survey for these same two AFSCs. This data gives an indication of how job satisfaction has changed in the field over the years.

In general, as reflected in Tables 20 through 23, 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 20) reveals that personnel in most specialty jobs responded very positively to most of the indicators listed. Overall, it appears the supervisory and managerial types of jobs contain the most satisfied personnel in the sample. For example, the COMMAND AND MANAGEMENT PERSONNEL, the DETACHMENT COMMANDERS AND SUPERVISORS, and the SUPERVISORY PERSONNEL job clusters have some of the highest and most consistent job satisfaction responses.

Generally, as reflected in Table 21, the positive responses for AFSC 733XX personnel are almost all higher than those of the comparative sample groups. One exception is the slightly lower reenlistment intentions for AFSC 733XX personnel in the 49-to-96 months and 97+ months TICF groups. However, the lower reenlistment figures for this latter group are due to the fact that more are retiring (see Table 21).

Table 22 shows AFSC 733XX personnel currently have higher job satisfaction than they did when the 1982 OSR was published. The 939 NCOs in this current sample have higher percentages of positive responses on all job satisfaction indicators than the 767 personnel in the earlier study. Table 23 makes this same comparison for AFSC 74XX officers and shows very very little change over time. However, officers with less than 97 months in the field are slightly less satisfied now than their counterparts were in 1982.

TABLE 20

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

	MGT ENG SPEC	FMET/ MAJCOM FUNCT MGT PERS	MPWR MGT & MGT ENG ANALYSTS	MPWR MGT TECH	DET MPWR MGT & MGT ENG PERS	FMET & LEAD TEAM PERS	DET FUNCT ALIGN PERS	MANPOWER MGRS & ANALYSTS
<u>EXPRESSED JOB INTEREST:</u>								
INTERESTING	60	72	78	77	83	79	86	80
SO-SO	20	17	12	15	9	15	8	10
DULL	20	9	10	8	6	5	6	10
<u>PERCEIVED USE OF TALENTS:</u>								
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	80 20	76 24	81 19	77 23	90 9	84 16	85 14	90 10
<u>PERCEIVED USE OF TRAINING:</u>								
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	60 40	76 24	81 19	69 30	83 16	83 17	84 15	81 19
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>								
SATISFIED	60	54	67	46	73	62	75	68
NEUTRAL	0	4	7	8	7	6	0	6
DISSATISFIED	40	42	26	46	19	31	24	26
<u>REENLISTMENT INTENTIONS:</u>								
WILL/PROBABLY WILL REENLIST	80	41	76	69	77	51	55	68
WILL NOT/PROBABLY WILL NOT REENLIST	20	13	16	23	12	10	9	9
WILL RETIRE	0	9	6	8	6	12	17	13
NOT APPLICABLE	0	35	2	0	4	27	19	10

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

TABLE 20 (CONTINUED)

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

	COST COMPARISON PERSONNEL	INSP & ADMIN PERS	WORKLOAD DATA SPEC	MNPWR AUTH PERS	DET TRAINERS	MAS PERS	SUPERVISORY PERSONNEL
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	92	60	75	100	78	100	100
SO-SO	0	20	13	0	11	0	0
DULL	8	20	12	0	11	0	0
<u>PERCEIVED USE OF TALENTS:</u>							
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	83 17	60 40	88 12	100 0	56 44	100 0	86 14
<u>PERCEIVED USE OF TRAINING:</u>							
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	67 33	40 60	62 38	89 11	67 33	100 0	100 0
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>							
SATISFIED	75	60	75	67	45	80	86
NEUTRAL	0	0	0	11	11	0	0
DISSATISFIED	25	40	25	22	44	20	14
<u>REENLISTMENT INTENTIONS:</u>							
WILL/PROBABLY WILL REENLIST	75	80	63	22	45	60	43
WILL NOT/PROBABLY WILL NOT REENLIST	17	0	12	22	11	40	0
WILL RETIRE	0	20	25	22	22	0	0
NOT APPLICABLE	0	0	0	34	22	0	57

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

TABLE 20 (CONTINUED)

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

	COMMAND & MGT PERS	DET CMDRS & SUPERVISOR	SUGGEST PROGRAM MONITORS	MNPWR REQ, RES, ORG, & PROGRAM PERSONNEL	ORG STUDIES & ANAL PERS	LCOM PERS	DATA SYS PERS
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	94	94	56	80	94	95	86
SO-SO	5	3	33	14	0	0	5
DULL	1	3	11	6	6	0	9
<u>PERCEIVED USE OF TALENTS:</u>							
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	100 0	94 6	67 33	86 13	88 12	100 0	89 11
<u>PERCEIVED USE OF TRAINING:</u>							
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	93 7	91 9	56 44	71 28	81 19	70 30	66 34
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>							
SATISFIED	88	84	56	62	75	80	79
NEUTRAL	7	3	22	9	6	10	5
DISSATISFIED	5	13	22	28	19	10	16
<u>REENLISTMENT INTENTIONS:</u>							
WILL/PROBABLY WILL REENLIST WILL NOT/PROBABLY WILL NOT REENLIST	3 0	19 3	56 0	38 8	25 0	35 10	70 11
WILL RETIRE	4	14	33	13	6	15	5
NOT APPLICABLE	90	62	11	39	63	40	13

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

TABLE 20 (CONTINUED)

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

	WARTIME MNPWR PERS	ADMIN PERS	HQ LEVEL STAFF & TECH GUIDE PERSONNEL	HQ RQMTS OFFICERS	PRODUC- TIVITY PERSONNEL	COMMER ACTIVITY PERS	FORMAL INSTRS & TRNRS
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	85	63	71	66	91	100	100
SO-SO	13	25	29	17	9	0	0
DULL	2	12	0	17	0	0	0
<u>PERCEIVED USE OF TALENTS:</u>							
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	85 15	63 37	86 14	83 17	82 18	89 11	100 0
<u>PERCEIVED USE OF TRAINING:</u>							
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	60 40	37 63	71 29	100 0	36 64	100 0	83 17
<u>SENSE OF ACCOMPLISHMENT FROM JOB:</u>							
SATISFIED	70	50	72	64	70	100	100
NEUTRAL	17	25	14	9	8	0	0
DISSATISFIED	13	25	14	27	20	0	0
<u>REENLISTMENT INTENTIONS:</u>							
WILL/PROBABLY WILL REENLIST	47	50	43	0	73	45	17
WILL NOT/PROBABLY WILL NOT REENLIST	4	0	0	0	0	11	16
WILL RETIRE	11	12	0	0	0	0	17
NOT APPLICABLE	34	38	57	100	27	44	50

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

TABLE 21

COMPARISON OF JOB SATISFACTION INDICATORS BY 733XX AND COMPARATIVE
SAMPLE GROUPS
(PERCENT MEMBERS RESPONDING)*

	<u>1-48 MOS T1CF</u>		<u>49-96 MOS T1CF</u>		<u>97+ MOS T1CF</u>	
	733XX (N=394)	COMP SAMPLE** (N=94)	733XX (N=317)	COMP SAMPLE** (N=101)	733XX (N=228)	COMP SAMPLE** (N=114)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	82	65	79	70	81	70
SO-SO	10	16	12	15	13	16
DULL	6	18	8	15	6	12
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	85 15	73 26	83 17	75 25	88 12	74 25
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	79 21	69 30	74 26	62 38	80 19	67 32
<u>SENSE OF ACCOMPLISHMENT FROM YOUR WORK:</u>						
SATISFIED	68	61	67	60	72	64
NEUTRAL	7	10	8	5	7	7
DISSATISFIED	25	28	25	35	21	28
<u>REENLISTMENT INTENTION:</u>						
WILL/PROBABLY WILL REENLIST	75	59	76	77	60	71
WILL NOT/PROBABLY WILL NOT REENLIST	17	37	10	12	11	8
WILL RETIRE	6	3	13	9	29	21

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

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

TABLE 22

COMPARISON OF CURRENT SURVEY AND 1982 733XX T1CF GROUPS
(PERCENT MEMBERS RESPONDING POSITIVELY)

JOB SATISFACTION INFORMATION	1-48 MOS T1CF		49-96 MOS T1CF		97+ MOS T1CF	
	1988 (N=394)	1982 (N=331)	1988 (N=317)	1982 (N=248)	1988 (N=228)	1982 (N=188)
JOB FAIRLY INTERESTING OR BETTER	82	76	79	74	81	74
TALENTS UTILIZED FAIRLY WELL OR BETTER	85	81	83	81	88	81
TRAINING UTILIZED FAIRLY WELL OR BETTER	79	71	74	70	80	59
SENSE OF ACCOMPLISHMENT SLIGHTLY SATISFIED OR BETTER	68	63	67	64	72	66

TABLE 23

COMPARISON OF CURRENT SURVEY AND 1982 74XX T1CF GROUPS
(PERCENT MEMBERS RESPONDING POSITIVELY)

JOB SATISFACTION INFORMATION	1-48 MOS T1CF		49-96 MOS T1CF		97+ MOS T1CF	
	1988 (N=126)	1982 (N=199)	1988 (N=121)	1982 (N=73)	1988 (N=195)	1982 (N=173)
JOB FAIRLY INTERESTING OR BETTER	73	79	85	88	85	81
TALENTS UTILIZED FAIRLY WELL OR BETTER	64	84	86	87	92	90
TRAINING UTILIZED FAIRLY WELL OR BETTER	64	74	75	77	84	70
SENSE OF ACCOMPLISHMENT SLIGHTLY SATISFIED OR BETTER	68	69	74	75	71	74

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 most 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 STS for DAFSC 733X1 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. The POI was difficult to review since it is heavily oriented toward providing a knowledge background to students. However, 18 performance-oriented POI objectives were unsupported by officers with less than 4 years in the field. Also, those same 18 objectives, along with one additional objective were not supported by first-assignment NCOs. Therefore, training personnel may deem it appropriate to change the level to which these objectives are addressed in the course.

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 officers and NCOs from the field is the key to evaluating the training program. 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
 REPRESENTATIVE TASKS PERFORMED BY
 MANAGEMENT ENGINEERING SPECIALISTS
 (STG233, N=5)

TASKS	PERCENT MEMBERS PERFORMING
F417 DRAFT OR WRITE WCD	100
F426 IDENTIFY WORK UNITS	100
F481 REVISE WCD	100
F424 IDENTIFY POTENTIAL WORKLOAD FACTORS	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	100
F469 REVIEW POTENTIAL WORKLOAD FACTORS	100
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	100
F414 DRAFT OR WRITE MEASUREMENT PLANS	80
E348 REVIEW WCD	80
F482 SELECT MEASUREMENT METHODS	80
E275 COLLECT WORKLOAD DATA	80
F476 REVIEW WCD FOR FACTORS, SUCH AS CLARITY, FORMAT, OR COMPLETENESS	80
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	80
F427 INPUT DATA TO COMPUTERS OR PROGRAMMABLE CALCULATORS TO PERFORM CORRELATION AND REGRESSION ANALYSIS	80
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	80
F484 SELECT WORKLOAD FACTORS	80
F428 INTERPRET CORRELATION OR REGRESSION OUTPUT	80
F404 DEVELOP STANDARD MAN-HOUR EQUATIONS	80
F452 REVIEW AF FORMS 1040	80

TABLE A2
 REPRESENTATIVE TASKS PERFORMED BY
 FMET/MAJCOM FUNCTIONAL MANAGEMENT PERSONNEL
 (STG087, N=54)

TASKS	PERCENT MEMBERS PERFORMING
F473 REVIEW STANDARD MAN-HOUR EQUATIONS	91
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	91
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	89
F464 REVIEW MANPOWER STANDARD STUDY PLANS OR REPORTS	87
F476 REVIEW WCD FOR FACTORS, SUCH AS CLARITY, FORMAT, OR COMPLETENESS	85
F469 REVIEW POTENTIAL WORKLOAD FACTORS	85
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	83
E348 REVIEW WCD	81
E284 COORDINATE WITH FUNCTIONAL PERSONNEL ON PROPOSED STUDIES	80
A27 ASSIGN SUSPENSE DATES	76
F465 REVIEW MEASUREMENT METHODS	74
E346 REVIEW STUDY SCHEDULES	74
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	74
F452 REVIEW AF FORMS 1040	70
F463 REVIEW EXCEPTIONS	70
E306 EVALUATE RECOMMENDED CHANGES TO STUDY SCHEDULES	70
E326 QUALITY CONTROL FINAL REPORTS	69
E260 ANALYZE MAN-HOUR DATA OR BULLETINS	67
G488 COORDINATE WITH OPR PERSONNEL ON EXCEPTIONS TO STANDARDS	59
G486 BRIEF FINAL STUDY RESULTS	56

TABLE A3
 REPRESENTATIVE TASKS PERFORMED BY
 MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING ANALYSTS
 (STG105, N=98)

TASKS	PERCENT MEMBERS PERFORMING
E275 COLLECT WORKLOAD DATA	95
E274 COLLECT MAN-HOUR DATA	91
E353 VERIFY WORKLOAD DATA	87
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	87
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	84
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	83
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	83
E348 REVIEW WCD	79
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	77
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	76
E315 INTERVIEW WORK CENTER PERSONNEL	70
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	65
F452 REVIEW AF FORMS 1040	65
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	62
E351 VERIFY MAN-HOUR DATA	60
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	60
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	55
A107 PERFORM ROOM OR AREA SECURITY CHECKS	55
A34 COMPLETE QUESTIONNAIRES	55
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	54

TABLE A4
 REPRESENTATIVE TASKS PERFORMED BY
 MANPOWER MANAGEMENT TECHNICIANS
 (STG305, N=13)

TASKS	PERCENT MEMBERS PERFORMING
E348 REVIEW WCD	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
E273 COLLECT FAMILIARIZATION INFORMATION	100
E315 INTERVIEW WORK CENTER PERSONNEL	100
E284 COORDINATE WITH FUNCTIONAL PERSONNEL ON PROPOSED STUDIES	100
E275 COLLECT WORKLOAD DATA	100
F417 DRAFT OR WRITE WCD	92
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	92
F366 BRIEF OFFICES OF PRIMARY RESPONSIBILITY (OPR) ON FUNCTIONAL REVIEWS	92
E274 COLLECT MAN-HOUR DATA	92
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	85
E276 COMPARE WORK CENTER DESCRIPTIONS (WCD) WITH DIRECTIVE PROCEDURES OR MISSION STATEMENTS	85
F391 COORDINATE WITH OPR PERSONNEL ON WORK CENTER DESCRIPTIONS (WCD)	85
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	85
F424 IDENTIFY POTENTIAL WORKLOAD FACTORS	85
E265 ANALYZE WORKLOAD DATA	77
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	77
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	77
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	77
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	77

TABLE A5
 REPRESENTATIVE TASKS PERFORMED BY
 DETACHMENT MANPOWER MANAGEMENT AND MANAGEMENT ENGINEERING PERSONNEL
 (STG281, N=198)

TASKS	PERCENT MEMBERS PERFORMING
E275 COLLECT WORKLOAD DATA	99
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	96
E353 VERIFY WORKLOAD DATA	96
E274 COLLECT MAN-HOUR DATA	96
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	95
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	95
E348 REVIEW WCD	93
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	93
E265 ANALYZE WORKLOAD DATA	92
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	92
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	91
E260 ANALYZE MAN-HOUR DATA	86
E266 APPLY MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	85
E310 IDENTIFY ASSUMED OR INFERRED WORK	83
F452 REVIEW AF FORMS 1040	83
E315 INTERVIEW WORK CENTER PERSONNEL	83
E351 VERIFY MAN-HOUR DATA	83
F433 PERFORM WORK CENTER FAMILIARIZATION VISITS	83
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	81
F368 BRIEF OPR PERSONNEL ON MEASUREMENT RESULTS	80

TABLE A6
 REPRESENTATIVE TASKS PERFORMED BY
 FUNCTIONAL MANAGEMENT ENGINEERING AND LEAD TEAM PERSONNEL
 (STG405, N=116)

TASKS	PERCENT MEMBERS PERFORMING
E265 ANALYZE WORKLOAD DATA	96
F424 IDENTIFY POTENTIAL WORKLOAD FACTORS	96
E276 COMPARE WORK CENTER DESCRIPTIONS (WCD) WITH DIRECTIVE PROCEDURES OR MISSION STATEMENTS	94
E273 COLLECT FAMILIARIZATION INFORMATION	94
F417 DRAFT OR WRITE WCD	93
E348 REVIEW WCD	93
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	92
E260 ANALYZE MAN-HOUR DATA	91
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	91
E300 EVALUATE ASSUMED OR INFERRED WORK	91
E275 COLLECT WORKLOAD DATA	91
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	91
F452 REVIEW AF FORMS 1040	90
F368 BRIEF OPR PERSONNEL ON MEASUREMENT RESULTS	90
F426 IDENTIFY WORK UNITS	88
E351 VERIFY MAN-HOUR DATA	87
E315 INTERVIEW WORK CENTER PERSONNEL	86
F357 ANALYZE INPUT MEASUREMENT DATA	83
F414 DRAFT OR WRITE MEASUREMENT PLANS	83
F484 SELECT WORKLOAD FACTORS	83

TABLE A7

REPRESENTATIVE TASKS PERFORMED BY
DETACHMENT FUNCTIONAL ALIGNMENT PERSONNEL
(STG406, N=91)

TASKS	PERCENT MEMBERS PERFORMING
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	100
E275 COLLECT WORKLOAD DATA	100
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	99
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	99
E265 ANALYZE WORKLOAD DATA	98
E274 COLLECT MAN-HOUR DATA	98
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	98
E348 REVIEW WCD	98
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	97
E276 COMPARE WORK CENTER DESCRIPTIONS (WCD) WITH DIRECTIVE PROCEDURES OR MISSION STATEMENTS	97
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	97
E353 VERIFY WORKLOAD DATA	96
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	96
E300 EVALUATE ASSUMED OR INFERRED WORK	96
E301 EVALUATE BACKLOG OF WORK	96
G489 COORDINATE WITH OPR PERSONNEL ON RESULTS OF IMPACT STANDARDS	76
H529 EVALUATE PERSONNEL UTILIZATION AT WORK CENTERS BEING STUDIED	71
K698 ADVISE FUNCTIONAL OPR ON ORGANIZATIONAL PROPOSALS	67
I561 COMPLETE ACR	65
H532 INTERVIEW WORK CENTER PERSONNEL DURING MAS	59

TABLE A8
 REPRESENTATIVE TASKS PERFORMED BY
 MANPOWER MANAGERS AND ANALYSTS
 (STG257, N=31)

TASKS	PERCENT MEMBERS PERFORMING
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	100
E275 COLLECT WORKLOAD DATA	97
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	97
E353 VERIFY WORKLOAD DATA	94
E341 REVIEW NEW CIVILIAN POSITION DESCRIPTIONS OR CIVILIAN POSITION DESCRIPTIONS THAT HAVE SIGNIFICANTLY CHANGED	94
E340 REVIEW MISSION STATEMENTS	94
E310 IDENTIFY ASSUMED OR INFERRED WORK	94
E331 RESEARCH HISTORY OF MANPOWER ACTIONS	90
E349 REVISE ORGANIZATIONAL CHARTS	90
E274 COLLECT MAN-HOUR DATA	90
E260 ANALYZE MAN-HOUR DATA	90
E261 ANALYZE MINIMUM OR POSITION MANPOWER REQUIREMENTS	90
E265 ANALYZE WORKLOAD DATA	84
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	84
E308 EVALUATE REQUESTS FOR DEPUTY OR ASSISTANT POSITIONS	84
E311 IDENTIFY BACKLOG OF WORK	84
I561 COMPLETE ACR	81
I625 RECOMMEND APPROVAL OR DISAPPROVAL OF ACR	81
K737 RECOMMEND CHANGES TO ORGANIZATIONAL STRUCTURE	77
K702 ANALYZE ORGANIZATIONAL STRUCTURES FOR COMPLIANCE WITH PRINCIPLES OF ORGANIZATION, SUCH AS SPAN OF CONTROL	74

TABLE A9
REPRESENTATIVE TASKS PERFORMED BY
COST COMPARISON PERSONNEL
(STG350, N=12)

TASKS	PERCENT MEMBERS PERFORMING
N887 COMPLETE COST COMPARISON FORMS (CCF) WITH BACKGROUND DATA PRIOR TO BID OPENING	100
N890 COMPUTE COST COMPARISON ESTIMATES FOR ENTRY ONTO CCF	100
N921 REVIEW CCF AND BACKGROUND DATA FOR COMPLETENESS, PROCEDURAL, AND COMPUTATIONAL ACCURACY	100
N885 COMPARE IN-HOUSE COSTS WITH COST OF CONTRACTING OUT	100
N886 COMPLETE CCF DURING BID OPENINGS OR AT CONCLUSION OF NEGOTIATIONS	100
E353 VERIFY WORKLOAD DATA	100
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	100
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	100
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	100
N914 OBTAIN REQUIRED SIGNATURES ON COST COMPARISON FORMS	100
E331 RESEARCH HISTORY OF MANPOWER ACTIONS	100
N906 EVALUATE ORGANIZATIONAL STRUCTURES	100
E275 COLLECT WORKLOAD DATA	100
E274 COLLECT MAN-HOUR DATA	100
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	100
N892 CONDUCT MANAGEMENT STUDIES FOR COST COMPARISON	92
N895 CORRECT OR AMEND COST COMPARISON STUDY DATA, SUCH AS CCF	92
N907 EVALUATE PWS	92
N882 BRIEF PERSONNEL FROM APPROPRIATE AGENCIES ON COST COMPARISON STUDY PROCEDURES	92
E348 REVIEW WCD	92

TABLE A10
 REPRESENTATIVE TASKS PERFORMED BY
 INSPECTION AND ADMINISTRATIVE PERSONNEL
 (STG171, N=5)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
C188 CONDUCT UNIT SELF-INSPECTIONS	100
E274 COLLECT MAN-HOUR DATA	100
E265 ANALYZE WORKLOAD DATA	100
C203 MAINTAIN SELF-INSPECTION BOOKS OR CHECKLISTS	100
C190 DEVELOP INSPECTION CHECKLISTS	100
C194 DRAFT OR WRITE UNIT SELF-INSPECTION REPORTS	100
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	100
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	100
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	80
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	80
A43 COORDINATE WITH SECURITY POLICE PERSONNEL ON UNIT PHYSICAL SECURITY REQUIREMENTS	80
A107 PERFORM ROOM OR AREA SECURITY CHECKS	80
A125 REVIEW HIGHER HEADQUARTERS REGULATIONS OR MANUALS	80
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	80
F437 PERFORM WORK SAMPLING OBSERVATIONS	80
F376 COMPLETE AF FORMS 1152 (DAILY WORK SAMPLING OBSERVATION)	80
E260 ANALYZE MAN-HOUR DATA	80
A33 COMPLETE CLASSIFIED MATERIAL RECEIPTS	80
A109 POST CHANGES TO DOCUMENTS	80

TABLE A11
 REPRESENTATIVE TASKS PERFORMED BY
 WORKLOAD DATA SPECIALISTS
 (STG263, N=8)

TASKS	PERCENT MEMBERS PERFORMING
E275 COLLECT WORKLOAD DATA	100
E265 ANALYZE WORKLOAD DATA	100
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	88
E323 PREPARE INPUTS TO MANPOWER DATA SYSTEMS, SUCH AS FOF BASE OR COMMAND MANPOWER DATA SYSTEMS (BMDS OR CMDS) ROUTINES	88
E335 REVIEW AGREEMENTS, SUCH AS INTERSERVICE, HOST-TENANT, OR STATUS OF FORCES, TO DETERMINE MANPOWER IMPACT	88
A108 PICKUP COMPUTER PRODUCTS	88
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	88
E27C COMPARE WORK CENTER DESCRIPTIONS (WCD) WITH DIRECTIVE PROCEDURES OR MISSION STATEMENTS	88
E258 ANALYZE AUTHORIZED OR ASSIGNED PERSONNEL DATA	88
E266 APPLY MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	88
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	88
E349 REVISE ORGANIZATIONAL CHARTS	88
E338 REVIEW INCOMING COMPUTER PRODUCTS FOR COMPLETENESS, ACCURACY, OR FORMAT	75
E315 INTERVIEW WORK CENTER PERSONNEL	75
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	75
E341 REVIEW NEW CIVILIAN POSITION DESCRIPTIONS OR CIVILIAN POSITION DESCRIPTIONS THAT HAVE SIGNIFICANTLY CHANGED	75
E348 REVIEW WCD	75
E260 ANALYZE MAN-HOUR DATA	75
E283 COORDINATE WITH APPROPRIATE AGENCY PERSONNEL ON MANPOWER CHANGES	63
E353 VERIFY WORKLOAD DATA	63

TABLE A12
 REPRESENTATIVE TASKS PERFORMED BY
 MANPOWER AUTHORIZATION PERSONNEL
 (STG220, N=9)

TASKS	PERCENT MEMBERS PERFORMING
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	100
E275 COLLECT WORKLOAD DATA	100
E265 ANALYZE WORKLOAD DATA	100
E260 ANALYZE MAN-HOUR DATA	100
E353 VERIFY WORKLOAD DATA	100
E258 ANALYZE AUTHORIZED OR ASSIGNED PERSONNEL DATA	89
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	89
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	89
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	89
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	89
E274 COLLECT MAN-HOUR DATA	89
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	89
E310 IDENTIFY ASSUMED OR INFERRED WORK	89
E311 IDENTIFY BACKLOG OF WORK	89
E300 EVALUATE ASSUMED OR INFERRED WORK	89
E273 COLLECT FAMILIARIZATION INFORMATION	78
E331 RESEARCH HISTORY OF MANPOWER ACTIONS	78
E315 INTERVIEW WORK CENTER PERSONNEL	78
E266 APPLY MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	78
E262 ANALYZE OVERTIME HISTORY	78

TABLE A13
 REPRESENTATIVE TASKS PERFORMED BY
 DETACHMENT TRAINERS
 (STG157, N=9)

TASKS	PERCENT MEMBERS PERFORMING
C202 INSPECT TRAINING FILES	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	100
D245 MAINTAIN RECORDS, CHARTS, OR GRAPHS	100
D211 CONDUCT ON-THE-JOB TRAINING (OJT)	89
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	89
D209 CONDUCT IN-HOUSE TRAINING, SUCH AS SAFETY, SECURITY, OR EQUIPMENT USAGE	89
D216 COUNSEL TRAINEES ON TRAINING PROGRESS	89
E275 COLLECT WORKLOAD DATA	89
E348 REVIEW WCD	89
A34 COMPLETE QUESTIONNAIRES	89
D244 INSPECT UNIT TRAINING PROGRAMS	78
D235 EVALUATE OJT PROGRAMS	78
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	78
D236 EVALUATE OJT TRAINEES	78
A55 DISTRIBUTE CORRESPONDENCE	78
D241 EVALUATE SUBORDINATES' TRAINING NEEDS	78
E265 ANALYZE WORKLOAD DATA	78
E315 INTERVIEW WORK CENTER PERSONNEL	78
D246 OBTAIN TRAINING AIDS, SPACE, OR EQUIPMENT	67

TABLE A14

REPRESENTATIVE TASKS PERFORMED BY
MANAGEMENT ADVISORY STUDY PERSONNEL
(STG123, N=5)

TASKS	PERCENT MEMBERS PERFORMING
H509 ANALYZE WORK CENTER PRODUCTIVITY DURING MANAGEMENT ADVISORY STUDIES (MAS)	100
H527 DRAFT OR WRITE MAS FINAL REPORTS	100
H513 BRIEF MAS RECOMMENDATIONS TO CLIENTS	100
H519 COORDINATE WITH CLIENTS ON MAS LETTERS OF UNDERSTANDING	100
H531 INFORM CLIENTS OF MAS STATUS	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	80
J682 POWER UP OR POWER DOWN COMPUTER SYSTEMS EQUIPMENT	80
E275 COLLECT WORKLOAD DATA	80
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	80
E315 INTERVIEW WORK CENTER PERSONNEL	80
H532 INTERVIEW WORK CENTER PERSONNEL DURING MAS	80
E351 VERIFY MAN-HOUR DATA	80
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	80
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	80
H528 DRAFT OR WRITE MAS LETTERS OF UNDERSTANDING	80
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	80
A66 DRAFT OR WRITE MEMO FOR THE RECORD	80
I561 COMPLETE ACR	60
E283 COORDINATE WITH APPROPRIATE AGENCY PERSONNEL ON MANPOWER CHANGES	60
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	60

TABLE A15
 REPRESENTATIVE TASKS PERFORMED BY
 SUPERVISORY PERSONNEL
 (STG189, N=7)

TASKS	PERCENT MEMBERS PERFORMING
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	100
B164 INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	100
B152 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	100
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	100
B141 CERTIFY CIVILIAN TIMECARDS	100
A27 ASSIGN SUSPENSE DATES	100
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	100
B169 ORIENT NEW SUBORDINATES	100
B154 DRAFT OR WRITE CIVILIAN PERFORMANCE REPORTS	86
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	86
A55 DISTRIBUTE CORRESPONDENCE	86
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	86
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	86
E326 QUALITY CONTROL FINAL REPORTS	71
F464 REVIEW MANPOWER STANDARD STUDY PLANS OR REPORTS	71
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	71
B138 ASSIGN ADDITIONAL DUTIES	71
B181 UPDATE CIVILIAN PERSONNEL RECORDS OF SUBORDINATES	71
A125 REVIEW HIGHER HEADQUARTERS REGULATIONS OR MANUALS	71
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	71

TABLE A16
REPRESENTATIVE TASKS PERFORMED BY
COMMAND AND MANAGEMENT PERSONNEL
(STG170, N=76)

TASKS	PERCENT MEMBERS PERFORMING
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	97
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	97
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	97
A12 APPROVE OR DISAPPROVE MESSAGES FOR ELECTRICAL TRANSMISSION	96
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	95
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	93
A14 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	92
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	92
A27 ASSIGN SUSPENSE DATES	92
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	92
B138 ASSIGN ADDITIONAL DUTIES	91
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	89
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	88
B141 CERTIFY CIVILIAN TIMECARDS	88
A65 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	87
B169 ORIENT NEW SUBORDINATES	87
A13 APPROVE OR DISAPPROVE OPERATING INSTRUCTIONS	86
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	83
A23 APPROVE OR DISAPPROVE TDY REQUESTS	83
A11 APPROVE OR DISAPPROVE LETTERS OF APPRECIATION OR REPRIMAND	83

TABLE A17

REPRESENTATIVE TASKS PERFORMED BY
DETACHMENT COMMANDERS AND SUPERVISORS
(STG175, N=116)

TASKS	PERCENT MEMBERS PERFORMING
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	98
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	97
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	97
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	95
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	95
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	94
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	93
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	93
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	93
A27 ASSIGN SUSPENSE DATES	92
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	92
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	92
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	91
B138 ASSIGN ADDITIONAL DUTIES	91
B169 ORIENT NEW SUBORDINATES	91
C201 INSPECT PERSONNEL FOR COMPLIANCE WITH AFR 35-10	91
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	82
E283 COORDINATE WITH APPROPRIATE AGENCY PERSONNEL ON MANPOWER CHANGES	82
I625 RECOMMEND APPROVAL OR DISAPPROVAL OF ACR	62
K699 ADVISE OFFICIALS ON ORGANIZATIONAL STRUCTURES	73

TABLE A18
 REPRESENTATIVE TASKS PERFORMED BY
 SUGGESTION PROGRAM MONITORS
 (STG213, N=9)

TASKS	PERCENT MEMBERS PERFORMING
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	100
0929 ADVISE FUNCTIONAL OPR OR SUGGESTERS ON SUGGESTION PROGRAM POLICIES OR PROCEDURES	100
0945 REVIEW FUNCTIONAL OPR ACTIONS ON SUGGESTIONS FOR COMPLETENESS AND CLARITY	100
0938 DETERMINE TYPE OF AWARD FOR IMPLEMENTED SUGGESTIONS	100
0935 DETERMINE FUNCTIONAL OPR OF A SUGGESTION	100
0939 EVALUATE IMPACT OF SUGGESTIONS	100
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
0946 REVIEW REQUESTS FOR SUGGESTION REEVALUATION	100
0947 REVIEW SUGGESTION EVALUATIONS, SUCH AS FOR COMPLETENESS OR COMPUTATIONAL ACCURACY	100
0944 RESOLVE DISPUTED OR UNSUBSTANTIATED AWARD PACKAGES	100
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	100
A57 DRAFT OR WRITE ACTIVITY OR PROGRESS REPORTS	100
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	100
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	100
0934 COORDINATE WITH FUNCTIONAL OPR PERSONNEL OR SUGGESTERS ON PROBLEMS RELATED TO SUGGESTION EVALUATIONS	89
0936 DETERMINE STATUS OF SUGGESTION EVALUATIONS	89
0937 DETERMINE STATUS OF SUGGESTION IMPLEMENTATION	89
0948 REVIEW SUGGESTIONS FOR ELIGIBILITY OR DUPLICATION	89
A55 DISTRIBUTE CORRESPONDENCE	89

TABLE A19

REPRESENTATIVE TASKS PERFORMED BY
MANPOWER REQUIREMENTS, RESOURCES, ORGANIZATION, AND PROGRAMS PERSONNEL
(STG068, N=133)

TASKS	PERCENT MEMBERS PERFORMING
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	92
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	90
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	88
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	88
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	83
E331 RESEARCH HISTORY OF MANPOWER ACTIONS	83
I583 DETERMINE MANPOWER IMPACTS OF PROPOSED ACTIONS	75
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	75
I575 COORDINATE WITH PERSONNEL FROM APPROPRIATE AGENCIES ON MANPOWER IMPACT RESULTING FROM PROGRAM CHANGES	74
I549 ANALYZE MANPOWER IMPACT RESULTING FROM PROGRAM CHANGES	72
A107 PERFORM ROOM OR AREA SECURITY CHECKS	72
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	71
A34 COMPLETE QUESTIONNAIRES	71
I544 ADVISE ON MANPOWER RESOURCE AVAILABILITY STATUS	70
I625 RECOMMEND APPROVAL OR DISAPPROVAL OF ACR	68
A76 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	66
I613 IDENTIFY UMD POSITION CODING REQUIREMENTS	65
I602 EVALUATE ACR	62
I611 IDENTIFY AUTHORIZATIONS FOR DELETION	61
K699 ADVISE OFFICIALS ON ORGANIZATIONAL STRUCTURES	50

TABLE A20

REPRESENTATIVE TASKS PERFORMED BY
ORGANIZATIONAL STUDIES AND ANALYSIS PERSONNEL
(STG538, N=16)

TASKS	PERCENT MEMBERS PERFORMING
K728 EVALUATE PROPOSED ORGANIZATIONAL STRUCTURES	100
K702 ANALYZE ORGANIZATIONAL STRUCTURES FOR COMPLIANCE WITH PRINCIPLES OF ORGANIZATION, SUCH AS SPAN OF CONTROL	100
K699 ADVISE OFFICIALS ON ORGANIZATIONAL STRUCTURES	100
K718 DEVELOP ORGANIZATIONAL STRUCTURES FOR NEW ORGANIZATIONS	100
K698 ADVISE FUNCTIONAL OPR ON ORGANIZATIONAL PROPOSALS	100
K701 ADVISE OPERATING OFFICIALS ON THE PREPARATION OF ORGANIZATIONAL OR FUNCTIONAL CHARTS	100
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
K730 EVALUATE REQUESTS FOR ORGANIZATION CHANGES OR WAIVERS TO ORGANIZATION POLICY OR GUIDANCE	94
K710 COMPILE SUPPORTING INFORMATION FOR PROPOSED ORGANIZATIONAL CHANGES	94
K712 COORDINATE WITH OPR PERSONNEL ON DIRECTIVES RELATIVE TO ORGANIZATIONAL STRUCTURES	94
K726 ESTABLISH OR REVISE ORGANIZATION STRUCTURE CODES (OSC)	94
K713 COORDINATE WITH OPR PERSONNEL ON MISSION DIRECTIVES	94
K700 ADVISE OPERATING OFFICIALS ON APPROPRIATE NOMINATIONS FOR UNIT DESIGNATIONS	94
K736 RECOMMEND APPROVAL OR DISAPPROVAL OF PROPOSED ORGANIZATIONAL STRUCTURES	88
K737 RECOMMEND CHANGES TO ORGANIZATIONAL STRUCTURE	88
K739 REVIEW ORGANIZATION AND FUNCTIONAL CHARTBOOKS	88
K727 EVALUATE INPUTS FOR DESIGNATION OF AFCON UNITS	88
K715 DEVELOP INPUTS FOR DESIGNATION OF AFCON UNITS	88
E340 REVIEW MISSION STATEMENTS	88

TABLE A21
 REPRESENTATIVE TASKS PERFORMED BY
 LOGISTICS COMPOSITE MODEL (LCOM) PERSONNEL
 (STG098, N=20)

TASKS	PERCENT MEMBERS PERFORMING
L749 ANALYZE RESULTS OF SIMULATION TO ASSESS EFFECTS OF MISSION PROFILE	100
L753 ANALYZE RESULTS OF SIMULATION TO DETERMINE MAINTENANCE MANPOWER REQUIREMENTS	95
L748 ANALYZE RESULTS OF SIMULATION TO ASSESS AIRCRAFT AND PARTS WORK FLOW	95
L803 REVIEW SCENARIOS	95
L761 CONSTRUCT INPUT MODEL EXOGENOUS FILES	90
L744 ANALYZE MAINTENANCE DATA COLLECTION SYSTEM INFORMATION	90
L750 ANALYZE RESULTS OF SIMULATION TO ASSESS SPARE PARTS REQUIREMENTS	90
L772 DEBUG LCOM DATA BASES	85
L754 ANALYZE WEAPONS SYSTEMS FOR MAINTAINABILITY	85
L800 REVIEW LCOM STUDIES	85
L755 ANALYZE WEAPONS SYSTEMS FOR RELIABILITY	85
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	85
L770 COORDINATE WITH PERSONNEL FROM APPROPRIATE OPR ON LCOM SCENARIOS	85
L789 IDENTIFY ORGANIZATIONAL POLICY FOR WEAPON SYSTEMS SCENARIOS	85
L788 IDENTIFY MAINTENANCE OPERATIONAL CONCEPTS FOR WEAPON SYSTEMS SCENARIOS	85
L771 DEBUG EXOGENOUS FILES	80
L798 REVIEW LCOM DATA BASES	80
L752 ANALYZE RESULTS OF SIMULATION TO ASSESS TRENDS	80
L777 DRAFT OR WRITE SCENARIOS	80
L775 DEVELOP PRESORTIE AIRCRAFT FLOW DATA	75

TABLE A22
 REPRESENTATIVE TASKS PERFORMED BY
 DATA SYSTEMS PERSONNEL
 (STG072, N=56)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	91
J660 COORDINATE WITH COMPUTER SYSTEMS PERSONNEL ON SOFTWARE PROBLEMS	79
A108 PICKUP COMPUTER PRODUCTS	73
J682 POWER UP OR POWER DOWN COMPUTER SYSTEMS EQUIPMENT	71
J685 RESOLVE MALFUNCTIONS IN DATA SYSTEMS	70
A107 PERFORM ROOM OR AREA SECURITY CHECKS	70
J677 ISOLATE MALFUNCTIONS IN DATA SYSTEMS	68
J663 COORDINATE WITH PERSONNEL FROM APPROPRIATE AGENCIES ON MANPOWER SYSTEM RELEASES, SUCH AS BMDS OR CMDS	68
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	66
A34 COMPLETE QUESTIONNAIRES	66
J665 DESIGN INPUT OR OUTPUT FORMATS	64
J690 REVIEW MANPOWER DATA SYSTEM PRODUCTS FOR DISTRIBUTION	64
J683 PREPARE COMPUTER SYSTEM PERIPHERAL EQUIPMENT FOR OPERATION	63
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	63
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	63
J667 DEVELOP INQUIRIES	61
E314 INPUT DATA FOR COMPUTER PROCESSING BY CATHODE RAY TUBE (CRT)	61
J657 COORDINATE WITH COMPUTER PROGRAMMERS ON DEVELOPMENT OF MODIFICATIONS TO SYSTEMS	61
J692 REVIEW TRANSACTION ERROR LISTS FOR ACTION, SUCH AS FROM CMDS OR BMDS	61
J661 COORDINATE WITH COMPUTER SYSTEMS PERSONNEL ON USE OF MAGNETIC TAPES OR FILE SPACE	61

TABLE A23

REPRESENTATIVE TASKS PERFORMED BY
WARTIME MANPOWER PERSONNEL
(STG063, N=47)

TASKS	PERCENT MEMBERS PERFORMING
M807 ANALYZE TOTAL MANPOWER REQUIREMENTS AND RESOURCES FOR RELATIONSHIP WITH WARTIME REQUIREMENTS	87
M811 ANALYZE WARTIME SHORTFALLS	87
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	85
M852 REVIEW CONTINGENCY PLANS, SUCH AS EXERCISE PLANS OR OPLANS	83
M858 REVIEW UTC LISTINGS	81
M859 REVIEW UTC MANPOWER REQUIREMENTS LISTS	81
M808 ANALYZE UNTASKED MANPOWER RESOURCES	71
M824 COORDINATE WITH APPROPRIATE PERSONNEL ON UTC PACKAGES OR UTC CHANGES	79
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	79
A107 PERFORM ROOM OR AREA SECURITY CHECKS	77
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	74
M820 COMPARE DEPLOYMENT REQUIREMENTS WITH MANPOWER AUTHORIZATIONS	72
A133 SIGN FOR CLASSIFIED MATERIALS	72
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	70
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	70
A132 SECURE CLASSIFIED DOCUMENTS OR EQUIPMENT	68
M856 REVIEW TPDFL	66
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	66
M844 IDENTIFY DEPLOYMENT MANPOWER REQUIREMENT TASKING BY UTC	64
M810 ANALYZE WARTIME MANPOWER SUPPLY AND DEMAND REQUIREMENTS	60

TABLE A24
 REPRESENTATIVE TASKS PERFORMED BY
 ADMINISTRATIVE PERSONNEL
 (STG182, N=8)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	100
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	100
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	100
A107 PERFORM ROOM OR AREA SECURITY CHECKS	100
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	88
A106 PACKAGE OR MAIL CORRESPONDENCE	75
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	75
A111 PREPARE BRIEFING AIDS	63
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	63
A109 POST CHANGES TO DOCUMENTS	63
A55 DISTRIBUTE CORRESPONDENCE	50
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	50
A108 PICKUP COMPUTER PRODUCTS	50
A34 COMPLETE QUESTIONNAIRES	50

TABLE A25

REPRESENTATIVE TASKS PERFORMED BY
HEADQUARTERS LEVEL STAFF AND TECHNICAL GUIDANCE PERSONNEL
(STG215, N=7)

TASKS	PERCENT MEMBERS PERFORMING
A125 REVIEW HIGHER HEADQUARTERS REGULATIONS OR MANUALS	100
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	100
A128 REVIEW OPERATING INSTRUCTIONS	100
A34 COMPLETE QUESTIONNAIRES	100
A71 DRAFT OR WRITE POLICY LETTERS	86
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	86
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	86
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	86
A126 REVIEW INPUTS FOR TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	86
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	86
A111 PREPARE BRIEFING AIDS	86
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	86
A88 EVALUATE OPERATING INSTRUCTIONS	86
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	86
A91 EVALUATE SUPPLEMENTS TO HIGHER HEADQUARTER'S DIRECTIVES	86
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	86
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	86
A61 DRAFT OR WRITE HIGHER HEADQUARTERS DIRECTIVES	71
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	71
A87 EVALUATE HIGHER HEADQUARTERS DIRECTIVES	71

TABLE A26

REPRESENTATIVE TASKS PERFORMED BY
HIGHER HEADQUARTERS REQUIREMENTS OFFICERS
(STG237, N=6)

TASKS	PERCENT MEMBERS PERFORMING
A76 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	100
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	100
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	100
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	100
A71 DRAFT OR WRITE POLICY LETTERS	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	100
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	100
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	83
A125 REVIEW HIGHER HEADQUARTERS REGULATIONS OR MANUALS	83
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	83
E285 DETERMINE MANPOWER IMPLICATIONS OF PLANS, DIRECTIVES, AND TASKINGS	67
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	67
A92 EXPLAIN MANPOWER ACTIONS TO OUTSIDE AGENCIES, SUCH AS GAO OR IG	67
I559 COMPILE MANPOWER RESPONSES TO INQUIRIES ORIGINATING FROM VARIOUS GOVERNMENTAL AGENCIES, SUCH AS OSD	67
A73 DRAFT OR WRITE RESPONSES TO BUDGET INQUIRIES FROM OUTSIDE AGENCIES, SUCH AS GAO OR AF AUDIT AGENCY	67
A107 PERFORM ROOM OR AREA SECURITY CHECKS	67
A75 DRAFT OR WRITE RESPONSES TO DISCREPANCIES IDENTIFIED IN REPORTS, SUCH AS IG OR STAFF ASSISTANCE	67
A131 REVIEW RESPONSES TO DISCREPANCIES IDENTIFIED IN REPORTS, SUCH AS IG OR STAFF ASSISTANCE	67
I583 DETERMINE MANPOWER IMPACTS OF PROPOSED ACTIONS	50

TABLE A27
 REPRESENTATIVE TASKS PERFORMED BY
 PRODUCTIVITY PERSONNEL
 (STG229, N=11)

TASKS	PERCENT MEMBERS PERFORMING
P955 COORDINATE WITH APPROPRIATE AGENCY PERSONNEL ON PECI ACTIONS	100
P971 PUBLICIZE PECI PROGRAMS	100
P952 ANALYZE PECI REQUESTS	91
P950 ADVISE OPR ON PRODUCTIVITY ENHANCEMENT CAPITAL INVESTMENT PROGRAM (PECI) POLICIES OR PROCEDURES	91
P958 DETERMINE STATUS OF PRODUCTIVITY INITIATIVES	91
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	91
A107 PERFORM ROOM OR AREA SECURITY CHECKS	91
P970 PROVIDE TECHNICAL GUIDANCE IN PREPARATION OF PECI REQUESTS	82
P953 AUDIT PECI REPORTS	82
P977 VERIFY EXPENDITURE OF PECI FUNDS	82
P968 EVALUATE SAVINGS AS A RESULT OF PROPOSED PECI PROGRAM ACTIONS	82
P972 REPORT EXCESS PECI FUNDS	82
P960 DEVELOP OR UPDATE PRODUCTIVITY DISPLAYS	82
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	82
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	82
P954 COMPUTE MANPOWER SAVINGS AS A RESULT OF PROPOSED PECI ACTIONS	73
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	73
P975 REVIEW PECI PROGRAM REPORTS	73
P961 DEVELOP PECI PROGRAM GUIDANCE	73
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	73

TABLE A28
 REPRESENTATIVE TASKS PERFORMED BY
 COMMERCIAL ACTIVITIES PERSONNEL
 (STG141, N=9)

TASKS	PERCENT MEMBERS PERFORMING
N907 EVALUATE PWS	100
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	100
N924 REVIEW MANAGEMENT STUDIES	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	100
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	100
A107 PERFORM ROOM OR AREA SECURITY CHECKS	100
A111 PREPARE BRIEFING AIDS	100
N872 ADVISE OPR ON DEVELOPMENT OF PERFORMANCE WORK STATEMENTS (PWS)	89
N873 ADVISE OPR ON DEVELOPMENT OF QASP	89
N908 EVALUATE SOW	89
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	89
N922 REVIEW COMMERCIAL ACTIVITIES MANAGEMENT INFORMATION SYSTEM (CAMIS) REPORTS	78
N917 PROVIDE TECHNICAL GUIDANCE ON CA POLICIES AND PROCEDURES	78
N923 REVIEW CONTRACTED COMMERCIAL ACTIVITIES	78
N897 DEVELOP COST COMPARISON STUDY MILESTONES	78
N921 REVIEW CCF AND BACKGROUND DATA FOR COMPLETENESS, PROCEDURAL, AND COMPUTATIONAL ACCURACY	78
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	78
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	78
N926 UPDATE CAMIS REPORTS	67

TABLE A29

REPRESENTATIVE TASKS PERFORMED BY
FORMAL INSTRUCTORS AND TRAINERS
(STG225, N=6)

TASKS	PERCENT MEMBERS PERFORMING
D213 CONDUCT TRAINING IN FORMAL RESIDENT TRAINING COURSES	100
D226 DRAFT OR WRITE RESIDENT COURSE MATERIALS, SUCH AS STUDY GUIDES, WORKBOOKS, OR HANDOUT	100
D220 DEVELOP COURSE CONTROL DOCUMENTS, SUCH AS COURSE TRAINING STANDARDS (CTS) OR SYLLABI	100
D218 DESIGN TRAINING AIDS	100
D240 EVALUATE STUDENT CRITIQUES	100
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	100
D219 DESIGN TRAINING COURSES	83
D221 DEVELOP FORMAL CLASSROOM TRAINING PROGRAMS OR COURSES OF INSTRUCTION	83
D217 CRITIQUE TESTS	83
D216 COUNSEL TRAINEES ON TRAINING PROGRESS	83
C188 CONDUCT UNIT SELF-INSPECTIONS	83
D205 ADMINISTER OR SCORE TESTS	67
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	67
D212 CONDUCT TRAINING FOR FOREIGN PERSONNEL	50
C201 INSPECT PERSONNEL FOR COMPLIANCE WITH AFR 35-10	50
D232 EVALUATE FORMAL TRAINING	50
D239 EVALUATE PROGRESS OF RESIDENT COURSE STUDENTS	50
D227 DRAFT OR WRITE STUDENT TRAINING REPORTS USING AF FORMS 475 (EDUCATION/TRAINING REPORT FORMS)	50
A56 DOCUMENT COUNSELING SESSIONS	50
D246 OBTAIN TRAINING AIDS, SPACE, OR EQUIPMENT	50

APPENDIX B

TABLE B1
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 73331 PERSONNEL
 (N=257)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	89
E275 COLLECT WORKLOAD DATA	86
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	81
E274 COLLECT MAN-HOUR DATA	78
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	77
E353 VERIFY WORKLOAD DATA	77
E348 REVIEW WCD	77
F373 COMPLETE AF FORMS 1040 (OPERATIONAL AUDIT DATA)	75
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	74
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	73
E279 COMPLETE WORKLOAD DATA COLLECTION FORMS	73
F432 PERFORM OPERATIONAL AUDITS USING HISTORICAL RECORDS TECHNIQUE	70
E265 ANALYZE WORKLOAD DATA	69
E315 INTERVIEW WORK CENTER PERSONNEL	68
F436 PERFORM WORK CENTER FAMILIARIZATION VISITS	66
F452 REVIEW AF FORMS 1040	65
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	65
E351 VERIFY MAN-HOUR DATA	65
E260 ANALYZE MAN-HOUR DATA	64
E310 IDENTIFY ASSUMED OR INFERRED WORK	62

TABLE B2
REPRESENTATIVE TASKS PERFORMED BY DAFSC 73371 PERSONNEL
(N=524)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	90
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	78
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	74
E275 COLLECT WORKLOAD DATA	71
A107 PERFORM ROOM OR AREA SECURITY CHECKS	70
E265 ANALYZE WORKLOAD DATA	68
E348 REVIEW WCD	67
E260 ANALYZE MAN-HOUR DATA	67
E353 VERIFY WORKLOAD DATA	67
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	67
E274 COLLECT MAN-HOUR DATA	67
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	67
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	65
A34 COMPLETE QUESTIONNAIRES	62
A134 TYPE CORRESPONDENCE, REPORTS, OR FORMS	61
E266 APPLY MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	60
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	60
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	59
E315 INTERVIEW WORK CENTER PERSONNEL	57
F434 PERFORM OPERATIONAL AUDITS USING TECHNICAL ESTIMATE TECHNIQUE	57

TABLE B3

REPRESENTATIVE TASKS PERFORMED BY DAFSC 73391 PERSONNEL
(N=104)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	92
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	89
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	81
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	79
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	76
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	75
A34 COMPLETE QUESTIONNAIRES	75
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	74
A107 PERFORM ROOM OR AREA SECURITY CHECKS	73
E265 ANALYZE WORKLOAD DATA	67
E275 COLLECT WORKLOAD DATA	63
A128 REVIEW OPERATING INSTRUCTIONS	62
E331 RESEARCH HISTORY OF MANPOWER ACTIONS	61
E353 VERIFY WORKLOAD DATA	61
E272 COLLECT AUTHORIZED OR ASSIGNED PERSONNEL DATA	61
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	61
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	61
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	60
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	60
A111 PREPARE BRIEFING AIDS	60

TABLE B4
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 73300 PERSONNEL
 (N=54)

TASKS	PERCENT MEMBERS PERFORMING
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	93
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	91
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	87
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	87
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	85
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	85
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	83
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	83
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	81
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	80
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	80
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	80
A34 COMPLETE QUESTIONNAIRES	80
E265 ANALYZE WORKLOAD DATA	76
B169 ORIENT NEW SUBORDINATES	76
E264 ANALYZE RESULTS OF APPLYING MANPOWER DETERMINANTS, SUCH AS STANDARDS OR GUIDES	74
B164 INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	72
B152 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	72
A65 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	72
A79 DRAFT OR WRITE TRIP REPORTS	70

TABLE B5
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 742X PERSONNEL
 (N=233)

TASKS	PERCENT MEMBERS PERFORMING
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	86
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	86
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	84
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	82
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	76
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	75
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	70
A34 COMPLETE QUESTIONNAIRES	68
A111 REPAIR BRIEFING AIDS	68
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	61
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	61
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	60
A107 PERFORM ROOM OR AREA SECURITY CHECKS	60
B152 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	58
A27 ASSIGN SUSPENSE DATES	58
B169 ORIENT NEW SUBORDINATES	57
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	57
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	56
A36 CONDUCT FORMAL BRIEFINGS, OTHER THAN ROUTINE BRIEFINGS, SUCH AS DURING MANAGEMENT ENGINEERING (ME) PHASES	56
A76 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	55

TABLE B6
 REPRESENTATIVE TASKS PERFORMED BY DAFSC 741X PERSONNEL
 (N=209)

TASKS	PERCENT MEMBERS PERFORMING
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	93
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	89
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	87
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	82
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	80
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	77
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	76
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	75
A27 ASSIGN SUSPENSE DATES	75
A34 COMPLETE QUESTIONNAIRES	74
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	74
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	73
A36 CONDUCT FORMAL BRIEFINGS, OTHER THAN ROUTINE BRIEFINGS, SUCH AS DURING MANAGEMENT ENGINEERING (ME) PHASES	73
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	72
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	72
A71 DRAFT OR WRITE POLICY LETTERS	72
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	71
A76 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	70
A12 APPROVE OR DISAPPROVE MESSAGES FOR ELECTRICAL TRANSMISSION	69
A14 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	69

TABLE B7
 REPRESENTATIVE TASKS PERFORMED BY LIEUTENANTS
 (N=104)

TASKS	PERCENT MEMBERS PERFORMING
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	86
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	85
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	80
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	75
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	70
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	69
A111 PREPARE BRIEFING AIDS	67
E260 ANALYZE MAN-HOUR DATA	65
E265 ANALYZE WORKLOAD DATA	64
A34 COMPLETE QUESTIONNAIRES	64
F452 REVIEW AF FORMS 1040	63
E348 REVIEW WCD	63
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	63
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	61
E275 COLLECT WORKLOAD DATA	60
A107 PERFORM ROOM OR AREA SECURITY CHECKS	59
A31 COLLATE CORRESPONDENCE, REPORTS, OR STUDIES	58
E315 INTERVIEW WORK CENTER PERSONNEL	58
E353 VERIFY WORKLOAD DATA	58
F367 BRIEF OPR PERSONNEL ON MEASUREMENT METHODS OR PROCEDURES	58

TABLE B8
REPRESENTATIVE TASKS PERFORMED BY CAPTAINS
(N=186)

TASKS	PERCENT MEMBERS PERFORMING
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	92
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	88
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	85
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	85
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	83
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	79
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	76
A34 COMPLETE QUESTIONNAIRES	72
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	68
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	67
A111 PREPARE BRIEFING AIDS	65
A27 ASSIGN SUSPENSE DATES	65
A76 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	64
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	64
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	64
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	64
A65 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	61
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	61
B152 DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	60
A36 CONDUCT FORMAL BRIEFINGS, OTHER THAN ROUTINE BRIEFINGS, SUCH AS DURING MANAGEMENT ENGINEERING (ME) PHASES	59

TABLE B9
REPRESENTATIVE TASKS PERFORMED BY MAJORS
(N=68)

TASKS	PERCENT MEMBERS PERFORMING
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	94
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	88
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	84
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	82
A120 REPRODUCE MATERIAL USING OFFICE COPYING MACHINES	82
A67 DRAFT OR WRITE MESSAGES FOR ELECTRICAL TRANSMISSION	81
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	81
A36 CONDUCT FORMAL BRIEFINGS, OTHER THAN ROUTINE BRIEFINGS, SUCH AS DURING MANAGEMENT ENGINEERING (ME) PHASES	76
A76 DRAFT OR WRITE STAFF STUDIES OR STAFF SUMMARIES	72
A37 CONDUCT INFORMAL BRIEFINGS, OTHER THAN ROUTINE MANPOWER BRIEFINGS, SUCH AS DURING ME PHASES OR CONTRACTING	72
A114 READ TECHNICAL PUBLICATIONS, SUCH AS MAGAZINES, REPORTS, OR BULLETINS	69
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	69
A27 ASSIGN SUSPENSE DATES	69
A71 DRAFT OR WRITE POLICY LETTERS	68
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	68
A79 DRAFT OR WRITE TRIP REPORTS	66
A111 PREPARE BRIEFING AIDS	62
B169 ORIENT NEW SUBORDINATES	62
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	60
A14 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	60

TABLE B10
REPRESENTATIVE TASKS PERFORMED BY LIEUTENANT COLONELS
(N=68)

TASKS	PERCENT MEMBERS PERFORMING
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	93
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	91
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	91
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	91
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	88
A12 APPROVE OR DISAPPROVE MESSAGES FOR ELECTRICAL TRANSMISSION	88
A27 ASSIGN SUSPENSE DATES	87
A68 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	87
A34 COMPLETE QUESTIONNAIRES	87
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	85
A14 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	84
B157 DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER)	84
B141 CERTIFY CIVILIAN TIMECARDS	84
A113 PROOFREAD CORRESPONDENCE, FORMS, REPORTS, OR STUDIES	81
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	81
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	81
B154 DRAFT OR WRITE CIVILIAN PERFORMANCE REPORTS	79
A65 DRAFT OR WRITE LETTERS OF APPRECIATION OR REPRIMAND	79
B169 ORIENT NEW SUBORDINATES	79
B164 INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	78

TABLE B11
REPRESENTATIVE TASKS PERFORMED BY COLONELS
(N=16)

TASKS	PERCENT MEMBERS PERFORMING
A28 ATTEND MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS, SUCH AS FUNCTIONAL REVIEWS	94
A70 DRAFT OR WRITE POINT, POSITION, OR TALKING PAPERS	94
A38 CONDUCT MANPOWER MANAGEMENT RELATED MEETINGS, CONFERENCES, OR WORKING GROUPS	94
A66 DRAFT OR WRITE MEMORANDA FOR THE RECORD	94
A14 APPROVE OR DISAPPROVE POINT, POSITION, OR TALKING PAPERS	88
A10 APPROVE OR DISAPPROVE LEAVE REQUESTS	88
A23 APPROVE OR DISAPPROVE TDY REQUESTS	88
A21 APPROVE OR DISAPPROVE STAFF STUDIES OR STAFF SUMMARIES	81
A2 ADVISE COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS, SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	81
A19 APPROVE OR DISAPPROVE RESPONSES TO CONGRESSIONAL INQUIRIES	81
A48 DETERMINE WORK PRIORITIES FOR SUBORDINATES	81
B149 COUNSEL PERSONNEL ON CAREER PROGRESSION	81
A12 APPROVE OR DISAPPROVE MESSAGES FOR ELECTRICAL TRANSMISSION	81
B139 ASSIGN PERSONNEL TO DUTY POSITIONS	81
A40 CONDUCT VISITOR OR VIP BRIEFINGS	81
A34 COMPLETE QUESTIONNAIRES	81
A27 ASSIGN SUSPENSE DATES	81
B150 COUNSEL PERSONNEL ON JOB PERFORMANCE, PERSONAL PROBLEMS, OR MILITARY-RELATED PROBLEMS	81
A82 ESTABLISH LEAVE POLICIES	81
B157 DRAFT OR WRITE OFFICER EFFECTIVENESS REPORTS (OER)	75