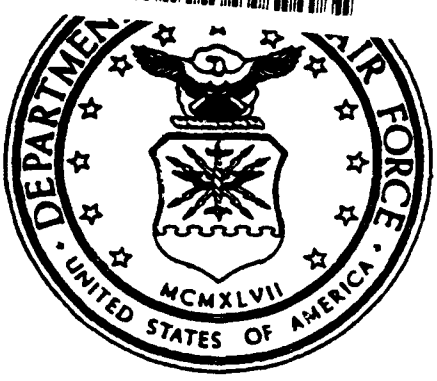



*UNITED STATES AIR FORCE*



# *OCCUPATIONAL SURVEY REPORT*

STILL PHOTOGRAPHIC CAREER LADDER

AFSC 231X2

AFPT 90-231-928

JUNE 1992



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

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Still Photographic career ladder (AFSC 231X2). Authority for conducting occupational surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Chief Master Sergeant Jeffrey L. Milligan, Inventory Development Specialist, developed the survey instrument; First Lieutenant Lester A. Ball, Occupational Analyst, analyzed the data and wrote the final report. Master Sergeant Cornelia J. Wharton provided computer programming support, and Mr Richard G. Ramos provided administrative support. Lieutenant Colonel Johnny M. Collins, Chief, Airman Analysis Section, Occupational Analysis Flight, USAF Occupational Measurement Squadron, reviewed and approved this report for release.

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

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## SUMMARY OF RESULTS

1. Survey Coverage: The Still Photographic (AFSC 231X2) career ladder was surveyed to obtain current task and equipment data for use in examining current training programs. Survey results are based on 406 responses from AFSC 231X2 personnel, which constitute 61 percent of the assigned population. Personnel in the Superintendent and Chief Enlisted Manager (CEM) levels were not surveyed.

2. Specialty Jobs: Structure analysis identified two job clusters and four independent job types. Personnel in the General Photographer cluster comprise 65 percent of the sample and perform a wide variety of technical tasks related to shooting photographs and performing laboratory duties. Members of the Photo Lab Chief cluster (7 percent) reported performing technical and supervisory tasks. Respondents grouped in the Audiovisual Manager job (6 percent) perform supervisory and administrative functions. The three remaining jobs, which comprise 9 percent of the sample, are Photojournalist, Studio Photographer, and Color Photoprocessor.

3. Career Ladder Progression: Personnel in the Still Photographic career ladder show a typical pattern of career ladder progression. The 3- and 5-skill level personnel perform essentially a technical job. At the 7-skill level, first-line supervisors perform a mixture of technical and supervisory tasks. Specialty descriptions in AFR 39-1 provide a broad and accurate overview of tasks and duties performed within the career ladder.

4. Training Analysis: A match of survey data to the AFSC 231X2 Specialty Training Standard (STS) identified three line items on the STS not supported by survey data. A similar match of data to the Plan of Instruction (POI) for the G3ABR23132-002 course revealed that two POI objectives are not supported. Career ladder functional managers and training personnel should carefully review these nonsupported STS and POI items to justify their continued inclusion in the training documents.

5. Job Satisfaction Analysis: Overall, AFSC 231X2 respondents are generally satisfied with their jobs. When compared to other direct support personnel surveyed in 1991, AFSC 231X2 personnel show somewhat higher job satisfaction. Compared to the 1984 Still Photographic survey, job satisfaction improved slightly for first-enlistment personnel, decreased slightly for second-term airmen, and stayed about the same for career airmen. Personnel in the Photojournalist job are more satisfied with their jobs than members of the other groups.

6. Implications: The identified structure for the AFSC 231X2 career ladder in the present survey was similar to that of 1984. The AFR 39-1 job descriptions accurately describe the jobs and tasks performed by personnel at all skill levels, and job satisfaction was positive for the jobs identified. The overall analysis of the training documents suggests that only slight modifications to the STS and the POI may be needed.

# OCCUPATIONAL SURVEY REPORT
# STILL PHOTOGRAPHIC CAREER LADDER
# (AFSC 231X2)

## INTRODUCTION

This is a report of an occupational survey of the Still Photographic career ladder conducted by the Occupational Analysis Flight, USAF Occupational Measurement Squadron. The HQ ATC Intelligence/Space Training Division (TTOI) requested this survey to project, plan, and develop Career Development Courses. Specialty Training Standards (STS), and training for this career ladder due to technological advancements associated with electronic imaging. The last survey pertaining to this career ladder was published in May 1984.

### Background

As described in the AFR 39-1 Specialty Descriptions for AFSC 23112/32/52, 3- and 5-skill level members are responsible for preparing for still photographic assignments, selecting appropriate lenses and accessories to acquire still media imagery in various environments, coordinating photographic layouts, coordinating aerial photography missions with aircrews, operating laboratory equipment, processing film, reproducing still media imagery, mixing photographic chemistry, performing clinical and surgical documentation, and performing photojournalism duties.

In addition, 7-skill level members are also responsible for administering operating expenditures, preparing future operating budget estimates, and ensuring operator preventive maintenance and periodic equipment calibration.

Initial 3-skill level training for AFSC 231X2 personnel is provided through a 13-week, 2-day course at Lowry AFB CO. This Category B, interservice course provides training to active duty, reserve, and allied personnel. The Apprentice Still Photographic Specialist course, G3ABR23132002, covers theory and application of photographic fundamentals, chemistry, optics, sensitized materials, light sources, exposure and processing black-and-white films; printing black-and-white negatives; camera operations for general, specialized, and reproduction photography; portraiture; exposure and processing color reversal film; color slide reproduction; exposure, processing, and printing color negatives; sensitometric procedures; and electronic imaging techniques.

Entry into the career ladder currently requires an Armed Forces Vocational Aptitude Battery general score of 43 and an X factor of H (50 lbs).

## SURVEY METHODOLOGY

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-231-928, dated 23 January 1991. A tentative task list was prepared after reviewing pertinent career ladder publications and directives and tasks from the previous AFSC 231X2 Occupational Survey Report (OSR). The preliminary task list was refined and validated through personal interviews with 51 subject-matter experts (SMEs) representing a variety of major commands (MAJCOM) at the following locations:

| BASE | REASON FOR VISIT |
|---|---|
| Lowry AFB CO | Location of ATC Technical Training School |
| Peterson AFB CO | Only photo lab belonging to Space Command |
| Davis-Monthan AFB AZ | Typical TAC unit |
| Kirtland AFB NM | Audio Visual Services (AVS) unit with large photo lab |
| Lackland AFB TX | Large medical photo lab at Wilford Hall |
| Kelly AFB TX | Modern equipment, including electronic imaging systems |
| Brooks AFB TX | Supports research projects with specialized equipment |
| Vandenberg AFB CA | Supports launch facility; two photojournalists assigned |
| Offutt AFB NE | Provides typical base support functions; high volume black and white processing |
| Langley AFB VA | Large number of photographers assigned |
| Charleston AFB SC | Performs extensive travel in support of worldwide missions |

Other personnel contacted included Air Force Military Personnel Center classification personnel, functional and resource managers, the Air Force functional manager, and the HQ ATC Training Staff Officer for AFSC 231X2.

The resulting job inventory contained a comprehensive listing of 416 tasks grouped under 11 duty headings, with a background section requesting such information as grade, job title, time in present job, time in service, job satisfaction, and equipment maintained in performance of the incumbent's job.

## Survey Administration

From June through October 1991, Military Personnel Flights at operational bases worldwide administered the inventory to all eligible DAFSC 231X2 personnel. Members eligible for the survey consisted of the total assigned 3-, 5-, and 7-skill level population, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring during the time inventories were administered to the field; and (4) personnel in their job less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Human Resources Directorate, Armstrong Laboratory.

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

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

## Survey Sample

Personnel were selected to participate in this survey so as to ensure an accurate representation across major commands and military paygrades. Table 1 reflects the percentage distribution, by MAJCOM, of assigned AFSC 231X2 personnel as of May 1991. The 406 respondents in the final sample represent 61 percent of all assigned AFSC 231X2 personnel. Table 2 reflects the percentage distribution by paygrade groups. As shown by both tables, the survey sample accurately reflects the overall AFSC 231X2 population.

## 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

TABLE 1

AFSC 231X2 MAJCOM DISTRIBUTION

| COMMAND | PERCENT OF ASSIGNED | PERCENT OF SAMPLE |
|---|---|---|
| MAC | 55 | 54 |
| TAC | 19 | 21 |
| PACAF | 9 | 9 |
| SAC | 3 | 4 |
| AFSC | 3 | 2 |
| AFSPACECOM | 1 | 2 |
| USAFA | 1 | 1 |
| ATC | 1 | 2 |
| OTHER | 8 | 4* |

Total Assigned as of May 1991: 661
Total Eligible for Survey: 579**
Total in Sample: 406
Percent of Eligible in Sample: 70%
Percent of Assigned in Sample: 61%

* Includes USAFE, AFOSI, AU, ESC, AFLC, EUR, JMMC, AFELEM, AFSINC, and AFESC
** Excludes those in PCS, retirement, discharge, or hospital status; and those with less than 6 weeks on the job

NOTE: Columns may not add to 100 percent due to rounding

TABLE 2

PAYGRADE DISTRIBUTION OF AFSC 231X2

| PAYGRADE | PERCENT OF ASSIGNED* | PERCENT OF SAMPLE |
|---|---|---|
| AIRMAN | 18 | 21 |
| E4 | 31 | 31 |
| E5 | 23 | 25 |
| E6 | 13 | 12 |
| E7 | 12 | 9 |
| E8 | 2 | 2 |

* As of May 1991

NOTE: Columns may not add to 100 percent due to rounding

the needed task factor data, selected senior AFSC 231X2 personnel (generally E-6 or E-7 technicians) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). These booklets were processed separately from the job inventories. This information is used in a number of different analyses discussed in more detail within the report.

Task Difficulty (TD). Each individual completing a TD booklet was asked to rate all inventory tasks on a 9-point scale (from extremely low to extremely high) as to the relative learning difficulty of each task. Difficulty is defined as the length of time required by the average incumbent to learn to do the task. TD data were independently collected from 34 experienced 7-skill level personnel stationed worldwide. Interrater reliability was calculated and found acceptable. Ratings were standardized, so tasks have an average difficulty rating of 5.00, with a standard deviation of 1.00. The resulting data yield essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory.

Training Emphasis (TE). Individuals completing TE booklets were asked to rate tasks on a 10-point scale from no training required to extremely high amount of training emphasis. TE is a rating of which tasks require emphasis in structured training for first-term personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. TE data were independently collected from 29 experienced 7-skill level personnel stationed worldwide. As with TD ratings, the interrater reliability was also acceptable. In this specialty, tasks rated high in TE have ratings of 5.51 and above, with an average rating of 3.71. As was discussed in the TD section above, TE data may also be used to rank order tasks, indicating those tasks which senior NCOs in the field consider the most important for the first-term airmen to know.

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

## SPECIALTY JOBS
## (Career Ladder Structure)

Each USAF occupational analysis begins with an examination of the career ladder structure. The structure of jobs within the Still Photographic career ladder was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

Each individual in the sample performs a set of tasks called a job. An automated job clustering program organizes individual jobs into similar units of work. 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 locates the two job descriptions with the most similar tasks and percent time ratings and combines them to form a composite job description. In successive stages, the system adds new members to initial groups, or forms new groups 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 type. When there is a substantial degree of similarity between job types, they are grouped together and identified as a cluster. Specialized job types too dissimilar to fit within a cluster are labeled an independent job type (IJT). The job structure resulting from this grouping process (the various jobs within the career ladder) can be used to evaluate the accuracy of career ladder documents (AFR 39-1 Specialty Descriptions and STSs) and to gain a better understanding of current utilization patterns. The above terminology will be used in the discussion of the 231X2 career ladder structure.

## Overview of Specialty Jobs

Based on the similarity of tasks performed and the amount of time spent performing each task, two clusters and four independent job types were identified within the survey sample. Figure 1 illustrates the division of jobs performed by AFSC 231X2 personnel. A listing of these jobs is provided below. Table 3 presents the relative time spent by respondents in each duty. The stage (ST) number shown beside each title references computer-printed information; the letter ("N") stands for the number of personnel in each group.

I. GENERAL PHOTOGRAPHER CLUSTER (ST052, N=262)

II. PHOTO LAB CHIEF CLUSTER (ST055, N=29)

III. AUDIOVISUAL MANAGER IJT (ST046, N=24)

IV. PHOTOJOURNALIST IJT (ST039, N=22)

V. STUDIO PHOTOGRAPHER IJT (ST036, N=9)

VI. COLOR PHOTOPROCESSOR IJT (ST045, N=10)

The respondents forming these groups account for 88 percent of the survey sample. The remaining 12 percent were performing tasks or series of tasks which did not group with any of the defined jobs. Job titles given by these respondents included Combat Camera, Type Support Specialist, Command Visual Information Manager, Color Production Chief, NATO Photographer, Intel Imagery Production, Instructor, and Mobility NCO.

# AFSC 231X2
# CAREER LADDER JOBS

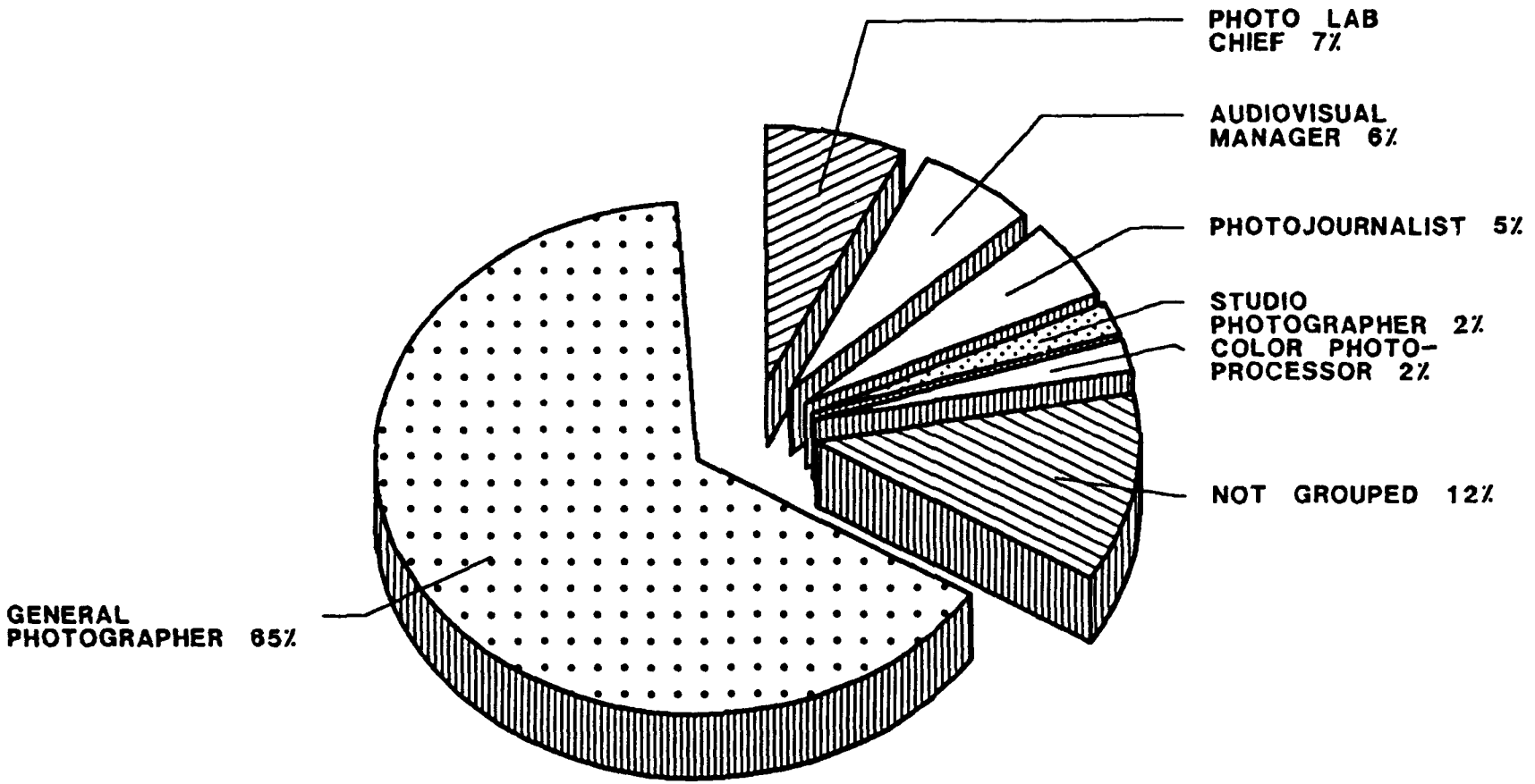


FIGURE 1

TABLE 3

DISTRIBUTION OF DUTY TIME SPENT BY MEMBERS OF CAREER LADDER
(RELATIVE PERCENT OF JOB TIME)

| DUTIES | GENERAL PHOTOGRAPHER (ST052) (N=262) | PHOTO LAB CHIEF (ST055) (N=29) | AUDIO-VISUAL MANAGER (ST046) (N=24) | PHOTO-JOURNALIST (ST039) (N=22) | STUDIO PHOTOGRAPHER (ST036) (N=9) | COLOR PHOTO-PROCESSOR (ST045) (N=10) |
|---|---|---|---|---|---|---|
| A ORGANIZING AND PLANNING | 2 | 8 | 20 | 4 | 2 | 1 |
| B DIRECTING AND IMPLEMENTING | 2 | 9 | 21 | 5 | 1 | * |
| C INSPECTING AND EVALUATING | 2 | 8 | 22 | 4 | 1 | * |
| D TRAINING | 2 | 5 | 7 | 2 | * | * |
| E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS | 10 | 21 | 25 | 14 | 25 | 8 |
| F DETERMINING PHOTOGRAPHIC EXPOSURES | 9 | 8 | * | 17 | 10 | 10 |
| G PERFORMING PHOTOGRAPHIC ASSIGNMENTS | 30 | 23 | 3 | 45 | 48 | 27 |
| H PROCESSING AND PRINTING BLACK AND WHITE (BW) MATERIALS | 10 | 4 | * | 1 | 1 | * |
| I PROCESSING AND PRINTING COLOR MATERIALS | 13 | 3 | 1 | 1 | 6 | 28 |
| J PERFORMING GENERAL PHOTO LABORATORY DUTIES | 19 | 9 | 1 | 1 | 6 | 25 |
| K PERFORMING ELECTRONIC IMAGING ASSIGNMENTS | 1 | 1 | * | 6 | 0 | 0 |

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

Table 4 displays selected background information, such as DAFSC distributions across each group, predominant paygrades, average months in service (i.e., TAFMS), and average number of tasks performed. For example, Table 4 shows that the General Photographer cluster has 262 members who have an average paygrade of E-4 and perform an average of 156 tasks.

## Group Descriptions

The following paragraphs contain brief descriptions of the six jobs identified through the career ladder structure analysis. Appendix A lists representative tasks for each group.

I. GENERAL PHOTOGRAPHER CLUSTER (ST052, N=262). The 262 members of this job represent 65 percent of the total survey sample. Members of the General Photographer job perform a wide variety of tasks within the specialty. They are responsible for essentially the full range of functions of the career ladder, including shooting photographs, processing and printing film, performing administrative and supply tasks, and providing customer assistance. This group also includes medical photographers who perform essentially the same tasks as other photographers, but perform them at medical facilities. A majority of this group are in the grades of E-4 and E-5 and report an average of 7 years' time in the service. Thirty-seven percent are in their first enlistment, and 64 percent report holding the 5-skill level. Two-thirds are assigned in the continental United States. Representative tasks performed by members of this job include:

adjusting lens apertures or shutter speeds
shooting photographs of awards and presentations
loading film in cameras
selecting negatives for printing
burning-in prints
selecting camera angles
shooting photographs of groups
cleaning laboratories
shooting photographs for legal or criminal investigation use mounting slides
providing face-to-face customer assistance

II. PHOTO LAB CHIEF CLUSTER (ST055, N=29). The 29 members of this group represent 7 percent of the total survey sample. These members perform both supervisory and technical duties. Members spend 51 percent of their relative duty time on tasks pertaining to supervising, administering, and training (Duties A through E). Twenty-three percent of their time is spent performing photographic assignments (Duty G). Job titles given by respondents, which were representative of these personnel, include NCOIC Photo Lab, Assistant Visual Information Manager, and Chief of Photography. Representative tasks for this group include:

TABLE 4

SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

| | GENERAL PHOTOGRAPHER (ST052) | PHOTO LAB CHIEF (ST055) | AUDIO-VISUAL MANAGER (ST046) | PHOTO-JOURNALIST (ST039) | STUDIO PHOTOGRAPHER (ST036) | COLOR PHOTO-PROCESSOR (ST045) |
|---|---|---|---|---|---|---|
| NUMBER IN GROUP | 262 | 29 | 24 | 22 | 9 | 10 |
| PERCENT OF SAMPLE | 65% | 7% | 6% | 5% | 2% | 2% |
| PERCENT IN CONUS | 65% | 83% | 67% | 82% | 67% | 88% |
| DAFSC DISTRIBUTION (PERCENT) | | | | | | |
| 23132 | 21% | 3% | 0% | 0% | 33% | 20% |
| 23152 | 64% | 38% | 8% | 45% | 56% | 70% |
| 23172 | 15% | 59% | 92% | 55% | 11% | 10% |
| AVERAGE PAYGRADE | E-4 | E-6 | E-7 | E-6 | E-4 | E-4 |
| AVERAGE TICF (MOS) | 72 | 140 | 181 | 134 | 58 | 49 |
| AVERAGE TAFMS (MOS) | 83 | 172 | 229 | 164 | 69 | 66 |
| PERCENT IN FIRST ENLISTMENT | 37% | 0% | 0% | 5% | 55% | 40% |
| PERCENT SUPERVISING | 41% | 90% | 87% | 45% | 22% | 20% |
| AVERAGE NUMBER OF TASKS PERFORMED | 156 | 140 | 70 | 118 | 39 | 77 |

planning work assignments
adjusting lens apertures or shutter speeds
determining cameras and lenses for workorder assignments
scheduling appointments
loading film in cameras
responding to customer inquiries or complaints
coordinating mission requirements with requestors
operationally checking cameras and accessories
informing customers of workorder completions
providing face-to-face customer assistance
determining work priorities
researching status of work orders
providing telephone customer assistance

Members of this group are almost evenly divided among E-5s, E-6s, and E-7s; they average 14 years 4 months time in the service. Eighty-three percent of the group is assigned in the continental United States.

III. AUDIOVISUAL MANAGER IJT (ST046, N=24). The 24 members of this group represent 6 percent of the total survey sample. These members perform supervisory duties almost exclusively. Very little time is spent shooting photographs or processing film. Members spend 95 percent of their relative duty time on tasks pertaining to supervising, administration, and training (Duties A through E). Job titles given by respondents, which were representative of these personnel, include Visual Information Manager, Operating Location Chief, and Detachment Chief. Representative tasks for this group include:

writing correspondence
determining requirements for space, personnel, equipment, or supplies
conducting performance feedback worksheet (PFW) sessions
conducting staff meetings
counseling personnel on personal or military-related problems
writing EPRs
providing face-to-face customer assistance
responding to customer inquiries or complaints
interpreting policies, directives, or procedures for subordinates
establishing organizational policies, office instructions, (OIs), or standard operating procedures (SOPs)
evaluating inspection reports or procedures
analyzing workload requirements

Members of the Audiovisual Manager job have an average TAFMS of 19 years, and the majority are master sergeants. Two thirds are assigned in the continental United States.

IV. PHOTOJOURNALIST IJT (ST039, N=22). The 22 members of this group, all of whom are male, represent 5 percent of the total survey sample. Sixty-two percent of their time is spent performing tasks in two duties: performing photographic assignments and determining photographic exposures. Very little time is spent performing general lab duties or processing and printing black and white or color materials. Regarding technology advances in the career ladder, 82 percent of this group reported using or operating some type of electronic imaging equipment. By comparison, only 14 percent of the members of the other five identified jobs reported using this equipment. Job titles given by respondents which were representative of these personnel include Photojournalist, Command Photojournalist, Aerial Photojournalist, and Combat Photographer. Representative tasks for this group include:

selecting camera angles
adjusting lens apertures or shutter speeds
balancing exposures for electronic flash units to match existing ambient light
operationally checking cameras and accessories
selecting camera filters
coordinating mission requirements with requestors
selecting film for assignments
operationally checking lighting equipment
loading film in cameras
performing operator maintenance on cameras or camera accessories
determining exposures using electronic flash units in automatic mode
performing specialized exposure for multiple flash

Only 4 of these 22 personnel are located overseas, and the group's average TAFMS is 13 years, 8 months. Half of the group are staff sergeants; four are technical sergeants; six are master sergeants; and one is an airman first class.

V. STUDIO PHOTOGRAPHER IJT (ST036, N=9). The nine members of this group represent 2 percent of the total survey sample. Like the Photojournalists, this job focuses on shooting photographs with very little time spent on processing and printing film. However, members of this group are junior personnel, work in studios, and spend more time providing customer assistance. All respondents gave their job titles as Still Photographer, Still Photographic Specialist, or Still Photographic Technician. Representative tasks for this group include:

shooting official studio portraits
shooting studio full-length photographs
adjusting lens apertures or shutter speeds
posing subjects for portraits

positioning lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks
shooting photographs of awards and presentations
shooting passport or identification photographs
positioning lights using lighting techniques, such as broad lighting, short lighting, or butterfly lighting
calculating or setting up lighting ratios
filing negatives, prints, or slides
providing face-to-face customer assistance
providing telephone customer assistance
scheduling appointments

Overall, they have an average TAFMS of 5 years 9 months, and the majority are in the grade of E-4. Six of the nine are assigned in the continental United States.

VI. COLOR PHOTOPROCESSOR IJT (ST045, N=10). The 10 members of this group represent 2 percent of the total survey sample. While the members of this group still perform photographic assignments, the majority of their time is spent performing tasks from two duties: processing and printing color materials and performing general photo laboratory duties. Job titles given by respondents, which were representative of these personnel, include Still Photographer, Still Photographic Specialist, and Color Printer. Representative tasks for this group include:

adjusting lens apertures or shutter speeds
shooting photographs of awards and presentations
duplicating slides
loading film in cameras
visually inspecting finished photographic products
reading control strips using reflectance or transmission densitometers
adding chemicals to automatic color film processors
maintaining chemical levels in processing solution tanks
cleaning laboratories
mixing color chemistries
balancing exposures for electronic flash units to match existing ambient light
mounting slides
determining exposure and filtration for color materials
cleaning automatic color film processing equipment
operationally checking color processing equipment

Members of the Color Photoprocessor job have an average TAFMS of 5 1/2 years, 6 of the 10 respondents are in the grade of E-4, and 8 are assigned in the continental United States.

## Comparison of Current Group Descriptions to Previous Study

The results of the specialty job analysis were compared to the previous OSR, AFPT 90-231-435, dated May 1984. Table 5 lists the major jobs identified in the 1992 report and their equivalent jobs from the 1984 OSR. A review of the jobs performed by the current sample indicates that all the 1992 job groups were matched to similar job groups identified in the 1984 report.

The identified career ladder structure for the AFSC 231X2 career ladder in the present survey indicates a lesser degree of specialization among respondents. As an indication, 65 percent of career ladder personnel grouped in the General Photographer cluster, as opposed to 40 percent in the 1984 survey. The only jobs from the 1984 survey not identified were Black-and-White Photoprocessors and Field Photographers. Otherwise, the job structure of the career ladder has not significantly changed.

# ANALYSIS OF DAFSC GROUPS

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

A comparison of the duty and task performance between DAFSCs 23132 and 23152 indicates that, while there are some minor differences, by and large, the jobs they perform are essentially the same. Therefore, they will be discussed as a combined group. Nine-skill level and CEM code personnel in the 23XXX career field were not surveyed and are not discussed in this report.

The distribution of skill-level groups across the career ladder jobs is displayed in Table 6, while Table 7 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups.

A typical pattern of progression is noted within the AFSC 231X2 career ladder, with personnel at the lower skill levels spending most of their time on technical tasks. More relative time is spent on duties involving supervisory, managerial, and administrative tasks (see Table 7, Duties A, B, C, D, and E) as they move upward to the 7-skill level. It is also obvious, however, that 7-skill level personnel are still involved with technical task performance, as will be pointed out in the specific skill-level group discussions below.

TABLE 5

JOB SPECIALTY COMPARISONS BETWEEN CURRENT AND 1984 SURVEY

| CURRENT SURVEY (N=406) | PERCENT OF SAMPLE | 1984 SURVEY (N=576) | PERCENT OF SAMPLE |
|---|---|---|---|
| 1. GENERAL PHOTOGRAPHER CLUSTER (N=262) | 65 | 1. GENERAL PHOTOGRAPHERS (N=231) | 40 |
| 2. PHOTO LAB CHIEF CLUSTER (N=29) | 7 | 2. LINE SUPERVISORS (N=128) | 22 |
| 3. AUDIOVISUAL MANAGER IJT (N=24) | 6 | 3. AUDIOVISUAL MANAGERS (N=47) | 8 |
| 4. PHOTOJOURNALIST IJT (N=22) | 5 | 4. PHOTOJOURNALISTS (N=23) | 4 |
| 5. STUDIO PHOTOGRAPHER IJT (N=9) | 2 | 5. STUDIO PHOTOGRAPHERS (N=10) | 2 |
| 6. COLOR PHOTOPROCESSOR IJT (N=10) | 2 | 6. COLOR PHOTOPROCESSORS (N=17) | 3 |
| | | 7. BLACK-AND-WHITE PHOTO-PROCESSORS (N=38) | 7 |
| | | 8. FIELD PHOTOGRAPHERS (N=24) | 4 |
| 7. NOT GROUPED (N=50) | 12 | 9. NOT GROUPED (N=58) | 10 |

TABLE 6

DISTRIBUTION OF SKILL-LEVEL PERSONNEL
ACROSS CAREER LADDER JOBS

| JOBS | DAFSC 23132/23152 (N=304) NUMBER | DAFSC 23132/23152 (N=304) PERCENT | DAFSC 23172 (N=102) NUMBER | DAFSC 23172 (N=102) PERCENT |
|---|---|---|---|---|
| 1 GENERAL PHOTOGRAPHER | 223 | 73% | 39 | 38% |
| 2 PHOTO LAB CHIEF | 12 | 4% | 17 | 17% |
| 3 AUDIOVISUAL MANAGER | 2 | 1% | 22 | 21% |
| 4 PHOTOJOURNALIST | 10 | 3% | 12 | 12% |
| 5 STUDIO PHOTOGRAPHER | 8 | 3% | 1 | 1% |
| 6 COLOR PHOTOPROCESSOR | 9 | 3% | 1 | 1% |
| 7 NOT GROUPED | 40 | 13% | 10 | 10% |

TABLE 7

RELATIVE PERCENT TIME SPENT
PERFORMING DUTIES BY DAFSC GROUPS

| DUTIES | DAFSC 23132/23152 (N=304) | DAFSC 23172 (N=102) |
|---|---|---|
| A ORGANIZING AND PLANNING | 2 | 9 |
| B DIRECTING AND IMPLEMENTING | 2 | 10 |
| C INSPECTING AND EVALUATING | 2 | 9 |
| D TRAINING | 2 | 5 |
| E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS | 11 | 17 |
| F DETERMINING PHOTOGRAPHIC EXPOSURES | 10 | 7 |
| G PERFORMING PHOTOGRAPHIC ASSIGNMENTS | 31 | 22 |
| H PROCESSING AND PRINTING BLACK AND WHITE (BW) MATERIALS | 9 | 5 |
| I PROCESSING AND PRINTING COLOR MATERIALS | 12 | 6 |
| J PERFORMING GENERAL PHOTO LABORATORY DUTIES | 18 | 9 |
| K PERFORMING ELECTRONIC IMAGING ASSIGNMENTS | 1 | 1 |

## Skill-Level Descriptions

DAFSC 23132/52. The 304 airmen in the 3- and 5-skill level group (representing 75 percent of the survey sample) perform an average of 126 tasks, with 75 tasks accounting for approximately 50 percent of their time. As shown in Table 6, 73 percent of these airmen are in the General Photographer cluster. They spend approximately 31 percent of their time performing photographic assignments, while 18 percent of their time is spent performing general photo laboratory duties (see Table 7).

Examples of tasks likely to be performed by 3- and 5-skill level personnel include: adjust lens apertures or shutter speeds and load film in cameras. Table 8 displays selected representative tasks performed by a majority of these airmen.

DAFSC 23172. Seven-skill level personnel represent 25 percent of the survey sample and perform an average of 139 tasks, with 92 tasks accounting for 50 percent of their relative job time. Half of their relative job time is spent on tasks in supervisory, managerial, training, and administrative duties, with the other half of their time dedicated to technical duties (see Table 7). Table 9 lists representative tasks for these incumbents. The display of tasks in Table 9 shows these senior personnel perform the same broad range of technical tasks as junior personnel, while also being responsible for supervision in the work centers. For example, a comparison of Tables 8 and 9 reveals that each of the top 10 technical tasks performed by 3- and 5-skill level personnel are performed by a high percentage of 7-skill level personnel.

Tasks which best distinguish the 7-skill level personnel from their junior counterparts are presented in Table 10. As expected, the key difference is a greater emphasis on supervisory functions for 7-skill level airmen.

## Summary

Normal career ladder progression within the AFSC 231X2 career ladder is evident, with personnel at the 3- and 5-skill levels spending the vast majority of their job time performing technical tasks. A shift toward supervisory functions occurs at the 7-skill level, although members still spend 50 percent of their relative duty time performing technical functions.

# ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

Survey data were compared to the AFR 39-1 Specialty Descriptions for Still Photographic Specialists and Technicians, dated 15 March 1991, effective 30 April 1991. The descriptions for the 3-, 5-, and 7-skill levels were generally accurate, depicting the highly technical aspect of the job, as well as the increase in supervisory responsibilities previously described in the DAFSC analysis. The descriptions also capture the primary responsibilities of

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 23132/23152
SKILL-LEVEL PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=304) |
|---|---|---|
| F137 | Adjust lens apertures or shutter speeds | 95 |
| G188 | Load film in cameras | 90 |
| G249 | Shoot photographs of awards and presentations | 86 |
| G229 | Select camera angles | 85 |
| G251 | Shoot photographs of groups | 83 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 81 |
| G231 | Select film for assignments | 81 |
| J385 | Select negatives for printing | 81 |
| J368 | Mount slides | 80 |
| E121 | Provide face-to-face customer assistance | 79 |
| G206 | Operationally check cameras and accessories | 79 |
| G176 | Determine cameras and lenses for workorder assignments | 79 |
| G241 | Shoot photographs for legal or criminal investigation use | 78 |
| J344 | Clean laboratories | 78 |
| J337 | Burn-in prints | 77 |
| G223 | Position personnel or objects to improve photographic composition | 76 |
| J360 | Load film onto reels | 76 |
| J352 | Dodge prints | 75 |
| G252 | Shoot photographs of sporting events | 75 |
| G244 | Shoot photographs for picture stories or news features | 75 |
| E128 | Schedule appointments | 74 |
| G250 | Shoot photographs of ground accidents | 73 |
| J350 | Crop negatives during projection printing | 73 |
| J387 | Select projection printer lenses | 72 |
| H290 | Mix BW chemistries | 72 |
| G207 | Operationally check lighting equipment | 71 |
| E126 | Respond to customer inquiries or complaints | 71 |
| J394 | Visually inspect finished photographic products | 71 |
| E122 | Provide telephone customer assistance | 71 |

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 23172
SKILL-LEVEL PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=102) |
|---|---|---|
| E121 | Provide face-to-face customer assistance | 85 |
| E126 | Respond to customer inquiries or complaints | 85 |
| A4 | Determine work priorities | 82 |
| E122 | Provide telephone customer assistance | 79 |
| B21 | Counsel personnel on personal or military-related problems | 79 |
| B40 | Write correspondence | 77 |
| F137 | Adjust lens apertures or shutter speeds | 77 |
| C42 | Conduct performance feedback worksheet (PFW) sessions | 75 |
| G188 | Load film in cameras | 75 |
| A3 | Determine requirements for space, personnel, equipment, or supplies | 74 |
| C41 | Analyze work load requirements | 73 |
| C59 | Write EPRs | 72 |
| A19 | Schedule leaves or passes | 71 |
| G169 | Coordinate mission requirements with requestors | 71 |
| G229 | Select camera angles | 70 |
| G206 | Operationally check cameras and accessories | 70 |
| A12 | Establish performance standards for subordinates | 69 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 69 |
| A18 | Plan work assignments | 68 |
| E124 | Research status of workorders | 68 |
| E114 | Make entries on AF Forms 833 (Visual Information Support Request) | 67 |
| E93 | Inform customers of workorder completions | 67 |
| G176 | Determine cameras and lenses for workorder assignments | 67 |
| G211 | Perform operator maintenance on cameras or camera accessories | 66 |
| G231 | Select film for assignments | 66 |
| B38 | Supervise Still Photographic Specialists (AFSC 23152) | 65 |
| A1 | Assign personnel to duty positions | 65 |
| F150 | Determine exposures using electronic flash units in automatic mode | 65 |
| G207 | Operationally check lighting equipment | 65 |
| G249 | Shoot photographs of awards and presentations | 60 |
| G251 | Shoot photographs of groups | 60 |
| J385 | Select negatives for printing | 60 |
| J368 | Mount slides | 60 |

TABLE 10

REPRESENTATIVE TASK DIFFERENCES BETWEEN
DAFSC 23132/23152 AND DAFSC 23172 PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | | DAFSC 23132/23152 (N=304) | DAFSC 23172 (N=102) | DIFFERENCE |
|---|---|---|---|---|
| J344 | Clean laboratories | 78 | 49 | 29 |
| J360 | Load film onto reels | 76 | 47 | 29 |
| J362 | Maintain chemical levels in processing solution tanks | 67 | 38 | 29 |
| J378 | Prepare friskets | 64 | 36 | 28 |
| H271 | Clean automatic BW print processors | 63 | 35 | 28 |
| J347 | Collect photographic materials or solutions for silver recovery program | 65 | 38 | 27 |
| G249 | Shoot photographs of awards and presentations | 86 | 60 | 26 |
| I322 | Perform daily start-up procedures on automated printer processors, including minilabs | 57 | 31 | 26 |
| J352 | Dodge prints | 75 | 49 | 26 |
| B40 | Write correspondence | 19 | 77 | -58 |
| A19 | Schedule leaves or passes | 18 | 71 | -53 |
| A11 | Establish organizational policies, office instructions, (OIs), or standard operating procedures (SOPs) | 16 | 68 | -52 |
| B21 | Counsel personnel on personal or military-related problems | 31 | 79 | -48 |
| A3 | Determine requirements for space, personnel, equipment, or supplies | 26 | 74 | -48 |
| C42 | Conduct performance feedback worksheet (PFW) sessions | 30 | 76 | -46 |
| A2 | Assign sponsors for newly assigned personnel | 9 | 55 | -46 |
| A12 | Establish performance standards for subordinates | 24 | 69 | -45 |

members in the six jobs identified by the job structure analysis process; however, as use of electronic imaging equipment increases, specialty descriptions will probably require fine-tuning.

## TRAINING ANALYSIS

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

### First-Enlistment Personnel

In this study, there are 126 members in their first enlistment (1-48 months TAFMS), representing 31 percent of the survey sample. The job performed by these personnel covers the full range of Still Photographic activities. As displayed in Table 11, approximately 97 percent of their duty time is devoted to technical or administrative task performance, the majority of which is contained in two duty areas: Performing Photographic Assignments (34 percent) and Performing General Photo Laboratory Duties (20 percent). The vast majority of first-term personnel are involved in day-to-day Still Photographic activities. Table 12 displays some of the tasks performed by first-enlistment personnel. These tasks represent the full range of tasks performed by first-term personnel. Examples include: adjust lens apertures or shutter speeds and load film in cameras.

Within the groups identified in the SPECIALTY JOBS section of this report, first-term personnel were present in four of the six jobs. As shown in Figure 2, 77 percent of first-term personnel surveyed are grouped in the General Photographer cluster.

### Training Emphasis and Task Difficulty Data

Training emphasis (TE) and task difficulty (TD) data are secondary factors that can assist technical school personnel in deciding which tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks considered important for first-term airman training (TE), along with a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example,

TABLE 11

RELATIVE TIME SPENT
ON DUTIES BY FIRST-ENLISTMENT PERSONNEL
(N=126)

| DUTIES | PERCENT TIME SPENT |
|---|---|
| A ORGANIZING AND PLANNING | 1 |
| B DIRECTING AND IMPLEMENTING | * |
| C INSPECTING AND EVALUATING | * |
| D TRAINING | * |
| E PERFORMING ADMINISTRATIVE AND SUPPLY FUNCTIONS | 9 |
| F DETERMINING PHOTOGRAPHIC EXPOSURES | 11 |
| G PERFORMING PHOTOGRAPHIC ASSIGNMENTS | 34 |
| H PROCESSING AND PRINTING BLACK AND WHITE (BW) MATERIALS | 11 |
| I PROCESSING AND PRINTING COLOR MATERIALS | 12 |
| J PERFORMING GENERAL PHOTO LABORATORY DUTIES | 20 |
| K PERFORMING ELECTRONIC IMAGING ASSIGNMENTS | * |

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 12

REPRESENTATIVE TASKS PERFORMED
BY 231X2 FIRST-ENLISTMENT PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=126) |
|---|---|---|
| F137 | Adjust lens apertures or shutter speeds | 95 |
| G188 | Load film in cameras | 94 |
| G249 | Shoot photographs of awards and presentations | 89 |
| G229 | Select camera angles | 85 |
| G251 | Shoot photographs of groups | 84 |
| G252 | Shoot photographs of sporting events | 84 |
| G241 | Shoot photographs for legal or criminal investigation use | 83 |
| J337 | Burn-in prints | 82 |
| J344 | Clean laboratories | 81 |
| J385 | Select negatives for printing | 81 |
| J368 | Mount slides | 80 |
| G231 | Select film for assignments | 79 |
| G176 | Determine cameras and lenses for workorder assignments | 79 |
| J360 | Load film onto reels | 79 |
| G244 | Shoot photographs for picture stories or news features | 79 |
| G250 | Shoot photographs of ground accidents | 79 |
| J352 | Dodge prints | 77 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 77 |
| H290 | Mix BW chemistries | 75 |
| G223 | Position personnel or objects to improve photographic composition | 74 |
| G238 | Shoot photographs for editorial or spot news use | 74 |
| J350 | Crop negatives during projection printing | 74 |
| J387 | Select projection printer lenses | 74 |
| E121 | Provide face-to-face customer assistance | 74 |
| E128 | Schedule appointments | 74 |
| G218 | Pose subjects for portraits | 72 |
| G236 | Shoot passport or identification photographs | 71 |
| G230 | Select camera filters | 71 |
| J354 | Dry processed film using film drying cabinets | 71 |

# CAREER LADDER JOBS

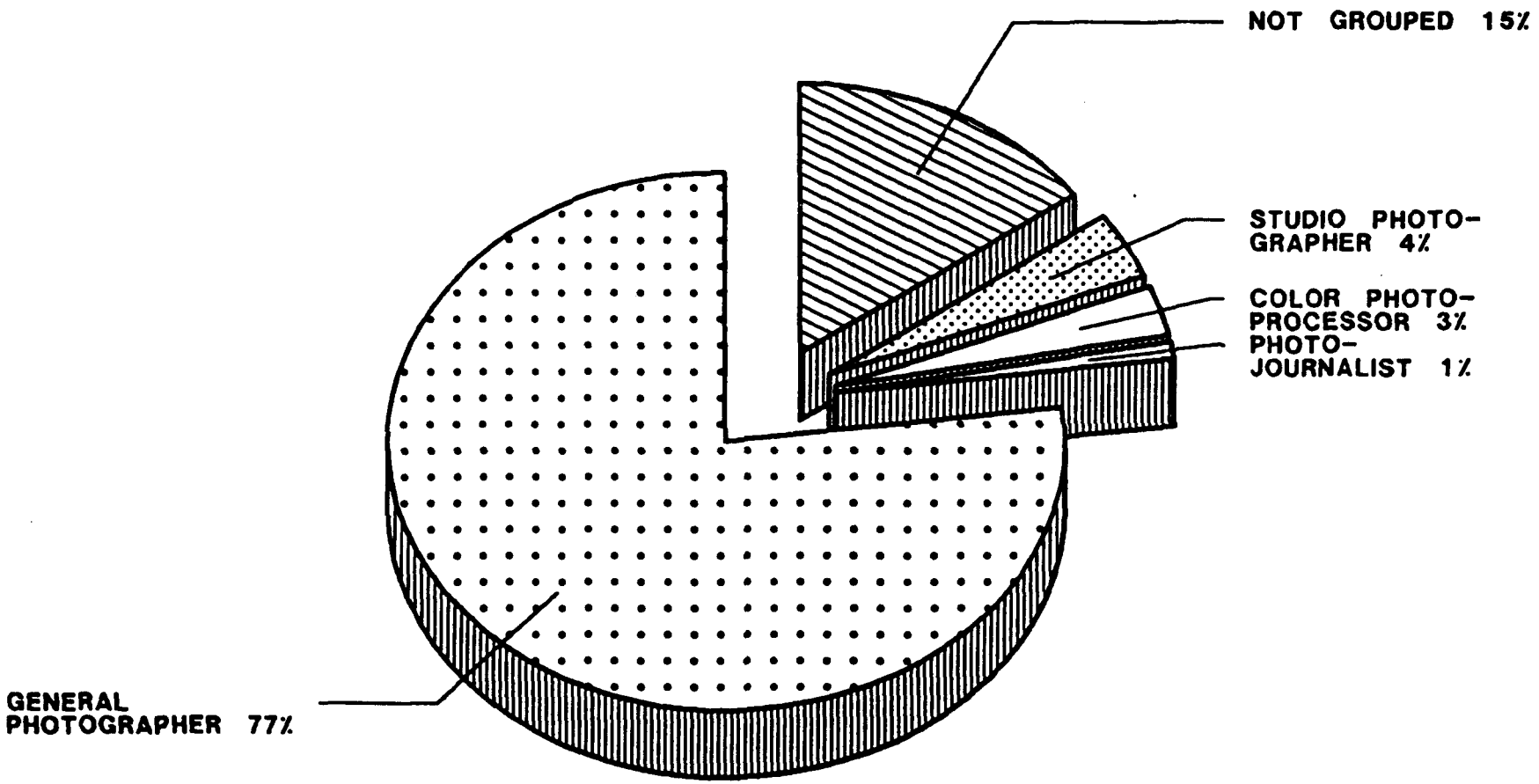


FIGURE 2

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 within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-term personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

To help in this determination, an Automated Training Indicator (ATI) is computed for each task in the inventory. ATI combines first-enlistment percent members performing, TE, and TD data to compute training decisions based on ATCR 52-22, Atch 1. The computed ATI is numbered 1 to 18, with an 18 being the highest level of training indicated. An ATI of seven or less leads to a training decision of OJT only. To illustrate how the ATI is computed, if a task has received high TE and TD ratings, and also has a high percentage of first-term members performing, then a high rating is assigned to the task. With a high ATI rating, strong recommendations can be made to emphasize training the task in a resident training course.

Tasks having the highest TE ratings are listed in Table 13. Included for each task are the percentage of first-job and first-enlistment personnel performing and the TD rating. As illustrated in Table 13, most of these tasks pertain to shooting photographs. The senior NCOs who completed the TE survey rated processing and printing tasks slightly lower in training emphasis.

Table 14 lists the tasks having the highest TD ratings. The percentage of first-enlistment, 5-, and 7-skill level personnel performing, and the TE ratings are also included for each task. Most of these tasks relate to supervising, training, and electronic imaging. Overall, these tasks are not performed by many airmen and have low TE ratings.

Various lists of tasks, accompanied by TE and TD ratings, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.

## Specialty Training Standard (STS)

A comprehensive review of STS 231X2 was made by comparing survey data to STS elements. To assist specifically in the examination of the STS, technical school personnel from the Lowry Training Center matched job inventory tasks to appropriate sections and subsections of the STS. A complete computer listing displaying the percent members performing tasks, TE, and TD ratings for each task, along with the STS matchings, has been forwarded to the technical school for their use in further review of training documents. STS elements with performance objectives were reviewed in terms of TE, TD, and percent members performing information, as stipulated in ATCR 52-22, dated February 1989. STS paragraphs containing general knowledge information, subject-matter knowledge requirements, or supervisory responsibilities were not reviewed. Typically, tasks performed by 20 percent or more of personnel in appropriate experience

TABLE 13

TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)
231X2

| TASKS | | TNG EMP* | PERCENT MEMBERS PERFORMING 1ST JOB (N=57) | PERCENT MEMBERS PERFORMING 1ST ENL (N=126) | TASK DIFF** |
|---|---|---|---|---|---|
| F137 | Adjust lens apertures or shutter speeds | 7.48 | 93 | 95 | 3.82 |
| G176 | Determine cameras and lenses for workorder assignments | 7.24 | 77 | 79 | 4.22 |
| G218 | Pose subjects for portraits | 7.24 | 63 | 72 | 5.15 |
| G235 | Shoot official studio portraits | 7.14 | 61 | 68 | 5.68 |
| G206 | Operationally check cameras and accessories | 7.03 | 63 | 67 | 3.95 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 6.86 | 72 | 77 | 5.26 |
| F143 | Calculate or set up lighting ratios | 6.83 | 51 | 56 | 5.55 |
| G217 | Pose subjects for photographs other than portraits | 6.72 | 65 | 70 | 5.04 |
| G229 | Select camera angles | 6.72 | 82 | 85 | 4.70 |
| E121 | Provide face-to-face customer assistance | 6.66 | 61 | 74 | 4.53 |
| F150 | Determine exposures using electronic flash units in automatic mode | 6.66 | 67 | 65 | 3.90 |
| G221 | Position lights for location assignments, such as multiple flash or light reflectors | 6.66 | 35 | 41 | 5.73 |
| F152 | Determine exposures using incident light meters | 6.62 | 46 | 51 | 3.97 |
| F160 | Select film or filtration for color balance using artificial light sources, other than electronic flash units | 6.62 | 46 | 48 | 5.20 |
| G247 | Shoot photographs of aircraft accidents | 6.62 | 56 | 54 | 6.13 |
| G182 | Duplicate slides | 6.55 | 67 | 65 | 5.03 |
| G211 | Perform operator maintenance on cameras or camera accessories | 6.55 | 46 | 51 | 4.79 |
| I301 | Determine exposure and filtration for color materials | 6.52 | 54 | 52 | 5.76 |
| G241 | Shoot photographs for legal or criminal investigation use | 6.48 | 81 | 83 | 5.26 |
| G220 | Position lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks | 6.38 | 61 | 63 | 5.12 |
| F151 | Determine exposures using flash meters | 6.34 | 56 | 63 | 3.97 |

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE=5.51)
** Average TD Rating is 5.00, and the standard deviation is 1.00

## TASKS RATED HIGHEST IN TASK DIFFICULTY (TD)

| TASKS | | TASK DIF* | PERCENT MEMBERS PERFORMING 1-48 TAFMS (N=126) | 23152 (N=226) | 23172 (N=102) | TNG EMP** |
|---|---|---|---|---|---|---|
| D71 | Develop resident course or career development course (CDC) curriculum materials | 7.56 | 0 | 3 | 10 | .90 |
| A10 | Draft budget or financial requirements | 7.51 | 2 | 15 | 48 | 1.24 |
| C60 | Write staff studies, surveys, or special reports, other than training reports | 7.33 | 0 | 7 | 46 | 1.55 |
| C58 | Write civilian performance ratings or supervisory appraisals | 7.19 | 0 | 3 | 14 | 1.07 |
| K415 | Tune to International Marine Satellite System using satellite coverage maps and field strength meters | 7.10 | 0 | 1 | 3 | 3.14 |
| K410 | Set parameters of satellite transmission systems | 7.09 | 1 | 2 | 4 | 3.86 |
| K395 | Insure compatibility of still video system components | 7.04 | 3 | 8 | 9 | 5.17 |
| D65 | Conduct resident course classroom training | 6.95 | 0 | 2 | 8 | 1.17 |
| C43 | Evaluate budget or financial requirements | 6.93 | 2 | 15 | 50 | 1.52 |
| D73 | Direct or implement training programs for aerial photographers | 6.90 | 1 | 4 | 13 | .83 |
| G256 | Shoot photographs under hazardous conditions, such as chemical environment or extreme weather conditions | 6.83 | 39 | 43 | 27 | 5.10 |
| I325 | Perform master balance procedures on automated printer processors, including minilabs | 6.81 | 29 | 38 | 28 | 5.41 |
| G225 | Produce and direct slide-tape presentations | 6.80 | 4 | 9 | 17 | 2.55 |
| K414 | Transmit still video images using satellite systems | 6.71 | 0 | 2 | 4 | 4.69 |
| I323 | Perform initial programming of automated printer processors, including minilabs | 6.66 | 23 | 29 | 25 | 5.72 |
| I326 | Perform negative balance procedures on automated printer processors, including minilabs | 6.66 | 29 | 38 | 25 | 5.34 |
| A11 | Establish organizational policies, office instructions, (OIs), or standard operating procedures (SOPs) | 6.66 | 3 | 19 | 68 | 1.28 |
| C59 | Write EPRs | 6.65 | 0 | 36 | 72 | 3.55 |
| E129 | Secure foreign clearances for overseas deployments | 6.62 | 0 | 2 | 7 | .72 |
| I331 | Program color analyzers | 6.55 | 10 | 13 | 14 | 5.24 |

* Average TD Rating is 5.00, and the standard deviation is 1.00

** Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)

or skill-level groups, such as first-enlistment (1-48 months TAFMS), and 5- and 7-skill level groups, should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing in all of these groups should be considered for deletion from the STS.

STS paragraphs containing performance information were reviewed. Three line items on the STS were found to be unsupported by occupational survey data. These items are listed, along with the accompanying job inventory task and survey data, in Table 15. Training personnel and SMEs should review these areas to determine if inclusion in future revisions to the STS is warranted.

Tasks not matched to any element of the STS are listed at the end of the STS computer listing. These were reviewed to determine if there were any tasks concentrated around any particular functions or jobs. There were 333 tasks not referenced to the STS. One hundred and thirty unreferenced tasks are managerial or supervisory in nature and are normally not matched to an STS. Examples of technical tasks performed by 20 percent or more respondents of the STS target groups, but which are not referenced to any STS element, are displayed in Table 16. Training personnel and SMEs should review these and other unreferenced tasks to determine if inclusion in the STS is needed.

## Plan of Instruction (POI)

Based on assistance from technical school subject-matter specialists in matching job inventory tasks to POI G3ABR23132-002, dated 12 June 1991, occupational survey data were matched to related training objectives. A similar method to that of the STS analysis was employed to review the POIs. The specific data examined included percent members performing data for first-enlistment (1-48 months TAFMS) personnel, TE, and TD ratings. ATI ratings for each task were also used.

POI blocks, units of instruction, and criterion objectives were compared against the standard set forth in Attachment 1, ATCR 52-22, dated 17 February 1989 (30 percent or more of the criterion first-enlistment group performing tasks trained, along with sufficiently high TE and TD ratings on those tasks). Per this guidance, tasks trained in the course which do not meet these criteria should be considered for elimination from the formal course if not justified on some other acceptable basis.

Review of the tasks matched to the POI reveals that two criterion objectives are not supported by OSR data for matched tasks. These objectives are listed, along with the accompanying job inventory tasks and survey data, in Table 17. Since the use of electronic imaging is expected to increase, exposing and processing color negative film is the only area which may warrant consideration for elimination from the formal course.

Many technical tasks performed by over 30 percent of first-enlistment personnel were not matched to the POI. Examples of these tasks with survey data are listed in Table 18. In addition to many members performing these

TABLE 15

STS ITEMS NOT SUPPORTED BY OSR DATA

| STS REFERENCE/TASKS | 3LVL COURSE PROF CODE | TNG EMP* | PERCENT MEMBERS PERFORMING 1ST ENL (N=126) | 5-SKILL LEVEL (N=226) | 7-SKILL LEVEL (N=102) | TSK DIF** |
|---|---|---|---|---|---|---|
| 17b(2) AIR DRYING METHODS | - | | | | | |
| J353 Dry prints using manual air dry methods | | 2.97 | 14 | 14 | 13 | 2.91 |
| 18d COPY TO SCALE | 2b | | | | | |
| G165 Calculate reproduction ratios for copying distances on mosaic to scale | | 1.55 | 0 | 2 | 10 | 6.17 |
| 221 PROCESS COLOR PRINTS | 2b | | | | | |
| I316 Manually process color prints | | 3.86 | 8 | 5 | 6 | 5.80 |

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)
** Average Task Difficulty is 5.00, and the standard deviation is 1.00

TABLE 16

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE 231X2 GROUP MEMBERS AND NOT REFERENCED TO THE STS

| TASKS | | PERCENT MEMBERS PERFORMING 1ST ENL (N=126) | DAFSC 21352 (N=226) | DAFSC 23172 (N=102) | TNG EMP* | TASK DIF** |
|---|---|---|---|---|---|---|
| F137 | Adjust lens apertures or shutter speeds | 95 | 96 | 77 | 7.48 | 3.82 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 77 | 84 | 69 | 6.86 | 5.26 |
| F140 | Calculate exposure and filtration for copy materials | 57 | 69 | 53 | 5.59 | 5.39 |
| F143 | Calculate or set up lighting ratios | 56 | 68 | 58 | 6.83 | 5.55 |
| F150 | Determine exposures using electronic flash units in automatic mode | 65 | 72 | 65 | 6.66 | 3.90 |
| F152 | Determine exposures using incident light meters | 51 | 57 | 59 | 6.62 | 3.97 |
| F157 | Perform specialized exposure for "pushing film" | 60 | 65 | 53 | 5.76 | 5.19 |
| G206 | Operationally check cameras and accessories | 67 | 85 | 70 | 7.03 | 3.95 |
| G207 | Operationally check lighting equipment | 61 | 75 | 65 | 6.17 | 3.71 |
| G217 | Pose subjects for photographs other than portraits | 70 | 72 | 56 | 6.72 | 5.04 |
| G220 | Position lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks | 63 | 74 | 57 | 6.38 | 5.12 |
| G222 | Position lights using lighting techniques such as broad lighting, short lighting, or butterfly lighting | 60 | 69 | 55 | 6.31 | 5.59 |
| G223 | Position personnel or objects to improve photographic composition | 74 | 79 | 61 | 6.31 | 5.14 |
| G229 | Select camera angles | 85 | 86 | 70 | 6.72 | 4.70 |
| G239 | Shoot photographs for historical archives | 62 | 66 | 52 | 5.90 | 5.03 |
| G246 | Shoot photographs for use in slide-tape presentations | 59 | 60 | 46 | 5.55 | 5.38 |
| H266 | Adjust development times for "pushed" or "pulled" film using time and temperature charts | 67 | 67 | 50 | 5.52 | 4.92 |
| I298 | Add chemicals to automatic color print processors | 61 | 58 | 37 | 5.62 | 4.03 |
| I299 | Clean automatic color film processing equipment | 55 | 56 | 35 | 6.07 | 3.90 |

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)
** Average TD rating is 5.00, and the standard deviation is 1.00

TABLE 17

POI OBJECTIVES NOT SUPPORTED BY OSR DATA

| POI OBJECTIVES/TASKS | | TNG EMP* | 1ST ENL PERCENT MEMBERS PERFORMING (N=126) | ATI | TSK DIF** |
|---|---|---|---|---|---|
| VI 5. | ELECTRONIC IMAGING | | | | |
| K401 | Operate still video cameras | 5.59 | 9 | 11 | 5.64 |
| K396 | Load still video disks in still video equipment | 5.03 | 9 | 9 | 4.22 |
| VII 4. | EXPOSING AND PROCESSING COLOR NEGATIVE FILM | | | | |
| I330 | Perform operator maintenance on color processing equipment | 6.00 | 27 | 11 | 5.50 |
| I315 | Manually process color negative roll or sheet film | 4.38 | 24 | 7 | 4.95 |
| I317 | Manually process color reversal roll or sheet film | 4.62 | 20 | 7 | 5.46 |

* Training Emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)
** Average Task Difficulty is 5.00, and the standard deviation is 1.00

TABLE 18

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE FIRST-ENLISTMENT PERSONNEL AND NOT REFERENCED TO THE POI

| TASKS | | TNG EMP* | 1ST ENL PERCENT MEMBERS PERFORMING (N=126) | ATI | TSK DIF** |
|---|---|---|---|---|---|
| E114 | Make entries on AF Forms 833 (Visual Information Support Request) | 5.79 | 60 | 18 | 3.66 |
| E121 | Provide face-to-face customer assistance | 6.66 | 74 | 18 | 4.53 |
| E122 | Provide telephone customer assistance | 6.07 | 67 | 18 | 4.34 |
| E126 | Respond to customer inquiries or complaints | 5.72 | 64 | 18 | 5.28 |
| F157 | Perform specialized exposure for "pushing film" | 5.76 | 60 | 18 | 5.19 |
| G176 | Determine cameras and lenses for workorder assignments | 7.24 | 79 | 18 | 4.22 |
| G206 | Operationally check cameras and accessories | 7.03 | 67 | 18 | 3.95 |
| G207 | Operationally check lighting equipment | 6.17 | 61 | 18 | 3.71 |
| G223 | Position personnel or objects to improve photographic composition | 6.31 | 74 | 18 | 5.14 |
| G238 | Shoot photographs for editorial or spot news use | 6.07 | 74 | 18 | 5.06 |
| G239 | Shoot photographs for historical archives | 5.90 | 62 | 18 | 5.03 |
| G243 | Shoot photographs for personality features | 5.72 | 55 | 18 | 5.46 |
| G246 | Shoot photographs for use in slide-tape presentations | 5.55 | 59 | 18 | 5.38 |
| H266 | Adjust development times for "pushed" or "pulled" film using time and temperature charts | 5.52 | 67 | 18 | 4.92 |
| H278 | Machine-process BW prints | 5.66 | 56 | 18 | 3.19 |
| I299 | Clean automatic color film processing equipment | 6.07 | 55 | 18 | 3.90 |
| I307 | Load chemicals in automated film processors | 5.55 | 52 | 18 | 3.74 |
| I309 | Machine-process color negative roll or sheet film | 5.79 | 51 | 18 | 3.91 |
| I321 | Perform daily shut-down procedures on automated printer processors, including minilabs | 5.86 | 59 | 18 | 4.67 |
| J345 | Clean processor racks | 5.66 | 64 | 18 | 3.82 |
| E92 | File negatives, prints, or slides | 4.38 | 63 | 17 | 3.56 |

* Training emphasis has an average of 3.71 and a standard deviation of 1.80 (High TE = 5.51)
** Average TD rating is 5.00, and the standard deviation is 1.00

functions, several of these tasks are rated high in terms of TE and TD. Training personnel and SMEs should review these and other unreferenced tasks to determine if training should be provided in the formal course.

### Task Analysis

With the assistance of subject-matter specialists, Det 5, USAFOMS, Lowry AFB CO performed a detailed examination of career ladder tasks. The resulting task analysis appendix identifies equipment, references, conditions, cues, standards, activities, skills, and knowledge required for performing the tasks. Appendix B is provided for the development of resident and nonresident training programs.

## JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators can give career ladder managers a better understanding of some of the factors which may affect the job performance of airmen in the career ladder. The survey booklet therefore included attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current survey sample were then analyzed by making several comparisons: (1) among TAFMS groups of the 231X2 career ladder and a comparative sample of personnel from other Direct Support specialists surveyed in 1991 (AFSCs 551X0, 551X1, 552X0, 612X0, 612X1, and 753X0), (2) between current and previous survey TAFMS groups, and (3) across specialty groups identified in the SPECIALTY JOBS section of the report.

Table 19 compares first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97+ months TAFMS) group data to corresponding enlistment groups from other Direct Support AFSCs surveyed during the previous calendar year. These data give a relative measure of how the job satisfaction of AFSC 231X2 personnel compares with similar Air Force specialties. Still Photographic personnel reported generally higher job satisfaction than members of the comparative sample. However, the second enlistment AFSC 231X2 group reported a lower sense of accomplishment and intention to reenlist. The career AFSC 231X2 group also reported lower reenlistment intentions. Overall, satisfaction for all three groups is still quite high. The high percentages of positive responses in these comparisons reflect a career ladder where personnel appear to be well satisfied with their jobs.

An indication of changes in job satisfaction perceptions within the career ladder is provided in Table 20 where TAFMS group data for 1991 survey respondents are presented, along with data from respondents to the last OSR of the career ladder in 1984. Generally, perceptions associated with job satisfaction have improved for first enlistment personnel, decreased for second term airmen, and stayed about the same for career airmen since the 1984 OSR. Reenlistment intentions in all three groups are lower than the 1984 sample.

TABLE 19

COMPARISON OF TAFMS GROUP JOB SATISFACTION INDICATORS
(PERCENT MEMBERS PERFORMING)

| | 1-48 MOS TAFMS | | 49-96 MOS TAFMS | | 97+ MOS TAFMS | |
|---|---|---|---|---|---|---|
| | 231X2 (N=126) | 1991 COMP SAMPLE (N=2,080) | 231X2 (N=111) | 1991 COMP SAMPLE (N=1,191) | 231X2 (N=169) | 1991 COMP SAMPLE (N=1,790) |
| EXPRESSED JOB INTEREST: | | | | | | |
| Interesting | 87 | 69 | 77 | 75 | 85 | 76 |
| So-So | 10 | 18 | 10 | 16 | 10 | 15 |
| Dull | 4 | 13 | 12 | 9 | 5 | 8 |
| PERCEIVED UTILIZATION OF TALENTS: | | | | | | |
| Fairly Well To Perfectly | 89 | 78 | 82 | 80 | 87 | 82 |
| Little Or Not At All | 10 | 22 | 16 | 20 | 13 | 17 |
| PERCEIVED UTILIZATION OF TRAINING: | | | | | | |
| Fairly Well To Perfectly | 92 | 81 | 88 | 79 | 83 | 79 |
| Little Or Not At All | 7 | 19 | 11 | 20 | 16 | 20 |
| SENSE OF ACCOMPLISHMENT FROM WORK: | | | | | | |
| Satisfied | 74 | 68 | 68 | 77 | 75 | 74 |
| Neutral | 9 | 12 | 12 | 9 | 9 | 9 |
| Dissatisfied | 17 | 20 | 20 | 14 | 17 | 17 |
| REENLISTMENT INTENTIONS: | | | | | | |
| Will/Probably Will Reenlist | 57 | 56 | 68 | 80 | 70 | 76 |
| Will Not/Probably Will Not Reenlist | 42 | 43 | 32 | 19 | 6 | 6 |
| Will Retire | N/A | N/A | 0 | * | 24 | 17 |

* Less than 1 percent
N/A = NOT APPLICABLE

NOTE: Columns may not add to 100 percent due to nonresponse and rounding. Comparative sample is composed of all Direct Support career ladders surveyed in 1991 (includes AFSCs 551X0, 551X1, 552X0, 612X0, 612X1 and 753X0)

TABLE 20

COMPARISON OF JOB SATISFACTION DATA
(PERCENT MEMBERS PERFORMING)

| | 1-48 MOS TAFMS | | 49-96 MOS TAFMS | | 97+ MOS TAFMS | |
|---|---|---|---|---|---|---|
| | 1992 231X2 (N=126) | 1984 231X2 (N=187) | 1992 231X2 (N=111) | 1984 231X2 (N=118) | 1992 231X2 (N=169) | 1984 231X2 (N=267) |
| EXPRESSED JOB INTEREST: | | | | | | |
| Interesting | 87 | 82 | 77 | 82 | 85 | 81 |
| So-So | 10 | 10 | 10 | 11 | 10 | 11 |
| Dull | 4 | 7 | 12 | 5 | 5 | 5 |
| PERCEIVED UTILIZATION OF TALENTS: | | | | | | |
| Fairly Well To Perfectly | 89 | 85 | 82 | 84 | 87 | 86 |
| Little Or Not At All | 10 | 15 | 16 | 16 | 13 | 14 |
| PERCEIVED UTILIZATION OF TRAINING: | | | | | | |
| Fairly Well To Perfectly | 92 | 86 | 88 | 85 | 83 | 85 |
| Little Or Not At All | 7 | 13 | 11 | 15 | 16 | 15 |
| SENSE OF ACCOMPLISHMENT FROM WORK: | | | | | | |
| Satisfied | 74 | 77 | 68 | 75 | 75 | 75 |
| Neutral | 9 | 6 | 12 | 5 | 9 | 7 |
| Dissatisfied | 17 | 17 | 20 | 18 | 17 | 17 |
| REENLISTMENT INTENTIONS: | | | | | | |
| Will/Probably Will Reenlist | 57 | 66 | 68 | 75 | 70 | 80 |
| Will Not/Probably Will Not Reenlist | 42 | 33 | 32 | 21 | 6 | 5 |
| Will Retire | N/A | 1 | 0 | 2 | 24 | 14 |

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

Table 21 presents job satisfaction data for the major jobs identified in the career ladder structure for AFSC 231X2. An examination of these data can reveal the influences performing certain jobs may have on overall job satisfaction. Job satisfaction indicators for the specialty job groups suggest that members of the Photojournalist group are most satisfied, and the members of the Studio Photographer group are least satisfied. The largest group, General Photographer, also indicates a high degree of satisfaction. Forty-six percent of the Audiovisual Manager group, which consists of the most senior personnel, plan to retire.

## IMPLICATIONS

As explained in the INTRODUCTION, this survey was conducted primarily to provide training personnel with current information on the Still Photographic specialty for use in reviewing current training programs and training documents. The data compiled from this survey support the current structure of the AFSC 231X2 career ladder. The present classification structure, as described by the AFR 39-1 Specialty Descriptions, accurately portrays the jobs in this study.

Analysis of career ladder documents indicates both the STS and POI accurately depict the tasks performed. Both documents could use some fine-tuning, but are basically sound.

No serious job satisfaction problems appear to exist within this specialty. Overall, job satisfaction responses were almost all higher than those of a comparative sample of similar Air Force personnel surveyed in 1991.

The findings of this OSR come directly from the survey data collected from Still Photographic personnel worldwide. These data are readily available to training and utilization personnel, functional managers, and other interested parties having a need for such information. Much of the data are compiled into extracts which are excellent tools in the decision-making process. These data extracts should be used when training or utilization decisions are made.

TABLE 21

JOB SATISFACTION DATA FOR CLUSTERS AND INDEPENDENT JOB TYPES
(PERCENT MEMBERS PERFORMING)

| | GENERAL PHOTOGRAPHER (N=262) | PHOTO LAB CHIEF (N=29) | AUDIOVISUAL MANAGER (N=24) | PHOTO-JOURNALIST (N=22) | STUDIO PHOTOGRAPHER (N=9) | COLOR PHOTO-PROCESSOR (N=10) |
|---|---|---|---|---|---|---|
| EXPRESSED JOB INTEREST: | | | | | | |
| Interesting | 86 | 69 | 92 | 95 | 67 | 70 |
| So-So | 8 | 24 | 4 | 0 | 11 | 30 |
| Dull | 6 | 7 | 4 | 5 | 22 | 0 |
| PERCEIVED UTILIZATION OF TALENTS: | | | | | | |
| Fairly Well To Perfectly | 89 | 86 | 80 | 91 | 78 | 90 |
| Little Or Not At All | 11 | 14 | 20 | 9 | 22 | 10 |
| PERCEIVED UTILIZATION OF TRAINING: | | | | | | |
| Fairly Well To Perfectly | 93 | 80 | 79 | 91 | 67 | 80 |
| Little Or Not At All | 6 | 21 | 21 | 9 | 33 | 20 |
| SENSE OF ACCOMPLISHMENT: | | | | | | |
| Satisfied | 76 | 69 | 75 | 82 | 56 | 50 |
| Neutral | 10 | 7 | 4 | 9 | 11 | 10 |
| Dissatisfied | 15 | 24 | 21 | 9 | 33 | 40 |
| REENLISTMENT INTENTIONS: | | | | | | |
| Will/Probably Will Reenlist | 69 | 69 | 46 | 68 | 44 | 60 |
| Will Not/Probably Will Not Reenlist | 25 | 10 | 8 | 14 | 56 | 40 |
| Will Retire | 5 | 21 | 46 | 18 | 0 | 0 |

NOTE: Columns may not add to 100 percent due to nonresponse and rounding

# APPENDIX A

## SELECTED REPRESENTATIVE TASKS PERFORMED BY CAREER LADDER SPECIALTY JOB GROUPS

TABLE I

GENERAL PHOTOGRAPHER CLUSTER
STG052

GROUP SIZE: 262
PERCENT OF SAMPLE: 65%
AVERAGE PAYGRADE: E-4

AVERAGE TAFMS: 83 MONTHS
AVERAGE TICF: 72 MONTHS
PERCENT IN 1ST ENL: 37%

| TASKS | | PERCENT MEMBERS PERFORMING |
|---|---|---|
| F137 | Adjust lens apertures or shutter speeds | 98 |
| G249 | Shoot photographs of awards and presentations | 95 |
| G188 | Load film in cameras | 95 |
| J385 | Select negatives for printing | 95 |
| J337 | Burn-in prints | 95 |
| G229 | Select camera angles | 94 |
| G251 | Shoot photographs of groups | 94 |
| J344 | Clean laboratories | 93 |
| G241 | Shoot photographs for legal or criminal investigation use | 93 |
| J368 | Mount slides | 92 |
| J352 | Dodge prints | 91 |
| G231 | Select film for assignments | 90 |
| J350 | Crop negatives during projection printing | 90 |
| J360 | Load film onto reels | 90 |
| J387 | Select projection printer lenses | 90 |
| G176 | Determine cameras and lenses for workorder assignments | 90 |
| H290 | Mix BW chemistries | 90 |
| G252 | Shoot photographs of sporting events | 89 |
| H283 | Make BW prints from color negatives | 88 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 88 |
| G250 | Shoot photographs of ground accidents | 87 |
| E121 | Provide face-to-face customer assistance | 87 |
| G223 | Position personnel or objects to improve photographic composition | 87 |
| G206 | Operationally check cameras and accessories | 87 |
| G218 | Pose subjects for portraits | 86 |

TABLE II

PHOTO LAB CHIEF CLUSTER
STG055

GROUP SIZE: 29
PERCENT OF SAMPLE: 7%
AVERAGE PAYGRADE: E-6

AVERAGE TAFMS: 172 MONTHS
AVERAGE TICF: 140 MONTHS
PERCENT IN 1ST ENL: 0%

| TASKS | | PERCENT MEMBERS PERFORMING |
|---|---|---|
| A18 | Plan work assignments | 100 |
| F137 | Adjust lens apertures or shutter speeds | 100 |
| G176 | Determine cameras and lenses for workorder assignments | 100 |
| E128 | Schedule appointments | 100 |
| G188 | Load film in cameras | 97 |
| E126 | Respond to customer inquiries or complaints | 97 |
| G169 | Coordinate mission requirements with requestors | 97 |
| G206 | Operationally check cameras and accessories | 93 |
| E93 | Inform customers of workorder completions | 93 |
| E121 | Provide face-to-face customer assistance | 93 |
| A4 | Determine work priorities | 90 |
| E124 | Research status of work orders | 90 |
| E122 | Provide telephone customer assistance | 90 |
| J394 | Visually inspect finished photographic products | 86 |
| E114 | Make entries on AF Forms 833 (Visual Information Support Request) | 79 |
| E107 | Maintain local work request logs | 79 |
| E120 | Prepare production reports | 79 |
| C41 | Analyze work load requirements | 83 |
| B40 | Write correspondence | 86 |
| C59 | Write EPRs | 79 |
| B24 | Direct utilization of equipment | 83 |
| C42 | Conduct performance feedback worksheet (PFW) sessions | 83 |
| G231 | Select film for assignments | 83 |
| B21 | Counsel personnel on personal or military-related problems | 83 |
| E92 | File negatives, prints, or slides | 79 |
| G207 | Operationally check lighting equipment | 86 |

TABLE III

AUDIOVISUAL MANAGER IJT
STG046

GROUP SIZE: 24
PERCENT OF SAMPLE: 6%
AVERAGE PAYGRADE: E-7

AVERAGE TAFMS: 229 MONTHS
AVERAGE TICF: 181 MONTHS
PERCENT IN 1ST ENL: 0%

| TASKS | | PERCENT MEMBERS PERFORMING |
|---|---|---|
| B40 | Write correspondence | 100 |
| A3 | Determine requirements for space, personnel, equipment, or supplies | 100 |
| C42 | Conduct performance feedback worksheet (PFW) sessions | 96 |
| B20 | Conduct staff meetings | 92 |
| B21 | Counsel personnel on personal or military-related problems | 92 |
| C59 | Write EPRs | 92 |
| E121 | Provide face-to-face customer assistance | 92 |
| E126 | Respond to customer inquiries or complaints | 92 |
| B31 | Interpret policies, directives, or procedures for subordinates | 88 |
| A11 | Establish organizational policies, office instructions, (OIs), or standard operating procedures (SOPs) | 88 |
| C45 | Evaluate inspection reports or procedures | 88 |
| C41 | Analyze workload requirements | 88 |
| C51 | Evaluate subordinates' compliance with performance standards | 83 |
| C43 | Evaluate budget or financial requirements | 83 |
| A10 | Draft budget or financial requirements | 83 |
| E122 | Provide telephone customer assistance | 83 |
| A12 | Establish performance standards for subordinates | 79 |
| C55 | Indorse enlisted performance reports (EPRs) | 79 |
| C47 | Evaluate maintenance or use of workspace, equipment, or supplies | 79 |
| C60 | Write staff studies, surveys, or special reports, other than training reports | 75 |
| A4 | Determine work priorities | 75 |
| C44 | Evaluate individuals for promotion, demotion, or reclassification | 75 |
| C57 | Select individuals for specialized training | 75 |
| B26 | Implement quality improvement and management programs | 71 |
| A7 | Develop quality assurance programs | 71 |

TABLE IV

PHOTOJOURNALIST IJT
STG039

GROUP SIZE: 22
PERCENT OF SAMPLE: 5%
AVERAGE PAYGRADE: E-6

AVERAGE TAFMS: 164 MONTHS
AVERAGE TICF: 134 MONTHS
PERCENT IN 1ST ENL: 5%

| TASKS | | PERCENT MEMBERS PERFORMING |
|---|---|---|
| G229 | Select camera angles | 100 |
| F137 | Adjust lens apertures or shutter speeds | 100 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 100 |
| G206 | Operationally check cameras and accessories | 95 |
| G230 | Select camera filters | 95 |
| G169 | Coordinate mission requirements with requestors | 95 |
| G231 | Select film for assignments | 95 |
| G207 | Operationally check lighting equipment | 95 |
| G188 | Load film in cameras | 95 |
| G211 | Perform operator maintenance on cameras or camera accessories | 95 |
| F150 | Determine exposures using electronic flash units in automatic mode | 95 |
| F158 | Perform specialized exposure for multiple flash | 95 |
| F148 | Determine exposures using electronic flash units for synchro-sun lighting for focal plane shutter cameras | 95 |
| G261 | Write captions | 91 |
| F144 | Determine equivalent exposures for special effects, such as "blurring background" or "stopping action" | 91 |
| F151 | Determine exposures using flash meters | 91 |
| F152 | Determine exposures using incident light meters | 91 |
| G263 | Write cover stories | 86 |
| G167 | Compile cover story information | 86 |
| G244 | Shoot photographs for picture stories or news features | 86 |
| G226 | Research assignment subject matter | 86 |
| F143 | Calculate or set up lighting ratios | 86 |
| G161 | Arrange for operational support while deployed, such as billeting or transportation | 86 |
| G163 | Assemble pictorial layouts | 86 |

TABLE V

STUDIO PHOTOGRAPHER IJT
STG036

GROUP SIZE: 9
PERCENT OF SAMPLE: 2%
AVERAGE PAYGRADE: E-4

AVERAGE TAFMS: 69 MONTHS
AVERAGE TICF: 58 MONTHS
PERCENT IN 1ST ENL: 55%

| TASKS | | PERCENT MEMBERS PERFORMING |
|---|---|---|
| G235 | Shoot official studio portraits | 100 |
| G257 | Shoot studio full-length photographs | 100 |
| F137 | Adjust lens apertures or shutter speeds | 100 |
| G218 | Pose subjects for portraits | 89 |
| G220 | Position lighting controls, such as diffusers, barndoors, reflectors, umbrellas, or light banks | 89 |
| G249 | Shoot photographs of awards and presentations | 89 |
| G236 | Shoot passport or identification photographs | 78 |
| G222 | Position lights using lighting techniques such as broad lighting, short lighting, or butterfly lighting | 78 |
| F143 | Calculate or set up lighting ratios | 78 |
| E92 | File negatives, prints, or slides | 78 |
| E121 | Provide face-to-face customer assistance | 78 |
| E122 | Provide telephone customer assistance | 78 |
| E128 | Schedule appointments | 78 |
| G188 | Load film in cameras | 78 |
| E124 | Research status of workorders | 67 |
| E93 | Inform customers of workorder completions | 67 |
| E114 | Make entries on AF Forms 833 (Visual Information Support Request) | 67 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 67 |
| G241 | Shoot photographs for legal or criminal investigation use | 67 |
| G251 | Shoot photographs of groups | 67 |

TABLE VI

COLOR PHOTOPROCESSOR IJT
STG045

GROUP SIZE: 10
PERCENT OF SAMPLE: 2%
AVERAGE PAYGRADE: E-4

AVERAGE TAFMS: 66 MONTHS
AVERAGE TICF: 49 MONTHS
PERCENT IN 1ST ENL: 40%

| TASKS | | PERCENT MEMBERS PERFORMING |
|---|---|---|
| F137 | Adjust lens apertures or shutter speeds | 100 |
| G249 | Shoot photographs of awards and presentations | 90 |
| G182 | Duplicate slides | 90 |
| G188 | Load film in cameras | 90 |
| J394 | Visually inspect finished photographic products | 80 |
| J381 | Read control strips using reflectance or transmission densitometers | 80 |
| I297 | Add chemicals to automatic color film processors | 80 |
| J362 | Maintain chemical levels in processing solution tanks | 80 |
| J344 | Clean laboratories | 80 |
| I318 | Mix color chemistries | 80 |
| F138 | Balance exposures for electronic flash units to match existing ambient light | 80 |
| J368 | Mount slides | 80 |
| I301 | Determine exposure and filtration for color materials | 80 |
| I299 | Clean automatic color film processing equipment | 80 |
| I319 | Operationally check color processing equipment | 80 |
| G229 | Select camera angles | 80 |
| E102 | Maintain color process control charts | 70 |
| J377 | Plot control strip values on process control charts | 70 |
| F150 | Determine exposures using electronic flash units in automatic mode | 70 |
| F140 | Calculate exposure and filtration for copy materials | 70 |
| J385 | Select negatives for printing | 70 |
| J339 | Calibrate densitometers | 70 |
| I307 | Load chemicals in automated film processors | 70 |
| E121 | Provide face-to-face customer assistance | 70 |
| G251 | Shoot photographs of groups | 70 |