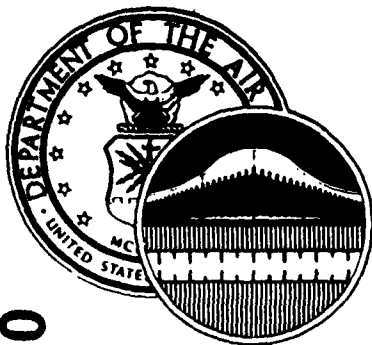




UNITED STATES AIR FORCE

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OCCUPATIONAL SURVEY REPORT



INTERSERVICE POSTAL OPERATIONS AND OFFICIAL MAIL

AIR FORCE SDI 96604; ARMY MOS 711, ASI F5;
NAVY POSTAL CLERK (PC); AND MARINE CORPS MOS 106

AFPT 90-996-847

MAY 1990

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

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DISTRIBUTION FOR
INTERSERVICE POSTAL OPERATIONS AND OFFICIAL MAIL OSR AND
SUPPORTING DOCUMENTS

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THE ADJUTANT GENERAL SCHOOL (ATTN: ATSG-ES)				
(FT BENJAMIN HARRISON IN 46216-5000)	1		1	
AFHRL/ID	1	1m	1m/1h	1
AFHRL/MODS	2	1m	1m	1
AFMPC/DPMRAD5	1			
AFMPC/DPMRPQ1	2			
ARMY OCCUPATIONAL SURVEY BRANCH	2		1	
CCAF/AYX	1			
COMMANDANT ADJUTANT GENERAL SCHOOL				
(ATTN: ATSG-AGO) (FT BENJAMIN HARRISON				
IN 46216-5000)	1		1	
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DET 20, HQ AFSC/DPAT	1		1	
HQ AAC/DPAT	1		1	
HQ AFISC/DAP	2			
HQ AFSC/TTGT	1		1	
HQ ATC/TTOC	1		1	
HQ MARINE CORPS (MHP-50)				
(POSTAL AFFAIRS SECTION) (WASH DC 20380-0001)	3		3	
HQ MILITARY POSTAL SERVICE AGENCY/MPSA-PP				
(ALEXANDRIA VA 22331-0006)	2	1	1	
HQ PACAF/DPAT	1		1	
HQ PACAF/TTGT	1		1	
HQ TAC/DPATJ	1		1	
HQ TAC/TTGT	1		1	
HQ USAF/DPPE	1			
HQ USAFE/DPAT	1		1	
HQ USAFE/TTGT	1		1	
HQ USAISC/AFE OF (ATTN: MR JIM ELLISON)				
(FT HUACHUCA AZ 85613-5000)	1			
INTERSERVICE POSTAL TRAINING ACTIVITY				
(FT BENJAMIN HARRISON IN 46216-5000)	1	1	1	
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PREFACE

This report presents the results of an Interservice survey of the Postal Operations occupation within the Military Postal Service. Postal Operations personnel from the Air Force, Army, Navy, and Marine Corps participated in the survey. Additionally, personnel working in official mail operations within selected Department of Defense (DOD) organizations were surveyed by the Military Postal Service Agency and are included in the sample. Authority for conducting occupational surveys is found in Service regulations: Air Force - AFR 35-2; Army - AR 611-3; and Navy and Marine Corps - CNO-OP1. Computer products used in this report are available for use by operations and training officials.

Second Lieutenant Kara Worthington, Occupational Analyst, developed the survey instrument. Mr William C. Cosgrove analyzed the survey data and wrote the final report. Master Sergeant Anthony Houston provided computer programming support, and Mr Richard G. Ramos provided administrative support. This report has been reviewed and approved for release by Lieutenant Colonel Charles D. Gorman, Chief, Airman Analysis Branch, Occupational Analysis Division, USAF Occupational Measurement Center.

Copies of this report are distributed to the separate Services, the Military Postal Service Agency, and, within the Air Force, to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be requested from the Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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Center

SUMMARY OF RESULTS

1. Survey Coverage: Inventory booklets were administered worldwide to Postal Operations and Official Mail incumbents during the winter of 1988/89. The 1,976 respondents represent 57 percent of the job inventory booklets sent to the field for completion. Air Force, Army, Navy, and Marine Corps military personnel and DOD civilian personnel were included in the survey sample.
2. Specialty Jobs: The job structure of the sample population was analyzed. Overall, there were nine job clusters and eight independent job types identified in the analysis.
3. Occupational Progression: Time in career field (TICF) was used to analyze occupational progression. As experience increased, the amount of manual requirements decreased, with more technical and supervisory responsibilities being required.
4. Services' Occupational Descriptions: Each Service has its own description for the Postal Occupation and these are supported by the survey data. There is no Service or DOD description for the Official Mail occupation.
5. Training Analysis: The Plan of Instruction (POI) has two objectives which require review due to the low percentage of individuals in their first-job performing tasks trained. Some tasks not matched to any POI objectives require evaluation.
6. CONUS Versus Overseas: Official Mail personnel, because of the method of surveying that group, are found only in CONUS. The majority of Postal Operations personnel are overseas. The data from the survey basically show that Postal Operations are very much the same no matter where they are performed.
7. Job Satisfaction: Job satisfaction increased with greater TICF. The jobs requiring more technical and supervisory expertise had higher satisfaction percentages than those jobs requiring mostly manual labor.
8. Implications: This OSR is the baseline for future occupational surveys of Interservice Postal Operations. The survey data show that the training program established for Postal Operations is well grounded and supports the basic need of the Military Postal Service. Official Mail personnel perform some of the same tasks as Postal Operations personnel, but their job is much more administrative in nature. Data from the survey should be of value to each Service to help them determine if they have special needs in the Postal Operations occupation.

OCCUPATIONAL SURVEY REPORT
INTERSERVICE POSTAL OPERATIONS
(AFSC 99604)

INTRODUCTION

This is a report of an occupational survey of Postal Operations personnel in the Military Postal Service and Official Mail personnel in selected Department of Defense (DOD) organizations. The survey included personnel from the Air Force, Army, Navy, Marine Corps, and other DOD activities. The survey was requested by the Military Postal Service Agency (MPSA) to obtain current task and equipment data for use in evaluation of the postal operations training program. Additionally, task and equipment data concerning personnel responsible for the handling and processing of official mail were also requested. The United States Air Force Occupational Measurement Center, Randolph Air Force Base, Texas, was tasked to develop an Interservice Job Inventory (JI), coordinate the conduct of the survey, and prepare the final report.

Background

This is the first Interservice Postal Operations and Official Mail survey to be conducted. Prior to this time, each Service was concerned with surveying its own postal operations area. Official Mail Operations being a separate occupational area, however, has never been surveyed by any of the services. Overseeing worldwide DOD Postal Operations is the responsibility of the MPSA, which also has staff responsibility for Official Mail activities throughout DOD.

The U.S. Postal Service (USPS) is responsible for the transmission of mail within, among, and between the United States and U.S. territories and possessions. The Military Postal Service (MPS) is an extension of the USPS and operates under an agreement between the DOD and the USPS. The MPS includes Aerial Mail Terminals, through which mail is processed in and out of overseas areas and Military Post Offices (MPO) operated by Air Force, Army, Navy, and Marine Corps personnel. These organizations are almost exclusively located overseas or aboard ships. MPOs normally provide a full range of postal support to U.S. military and civilian personnel in areas not supported by USPS. Support activities include receipt and dispatch of personal and official mail; sale of stamps, stamped paper, money orders, and metered tapes; claim and inquiry service; and customer advice and assistance in customs and postal-related areas.

Personnel who operate the MPOs are normally from the Service responsible for the organization and provide postal support on an area basis. The Services, having responsibility for postal operations, provide the manpower using different personnel management concepts.

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The Air Force uses a Special Duty Identifier (SDI) to identify personnel performing postal operations duties. Personnel are selected for a postal operations assignment from any Air Force Specialty Code (AFSC). Postal operations assignments for Air Force personnel are, with few exceptions, overseas. The individuals revert back to their primary AFSC or are cross-trained into a new specialty upon completion of the postal operations assignment and return to CONUS.

The Army uses personnel with an administrative Military Occupational Specialty (MOS), having an Additional Skill Identifier (ASI), to perform postal operations duties. Postal operations duty is normally performed in an overseas area. Individuals perform in their primary MOS upon completion of the postal operations assignment, but normally retain the ASI, even in a CONUS assignment.

The Navy has a Postal Operations rating in which individuals may work throughout their time in the service. The Navy operates an MPO on each of its ships, and normally at overseas locations, where the Navy has responsibility for operational and logistical support. The operational port of a ship normally determines whether Navy Postal Operations personnel are considered overseas or not.

The Marine Corps has a postal operations MOS and individuals may hold this MOS throughout their stay in the service. The Marine Corps operates MPOs overseas and has several organizations in CONUS where postal operations personnel are assigned. These organizations in CONUS perform the same functions as an MPO, based on an exemption from USPS by providing normal postal service and support to Marine Corps units in remote locations.

Although the selection requirements and personnel management concepts for the postal occupation vary with each Service, they all use the same initial training. The Interservice Postal Training Activity located at the U.S. Army Soldier Support Center, Fort Benjamin Harrison, Indiana, provides entry-level Postal Operations training for personnel from all of the Services.

Official Mail operations was selected to be included in this survey because of its affinity with certain aspects of the Postal Operations occupation. Many of the same tasks performed in the receipt and dispatch of mail are common to the two occupations. Additionally, with the advent of USPS being paid by DOD and the Services for each piece of official mail mailed, individuals handling official mail perform the same tasks associated with the metering of mail as do postal operations personnel. Thus, this survey deals with the receipt and distribution of incoming official mail and the collection, metering, and dispatch of outgoing official mail for DOD organizations and selected Service Major Commands. There is no entry-level course for official mail personnel.

SURVEY METHODOLOGY

Inventory Development

Data for this survey were collected using USAF Postal and Official Mail Job Inventory AFPT 90-996-847 (June 1988). The Inventory Developer reviewed pertinent postal occupation and official mail documents, the previous Air Force Postal Operations OSR and JI, and then prepared a tentative task list. This preliminary task list was then refined through personal interview with subject-matter experts from each service at the Interservice Postal Training Activity. The refined task list was then discussed at an interservice meeting with representatives from each service and the MPSA. Copies of the tentative task list were provided each service for their review and validation. Comments from the services reviews were incorporated and a final JI was prepared and presented at an interservice validation conference, where it received final approval from all services and MPSA. Data concerning the attendees of the conference can be found at Appendix A.

The JI contains a comprehensive list of 556 tasks grouped into 20 duty headings. Tasks covering both postal operation and official mail functional areas are included. The survey has standard background questions asking for grade, duty title, educational level, time in service, time in present job, and time in career field (TICF). In addition, there are questions requesting such information as types of mail handled, type of equipment used, job satisfaction, intent to reenlist, and questions developed to gather data peculiar to the different Services.

Survey Administration

OMC printed sufficient copies of the JI to provide each Service and the MPSA a numbered block of booklets adequate for their requirements. Each Service was responsible for their own personnel selection process, distribution of JIs, conduct of the survey, and return of the completed JIs to OMC. From November 1988 to April 1989, personnel worldwide completed JIs.

All individuals who filled out an inventory first completed an identification and biographical information section. Next, they answered questions in the background portion of the inventory. They were then directed to go through the booklet and check each task performed in their current job. Finally, they were asked to go back and rate each task they had checked using a 9-point scale reflecting relative time spent on each task compared to all other tasks. Ratings ranged from 1 (indicating a very small amount of time spent) to 9 (indicating a very large amount of time spent). The relative time spent on tasks was computed by first totaling all rating values on the inventory. Then the rating value for each task was divided by this total and the result multiplied by 100. The percent time spent ratings were used with the percent members performing values to help describe the various groups in these occupations.

Survey Sample

Military and civilian postal operations personnel were provided survey booklets by their parent Service. MPSA provided survey booklets to some DOD organizations with official mail sections and to the Official Mail Control Officers of the Air Force and Army for random distribution to official mail personnel within those Services. The returned JI from the booklets sent out by and received from MPSA are Official Mail responses and are referred to as the MPSA sample. The survey sample has been separated into two files. One is a DOD file which includes the total sample of postal operations personnel from the Services and the official mail personnel from the MPSA sample. The sample respondents of the DOD sample represent 57 percent of the total population surveyed, as determined by the number of booklets used by the services and the MPSA. The second file is a Multi-Service file consisting of just postal operations personnel from the services. The percent of respondents for this Multi-Service file represents 58 percent of the Services surveyed population. Table 1 reflects how the sample compares to the actual population surveyed in terms of the distribution across Service and MPSA. The disparity of percent returned among the participating groups does not appear to provide a true representation of the total population based on the total number of booklets sent to the field. It does, however, represent a sufficient return to analyze and provide specific trends in the overall training requirements for postal operations personnel. Each Service has a more definitive treatment of its survey sample in its supplement to this OSR. Table 2 provides a view of background information for the survey sample broken down for the total sample and the separate Services and the MPSA.

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, NCO supervisors, as selected by each Service, completed either a training emphasis (TE) or task difficulty (TD) booklet. These booklets were processed separately from the job inventories and the TE and TD data were used in several analyses discussed later in this report.

Training Emphasis (TE). Training emphasis is the amount of structured training that postal personnel in their first job need to successfully perform tasks. Structured training is defined as training provided by resident technical schools, field training detachments, mobile training teams, formal OJT, or any other organized training method. One hundred forty-six postal supervisors from all of the services completed TE booklets. They rated the tasks on a 10-point scale ranging from no training required (0) to extremely high training emphasis (9). Interrater agreement was acceptable.

When TE ratings are used with other information, such as percent members performing and task difficulty, they can provide insight into training requirements and help validate the need for organized training for the career ladder.

TABLE 1
POSTAL OPERATIONS/OFFICIAL MAIL SURVEY SAMPLE

<u>DOD ELEMENT</u>	<u>* NUMBER ELIGIBLE</u>	<u>NUMBER IN SAMPLE</u>	<u>PERCENT OF ELIGIBLE</u>
AIR FORCE	827	607	73%
ARMY	1,043	324	31%
NAVY	921	707	77%
MARINE CORPS	300	168	56%
MILITARY POSTAL SERVICE AGENCY	350	170	49%
TOTAL	3,441	1,976	57%
TOTAL MULTI-SERVICE POSTAL OPERATIONS#	3,091	1,806	58%

* Number of JI Booklets reported distributed by each organization

Excludes Military Postal Service Agency data, which are the official mail portions of the survey

TABLE 2

SELECTED BACKGROUND DATA FOR GROUPS OF
POSTAL OPERATIONS/OFFICIAL MAIL SURVEY SAMPLE

	<u>DOD</u>	<u>AIR FORCE</u>	<u>ARMY</u>	<u>NAVY</u>	<u>MARINE CORPS</u>	<u>MPSA</u>
NUMBER IN GROUP	1,976	607	324	707	168	170
PERCENT OF TOTAL SAMPLE	100%	31%	16%	36%	8%	9%
<u>GRADE (PERCENT OF GROUP)</u>						
E-1 THRU E-3	22%	26%	18%	15%	53%	8%
E-4	38%	43%	47%	41%	31%	6%
E-5	18%	19%	19%	19%	14%	6%
E-6	9%	5%	5%	18%	1%	3%
E-7	4%	4%	4%	5%	1%	3%
E-8	1%	2%	-	1%	0	1%
E-9	-	-	0	-	0	0
CIVILIAN	8%	0	7%	-	0	74%
<u>TICF (PERCENT OF GROUP)</u>						
1 - 48 MONTHS	63%	80%	64%	51%	70%	43%
49 - 96 MONTHS	18%	13%	20%	18%	26%	24%
97+ MONTHS	19%	7%	15%	31%	4%	32%
PERCENT SUPERVISING	33%	32%	27%	38%	20%	41%
PERCENT OVERSEAS	59%	96%	79%	38%	35%	-
AVERAGE NUMBER OF TASKS PERFORMED		89	58	133	75	72

- Indicates less than 1 percent

Task Difficulty (TD). Task difficulty is defined as the length of time the average airman takes to learn how to perform a task. One hundred fifty-one supervisors from all of the services rated the learning difficulty of the tasks on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Ratings were adjusted so tasks of average difficulty would have a value of 5.0. Interrater agreement was acceptable.

TD ratings, when used with percent members performing values and TE ratings, can provide a great deal of insight into training requirements, help validate the need for organized training, and be used to evaluate plans of instruction for the career ladder.

SPECIALTY JOBS (Occupational Structure)

USAF Occupational Analysis begins with an examination of the job structure of jobs performed by personnel in the survey. Since the Air Force is responsible for analyzing the data and writing the report, specialty jobs will be included. The structure of jobs within the postal operations and official mail occupations was based on the similarity of tasks performed and the percent 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 job cluster. Specialized jobs too dissimilar to fit within a job cluster are labeled independent jobs. The job structure information resulting from this grouping process (the various jobs within the occupation) can be used to:

1. Evaluate the accuracy of that occupation's documentation (AFR 39-1 Specialty Descriptions and Specialty Training Standards; AR 611-201, Personnel Selection and Classification; OPNAVINST 5300-.8A,

Manual of Navy Enlisted Manpower and Personnel
Classification and Occupational Standards; and MCO
P1200.7, Military Occupational Specialties Manual), and

2. Gain a better understanding of current utilization patterns within the occupation.

The above terminology will be used in the discussion of the Postal Operations job structure.

Overview of Specialty Jobs

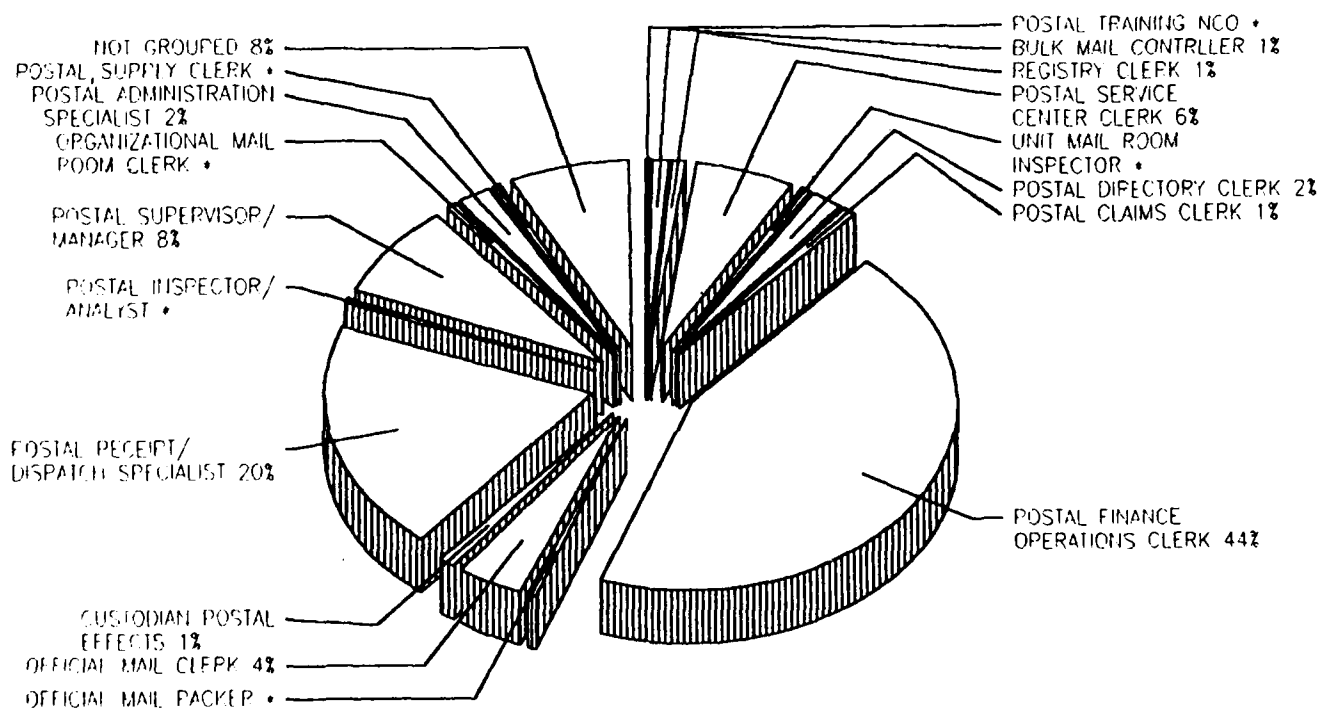
Each job inventory can be broken down into at least two categories of duties which help identify and define specific jobs. The categories are conventionally separated into a general area dealing with supervisory, managerial, training, and administrative duties; and a technical area which includes the occupational-specific duties. Of the 15 technical occupation-specific duties in the JI, there are duties dealing with general postal or official mail functions, security, equipment maintenance, supply functions, and official mail. The other ten duties cover specific postal operations functions required to operate the Military Postal System. The relative time spent in a specific duty is not in itself indicative of a particular job. High relative time spent in a duty must be viewed from the task level to properly identify a job. Tasks from a number of different duties may be combined to identify and define a job.

Based on task similarity and relative time spent, the division of jobs performed by Postal Operations and Official Mail personnel is illustrated in Figure 1. Analysis identified nine job clusters and eight independent jobs. Seven job clusters and six independent jobs are technically oriented and account for 82 percent of the survey sample. Two job cluster and two independent jobs deal with management and supervision, administration, training, and supply functional areas, with limited performance of technical tasks. These four jobs represent 10 percent of the the survey sample. Due to the fact that many respondents consider their job to be that of "Postal Clerk" and each service has its unique job titles, generic job titles are used to identify the jobs talked about in this report. A listing of the jobs is provided below. The stage (ST) or group (GP) number shown beside each title is a reference to computer-printed information. The number of personnel in each group (N) is also shown.

The technically oriented jobs are listed first.

- I. BULK MAIL CONTROLLER (ST0121, N=21)
- II. POSTAL RECEIPT AND DISPATCH SPECIALIST (GP0261, N=391)
- III. POSTAL DIRECTORY CLERK (ST0154, N=36)
- IV. OFFICIAL MAIL CLERK (ST0170, N=75)

POSTAL OPERATIONS/OFFICIAL MAIL JOBS



• Less than 1 percent

FIGURE 1

- V. UNIT MAIL ROOM INSPECTOR (ST0241, N=9)
- VI. REGISTRY CLERK (ST0140, N=15)
- VII. POSTAL FINANCE OPERATIONS CLERK (ST0147, N=864)
- VIII. CUSTODIAN OF POSTAL EFFECTS (ST0137, N=23)
- IX. POSTAL SERVICE CENTER CLERK (ST0081, N=125)
- X. POSTAL CLAIMS AND INQUIRY CLERK (ST0138, N=15)
- XI. ORGANIZATIONAL MAIL ROOM CLERK (ST0097, N=12)
- XII. OFFICIAL MAIL PACKER (ST0151, N=10)
- XIII. POSTAL INSPECTOR/ANALYST (ST0173, N=10)
- XIV. POSTAL SUPERVISOR AND MANAGER (ST0079, N=156)
- XV. POSTAL ADMINISTRATION SPECIALIST (ST0078, N=35)
- XVI. POSTAL TRAINING NCO (ST0230, N=6)
- XVII. POSTAL SUPPLY CLERK (ST0152, N=9)

The respondents forming these groups account for 92 percent of the survey sample. The remaining 8 percent were performing tasks or series of tasks which did not group them with any of the defined jobs. Job titles given by respondents which were representative of these personnel included Postal Clerk, Chief Resource Management, Mail and Reproduction Clerk, and Admin Clerk. These individuals represent all of the Service and the MPSA samples.

Table 3 shows the relative time spent in each duty for each job group, while selected background data for the groups are provided in Table 4. Representative tasks performed in each job are contained in Appendix B.

The following paragraphs contain brief descriptions of the specific job clusters and independent jobs listed above.

I. BULK MAIL CONTROLLER (ST0121, N=21). This job entails controlling bulk mail as it is transferred from one mode of transportation to another. The incumbents of this job spend 43 percent of their relative time performing Aerial Mail Terminal (AMT), Fleet Mail Center (FMT), or Mail Control Activity (MCA) functional tasks, 28 percent on General Postal and Official Mail functional tasks, 11 percent on tasks dealing with the receipt and dispatch of mail, and another 11 percent on administrative (6 percent) and security (5 percent) tasks. The remaining 7 percent of the time is spent in performing tasks among nine other duties. The AMT, FMT, and MCA are organizations which handle and control the transshipment of mail to and from MPOs, ships, other

TABLE 3

RELATIVE PERCENT TIME SPENT PERFORMING DUTIES
ACROSS POSTAL OPERATIONS/OFFICIAL MAIL JOBS
(DOD SAMPLE)

DUTIES	POSTAL MAIL CONTROLLER	POSTAL RECEIPT/ DISPATCH SPECIALIST	POSTAL DIRECTORY CLERK	OFFICIAL MAIL CLERK	UNIT MAIL ROOM INSPECTOR	POSTAL REGISTRY CLERK
A ORGANIZING AND PLANNING	1	2	2	6	4	1
B DIRECTING AND IMPLEMENTING	1	2	2	4	12	0
C INSPECTING AND EVALUATING	1	1	1	3	8	-
D TRAINING	-	1	2	2	8	1
E PERFORMING ADMINISTRATIVE FUNCTIONS	6	3	4	8	14	4
F PERFORMING GENERAL POSTAL OR OFFICIAL MAIL FUNCTIONS	28	20	19	11	18	8
G PERFORMING SECURITY FUNCTIONS	5	3	5	6	3	4
H PERFORMING EQUIPMENT MAINTENANCE FUNCTIONS	-	2	1	3	2	2
I PERFORMING SUPPLY FUNCTIONS	1	1	1	1	-	1
J PERFORMING CUSTODIAN OF POSTAL EFFECTS (COPE) FUNCTIONS	0	-	-	1	-	1
K PERFORMING POSTAL FINANCIAL FUNCTIONS	0	-	-	2	2	1
L PERFORMING CLAIM AND INQUIRY FUNCTIONS	-	-	-	1	1	4
M PERFORMING CUSTOMS FUNCTIONS	0	-	1	-	-	-
N PERFORMING MAIL RECEIPT AND DISPATCH FUNCTIONS	11	41	25	22	12	19
O PERFORMING AERIAL MAIL TERMINAL (AMT), FLEET MAIL CENTER (FMC), OR MAIL CONTROL ACTIVITY (MCA) FUNCTIONS	43	7	1	1	1	2
P PERFORMING POSTAL SERVICE CENTER (PSC) FUNCTIONS	0	1	12	3	3	11
Q PERFORMING WINDOW FUNCTIONS	0	1	1	3	3	2
R PROCESSING MONEY ORDERS	0	-	0	-	-	4
S PROCESSING ACCOUNTABLE MAIL	2	12	11	11	5	42
T PERFORMING OFFICIAL MAIL FUNCTIONS	1	3	10	12	4	2

0 Denotes no tasks performed in duty

- Denotes tasks performed but less than 1 percent relative time spent overall

TABLE 3 (CONTINUED)

RELATIVE PERCENT TIME SPENT PERFORMING DUTIES
ACROSS POSTAL OPERATIONS/OFFICIAL MAIL JOBS
(DOD SAMPLE)

DUTIES	POSTAL FINANCE OPERATIONS CLERK	CUSTODIAN OF POSTAL EFFECTS	POSTAL SERVICE CENTER CLERK	POSTAL CLAIM/ INQUIRY CLERK	ORGANI- ZATIONAL MAIL ROOM CLERK
A ORGANIZING AND PLANNING	2	3	2	2	4
B DIRECTING AND IMPLEMENTING	2	4	2	1	11
C INSPECTING AND EVALUATING	1	4	2	2	2
D TRAINING	2	5	1	2	6
E PERFORMING ADMINISTRATIVE FUNCTIONS	4	4	3	8	11
F PERFORMING GENERAL POSTAL OR OFFICIAL MAIL FUNCTIONS	8	7	11	8	20
G PERFORMING SECURITY FUNCTIONS	4	8	3	4	5
H PERFORMING EQUIPMENT MAINTENANCE FUNCTIONS	4	4	2	4	-
I PERFORMING SUPPLY FUNCTIONS	3	3	-	8	0
J PERFORMING CUSTODIAN OF POSTAL EFFECTS (COPE) FUNCTIONS	1	8	-	-	1
K PERFORMING POSTAL FINANCIAL FUNCTIONS	4	16	-	1	0
L PERFORMING CLAIM AND INQUIRY FUNCTIONS	3	6	2	36	-
M PERFORMING CUSTOMS FUNCTIONS	3	1	-	2	0
N PERFORMING MAIL RECEIPT AND DISPATCH FUNCTIONS	19	5	22	12	22
O PERFORMING AERIAL MAIL TERMINAL (AMT), FLEET MAIL CENTER (FMC), OR MAIL CONTROL ACTIVITY (MCA) FUNCTIONS	2	-	1	-	0
P PERFORMING POSTAL SERVICE CENTER (PSC) FUNCTIONS	4	2	37	4	6
Q PERFORMING WINDOW FUNCTIONS	9	5	4	2	1
R PROCESSING MONEY ORDERS	9	12	1	1	0
S PROCESSING ACCOUNTABLE MAIL	13	3	5	2	4
T PERFORMING OFFICIAL MAIL FUNCTIONS	3	-	1	-	6

0 Denotes no tasks performed in duty

- Denotes tasks performed but less than 1 percent relative time spent overall

TABLE 3 (CONTINUED)

RELATIVE PERCENT TIME SPENT PERFORMING DUTIES
ACROSS POSTAL OPERATIONS/OFFICIAL MAIL JOBS
(DOD SAMPLE)

DUTIES	OFFICIAL MAIL PACKER	POSTAL INSPECTOR/ ANALYST	POSTAL SUPERVISOR/ MANAGER	POSTAL ADMIN- ISTRATION SPECIALIST	POSTAL TRAINING NCO	POSTAL SUPPLY CLERK
A ORGANIZING AND PLANNING	17	7	14	12	9	6
B DIRECTING AND IMPLEMENTING	8	6	11	5	4	1
C INSPECTING AND EVALUATING	2	9	15	9	6	1
D TRAINING	0	5	9	5	53	1
E PERFORMING ADMINISTRATIVE FUNCTIONS	9	13	13	48	9	5
F PERFORMING GENERAL POSTAL OR OFFICIAL MAIL FUNCTIONS	13	9	9	9	8	12
G PERFORMING SECURITY FUNCTIONS	2	1	3	2	1	4
H PERFORMING EQUIPMENT MAINTENANCE FUNCTIONS	1	1	1	1	1	7
I PERFORMING SUPPLY FUNCTIONS	1	5	2	1	1	45
J PERFORMING CUSTODIAN OF POSTAL EFFECTS (COPE) FUNCTIONS	1	2	1	-	-	1
K PERFORMING POSTAL FINANCIAL FUNCTIONS	1	10	2	-	-	-
L PERFORMING CLAIM AND INQUIRY FUNCTIONS	0	6	3	-	-	-
M PERFORMING CUSTOMS FUNCTIONS	5	1	-	-	-	-
N PERFORMING MAIL RECEIPT AND DISPATCH FUNCTIONS	28	2	5	2	2	12
O PERFORMING AERIAL MAIL TERMINAL (AMT), FLEET MAIL CENTER (FMC), OR MAIL CONTROL ACTIVITY (MCA) FUNCTIONS	3	6	3	2	-	-
P PERFORMING POSTAL SERVICE CENTER (PSC) FUNCTIONS	0	1	2	-	-	-
Q PERFORMING WINDOW FUNCTIONS	0	-	1	-	3	1
R PROCESSING MONEY ORDERS	0	5	1	0	1	-
S PROCESSING ACCOUNTABLE MAIL	4	8	2	-	1	1
T PERFORMING OFFICIAL MAIL FUNCTIONS	6	1	3	1	1	-

0 Denotes no tasks performed in duty

- Denotes tasks performed but less than 1 percent relative time spent overall

TABLE 4

SELECTED BACKGROUND DATA FOR POSTAL OPERATIONS/OFFICIAL MAIL JOB GROUPS

BACKGROUND CATEGORY	BULK MAIL CONTROLLER	POSTAL			OFFICIAL MAIL CLERK	UNIT MAIL ROOM INSPECTOR	POSTAL REGISTRY CLERK
		RECEIPT/ DISPATCH SPECIALIST	POSTAL DIRECTORY CLERK	CLERK			
NUMBER IN GROUP	21	391	36	75	9	15	
PERCENT OF TOTAL SAMPLE	1%	20%	2%	4%	-	-	
PERCENT OVERSEAS	100%	80%	0	5%	0	27%	
SERVICE DISTRIBUTION							
AIR FORCE	95%	41%	0	0	0	0	
ARMY	0	24%	11%	0	100%	27%	
NAVY	5%	20%	47%	13%	0	13%	
MARINE CORPS	0	8%	42%	8%	0	60%	
MPSA	0	6%	0	79%	0	0	
PAYGRADE DISTRIBUTION							
E-1 TO E-3	24%	33%	33%	13%	0	40%	
E-4	51%	45%	31%	16%	33%	33%	
E-5	19%	12%	28%	11%	56%	27%	
E-6	0	3%	8%	7%	11%	0	
E-7	0	1%	0	3%	0	0	
E-8	0	0	0	0	0	0	
E-9	0	0	0	0	0	0	
CIVILIAN	0	6%	0	50%	0	0	
AVERAGE MONTHS IN CAREER FIELD	31	43	50	70	76	48	
PERCENT FIRST ASSIGNMENT (1-48 TICF)	90%	75%	53%	45%	11%	60%	
PERCENT SUPERVISING	19%	20%	17%	39%	35%	13%	
AVERAGE YEARS EDUCATION	12.7	12.5	12.4	12.4	12.8	12.4	
AVERAGE NUMBER OF TASKS PERFORMED	24	50	46	90	71	63	

- Indicates less than 1 percent, more than 0

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR POSTAL OPERATIONS/OFFICIAL MAIL JOB GROUPS

BACKGROUND CATEGORIES	POSTAL FINANCE OPERATIONS CLERK	CUSTODIAN POSTAL EFFECTS	POSTAL SERVICE CENTER CLERK	POSTAL CLAIM/ INQUIRY CLERK	ORGANI- ZATIONAL MAIL ROOM CLERK
NUMBER IN GROUP	864	23	125	15	12
PERCENT OF TOTAL SAMPLE	44%	1%	6%	-	-
PERCENT OVERSEAS	56%	96%	90%	87%	8%
SERVICE DISTRIBUTION					
AIR FORCE	24%	39%	83%	20%	0
ARMY	11%	30%	8%	53%	66%
NAVY	57%	26%	5%	7%	17%
MARINE CORPS	8%	4%	2%	20%	0
MP/SA	-	0	2%	0	17%
PAYGRADE DISTRIBUTION					
E-1 TO E-3	21%	0	38%	13%	0
E-4	46%	26%	44%	53%	50%
E-5	19%	52%	16%	33%	33%
E-6	10%	17%	2%	0	0
E-7	2%	0	0	8%	8%
E-8	0	4%	0	0	0
E-9	0	0	0	0	0
CIVILIAN	1%	0	0	0	8%
AVERAGE MONTHS IN CAREER FIELD	50	79	28	43	66
PERCENT FIRST ASSIGNMENT (1-48 TICE)	68%	39%	98%	67%	58%
PERCENT SUPERVISING	33%	87%	22%	20%	33%
AVERAGE YEARS EDUCATION	12.5	13.3	12.6	12.4	12.8
AVERAGE NUMBER OF TASKS PERFORMED	148	106	50	50	25

- Indicates less than 1 percent, more than 0

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR POSTAL OPERATIONS/OFFICIAL MAIL JOB GROUPS

BACKGROUND CATEGORIES	OFFICIAL MAIL PACKER	POSTAL INSPECTOR/ ANALYST	POSTAL SUPERVISOR/ MANAGER	POSTAL ADMINISTRATION SPECIALIST	POSTAL TRAINING NCO	POSTAL SUPPLY CLERK
NUMBER IN GROUP	10	10	156	35	6	9
PERCENT OF TOTAL SAMPLE	-	-	8%	2%	-	-
PERCENT OVERSEAS	0	90%	54%	49%	17%	67%
SERVICE DISTRIBUTION						
AIR FORCE	0	60%	37%	31%	33%	11%
ARMY	0	30%	7%	37%	50%	56%
NAVY	0	10%	33%	11%	17%	0
MARINE CORPS	0	0	3%	3%	0	33%
MPSA	100%	0	20%	17%	0	0
PAYGRADE DISTRIBUTION						
E-1 TO E-3	0	0	0	0	0	33%
E-4	0	20%	3%	17%	0	33%
E-5	0	30%	16%	22%	17%	33%
E-6	0	20%	23%	20%	33%	0
E-7	0	30%	26%	14%	50%	0
E-8	0	0	11%	3%	0	0
E-9	0	0	3%	6%	0	0
CIVILIAN	100%	0	18%	17%	0	0
AVERAGE MONTHS IN CAREER FIELD	66	88	124	92	147	45
PERCENT FIRST ASSIGNMENT (1-48 TICF)	60%	10%	24%	37%	0	56%
PERCENT SUPERVISING	40%	40%	84%	44%	50%	11%
AVERAGE YEARS EDUCATION	12.8	12.7	12.9	13.1	13.8	12.8
AVERAGE NUMBER OF TASKS PERFORMED	53	74	124	33	47	37

- Indicates less than 1 percent

overseas areas, and CONUS. Both the Air Force (95 percent) and the Navy (5 percent) are represented in this job, which is performed overseas. The following are representative of the tasks that reflect this job:

- monitor mail ramp transfers
- drive postal vehicles
- prepare PS Forms 2759 (Report of Irregular Handling of Mail)
- investigate mail delays
- perform operational checks of staging areas
- investigate mail routing discrepancies

II. POSTAL RECEIPT AND DISPATCH SPECIALIST (GP0261, N=391). This job cluster, with 20 percent of the survey sample, is one of the primary Postal Operations jobs normally found in an MPO. The responsibilities of the job include receiving mail, sorting it, and dispatching it to its destination. This job normally does not entail interaction with the MPO customers, as do most of the other MPO jobs. The incumbents report that 41 percent of their relative time is spent performing mail receipt and dispatch tasks, 20 percent on general postal and official mail tasks, and 12 percent on the processing of accountable mail. The remaining 18 percent of the respondents' relative time is divided among the 17 other duties. The respondents perform an average of 50 tasks and the following tasks reflect the nature of this job cluster:

- load or unload mail into vehicles
- sort incoming mail
- sort outgoing mail
- load or unload mail into containers
- repair or rewrap damaged letters or parcels
- pouch or sack outgoing mail
- break down consolidated mail

All of the Services and the MPSA are represented in this job cluster. The differences among the six subgroups identified within this job cluster are due to the relative time spent on tasks within the duties; the type of mail primarily handled, such as accountable, official, or regular mail; and to a degree the branch of the Service of the incumbents. Eighty percent of the incumbents indicated they were assigned overseas.

III. POSTAL DIRECTORY CLERK (ST0154, N=36). The 36 individuals performing this job take mail that is not immediately deliverable, because of such things as address change or incomplete address, locate the recipient's correct address, and forward the mail to the proper address. The job includes tasks from the Mail Receipt and Distribution duty (25 percent relative time), General Postal and Official Mail duty (19 percent), Processing of Accountable Mail duty (11 percent), Performing Postal Service Center Functions duty (12 percent), Performing Official Mail functions duty (10 percent), and the

remaining 23 percent relative time spread among the 13 other duties. This job is predominately performed by Navy personnel (47 percent) and Marine Corps personnel (42 percent), with the Army (11 percent) completing the job population. Personnel in this job perform an average of 46 tasks, with the following being typical:

- sort incoming mail
- forward mail to transient, transferred, TDY, TAD, or discharged personnel
- sort outgoing mail
- directorize mail for distribution
- verify and date hold mail

Two subgroups were found within the overall job cluster. The main difference between these subgroup jobs is the percent time spent on tasks and the branch of service involved.

IV. OFFICIAL MAIL CLERK (ST0170, N=75). This job cluster deals with the receipt and distribution of incoming official mail and the collection, metering, and dispatch of outgoing official mail. This job is primarily performed in organizational mail and distribution centers responsible for the processing of official mail and is not a Postal Operations job. Seventy-nine percent of the individuals performing this job come from the MPSA sample, with 13 percent from the Navy and 8 percent from the Marine Corps. Sixty-six percent of the incumbents' time is spent performing tasks associated with performing general postal and official mail functions, mail receipt and dispatch, processing accountable mail, and performing official mail functions. An additional 20 percent of their relative time is spent in the organizing and planning, administrative, and security functional duties. The remaining 14 percent of the relative time is spread among the 13 other duties. Civilian personnel working in this job account for 51 percent of the total job population. Only 5 percent of the members indicate they are overseas. The following are typical of the average 90 tasks performed by members of this job:

- sort incoming mail
- affix postage meter tapes to mail
- distribute official mail
- consolidate official mail
- compute postage or fees for official mail
- determine class of transmission for official mail

There were two subgroup jobs identified in this job cluster. The primary difference between the two subgroups is time spent on tasks. Additionally, one of the subgroups includes the Navy and Marine Corps personnel.

V. UNIT MAIL ROOM INSPECTOR (ST0241, N=9). This independent job is performed in Army organizations at training bases in the CONUS. It entails inspecting and training unit mail clerks and providing the headquarters with the capability to oversee the mail function of subordinate units. Sixty percent of the relative time of the incumbents of this job is spent on tasks dealing with directing and implementing, inspecting and evaluating, training, administrative functions, and general postal and official mail functions. The 40 percent remaining time is taken up by the other 15 duties, with receipt and distribution of mail tasks taking the greatest amount of relative time at 12 percent. This job has an average of 70 tasks performed and the following are representative:

- conduct mail-handling procedure inspections
- prepare DD Forms 285 (Appointment of Military Postal Clerk, Unit Mail Clerk, or Mail Orderly)
- terminate appointments of mail clerks or mail orderlies
- conduct mail-handling training
- investigate mail delays
- investigate mail-routing discrepancies

VI. REGISTRY CLERK (ST0140, N=15). This Postal Operations job is found in an MPO and deals with accountable and registered mail and includes the processing of the accountable mail received from the postal customer public. Processing accountable mail tasks take up 42 percent of the relative time of the people performing this job. Thirty percent of their relative time is dedicated to performing mail receipt and dispatch, postal service center, and general postal and official mail functions. The remaining 28 percent of relative time is taken up by 15 other duties. The individuals who hold this job are in the Marine Corps (60 percent), the Army (27 percent), and the Navy (13 percent) and report an average of 63 tasks performed. The following tasks provide a glimpse of those performed:

- verify seals on outgoing accountable mail pouches or sacks
- witness openings or closings of accountable mail pouches or sacks
- affix seals to outgoing mail pouches or sacks
- prepare DD Forms 2261 (Registered Mail - Balance and Inventory)
- prepare PS Forms 3883 (Firm Delivery Book - Registered, Certified, and Numbered Insured Mail)
- lock registry cage or section

VII. POSTAL FINANCE OPERATIONS CLERK (ST0147, N=864). Comprising the largest group in the Postal Operations occupation (44 percent of the total sample), the members perform the broadest job, which encompasses the major aspects of Postal Operations and is the heart of this occupation. This job is found in all MPOs and primarily has the responsibility to serve the military public. This is done by providing assistance and advice to customers; by

selling stamps, money orders, and metered tapes; and by receiving and dispatching mail. Tasks from five duties (Performing Mail Receipt and Dispatch Functions, Processing Accountable Mail, Performing Window Functions, Processing Money Orders, and Performing General Postal or Official Mail Functions) account for 58 percent of the relative time of this job. The remaining 42 percent of the relative time is fairly evenly distributed among the other 15 duties. All four Services are represented in this job. Although only 56 percent of the individuals holding this job indicate they are overseas, it should be realized that Navy personnel, whose home port is in the CONUS, are not considered overseas, but do perform the full range of tasks found in the job when their ships are at sea. Of the average 148 tasks performed, the following are examples of typical tasks reported:

- cancel mail
- sell postage stamps
- advise customers on postal rates or estimated times of travel
- advise customers on packaging procedures
- prepare PS Forms 3811 (Return Receipt Registered, Insured and Certified Mail)
- sell money orders

The four subgroup jobs which make up this job cluster differ based on relative time spent on tasks, such as more time spent on tasks related to the sale of money orders as opposed to the relative time spent selling stamps. A number of individuals in this job reported their job title as Custodian of Postal Effects (COPE). The tasks performed and the relative time reported, however, indicate that they are performing this broader job. The Navy, with 57 percent, has the majority of the personnel in this job. Due to the nature of the small MPOs aboard the smaller vessels, with only one or two postal clerks authorized, all aspects of Postal Operations, including COPE, must be done by the assigned personnel.

VIII. CUSTODIAN OF POSTAL EFFECTS (ST0137, N=23). The 23 members of this job cluster are accountable for the administration of the postal effects entrusted to them by the USPS for the operation of one or more MPOs. Postal effects include postage stamps, stamped paper, and funds derived from their sale; blank money order forms, paid money orders, and money order funds; fees collected for special mail services; and accountable equipment furnished by the USPS. These people provide the postal finance clerk with the items they need to do their job. There are four duties (Performing Postal Finance Functions, Processing Money Orders, Performing Custodian of Postal Effects Functions, and Performing Security Functions) that take up 44 percent of the job's relative time. The other 66 percent of the time is divided among the 16 remaining duties. All of the Services are represented in this job. The job incumbents report an average of 106 tasks, with the following being typical:

- prepare DD Forms 2259 (Report of Audit of Postal Accounts)
- secure postal effects, such as stamps or stamped paper
- issue postage meters
- audit fixed credits
- identify stamp stock shortages or overages
- verify daily money order business reports

IX. POSTAL SERVICE CENTER CLERK (ST0081, N=125). This predominately Air Force (83 percent) job cluster entails operating a Postal Service Center for the distribution of personnel mail to mail delivery receptacles (lock boxes) and providing other mail delivery services such as oversized package delivery and directory service for postal patrons. It also includes pickup of mail from outgoing mail drop boxes. This job is primarily performed in an MPO but, as with the Army, may be performed in units having lock boxes. Thirty-seven percent of the relative time of this job is spent doing tasks in the Performing Postal Service Center Functions duty, with another 33 percent on tasks in the two duties of Mail Receipt and Dispatch Functions and General Postal and Official Mail Functions. The remaining 40 percent of the relative time is divided among the remaining 17 duties. Of the average 50 tasks performed in this job, the following are representative:

- forward mail to transient, transferred, TDY, TAD, or discharged personnel
- distribute nonaccountable mail to lock boxes
- directorize mail for distribution
- stow mail too large for lock boxes
- advise customers to notify Postal Service Center (PSC) of change of address
- post mail notices in lock boxes

X. POSTAL CLAIMS AND INQUIRY CLERK (ST0138, N=15). This job has the responsibility of providing customers with claim and inquiry service for damaged and lost mail. The incumbents, from all Services, report 36 percent of their relative time spent performing tasks of the Claims and Inquiry duty, another 36 percent is spent on four other duties (Mail Receipt and Dispatch (12), Administrative Functions (8), General Postal and Official Mail Functions (8), and Supply Functions (8)). The 28 percent left is distributed among the other 15 duties. Incumbents report an average of 50 tasks with the following being typical:

- advise customers on claim or inquiry procedures
- determine disposition of damaged articles
- prepare PS Forms 3812 (Request for Payment of Domestic Postal Insurance/Claim Identification)
- verify damaged or lost articles were insured or registered using wrappers or receipts

prepare PS Forms 1510 (Mail Loss/Rifling Report)
initiate tracer actions, other than PS Forms 1510 and PS
Forms 565

XI. ORGANIZATIONAL MAIL ROOM CLERK (ST0097, N=12). The 12 members holding this independent job work in a headquarters organization mail room accomplishing those tasks necessary to make the mail room operate. Tasks from four duties account for 64 percent of the relative time spent by people in this job. Performing Mail Receipt and Dispatch Functions lead the duties with 22 percent, Performing General and Official Mail Functions has 20 percent, and at 11 percent are both Directing and Implementing and Performing Administrative Functions. Eleven of the other 16 duties have time spent on tasks accounting for the remaining 36 percent of the relative time. The Air Force and the Marine Corps do not have any personnel in this job. Of the average 25 tasks, the following are examples of typical tasks found in this job:

- date stamp incoming mail
- sort incoming mail
- prepare DD Forms 285 (Appointment of Military Postal Clerk,
Unit Mail Clerk, or Mail Orderly)
- designate mail orderlies
- indorse missent or damaged mail
- return undeliverable mail to serving post offices

XII. OFFICIAL MAIL PACKER (ST0151, N=10). This is a unique job found only at the Defense Mapping Agency in Washington, DC, and performed by civilian personnel. These individuals were part of the MPSA survey sample. The job consists of packing and shipping maps to DOD organizations worldwide. These individuals perform tasks in 15 of the 20 duties with the major part of their relative time spent in performing Mail and Dispatch Functions (28 percent), General Postal and Official Mail Functions (13 percent), Organizing and Planning Functions (17 percent), and Administrative Functions (9 percent). The rest of the time is broken up among the other 11 duties performed. Performing an average of 53 tasks, the following are representative:

- plan work priorities
- verify addresses
- determine material requirements
- determine transportation requirements
- review unclassified correspondence or messages
- attend lectures, meetings, seminars, or conferences

XIII. POSTAL INSPECTOR/ANALYST (ST0173, N=10). This job includes the inspection of Postal activities, such as MPOs, and the analysis of their operations. Individuals holding the job are responsible for inspecting units and their records to determine if they are being run properly and in accordance with directives. Although 9 percent of the relative time of this job is

identified with the Inspecting and Evaluating duty, the tasks performed in the other 19 duties are primarily those that deal with inspection and analysis of Postal Operations. The Air Force, Army, and Navy are represented in the population of this job. The incumbents are rather senior, with an average grade of E-6. The average number of tasks performed is 74, with the following being typical:

- review DD Forms 885 (Money Order Control Record)
- review DD Forms 2261 (Registered Mail - Balance and Inventory)
- review PS Forms 3877 (Firm Mailing Book for Registered, Insured, C.O.D., Certified and Express Mail)
- establish inspection procedures
- review DD Forms 2259 (Report of Audit of Postal Accounts)
- conduct mail-handling procedure inspections

XIV. POSTAL SUPERVISOR AND MANAGER (STC079, N=156). This job cluster, with six subgroup jobs, provides the supervision and management for Postal Operations and Official Mail occupations. Although some technically oriented Postal Operations tasks are performed by the incumbents, the main thrusts of this job are managing postal operations and official mail organizations and supervising the personnel within those organizations. Seventy-one percent of the relative time of the personnel in this job is spent performing tasks in the organizing, planning, administrative, evaluating, inspecting, directing, implementing, training, and general postal and official mail functional areas. The remaining 29 percent is divided among the 14 technically oriented duties. All Services and the MPSA are represented in this cluster, which includes the more senior personnel, 84 percent of whom indicate they supervise at least one individual. Typical tasks of the 124 average performed include:

- evaluate work performance of personnel
- counsel personnel on personal or military-related manners
- supervise military personnel in postal operations
- conduct meetings or briefings
- plan work priorities
- plan work assignments

XV. POSTAL ADMINISTRATION SPECIALIST (ST0078, N=35). The 35 individuals in this job cluster come from all of the Services and the MPSA and provide administrative expertise for the postal and official mail operations. Forty-eight percent of the relative time of this job is spent performing tasks in the Administrative Duty, with an additional 40 percent in Organizing and Planning (12 percent), Directing and Implementing (5 percent), Inspecting and Evaluating (9 percent), Training (5 percent), and General Postal and Official Mail (9 percent) functional duties. The remaining 12 percent of the time is divided among 13 other duties. The average number of tasks performed in this job is 33, with the following representative:

- type correspondence, forms, or reports
- reproduce copies of correspondence
- write messages
- route correspondence, publications, directives, or instructions
- maintain correspondence files, other than suspense or tickler files
- review unclassified correspondence or messages

This is a loosely knit job cluster with three subgroup jobs that have administration as the base, but differ in the area of expertise. One subgroup job deals with management analysis, another with transportation analysis, and finally, one is administrative and clerical in nature.

XVI. POSTAL TRAINING NCO (ST0230, N=6). This job entails training students in the rudiments of Postal Operations and providing them with guidance and expert knowledge on the requirements and different aspects of being a Postal Clerk. The Air Force, Army, and Navy are represented in this job. The training duty accounts for 53 percent of the time spent by members of this job. Additionally, 36 percent of their relative time is spent in Organizing and Planning (9), Directing and Implementing (4), Inspecting and Evaluating (6), Administrative (9), and General Postal and Official Mail (8) functional duties. The other 11 percent is spread among the remaining 14 duties. The following are typical of the 47 average tasks performed in the job:

- construct training aids
- counsel trainees on training progress
- develop lesson plans
- develop tests or examinations
- develop training materials, such as Specialty Training Standards (STS)
- conduct meetings or briefings

XVII. POSTAL SUPPLY CLERK (ST0152, N=9). This job entails those tasks necessary to order, receive, store, inventory, and issue supplies and equipment necessary to operate an MPO. It does not include postal effects. All the Services have personnel performing this job. The Supply duty accounts for 45 percent of the relative time of this job. The General Postal Operations and Official Mail duty and Mail Receipt and Dispatch duty each take up 12 percent of the relative time, with another 22 percent spent on Organizing and Planning (6), Administration (5), Security (4), and Equipment Maintenance (7). The remaining 11 percent is divided among the other 13 duties. The average number of tasks for this job is 37, with the following typical:

prepare PS Forms 1586 (Supply Record)
prepare PS Forms 7380 (Supply Center Requisition)
inventory equipment or supplies, other than seals,
prepacks, or postal field sets
review requisitions for equipment or supplies
prepare reports on excess equipment or supplies
maintain requisition logs

Summary

Nine job clusters and eight independent jobs were identified in the occupation structure analysis. The majority of the occupation incumbents (64 percent) are grouped into two job clusters (Postal Receipt and Dispatch Clerk (20 percent) and Postal Finance Operations Clerk (44 percent)), performing those tasks most closely associated with the two most prominent and clearly discernible technical aspects of the Postal Operations occupation. Nine other jobs (four clusters and five independent jobs) deal with more limited and specific technical aspects of the postal operations. One job cluster and one independent job (Official Mail Clerk and Official Mail Packers) performed the core tasks associated with the Official Mail functional occupation. The Supervisor and Manager job, with 8 percent of the survey population, provided the occupations with managerial and supervisory leadership. The other cluster and two independent jobs (Postal Administration Specialist, Postal Training NCO, and Postal Supply Clerk) were involved with very limited technical functions of the occupation and were heavily involved with administration, supply, and training. There was clear delineation of the postal and official mail jobs.

ANALYSIS OF TIME IN CAREER FIELD (TICF) GROUPS

Time in Career Field (TICF) analysis allows identification of similarities and differences in task and duty performance at the various experience levels. This information may be used to evaluate how well occupational descriptions indicate what is actually being done by personnel with different levels of expertise, as reflected by experience gained with increased TICF. For the purposes of this report, the following are used to define experience levels within Postal Operations and Official Mail occupations:

1-24 Months TICF	First Job
24-48 Months TICF	Second Job
1-48 Months TICF	First Assignment
49-96 Months TICF	Second Assignment
97+ Months TICF	Career

Comparison of the duty and task performance between the first-job and the second-job personnel indicates that, while there are some minor differences, the jobs they perform are essentially the same. These two groups have an 88 percent time-spent overlap on common tasks, which supports the position that

they have the same job. Therefore, they will be discussed as the combined first-assignment group. Survey data, if desired, will also be available for first job and second job.

The distribution of TICF group personnel across the major specialty jobs is shown in Table 5. For each of the TICF groups, Table 6 reflects the relative time spent on each duty and Table 7 provides a task comparison.

The Postal Operations and Official Mail data show typical occupation progression patterns. As one gains experience with increased time in the career field, the nature of one's job changes from a worker to a supervisor. As reflected in Table 5, first-assignment personnel are more likely to be found in the technical jobs. First-assignment individuals make up 75 percent of the Postal Receipt and Dispatch Specialist job, 68 percent of the Postal Finance Clerk job, and 98 Percent of the Postal Service Center Clerk job. Conversely, the career category has more than twice as many members in the Supervisor/Manager job as either of the other categories of people.

Table 6 provides a view of the percent of relative time spent in specific duties. Personnel in their first assignment are spending the majority of their time in the technical duties (Duties F through T). The relative time spent in these duties declines with TICF from 87 percent to 76 percent for second assignment personnel and to 63 percent for the career personnel. Even with this drop in percent time spent on technical duties, there is an overlap of 81 percent on common tasks between the first-assignment group and the second-assignment category. The overlap between the second-assignment group and the career group is 77 percent. These data indicate comparatively homogeneous occupations with a logical and typical progression toward supervisory duties as time in the career field increases. Table 7 provides a different perspective of these groups by showing task comparisons.

Experience Level Descriptions

First-Assignment (1-48 months TICF). The 1,238 individuals in this group (representing 63 percent of the survey sample) performed an average of 90 tasks, with 50 percent of their relative time spent on 79 tasks. As shown in Table 5, 82 percent of these people are found in the three basic technical jobs (Postal Finance Operations Clerk, Postal Receipt and Dispatch Specialist, and Postal Service Center Clerk), 13 percent spread among 12 other jobs, and 5 percent not grouped. They perform tasks across the spectrum of duties, as reflected in Table 6, with almost half their time taken up by three duties, Performing Mail Receipt and Dispatch Functions (25 percent), Performing General Postal and Official Mail Functions (13 percent), and Processing Accountable Mail (11 percent). Thirty-eight percent of the remaining time is spent on 12 other technical duties, leaving 13 percent for administrative tasks and those associated with supervision and training. Table 7 displays selected tasks representative of those performed by a majority of these individuals (see highlighted column upper half of the table). As can quickly be ascertained, tasks common to first-assignment personnel are also performed by a fairly high percentage of members of the other two groups.

TABLE 5
DISTRIBUTION OF DOD TICF GROUPS ACROSS SPECIALTY JOBS

SPECIALTY JOBS	1-48 MOS (N=1,238)		49-96 MOS (N=357)		97+ MOS (N=373)	
	NUM	PER	NUM	PER	NUM	PER
I. BULK MAIL CONTROLLER	19	2%	1	-	1	-
II. POSTAL RECEIPT AND DISPATCH SPECIALIST	295	24%	67	19%	29	8%
III. POSTAL DIRECTORY CLERK	19	2%	12	3%	5	1%
IV. OFFICIAL MAIL CLERK	34	3%	22	6%	19	5%
V. UNIT MAIL ROOM INSPECTOR	1	-	5	1%	3	1%
VI. REGISTRY CLERK	9	-	4	1%	2	-
VII. POSTAL FINANCE OPERATIONS CLERK	589	48%	128	36%	147	39%
VIII. CUSTODIAN OF POSTAL EFFECTS	9	-	8	2%	6	2%
IX. POSTAL SERVICE CENTER CLERK	106	9%	13	4%	6	2%
X. POSTAL CLAIMS AND INQUIRY CLERK	10	1%	3	1%	2	-
XI. ORGANIZATIONAL MAIL ROOM CLERK	7	-	3	1%	2	-
XII. OFFICIAL MAIL PACKER	6	-	1	-	3	1%
XIII. POSTAL INSPECTOR/ANALYST	1	-	5	1%	4	1%
XIV. POSTAL SUPERVISOR AND MANAGER	38	3%	33	9%	85	23%
XV. POSTAL ADMINISTRATION SPECIALIST	13	1%	7	2%	15	4%
XVI. POSTAL TRAINING NCO	0	0	5	1%	1	-
XVII. POSTAL SUPPLY CLERK	5	-	4	1%	0	0
NOT GROUPED	90	7%	36	10%	43	12%
TOTALS	1,238	100%	357	100%	373	100%

- Indicates less than 1 percent, more than 0

TABLE 6
AVERAGE PERCENT TIME SPENT
PERFORMING DUTIES BY DOD TICF GROUPS

<u>DUTIES</u>	<u>1-48 MOS (N=1,238)</u>	<u>49-96 MOS (N=357)</u>	<u>97+ MOS (N=373)</u>
A ORGANIZING AND PLANNING	3	5	8
B DIRECTING AND IMPLEMENTING	2	4	6
C INSPECTING AND EVALUATING	2	4	7
D TRAINING	1	4	6
E PERFORMING ADMINISTRATIVE FUNCTIONS	5	7	10
F PERFORMING GENERAL POSTAL OR OFFICIAL MAIL FUNCTIONS	13	12	10
G PERFORMING SECURITY FUNCTIONS	4	4	4
H PERFORMING EQUIPMENT MAINTENANCE FUNCTIONS	3	3	3
I PERFORMING SUPPLY FUNCTIONS	2	2	3
J PERFORMING CUSTODIAN OF POSTAL EFFECTS (COPE) FUNCTIONS	1	1	1
K PERFORMING POSTAL FINANCIAL FUNCTIONS	2	3	4
L PERFORMING CLAIM AND INQUIRY FUNCTIONS	2	3	3
M PERFORMING CUSTOMS FUNCTIONS	2	1	1
N PERFORMING MAIL RECEIPT AND DISPATCH FUNCTIONS	25	19	14
O PERFORMING AERIAL MAIL TERMINAL (AMT), FLEET MAIL CENTER (FMC), OR MAIL CONTROL ACTIVITY (MCA) FUNCTIONS	4	3	2
P PERFORMING POSTAL SERVICE CENTER (PSC) FUNCTIONS	6	4	3
Q PERFORMING WINDOW FUNCTIONS	6	4	3
R PROCESSING MONEY ORDERS	5	3	4
S PROCESSING ACCOUNTABLE MAIL	11	9	7
T PERFORMING OFFICIAL MAIL FUNCTIONS	3	4	4

TABLE 7

DISPLAY OF REPRESENTATIVE TASKS FOR
AND DIFFERENCES BETWEEN DOD TICF GROUPS
(PERCENT MEMBERS PERFORMING)

TASKS	1-48 MOS (N=1,238)	49-96 MOS (N=357)	97+ MOS (N=373)
LOAD OR UNLOAD MAIL INTO VEHICLES	78	69	66
SORT INCOMING MAIL	77	73	70
SORT OUTGOING MAIL	70	67	65
CANCEL MAIL	66	53	53
POUCH OR SACK OUTGOING MAIL	66	57	56
POSTMARK OUTGOING MAIL	64	56	55
ATTACH FLIGHT LABELS TO OUTGOING POUCHES OR SACKS	59	43	42
COLLECT MAIL FROM DROP BOXES	59	55	50
INDORSE MISSENT OR DAMAGED MAIL	59	54	56
PREPARE SLIDE LABELS FOR OUTGOING POUCHES OR SACKS	58	45	34
ATTACH FLIGHT TAGS TO OUTGOING POUCHES OR SACKS	57	43	43

TYPE CORRESPONDENCE, FORMS, OR REPORT	37	47	61
SUPERVISE MILITARY PERSONNEL IN POSTAL OPERATIONS	21	44	61
PLAN WORK ASSIGNMENTS	20	37	59
WRITE MESSAGES	24	36	58
CHANGE COMBINATIONS ON SAFES OR LOCKS	39	42	57
PLAN WORK PRIORITIES	20	38	57
EVALUATE WORK PERFORMANCE OF PERSONNEL	15	36	57
MAINTAIN MANUALS OR PUBLICATION FILES	27	38	56
COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MANNERS	15	34	56
CONDUCT MAIL-HANDLING TRAINING	21	41	54

Second-Assignment (49-96 months TICF). Personnel in their second assignment make up 18 percent of the sample population, perform an average of 100 tasks, and are represented in each job identified for this report (Table 5). Like the first-assignment group, the second-assignment group has a good percentage of its personnel in the Postal Receipt and Dispatch Specialist job and the Postal Finance Operations Clerks job. Unlike them, however, less than 1 percent of the second-assignment personnel perform in the Postal Service Center Clerk job. Table 6 shows that personnel of this group spend about 76 percent of their relative time performing tasks in the technical duties, with the remaining 24 percent concentrated in the administrative, supervisory, and training duties. These data and those shown on Table 7 reflect the shift from technical worker to working supervisor. Forty-four percent of the group indicate they supervise, as compared to 19 percent for the first-assignment group.

Career (97+ months TICF). Career personnel (19 percent of the survey sample) perform an average of 129 tasks. Seventy percent of the career personnel report supervising one or more individuals, but only 37 percent of their relative time is spent on tasks in the usual supervisory, managerial, training, and administrative duties (see Table 6). This relatively low supervisory activity is also highlighted by the fact that only 23 percent of the 373 people forming this group are found in the Postal Supervisor and Manager job, while 39 percent are found in the Postal Finance Operations Clerk job (Table 5). These data indicate that, although career personnel are supervisors, they are also involved in performing tasks required for the day-to-day technical operation of the MPO. The highlighted portion of Table 7 supports this transition, as the upper portion reflects the smaller percentage of career personnel performing the technical tasks, and conversely, the bottom portion shows the increase in people performing supervisory tasks.

Summary

Occupation progression is evident, with personnel in their first assignment spending the vast majority of their job time performing technical and manual tasks. The gradual movement from predominately technically oriented to more supervisory oriented task performance progresses through the second-assignment category into the career category as would be expected for the normal occupation.

ANALYSIS OF OCCUPATION DESCRIPTIONS OF THE SERVICES

There is no standardized DOD occupation description for either the Postal Operations or Official Mail occupations. Each Service has their own unique description for their particular Postal Operations occupation; none have one for Official Mail. Survey data were compared to each of the Services' occupation descriptions for Postal Operations personnel and all were found to be accurate in describing, in general terms, the overall job performed by each Service. The specific document for each service is discussed in the supplement dealing with that service.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information that can be used to assist in the development of a training program which is relevant to the needs of personnel in their first assignment (1-48 month TICF). 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 the occupation's jobs, percentages of first-job (1-24 month TICF) or first-assignment members performing specific tasks or using certain equipment, as well as TE and TD ratings (previously explained in the SURVEY METHODOLOGY section).

As an adjunct to the above data, an Automated Training Indicator (ATI) was generated for each task. ATI are computer-processed numeric values corresponding to decisions in the training decision table of the Air Force Air Training Command Regulation 52-22. An ATI for a task is derived from computation of first-assignment percent members performing, TE data, and TD data in accordance with the logic given in the training decision table. Tasks are normally presented in a descending order, with the tasks having the highest ATI (18) listed first and those with the lowest ATI (1) shown last. The higher the ATI the more probable the task will be performed by first-assignment personnel and the greater the need for formalized or centralized training. Additional information concerning ATI can be obtained from the Air Force Occupational Measurement Center, Occupational Analysis Division (OMY).

To assist specifically in the evaluation of the Plan of Instruction (POI), technical school personnel from the Interservice Postal Training Activity matched job inventory tasks from the task inventory to the appropriate sections and subsections of the POI. POI 510-ASIF5 (G5ABA99604 001), Postal Operations, dated 26 September 1988, was used in the match. It was this matching upon which comparison to the POI was based. The POI match was compared to data of the Multi-Service file, because the training program is only for Postal Operations and this file includes data on just Postal Operations personnel. Data from each separate Service are also used. A complete computer listing displaying the percent members performing tasks, TE, TD, and ATI ratings for each task, along with the POI matching, 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

Since the requirements of first-assignment (1-48 months TICF) personnel form the basis for initial training and the first formal training program for the occupation, data on this category of personnel were reviewed. The data from the Multi-Service sample file, rather than the DOD sample file, are used because they represent the population that is trained. The jobs performed by these personnel are technically oriented and cover the gamut of postal operations activities. These overall Multi-Service sample data for first-assignment personnel will be discussed in this section, with the data for the individual Services discussed in the separate Service's supplements.

There were 1,165 postal operations members in their first assignment, which represents 65 percent of the Multi-Service sample. As reflected in Table 8, approximately 89 percent of their duty time is devoted to performing tasks in the technical duties. Distribution of these personnel across the occupations' jobs is displayed in Figure 2. This shows 51 percent of the respondents working in the Postal Finance Operations Clerk cluster, 24 percent in the Postal Receipt and Dispatch Specialist cluster, 9 percent in the Postal Service Center Clerk cluster, 10 percent spread among the remaining 12 jobs, and 6 percent not grouped. Table 9 shows representative tasks performed by first-assignment Postal Operations personnel.

One of the objectives of this survey project was to gather data for the Interservice Postal Training Activity pertaining to equipment or supplies used or operated by personnel in the field. Table 10 shows the 27 of 55 items in the inventory that 30 percent or more first-assignment personnel indicated they use or operate. This type of information is useful to the technical school personnel to assist them in focusing limited training time or other resources on the types of equipment most widely used in the field.

School personnel also requested data concerning the types of mail processed by school graduates. Table 11 reflects the 24 types of mail that 30 percent or more first-assignment personnel indicated they process or handle.

Training Emphasis and Task Difficulty Data

TE and 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 judgements of senior Postal Operations NCOs working in the field, were collected to provide training personnel with a rank-ordering of those tasks considered important for first-assignment individual training (TE), along with a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-assignment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but low percentages performing, may be more appropriately planned for OJT programs in 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, Service 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.

Tasks having the highest TE ratings are listed in Table 12. Included for each task are also the percent of first-assignment personnel performing and the TD rating. The tasks listed are predominately technical in nature with a few administrative and training tasks included. Thirteen of the tasks shown reflect that greater than 30 percent of the first-assignment personnel are performing them. This supports the high TE ratings. The tasks in this table should not be considered as all-inclusive or the only ones to be reviewed.

TABLE 8

PERCENT RELATIVE TIME SPENT ON DUTIES BY MULTI-SERVICE
FIRST-ASSIGNMENT POSTAL OPERATIONS PERSONNEL
(1-48 MONTHS TICF)

<u>DUTIES</u>	<u>PERCENT TIME SPENT (N=1,165)</u>
A ORGANIZING AND PLANNING	2
B DIRECTING AND IMPLEMENTING	2
C INSPECTING AND EVALUATING	2
D TRAINING	1
E PERFORMING ADMINISTRATIVE FUNCTIONS	4
F PERFORMING GENERAL POSTAL OR OFFICIAL MAIL FUNCTIONS	12
G PERFORMING SECURITY FUNCTIONS	4
H PERFORMING EQUIPMENT MAINTENANCE FUNCTIONS	3
I PERFORMING SUPPLY FUNCTIONS	2
J PERFORMING CUSTODIAN OF POSTAL EFFECTS (COPE) FUNCTIONS	1
K PERFORMING POSTAL FINANCIAL FUNCTIONS	2
L PERFORMING CLAIM AND INQUIRY FUNCTIONS	2
M PERFORMING CUSTOMS FUNCTIONS	2
N PERFORMING MAIL RECEIPT AND DISPATCH FUNCTIONS	25
O PERFORMING AERIAL MAIL TERMINAL (AMT), FLEET MAIL CENTER (FMC), OR MAIL CONTROL ACTIVITY (MCA) FUNCTIONS	4
P PERFORMING POSTAL SERVICE CENTER (PSC) FUNCTIONS	7
Q PERFORMING WINDOW FUNCTIONS	6
R PROCESSING MONEY ORDERS	5
S PROCESSING ACCOUNTABLE MAIL	12
T PERFORMING OFFICIAL MAIL FUNCTIONS	2

MULTI-SERVICE POSTAL OPERATIONS FIRST-ASSIGNMENT JOBS

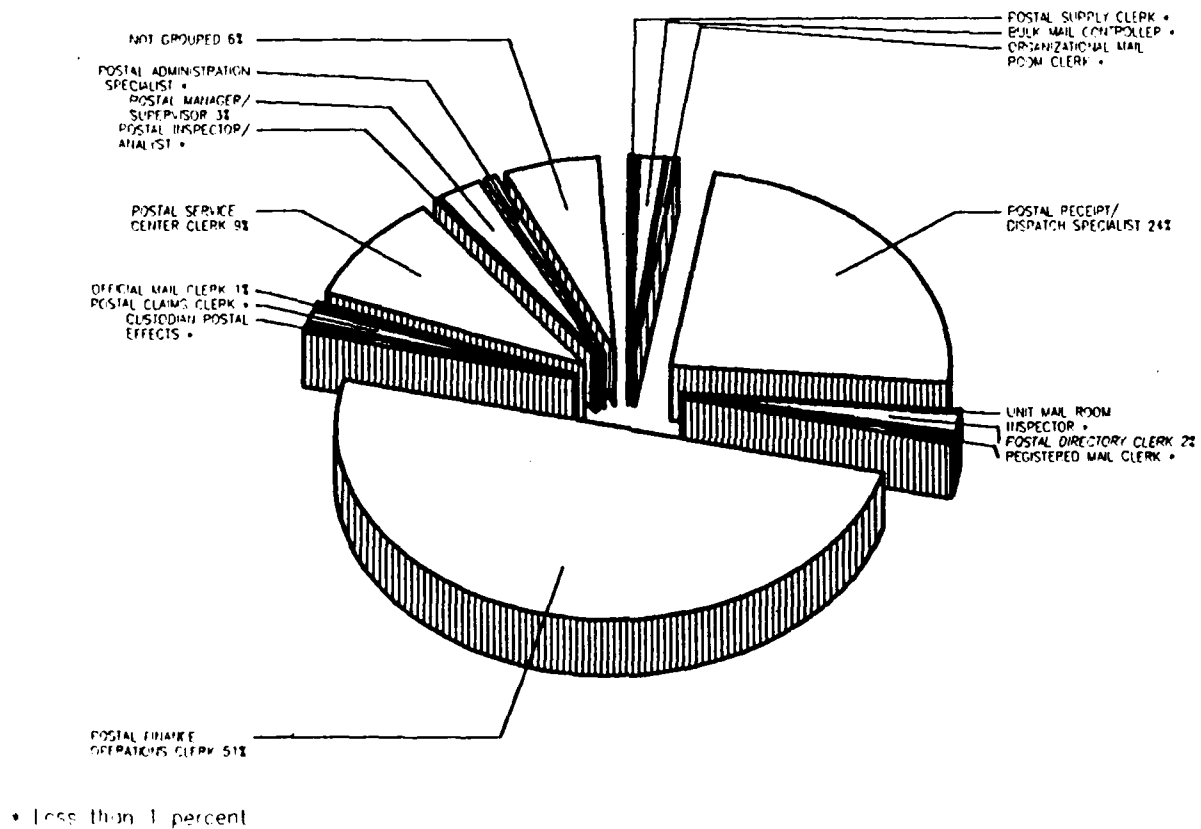


FIGURE 2

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY MULTI-SERVICE
FIRST-ASSIGNMENT POSTAL OPERATIONS PERSONNEL
(1-48 MONTHS TICF)

TASKS	PERCENT MEMBERS PERFORMING (N=1,165)
LOAD OR UNLOAD MAIL INTO VEHICLES	79
SORT INCOMING MAIL	78
CANCEL MAIL	70
SORT OUTGOING MAIL	69
POUCH OR SACK OUTGOING MAIL	66
POSTMARK OUTGOING MAIL	65
REPAIR OR REWRAP DAMAGED LETTERS OR PARCELS	64
ATTACH FLIGHT LABELS TO OUTGOING POUCHES OR SACKS	62
PREPARE SLIDE LABELS FOR OUTGOING POUCHES OR SACKS	61
INDORSE MISSENT OR DAMAGED MAIL	61
ATTACH FLIGHT TAGS TO OUTGOING POUCHES OR SACKS	60
COLLECT MAIL FROM DROP BOXES	60
DATE STAMP INCOMING MAIL	59
TIE OUT MAIL	58
LOAD OR UNLOAD MAIL INTO CONTAINERS	55
LABEL OUTSIDE PIECES	55
ADVISE CUSTOMERS ON POSTAL RATES OR ESTIMATED TIMES OF TRAVEL	55
RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	54
ADVISE CUSTOMERS ON PACKAGING PROCEDURES	53
ADVISE CUSTOMERS ON POSTAL LAWS OR REGULATIONS	52
SELL POSTAGE STAMPS	52
BREAK DOWN CONSOLIDATED MAIL	51
AFFIX SEALS TO OUTGOING MAIL POUCHES OR SACKS	51
PREPARE PS FORMS 3806 (RECEIPT FOR REGISTERED MAIL)	51
PREPARE PS FORMS 3800 (RECEIPT FOR CERTIFIED MAIL)	50
VERIFY SEALS ON OUTGOING ACCOUNTABLE MAIL POUCHES OR SACKS	50

TABLE 10

EQUIPMENT OR SUPPLIES USED OR OPERATED
BY 30 PERCENT OR MORE OF MULTI-SERVICE
FIRST-ASSIGNMENT POSTAL OPERATIONS PERSONNEL
(1-48 MONTHS TICE)

<u>EQUIPMENT OR SUPPLIES</u>	<u>PERCENT MEMBERS USING (N=1,165)</u>
MAIL BAGS	90
RUBBER STAMPS	84
TYPEWRITERS	79
LETTER TRAYS	71
LOCKS	71
RUBBER STAMP RACKS	70
ADDING MACHINE	69
SAFES	69
FILE CABINETS	67
MAIL BAG HOLDERS	67
MAIL DROP BOXES	67
POSTAL SCALES, MANUAL	66
SEALS	66
VEHICLES	66
CALCULATORS	61
MAIL POUCHES	60
POSTAL PUBLICATIONS	60
MONEY ORDER IMPRINTERS	55
MAIL SORTING RECEPTACLES	51
CASH BOXES	50
SORTING TABLES	48
CARTS	47
TAPE MOISTENERS	45
MAIL DELIVERY RECEPTACLES (LOCK BOXES)	41
CANCELLING MACHINES, MANUAL	39
CANCELLING MACHINES, AUTOMATED	31
POSTAL SCALES, AUTOMATED	31

TABLE 11

TYPES OF MAIL PROCESSED BY 30 PERCENT OR MORE OF MULTI-SERVICE
FIRST-ASSIGNMENT POSTAL OPERATIONS PERSONNEL
(1-48 MONTHS T1CF)

<u>TYPES OF MAIL PROCESSED</u>	<u>PERCENT MEMBERS PROCESSING (N=1,165)</u>
FIRST CLASS MAIL	94
FOURTH CLASS MAIL	89
INTERNATIONAL	86
NUMBERED INSURED MAIL	86
CERTIFIED MAIL	85
SPACE AVAILABLE MAIL	84
UNNUMBERED INSURED MAIL	82
THIRD CLASS MAIL	81
PARCEL AIRLIFT (PAL) MAIL	79
SPECIAL FOURTH CLASS BOOK RATE MAIL	79
REGISTERED MAIL	77
OFFICIAL MILITARY MAIL	76
SECOND CLASS MAIL	76
MILITARY ORDINARY MAIL (MOM)	73
SPECIAL FOURTH CLASS LIBRARY RATE MAIL	69
UNDELIVERABLE MAIL	62
EXPRESS MAIL	61
THIRD CLASS BULK RATE/NONPROFIT MAIL	61
DEAD LETTER MAIL	51
GENERAL DELIVERY MAIL	51
BUSINESS REPLY MAIL	47
POSTAGE DUE MAIL	45
SPECIAL DELIVERY MAIL	43
INTERDELIVERY SERVICE (ISD) MAIL	38

TABLE 12
TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS
(MULTI-SERVICE)

<u>TASKS</u>	<u>TNG EMP</u>	<u>PERCENT FIRST ASSIGNMENT (N=1,165)</u>	<u>TSK DIF</u>
S504 PREPARE DD FORMS 2261 (REGISTERED MAIL - BALANCE AND INVENTORY)	4.85	49	5.99
L327 ADVISE CUSTOMERS ON CLAIM OR INQUIRY PROCEDURES	4.78	41	5.58
R482 PREPARE PS FORMS 6019 (MILITARY POST OFFICE (MPO) REPORT OF MONEY ORDER BUSINESS)	4.69	43	5.55
A17 ESTABLISH POSTAL OPERATIONS POLICIES, SUCH AS STD OPERATING PROCEDURES (SOP) OR POSTAL OPERATING PLANS (POP)	4.68	10	7.59
L336 PREPARE PS FORMS 3812 (REQUEST FOR PAYMENT OF DOMESTIC POSTAL INSURANCE/CLAIM IDENTIFICATION)	4.45	20	5.36
R483 PREPARE VERIFICATION TAPES OF DAILY MONEY ORDER BUSINESS	4.40	43	5.38
R484 REPORT MONEY ORDER DISCREPANCIES, SUCH AS LOST OR MUTILATED MONEY ORDERS	4.36	27	5.83
D97 CONDUCT MAIL-HANDLING TRAINING	4.32	21	5.80
R480 MAINTAIN DD FORMS 885 (MONEY ORDER CONTROL RECORD)	4.32	33	4.77
F187 PREPARE POSTAL ACTIVITY REPORTING SYSTEM (PARS) REPORTS	4.30	22	6.05
D95 CONDUCT CUSTOMER RELATIONS TRAINING	4.25	8	5.85
L338 PREPARE PS FORMS 565 (REGISTERED MAIL APPLICATION FOR INDEMNITY/INQUIRY)	4.23	15	5.45
K298 IDENTIFY STAMP STOCK SHORTAGES OR OVERAGES	4.18	24	5.24
L334 PREPARE PS FORMS 1510 (MAIL LOSS/RIFLING REPORT)	4.10	23	4.81
F195 REPORT SUSPECTED POSTAL OFFENSES OR VIOLATIONS	4.10	22	5.34
K301 ISSUE FIXED CREDITS TO WINDOW CLERKS	4.08	10	5.11
R488 SELL MONEY ORDERS	4.01	48	4.64
G206 CHANGE COMBINATIONS ON SAFES OR LOCKS	3.97	41	5.79
R493 VERIFY PS FORMS 6019 (MILITARY POST OFFICE (MPO) REPORT OF MONEY ORDER BUSINESS)	3.95	29	5.26
S514 PREPARE PS FORMS 3854 (MANIFOLD REGISTRY DISPATCH)	3.91	42	4.90
K299 INCREASE OR DECREASE FIXED CREDITS	3.90	11	5.20
F179 INVESTIGATE POSTAL OFFENSES OR VIOLATIONS	3.87	6	6.94
Q467 COMPUTE POSTAGE OR FEES FOR INTERNATIONAL CLASSES OF NONOFFICIAL MAIL	3.87	43	5.59
Q461 ADVISE CUSTOMERS ON POSTAL RATES OR ESTIMATED TIMES OF TRAVEL	3.87	55	4.80

Table 13 lists the tasks having the highest TD ratings. The percentage of first-assignment personnel performing and the TE ratings are also included for each task. The majority of the tasks in Table 15 are supervisory, administrative, and training oriented and for the most part, deal with areas that are not worked on by many first-assignment Postal Operations personnel (i.e., Task C-74, Evaluate budget requirements (TD = 7.33), less than 2 percent first-assignment personnel performing). As with the TE ratings, these lists should not be considered as all-inclusive.

Ten raters provided write-in comments at the end of their TE booklets. The majority wrote on Service specific matters, but several general comments were provided. The following are paraphrased comments:

Postal clerks should receive an English composition course.

Postal clerks should have a valid drivers license before first assignment in field.

Graduating postal clerks need to be knowledgeable in major aspects of postal operations dealing with finances, claims, customs, supply and customer relations.

Postal school should be challenging, with hands-on training of doing the tasks, rather than just reading about it in a book and answering questions.

There were seven comments by TD raters. All were either Service specific, added a task, or indicated a duty title. No general comments were provided. (For additional information on TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.)

Plan of Instruction (POI)

The Postal Operations POI 510-ASIF5 (G5ABA99604 001) was used for matching. The POI reflects a 4-week period, but since it is a self-paced course, the time to completion varies with the student. Subject-matter experts from the Interservice Postal Training Activity matched the tasks from the survey to this POI, and a computer product was generated displaying the results of this match. The matched information presented includes the learning objectives, tasks matched, percent performing of first-job (1-24 months TICF) and first-enlistment (1-48 months TICF) for the Multi-Service sample and each Service's sample, TE, TD and ATI values. This portion of the report provides information on the POI from the overall Multi-Service view. Data concerning each Service will be covered in the Service supplements.

Review of the POI reveals that the majority of the POI blocks and learning objectives matched to tasks are well supported by survey data, based on percentages of first-job/first-assignment Multi-Service personnel performing the matched tasks. There are two units of instruction, however, which contain

TABLE 13
TASKS WITH HIGHEST TASK DIFFICULTY RATINGS
(MULTI-SERVICE)

TASKS		TSK DIF	PERCENT FIRST ASSIGNMENT (N=1,165)	TNG EMP
A17	ESTABLISH POSTAL OPERATIONS POLICIES, SUCH AS STD OPERATING PROCEDURES (SOP) OR POSTAL OPERATING PLANS (POP)	7.59	10	4.68
B50	IMPLEMENT OFFICIAL MAIL COST CONTROL PROGRAM (OMCCP)	7.52	4	2.41
A21	FORECAST EQUIPMENT REQUIREMENTS AT COMMAND LEVEL	7.51	4	1.17
A19	FORECAST BUDGET REQUIREMENTS AT DEPARTMENT LEVEL	7.50	3	1.05
C74	EVALUATE BUDGET REQUIREMENTS	7.33	2	1.88
A3	COORDINATE OPENING, SUSPENSION, OR CLOSING OF POSTAL ACTIVITIES WITH HIGHER AUTHORITIES	7.26	9	2.18
D106	DEVELOP TRAINING MATERIALS, SUCH AS SPECIALTY TRAINING STANDARDS (STS)	7.25	3	1.58
D105	DEVELOP TESTS OR EXAMINATIONS	7.24	4	1.77
D107	DEVELOP TRAINING PROGRAMS	7.24	4	3.23
A23	FORECAST MANPOWER REQUIREMENTS AT COMMAND LEVEL	7.22	3	1.49
A20	FORECAST BUDGET REQUIREMENTS AT UNIT LEVEL	7.21	4	2.43
C92	WRITE STAFF STUDIES OR SPECIAL REPORTS	7.08	3	1.08
A8	DEVELOP DISASTER PREPAREDNESS OR CONTINGENCY PROCEDURES	7.04	5	2.77
C75	EVALUATE INDIVIDUALS FOR PROMOTION, DEMOTION, OR RECLASSIFICATION	7.00	6	2.36
D104	DEVELOP LESSON PLANS	7.00	6	2.52
F179	INVESTIGATE POSTAL OFFENSES OR VIOLATIONS	6.94	6	3.87
D108	EVALUATE EFFECTIVENESS OF TRAINING PROGRAMS	6.88	4	2.33
F178	INVESTIGATE POSTAL FINANCIAL DISCREPANCIES, SUCH AS MONEY ORDER FUND SHORTAGES	6.88	9	3.67
B49	IMPLEMENT DISASTER PREPAREDNESS OR CONTINGENCY PROCEDURES	6.87	4	2.93
B52	IMPLEMENT QUALITY CONTROL PROGRAMS	6.86	5	2.68
A10	DRAFT DIRECTIVES OR SUPPLEMENTS TO DIRECTIVES	6.85	4	1.74
B51	IMPLEMENT POSTAL ASSISTANCE ADVISOR PROGRAMS	6.83	2	1.61
A22	FORECAST EQUIPMENT REQUIREMENTS AT DEPARTMENT LEVEL	6.82	5	1.62
A24	FORECAST MANPOWER REQUIREMENTS AT DEPARTMENT LEVEL	6.79	4	1.74
A16	ESTABLISH OFFICIAL MAIL PROCEDURES	6.75	12	3.81
B57	PROVIDE TECHNICAL ASSISTANCE TO POSTAL AUTHORITIES OR HIGHER HEADQUARTERS	6.75	4	2.38
A14	ESTABLISH INSPECTION PROCEDURES	6.74	7	2.89
C82	EVALUATE WORK SIMPLIFICATION OR POSTAL OPERATIONS EFFICIENCY	6.69	8	3.05

objectives that apparently are not totally supported by survey data and require further evaluation by training personnel and subject-matter experts (see display in Table 14). Although learning objective C2 (Operate a Postage Meter Machine) has one task matched with greater than 30 percent Multi-Service members performing, the other three matched tasks appear to be more critical in satisfying the objective and have low TE and TD ratings and no more than 22 percent members performing. Learning objective E2 (Maintain Postal Supplies) has two matched tasks with high TE, but there are no tasks with more than 24 percent of the criterion groups performing. These two objectives should be reviewed to determine if retention of these 15 hours in the course is justified.

There are tasks with high TE ratings, sufficiently high TD ratings, and 30 percent or more first-job or first-assignment personnel performing that were not matched to any POI block of instruction. This combination of factors indicates formal training may be required and resident technical training could be supported. Table 15 list examples of these tasks. Subject-matter experts and training personnel should perform in-depth review of these and other qualifying tasks contained in the "Tasks Not Referenced" section of the previously mentioned computer printout to determine the necessity for training and the most effective method to accomplish it.

CONUS VERSUS OVERSEAS GROUPS

There are differences between the CONUS and Overseas ratios for the Services and the MPSA in both the Postal Operations and Official Mail occupations. Table 2 shows that difference very clearly. The MPSA has one individual out of 170 that reported being overseas, for a greater than 99 percent CONUS population. The two Services with Postal Operations career fields, Navy and Marine Corps, had 38 percent and 35 percent respectively, of their samples report being overseas. This can be explained, for the Navy, by the fact that all ships home-ported in CONUS ports have Postal Operations personnel assigned. The Marine Corps has two large postal units in CONUS fully manned, while their overseas response to the survey was less than expected. The Air Force (96 percent) and the Army (79 percent) both assign personnel to fill primarily overseas Postal Operations jobs, with individuals reverting to other occupations upon return to CONUS.

Data from Table 4 reflect three basic types of jobs that have a bearing on CONUS versus overseas analysis. One type includes those jobs performed primarily in CONUS. There are seven jobs that fall into this category: Postal Directory Clerk (100 percent), Official Mail Clerk (95 percent), Unit Mail Room Inspector (100 percent), Postal Registry Clerk (73 percent), Organizational Mailroom Clerk (92 percent), Official Mail Packer (100 percent), and Postal Training NCO (83 percent). The personnel who perform these jobs come mainly from the MPSA sample, with a smattering of personnel from the Services, and are primarily responsible for Official Mail operations. The second type encompasses those jobs performed mainly by personnel overseas. These seven jobs, Bulk Mail Controller (100 percent), Postal Receipt and Dispatch

TABLE 14

POI BLOCKS REFLECTING LOW MULTI-SERVICE FIRST-ASSIGNMENT TASK PERFORMANCE
(LESS THAN 30 PERCENT RESPONDING)

POI REFERENCE BLOCK UNIT	TIME (HOURS)	SELECTED SAMPLE TASKS	PERCENT MEMBERS		TE* RATING	TD** RATING
			1ST JOB (N=734)	1ST ASG (N=1,165)		
C2	3	G212 LOCK POSTAGE METERS	16	18	3.03	3.60
		Q473 SELL METERED TAPES	22	21	2.36	4.10

E2	7	E149 REQUISITION POSTAL FORMS	20	25	3.42	4.46
		I271 PREPARE PS FORMS 7380 (SUPPLY CENTER REQUISITION)	15	18	3.27	4.50

* Mean rating is 2.23 and standard deviation is 1.00 (High TE = 3.23)

** Average TD rating is 5.00

TABLE 15

SAMPLING OF TASKS NOT REFERENCED TO POI 510-ASIF5 BLOCKS
(30 PERCENT OR MORE PERFORMING)

TASKS	PERCENT PERFORMING			
	1ST JOB (N=734)	1ST ASG (N=1,165)	TE* RATING	TD** RATING
E122 DATE STAMP CORRESPONDENCE	31	34	1.38	3.26
E161 TYPE CORRESPONDENCE, FORMS, OR REPORTS	32	37	2.84	5.48
F167 ATTEND LECTURES, MEETINGS, SEMINARS, OR CONFERENCES	31	31	1.59	4.06
F175 DRIVE POSTAL VEHICLES	42	45	1.87	3.61
F180 LOAD OR UNLOAD MAIL INTO CONTAINERS	56	55	1.47	3.81
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	79	79	1.79	3.98
F200 STAND INSPECTIONS	35	38	1.06	4.22
F201 TURN IN DAMAGED MAIL SACKS, POUCHES, OR EMPTY EQUIPMENT TO EMPTY EQUIPMENT STORAGE	45	47	2.34	3.76
G206 CHANGE COMBINATIONS ON SAFES OR LOCKS	35	41	3.97	5.79
G208 CONDUCT SECURITY CHECKS OF POSTAL EFFECTS OR FACILITIES	30	33	3.82	4.91
G211 LOCK EQUIPMENT, FORMS, OR MAIL IN SAFES	41	44	2.29	3.48
G221 SECURE CASH CONTAINERS, SUCH AS CASH DRAWERS OR REGISTERS	43	46	3.32	2.88
G223 VERIFY CLEARANCE AUTHORIZATION OF PERSONNEL IN CONTROLLED AREAS	30	30	2.60	4.21
H232 CLEAN POSTAL SCALES	36	38	2.49	3.53
H230 CLEAN MONEY ORDER IMPRINTERS	28	32	2.73	2.57
H225 ADJUST MONEY ORDER IMPRINTERS	31	31	2.98	4.81
N362 AFFIX SEALS TO POSTAL VEHICLES	31	30	2.02	3.05
N371 COUNT MAIL	36	37	1.44	3.41
N386 PREPARE AND AFFIX FACING SLIPS	36	40	2.55	3.72
N397 SCREEN MAIL FOR DAMAGE OR TAMPERING	41	43	2.82	4.59
N398 SCREEN MAIL FOR DANGEROUS OR ILLEGAL MATERIALS	33	35	3.23	5.33
N404 VERIFY ADDRESSES	44	44	2.08	4.08
P440 ASSIST CUSTOMERS ON COMPLETION OF PS FORMS 3576 (CHANGE OF ADDRESS CARD)	38	39	2.54	3.73
Q461 ADVISE CUSTOMERS ON POSTAL RATES OR ESTIMATED TIMES OF TRAVEL	54	55	3.87	4.80
Q462 ASSIST CUSTOMERS ON COMPLETION OF MAILING LABELS	45	45	2.83	4.27
Q465 COLLECT POSTAGE OR FEES, OTHER THAN CUSTOMS DUTIES	37	37	2.88	4.52

* Mean rating is 2.23 and standard deviation is 1.00 (High TE = 3.23)

** Average TD rating is 5.00

Specialist (80 percent), Custodian of Postal Effects (96 percent), Postal Service Center Clerk (90 percent), Postal Claim and Inquiry Clerk (87 percent), Postal Inspector/Analyst (90 percent), and Postal Supply Clerk (67 percent) represent 30 percent of the survey sample. The third category are those three jobs which are performed both in CONUS and overseas. Postal Finance Operations Clerk (56 percent overseas), Postal Supervisor and Manager (54 percent overseas), and Postal Administration Specialist (49 percent overseas) represent the largest segment of the survey sample at 53 percent. The reason these jobs are split between the two areas is the large concentration of Navy and Marine Corps personnel in the jobs.

Table 16 shows the comparison data for percent time spent in duties for the DOD and Multi-Service CONUS and overseas samples. With only a few minor exceptions, the percent of time spent in the different duties for CONUS and overseas is very close. Performing Mail Receipt and Dispatch Function has more relative time spent on it overseas, while Performing Official Mail Function has more time spent on it in CONUS.

Table 17 provides a listing of representative tasks and the percent members performing them from the DOD and Multi-Service CONUS and overseas samples. A much higher percent of personnel in CONUS are apt to stand inspections than their compatriots overseas. Sorting of mail, both incoming and outgoing, is more likely to be done by someone in CONUS than overseas. Attaching flight labels or tags to pouches or sacks is more likely to be accomplished by individuals overseas than in CONUS. The top tasks for each category are represented in the list.

In summary, each Service has a different CONUS-to-overseas personnel ratio based on its operational concept and personnel classification method. Survey data showed that only 4 of the 17 identified jobs are not performed by both CONUS and overseas personnel. One job (Bulk Mail Controller) is found only overseas and three jobs (Postal Directory Clerk, Unit Mail Room Inspector, and Official Mail Packer) are found only in CONUS. Although there are different percentages of personnel performing the other 13 jobs in CONUS and overseas, indicating one might be considered an overseas job and another a CONUS job, they are the same jobs wherever they are performed. Percent of relative time in duties and percent members performing tasks reflect insignificant differences between CONUS and overseas samples. These data support the idea that the Postal Operations occupation, with minor exceptions, is the same in CONUS as it is overseas.

JOB SATISFACTION ANALYSIS

Examination of the job satisfaction indicators for various groups gives career ladder managers a better understanding of some of the factors which may impact on job performance of personnel in the occupation. Attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions were included in the

TABLE 16

COMPARISON OF AVERAGE PERCENT TIME SPENT PERFORMING DUTIES
FOR CONUS AND OVERSEAS GROUPS

DUTIES	DOD CONUS (N=751)	DOD OVERSEAS (N=1,162)	MULTI- SERVICE CONUS (N=591)	MULTI- SERVICE OVERSEAS (N=1,161)
A ORGANIZING AND PLANNING	5	3	3	3
B DIRECTING AND IMPLEMENTING	4	3	4	3
C INSPECTING AND EVALUATING	3	3	3	3
D TRAINING	4	2	4	2
E PERFORMING ADMINISTRATIVE FUNCTIONS	8	5	7	5
F PERFORMING GENERAL POSTAL OR OFFICIAL MAIL FUNCTIONS	11	13	10	13
G PERFORMING SECURITY FUNCTIONS	4	4	4	4
H PERFORMING EQUIPMENT MAINTENANCE FUNCTIONS	3	3	4	3
I PERFORMING SUPPLY FUNCTIONS	2	2	3	2
J PERFORMING CUSTODIAN OF POSTAL EFFECTS (COPE) FUNCTIONS	1	1	1	1
K PERFORMING POSTAL FINANCIAL FUNCTIONS	3	3	3	3
L PERFORMING CLAIM AND INQUIRY FUNCTIONS	2	3	2	3
M PERFORMING CUSTOMS FUNCTIONS	2	2	2	2
N PERFORMING MAIL RECEIPT AND DISPATCH FUNCTIONS	19	23	19	23
O PERFORMING AERIAL MAIL TERMINAL (AMT), FLEET MAIL CENTER (FMC), OR MAIL CONTROL ACTIVITY (MCA) FUNCTIONS	2	5	2	5
P PERFORMING POSTAL SERVICE CENTER (PSC) FUNCTIONS	3	6	4	6
Q PERFORMING WINDOW FUNCTIONS	5	5	5	5
R PROCESSING MONEY ORDERS	5	4	6	4
S PROCESSING ACCOUNTABLE MAIL	10	10	11	10
T PERFORMING OFFICIAL MAIL FUNCTIONS	6	1	4	1

TABLE 17
 DISPLAY OF REPRESENTATIVE TASKS FOR
 CONUS AND OVERSEAS GROUPS
 (PERCENT MEMBERS PERFORMING)

TASKS	*DOD CONUS (N=751)	DOD OVERSEAS (N=1,162)	MULTI- SERVICE CONUS (N=591)	MULTI- SERVICE OVERSEAS (N=1,161)
SORT INCOMING MAIL	81	71	86	71
SORT OUTGOING MAIL	73	65	76	65
LOAD OR UNLOAD MAIL INTO VEHICLES	68	78	72	77
POUCH OR SACK OUTGOING MAIL	62	63	65	63
COLLECT MAIL FROM DROP BOXES	61	53	70	53
POSTMARK OUTGOING MAIL	60	61	65	60
STAND INSPECTIONS	59	31	72	31
ADVISE CUSTOMERS ON PACKAGING PROCEDURES	58	45	63	45
PREPARE PS FORMS 3811 (RETURN RECEIPT REGISTERED, INSURED AND CERTIFIED MAIL)	58	42	64	42
ADVISE CUSTOMERS ON POSTAL RATES OR ESTIMATED TIMES OF TRAVEL	57	47	62	47
CANCEL MAIL	54	65	68	65
REPAIR OR REWRAP DAMAGED LETTERS OR PARCELS	52	64	53	64
PREPARE SLIDE LABELS FOR OUTGOING POUCHES OR SACKS	47	58	54	58
ATTACH FLIGHT LABELS TO OUTGOING POUCHES OR SACKS	39	63	46	63
ATTACH FLIGHT TAGS TO OUTGOING POUCHES OR SACKS	36	63	43	63

* Sorted on DOD CONUS members performing

survey booklet. The information from these questions for DOD and Multi-Service groups is provided in Tables 18, 19, and 20. Separate Service data are presented in the Services' supplements.

Table 18 provides data on personnel in the specialty jobs discussed in the SPECIALTY JOBS section of this report. An examination of the data may show how overall job satisfaction may be influenced by the type of job performed. A good percentage of the personnel in four jobs (Postal Supply Clerk, Bulk Mail Controller, Postal Receipt and Dispatch Specialist, and Postal Service Center Clerk) do not find their jobs interesting or get a sense of accomplishment from their work. This may be accounted for by the type of jobs these four are. They appear to be the entry level type jobs, with some manual labor involved and a fair percent of the members perceiving low use of their skills and training. Conversely, the two most interesting jobs (Unit Mailroom Inspector and Postal Training NCO) show a comparatively high percent of the incumbents using their talents and training well and having a good sense of work accomplishment. These jobs do not include much manual labor, but rather, are prestigious jobs dealing with showing others what is wrong or teaching them how to do things correctly. A comparatively high percentage of the incumbents in the job with the largest number of members (Postal Finance Clerk) find their jobs interesting, use their training, and get a sense of accomplishment from their work. This is the core job of Postal Operations, incorporating most of the technical aspects of the occupation. That would explain a rather high percent of these individuals perceiving good use of their training.

Job satisfaction data presented in Table 19 show the DOD TICF groups. Since this is the first interservice survey for Postal Operations and Official Mail, there is no data base with which to compare the present data. It is interesting to note that as TICF increases, so does the percent of personnel who find their jobs interesting and feel a sense of accomplishment. This tends to support the concept mentioned above, that the menial and manual jobs held by first-assignment personnel are perceived by them as less interesting and satisfying.

Table 20 displays job satisfaction data for the Multi-Service CONUS and overseas groups. A higher percentage of personnel in CONUS answered the first four job satisfaction questions positively than their counterparts overseas. The fifth question, on reenlistment intent, provides the opposite type information. A higher percentage of overseas personnel, compared to CONUS data, indicate that they plan to reenlist.

When there are serious problems in an occupation, survey respondents are usually quite free with write-in comments to complain about perceived problems in the field. Thirteen percent of this survey sample used the write-in feature. Comments came from all of the Services and the MPSA samples. Specifics for each Service will be included in their supplements. This section touches only on the overall write-in comments. Eighty-six percent of the write-in comments conveyed some type of information about job titles, equipment used, tasks not listed, or additional information for background question. Only 35

TABLE 18

COMPARISON OF JOB SATISFACTION INDICATORS
FOR POSTAL OPERATIONS/OFFICIAL MAIL
SPECIALTY JOB GROUPS
(PERCENT MEMBERS RESPONDING)

JOB SATISFACTION INFORMATION	BULK MAIL CONTROLLER (N=21)	POSTAL RECEIPT/ DISPATCH SPECIALIST (N=391)	POSTAL DIRECTORY CLERK (N=36)	OFFICIAL MAIL CLERK (N=75)	UNIT MAIL ROOM INSPECTOR (N=9)	POSTAL REGISTRY CLERK (N=15)
<u>PERCEIVED JOB:</u>						
INTERESTING	48	51	61	71	100	67
SO-SO	19	25	25	20	0	20
DULL	33	22	14	8	0	13
<u>PERCEIVED USE OF TALENT:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	52 48	59 41	69 31	79 21	100 0	73 27
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	62 38	67 33	81 19	81 19	78 22	89 10
<u>SENSE OF WORK ACCOMPLISHMENT:</u>						
SATISFIED	38	53	81	79	100	73
NEUTRAL	14	19	8	12	0	7
DISSATISFIED	48	26	11	9	0	20
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	52	52	55	28	89	47
WILL NOT/PROBABLY WILL NOT						
REENLIST	48	38	42	29	11	53
WILL RETIRE	0	2	3	5	0	0
NO COMMENT	0	8	0	37	0	0

TABLE 18 (CONTINUED)

COMPARISON OF JOB SATISFACTION INDICATORS
FOR POSTAL OPERATIONS/OFFICIAL MAIL
SPECIALTY JOB GROUPS
(PERCENT MEMBERS RESPONDING)

JOB SATISFACTION INFORMATION	POSTAL FINANCE OPERATIONS CLERK (N=864)	CUSTODIAN OF POSTAL EFFECTS (N=23)	POSTAL SERVICE CENTER CLERK (N=123)	POSTAL CLAIM/ INQUIRY CLERK (N=15)	ORGANI- ZATIONAL MAIL ROOM CLERK (N=12)
<u>PERCEIVED JOB:</u>					
INTERESTING	75	65	53	67	92
SO-SO	15	13	25	27	8
DULL	10	12	21	6	0
<u>PERCEIVED USE OF TALENT:</u>					
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	68 16	78 22	77 31	73 27	58 33
<u>PERCEIVED USE OF TRAINING:</u>					
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	89 10	83 17	73 26	80 20	67 33
<u>SENSE OF WORK ACCOMPLISHMENT:</u>					
SATISFIED	76	57	53	73	58
NEUTRAL	10	13	20	7	8
DISSATISFIED	12	26	26	20	25
<u>REENLISTMENT INTENTIONS:</u>					
WILL/PROBABLY WILL REENLIST	57	65	65	53	42
WILL NOT/PROBABLY WILL NOT REENLIST	39 3	20 4	31 1	47 0	33 17
WILL RETIRE	3	4	3	0	8
NO COMMENT	2	4	3	0	0

TABLE 18 (CONTINUED)

COMPARISON OF JOB SATISFACTION INDICATORS
FOR POSTAL OPERATIONS/OFFICIAL MAIL
SPECIALTY JOB GROUPS
(PERCENT MEMBERS RESPONDING)

JOB SATISFACTION INFORMATION	OFFICIAL MAIL PACKER (N=10)	POSTAL INSPECTOR/ ANALYST (N=10)	POSTAL SUPERVISOR/ MANAGER (N=156)	POSTAL ADMINIS- TRATION SPECIALIST (N=35)	POSTAL TRAINING NCO (N=6)	POSTAL SUPPLY CLERK (N=9)
<u>PERCEIVED JOB:</u>						
INTERESTING	80	78	78	80	100	44
SO-SO	20	10	12	11	0	33
DULL	0	10	6	9	0	11
<u>PERCEIVED USE OF TALENT:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	70 30	100 0	83 14	80 20	83 17	67 22
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	70 30	100 0	87 11	66 34	100 0	44 44
<u>SENSE OF WORK ACCOMPLISHMENT:</u>						
SATISFIED	70	80	76	83	83	56
NEUTRAL	30	10	4	0	17	22
DISSATISFIED	0	10	17	17	0	11
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	0	80	52	66	100	56
WILL NOT/PROBABLY WILL NOT REENLIST	10	10	12	9	0	44
WILL RETIRE	10	10	23	14	0	0
NO COMMENT	80	0	13	11	0	0

TABLE 19

COMPARISONS OF JOB SATISFACTION INDICATORS FOR
POSTAL OPERATIONS/OFFICIAL MAIL T1CF GROUPS
(PERCENT MEMBERS RESPONDING)

JOB SATISFACTION INFORMATION	FIRST ASSIGNMENT (1-48 MOS T1CF) DOD (N=1,238)	SECOND ASSIGNMENT (49-96 MOS T1CF) DOD (N=357)	CAREER (97+ MOS T1CF) DOD (N=373)
<u>PERCEIVED JOB:</u>			
INTERESTING	64	71	75
SO-SO	20	16	14
DULL	15	11	8
<u>PERCEIVED USE OF TALENT:</u>			
FAIRLY WELL TO PERFECTLY	72	79	85
LITTLE OR NOT AT ALL	27	20	14
<u>PERCEIVED USE OF TRAINING:</u>			
FAIRLY WELL TO PERFECTLY	80	80	84
LITTLE OR NOT AT ALL	20	20	15
<u>SENSE OF WORK ACCOMPLISHMENT:</u>			
SATISFIED	64	71	77
NEUTRAL	15	11	9
DISSATISFIED	20	17	12
<u>REENLISTMENT INTENTIONS:</u>			
WILL/PROBABLY WILL REENLIST	52	50	61
WILL NOT/PROBABLY WILL NOT			
REENLIST	41	43	25
WILL RETIRE	1	1	4
NO COMMENT	6	6	9

TABLE 20

COMPARISONS OF JOB SATISFACTION INDICATORS FOR
MULTI-SERVICE POSTAL OPERATIONS CONUS/OVERSEAS
(PERCENT MEMBERS RESPONDING)

<u>JOB SATISFACTION INFORMATION</u>	<u>CONUS (N=591)</u>	<u>OVERSEAS (N=1,161)</u>
<u>PERCEIVED JOB:</u>		
INTERESTING	76	63
SO-SO	15	20
DULL	8	16
<u>PERCEIVED USE OF TALENT:</u>		
FAIRLY WELL TO PERFECTLY	83	73
LITTLE OR NOT AT ALL	17	26
<u>PERCEIVED USE OF TRAINING:</u>		
FAIRLY WELL TO PERFECTLY	85	79
LITTLE OR NOT AT ALL	15	20
<u>SENSE OF WORK ACCOMPLISHMENT:</u>		
SATISFIED	78	63
NEUTRAL	10	15
DISSATISFIED	11	21
<u>REENLISTMENT INTENTIONS:</u>		
WILL/PROBABLY WILL REENLIST	54	61
WILL NOT/PROBABLY WILL NOT REENLIST	41	32
WILL RETIRE	5	4
NO COMMENT	-	3

- Indicates less than 1 percent

NOTE: Percentages may not add to 100% due to rounding and individuals not answering questions

comments can be characterized as complaints or recommendations. There is no consensus of complaints or recommendations, although the following themes appear more than once and cross Service lines:

Difficulty in getting promoted in Postal Operations.

More training in customer relations and customs regulations needed.

Under-utilization of skill and experience by being placed in a job calling for a lower grade than the incumbent.

Displeasure with management.

Displeasure with postal personnel having to work long hours and holidays.

The comments are representative of a small percentage of the surveyed population and do not reflect large-scale dissatisfaction with the occupations.

IMPLICATIONS

This survey and OSR are the baseline for future Interservice or independent Service Postal Operations occupational surveys. It was requested by the Military Postal Service Agency to obtain task and equipment data for the evaluation of the current Postal Operations course. Overall, the survey data support postal training. The data show that the established training program for Postal Operations, as reflected in the Plan of Instruction, is well grounded and supports the basic need of the Military Postal Service. Data also indicate that Official Mail and Postal Operations personnel perform some of the same tasks, but have different occupational tracks. Including Official Mail personnel in the survey resulted in slightly diluted Postal Operations data, and they should not be included in any future Postal Operations surveys. In any future Interservice survey, minimum sample size (percent of eligibles) should be established and all Services should meet this minimum in order for their data to be included in the OSR. Data for MPSA and the Services were sufficiently distinct to warrant supplements to the OSR for each. Data provided in this OSR and the separate supplements should prove valuable to MPSA and each Service and help them determine their special needs, if any, in the Postal Operations occupation.

APPENDIX A
INTERSERVICE VALIDATION CONFERENCE REPRESENTATIVES

REPRESENTATIVES AT POSTAL OPERATIONAL JOB INVENTORY VALIDATION CONFERENCE
HELD BY THE MILITARY POSTAL SERVICE AGENCY, 5-8 JANUARY 1988.

<u>ORGANIZATION</u>	<u>REPRESENTATIVE</u>
Military Postal Service Agency	Major Dawn M. Reed Training Programs Manager Military Postal Service Agency Attn: MPSA-PP Alexandria, VA 22331-0006 AUTOVON 221-8044
Air Force	Second Lieutenant Kara Worthington Occupational Analyst USAF Occupational Measurement Center Attn: OMYV Randolph AFB, TX 78150-5000 AUTOVON 487-5030
Army	GS-12 Lynne Hanson Occupational Analyst US Army Personnel Integration Command (USAPIC) Attn: ATNC-MOT-C Alexandria, VA 22332 AUTOVON 221-3254
Navy	BTCS Daniel R. Ramos Job Task Analyst Navy Occupational Development and Analysis Center (NODAC) Bldg 150 (WNY) Washington, DC 20374 AUTOVON 433-4498
	GS-12 John T. Creaturo Military Personnel Management Specialist NODAC, Bldg 150 (WNY) Washington, DC 20374 AUTOVON 433-2822
	GS-12 Patrick A. Durnan Military Personnel Management Specialist NODAC, Bldg 150 (WNY) Washington, DC 20374 AUTOVON 433-4633

Marine Corps

PCCM F. Loeffler
Postal Operations Chief
NAVDAC, Bldg 166 (WNY)
Washington, DC 20374
AUTOVON 433-2602

Major Steven Hockensmith
Head, Postal Affairs Section
Headquarters, US Marine Corps
Washington, DC 20380-0001
AUTOVON 694-8436

APPENDIX B
SELECTED REPRESENTATIVE TASKS PERFORMED
BY OCCUPATION STRUCTURE GROUPS

TABLE I

GROUP NUMBER AND TITLE: STG121, BULK MAIL CONTROLLER
 GROUP SIZE: 21 PERCENT MEMBERS OF SAMPLE: 1%
 AVERAGE GRADE: E-4 AVERAGE TAFMS: 48
 AVERAGE TICF: 31 AVERAGE TASKS PERFORMED: 24
 PERCENT AIR FORCE: 95% PERCENT ARMY: 0
 PERCENT NAVY: 5% PERCENT MARINE CORPS: 0
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
0416 MONITOR MAIL RAMP TRANSFERS	90
F175 DRIVE POSTAL VEHICLES	86
0423 PREPARE PS FORMS 2759 (REPORT OF IRREGULAR HANDLING OF MAIL)	81
F180 LOAD OR UNLOAD MAIL INTO CONTAINERS	71
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	71
F176 INVESTIGATE MAIL DELAYS	62
0418 PERFORM OPERATIONAL CHECKS OF STAGING AREAS	62
0414 INSPECT MAIL CONTAINERS FOR SERVICEABILITY	57
0424 PREPARE PS FORMS 2900 (U.S. MILITARY MAIL BY U.S. COMMERCIAL AIR CARRIERS DISPATCH RECORD)	57
F177 INVESTIGATE MAIL-ROUTING DISCREPANCIES	52
F185 PERFORM OPERATOR MAINTENANCE ON VEHICLES	48
G218 PERFORM ESCORT DUTIES FOR MAIL	48
0425 PREPARE PS FORMS 2942A (AV-7 DELIVERY LIST	48
0421 PREPARE DD FORMS 2273 (IRREGULARITIES IN MAKEUP DISPATCH OF MAIL)	48
0433 TRACK AIR CARRIER PERFORMANCE, SUCH AS DELIVERY SCHEDULES	48
E161 TYPE CORRESPONDENCE, FORMS, OR REPORTS	43
N371 COUNT MAIL	38
0417 NOTIFY JOINT MILITARY POSTAL ACTIVITY OR TRANSIT AUTHORITIES OF LATE OR CANCELLED MAIL ARRIVALS OR DEPARTURES	38
0422 PREPARE MAIL MANIFESTS	38
0436 VERIFY PIECE COUNTS FROM AIRLINE MAIL MANIFESTS	38
E164 WRITE MESSAGES	38
N401 SORT INCOMING MAIL	33
N402 SORT OUTGOING MAIL	33
F182 LOAD OR UNLOAD MAIL ONTO PALLETS	33

TABLE II

GROUP NUMBER AND TITLE: GRP261, POSTAL RECEIPT/DISPATCH SPECIALIST
 GROUP SIZE: 391 PERCENT MEMBERS OF SAMPLE: 20%
 AVERAGE GRADE: E-4 AVERAGE TAFMS/TFCS: 51
 AVERAGE TICF: 43 AVERAGE TASKS PERFORMED: 50
 PERCENT AIR FORCE: 41% PERCENT ARMY: 24%
 PERCENT NAVY: 20% PERCENT MARINE CORPS: 8%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 6%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	87
N401 SORT INCOMING MAIL	85
N402 SORT OUTGOING MAIL	81
N364 ATTACH FLIGHT TAGS TO OUTGOING POUCHES OR SACKS	79
F180 LOAD OR UNLOAD MAIL INTO CONTAINERS	77
N393 REPAIR OR REWRAP DAMAGED LETTERS OR PARCELS	76
N384 POUCH OR SACK OUTGOING MAIL	73
N391 PREPARE SLIDE LABELS FOR OUTGOING POUCHES OR SACKS	71
N363 ATTACH FLIGHT LABELS TO OUTGOING POUCHES OR SACKS	70
N369 BREAK DOWN CONSOLIDATED MAIL	69
N403 TIE OUT MAIL	68
N370 CANCEL MAIL	65
N383 POSTMARK OUTGOING MAIL	63
F175 DRIVE POSTAL VEHICLES	62
F172 DATE STAMP INCOMING MAIL	59
N378 INDORSE MISSENT OR DAMAGED MAIL	56
N382 LABEL OUTSIDE PIECES	56
F201 TURN IN DAMAGED MAIL SACKS, POUCHES, OR EMPTY EQUIPMENT TO EMPTY EQUIPMENT STORAGE	54
F168 COLLECT MAIL FROM DROP BOXES	54
N394 RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	51
N371 COUNT MAIL	48
N368 BACK STAMP MAIL	46
O422 PREPARE MAIL MANIFESTS	45
F205 WITNESS OPENINGS OR CLOSINGS OF SEALED POSTAL VEHICLES	44
N362 AFFIX SEALS TO POSTAL VEHICLES	43
S525 VERIFY SEALS ON OUTGOING ACCOUNTABLE MAIL POUCHES OR SACKS	42

TABLE III

GROUP NUMBER AND TITLE: STG154, POSTAL DIRECTORY CLERK
 GROUP SIZE: 36 PERCENT MEMBERS OF SAMPLE: 2%
 AVERAGE GRADE: E-4 AVERAGE TAFMS: 58
 AVERAGE TICF: 50 AVERAGE TASKS PERFORMED: 46
 PERCENT AIR FORCE: 0 PERCENT ARMY: 11%
 PERCENT NAVY: 47% PERCENT MARINE CORPS: 42%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	97
N401 SORT INCOMING MAIL	97
F200 STAND INSPECTIONS	89
P445 FORWARD MAIL TO TRANSIENT, TRANSFERRED, TDY, TAD, OR DISCHARGED PERSONNEL	86
N402 SORT OUTGOING MAIL	83
P442 DIRECTORIZE MAIL FOR DISTRIBUTION	78
P458 VERIFY AND DATE HOLD MAIL	78
T533 DISTRIBUTE OFFICIAL MAIL	75
F175 DRIVE POSTAL VEHICLES	69
F198 REVIEW PUBLICATIONS, DIRECTIVES, OR INSTRUCTIONS	64
N368 BACK STAMP MAIL	64
F185 PERFORM OPERATOR MAINTENANCE ON VEHICLES	61
F168 COLLECT MAIL FROM DROP BOXES	61
N369 BREAK DOWN CONSOLIDATED MAIL	61
N378 INDORSE MISSENT OR DAMAGED MAIL	56
S500 MAINTAIN PS FORMS 3850 (RECORD OF DELIVERY OF INSURED, CERTIFIED, AND REGISTERED MAIL)	56
T540 PERFORM GUARD MAIL RUNS	56
S517 PREPARE PS FORMS 3883 (FIRM DELIVERY BOOK- REGISTERED, CERTIFIED, AND NUMBERED INSURED MAIL)	53
T552 VERIFY AUTHORIZATION OF PERSONNEL TO RECEIPT FOR ACCOUNTABLE OFFICIAL MAIL	53
F180 LOAD OR UNLOAD MAIL INTO CONTAINERS	53
N403 TIE OUT MAIL	53
F172 DATE STAMP INCOMING MAIL	53
N394 RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	53
F185 PERFORM OPERATOR MAINTENANCE ON VEHICLES	47
T527 COMPUTE POSTAGE OR FEES FOR OFFICIAL MAIL	44

TABLE IV

GROUP NUMBER AND TITLE: STG170, OFFICIAL MAIL CLERK
 GROUP SIZE: 75 PERCENT MEMBERS OF SAMPLE: 4%
 AVERAGE GRADE: E-4 AVERAGE TAFMS/TFCS: 94
 AVERAGE TICF: 70 AVERAGE TASKS PERFORMED: 90
 PERCENT AIR FORCE: 0 PERCENT ARMY: 0
 PERCENT NAVY: 13% PERCENT MARINE CORPS: 8%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 79%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
N401 SORT INCOMING MAIL	93
N360 AFFIX POSTAGE METER TAPES TO MAIL	91
N402 SORT OUTGOING MAIL	91
N369 BREAK DOWN CONSOLIDATED MAIL	89
T533 DISTRIBUTE OFFICIAL MAIL	89
T530 CONSOLIDATE OFFICIAL MAIL	85
G212 LOCK POSTAGE METERS	83
F180 LOAD OR UNLOAD MAIL INTO CONTAINERS	80
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	80
T527 COMPUTE POSTAGE OR FEES FOR OFFICIAL MAIL	80
T532 DETERMINE CLASS OF TRANSMISSION FOR OFFICIAL MAIL	77
N394 RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	77
N400 SCREEN OUTGOING MAIL FOR SIZE AND POSTAGE	76
N384 POUCH OR SACK OUTGOING MAIL	75
N393 REPAIR OR REWRAP DAMAGED LETTERS OR PARCELS	73
S498 INITIAL OR SIGN RETURN RECEIPTS FOR ACCOUNTABLE MAIL FROM USPS	68
Q459 ADVISE CUSTOMERS ON PACKAGING PROCEDURES	68
S509 PREPARE PS FORMS 3811 (RETURN RECEIPT REGISTERED, INSURED AND CERTIFIED MAIL)	67
N373 DETERMINE MAILABILITY OF PACKAGE CONTENTS	67
G211 LOCK EQUIPMENT, FORMS, OR MAIL IN SAFES	67
N397 SCREEN MAIL FOR DAMAGE OR TAMPERING	65
Q461 ADVISE CUSTOMERS ON POSTAL RATES OR ESTIMATED TIMES OF TRAVEL	64
N383 POSTMARK OUTGOING MAIL	63
N378 INDORSE MISSENT OR DAMAGED MAIL	63
N404 VERIFY ADDRESSES	61

TABLE V

GROUP NUMBER AND TITLE: STG241, UNIT MAIL ROOM INSPECTOR
 GROUP SIZE: 9 PERCENT MEMBERS OF SAMPLE: *
 AVERAGE GRADE: E-5 AVERAGE TAFMS: 93
 AVERAGE TICF: 76 AVERAGE TASKS PERFORMED: 71
 PERCENT AIR FORCE: 0 PERCENT ARMY: 100%
 PERCENT NAVY: 0 PERCENT MARINE CORPS: 0
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
F172 DATE STAMP INCOMING MAIL	100
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	100
C066 CONDUCT MAIL-HANDLING PROCEDURE INSPECTIONS	100
E137 PREPARE DD FORMS 285 (APPOINTMENT OF MILITARY POSTAL CLERK, UNIT MAIL CLERK, OR MAIL ORDERLY)	100
N394 RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	89
N401 SORT INCOMING MAIL	89
B63 TERMINATE APPOINTMENTS OF MAIL CLERKS OR MAIL ORDERLIES	89
D97 CONDUCT MAIL-HANDLING TRAINING	89
F175 DRIVE POSTAL VEHICLES	89
F185 PERFORM OPERATOR MAINTENANCE ON VEHICLES	89
F200 STAND INSPECTIONS	89
N404 VERIFY ADDRESSES	89
F176 INVESTIGATE MAIL DELAYS	78
F177 INVESTIGATE MAIL ROUTING DISCREPANCIES	78
N402 SORT OUTGOING MAIL	78
C67 CONDUCT MEETINGS OR BRIEFINGS	78
B62 SUPERVISE MILITARY PERSONNEL IN POSTAL OPERATIONS	78
E147 REPRODUCE COPIES OF CORRESPONDENCE	78
F195 REPORT SUSPECTED POSTAL OFFENSES OR VIOLATIONS	78
F179 INVESTIGATE POSTAL OFFENSES OR VIOLATIONS	67
D98 CONDUCT PROFESSIONAL OR MILITARY TRAINING	67
D93 ADMINISTER TESTS OR EXAMINATIONS	67
E122 DATE STAMP CORRESPONDENCE	67
C70 CONDUCT SAFETY INSPECTIONS	67
B42 DESIGNATE MAIL ORDERLIES	67

* Indicates less than 1 percent

TABLE VI

GROUP NUMBER AND TITLE: STG140, REGISTRY MAIL CLERK
 GROUP SIZE: 15 PERCENT MEMBERS OF SAMPLE: 1%
 AVERAGE GRADE: E-4 AVERAGE TAFMS: 62
 AVERAGE TICF: 48 AVERAGE TASKS PERFORMED: 63
 PERCENT AIR FORCE: 0 PERCENT ARMY: 26%
 PERCENT NAVY: 13% PERCENT MARINE CORPS: 60%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
S525 VERIFY SEALS ON OUTGOING ACCOUNTABLE MAIL POUCHES OR SACKS	93
S526 WITNESS OPENINGS OR CLOSINGS OF ACCOUNTABLE MAIL POUCHES OR SACKS	93
S495 AFFIX SEALS TO OUTGOING MAIL POUCHES OR SACKS	87
S504 PREPARE DD FORMS 2261 (REGISTERED MAIL - BALANCE AND INVENTORY)	87
S517 PREPARE PS FORMS 3883 (FIRM DELIVERY BOOK - REGISTERED, CERTIFIED, AND NUMBERED INSURED MAIL)	87
S518 REVIEW DD FORMS 2261 (REGISTERED MAIL - BALANCE AND INVENTORY)	87
S522 REVIEW PS FORMS 3883 (FIRM DELIVERY BOOK - REGISTERED, CERTIFIED, AND NUMBERED INSURED MAIL)	87
S499 LOCK REGISTRY CAGE OR SECTION	80
S501 OPEN ACCOUNTABLE POUCHES OR SACKS AND VERIFY CONTENTS	80
S508 PREPARE PS FORMS 3806 (RECEIPT FOR REGISTERED MAIL)	80
S509 PREPARE PS FORMS 3811 (RETURN RECEIPT REGISTERED, INSURED AND CERTIFIED MAIL)	80
S516 PREPARE PS FORMS 3877 (FIRM MAILING BOOK FOR REGISTERED, INSURED, C.O.D., CERTIFIED AND EXPRESS MAIL)	80
S520 REVIEW PS FORMS 3854 (MANIFOLD REGISTRY DISPATCH)	80
S523 VERIFY AND SIGN ACCOUNTABLE MAIL-SHIPPING DOCUMENTS	80
S524 VERIFY NUMBERS ON ACCOUNTABLE CONTAINERS	80
S497 INDORSE MANIFOLD DISPATCH BILLS	67
S498 INITIAL OR SIGN RETURN RECEIPTS FOR ACCOUNTABLE MAIL FROM UNITED STATES POSTAL SERVICE (USPS)	67
S500 MAINTAIN PS FORMS 3850 (RECORD OF DELIVERY OF INSURED, CERTIFIED, AND REGISTERED MAIL)	73
S507 PREPARE PS FORMS 3800 (RECEIPT FOR CERTIFIED MAIL)	73
S510 PREPARE PS FORMS 3811A (REQUEST FOR RETURN RECEIPTS)	67

TABLE VII

GROUP NUMBER AND TITLE: STG147, POSTAL FINANCE OPERATIONS CLERK
 GROUP SIZE: 864 PERCENT MEMBERS OF SAMPLE: 44%
 AVERAGE GRADE: E-4 AVERAGE TAFMS/TFCS: 68
 AVERAGE TICF: 50 AVERAGE TASKS PERFORMED: 148
 PERCENT AIR FORCE: 24% PERCENT ARMY: 11%
 PERCENT NAVY: 57% PERCENT MARINE CORPS: 8%
 PERCENT MILITARY POSTAL SERVICES AGENCY: *

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
N370 CANCEL MAIL	93
Q474 SELL POSTAGE STAMPS	93
Q461 ADVISE CUSTOMERS ON POSTAL RATES OR ESTIMATED TIMES OF TRAVEL	92
Q459 ADVISE CUSTOMERS ON PACKAGING PROCEDURES	91
N383 POSTMARK OUTGOING MAIL	90
N401 SORT INCOMING MAIL	90
S509 PREPARE PS FORMS 3811 (RETURN RECEIPT REGISTERED, INSURED AND CERTIFIED MAIL)	89
S508 PREPARE PS FORMS 3806 (RECEIPT FOR REGISTERED MAIL)	88
R488 SELL MONEY ORDERS	87
Q460 ADVISE CUSTOMERS ON POSTAL LAWS OR REGULATIONS	86
N402 SORT OUTGOING MAIL	85
S507 PREPARE PS FORMS 3800 (RECEIPT FOR CERTIFIED MAIL)	85
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	84
N384 POUCH OR SACK OUTGOING MAIL	83
R483 PREPARE VERIFICATION TAPES OF DAILY MONEY ORDER BUSINESS	82
Q466 COMPUTE POSTAGE OR FEES FOR DOMESTIC CLASSES OF NONOFFICIAL MAIL	82
R482 PREPARE PS FORMS 6019 (MILITARY POST OFFICE (MPO) REPORT OF MONEY ORDER BUSINESS)	81
G222 SECURE POSTAL EFFECTS, SUCH AS STAMPS OR STAMPED PAPER	81
F168 COLLECT MAIL FROM DROP BOXES	80
S511 PREPARE PS FORMS 3813 (RECEIPT FOR DOMESTIC UNNUMBERED INSURED PARCEL)	80
R479 CASH UNITED STATES DOMESTIC MONEY ORDERS	80
R494 VOID SPOILED OR INCORRECTLY PREPARED MONEY ORDERS	79
M349 ADVISE CUSTOMERS ON COMPLETION OF POSTAL CUSTOMS DECLARATIONS	79
G221 SECURE CASH CONTAINERS, SUCH AS CASH DRAWERS OR REGISTERS	79
N378 INDOORSE MISSENT OR DAMAGED MAIL	78

* Indicates less than 1 percent

TABLE VIII

GROUP NUMBER AND TITLE: STG137, CUSTODIAN OF POSTAL EFFECTS
 GROUP SIZE: 23 PERCENT MEMBERS OF SAMPLE: 1%
 AVERAGE GRADE: E-5 AVERAGE TAFMS: 102
 AVERAGE TICF: 79 AVERAGE TASKS PERFORMED: 106
 PERCENT AIR FORCE: 39% PERCENT ARMY: 30%
 PERCENT NAVY: 26% PERCENT MARINE CORPS: 4%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
K307 PREPARE DD FORMS 2259 (REPORT OF AUDIT OF POSTAL ACCOUNTS)	96
G222 SECURE POSTAL EFFECTS, SUCH AS STAMPS OR STAMPED PAPER	87
J284 ISSUE POSTAGE METERS	87
K293 AUDIT FIXED CREDITS	87
K298 IDENTIFY STAMP STOCK SHORTAGES OR OVERAGES	87
G206 CHANGE COMBINATIONS ON SAFES OR LOCKS	83
K324 TURN IN DAMAGED STAMP STOCKS TO POSTMASTER, PFO, OR COPE	83
R491 VERIFY DAILY MONEY ORDER BUSINESS REPORTS	83
I265 PREPARE PS FORMS 17 (STAMP REQUISITION) TO REQUISITION STAMPS	79
J280 COLLECT POSTAGE METER REMITTANCES	79
G212 LOCK POSTAGE METERS	78
K295 DELIVER FUNDS TO FINANCIAL ORGANIZATIONS FOR CONVERSION INTO CHECKS	78
R483 PREPARE VERIFICATION TAPES OF DAILY MONEY ORDER BUSINESS	73
R485 REVIEW CONSOLIDATED MONEY ORDER BUSINESS REPORTS	73
B46 DIRECT AUDITS OR INSPECTIONS	74
G208 CONDUCT SECURITY CHECKS OF POSTAL EFFECTS OR FACILITIES	74
J281 CONSOLIDATE MONEY ORDER BUSINESS REPORTS	74
R486 REVIEW DD FORMS 885 (MONEY ORDER CONTROL RECORD)	74
R493 VERIFY PS FORMS 6019 (MILITARY POST OFFICE (MPO) REPORT OF MONEY ORDER BUSINESS)	74
F190 PREPARE PS LABELS 11B (EXPRESS MAIL NEXT DAY SERVICE LABEL)	70
B62 SUPERVISE MILITARY PERSONNEL IN POSTAL OPERATIONS	70
J288 REVIEW POSTAGE METER REMITTANCES	70
J291 REVIEW PS FORMS 3602-PO (POSTAGE COLLECTED THROUGH POST OFFICE METERS)	70
K311 PREPARE PS FORMS 3602-PO (POSTAGE COLLECTED THROUGH POST OFFICE METERS)	70
R492 VERIFY MONEY ORDER REMITTANCES	70

TABLE IX

GROUP NUMBER AND TITLE: STG81, POSTAL SERVICE CENTER CLERK
 GROUP SIZE: 125 PERCENT MEMBERS OF SAMPLE: 6%
 AVERAGE GRADE: E-4 AVERAGE TAFMS: 48
 AVERAGE TICF: 28 AVERAGE TASKS PERFORMED: 50
 PERCENT AIR FORCE: 83% PERCENT ARMY: 8%
 PERCENT NAVY: 5% PERCENT MARINE CORPS: 2%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 2%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
P445 FORWARD MAIL TO TRANSIENT, TRANSFERRED, TDY, TAD, OR DISCHARGED PERSONNEL	94
P444 DISTRIBUTE NONACCOUNTABLE MAIL TO LOCK BOXES	82
P442 DIRECTORIZE MAIL FOR DISTRIBUTION	81
P456 STOW MAIL TOO LARGE FOR LOCK BOXES	79
P438 ADVISE CUSTOMERS TO NOTIFY POSTAL SERVICE CENTER (PSC) OF CHANGE OF ADDRESS	78
P440 ASSIST CUSTOMERS ON COMPLETION OF PS FORMS 3576 (CHANGE OF ADDRESS CARD)	77
P449 POST MAIL NOTICES IN LOCK BOXES	76
P458 VERIFY AND DATE HOLD MAIL	75
N401 SORT INCOMING MAIL	73
P443 DISTRIBUTE ACCOUNTABLE MAIL TO LOCK BOXES	72
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	70
P437 ADVISE CUSTOMERS ON SECURITY OF MAIL DELIVERY RECEPTACLES (LOCK BOXES)	69
P441 BLOCK UNASSIGNED LOCK BOXES	68
N393 REPAIR OR REWRAP DAMAGED LETTERS OR PARCELS	66
P446 INSPECT LOCK BOXES	64
P455 PREPARE PS FORMS 3907 (NOTICE TO CALL AT WINDOW)	62
N394 RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	60
P457 VERIFY AND DATE GENERAL DELIVERY MAIL FOR TRANSIENT PERSONNEL	60
P448 NOTIFY CUSTOMERS OF THEIR MAILING ADDRESSES	60
P439 ASSIGN LOCK BOXES	58
P447 MAINTAIN DD FORMS 2262 (RECEPTACLE RECORD)	58
P451 PREPARE DD FORMS 2258 (TEMPORARY MAIL DISPOSITION INSTRUCTIONS)	58
N378 INDORSE MISSENT OR DAMAGED MAIL	57
N402 SORT OUTGOING MAIL	46
N396 SCREEN INCOMING MAIL FOR COMPLIANCE WITH HOST COUNTRY REGULATIONS OR RESTRICTIONS	44

TABLE X

GROUP NUMBER AND TITLE: STG138, POSTAL CLAIMS CLERK
 GROUP SIZE: 15 PERCENT MEMBERS OF SAMPLE: 1%
 AVERAGE GRADE: E-4 AVERAGE TAFMS: 60
 AVERAGE TICF: 43 AVERAGE TASKS PERFORMED: 50
 PERCENT AIR FORCE: 20% PERCENT ARMY: 53%
 PERCENT NAVY: 7% PERCENT MARINE CORPS: 20%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
L327 ADVISE CUSTOMERS ON CLAIM OR INQUIRY PROCEDURES	100
L330 DETERMINE DISPOSITION OF DAMAGED ARTICLES	100
L336 PREPARE PS FORMS 3812 (REQUEST FOR PAYMENT OF DOMESTIC POSTAL INSURANCE/CLAIM IDENTIFICATION)	100
L347 VERIFY DAMAGED OR LOST ARTICLES WERE INSURED OR REGISTERED USING WRAPPERS OR RECEIPTS	100
L334 PREPARE PS FORMS 1510 (MAIL LOSS/RIFLING REPORT)	87
L337 PREPARE PS FORMS 3831 (RECEIPT FOR ARTICLES DAMAGED IN MAILS)	87
L338 PREPARE PS FORMS 565 (REGISTERED MAIL APPLICATION FOR INDEMNITY/INQUIRY)	87
L328 ASSIGN CLAIM NUMBERS	80
L331 INITIATE TRACER ACTIONS, OTHER THAN PS FORMS 1510 AND PS FORMS 565	80
L333 MAINTAIN CLAIM LOGS	80
L348 VERIFY MONETARY VALUE OF DAMAGED OR LOST ARTICLES USING BILLING RECEIPTS OR WRAPPERS	80
L335 PREPARE PS FORMS 3533 (APPLICATION AND VOUCHER OF POSTAGE AND FEES)	67
L339 PREPARE PS FORMS 5690 (EXPRESS MAIL APPLICATION FOR INDEMNITY)	67
L341 REVIEW PS FORMS 1510 (MAIL LOSS/RIFLING REPORT)	67
L343 REVIEW PS FORMS 3812 (REQUEST FOR PAYMENT OF DOMESTIC POSTAL INSURANCE/CLAIM IDENTIFICATION)	67
L346 REVIEW PS FORMS 565 (REGISTERED MAIL APPLICATION FOR INDEMNITY/INQUIRY)	67
L342 REVIEW PS FORMS 3533 (APPLICATION AND VOUCHER FOR REFUND OF POSTAGE AND FEES)	60
L344 REVIEW PS FORMS 3831 (RECEIPT FOR ARTICLES DAMAGED IN MAILS)	60
E122 DATE STAMP CORRESPONDENCE	40
N368 BACK STAMP MAIL	40
L329 ASSIST CUSTOMERS IN PREPARING PS FORMS 4314C (CONSUMER SERVICE CARD)	40
T271 PREPARE PS FORMS 7380 (SUPPLY CENTER REQUISITION)	40
F172 DATE STAMP INCOMING MAIL	40
E162 WRITE CORRESPONDENCE	40

TABLE XI

GROUP NUMBER AND TITLE: STG97, ORGANIZATIONAL MAIL ROOM CLERK
 GROUP SIZE: 12 PERCENT MEMBERS OF SAMPLE: *
 AVERAGE GRADE: E-4 AVERAGE TAFMS/TFCS: 80
 AVERAGE TICF: 66 AVERAGE TASKS PERFORMED: 25
 PERCENT AIR FORCE: 0 PERCENT ARMY: 67%
 PERCENT NAVY: 17% PERCENT MARINE CORPS: 0
 PERCENT MILITARY POSTAL SERVICES AGENCY: 16%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
F172 DATE STAMP INCOMING MAIL	92
F200 STAND INSPECTIONS	83
N401 SORT INCOMING MAIL	83
E137 PREPARE DD FORMS 285 (APPOINTMENT OF MILITARY POSTAL CLERK, UNIT MAIL CLERK, OR MAIL ORDERLY)	75
B42 DESIGNATE MAIL ORDERLIES	58
N378 INDORSE MISSENT OR DAMAGED MAIL	58
N394 RETURN UNDELIVERABLE MAIL TO SERVING POST OFFICES	58
B63 TERMINATE APPOINTMENTS OF MAIL CLERKS OR MAIL ORDERLIES	50
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	50
F168 COLLECT MAIL FROM DROP BOXES	50
G211 LOCK EQUIPMENT, FORMS, OR MAIL IN SAFES	50
N397 SCREEN MAIL FOR DAMAGE OR TAMPERING	50
T533 DISTRIBUTE OFFICIAL MAIL	50
B62 SUPERVISE MILITARY PERSONNEL IN POSTAL OPERATIONS	33
D97 CONDUCT MAIL-HANDLING TRAINING	42
D98 CONDUCT PROFESSIONAL OR MILITARY TRAINING	42
E122 DATE STAMP CORRESPONDENCE	42
A17 ESTABLISH POSTAL OPERATIONS POLICIES, SUCH AS STD OPERATING PROCEDURES (SOP) OR POSTAL OPERATING PLANS (POP)	42
G206 CHANGE COMBINATIONS ON SAFES OR LOCKS	42
N369 BREAK DOWN CONSOLIDATED MAIL	42
N393 REPAIR OR REWRAP DAMAGED LETTERS OR PARCELS	42
N381 INSPECT MAIL POUCHES OR SACKS FOR RESIDUE MAIL	33
N384 POUCH OR SACK OUTGOING MAIL	33
P445 FORWARD MAIL TO TRANSIENT, TRANSFERRED, TDY, TAD, OR DISCHARGED PERSONNEL	33

* Indicates less than 1 percent

TABLE XII

GROUP NUMBER AND TITLE: STG151, OFFICIAL MAIL PACKER
 GROUP SIZE: 10 PERCENT MEMBERS OF SAMPLE: *
 AVERAGE GRADE: CIVILIAN AVERAGE TFCS: 185
 AVERAGE TICF: 66 AVERAGE TASKS PERFORMED: 53
 PERCENT AIR FORCE: 0 PERCENT ARMY: 0
 PERCENT NAVY: 0 PERCENT MARINE CORPS: 0
 PERCENT MILITARY POSTAL SERVICES AGENCY: 100%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A31 PLAN WORK PRIORITIES	100
B47 DIRECT MAINTENANCE OF FACILITIES OR WORK AREAS	100
B52 IMPLEMENT QUALITY CONTROL PROGRAMS	100
N404 VERIFY ADDRESSES	100
A5 DETERMINE MATERIAL REQUIREMENTS	90
A7 DETERMINE TRANSPORTATION REQUIREMENTS	90
A33 REVIEW EQUIPMENT REQUIREMENTS AT DEPARTMENT LEVEL	90
E148 REQUISITION DIRECTIVES	90
E157 REVIEW UNCLASSIFIED CORRESPONDENCE OR MESSAGES	90
F167 ATTEND LECTURES, MEETINGS, SEMINARS, OR CONFERENCES	90
F170 CONDUCT SHIPPING METHOD SURVEYS	90
F180 LOAD OR UNLOAD MAIL INTO CONTAINERS	90
N392 PROCESS MAIL FOR DOCKSIDE PICKUP	90
N399 SCREEN OUTGOING MAIL FOR COMPLIANCE WITH HOST COUNTRY REGULATIONS OR RESTRICTIONS	90
N400 SCREEN OUTGOING MAIL FOR SIZE AND POSTAGE	90
A30 PLAN WORK ASSIGNMENTS	80
E149 REQUISITION POSTAL FORMS	80
T532 DETERMINE CLASS OF TRANSMISSION FOR OFFICIAL MAIL	80
M357 PREPARE PS FORMS 2976 (AUTHORITY FOR CUSTOMS TO OPEN INTERNATIONAL MAIL)	80
M359 REVIEW CUSTOMS FORMS	80
N371 COUNT MAIL	70
N382 LABEL OUTSIDE PIECES	70
N384 POUCH OR SACK OUTGOING MAIL	70
N388 PREPARE MAIL-SHIPING DOCUMENTS FOR ORDINARY MAIL	70
N383 POSTMARK OUTGOING MAIL	60

* Indicates less than 1 percent

TABLE XIII

GROUP NUMBER AND TITLE: STG173, POSTAL INSPECTOR/ANALYST
 GROUP SIZE: 10 PERCENT MEMBERS OF SAMPLE: *
 AVERAGE GRADE: E-5 AVERAGE TAFMS: 128
 AVERAGE TICF: 88 AVERAGE TASKS PERFORMED: 74
 PERCENT AIR FORCE: 60% PERCENT ARMY: 30%
 PERCENT NAVY: 10% PERCENT MARINE CORPS: 0
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
R486 REVIEW DD FORMS 885 (MONEY ORDER CONTROL RECORD)	100
S518 REVIEW DD FORMS 2261 (REGISTERED MAIL - BALANCE AND INVENTORY)	100
S520 REVIEW PS FORMS 3854 (MANIFOLD REGISTRY DISPATCH)	100
S521 REVIEW PS FORMS 3877 (FIRM MAILING BOOK FOR REGISTERED, INSURED, C.O.D., CERTIFIED AND EXPRESS MAIL)	100
A14 ESTABLISH INSPECTION PROCEDURES	90
K319 REVIEW DD FORMS 2259 (REPORT OF AUDIT OF POSTAL ACCOUNTS)	90
O429 REVIEW DD FORMS 2273 (IRREGULARITIES IN MAKEUP AND DISPATCH OF MAIL)	90
S522 REVIEW PS FORMS 3883 (FIRM DELIVERY BOOK-REGISTERED, CERTIFIED, AND NUMBERED INSURED MAIL)	90
A32 PREPARE BRIEFINGS	80
E161 TYPE CORRESPONDENCE, FORMS, OR REPORTS	80
E162 WRITE CORRESPONDENCE	80
F196 REVIEW POSTAL OFFENSE OR INCIDENT REPORTS	80
K293 AUDIT FIXED CREDITS	80
O430 REVIEW MAIL MANIFESTS	80
O431 REVIEW PS FORMS 2759 (REPORT OF IRREGULAR HANDLING OF MAIL)	80
R485 REVIEW CONSOLIDATED MONEY ORDER BUSINESS REPORTS	80
C71 CONDUCT STAFF ASSISTANCE VISITS	70
D109 EVALUATE ON-THE-JOB TRAINING (OJT) TRAINERS OR TRAINEES	70
E147 REPRODUCE COPIES OF CORRESPONDENCE	70
I276 REVIEW PS FORMS 1586 (SUPPLY RECORDS)	70
K320 REVIEW PS FORMS 3295 (DAILY RECORD OF STAMPS, STAMPED PAPER AND NONPOSTAL STAMPS ON HAND)	70
K321 REVIEW PS FORMS 3368 (STAMP CREDIT EXAMINATION REPORT)	70
K322 REVIEW PS FORMS 3369 (STAMP CREDIT REPORT)	70
O428 REVIEW DD FORMS 1384 (TRANSPORTATION CONTROL AND MOVEMENT DOCUMENT)	70

* Indicates less than 1 percent

TABLE XIV

GROUP NUMBER AND TITLE: STG79, POSTAL SUPERVISOR/MANAGER
 GROUP SIZE: 156 PERCENT MEMBERS OF SAMPLE: 8%
 AVERAGE GRADE: E-6 AVERAGE TAFMS/TFCS: 200
 AVERAGE TICF: 124 AVERAGE TASKS PERFORMED: 124
 PERCENT AIR FORCE: 37% PERCENT ARMY: 7%
 PERCENT NAVY: 33% PERCENT MARINE CORPS: 3%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 20%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
C81 EVALUATE WORK PERFORMANCE OF PERSONNEL	89
C73 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MANNERS	86
E162 WRITE CORRESPONDENCE	83
B62 SUPERVISE MILITARY PERSONNEL IN POSTAL OPERATIONS	79
C67 CONDUCT MEETINGS OR BRIEFINGS	78
C84 INITIATE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	78
A25 MAINTAIN LEAVE SCHEDULES	77
A31 PLAN WORK PRIORITIES	77
A30 PLAN WORK ASSIGNMENTS	76
E164 WRITE MESSAGES	76
B40 ASSIGN PERSONNEL TO DUTY POSITIONS	75
C83 INITIATE DISCIPLINARY ACTIONS	74
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR PERSONNEL	73
F168 COLLECT MAIL FROM DROP BOXES	71
A7 DETERMINE TRANSPORTATION REQUIREMENTS	69
A32 PREPARE BRIEFINGS	69
C69 CONDUCT PERSONNEL INTERVIEWS	68
F198 REVIEW PUBLICATIONS, DIRECTIVES, OR INSTRUCTIONS	68
A6 DETERMINE PERSONNEL REQUIREMENTS	67
A5 DETERMINE MATERIAL REQUIREMENTS	66
B58 SCHEDULE JOB ASSIGNMENTS	66
C82 EVALUATE WORK SIMPLIFICATION OR POSTAL OPERATIONS EFFICIENCY	66
D109 EVALUATE ON-THE-JOB TRAINING (OJT) TRAINERS OR TRAINEES	65
E163 WRITE INSTRUCTIONS	65
D103 DETERMINE TRAINING REQUIREMENTS	64

TABLE XV

GROUP NUMBER AND TITLE: STG78, POSTAL ADMINISTRATION SPECIALIST
 GROUP SIZE: 35 PERCENT MEMBERS OF SAMPLE: 2%
 AVERAGE GRADE: E-6 AVERAGE TAFMS/TFCS: 146
 AVERAGE TICF: 92 AVERAGE TASKS PERFORMED: 33
 PERCENT AIR FORCE: 31% PERCENT ARMY: 37%
 PERCENT NAVY: 11% PERCENT MARINE CORPS: 3%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 17%

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
F168 COLLECT MAIL FROM DROP BOXES	89
E161 TYPE CORRESPONDENCE, FORMS, OR REPORTS	86
E147 REPRODUCE COPIES OF CORRESPONDENCE	77
E164 WRITE MESSAGES	71
E158 ROUTE CORRESPONDENCE, PUBLICATIONS, DIRECTIVES, OR INSTRUCTIONS	66
E128 MAINTAIN MANUALS OR PUBLICATION FILES	63
E126 MAINTAIN CORRESPONDENCE FILES, OTHER THAN SUSPENSE OR TICKLER FILES	57
E157 REVIEW UNCLASSIFIED CORRESPONDENCE OR MESSAGES	51
E163 WRITE INSTRUCTIONS	49
F167 ATTEND LECTURES, MEETINGS, SEMINARS, OR CONFERENCES	49
E121 CHOP OUTGOING CORRESPONDENCE	46
A2 COORDINATE DIRECTIVES WITH HIGHER AUTHORITIES	40
B55 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR PERSONNEL	40
C73 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MANNERS	40
E122 DATE STAMP CORRESPONDENCE	40
F198 REVIEW PUBLICATIONS, DIRECTIVES, OR INSTRUCTIONS	34
E148 REQUISITION DIRECTIVES	29
E159 SCHEDULE APPOINTMENTS OR CONFERENCES	31
E160 SELECT DOCUMENTATION SERIES, MODERN ARMY RECORD KEEPING SYSTEM SERIES, OR STANDARD SUBJECT IDENTIFICATION CODES	31
E165 WRITE NOTICES	29
F169 COMPILE DATA FOR REPORTS OR STAFF STUDIES	26
E130 MAINTAIN SUSPENSE OR TICKLER FILES	37
A10 DRAFT DIRECTIVES OR SUPPLEMENTS TO DIRECTIVES	31
A13 ESTABLISH FORMS REQUIREMENTS	31
A31 PLAN WORK PRIORITIES	37

TABLE XVI

GROUP NUMBER AND TITLE: STG230, TRAINING NCO
 GROUP SIZE: 6 PERCENT MEMBERS OF SAMPLE: *
 AVERAGE GRADE: E-6 AVERAGE TAFMS: 182
 AVERAGE TICF: 147 AVERAGE TASKS PERFORMED: 47
 PERCENT AIR FORCE: 33% PERCENT ARMY: 50%
 PERCENT NAVY: 17% PERCENT MARINE CORPS: 0
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
D100 CONSTRUCT TRAINING AIDS	100
D102 COUNSEL TRAINEES ON TRAINING PROGRESS	100
D104 DEVELOP LESSON PLANS	100
D117 REVIEW LESSON PLANS	100
D118 REVIEW TRAINING MATERIALS	100
D103 DETERMINE TRAINING REQUIREMENTS	83
D101 COORDINATE TRAINING REQUIREMENTS WITH APPROPRIATE AGENCIES	83
D105 DEVELOP TESTS OR EXAMINATIONS	83
D106 DEVELOP TRAINING MATERIALS, SUCH AS SPECIALTY TRAINING STANDARDS (STS)	83
C67 CONDUCT MEETINGS OR BRIEFINGS	67
C73 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MANNERS	67
D98 CONDUCT PROFESSIONAL OR MILITARY TRAINING	67
D108 EVALUATE EFFECTIVENESS OF TRAINING PROGRAMS	67
D110 EVALUATE TRAINING METHODS OR TECHNIQUES	67
D111 MAINTAIN INDIVIDUAL TRAINING RECORDS	67
D116 PROCURE TRAINING AIDS, SPACE, OR EQUIPMENT	67
E162 WRITE CORRESPONDENCE	67
F167 ATTEND LECTURES, MEETINGS, SEMINARS, OR CONFERENCES	67
D119 SCHEDULE TRAINING	67
D94 CONDUCT ACCOUNTING OR AUDITING TRAINING	50
D97 CONDUCT MAIL-HANDLING TRAINING	50
D107 DEVELOP TRAINING PROGRAMS	50
D115 PREPARE TRAINING REPORTS	50
D120 SCORE TESTS OR EXAMINATIONS	50
E163 WRITE INSTRUCTIONS	50

TABLE XVII

GROUP NUMBER AND TITLE: STG152, POSTAL SUPPLY CLERK
 GROUP SIZE: 9 PERCENT MEMBERS OF SAMPLE: *
 AVERAGE GRADE: E-4 AVERAGE TAFMS: 72
 AVERAGE TICF: 45 AVERAGE TASKS PERFORMED: 37
 PERCENT AIR FORCE: 11% PERCENT ARMY: 56%
 PERCENT NAVY: 0 PERCENT MARINE CORPS: 33%
 PERCENT MILITARY POSTAL SERVICES AGENCY: 0

TASKS ARE LISTED IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I263 PREPARE PS FORMS 1586 (SUPPLY RECORD)	100
I278 REVIEW PS FORMS 7380 (SUPPLY CENTER REQUISITION)	100
I271 PREPARE PS FORMS 7380 (SUPPLY CENTER REQUISITION)	89
I276 REVIEW PS FORMS 1586 (SUPPLY RECORDS)	89
I248 INVENTORY EQUIPMENT OR SUPPLIES, OTHER THAN SEALS, PREPACKS, OR POSTAL FIELD SETS	78
I262 PREPARE PS FORMS 1578B (REQUISITION FOR NON-STANDARD FACING SLIPS OR LABELS)	78
I266 PREPARE PS FORMS 1957C (REQUEST FOR MILITARY TAGS)	78
I279 REVIEW REQUISITIONS FOR EQUIPMENT OR SUPPLIES	78
I274 PREPARE REPORTS ON EXCESS EQUIPMENT OR SUPPLIES	68
I267 PREPARE PS FORMS 1957D (REQUEST FOR MILITARY LABELS)	67
F181 LOAD OR UNLOAD MAIL INTO VEHICLES	56
I252 MAINTAIN REQUISITION LOGS	56
I261 PREPARE PS FORMS 1567 (REQUISITION FOR RUBBER AND STEEL STAMPS ONLY)	56
A13 ESTABLISH FORMS REQUIREMENTS	44
E149 REQUISITION POSTAL FORMS	44
E161 TYPE CORRESPONDENCE, FORMS, OR REPORTS	44
I275 RESEARCH SUPPLY CATALOGS	44
F173 DISPATCH POSTAL EQUIPMENT TO AUTHORIZED USERS	33
F174 DISPOSE OF EXCESS BLANK FORMS	33
A5 DETERMINE MATERIAL REQUIREMENTS	33
G206 CHANGE COMBINATIONS ON SAFES OR LOCKS	33
I247 DOCUMENT REPAIRABLES FOR TURN IN	33
I257 PERFORM STATUS CHECKS OF OUTSTANDING REQUISITIONS	33
I260 PREPARE JUSTIFICATIONS FOR POSTAL REPAIR PARTS	33
N383 POSTMARK OUTGOING MAIL	33
N403 TIE OUT MAIL	33