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OCCUPATIONAL SURVEY REPORT

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OPERATIONS MANAGEMENT

AFSC 19XX

AFPT 90-19X-832

MAY 1993

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

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PREFACE

This occupational survey report presents the results of a detailed Air Force Occupational Survey of AFSC 19XX, Operations Management officer personnel. The project was requested by HQ ATC/TTQI with concurrence from HQ USAF/XOOTW in a letter dated 27 February 1990. Authority for conducting occupational surveys is contained in AFR 35-2. Computer products upon which this report is based are available for use by operations and training officials.

The survey instrument was developed by Ms Joan M. Cofield, with computer support furnished by Mr Wayne J. Fruge. Administrative support was furnished by Mr Richard G. Ramos. Ms Cofield also analyzed the data and wrote the final report. This report has been reviewed and approved for release by Mr Gerald R. Clow, Chief, Management Applications Section, USAF Occupational Measurement Squadron.

Copies of this report are distributed to Air Staff sections, major commands, and other interested management and training personnel. Additional copies are available upon request to the USAF Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Flight (OMY), 1550 5th Street East, Randolph AFB, Texas 78150-4449 (DSN 487-6623).

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SUMMARY

1. Survey Coverage: Air Force officers in the five AFSCs included within the 19XX Operations Management utilization field were surveyed to obtain current data which will be used to assist Air Staff in making training and future manpower decisions.
2. Specialty Jobs: Seven clusters containing thirty jobs and nine independent jobs were identified in the Job Structure Analysis. Although the Operations Management officers perform many diverse functions in their specific AFSCs, a substantial amount of the officers' worktime is involved in similar tasks which have a "generalist" administrative and supervisory orientation, such as Planning, Command, Management, and Supervisory functions. Even those officers who are in technically oriented positions also spend some small amount of their worktime performing similar "generalist" tasks and duties. Indepth analysis of other data, such as DAFSCs, rank, and time in career field groups, clearly supports all findings in the Job Structure Analysis. These comparisons also revealed an orderly progression of task performance reflecting increased responsibility of duties within the usual migration to higher rank and higher level staff positions.
3. Analysis of AFSC 19XX Officer Groups: The analysis of the individual AFSCs 191X, 192X, 193X, 194X, and 199X, as well as the 19XX officers as a whole, along with the overall background data, provides the comparative data which clearly support and indicate the diversity, specificity, and commonality of the duties performed by the five targeted AFSCs. When performing their AFSC career specific duties, data comparisons clearly pinpoint the differences and similarities of the tasks performed by the 19XX officers, as well as indicate the usual paygrade progression relationships between and within the respective AFSCs. Members of DAFSC 191X and 199X groups spend the majority of their time on Command, Planning, Management, and Supervisory functions; however, a substantial difference occurs between these two DAFSCs in the number of tasks performed and the percent time spent on tasks. Overall, DAFSC 193X personnel perform more technical type tasks and spend the majority of their worktime in Command Post and Scheduling duties. The 192X DAFSC personnel perform the largest number of "generalist" officer tasks in their daily exposures to flying/missile operational activities in squadron and wing Operations. The AFSC 194X personnel also perform Management, Supervisory, Command, and Planning functions; however, the major focus of their worktime is generally related to Disaster Preparedness Operations-type functions.
4. Selected Background Information: Of interest to Air Staff, functional managers, and training managers are the data which respond to issues of special interest and concerns of the AFSC 19XX utilization field personnel. These data were analyzed, examined, and incorporated with responses which were summarized from Operations Management personnel in both field interviews and USAF Job Inventory write-in comments. These areas are addressed in context with recommendations offered from USAFOMS.

Overall, (1) the merger of the designated AFSCs appears to have completed the cycle anticipated by General Welch in 1985; (2) the merger is generally working in the manner that it was planned; (3) the 19XX personnel are being exposed to the broad range of the operations environment world as anticipated by the planners who "formed" this nonrated operations officer utilization field; (4) the scope of the jobs performed by the officers varies minimally between CONUS and overseas personnel; and (5) there are a few specific "problems" to be addressed in regard to the 192X, Adjutant, and the 193X, Command Post, positions. These concerns are addressed to a great extent throughout the occupational survey report (OSR) and specifically, in the ANALYSIS OF SELECTED BACKGROUND DATA section.

Job Satisfaction: Overall, job satisfaction indices within the 19XX AFSC are rated relatively high. The incumbents indicate their jobs are interesting (64 percent), their talents are being utilized fairly well (57 percent), they are well satisfied with their sense of accomplishment (60 percent), and their perceived utilization of training indices shows a positive average of 54 percent.

Adequacy of Specific AFSC Training: In contrast, however, to the noted positive job satisfaction indicators are the responses to the adequacy of the formal training received for the respondents' current positions which are generally low to medium indices (192X - 29 percent; 193X - 57 percent; 194X - 51 percent). There are no formal training courses for the 191X or 199X Operations Management Staff and Director Personnel; however, these officers have furthered their command, management, and supervisory skills for their positions by attending a variety of higher level Professional Military Education Schools, such as Air Command and Staff, Air War College, or Industrial Armed Forces Course.

Adequacy of Computer Training: Overall, half of the respondents indicate they have received no formal training in using computers. These responses are phenomenal, considering that 79 percent of the respondents use computers in their daily duties. These indices highlight the need for the Air Force to review computer training priorities, since such a large percent of officer personnel are NOT being adequately trained for this segment of their daily duties.

Perception of AFSC 19XX Career Progression: Considering the high job satisfaction indicators, the responses to career progression are somewhat surprising, since such a large percent (61 percent) of the incumbents perceive it as "Not Positive." These indices individually by AFSCs (191X - 63 percent; 192X - 59 percent; 193X - 61 percent; 194X - 66 percent; and 199X - 57 percent) indicate that overall morale is rather low. In contrast to the "Not Positive" career progression indices, however, almost 90 percent of the respondents indicate that they plan to retire with full benefits.

5. AFR 36-1 Specialty Descriptions: The duties and tasks performed by the targeted AFSCs correspond accurately with those listed in the respective AFR 36-1 Specialty Descriptions for the 191X, 192X, 193X, 194X, and 199X officers. Career progression was evident throughout all analysis groups. The scope of the lower ranking officers was evident in the technical and administrative-type tasks performed, as well as within the number of tasks performed and

percent time spent on duties. As rank, experience, and time in current jobs increased, the officers generally reported spending greater percentages of their job time performing supervisory and managerial functions. The most senior incumbents do, however, perform a number of technical-type tasks when the need arises, such as during Battle Staff, Disaster Preparedness, or Contingency exercises and operations.

6. Implications: The indepth data analysis indicates that the 19XX AFSC officers are ostensibly performing the duties and tasks as perceived by the "creators" of the AFSC 19XX utilization field in 1985.

A further review of the Adjutant duties should be accomplished again by Air Staff and AFSC 19XX Functional and Training Managers, since these officers are still spending a large percent of their worktime performing comprehensive administrative and executive-type tasks, rather than the broad range of operations and management activities as perceived in 1985 and reviewed in June 1990.

A clear, comprehensive career plan outlining the future needs and scope of duties for all five AFSCs included within the utilization field should be developed and presented to the field within a timely manner.

The OSR data included within the current study can and should be used by Air Staff, functional managers, training managers, and other users to assist in making future mission and manpower decisions.

NOTE: This is the first survey of the 19XX Operations Management officers. The January 1993 OSR data contained herewith DOES NOT include the same survey populations, nor the same AFSCs and duty statements of any related USAFOMS OSRs; therefore, no comparisons in kind to previous related USAFOMS field data or OSRs can or will be made.

OCCUPATIONAL SURVEY REPORT (OSR)
OPERATIONS MANAGEMENT OFFICER PERSONNEL
(AFSC 19XX)

INTRODUCTION

This is a report of the occupational survey of the Operations Management 19XX officer personnel completed by the Occupational Analysis Flight, USAF Occupational Measurement Squadron. The original request for the survey was made by HQ ATC/TTQI in November 1986. Since there had been no previous occupational survey of the 19XX utilization field and the merger had been in effect for only 1 year, Air Staff postponed the request. The later request made in 1990 by HQ ATC/TTQI and HQ USAF/XOOTW allowed time for the field to stabilize (5 years) which, in turn, permitted the survey respondents to provide relative data to assist in evaluating the following salient points:*

- Is the merger of the designated AFSCs still evolving?
- Is the merger working in the manner that it was planned?
- Are the personnel getting the broad range of exposure to the operations environment?
- Does the scope vary between MAJCOMs?
- Are there specific problems to be addressed in any area of each of the AFSCs?

* Responses are provided in ANALYSIS OF SELECTED BACKGROUND DATA

Utilization Field AFSCs

The 19XX Operations Management utilization field is comprised of five AFSCs:

1911-1916	Operations Management Staff Officers
1921-1925	Operations Management Officers
1931-1935	Command and Control Officers
1941-1944	Disaster Preparedness (DP) Officers
1991-1996	Operations Management Directors

HISTORICAL BACKGROUND

In March 1985, General Welch, then HQ USAF/CV, was directed to "Construct an all-inclusive operation management career field that would include command post as a necessary broadening opportunity." The goal for the 19XX

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utilization field was to "formulate" and "create" a nonrated operations officer that would become more directly involved with flying/missile operational activities that do not require rated expertise.

These personnel would be "Generalist" nonrated officers who would be seasoned professional operations-oriented officers with a blend of specialties, whose combined leadership and talents were needed for long-range leadership and for maintaining a keen edge on readiness to respond instantly. The career field emerged from command post positions, as well as other functional areas, such as squadron adjutant officer, airfield management, current operations, training, instructional systems development, operational plans, and disaster preparedness.

Accessions would provide the adjutant officers who would gain initial exposure to operations within wing and squadron missions. After this focus in the operational environment, growth and diversity would then allow the AFSC 19XX officers to flow into and assume command post duties or wing staff positions, such as current operations or plans, airfield management, air base operations, and disaster preparedness positions. With the diversity of tasks in operations management within the AFSC 19XX career field and the valuable interface with other specialties, the AFSC 19XX nonrated officers would process and flow into the much needed Air Force "generalist officer" of the 21st Century.

The merger has been in effect for over 5 years, and the data provided by the respondents to this survey indicate they have indeed fulfilled the original goals and plans of the creators of the 19XX utilization field. These personnel are and will be a valuable source of manpower and expertise in the newly announced plans and operational goals of the Air Force, as noted by General McPeak.

19XX UTILIZATION FIELD UPDATE

When the announced official stated mission of the Air Force was made by Air Force Chief of Staff General McPeak in September 1991, the goals of the Air Force changed drastically! His stated goal for future Air Force personnel became "Defending the United States through control and exploitation of air and space...The terms of media used to accomplish these goals are not limited to combat and noncombat functions in air or space, by constraints of any one career field, or any one aircraft type, or at any one point in time." Because of these changes in philosophy and goals, many command and manpower changes have been and are in the process of being made for Air Force personnel and activities.

The AFSC 19XX utilization field was originally "created" to develop a nonrated officer core that would perform operational duties which did not require rated expertise. Because of the stated Air Force mission changes, the present and future availability and use of aircraft itself, and the associated manning for rated positions, have been reevaluated and, as with other

utilization fields, the number of nonrated positions for the AFSC 19XX personnel appears to be at a premium. For example, a major change for the 194X officers is anticipated to be made in October 1993, when they will be transferred "under the Civil Engineering Umbrella." The myriad questions associated with the overall Air Force reorganization that is presently going on within the operating agencies seem to be causing a low morale problem, as noted in the OSR data by job satisfaction and Air Force Career Progression indices.

Because of the diversity of tasks in Operations Management within the AFSC 19XX utilization field and the valuable interface with other specialties, the AFSC 19XX officers could and should flow into the much needed Air Force "generalist officer" of General McPeak's Air Force mission and goals for the 21st Century.

Since adequate and proper training is such an important part of General McPeak's and Lieutenant General Boles' mission changes and also one of the newer "professed" mission goals for Air Force personnel is to allow new officers to receive some "hands-on" leadership and management experiences BEFORE heading off to the field, the requirements for data and other information on which to base those decisions become much more important and vital for future progression.

The OSR data included herewith can be extremely helpful to Air Staff personnel, functional managers, training managers, and other users to assist in making well-founded mission and manpower decisions. The data, although it is reported by MAJCOM and operating agencies which were in existence AT THE TIME OF THE SURVEY, will not disallow its validity and usefulness, even though it does not EXACTLY match the current organizational structure changes. Transferences to the current appropriate command areas can easily be made by the users and other personnel associated with the AFSC 19XX utilization field goals.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-19X-832, dated November 1991. Since there had been no previous occupational survey of the AFSC 19XX utilization field, a tentative task list was prepared by reviewing pertinent career ladder publications and directives, such as AFR 36-1 Specialty Descriptions, course training standards (CTSs) from the resident training schools, as well as the corresponding enlisted job inventories. Reviewing these documents provided the USAFOMS developer with a broad brush overview of the types of tasks performed by the AFSC 19XX officers.

This resultant tentative task list, containing 1,415 tasks was refined and validated during a 3-day workshop with resident course instructors at 3440 TCHTG, Keesler AFB MS. The preliminary job inventory was further refined and validated by personal field reviews with 95 AFSC 19XX subject-matter experts (SMEs) at the below listed MAJCOMs and bases.

HQ USAF/XOOTW provided USAFOMS with a list of recommended visitation sites from which the following selections were made to ensure coverage of a variety of MAJCOMs, AFSCs, and environments.

<u>MAJCOM</u>	<u>BASES</u>	<u>RATIONALE (AFSCs)</u>
ATC/TAC	Keesler AFB MS	Resident Tech School 191X, 25, 35, 44
AFSOC/TAC	Hurlburt Fld FL	191X, 25, 35
TAC	Eglin AFB FL	191X, 25, 35
SAC/AFRES	Robins AFB GA	191X, 25, 35, 44
ATC	Randolph AFB TX	191X, 25, 44
TAC	Bergstrom AFB TX	1916, 25, 35, 44
MAC/AFLC	McClellan AFB CA	1916, 25, 35, 44
TAC	Travis AFB CA	1916, 35
SAC	Offutt AFB NE	1916, 25, 35, 96
MAC/SAC	Dyess AFB TX	1925, 35
SAC/MAC	Altus AFB OK	1916, 25, 35
ATC	Lackland AFB TX	1916, 44

The resultant field validated job inventory contained a comprehensive listing of 1,250 tasks grouped under 13 duty headings and a biographical and background section. Prior to printing, the final survey instrument was coordinated and approved by 19XX Functional Managers of selected MAJCOMs and HQ USAF/XOOTW. No security problems were anticipated nor were found with the administration of the survey instrument.

The USAFOMS Job Inventory consists of three sections: (1) a BIOGRAPHICAL INFORMATION section where survey participants provide information about themselves; (2) a BACKGROUND INFORMATION section where survey respondents provide general information about their job; and (3) a DUTY-TASK list section where respondents indicate the tasks they perform in their current job.

The 19XX USAF Job Inventory BIOGRAPHICAL and BACKGROUND sections include 52 questions. The BIOGRAPHICAL section requested data, such as name, SSAN, sex, grade, total time in current job (TICJ), total active federal military service (TAFMS), DAFSC, MAJCOM of assignment, etc. BACKGROUND questions include Armstrong Laboratory Human Resources Directorate (AL/HR) standardized questions (used in all USAFOMS inventories) regarding perceived job satisfaction and sense of accomplishment from their work, job utilization of talents, and utilization of Air Force training received.

AFSC specific questions added by AFSC 19XX staff include such topics as perceived adequacy of formal training received for current position (192X, 193X, 194X), perceived career progression as an AFSC 19XX officer, use of and type of training received on computers, whether the member volunteered for the AFSC 19XX utilization field, and if crosstrained to 19XX, what was the officer's previous AFSC.

The DUTY-TASK list section consisted of 1,250 tasks grouped under 13 duty titles. These tasks represent the types of tasks performed by the respondents of the five targeted AFSCs.

Survey Administration

In January 1992, 115 Consolidated Base Personnel Officers (CBPOs) at designated operational units worldwide received a mailing containing the AFSC 19XX USAF Job Inventories, a letter of administration instructions, and a mailing list containing the name, grade, SSAN, duty AFSC, location, and MAJCOM of each AFSC 19XX officer to be surveyed at their base. From January through May 1992, the CBPOs administered the survey instrument to the designated military incumbents holding a 19XX DAFSC.

Each officer who completed the survey instrument first filled out the BIOGRAPHICAL and BACKGROUND information section. The respondents were then asked to read each task in the DUTY-TASK section and place a check beside each task they perform in their current job. After checking all tasks performed, each member then rated each of the marked tasks on a 9-point scale showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount of time spent) through 9 (very large amount of time spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of their time spent on their 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 formula provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

On 23 January 1992, 1,382 USAF Job Inventories were mailed to the AFSC 19XX personnel at the 115 designated bases worldwide which represented 98 percent of the ELIGIBLE officer population listed in the current AFMPC computer personnel mailing list.

To qualify for participation in this survey, the respondent MUST HAVE:

- a DAFSC of 1911, 1916, 1921, 1925, 1931, 1935, 1941, 1944, 1991, or 1996;
- Held their DAFSC for at least 6 weeks,
- Been working in their present job for at least 6 weeks.

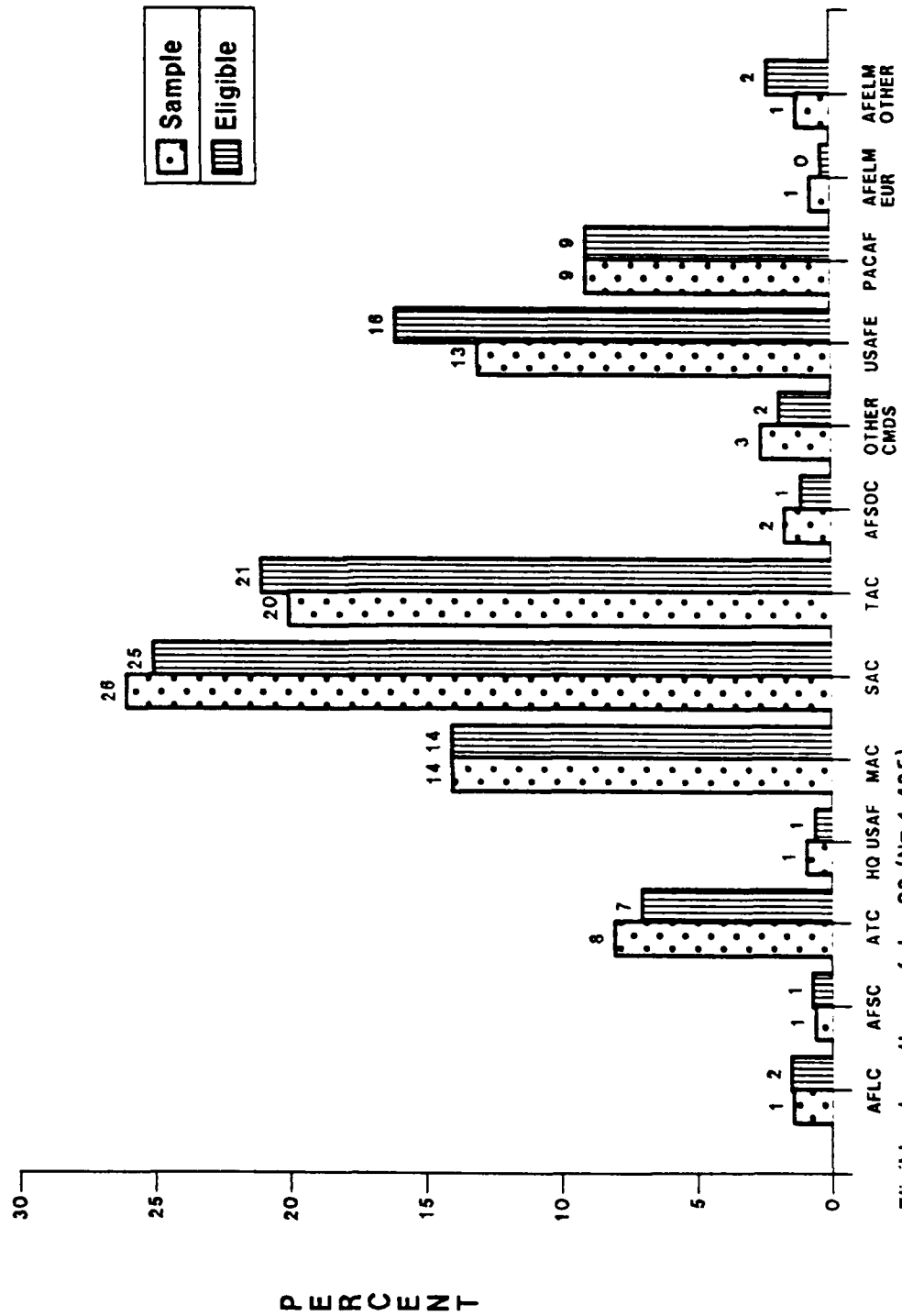
HQ USAF/XOOTW and HQ ATC/TSO concurred with USAFOMS' request to close the survey administration with the return rate listed on 16 May 92. One thousand one hundred twelve (1,112 - 80 percent of mailed) job inventories had been returned by that date. Of those surveys returned, 940 usable job inventories are included in the present survey sample and are the basis for the data contained in this occupational survey.

Figures 1 through 3 illustrate general characteristics of the 940 respondents based on background information for the total sample. Figure 1 represents Command Representation of AFSC 19XX Operations Management Survey Sample. SAC accounts for 26 percent of the population sample, followed by TAC at 20 percent, MAC at 14 percent, and overseas personnel represented by USAFE at 13 percent. Figure 2 illustrates the paygrade distribution of the 19XX Operations Management personnel, which clearly indicates that captains represent the largest paygrade group (533) or 56 percent of the survey sample. Figure 3 provides distribution of 19XX personnel by AFSC. This figure illustrates that the 364 AFSC 192X respondents (39 percent) are the largest percent of the sample, as well as being representative of the largest number of assigned AFSC 19XX personnel (N=615 - 59 percent).

These three figures compare and illustrate the survey sample with the command representation, paygrades, DAFSCs, and the population characteristics of the utilization field as a whole and within each DAFSC. The majority of the survey sample is, therefore, representative of the AFSC 19XX population and is definitely adequate to allow for valid inferences regarding the presented data.

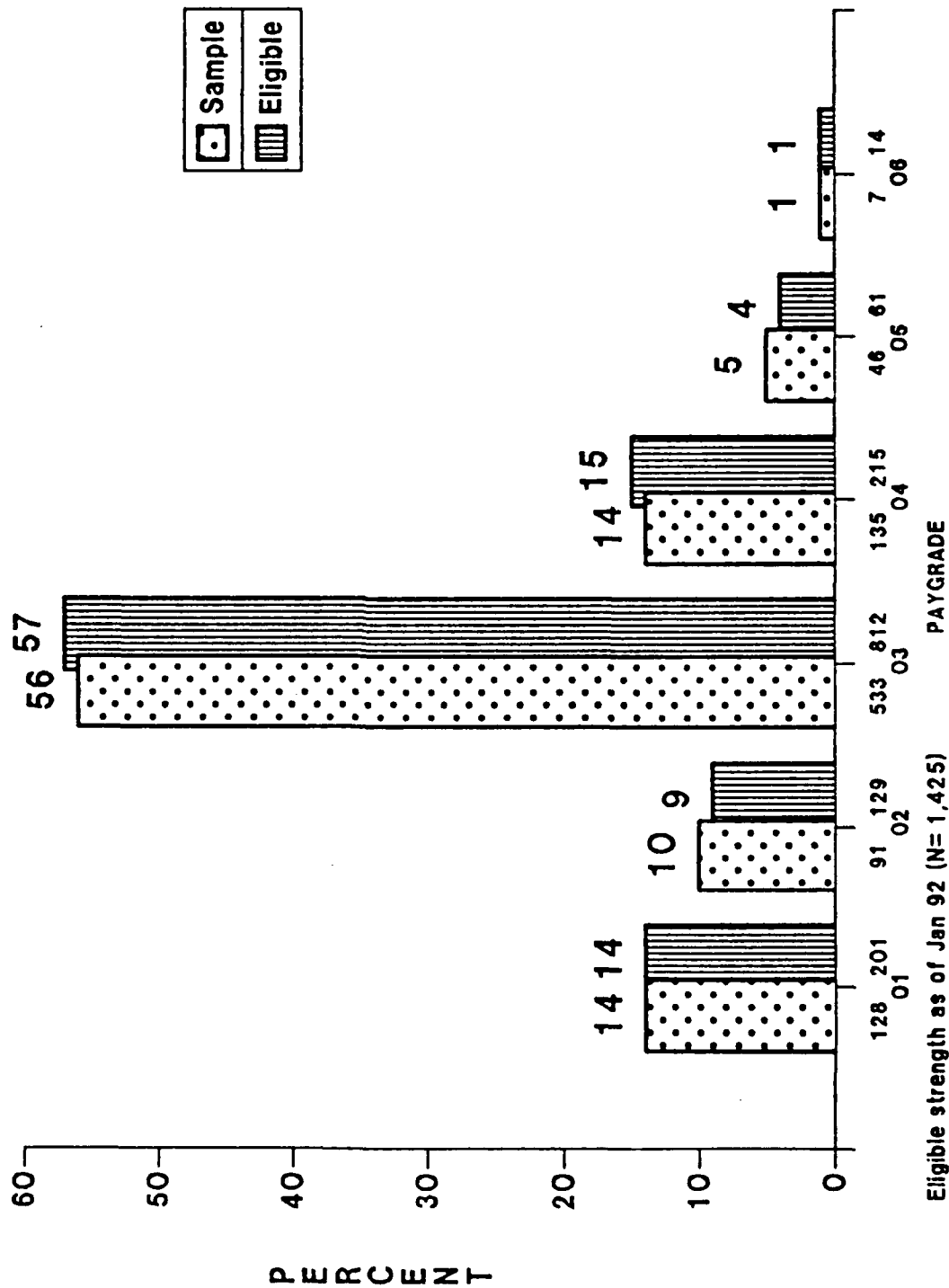
Because of the low number of AFSC 199X eligible personnel (22) and the inability of these small indices to provide meaningful data, the user should be aware that the number of responses (14) will be addressed in the occupational survey data; however, caution should be exerted in interpretation, generalization, and use of AFSC 199X statistical data.

Figure 1
 COMMAND REPRESENTATION OF AFSC 19XX
 OPERATIONS MANAGEMENT SURVEY SAMPLE



Eligible strength as of Jan 92 (N= 1,425)
 Sample Respondents (N= 940)
 Percentages may not add to 100% due to rounding

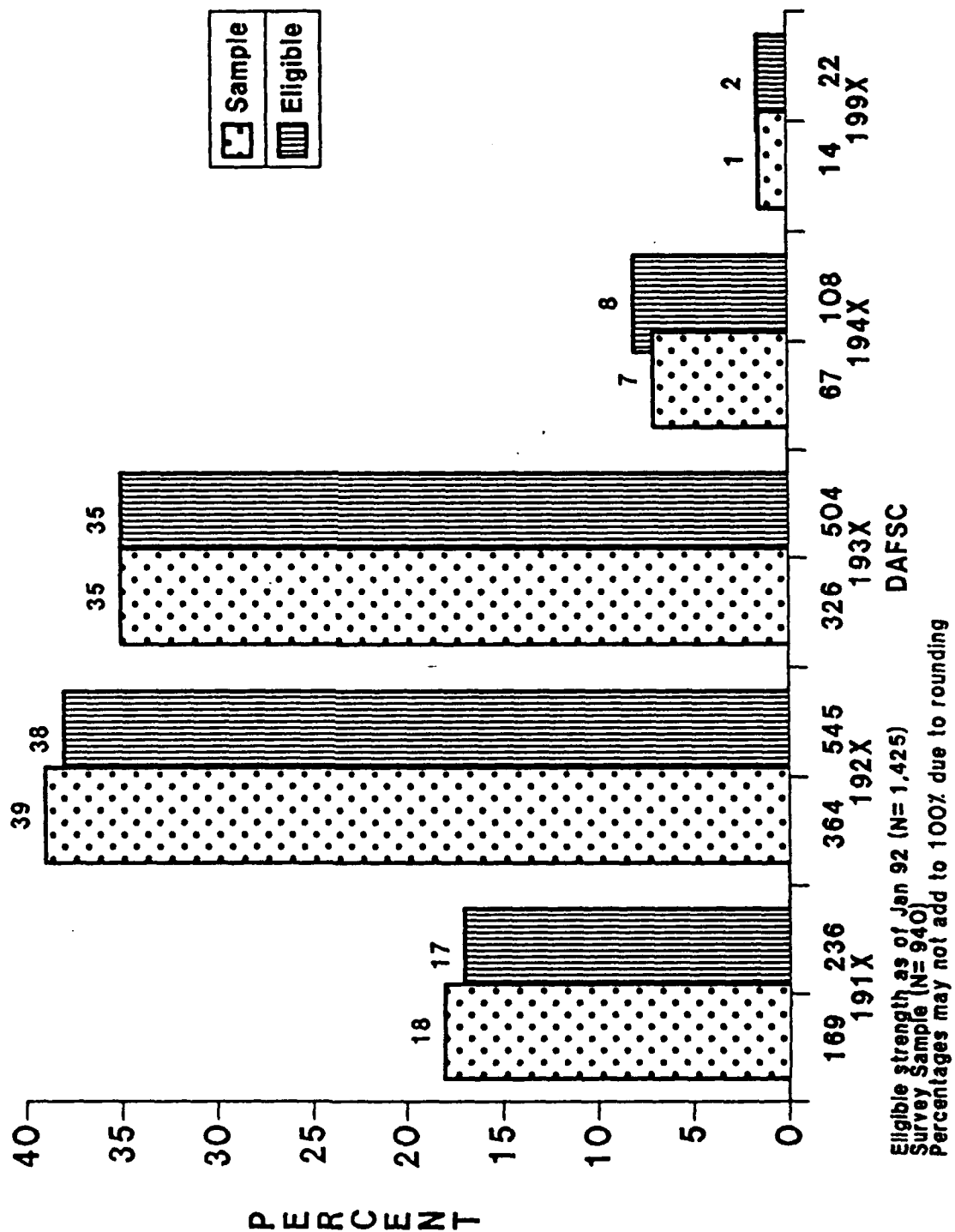
Figure 2
 PAYGRADE DISTRIBUTION OF SURVEY SAMPLE
 19XX OPERATIONS MANAGEMENT



Eligible strength as of Jan 92 (N=1,425)
 Survey Respondents (N=940)
 Percentages may not add to 100% due to rounding

Figure 3

DISTRIBUTION OF 19XX OPERATIONS MANAGEMENT PERSONNEL BY DAFSC



OFFICER TRAINING ANALYSIS

Training Analysis Data

In addition to completing the AFSC 19XX Job Inventory, selected personnel completed a second job inventory booklet asking for their individual perceptions of training emphasis (TE) ratings. These TE booklets were processed separately from the job inventories completed by all other AFSC 19XX officers. The information in the TE booklets is used in a number of different analyses discussed in more detail within the report.

Individuals completing TE booklets were asked to rate tasks on a 10-point scale (from no training required to an extremely high amount of training required). Training emphasis is a rating of which tasks require structured training for first-assignment personnel. Structured training is generally construed to be training provided at resident technical schools, field training detachments, mobile training teams, formal OJT, or any other ORGANIZED training method.

A total of 310 TE booklets were sent to the following AFSC personnel. One hundred and forty-two booklets were returned for a usable return rate of 46 percent.

<u>AFSC</u>	<u>Population</u>	<u>Sent</u>	<u>Usable Returns</u>
191X	Major	75	26
192X	Captain/Major	75	41
193X	Captain/Major	85	41
194X	Captain/Major	75	34

If all raters were in complete accord on which tasks are important for first-assignment training, the interrater reliability would be 1.0. Since a large number of tasks in the AFSC 19XX Occupational Survey were distinctly performed by officers in the various DAFSCs, there were a number of tasks with minimal responses. This was not unexpected, since members of the five DAFSCs perform a number of tasks which are distinctly different. The TE ratings are based on the total 1,250 tasks, which allowed for more realistic TE values being assigned to tasks and were more reflective of the tasks actually performed by the 19XX AFSC personnel.

As noted previously, TE ratings were collected from 186 officers; however, officers holding a 192X DAFSC did not achieve an acceptable interrater reliability value. The DAFSC 199X officers did not have a sufficient population to be included in the TE analyses.

TE data provided by the 26 AFSC 191X, Operations Management Staff Officer, subject-matter experts (SMEs) yielded an average mean of .97 with a standard deviation of 1.14. When a given task has an assigned TE rating greater than or equal to the sum of the mean value plus one standard deviation, in the 191X case, 2.11, these tasks merit strong consideration for inclusion in some form of structured training for first-assignment officers. There are 155 (of 1,250) tasks that meet this high-rating criterion.

The TE rating data provided by the 41 DAFSC 193X, Command and Control Officer, SMEs yielded an average mean of .76 with a standard deviation of .98. There are 140 (of 1,250) tasks that are equal to the sum of the mean value plus 1 standard deviation; in the AFSC 193X case, 1.74 which merit strong consideration for inclusion in AFSC 193X structured training for first-assignment officers.

The TE data provided by the 34 DAFSC 194X, DP Officer, SMEs yielded an average mean of 1.04 with a standard deviation of 1.36. There are 210 (of 1,250) tasks that are equal to the sum of the mean value plus 1 standard deviation; in the AFSC 194X case, 2.40 which merit strong consideration for inclusion in 194X structured training for first-assignment officers.

When used in conjunction with the primary criterion of percent members performing, TE ratings can provide insight into first-assignment officer training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting AFS entry-level jobs.* Appendices B1 through B3 present representative tasks that DAFSC 191X, 193X, and 194X SMEs believe are important to be included in structured training for first-assignment officers.

* Because of the proposed "downsizing and possible changes being projected for the officer utilization fields," the Technical Training School requested that USAFOMS waive the match of the CTSs and Plans of Instruction (POIs) usually accomplished during an occupational survey study.

ANALYSIS OF DATA BY JOB STRUCTURE GROUP

Data Processing and Job Structure Analysis

A USAF Occupational Analysis actually begins when the usable job inventory booklets are optically scanned and the data are merged to automatically form a complete case record of the designated AFSC. This automation sorts, matches, and merges the survey data to generate the appropriate computer files which become the necessary reference materials used by the analyst to perform the actual data analysis.

Conversely, the analysis process itself begins with an examination of the utilization field structure. The structure of the 19XX AFSC as a whole and the five DAFSCs within is examined based on similarity of tasks performed and

the percent of time spent ratings provided by job members, independent of other specialty background factors. This analysis is based on what personnel are doing on their jobs, as determined from task responses.

Analysis of the resulting groups identified:

- (1) the number and characteristics of the different jobs which existed across the Operations Management DAFSCs;
- (2) the tasks which were performed together by groups of respondents; and,
- (3) tasks and incumbent characteristics which may be peculiar to specific functional requirements AS THEY EXISTED AT THE TIME OF THE SURVEY

(The major changes that HAVE occurred within the Air Force since January 1992 in the mergers of MAJCOMs, taskings of AFSCs, and job specificity are discussed in the HISTORICAL BACKGROUND and 19XX UTILIZATION FIELD UPDATE sections.)

A standardized automated job clustering program is used to identify specific jobs. This hierarchical grouping program is a basic part of the USAFOMS Comprehensive Occupational Data Analysis Program (CODAP) system for job analysis. Each individual job description (all of 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 for 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 spent 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 this hierarchical job structuring process is the JOB. A job is a group of individuals who perform many of the same tasks and spend similar amounts of time performing them. When there are variations in the combinations of tasks and time spent by sample respondents, a number of different jobs are identified. When there is a substantial degree of similarity between different jobs, they are grouped together and labeled as CLUSTERS. Specialized jobs too dissimilar to fit within a cluster are labeled INDEPENDENT JOBS (IJs). Differences in the job descriptions of the work being performed are driven by kinds of similar tasks performed, number of tasks performed, and percent of members performing tasks.

The job structure information resulting from this grouping process (the various jobs within the utilization field) can be used to evaluate the accuracy of utilization field documents, such as AFR 36-1 Specialty Descriptions and CTSSs, as well as to gain a better understanding of current utilization patterns.

Since references are made throughout the OSR to duties performed and amount of time spent performing such tasks, mini-job descriptions of each of the five AFSCs are reported below:

The Operations Management Staff Officers (191X) FORMULATE operations policies, plans, and programs; SUPERVISE operations, training, air base operations, and command and control activities for operational commitments; and COORDINATE operations, training, airfield management, air base operability, and command and control matters with appropriate staff activities.

The Operations Management Officers (192X) PERFORM squadron executive duties and manage unit programs, CONDUCT operational training and scheduling, and INTERPRET and DISSEMINATE inspection results and recommend action to correct deficiencies and improve performance.

The Command and Control Officers (193X) INTERPRET, PRESENT, AND CONTROL data in command and control systems; EFFECT positive control of assigned forces and weapons systems using command and control; PERFORM as operations controller in command posts or control centers; and FORMULATE plans and organizes command and control operations.

DP Officers (194X) DEVELOP, STAFF, and COORDINATE DP plans and revisions; MANAGE the DP program at base level, serve on emergency response teams; and COORDINATE base DP planning actions with local, state, and Federal civil officials and with other military agencies.

Operations Management Directors (199X) DIRECT AND IMPLEMENT operations management programs to support mission requirements; COMMAND major operational command and control activities, and IMPLEMENT and DIRECT Air Force and MAJCOM DP programs.

Overview of Specialty Jobs

As discussed in the INTRODUCTION section previously, this occupational survey contains data regarding the AFSC 19XX Operations Management Officers by job structure groups, individually by DAFSCs, and additionally by AFSC group as a whole. Accordingly, the following job structure data are reflective of the task similarity and relative time spent on duties by all officers included in the study.

Structure analysis of the computer products and associated data indicates the presence of seven clusters and nine IJs. For comparison purposes, Table 1, Job Structure Groups, provides a listing of each of the 39 jobs included within the clusters and IJs in the survey sample. The stage (ST) number shown beside each title in the listing is a reference to computer-printer information; while the number of personnel in each group (N) is also shown. The user should be aware that the number of personnel in the subgroups does not always equal the total number shown for a cluster, nor are all officers in the total survey included within the clusters and IJs. The jobs performed by these individuals are, however, adequately described and covered within and by the stages included in the following narrative descriptions.

TABLE 1
JOB STRUCTURE GROUPS

- I. OPERATIONAL COMMAND AND CONTROL CLUSTER (ST279, N=267 - 28%)
 - A. Aircraft Scheduling and Operations Officers (ST526, N=12)
 - B. Emergency Action Officers (ST512, N=29)
 - C. Deputy Directors (ST545, N=5)
 - D. Command and Control Training Officers (ST535, N=9)
 - E. Air Defense Controllers (ST437, N=30)
 - F. Airlift Operations Officers (ST397, N=21)
 - G. Command Post Controllers (ST333, N=13)
- II. OPERATIONS CENTER DIRECTORS INDEPENDENT JOB (ST288, N=8 - 1%)
- III. AIRLIFT CONTROL OFFICERS INDEPENDENT JOB (ST357, N=11 - 1%)
- IV. OPERATIONS AND SCHEDULING CLUSTER (ST268, N=75 - 8%)
 - A. Command Post OICs (ST380, N=33)
 - B. Division Commanders (ST592, N=14)
 - C. Branch Operations Chiefs (ST412, N=10)
 - D. Training Managers (ST310, N=31)
- V. OPERATIONS DIRECTORS INDEPENDENT JOB (ST174, N=5 - .05%)
- VI. CURRENT OPERATIONS PLANNING OFFICERS INDEPENDENT JOB (ST146, N=5 - .05%)
- VII. TACTICAL DECEPTION OFFICERS INDEPENDENT JOB (ST159, N=5 - .05%)
- VIII. OPERATIONAL ADJUTANTS CLUSTER (ST44, N=163 - 17%)
 - A. Squadron Adjutants (ST264, N=5)
 - B. Squadron Section Commanders (ST244, N=12)
 - C. Squadron Operations Managers (ST238, N=16)
 - D. Quality Control Officers (ST355, N=9)
 - E. Administrative Officers (ST540, N=9)
 - F. Security Officers (ST207, N=5)
- IX. MANAGEMENT AND RESOURCE ADVISORS INDEPENDENT JOB (ST151, N=5 - .05%)
- X. OPERATIONS OFFICERS INDEPENDENT JOB (ST180, N=7 - .07%)
- XI. OPERATIONS MANAGERS CLUSTER (ST47, N=45 - 5%)
 - A. Planning Officers (ST250, N=9)
 - B. Systems Operations Managers (ST219, N=5)
 - C. Operations Requirements (Air Base Operability (ABO)) Officers (ST181, N=5)

TABLE 1 (CONTINUED)

JOB STRUCTURE GROUPS

- XII. QUALITY CONTROL INSPECTORS INDEPENDENT JOB (ST199, N=22 - 2%)
- XIII. OPERATIONAL PLANS AND CONTINGENCY OFFICERS CLUSTER (ST110, N=46 - 5%)
 - A. Readiness Plans Officers (ST223, N=16)
 - B. Air Base Operability Officers (ST253, N=12)
 - C. Contingency Plans Officers (ST218, N=11)
- XIV. DISASTER PREPAREDNESS CLUSTER (ST126, N=66 - 7%)
 - A. Readiness Response Officers (ST248, N=9)
 - B. Contingency Support Officers (ST300, N=10)
 - C. Preparedness Managers (ST347, N=10)
 - D. Air Base Operability Managers (ST425, N=20)
 - E. Operability Response Officers (ST477, N=5)
- XV. AIRFIELD MANAGEMENT CLUSTER (ST129, N=25 - 3%)
 - A. Airfield Operability Officers (ST215, N=16)
 - B. Base Operations Officers (ST330, N=5)
- XVI. TRAINING PERSONNEL INDEPENDENT JOB (ST240, N=8 - 1%)

Specialty Job Descriptions

The data in the resulting job structure are determined by performing a comprehensive analysis of the responses from the 940 officers of the targeted 19XX DAFSC groups. Based on these CODAP products containing variations in combinations of tasks performed, similarity, and time spent on tasks, the USAFOMS job structure analysis identified seven clusters and nine IJs within the survey sample. As shown in Table 1, a total of 663 officers (81 percent) are captured in the analysis.

The 7 clusters containing 30 jobs and accounting for 73 percent (687 officers) of the total survey population are:

- I. OPERATIONAL COMMAND AND CONTROL CLUSTER
- IV. OPERATIONS AND SCHEDULING CLUSTER
- VIII. OPERATIONAL ADJUTANTS CLUSTER
- XI. OPERATIONS MANAGERS CLUSTER
- XIII. OPERATIONAL PLANS AND CONTINGENCY OFFICERS CLUSTER
- XIV. DISASTER PREPAREDNESS CLUSTER
- XV. AIRFIELD MANAGEMENT CLUSTER

The 9 IJs accounting for 8 percent (76 officers) of the total survey population are:

- II. OPERATIONS CENTER DIRECTORS INDEPENDENT JOB
- III. AIRLIFT CONTROL OFFICERS INDEPENDENT JOB
- V. OPERATIONS DIRECTORS INDEPENDENT JOB
- VI. CURRENT OPERATIONS PLANNING OFFICERS INDEPENDENT JOB
- VII. TACTICAL DECEPTION OFFICERS INDEPENDENT JOB
- IX. MANAGEMENT AND RESOURCE ADVISORS INDEPENDENT JOB
- X. OPERATIONS OFFICERS INDEPENDENT JOB
- XII. QUALITY CONTROL INSPECTORS INDEPENDENT JOB
- XVI. TRAINING PERSONNEL INDEPENDENT JOB

The survey respondents perform tasks in all duties to some measurable extent except one. Duty J, Airborne Command Post Functions was no longer being performed by respondents in January 1992 when the USAF Job Inventory was administered to the field.

All of the respondents perform tasks in Management and Supervisory Functions (from 5 percent to 52 percent). Thirteen of the sixteen major job groups perform tasks in Planning and Command Functions (from 8 percent to 49 percent). Seven of the identified jobs perform tasks in either Adjutant (from 5 percent to 73 percent) or Command Post and Scheduling Functions (from 8 percent to 82 percent). Five jobs perform tasks in Training Functions (from 7 percent to 50 percent), and three jobs perform tasks in Airfield Management and Base Operations (from 5 percent to 47 percent).

An indicator of the variability and diversity of jobs performed by the Operations Management Officers is the number and type of tasks performed by a substantial percentage of all responding officers. Data analysis indicates that only five tasks are performed by all respondents, seven tasks by 90 percent of the respondents, and seven tasks by 80 percent of the respondents. Tasks performed by 100 percent of respondents:

- Administer procedures for implementation of programs, policies, and plans
- Participate in staff meetings, conferences, or briefings
answer telephones
- Operate automatic secure voice communication
(AUTOSEVOCOM) of secure telephone unit (STU-111) system
- Reproduce unclassified documents

Tasks performed by 90 percent of the respondents:

- Administer use of workspace, equipment, or supplies
- Advise higher headquarters, wing, base commander, or key personnel on serious incidents
- Approve or disapprove directives, regulations, or manuals
- Orient newly assigned personnel
- Prepare charts, graphs, or slides for briefings
- Write point, position, or talking papers
- Destroy, witness, or document destruction of classified materials

Tasks performed by 80 percent of the respondents:

- Determine new equipment requirements
- Assign suspense dates to action items
- Certify destruction of classified information on required AF forms
- Coordinate staff reports with higher headquarters
- Counsel military personnel on personal, financial, and associated military matters
- Develop self-inspection checklists
- Participate in training conferences

JOB STRUCTURE GROUPS

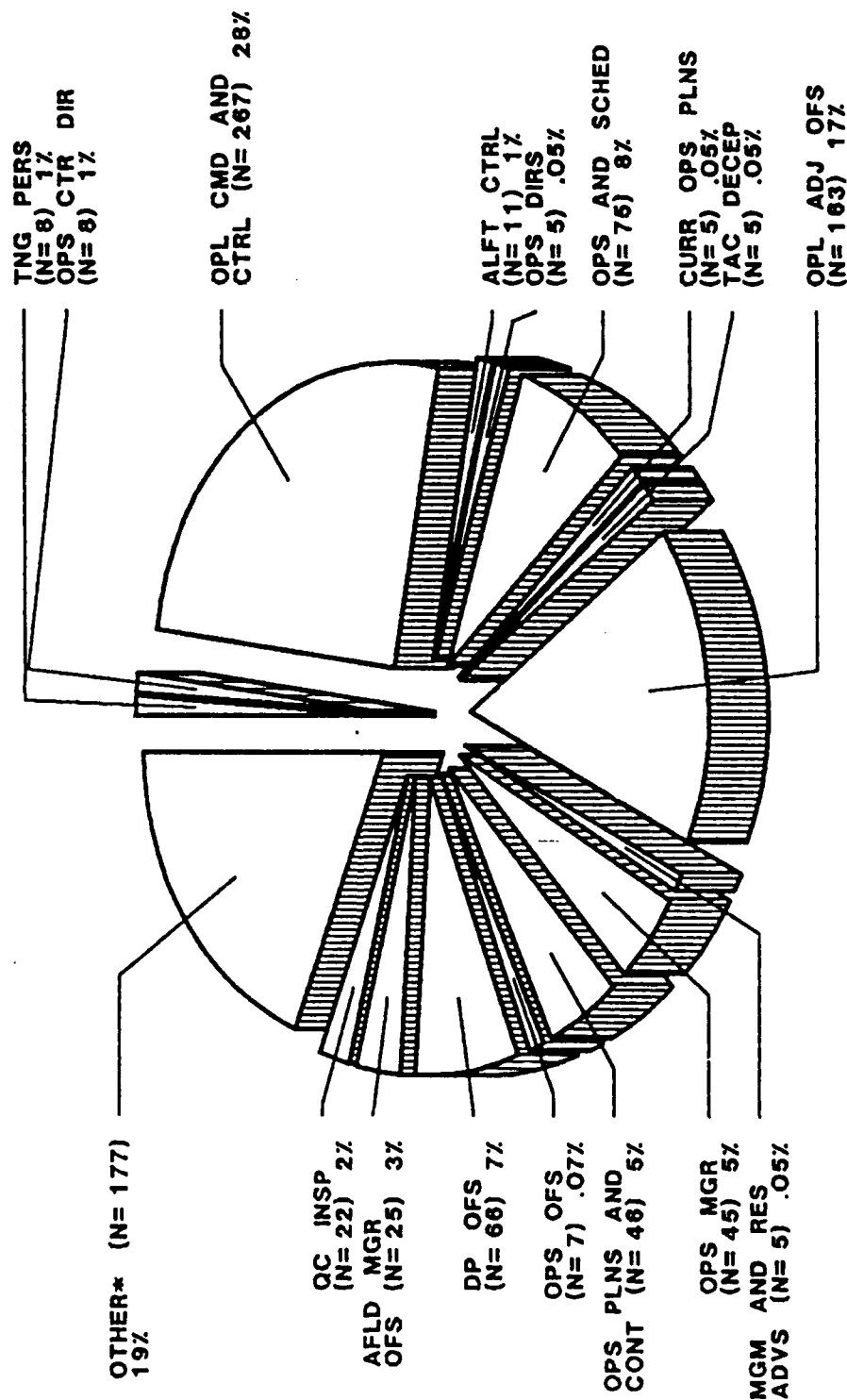
The following section identifies each of the clusters and IJs, as well as a detailed narrative description of each of the 39 jobs included within the structure analysis. In describing the groups, the provided data include a brief summary of the characteristics of the respondents, the tasks which illustrate the nature of their jobs, the differences and similarities of the tasks performed by the groups, and what major findings caused the group to become a separate entity within the job structure analysis.

It will assist the users if reference is made to the designated tables and figures while reading the following narratives. Figure 4, Distribution of AFSC 19XX Operations Management Personnel Across Specialty Clusters and IJs, displays distribution of AFSC 19XX personnel. The average percent of time spent on the 13 major functional duties performed by clusters and IJs is illustrated in Table 2. Selected background data for these same groups are shown in Table 3. Representative tasks for all groups forming the clusters and IJs are presented in Appendices A1 through A16.

I. OPERATIONAL COMMAND AND CONTROL CLUSTER (ST279, N=267). This first cluster is the largest group identified. Eighty-five percent of the cluster members hold a 193X DAFSC which represents 70 percent of the responding 193X DAFSC officers and is the largest representation of this DAFSC. As the title suggests, all members of this cluster are characterized by the relatively large amount of job time spent working with Command Post and Scheduling Functions. Forty-six percent indicated they supervise other personnel. Members perform an average of 152 tasks. While all jobs are fairly broad in nature, there was a considerable range in average number of tasks performed, with 267 being the largest and 98 being the smallest number of tasks performed by any of the incumbents.

Of the members within the cluster, 44 percent have been in their current jobs from 1 to 12 months, 32 percent from 13 to 24 months, and 24 percent for more than 2 years. The majority of the officers are captains (85 percent) and first lieutenants (10 percent), with 4 percent being majors. Twenty-three

FIGURE 4
DISTRIBUTION OF AFSC 19XX OPERATIONS MANAGEMENT
PERSONNEL ACROSS SPECIALTY CLUSTERS AND IJS



* Individuals not included in jobs because of low numbers of personnel performing tasks or of specificity of jobs. Jobs performed by those not included are generally described within the Clusters and Independent Jobs discussed in Job Structure Analysis

TABLE 2

AVERAGE PERCENT TIME SPENT ON MAJOR FUNCTIONAL DUTIES
IN CLUSTERS AND INDEPENDENT JOBS BY JOB STRUCTURE ANALYSIS

DUTIES	# OF TASKS	OPL CMD		ALFT CTRL		OPS & SCHED		OPS DIRS IJ		CURR OPS		TAC DECEP		OPL ADJUTANT	
		AND CTRL	CLUSTER	OPS DIR IJ	CLUSTER	OPS DIRS IJ	CLUSTER	OPS DIRS IJ	CLUSTER	PLANNING	OFCS IJ	OFCS IJ	OFCS IJ	CLUSTER	CLUSTER
		(ST279, N=267)	(ST288, N=8)	(ST357, N=11)	(ST268, N=75)	(ST174, N=5)	(ST146, N=5)	(ST159, N=5)	(ST144, N=163)						
A PLANNING AND COMMAND FUNCTIONS	113	-	-	-	12%	9%	19%	49%	17%						
B MANAGEMENT AND SUPERVISORY FUNCTIONS	225	7%	12%	5%	24%	43%	36%	41%	28%						
C INSPECTING AND EVALUATING FUNCTIONS	35	-	-	-	-	-	-	-	-						
D TRAINING FUNCTIONS	108	-	-	-	11%	-	-	-	-						
E ADJUTANT FUNCTIONS	131	5%	-	-	-	-	14%	-	47%						
F REPORTING FUNCTIONS	32	-	-	-	-	-	-	-	-						
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	143	5%	-	5%	-	-	-	-	-						
H AIR BASE OPERABILITY (ABO) FUNCTIONS	66	-	-	-	-	-	-	-	-						
I COMMAND POST AND SCHEDULING FUNCTIONS	213	72%	69%	82%	39%	38%	19%	-	-						
J AIRBORNE COMMAND POST FUNCTIONS*	46	-	-	-	-	-	-	-	-						
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	63	-	-	-	-	-	-	-	-						
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	26	-	-	-	-	-	-	-	-						
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	49	-	-	-	-	-	-	-	-						
% OF SURVEY SAMPLE		28%	1%	1%	8%	.05%	.05%	.05%	.05%						

- Response under 1 percent or no response

* Airborne Command Post not operative in January 1992

NOTE: Columns may not add to 100 percent due to rounding or no response

TABLE 2 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON MAJOR FUNCTIONAL DUTIES
IN CLUSTERS AND INDEPENDENT JOBS BY JOB STRUCTURE ANALYSIS

DUTIES	# OF TASKS	MGT AND RESOURCE		OPS		OPS		QC		OPL PLNS & CONT		DP		AFLD		TNG
		ADVSRS	IJ	OFCS	IJ	MGR	CLUSTER	IJ	INSPS	OFCS	CLUSTER	CLUSTER	CLUSTER	GR	CLUSTER	
		(ST151, N=5)	(ST180, N=7)	(ST180, N=7)	(ST180, N=7)	(ST47, N=45)	(ST199, N=22)	(ST110, N=46)	(ST126, N=66)	(ST129, N=25)	(ST240, N=8)					
A PLANNING AND COMMAND FUNCTIONS	113	38%	8%	33%	29%	27%	17%	12%	13%							
B MANAGEMENT AND SUPERVISORY FUNCTIONS	225	15%	14%	52%	38%	42%	27%	31%	28%							
C INSPECTING AND EVALUATING FUNCTIONS	35	-	-	-	13%	-	-	-	-							
D TRAINING FUNCTIONS	108	-	-	-	8%	-	7%	-	50%							
E ADJUTANT FUNCTIONS	131	43%	73%	-	6%	7%	-	-	-							
F REPORTING FUNCTIONS	32	-	-	-	-	-	-	-	-							
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	143	-	-	-	-	-	-	-	47%							
H AIR BASE OPERABILITY (ABO) FUNCTIONS	66	-	-	-	-	-	9%	-	-							
I COMMAND POST AND SCHEDULING FUNCTIONS	213	-	-	-	-	-	8%	-	-							
J AIRBORNE COMMAND POST FUNCTIONS	46	-	-	-	-	-	-	-	-							
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	63	-	-	-	-	-	16%	-	-							
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	26	-	-	-	-	-	-	-	-							
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	49	-	-	-	-	-	10%	-	-							
% OF SURVEY SAMPLE		.05%	.07%	5%	2%	5%	7%	3%	1%							

- Response under 1 percent or no response

* Airborne Command Post not operative in January 1992

NOTE: Columns may not add to 100 percent due to rounding or no response

TABLE 3

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	OPL CMD AND CTRL CLUSTER (SI279)	OPS CTR DIR IJ (SI288)	ALFT CTRL OFCRS IJ (SI357)	OPS & SCHED CLUSTER (SI268)	OPS DIRS IJ (SI174)	CURR OPS PLANNING OFCRS IJ (SI146)	TAC DECEP OFCRS IJ (SI159)	OPL ADJUTANT CLUSTER (SI44)
GROUP SIZE	267	8	11	75	5	5	5	163
% OF SURVEY SAMPLE	28%	1%	1%	8%	.05%	.05%	.05%	17%
AVG # OF TASKS	152	80	79	280	99	83	55	112
<u>OFFICER GRADE</u>								
01-02	11%	-	18%	-	-	-	-	83%
03	85%	50%	82%	56%	20%	100%	60%	15%
04	4%	50%	-	35%	20%	-	20%	1%
05	-	-	-	8%	60%	-	20%	1%
06	-	-	-	-	-	-	-	-
SUPERVISE	45%	38%	54%	92%	100%	100%	60%	82%
<u>TIME IN PRESENT JOB</u>								
1-24 MOS	76%	88%	100%	71%	80%	100%	100%	79%
25+ MOS	24%	13%	-	29%	20%	-	-	21%
<u>TIME IN UTILIZATION FIELD</u>								
1-48 MOS	75%	75%	63%	80%	60%	80%	80%	94%
49+ MOS	25%	25%	18%	20%	40%	20%	20%	6%

- Under 1 percent or no response

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	OPL CMD AND CON CLUSTER (ST279)	OPS CTR DIR IJ (ST288)	ALFT CTRL OFCRS IJ (ST357)	OPS & SCHED CLUSTER (ST268)	OPS DIRS IJ (ST174)	CURR OPS PLANNING OFCRS IJ (ST146)	TAC DECEP OFCRS IJ (ST159)	OPL ADJUTANT CLUSTER (ST44)
<u>AFSCs</u>								
191X	-	63%	-	46%	80%	-	40%	2%
192X	12%	-	18%	5%	-	100%	40%	98%
193X	85%	38%	72%	47%	20%	-	20%	-
194X	-	-	-	-	-	-	-	-
199X	-	-	-	-	-	-	-	1%
ORGN LEVEL								
	81% WG	88% NAF/ MAJCOM	73% GP	72% WG	80% WG	60% DET OP LOC	80% WG	93% SQ
CONUS	70%	75%	18%	60%	60%	100%	80%	85%
OVERSEAS	30%	25%	82%	40%	40%	-	20%	15%
MALE	91%	100%	73%	88%	100%	100%	100%	77%
FEMALE	9%	-	27%	12%	-	-	-	23%

- Under 1 percent or no response

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

	MGT AND RESOURCE ADVSRS IJ (ST151)	OPS OFCRS IJ (ST180)	OPS MGR CLUSTER (ST47)	QC INSPS IJ (ST199)	OPL PLNS & CONT OFCRS CLUSTER (ST110)	DP CLUSTER (ST126)	AFLD MGR CLUSTER (ST129)	TNG PERS IJ (ST240)
GROUP SIZE	5	7	45	22	46	66	25	8
% OF SURVEY SAMPLE	.05%	.07%	5%	2%	5%	7%	3%	1%
AVG # OF TASKS	41	22	61	122	165	246	206	123
OFFICER GRADE								
01-02	80%	100%	-	-	2%	7%	-	-
03	-	-	33%	55%	37%	74%	84%	50%
04	20%	-	42%	27%	30%	20%	12%	50%
05	-	-	20%	14%	30%	-	4%	-
06	-	-	4%	-	-	-	-	-
SUPERVISE	100%	14%	80%	64%	74%	100%	100%	87%
TIME IN PRESENT JOB								
1-24 MOS	80%	100%	65%	77%	63%	64%	88%	75%
25+ MOS	20%	(1-12 MOS)	35%	23%	37%	36%	12%	25%
TIME IN UTILIZATION FIELD								
1-48 MOS	100%	100%	53%	64%	65%	48%	80%	76%
49+ MOS	-	-	47%	36%	35%	52%	20%	24%

- Under 1 percent or no response

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR CLUSTERS AND INDEPENDENT JOBS

AFSCs	MGT AND RESOURCE ADVSRS IJ		OPS OFCRS IJ		OPS MGR CLUSTER		QC INSPS IJ		OPL PLNS & CONT OFCRS CLUSTER		DP CLUSTER		AFLD MGR CLUSTER		TNG PERS IJ	
	(ST151)	(ST180)	(ST147)	(ST199)	(ST110)	(ST126)	(ST129)	(ST240)								
191X	-	-	58%	41%	61%	19%	8%	38%								
192X	100%	100%	18%	36%	31%	10%	88%	25%								
193X	-	-	4%	5%	-	-	4%	25%								
194X	-	-	4%	18%	4%	73%	-	13%								
199X	-	-	14%	-	2%	-	-	-								
ORGN LEVEL	40% GP	100% SQ	49% NAF/ MAJCOM	82% WG	53% SQ/ 24% GP	17% NAF/ MAJCOM	72% SQ/ SOA	38% SQ/ SOA								
	40% SQ		27% DOD/ HQ AF			54% GP		25% GP 25% NAF/ MAJCOM								
CONUS	60%	100%	84%	82%	74%	61%	52%	100%								
OVERSEAS	40%	-	16%	18%	26%	39%	48%	-								
MALE	60%	71%	87%	100%	96%	94%	96%	88%								
FEMALE	40%	29%	13%	-	4%	6%	4%	13%								

- Under 1 percent or no response

percent are stationed overseas (mostly representing SAC and MAC), and 81 percent are assigned to wing positions. Nine percent of the cluster group are female. Ninety-seven percent indicate they are nonrated. Half of this cluster find their job "Interesting," while 56 percent believe their job utilizes their talents "Fairly To Very Well." Interesting to note is that 63 percent perceive their AFSC 19XX career progress as "Not Positive"; however, 61 percent of these officers plan to retire with full benefits.

A total of seven separate jobs were identified within the Operational Command and Control cluster (see Appendix A1).

- A. Aircraft Scheduling and Operations Officers
- B. Emergency Action (EA) Officers
- C. Deputy Directors
- D. Command and Control Training Officers
- E. Air Defense Controllers
- F. Airlift Operations Officers
- G. Command Post Controllers

As would be expected, the incumbents in these seven jobs spend proportionally more of their worktime focusing on Command Post and Scheduling Functions (72 percent), followed by Management and Supervisory Functions (7 percent), and are equally divided (5 percent each) between Airfield Management and Base Operations Functions and Adjutant Functions. Commonly reported job titles are Deputy Director Command and Control, Duty Director, EA Training Officer, and Senior Controller.

The differences in the job descriptions of the work being performed by incumbents in the seven jobs include, but are not limited to, kinds of similar tasks performed, the number of tasks performed (e.g., 98 to 267 tasks), percent members performing tasks (e.g., 69 percent to 100 percent), and time spent on tasks (e.g., Command Post and Scheduling Functions - 51 percent to 79 percent). These differences, as stated, will be common to all data included in the job structure groups. An example of tasks common across the Operational Command and Control cluster include:

- conduct shift-change briefings
- administer aircraft generation status
- issue and relay airfield, runway, weather, or bird flight advisory status
- determine authentication, call signs, or brevity codes using COMSEC documents
- coordinate flight schedule changes with supporting agencies
- implement mobility procedures or plans for deployment personnel
- maintain command and control facilities at dispersal locations

coordinate after-hours TDY orders with appropriate personnel
coordinate sortie capability reports with units or higher headquarters
administer procedures for implementation of programs, policies, and plans
write point, position, or talking papers

A. Aircraft Scheduling and Operations Officers (ST526, N=12). The first of the seven jobs in this cluster spend the largest amount of their job time performing command post and scheduling duties (78 percent). The balance of their time is spent in Reporting (8 percent) and Management and Supervisory Functions (6 percent). These incumbents have a narrow scope in their jobs in respect to the other cluster jobs in that they perform the least average number of tasks (98), with 61 tasks occupying 58 percent of their job time. These incumbents also differ from the other members of the cluster in that 42 percent have been in their jobs from 25 to 36 months, which makes them the most senior group in regard to the largest amount of time in their current job for the cluster. All members are in SAC and are the second largest number of members holding AFSCs 193X (92 percent) and 192X (8 percent DAFSCs).

These incumbents spend 58 percent of their worktime supervising other personnel. Eight of the officers are captains, with the other four being lieutenants. Ninety percent of the group report working in Wing-level positions with job titles such as Command Post Controller and EA Controller. Tasks which differentiate the Aircraft Scheduling and Operations Officers from other members of the cluster include:

inventory cryptographic and COMSEC materials at shift changes
direct arrival and parking of aircraft
coordinate airlift or air refueling requests with appropriate agencies
post changes to daily or mission flying schedules
coordinate air refueling missions with supporting agencies
coordinate transportation for aircrews or passengers to and from aircraft
certify destruction of classified information on required Air Force forms

B. Emergency Action (EA) Officers (ST512, N=29). The second of the seven jobs primarily differs from other cluster members in that over 54 percent of their job time is spent performing an average of 171 tasks, with 89 tasks commonly being performed. Their major focus, however, still remains in Command Post and Scheduling Functions (61 percent). Other duties performed by this job group are Management and Supervision (10 percent), Adjutant, and Airfield Management and Base Operations Functions (9 percent each). Forty-four percent are supervisors, and 61 percent have been in their jobs from 1 to 24 months.

Seventy-nine percent of these members are captains and 17 percent are first lieutenants. Almost all incumbents (28) have a DAFSC of 193X, which is the largest percent of this cluster. Job titles such as Officer Controller, Air Operations Officer, and Command Post Controller are commonly reported. Ninety percent of the respondents report working in Wing-level positions. Some tasks that differentiate the EA Officers from the other members of the Command and Control cluster group include:

- accomplish quick reaction checklists (QRCs)
- operate command post radios, such as intrabase or VHF
- test duress systems
- store classified aircrew materials
- coordinate responses to inflight emergencies (IFEs) or aircraft accidents with appropriate base agencies
- record aircraft arrival and departure times
- locate personnel during emergencies
- coordinate special handling for VIP or DV traffic with appropriate agencies
- initiate recalls
- perform daily office security inspections

C. Deputy Directors (ST545, N=5). The third job distinguishes itself from others in that it has a broader scope of higher level duties and includes the only member of this cluster who holds a 199X DAFSC. These respondents are the senior ranking members of the cluster and average 165 tasks, with 77 tasks accounting for 49 percent of their job time. The staffing of this job includes three captains holding DAFSC 1935 and two majors holding either a 191X or 199X DAFSC.

Sixty percent are stationed overseas; 40 percent report being members of SAC, and 60 percent report working in NAF/MAJCOM positions. Four of the incumbents report time in present job as 13 to 24 months, with 60 percent performing supervisory functions. These officers differ in job time and types of tasks performed because of the amount of time spent performing such tasks as emergency war plan exercises, operational plans for THREATCON and security response options, and Battle Staff and crisis action team duties. Common job titles reported are Officer Controller and Senior Controller. Representative tasks that distinguish this group include:

- assemble information for Battle Staff/Crisis Action Team briefings
- maintain pyramid alert or recall rosters
- participate in emergency war plan exercises
- direct NAF, MAJCOM, or Group-level fixed command post functions
- update Crisis Action Team or Battle Staff data
- analyze inspection reports and procedures

approve or disapprove messages
perform wing operations center, AF special ops, base, ALCE
or ALCC duties

D. Command and Control Training Officers (ST535, N=9). The fourth of the seven jobs is distinct in that these members are the only officers in the cluster who spend their job time performing Command and Control Training duties (20 percent). They also spend the second largest percent of their worktime (70 percent) performing actual Command Post and Scheduling type duties. These incumbents also spend the largest percent of the cluster members supervising other personnel (67 percent).

These training officers perform an average of 135 tasks, with 84 common tasks accounting for 57 percent of their job time. Members are relatively new in their present jobs since they report experience for only 1 to 24 months (62 percent). This group is distinct in that all of the officers are male, all captains, and all possess 193X DAFSCs (with the exception of one officer who holds a 192X DAFSC). Seventy-eight percent report being in Wing-level positions with job titles such as Command and Control Training Officer and EA Training Officer. Representative tasks that distinguish these officers from other members of this cluster are:

maintain controller certification training records
determine if command and control training programs meet
support mission execution requirements
establish unit training or standards requirements
advise staff or unit personnel on training matters
develop local command post certification training materials
conduct exercise scenarios
advise commanders on status of resources and command and
control communications systems
accomplish local emergency notifications
maintain classified publications

E. Air Defense Controllers (ST437, N=30). The fifth of the seven identified jobs differs from the others because of its broad nature. These Air Defense Controllers could be called the "prototype job" of the Command and Control cluster groups since they perform a larger percent of tasks than any other members of the Command and Control cluster and focus on special operations missions. An average of 267 tasks are reported, with 135 common tasks accounting for 49 percent of their job time. Over half of their worktime is spent performing Command Post and Scheduling Functions (51 percent), with four additional duties accounting for the balance; Management and Supervision (11 percent); Airfield Management and Base Operations Functions; Adjutant Functions (7 percent); and Planning and Command Functions (5 percent). Interesting to note, however, is even though these incumbents perform the largest number of tasks of the cluster, they spend less worktime performing Command Post and Scheduling functions than do other members of the cluster.

Ninety-three percent of the members have a 193X DAFSC and three have a 192X DAFSC. Over three-quarters report being in their present job for 1 to 24 months (76 percent), are supervisors (40 percent), and are captains (25) or first lieutenants (5). Ninety-three percent (28) report working in Wing- (83 percent) or Group-level (10 percent) organizations in positions such as Command Post Controller and Command Post Duty Controller. Tasks representative of this group include:

- provide command support for exercises or special missions
- prepare Battle Staff or Crisis Action Team rooms for briefings
- receiver operations supervisor (OS), runway supervisor (ROS), or supervisor of flying (SOF) reports
- coordinate short notice of emergency air refueling requests
- participate in rescue coordination functions
- coordinate information on rescue and reconnaissance operations and procedures with appropriate agencies
- coordinate status of fire equipment
- coordinate barrier engagements with appropriate agencies
- participate in mobility exercises
- consolidate data for Battle Staff briefings

F. Airlift Operations Officers (ST397, N=21). The sixth job in the cluster is differentiated from the others in that its job focus is fairly narrow. These incumbents are the least experienced in their positions and are the most junior group in respect that all but one respondent have been in their present job from 1 to 24 months (95 percent). Overall, they perform an average of 180 tasks, with 89 of the tasks occupying 52 percent of their work time. Fifty-eight percent of their job time is spent in Command Post and Scheduling functions which focus on direct mission services for local or transient aircraft. Other duties are Airfield Management and Base Operations and Management and Supervisory functions, which account for 27 percent of their job time.

Seventeen of the incumbents report holding a DAFSC of 193X and four hold a 192X DAFSC. All of these officers are captains and members of MAC, with half (52 percent) being stationed overseas. Fifty-seven percent are supervisors who report working at Wing-, Group- (14 percent), or Squadron- or Separate Operating Agency-level (33 percent) positions in duty titles such as ACC Duty Officer, Airlift Operations Officer, or Operations Duty Officer. Examples of tasks which differentiate these respondents from the six other cluster jobs include:

- brief and debrief transient crews
- report types of mission deviations to appropriate agencies
- review reports or messages regarding operational activities
- relay diplomatic clearances
- issue and relay daily mission information to aircrews

advise key staff personnel of mission equipment or personnel changes
coordinate status of inbound and outbound aircraft with appropriate agencies
coordinate security of aircraft with other military or civilian agencies
coordinate transient aircraft maintenance requests
direct services for aircraft, fueling, loading, and departures
coordinate mission activities with other military services, civilian agencies, or Allied Services

G. Command Post Controllers (ST333, N=13). The seventh and final job identified is the second most junior group. They report from 1 to 24 months in their present job (62 percent). Thirteen of the members hold a DAFSC of 193X, two are 192X, and one a 191X; 77 percent report being in SAC, with the majority (85 percent) working in Wing-level positions. Sixty-two percent report they do not supervise. These officers perform an average of 114 tasks. Analysis indicates a wide and diverse variety of tasks performed in 6 duties, with 50 common tasks occupying 42 percent of their job time.

Although these junior members are similar in respect to the other members of the cluster, they are broader in scope since they spend over half of their job time (60 percent) performing Command Post and Scheduling functions. The remaining job time is spent equally among four duties with Adjutant and Management and Supervisory functions (9 percent each); Airfield Management and Base Operations and Reporting functions (6 percent each); and Planning and Command (5 percent) functions. Ten of the members are captains, two are second lieutenants, and one member is a major. Commonly reported job titles are EA Officer or Command Post Controller. Representative tasks that define this job include:

administer alert force status
administer after-duty hours citizen complaints and problems
provide security for classified materials or equipment
coordinate after-hours message pickup with appropriate agencies
coordinate DV or VIP reports with higher headquarters
perform escort duties
destroy, witness, or document destruction of classified materials
inventory cryptographic and COMSEC materials at shift changes
upchannel time sensitive reports to higher headquarters
participate in exercises, such as major accident recovery exercises (MARES) or "Broken Bow"
coordinate sortie capability reports with units or higher headquarters
locate personnel during emergencies
perform daily office security inspections

II. OPERATIONS CENTER DIRECTORS INDEPENDENT JOB (ST288, N=8). These eight officers account for 1 percent of the total sample and are distinctive in contrast to the Command and Control Cluster and other IJ groups. They have a narrow scope for their jobs because they spend proportionately more of their worktime in two duties: Command Post and Scheduling (69 percent) and 12 percent in Management and Supervisory functions. (See Appendix A2 for representative tasks performed by members of this IJ.)

An average of 76 tasks are performed by these incumbents, with 30 common tasks accounting for 40 percent of their job time. Five staff officers hold 191X DAFSCs, three hold 193X DAFSC, and seven report being in their present job from 1 to 24 months. The membership is evenly split between captains and majors. All of the respondents are male, are assigned to either SAC or TAC (75 percent) or stationed in CONUS (75 percent), and seven report working at Numbered Air Force or MAJCOM-level positions and spend 38 percent of their worktime supervising other personnel. Sixty-three percent of these officers report they find their jobs "Interesting," while half believe their jobs utilize their talents "Fairly Well To Well." Again, half of the members report satisfaction with their sense of accomplishment from their jobs; however, only 38 percent believe their job utilizes their training "Fairly Well To Well." Over half (68 percent) of the officers believe their 19XX career progression is "Not Positive"; however, three-fourths of the members plan to retire with full benefits. All members of this IJ group are nonrated. Representative of the tasks performed by this group are:

- determine message order of precedence
- implement EA procedures received from higher headquarters
- verify operability of command and control equipment
- initiate recalls
- update Crisis Action Team or Battle Staff Data
- prepare messages for transmission using record copy communications equipment
- conduct testing of primary alerting systems (PASs)
- assign suspense dates to action items
- submit individuals or units for awards or decorations

III. AIRLIFT CONTROL OFFICERS INDEPENDENT JOB (ST357, N=11). Although this IJ is similar to the Operations Center Directors, it is different in scope in that the members spend the largest percent (82 percent) of their job time performing Command Post and Scheduling functions and equally divide their remaining worktime performing Airfield Management and Base Operations and Management and Supervisory functions. All members are nonrated. These incumbents perform an average of 79 tasks, with 34 tasks occupying 44 percent of their job time. Ninety-one percent of the members report working in Group-level positions and are in MAC, with nine officers stationed in overseas commands. The majority of the incumbents are captains (nine) or first lieutenants (two). Representative tasks performed by these incumbents are presented in Appendix A3.

Over half (54 percent) of the officers supervise. These members also have less Command Post and Scheduling experience, since they have been in their current jobs from 1 to 12 months (five) or 13 to 24 months (six). Eight incumbents report holding a DAFSC of 193X, with three holding a 192X. The majority (91 percent) of the members find their jobs "Interesting," while 65 percent believe their job utilizes their talents "Fairly Well To Well." Less than half (45 percent) of these officers perceive their 19XX career progression as "Not Positive," even though the same percent plan to retire with full benefits. The majority of the incumbents (82 percent) are satisfied with their sense of accomplishment from their work, and 73 percent believe their jobs utilize their training "Fairly Well To Well." Tasks which distinguish these members are:

- report aircraft delays
- coordinate aircraft flight-following, airlift control, or deployments with appropriate agencies
- coordinate aircraft movement with other command posts or appropriate personnel
- coordinate movement of aeromedical evacuation aircraft with appropriate personnel
- post changes to daily or mission flying schedules
- coordinate meals or lodgings for transient aircraft passengers with appropriate personnel
- coordinate airlift activities and with airlift control centers

IV. OPERATIONS AND SCHEDULING CLUSTER (ST268, N=75). This second cluster represents 8 percent of the survey respondents. While the 75 members perform jobs that are fairly broad in nature, the average number of tasks performed is quite high (from a high of 358 to a low of 261). Differences do occur, however, between the members in time spent performing tasks in the major duties. All but one job (ST380) is charged with training duties.

A total of four jobs were identified within the Operations and Scheduling cluster:

- A. Command Post OICs
- B. Division Commanders
- C. Branch Operations Chiefs
- D. Training Managers

Of the members within the cluster, 71 percent have been in their jobs from 1 to 24 months. Representation by DAFSC is almost evenly divided between 193X (47 percent) and 191X (46 percent). Forty percent of the members are stationed at overseas bases. All but eight of the respondents perform supervisory duties. First lieutenants comprise the largest percent of members (42) followed by captains (26), majors (6), and second lieutenants (1). This cluster includes three pilots and one navigator in nonflying positions.

Seventy-two percent indicate they are assigned to Wing- (54) or Squadron-level (16) positions. Commonly reported job titles are Chief, Command Control Post, Division, or Center; Director Airborne Battle Staff; Chief, Training Officer Command and Control Center; and OIC Training EA Officers. Examples of tasks common across the Operations and Scheduling cluster are:

- develop procedures for disseminating Command Post information
- accomplish local emergency notifications
- determine if command and control training programs meet support mission execution requirements
- log incoming and outgoing record copy communications messages
- direct self-study training
- evaluate command or organizational training plans
- endorse enlisted performance reports
- submit units or individuals for awards
- conduct command and control console training
- approve or disapprove organizational training requirements
- establish organizational policies, OIs, or standard operating procedures (SOPs)
- participate in battle staff, DRF, or DAT recalls

Seventy-one percent of the members find their jobs "Interesting," while 63 percent believe their job utilizes their talents "Fairly Well To Well." Over half of the members (67 percent) perceive their 19XX Air Force progression as "Not Positive"; however, Air Force career plans of 79 percent indicate they will probably retire with full benefits.

A. Command Post OICs (ST380, N=33). Personnel in the first job perform an average of 283 tasks, with 155 common tasks accounting for 52 percent of their job time. The greater majority (30) of these members hold a DAFSC of 191X and are higher ranking officers. Twenty-two are majors, six are lieutenant colonels, and five are captains. Ninety-nine percent of the members are supervisors and report being in Wing-level position (26) or Numbered Air Force/MAJCOM (3) with commonly reported job titles such as Chief, Command Post Operations; OIC, Command Post; or Operations Officers.

These respondents are different from the other three jobs in the cluster in the respect that their job is narrower in focus, since they are the only officers in the cluster who do not perform training functions. Their job time is almost equally divided between Command Post and Scheduling (38 percent) and Management and Supervisory functions (32 percent); with Planning and Command functions (15 percent) accounting for their remaining worktime. Twenty-five of the members have been in their current job from 1 to 24 months and eight from 25 to 60 months. Eleven of the members are stationed overseas, with the remaining members (22) being in SAC, MAC, or TAC. Duties representative of this job are:

- participate in communications search for overdue aircraft
- notify appropriate agencies of aircraft emergencies
- track daily flight scheduling
- coordinate air refueling missions with supporting agencies
- write Officer Performance Reports (OPRs)
- evaluate individuals for specialized training
- approve or disapprove policy letters
- evaluate timeliness and accuracy of command post operations
- implement actions to correct inspection deficiencies and improve performance
- revise controller copy formats or checklists
- review completed command post forms or records for procedural correctness
- approve or disapprove requests for area clearances

B. Division Commanders (ST592, N=14). The incumbents in the second job of this cluster perform tasks in four duties, as do the remaining two jobs. They spend 20 percent of their worktime in Planning and Command (15 percent) and Training (5 percent) functions. The balance of their job time is spent equally between Command Post and Scheduling (33 percent) and Management and Supervision (33 percent). All 14 members report supervising and are in Wing-level (71 percent), Group-level (14 percent), or NAF/MAJCOM or SOA/SQ-level (15 percent) positions. Over half of the members report being in SAC and 28 percent are overseas. Commonly reported job titles are Director, Command and Control or Chief, Command and Control Division.

As indicated by the title of this job, the membership is higher ranking officers; 10 are majors, 3 lieutenant colonels, and 1 captain. The majority (13) are holding 191X DAFSCs, with 57 percent reporting being in their current jobs for 1 to 24 months. These members perform the second largest average number of tasks (358) of all survey respondents, with the 208 core tasks accounting for 56 percent of their job time. As can be expected, these higher ranking officers spend more of their job time on staffing and management kinds of tasks, which are inherent in higher organizational positions. Representative tasks performed by this group include:

- direct compliance with operational directives
- develop quick-reaction checklists
- prepare unit OIs
- implement actions to correct inspection deficiencies and improve performance
- evaluate personnel for compliance with performance or military standards
- evaluate proficiency of upgrade personnel prior to certification
- advise subordinate personnel on career matters
- evaluate timeliness and accuracy of Command Post operations

C. Branch Operations Chiefs (ST412, N=10). This third identified job differs from the other members of the cluster in that all members are stationed at overseas bases. These respondents perform an average of 261 tasks, with 138 common tasks accounting for 52 percent of their worktime. These incumbents spend one-fourth of their time in Planning and Command (18 percent) and Training (7 percent) functions, with the largest proportion in Command Post and Scheduling (33 percent) and Management and Supervision (29 percent). Eight of the members are in Squadron or Separate Operating Agency (SOA) positions. Eight of the respondents hold DAFSC 193X, with one holding 191X or 192X. Almost all respondents (nine) supervise other personnel. The membership, as is expected by the indices for 193X officers, are mostly captains (eight) who report being in their current job for 1 to 24 months. Common job titles reported are Chief, Operations Branch and Command Post Training. Representative tasks that distinguish this group are:

- schedule personnel for classified courier duties
- conduct task evaluations
- plan base-wide emergency or contingency exercises
- coordinate procedures for joint operations with appropriate agencies
- coordinate schedule of specialized training with Allied Forces
- develop inputs for organization of Command and Control Operations
- coordinate combined forces exercises
- participate in accident or incident investigations
- coordinate combined forces exercises with representatives of foreign countries

D. Training Managers (ST310, N=31). The final group of respondents in this cluster differs from the other jobs identified in regard to the large amount of time spent performing training functions (22 percent). They perform an average of 285 tasks with 135 common tasks accounting for 47 percent of their worktime. The four duties in which they focus their job time are Command Post and Scheduling (42 percent) and Training (22 percent), which accounts for 64 percent of their worktime spent on duties, while Management and Supervision (16 percent) and Planning and Command (8 percent) account for less than a quarter. The majority of the respondents (25) are holding a DAFSC of 193X, with 3 each in 191X and 192X. All but five of the members supervise and have been in their current job for 1 to 24 months (61 percent). The membership are captains (29) or majors (2). Examples of tasks that differentiate this job from other jobs in the cluster are:

- prepare lesson plans
- accomplish local emergency notifications
- accomplish EA checklist items
- maintain controller certification training records
- schedule personnel for briefings or orientations

review training evaluations
plan special training or orientation programs
advise staff or unit personnel on training matters

These 31 members indicate being in Wing-level positions (84 percent) and hold positions with titles such as OIC, Command Post Training; Command Duty Officer; and Chief, Training Officer Command and Control.

V. OPERATIONS DIRECTORS INDEPENDENT JOB (ST174, N=5). The five members of this IJ represent .05 percent of the survey sample, perform a rather narrow duty scope, and differ from other respondents in a number of respects. They spend the largest percent of their worktime performing management and supervisory tasks (43 percent), while spending an almost equal amount of worktime accomplishing Command Post and Scheduling (38 percent) and Planning and Command (9 percent) functions. These incumbents report being in their present job for a relatively short time (1 to 12 months) and perform a small number of tasks (99), of which 38 common tasks represent 35 percent of their time. Representative tasks performed by this IJ are presented in Appendix A5.

The membership includes two higher ranking officers (lieutenant colonel and major) and three captains who hold DAFSCs of 191X (three) or 193X (two). All members report supervising other personnel. Four of the respondents indicate being in Wing-level positions (SAC or MAC). None of the officers report being rated. As would be expected of personnel assigned to higher level organizations and reporting job titles such as Director, Command Post or Assistant Chief, Command and Control, they spend a greater proportion of their job time on staffing types of tasks than those persons assigned to squadrons or detachments. Tasks representative of this IJ are:

analyze inspection reports or procedures
evaluate or update job descriptions
approve or disapprove duty rosters
prepare OPREPS
participate in Safety briefings or inspections
write letters of counseling or reprimand
establish performance standards for subordinates
accomplish THREATCON procedures
inventory cryptographic and COMSEC materials at shift changes
endorse enlisted performance reports (EPRs)
conduct facility tours

VI. CURRENT OPERATIONS PLANNING OFFICERS INDEPENDENT JOB (ST146, N=5). The five members of this group represent .05 percent of the survey population. These officers spend the largest proportion of their worktime performing Management and Supervisory (36 percent) duties. The remaining time is almost

equally divided between Planning and Command (19 percent), Command Post and Scheduling (18 percent), and Adjutant (13 percent) functions. Representative tasks performed by these officers are presented in Appendix A6.

All members report holding a 192X DAFSC, are all captains, have been in their current job for no more than 24 months, and are all in CONUS duty assignments (MAC or TAC). One officer reports being a pilot in a nonrated position. These members perform an average of 83 tasks of which 19 are common and account for 27 percent of their worktime. Only one of the members supervises. The tasks performed by these five officers indicate their focus to be planning and implementation of mission and special operations. Common job titles reported by these respondents are Assistant Chief, Plans and Exercises and Current Operations Planner. Examples of tasks performed by the Current Operations Planning Officers are:

- coordinate programs or exercises with personnel from DOD
- review reports or messages pertaining to operational activities
- develop Air Force, joint service, and combined plans supporting unit missions
- perform wing operations, center, Air Force special operations, base, ALCE, or ALCC duties
- direct security of SPECAT messages
- plan Command-wide Joint Chief-of-Staff (JCS)-, USAF-, and MAJCOM-directed readiness exercises or deployments
- transmit and receive facsimile classified documents

VII. TACTICAL DECEPTION OFFICERS INDEPENDENT JOB (ST159, N=5). Two of the members represented in this IJ are senior in terms of rank and have a rather narrow scope to their duties in that they fairly evenly divide their worktime between two duty areas. Almost half of their worktime (49 percent) is spent accomplishing Planning and Command functions such as Contingency, War Plans, and Mobility Operations, with their remaining worktime on Management and Supervisory (41 percent) functions. Representative tasks performed by these Tactical Deception Officers are presented in Appendix A7.

The membership includes one lieutenant colonel, one major, and three captains, who represent .05 percent of the survey respondents. These officers have been in their current jobs for no more than 24 months (three report 1 to 12 months). Only three of the respondents supervise other personnel. They hold DAFSCs of 191X and 192X (two each), or 193X. Tasks that define these Tactical Deception Officers are:

- write contingency plans or annexes
- evaluate inputs to unit war plans, contingency plans, or exercise OPORDS
- analyze operability or war or contingency plans
- coordinate war plans, contingency plans, or exercise OPORDS with other agencies

develop battle staff directives
evaluate Limiting Factors (LIMFACS)
direct preparation of directives, bulletins, or memoranda
pertaining to operations

Eighty percent report being in Wing-level positions with three members in TAC, one in AFSC, and one in USAFE. None of the officers report being rated. These members perform an average of 55 tasks, with 18 common tasks accounting for 32 percent of their job time. Commonly reported duty titles are Chief, Operations Plans and Wing Plans Officers.

VIII. OPERATIONAL ADJUTANTS CLUSTER (ST44, N=163). This third cluster group is the second largest group identified and represents 17 percent of the survey sample. Incumbents in the three jobs identified within the Adjutant cluster are differentiated from each other by the concentration of time spent performing Adjutant duties (a low of 31 percent to a high of 83 percent). The largest percent of the incumbents are lieutenants (83 percent) or captains (15 percent). Higher ranking officers (16 each - lieutenant colonel and major) represent only 2 percent of the respondents in the Adjutant cluster.

These members perform an overall average of 112 tasks, of which 15 are common and account for 16 percent of their job time. As is to be expected, Adjutant duties account for the major proportion of the members worktime (45 percent), followed by Management and Supervisory (28 percent) or Planning and Command (17 percent) functions. Ninety-eight percent of the members hold a 192X DAFSC, which represents 49 percent of the responding AFSC 192X officers and is the largest representation of this DAFSC.

Eighty-two percent of the incumbents supervise, and 79 percent have been in their current job from 1 to 24 months and are working in their first assignments. The majority (152) report being in Squadron-level positions. Thirty-seven of these respondents are female, which is the largest percent in any of the clusters or IJs. Forty-two percent of the incumbents are stationed at overseas bases; 13 officers indicate they are rated personnel in nonrated positions (11 pilots and 2 navigators).

The six separate jobs that were identified within the Operations Adjutants cluster are listed below. Representative tasks performed by these respondents are presented in Appendix A8.

- A. Squadron Adjutants
- B. Squadron Section Commanders
- C. Squadron Operations Managers
- D. Quality Control Officers
- E. Administrative Officers
- F. Security Officers

Of the members in the cluster, 67 percent of the group find their job "Interesting," while 61 percent believe their job utilizes their talents "Fairly Well To Very Well." Sixty-four of the incumbents also rate their perception of their 19XX career progression as "Not Positive," but also note they will "Probably Stay Till Retirement" (25 percent) or "Retire With Full Benefits" (49 percent). Examples of tasks common across the Operations Adjutant cluster group are:

- perform liaison between unit or organization and other bases
- plan details of award, promotion, change of command, or retirement ceremonies
- conduct self-inspection programs
- administer unit or organizational equipment or supply requirements
- conduct security briefings or debriefings
- analyze supply or accounting financial reports
- perform protocol duties
- determine budget priorities or requirements
- conduct followup on SAV reports or discrepancies

A. Squadron Adjutants (ST264, N=5). The first of the six jobs identified in this cluster is distinct in the respect that these junior members are in their first job and are the newest members of the utilization field. All of the members are second lieutenants, all hold a DAFSC of 192X, three members supervise, and 80 percent have been in their current job for 1 to 12 months. All members are assigned to Squadron-level positions, and all but one are stationed at CONUS bases.

Members of this group perform the least number of tasks of the cluster, with an overall average of 46 tasks, with 14 common tasks accounting for 37 percent of their job time. As would be expected of newer members, 84 percent of their job time is spent in Adjutant functions, while the remaining 16 percent is spent in Planning and Command (10 percent) and Management and Supervisory (6 percent) functions. Tasks which typify these junior members are:

- track suspenses of OPRs, EPRs, or civilian appraisals
- suspense performance, decorations, or awards packages
- coordinate CE work requests
- update data on personnel security programs
- conduct security briefings or debriefings
- edit unit or organizational correspondence or reports
- maintain area security records

B. Squadron Section Commanders (ST244, N=12). The second of the six jobs identified in this cluster is primarily different from the others in that they are assigned to fighter squadron of SOA-level positions (83 percent), of which 42 percent are stationed overseas. The membership of this

group is represented by captains (58 percent), first lieutenants (17 percent), and second lieutenants (25 percent). Ninety-one percent (11) of the members hold a DAFSC of 192X, one holds a DAFSC of 191X, and all supervise. Seventy-nine percent have been in their current job from 1 to 24 months, and 42 percent are stationed with overseas commands.

These incumbents perform an average of 104 tasks, with 37 common tasks accounting for 33 percent of their job time. They spend less than one-third of their worktime (28 percent) on Adjutant-type duties, as compared to the previously noted groups. The balance of their worktime is spent performing Planning and Command (23 percent) and Management and Supervisory (42 percent) functions. It is interesting to note that some members of this group hold an A-Prefix and perform commander-type duties, which allows these Adjutants more opportunity (and authority) for interactions with other Operations Squadron personnel. Commonly reported job titles are Section Commander, Executive Officer, Director of Logistics, and OIC Administrative Personnel. Tasks which distinguish the Squadron Section Commanders from other members of the cluster are:

- conduct Commander's Calls
- assign additional duties
- approve or disapprove recommendations for awards or decorations
- counsel military personnel on personal, financial, and military-related matters
- write letters of counseling or reprimand
- consolidate input for command, organizational budget or financial expenses
- schedule leaves or passes

C. Squadron Operations Managers (ST238, N=16). The third job in the cluster distinguishes itself from the other jobs in that all 16 members are in Squadron-level positions (mostly in SAC or TAC), all supervise, and all hold a DAFSC of 192X. Eleven of the officers are second lieutenants and five are first lieutenants. Eighty-eight percent of the members are assigned to CONUS bases. Over half (8) report being in their current job for 1 to 12 months, five for 13 to 24 months, and three for 25 to 36 months, which indicates that for the majority of the members (13), this is probably their first assignment. Six of the officers in the Squadron Operations Managers group are women. Commonly reported job titles are Operations Management Officer and Executive Officer.

These incumbents perform an average of 85 tasks, with 27 tasks accounting for 31 percent of their worktime. They spend the largest percent (44) performing Adjutant functions, followed by Management and Supervision (28 percent) and Planning And Command (19 percent) functions. Examples of tasks commonly performed by these incumbents are:

- update data on personnel security programs
- provide liaison between unit or organization and other base agencies
- orient newly assigned personnel
- administer unit or organizational Personnel Reliability Program (PRP)
- conduct security briefings or debriefings
- evaluate security problems
- conduct Commander's Call

D. Quality Control Officers (ST355, N=9). The fourth of the six jobs identified differentiates itself from the others in this cluster in that these nine members focus their worktime in four duties. All officers hold a DAFSC of 192X and are assigned to Squadron-level positions (SAC or TAC). Membership consists of six second lieutenants, two first lieutenants, and one captain. All but one member supervises. Five report being in their current job from 1 to 12 months, three for 13 to 24 months, and one for 25 to 36 months.

Almost half of their worktime is spent performing Adjutant tasks (49 percent), while 47 percent is spent on Management and Supervisory (27 percent), Planning and Command (15 percent), and Inspection and Evaluation (5 percent) functions. They perform an average of 116 tasks, with 60 commonly performed tasks accounting for 46 percent of their job time. Commonly reported job titles are Adjutant Section Commander and Adjutant. Tasks which are commonly performed by these members are:

- conduct self-inspection programs
- direct implementation of controls for handling classified materials
- perform daily office security inspections
- participate in mobility exercises
- evaluate unit personnel for mobility readiness
- track unit corrective actions for timeliness and effectiveness
- document results of inspections and evaluations

E. Administrative Officers (ST540, N=9). The fifth of the six jobs in this cluster differentiates itself from the others in that it could be called a "prototype" of the Adjutant position. The members almost equally spend their time in Management and Supervision (32 percent) and Adjutant (31 percent) functions. The remaining job time (32 percent) is spent performing Planning and Command (18 percent), Training (8 percent), and Inspection and Evaluation (6 percent) functions.

The membership of this job all hold 192X DAFSCs and over half (six) are second lieutenants, two are captains, and one is a first lieutenant. All incumbents are stationed at CONUS bases, with 89 percent in Squadron-level positions (SAC and TAC) where all but one member supervise other personnel.

Job titles that are indicative of members of this group are Chief, Operations Management, Squadron Adjutant; and Administrative Officer. Tasks which differentiate these incumbents from other members of the cluster are:

- update suspense files
- edit unit or organizational correspondence, reports, or other administrative materials
- compile status of resource and training systems (SORTS) data
- coordinate replies to FOIA or PA requests
- determine new equipment requirements
- complete in-processing or out-processing training checklists
- coordinate DP training attendance with appropriate agencies
- approve or disapprove inspection checklists
- write inspection, standardization, or evaluation reports

These Administrative Officers perform the largest average number of tasks (255) for this cluster, with 178 common tasks accounting for 61 percent of their worktime. Seven of these officers have been in their current job for from 1 to 24 months and two over 2 years.

F. Security Officers (ST207, N=5). The sixth and final job of this cluster differs from the others in that its members spend the largest amount of time as compared to any of the other jobs in accomplishing Inspection and Evaluation tasks (17 percent). All five members hold a 192X DAFSC and, with the exception of one member, are stationed at overseas bases.

The membership consists of three second lieutenants and two captains who report being in their current position from 1 to 12 months. Only one member supervises other personnel.

Over half of their job time is spent performing Adjutant (37 percent) and Management and Supervisory (22 percent) functions, with the remaining job time divided between Planning and Command (28 percent) and Inspection and Evaluation (17 percent) functions. They perform an average of 67 tasks, with 22 common tasks accounting for 37 percent of their time. Tasks which are typically accomplished by this job are:

- document results of inspections and evaluations
- plan security programs
- evaluate security programs
- conduct self-inspection reports
- participate in security briefings and debriefings
- conduct self-inspection programs
- prepare charts, graphs, or slides for briefings

These members represent the second junior group of Adjutants; however, since these officers are stationed at overseas bases, naturally their duties differ somewhat from the other junior members of the Adjutant group, not only in types of tasks performed, but also in the amount of time spent performing tasks. Commonly reported job titles are Current Operations Officer and Operations Management Officer.

IX. MANAGEMENT AND RESOURCE ADVISORS INDEPENDENT JOB (ST151, N=5). The five members of this IJ are distinctive from the members of the other Adjutant groups in that they have a rather narrow scope in their jobs, which is focused in three duties. They account for 1 percent of the total survey sample. All five incumbents hold a 192X DAFSC, none of the members supervise, and all but one of the members are relatively new in their current job (1 to 12 months).

The membership includes one major, three first lieutenants, and one second lieutenant. Four of the incumbents report being in Squadron- or Wing-level positions (MAC or SAC). None of the members indicate they are rated. Commonly reported job titles are Resource Advisor, Airlift Management, and Center Plans Officer. Tasks which differentiate these members from the other Adjutant officers are:

- consolidate input for command or organizational budget or financial expenditures
- evaluate budget or financial requirements
- administer unit or organizational budget and financial requirements
- analyze supply or accounting financial reports
- initiate local purchase actions
- consolidate input for financial board or working group meetings
- participate in Battle Staff briefings
- participate in mobility exercises

These members perform an average of 41 tasks, with 11 tasks accounting for 43 percent of their worktime. They spend the largest proportion of their job time performing Adjutant duties (43 percent), which focus on Resource Management and Accounting and Finance duties. They also spend 38 percent in Planning and Command and 15 percent in Management and Supervisory functions. Representative tasks performed by members of this IJ are presented in Appendix A9.

X. OPERATIONS OFFICERS INDEPENDENT JOB (ST180, N=7). Seven officers were identified in this IJ and represent .07 percent of the survey sample. Although these members perform duties which are similar in respect to other members of the Adjutant group, they differ substantially in that they are the newest members, with only 1 to 12 months in their current jobs. They also perform the least average number of tasks (22) of all of the job structure groups. Six commonly performed tasks account for 38 percent of their

worktime. These members also spend the largest percent of their job time performing Adjutant duties (73 percent), with Management and Supervision (14 percent) and Planning and Command (8 percent) functions accounting for the remainder. Representative tasks performed by these officers are shown in Appendix A10.

The greater majority of the membership are second lieutenants (six), with one being a first lieutenant. They are all stationed at CONUS bases and report being in Squadron-level positions (MAC or SAC). None of these members is rated. Only one incumbent reports supervising other personnel. All members hold 192X DAFSCs. Typical tasks performed by this group are:

- administer Total Quality Management (TQM) Program
- coordinate award, promotion, retirement, or change of command ceremonies
- update members' duty position status
- track suspenses of OPRs, EPRs, or civilian appraisals
- attend staff meetings for specialized programs
- perform liaison between unit or organization and other base agencies

XI. OPERATIONS MANAGERS CLUSTER (ST47, N=45). The fourth cluster in the survey sample identified 45 respondents, who represent 5 percent of the survey sample and formed three separate jobs.

- A. Planning Officers
- B. Systems Operations Managers
- C. Operations Requirements (Air Base Operability (ABO)) Officers

The personnel within this cluster distinguish themselves from all other clusters and IJs in that they perform tasks in two duties and are mostly higher ranking officers. These cluster members perform an average of 61 tasks, with 15 tasks commonly performed which accounts for 10 percent of their job time. Representative tasks performed by this cluster are presented in Appendix A11.

The majority of the Operations Managers' worktime is spent performing Management and Supervisory (52 percent) and Planning and Command (33 percent) functions. Five of the members are rated pilots in nonrated positions. Even though these members perform the majority of their tasks in two duties, the broad scope of their job is indicated by the higher level rank of the personnel, organizational level, and the commonly reported job titles. This cluster is also the only job structure group that includes members in all five DAFSCs (191X - 26, 192X - 8, 1996 - 7, and 2 each in 194X and 193X), as well as members in 4 of the grade groups (captains - 15, majors - 19, lieutenant colonels - 9, and colonels - 2). Thirty-eight of the respondents are stationed at CONUS bases and report being in higher level organizations, such as

NAF/MAJCOM/IH (49 percent) and DOD/HQ AF-level (27 percent) positions, which include 16 of the MAJCOM or operating agencies listed in the USAF Job Inventory Background Section.

Of the members within this cluster, 29 have been in their current job for 1 to 24 months and 14 members from 25 to 48 months. Sixty percent report supervising other personnel. Thirty-four of the respondents report they find their job "Interesting," while 28 members perceive that their job utilizes their talents "Fairly Well To Very Well." Sixty-two percent of the incumbents perceive their Air Force career progression as "Not Positive," but surprisingly, almost all members plan to retire with full benefits (93 percent). Commonly reported job titles are Chief, Global Operations Requirements Division; Chief, Warning Analysis Systems; Flight Commander; Chief, Contingency Operations Division; and ABO Officer. Examples of tasks which differentiate this cluster group from the other clusters and IJs in the survey are:

- administer procedures for implementation of programs
- participate in staff meetings, conferences, and briefings
- write point, position, and tasking papers
- participate in policy planning meetings
- write recommendations or changes in procedures for
 submission to higher headquarters
- assign special projects
- evaluate or update job descriptions
- evaluate inputs to unit war plans
- participate in JCS- and USAF-level exercises planning and
 after-action conferences
- participate in formulations of ABO policies and programs
- review current intelligence data regarding capabilities of
 hostile nations
- recommend changes to higher headquarters plans

A. Planning Officers (ST250, N=9). Members of this first identified job in the cluster perform an average of 79 tasks, with 41 common tasks accounting for 50 percent of their job time. The focus of these tasks differs from other members in the group in that they work with budgets, manpower, finance, and policy and programs. The largest percent of their work time is spent performing Management and Supervisory (63 percent), Planning and Command (26 percent), and Adjutant functions (6 percent).

The membership includes four lieutenant colonels, three majors, and two captains who report holding DAFSCs 191X (four), 199X (three), and 192X or 193X (one each). All members report supervising other personnel. Eight of the members are stationed at CONUS bases in higher organizational-level positions (AF/MAJCOM/IH, Unif/Spec/JCS, DOD or HQ AF (87 percent)). Six of the members have been in their current job for 1 to 24 months and three from 25 to 36 months. Job titles reported by these members are Chief, Command and Control Plans; Operations Flight Commander; and Chief, Warning Analysis Division. Tasks that distinguish these members from other members of the Operations Managers cluster are:

- administer use of workspace, equipment, and supplies
- determine budget priorities or requirements
- approve or disapprove replies to matters of command or organizational interest
- approve or disapprove messages
- evaluate or update job descriptions
- determine new equipment requirements
- assign special projects

B. Systems Operations Managers (ST219, N=5). The second job of the cluster differs from others in that their worktime is divided almost equally between Management and Supervisory (47 percent) and Planning and Command (42 percent) functions, with the remaining worktime in Adjutant (5 percent) functions. Three of the members are assigned to CONUS and work in higher level organizational (Unified/Spec/JCS/NAF/DOD and AF HQ) positions. The membership includes one colonel, two majors, and two captains who report holding DAFSCs 191X (three) and 192X (two). Four of the incumbents have been in their present positions from 1 to 24 months. Only one member reports supervising other personnel.

These 5 incumbents perform an average of 59 tasks (which is the lowest number of performed tasks of the cluster). Fifteen common tasks account for 29 percent of their worktime. Tasks that typify these individuals are:

- participate in policy planning meetings
- coordinate programs on exercises with personnel from DOD and non-DOD agencies
- develop exercise or deployment milestones, checklists, and flow charts
- coordinate combined forces exercises with representatives of foreign countries
- conduct special conferences, ad hoc groups, and planning committees
- plan command wide JCS-, USAF-, and MAJCOM-directed readiness exercises or deployments
- evaluate inputs to unit war plans
- coordinate programs with Allied Forces

C. Operations Requirements (Air Base Operability (ABO)) Officers (ST181, N=5). The third and final job in this cluster differentiates itself from the others in that these 5 officers perform the largest number of tasks for this cluster (77), with 22 core tasks accounting for 30 percent of their worktime. These incumbents divide their time almost equally between Management and Supervisory (34 percent) and Planning and Command (32 percent) functions. Their remaining worktime is consumed by ABO functions. This is the only job in the survey in which none of the members supervise other personnel.

All of these officers are stationed at CONUS bases in higher level organizational (NAF/MAJCOM/IH or DOD/HQ AF) positions. Four of the incumbents are majors and one is a captain who hold either a 191X (4) or 194X DAFSC. Commonly reported job titles are Air Base Division Chief and Air Base Operations Requirements Staff Officer. Tasks representative of the duties accomplished by this job include:

- determine operational contingency requirements for peace and war
- review and submit information for reports or staff studies
- provide input for joint operations procedures
- coordinate action plans for base recovery after-attack team (BRATT) operations with appropriate personnel
- review current intelligence data regarding capabilities of hostile nations
- coordinate development of ABO requirements with appropriate personnel

XII. QUALITY CONTROL INSPECTORS INDEPENDENT JOB (ST199, N=22). The broad nature of this IJ distinguishes itself from other jobs in this study by the range of duties performed by its members who represent 2 percent of the survey sample. These 22 incumbents perform an average of 122 tasks, with 37 common tasks accounting for 34 percent of their worktime. They perform tasks in the following five different duties: (1) Management and Supervision (37 percent); (2) Planning and Command (29 percent); (3) Inspection and Evaluation (13 percent); Training (8 percent); and (5) Adjutant (6 percent). Representative tasks performed by these respondents are presented in Appendix A12.

The members of this job are one of four that spend an accountable amount of worktime performing Inspection and Evaluation duties. Four of the five DAFSCs are represented in this IJ (191X - 9, 192X - 8, 194X - 4, and 193X - 1). The membership consists of 10 higher ranking officers (lieutenant colonels (4) and majors (6)) and captains (12). Over three quarters (17) of the members have been in their current job from 1 to 24 months, and all but 8 of the members supervise. Four members report being rated officers (pilot and navigator (two each)).

The majority of the members (18) are stationed at CONUS bases in Wing-level positions in ATC, MAC, and TAC, with commonly reported job titles such as Director of Inspections, Deputy BEET Chief, Deputy Wing Inspector, and Assistant Inspector General.

Seventy-seven percent of these officers report they find their job "Interesting," while 68 percent believe their job utilizes their talent "Fairly Well To Well." Forty-five percent of the officers perceive their 19XX career progression as "Not Positive"; however, they, like the majority of the other AFSC 19XX officers, plan to retire (86 percent) with full benefits. Tasks that typify and distinguish this job from others within the survey are:

conduct exercise scenarios
evaluate inputs to exercise/deployment after-action reports
evaluate personnel for unit mobility
inspect sub-units on other than operational readiness
write inspection, standardization, or evaluation reports
critique corrective actions for resolution of discrepancies
evaluate survive-to-operate objectives
coordinate inspection team visits with appropriate units
develop inspection checklists
evaluate emergency security operations or procedures

XIII. OPERATIONAL PLANS AND CONTINGENCY OFFICERS CLUSTER (ST110, N=46). The members of this group, who represent 5 percent of the survey sample, differ from other members of the survey in that they are the only job that performs tasks in six duties. The major portion of their job time is spent in Management and Supervisory (42 percent), Planning and Command (27 percent), Command Post and Scheduling (8 percent), Adjutant (7 percent), and a small percent in DP and ABO functions. They perform an average of 165 tasks, with 21 common tasks accounting for 13 percent of their job time. Representative tasks performed by these officers are presented in Appendix A13. Three separate jobs were identified within the Operational Contingency and Plans Officers cluster.

- A. Readiness Plans Officers
- B. Air Base Operability Officers
- C. Contingency Plans Officers

Twenty-eight of the members hold a DAFSC of 191X, 192X (15), 194X (2), and 1996 (1). The largest percent of the membership (60 percent) is higher ranking officers (lieutenant colonels or majors (14 each)), while the remaining respondents are captains (17) with 1 first lieutenant. The expertise of these incumbents is indicated by the fact that 17 members reported being in their current job from 25 to 270 months, which is the largest time reported of any of the survey respondents. Seven officers report being rated officers (pilots (five) and navigators (two)).

Of the members within the cluster, three-quarters report supervising other personnel and are stationed in CONUS (34) in higher level organizations such as NAF/MAJCOM/IH, UNIF/SPEC/JS/DOD, or HQ AF. As noted previously, their higher level positions are affirmed by the commonly reported job titles such as Chief, Wing Plans; Staff Plans Officer; Assistant Chief, Operations Plans Division; and War Planner. Twenty-eight members perceive their AFSC 19XX career progression as "Not Positive"; believe their job utilizes their talents "Fairly Well To Well"; while 40 officers generally plan to retire with full benefits. Tasks which differentiate these respondents from other members of the survey respondents are:

- implement operational contingency requests for peacetime and wartime
- analyze operability of war or contingency plans
- participate in battle staff briefings
- prepare unit OIs
- develop procedures for dissemination of Command Post information
- analyze manpower utilization data
- evaluate LOAs or MOAs
- review international agreements to ensure proper DP responses to Allied Forces
- assist in developing concepts, plans, and procedures for ABO programs
- review documents for impact on existing DP programs, such as USAF, Civil, or NATO documents

A. Readiness Plans Officers (ST223, N=16). The members of this first group are different from the other jobs included in the cluster in that they perform the largest number of tasks in this cluster. They average 199 tasks, with 76 commonly performed tasks accounting for 37 percent of their worktime. The membership includes mostly higher ranking officers who are lieutenant colonels (seven) or majors (six), as well as three captains who hold DAFSCs of 191X (14) or 192X (2). The majority of the group are assigned to CONUS bases in Wing- (12) or Squadron- (4) level positions. Over three-quarters report being in their current jobs from 1 to 24 months (12), with the majority (81 percent) working in ATC (9) and TAC (4).

The Readiness Plans Officers focus the greater percent of their job time performing Management and Supervisory (43 percent), Planning and Command (26 percent), Command Post and Scheduling (11 percent), and Adjutant (6 percent) functions. Examples of tasks commonly performed by these officers are:

- approve or disapprove OIs or unit regulations
- develop inputs to unit war plans, contingency plans, and exercise OPORDS
- establish individual performance standards
- implement actions to correct inspection deficiencies
- review SORTS reports
- participate in emergency war plans exercises
- analyze operability of war or contingency plans

B. Air Base Operability Officers (ST253, N=12). The second of the three jobs identified in this cluster differs from the other members in that over half (58 percent) report having a large amount of time in their current job (25 to 270 months). They perform an average of 156 tasks, with 60 common tasks accounting for 34 percent of their job time. The focus of their duties is Management and Supervisory (39 percent), Planning and Command (29 percent), Disaster Preparedness (7 percent), and ABO (6 percent) functions. Eleven of the membership are higher ranking officers (lieutenant colonels (6) and majors

(5)) who hold 191X (9) and 1944 (2) DAFSCs. Fifty-eight percent of the members are stationed in CONUS bases in higher level (NAF/MAJCOM/IH/DOD/HQ AF) positions. Tasks which are representative of the duties performed by this job are:

- participate in formulations of ABO policies and programs
- assist in developing concepts, plans, and procedures for ABO programs
- coordinate CWDE status with approved agencies
- review and upchannel recommendations or changes in procedures or policies to higher headquarters
- analyze after-action reports
- analyze manpower utilization data
- review documents for impact on DP programs, USAF, Civil, and NATO documents

C. Contingency Plans Officers (ST218, N=11). The members of this third and final job identified in this cluster differ from the other jobs in the respect that they perform the least number of tasks of the group, are lower ranking officers, and only 3 of the 11 members supervise other personnel. The membership of this job consists of nine captains, one major, and one lieutenant colonel. Eight hold a DAFSC of 192X, three hold a DAFSC of 191X, and seven report being in their present job for 1 to 24 months. Members perform an average of 149 tasks, with 43 common tasks accounting for 31 percent of their worktime.

Like the Readiness Plans Officers, these members perform similar type tasks in four duties, albeit with different percents of time spent performing indices. Their focus is Management and Supervision (44 percent), Planning and Command (27 percent), Adjutant (10 percent), and Command Post and Scheduling (9 percent) functions. Nine of the officers report being at CONUS bases in Wing-level positions with commonly reported job titles such as Wing Plans Officer or Assistant Chief Operations Plans. Tasks which differentiate these officers from other members of the cluster include:

- conduct war plans, contingency, or exercise OPORDS
- consolidate data for battle-staff briefings
- formulate deceptive activities for operations plans or programs
- develop battle staff directives
- maintain TOP SECRET or sensitive compartmented information (SCI) accounts

XIV. DISASTER PREPAREDNESS CLUSTER (ST126, N=66). This sixth cluster group represents 7 percent of the survey sample. The jobs performed by these members are, by far, the broadest of the groups represented in the survey. They (in concert with the Command and Control cluster group) perform tasks in seven duties which, for this cluster group, include Pre-, Trans-, and

Post-Attack Response Capability and Major Accident (MA) or Natural Disaster (ND) Response Capability functions. These officers also perform the second largest number of tasks performed of the survey respondents.

Five separate jobs were identified in this cluster, which represent 76 percent of the responding AFSC 194X officer personnel included in this study. Representative tasks performed by this cluster are presented in Appendix A14.

- A. Readiness Response Officers
- B. Contingency Support Officers
- C. Preparedness Managers
- D. Air Base Operability Managers
- E. Operability Response Officers

As would be expected, the focus of the respondent's job time is spent performing DP-related duties. As noted previously, these incumbents perform the second largest number of tasks (246), with 62 common tasks accounting for 26 percent of their worktime. The major focus of worktime is in Management and Supervisory tasks (27 percent), followed almost equally by Planning and Command (17 percent) and DP (16 percent), MA and ND Response Capability (10 percent), ABO (9 percent), and Training (7 percent) functions.

The cluster membership includes 13 majors, 49 captains, and 4 lieutenants. All of the members supervise other personnel and report being in Squadron- (53 percent) or Group-level (24 percent) positions at CONUS (61 percent) bases. Commonly reported job titles are Chief, DP; Chief, NBC Survivability; Deputy Chief, ABO Flight; Base Operability, and Director of Readiness. Two officers report they are rated pilots in nonrated positions.

The expertise and experience level of these members are indicated by their grade and the reported time in present job indices, which are 1 to 24 months (63 percent) and 25 to 270 months (37 percent). Sixty-eight percent report they find their job "Interesting," with the same percentage rating their job utilization "Fairly to Very Well." Interestingly, however, 70 percent rate their AFSC 19XX career progression as "Not Positive" and also describe their Air Force career plans as retiring with full benefits. Tasks which differentiate these members from other cluster members include:

- evaluate alert, disaster, or emergency plans
- conduct SAVs
- write contingency plans or annexes
- write local base DP operations plans
- approve or disapprove checklists for initial response to MA program procedures
- operate appropriate tactical or nontactical radios during MA response
- approve or disapprove checklists for conventional attack response procedures

coordinate disaster preparedness training attendance with
other agencies
coordinate operability of ND and MA plans

A. Readiness Response Officers (ST248, N=9). The first of the five jobs identified performs the least number of tasks of the DP cluster. All members report being in CONUS positions, with 78 percent being in Squadron- (five) or Group-level (two) positions at ATC, TAC, or SAC bases. Six of the officers are captains, two are second lieutenants, and one is a first lieutenant. The members perform an average of 104 tasks, with 47 common tasks accounting for 38 percent of their worktime. All of the 194X (eight) and 191X (one) DAFSC officers report supervising other personnel.

The members within this job spend their time almost equally between DP (26 percent) and Management and Supervisory (22 percent) functions. The remaining job time is spent performing MA and ND Response Capability (18 percent), Planning and Command (13 percent), and Training (8 percent) functions. Five of these incumbents report being in their present jobs from 1 to 24 months. Representative tasks accomplished by this job are:

direct initial and refresher DP and CWD training
inform on-scene commanders of DCG representation during MA
response
brief DRF members during MA or ND responses
direct shelter management team training
operate mobile command posts during MA or ND responses
coordinate DP programs for individual mobilization augmentees
participate in mobility exercises

B. Contingency Support Officers (ST300, N=10). Members identified in this second job differ in the respect that they spend proportionately more of their worktime performing Management and Supervisory (30 percent) functions, followed by Planning and Command (24 percent), ABO (21 percent), DP (7 percent), and Pre-, Trans-, and Post-Attack Response Capability (5 percent) functions. Six of the respondents hold 191X DAFSCs, with two each holding 192X and 194X. Seven officers are stationed overseas in Squadron or SOA-level positions. These incumbents perform an overall average of 191 tasks, with 89 common tasks accounting for 42 percent of their worktime.

The membership of this group includes seven majors and three captains; all of whom supervise other personnel and report having been in their present jobs from 1 to 24 months (6), with the other four members reporting 25 to 60 months' experience. Tasks which typify the members of this job are:

evaluate annexes to mobility or contingency plans
participate in battle staff briefings
direct compliance with operational directives

- coordinate action plans for survivability recovery and reconstitution centers
- approve or disapprove checklists for conventional attack response procedures
- coordinate base peacetime or wartime OPLANS
- chair ABO Working Groups

C. Preparedness Managers (ST347, N=10). The third identified group of this DP cluster has the newest members, with six being in their present job from 1 to 24 months and four being in their job from 25 to 48 months. Nine of the members are captains and one is a major. All incumbents report supervising other personnel and all hold a 194X DAFSC. These officers perform an average of 194 tasks, with 96 common tasks accounting for 45 percent of their time.

The majority of the Preparedness Managers spend their worktime performing Management and Supervisory (28 percent) and DP (20 percent) functions. Their remaining job time is divided between Planning and Command (16 percent), MA or ND Response Capability (11 percent), or Training (10 percent) functions. Eight members are stationed at CONUS bases, with six members in either Squadron- or Group-level positions. Examples of tasks that are commonly performed by these members are:

- evaluate alert, disaster, or emergency plans
- coordinate operability of ND and MA plans
- coordinate ND response procedures with base agencies
- approve or disapprove checklists for non-nuclear MA program response procedures
- participate in LEPC activities
- direct preparation of mobile command post and appropriate response kits during MA accident responses
- review NBC classroom training
- interpret Emergency Planning and Community Right to Know Act

D. Air Base Operability Managers (ST425, N=20). The fourth group identified differs from the other members of the cluster in the respect that they perform the largest number of tasks, not only in their cluster, but also of all respondents in the survey sample. These ABO Managers could be called the "prototype job" of the DP group, since they average 423 tasks, with 271 common tasks accounting for 59 percent of their time. These members also have the most experience in their current jobs, with 50 percent reporting over 2 years' experience.

The membership includes 16 captains and 4 majors, of whom 13 are stationed at CONUS bases in Squadron- or Group-level positions. Three-quarters of the members hold 194X (15) or 191X (5) DAFSCs, and all report supervising other personnel.

These officers spend 27 percent of their job time performing Management and Supervisory, Planning and Command (16 percent), DP (13 percent), ABO (9 percent), and MA or ND Response Capability Response (9 percent) functions. Tasks which typify these members include:

- coordinate operability of ND And MA plans with other agencies
- analyze unit plans for effectiveness of unit operations
- analyze inspection reports or procedures
- review local implementing instructions for compatibility with OPLANS
- prepare inputs to base DP OPLANS
- coordinate MA or ND responses with appropriate civilian authorities
- evaluate alert, disaster, or emergency plans

E. Operability Response Officers (ST477, N=5). The fifth and final job identified in the DP cluster differs from the others in the respect that three-quarters of the job time is spent in performing ABO (21 percent), MA and ND Response Capability (18 percent), and DP (27 percent) functions, with the balance of their worktime performing Management and Supervisory (14 percent) or Pre-, Trans-, and Post-Attack Response Capability (9 percent) functions. These members perform an overall average of 211 tasks, with 117 common tasks accounting for 54 percent of their worktime.

The five incumbents are captains; all supervise; four hold a 194X DAFSC, and one holds a 191X DAFSC. Three of the five members are stationed at overseas bases, and all report being in Group or Squadron-level positions. Representative tasks which define this job are:

- advise units on use of contamination warning signs
- coordinate crisis area relocation plans with local or Federal civil agencies
- coordinate hardening of facilities with CE
- plot MA or ND coordinates
- operate DP centers during MA or ND responses
- analyze findings of NBC detection teams during post-attack response
- coordinate findings of NBC detection teams

XV. AIRFIELD MANAGEMENT CLUSTER (ST129, N=25). The seventh and final cluster in the job structure analysis is the smallest one identified and represents 3 percent of the survey respondents. Although these two jobs within the Airfield Management cluster are similar in the respect that they perform a fairly narrow job, they differ from other members of the survey in that they focus their worktime mainly on Airfield Management and Base Operations duties. Representative tasks performed by these incumbents are presented in Appendix A15. The two identified jobs are:

- A. Airfield Operability Officers
- B. Base Operations Officers

These Airfield Management officers perform an average of 206 tasks, with 65 common tasks accounting for 38 percent of their worktime. Fourteen of the incumbents report being in their current jobs from 1 to 24 months, while 11 indicate 25 to 48 months' experience. Commonly reported job titles are Airfield Managers; Chief, ABO; or Director of Operations. Membership in this cluster includes 21 captains, 3 majors, and 1 lieutenant colonel who report holding DAFSCs of 192X (22), 191X (2), and 193X (1). All of the officers report supervising other personnel. Seven of the members are rated officers (three pilots and four navigators) in nonrated positions.

As noted previously, the work being performed by these officers centers largely around Airfield Management and Base Operations (47 percent), followed by Management and Supervisory (31 percent) and Planning and Command (11 percent). Almost half of the members are stationed at overseas bases (12), and all report being in Squadron- (18), Group- (4), or Wing-level (3) positions.

Ninety-two percent of these respondents find their jobs "Interesting," while 60 percent believe their jobs utilize their talents "Fairly Well To Well." Thirteen of the members believe their AFSC 19XX career progression opportunities are "Not Positive"; however, as with the other 19XX members, 21 members plan to retire with full benefits. Examples of tasks that are common across this cluster are:

- inspect airfield facilities during and after severe weather
- document discrepancies of airfield or airfield facilities
- coordinate inspection and maintenance of airfield lighting and arresting systems with CE
- participate in base Foreign Object Damage prevention programs
- coordinate flightline and airfield authority for contractors or personal vehicles
- establish organizational policies, OIs, or SOPs
- approve or disapprove leave requests or authorizations
- endorse EPRs

A. Airfield Operability Officers (ST215, N=16). The first of the two jobs identified in this cluster differs from the second identified job (Base Operations Officers) in the respect that the focus is broader, since the members divide their time almost equally between Management and Supervisory (35 percent) and Airfield Management and Base Operations (32 percent), while members of the second job spend 79 percent of their worktime performing Airfield Management and Base Operations Functions. These incumbents average 270 tasks, with 112 tasks accounting for 42 percent of their time. This membership group includes 14 captains, 1 major, and 1 lieutenant colonel who hold DAFSCs of 192X (13), 191X (2), and 193X (1). All members supervise and report being in Squadron (13) or Group (3) positions in mostly CONUS (56 percent)

bases. The members are relatively new in their jobs since 14 members report from 1 to 24 months, while the remaining 2 officers report from 12 to 48 months' tenure.

As noted previously, these members divide over half of their job time (67 percent) performing Management and Supervisory (35 percent) or Airfield Management (32 percent) functions, with the remaining worktime being spent on Planning and Command (14 percent) or Adjutant (6 percent) functions. Tasks which differentiate these members from those in other clusters or Ls are:

- coordinate DV or VIP arrivals and other required services
- coordinate PRP or ALNAs with appropriate personnel
- coordinate BASH programs with appropriate agencies
- analyze inspection reports or procedures
- submit unit or individuals for awards or decorations
- evaluate operability of war or contingency plans
- review applicable airfield operations checklist procedures

B. Base Operations Officers (ST330, N=5). This second job identified in the cluster differs from the first job in a number of respects, other than those noted in the ABO Officers group. These incumbents are mostly stationed at overseas bases (four), in Squadron- or Wing- (two each) or Group-level positions. All members supervise, are captains, and hold a DAFSC of 192X. One officer reports 25 to 48 months' experience, while four report being in their current job for 1 to 24 months and are in their first assignment in Base Operations.

These 5 members perform an average of 103 tasks, of which 44 commonly performed tasks account for 52 percent of their worktime. As indicated previously, they spend almost the total amount of their job time performing hands-on type duties in Airfield Management and Base Operations (79 percent) functions. Management and Supervisory functions account for 12 percent, while Planning and Command (6 percent) functions account for the remaining job time. Tasks commonly performed by these members include:

- participate in CE building plans proximate to flightline or clear zone
- coordinate runway, taxiway, or aircraft parking area painting with CE
- implement airfield instructions
- direct daily inspections of airfield facilities
- participate in simulated crash, alert, or disaster control exercise generations
- participate in staff meetings, conferences, and briefings

XVI. TRAINING PERSONNEL INDEPENDENT JOB (ST240, N=8). Members identified in this final job structure group differ from all others in the survey population in that the largest percent of the Training Personnel Officers' job time

is focused on Training functions (50 percent). These members are all stationed at CONUS bases, in either ATC or SAC, and are either majors or captains (four each). They all supervise, and none of the members report being rated personnel in nonrated positions. These incumbents perform an average of 123 tasks, with 47 tasks accounting for 38 percent of their worktime. Representative tasks performed by this group are presented in Appendix A16.

As noted previously, half of their worktime is spent in Training functions with the remaining worktime performing Management and Supervisory (28 percent) or Planning and Command (13 percent) functions. These officers hold DAFSCs in four of the five designated AFSCs; three are 191X, two each are 192X or 193X, and one a 194X. Six of the members have been in their present job from 1 to 24 months, with the remaining two members from 25 to 36 months.

These Training personnel report having the largest percent of satisfaction indices in Sense of Accomplishment (88 percent), Utilization of Talents ("Excellent to Perfect") 50 percent, and Utilization of Training ("Fairly Well To Well") 75 percent. In contrast to other members of the survey, these are the only respondents who reported "Positive" indices (63 percent) for perception of AFSC 19AX Air Force career progression. Six of the officers noted they plan to retire with full benefits. Examples of tasks which differentiate these members from the other clusters and IJs are:

- prepare lesson plans
- conduct classroom training
- brief personnel on changes in training methods or procedures
- write test questions
- develop course curriculum or POIs
- assign additional duties
- establish performance standards
- establish individual performance standards
- assign special projects

Job Structure Analysis Summary

Because of the large number of jobs identified (39) in the Job Structure Analysis and the 5 different AFSCs included within these analyses, the occupational analyst presents a succinct discussion and overview of the 16 major job structure groups previously identified.

Job Structure Analysis Discussion

As explained previously, jobs were divided on the basis of functional relationships, rather than by DAFSC, MAJCOM, rank, organizational title, or even job titles.

In the original CODAP programming which starts the analysis process, these factors have no influence on which sets of tasks or job descriptions were performed together. After the commonality of tasks has been defined, the survey background data are used by the analyst to further define the respondents in each of the identified specialty job descriptions. These data further highlight WHAT characteristics distinguish one group of respondents from the other respondents, which makes THAT job different from other clusters or IJs.

The specificity of each of the targeted AFSCs and the wide diversity of the tasks performed within the AFSC 19XX Operations Management utilization field are clearly indicated by the large number of jobs identified (39) in the job structure analysis and the small number of common tasks performed (19) by the survey respondents.

The following salient points were evident from analyzing the job structure data, which identified 7 clusters containing 30 jobs and 9 IJs. The user will be aided in this Job Structure Analysis discussion by examining Tables 1 through 9, Figures 1 through 4, and Appendices A1 through A16.

The diversity, as well as the specificity of the tasks performed by the 19XX Officers, is indicated by the wide span of the average number of tasks performed by the Specialty Job Groups (a low of 22 tasks to a high of 423 tasks). Data analysis indicates that only five tasks are commonly performed by all respondents, seven tasks by 90 percent of the respondents, and seven tasks by 80 percent of the respondents.

Three jobs (ST279, 288, and 357) do not perform tasks in Planning and Command functions (Duty A). In only one job (ST151), members do not supervise other personnel. The major portion of the respondents spend from 5 percent to 52 percent of their job performing tasks in Management and Supervisory (Duty B). All but three jobs (ST146, 180, and 240) have members assigned to overseas bases, with the largest number being ST357.

Expertise in current jobs is shown in the indices that over half (51 percent) of the incumbents report at least an average of 24 to 60 months in their present jobs. In military experience, TAFMS indices (Table 4) indicate 44 percent have an average of from 1 to 48 months' experience, 36 percent from 49 to 144 months, and 21 percent from 145 to 360 months. In only one job (ST180) do 100 percent of the incumbents (who are all lieutenants) report 1 to 12 months' experience in their current jobs. The majority of the respondents are male (808); however, the 132 female officers included in the study are spread throughout the specialty jobs and perform duties in all but 5 jobs. It appears they are focusing their job time in Adjutant and Command and Control positions and hold mostly 192X and 193X DAFSCs.

Table 5 illustrates the manner in which the officer grades are spread throughout the specialty jobs; however, only one job (ST044) has representation from five of the six ranks, six jobs (ST279, 268, 047, 199, 110, and 126) have representation from four of the ranks, and only two jobs (ST180 and 146) are totally one rank (lieutenant or captain, respectively). Lieutenants are reported in over half (8) of the jobs; while captains are represented in all

TABLE 4

TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DISTRIBUTION
BY CLUSTER AND INDEPENDENT JOBS

TAFMS	OPL COMD AND CTRL CLUSTER (SI279)	OPS CTR DIR IJ (SI288)	ALFT CTRL OFCRS IJ (SI357)	OPS & SCHED CLUSTER (SI268)	OPS DIRS IJ (SI174)	CURR OPS PLANNING OFCRS IJ (SI146)	TAC DECEP OFCRS IJ (SI159)	OPL ADJUTANT CLUSTER (SI44)
1-24	1%	-	9%	1%	-	-	-	45%
25-48	9%	-	9%	4%	-	-	-	26%
49-96	44%	-	36%	19%	-	40%	-	13%
97-144	22%	25%	36%	19%	-	40%	40%	4%
145-192	10%	38%	-	32%	20%	20%	20%	5%
193-240	8%	25%	-	13%	40%	-	40%	2%
241-360	6%	13%	-	12%	40%	-	-	-
361-366	-	-	-	-	-	-	-	-
TOTAL IN GROUP	267	8	11	75	5	5	5	163

NOTE: Columns may not add to 100 percent because of rounding, under 1 percent, or no response

- Less than 1 percent or no response

TABLE 4 (CONTINUED)

TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DISTRIBUTION
BY CLUSTER AND INDEPENDENT JOBS

TAFMS	MGT AND RESOURCE ADVSRS IJ (ST151)	OPS OFCRS IJ (ST180)	OPS MGR CLUSTER (ST147)	QC INSPS IJ (ST199)	OPL PLNS & CONT OFCRS CLUSTER (ST110)	DP CLUSTER (ST126)	AFLD MGR CLUSTER (ST129)	TNG PERS IJ (ST240)
1-24	40%	57%	20%	32%	41%	33%	32%	13%
25-48	20%	14%	33%	32%	24%	15%	48%	63%
49-96	20%	14%	31%	32%	22%	35%	20%	25%
97-144	-	-	7%	5%	4%	14%	-	-
145-192	-	14%	7%	-	4%	2%	-	-
193-240	-	-	-	-	4%	-	-	-
241-360	20%	-	2%	-	-	2%	-	-
361-366	-	-	-	-	-	-	-	-
TOTAL IN GROUP	5	7	45	22	46	66	25	8

NOTE: Columns may not add to 100 percent because of rounding, under 1 percent, or no response

- Less than 1 percent or no response

TABLE 5

DISTRIBUTION OF 19XX OFFICER GRADES
ACROSS CLUSTERS AND INDEPENDENT SPECIALTY JOBS

SPECIALTY JOBS	01 (N=91)	02 (N=128)	03 (N=533)	04 (N=135)	05 (N=46)	06 (N=7)
OPL CMD AND CTRL CLUSTER (N=267, ST279)	1%	10%	85%	4%	-	-
OPS CTR DIR IJ (N=8, ST288)	-	-	50%	50%	-	-
ALFT CTRL OFCRS IJ (N=11, ST357)	-	18%	82%	-	-	-
OPS & SCHED CLUSTER (N=75, ST268)	-	1%	56%	35%	8%	-
OPS DIRS IJ (N=5, ST174)	-	-	20%	20%	60%	-
CURR OPS PLANNING OFCRS IJ (N=5, ST146)	-	-	100%	-	-	-
TAC DECEP OFCRS IJ (N=5, ST159)	-	-	60%	20%	20%	-
OPL ADJUTANT CLUSTER (N=163, ST44)	55%	28%	15%	1%	1%	-
MGT AND RESOURCE ADVSRs IJ (N=5, ST151)	20%	60%	-	20%	-	-
OPS OFCRS IJ (N=7, ST180)	86%	14%	-	-	-	-
OPS MGR CLUSTER (N=45, ST47)	-	-	33%	42%	20%	4%
QC INSPS IJ (N=22, ST199)	5%	-	55%	27%	14%	-
OPL PLNS & CONT OFCRS CLUSTER (N=46, ST110)	-	2%	37%	30%	30%	-
DP CLUSTER (N=66, ST129)	5%	2%	74%	20%	-	-
AFLD MGR CLUSTER (N=25, ST129)	-	-	84%	12%	4%	-
TNG PERS IJ (N=8, ST240)	-	-	50%	50%	-	-

NOTE: Figures are based on 940 respondents

- Less than 1 percent or no response

but two jobs (ST151 and 180). As is to be expected, the higher ranking officers are represented in fewer job groups; majors (13 groups), lieutenant colonels (8 groups), and colonels (1 group, ST047).

The distribution of DAFSCs across job structure groups is shown in Table 6. These data clearly indicate the relationship between the DAFSCs and the tasks performed in the 39 identified jobs of the Job Structure Analysis. As with the officer grades, a similar relationship is found regarding the DAFSCs of the survey respondents. Only one job (ST047) has a representation from all five DAFSCs. Three jobs (ST199, 110, and 240) have representation from four DAFSCs. Only three jobs (ST146, 151, and 180) are represented by one DAFSC (192X). In concert with the "generalized officer tasks," Planning, Command, Management, and Supervisory duties, the officers in the five targeted AFSCs are ostensibly performing the specific duties and tasks designated by their AFR 36-1 Specialty Descriptions:

- The 191X officers perform airfield management, air base operability, operations policy, and programs;
- The 192X officers perform squadron executive operations and unit program management;
- The 193X officers focus their worktime on controller operations in command posts and control centers;
- The 194X officers manage the DP programs, NBC training, exercise evaluation teams, MA and ND programs, and coordinate programs with local, state, military, and Federal civil officials; and,
- The 199X officers perform director-type operations management, plans, programs, acquisition, budget, and logistical support for mission requirements.

Overall, 71 rated personnel are included in the survey population who report holding a 19XX DAFSC and are in rated or nonrated positions. Forty-nine of these rated officers are represented in the 39 identified jobs included in the survey sample. Table 7 illustrates in which of the 16 clusters or IJs rated officers are reported. In only seven jobs are rated officers not represented. The largest number of officers (13) are included in the Adjutant cluster (ST044), Operational Plans and Contingency Officer cluster (ST110) and Airfield Managers cluster (ST129), with each reporting seven officers, and the Operational Command and Control cluster (ST279), which reports six officers. As the reader will note, these members are performing AFSC 19XX tasks in command-, control-, planning-, airfield management-, and operations-type jobs whose focus relates directly to aeronautical duties.

Command representation within the identified specialty jobs varies according to the types of jobs and tasks being performed by the respondents. For example, if officers are stationed in only overseas bases or are assigned mostly to a specific command, such as SAC, TAC, or ATC, then their duties will naturally flow with the specific requirements for that particular mission.

TABLE 6

DISTRIBUTION OF OFFICER DAFSC GROUP MEMBERS
ACROSS CLUSTERS AND INDEPENDENT SPECIALTY JOBS

SPECIALTY JOBS	N	DAFSC 191X (N=169)	DAFSC 192X (N=364)	DAFSC 193X (N=326)	DAFSC 194X (N=67)	DAFSC 199X (N=14)
OPL CMD AND CTRL CLUSTER (ST279)	267	2%	11%	85%	-	-
OPS CTR DIR IJ (ST288)	8	63%	38%	-	-	-
ALFT CTRL OFCRS IJ (ST357)	11	-	27%	72%	-	-
OPS & SCHED CLUSTER (ST268)	75	46%	5%	47%	-	-
OPS DIRS IJ (ST174)	5	80%	-	20%	-	-
CURR OPS PLANNING OFCRS IJ (ST146)	5	-	100%	-	-	-
TAC DECEP OFCRS IJ (ST159)	5	40%	40%	20%	-	-
OPL ADJUTANT CLUSTER (ST44)	163	2%	98%	-	-	1%
MGT AND RESOURCE ADVSRS IJ (ST151)	5	-	100%	-	-	-
OPS OFCRS IJ (ST180)	7	-	100%	-	-	-
OPS MGR CLUSTER (ST47)	45	58%	18%	4%	4%	14%
QC INSPS IJ (ST199)	22	41%	36%	5%	18%	-
OPL PLNS & CONT OFCRS CLUSTER (ST110)	46	61%	32%	-	4%	2%
DP CLUSTER (ST129)	66	19%	10%	-	73%	-
AFLD MGR CLUSTER (ST129)	25	8%	88%	4%	-	-
TNG PERS IJ (ST240)	8	38%	25%	25%	13%	-

- Less than 1 percent or no response

TABLE 7

AERONAUTICAL RATING STATUS OF CLUSTERS
AND INDEPENDENT JOBS

SPECIALTY JOBS	N	NONRATED PERSONNEL	PILOT		NAVIGATOR	
			RATED	NONRATED POSITION	RATED	NONRATED POSITION
OPL CMD AND CTRL CLUSTER (ST279)	267	97%	1%	-	-	1%
OPS CTR DIR (IJ) (ST288)	8	100%	-	-	-	-
ALFT CTRL OFCRS (IJ) (ST357)	11	100%	-	-	-	-
OPS & SCHED CLUSTER (ST268)	75	95%	-	4%	-	1%
OPS DIRS (IJ) (ST174)	5	100%	-	-	-	-
CURR OPS PLANNING OFCRS (IJ) (ST146)	5	60%	-	20%	-	-
TAC DECEP OFCRS (IJ) (ST159)	5	100%	-	-	-	-
OPL ADJUTANT CLUSTER (ST44)	163	91%	-	7%	-	1%
MGT AND RESOURCE ADVSRs (IJ) (ST151)	5	100%	-	-	-	-
OPS OFCRS (IJ) (ST180)	7	100%	-	-	-	-
OPS MGR CLUSTER (ST47)	45	89%	-	11%	-	-
QC INSPS (IJ) (ST199)	22	82%	5%	9%	-	5%
OPL PLNS & CONT OFCRS CLUSTER (ST110)	46	85%	-	11%	-	4%
DP CLUSTER (ST129)	66	97%	-	3%	-	-
AFLD MGR CLUSTER (ST129)	25	72%	8%	4%	-	16%
TNG PERS (IJ) (ST240)	8	100%	-	-	-	-
TOTAL			14%	69%	-	28%

- Less than 1 percent or no response

Overall, duties performed by the respondents vary minimally between MAJCOMs and are in concert with the representative command missions. Table 8 presents command distribution of each of the 16 specialty jobs.

Because the original CODAP programming sorts jobs by types of tasks performed by the population respondents, the following indices provide the most meaningful descriptions of job satisfaction, since these field members are performing the actual tasks required by the five jobs included in the survey, regardless of their DAFSC, paygrade group, command, or current assignment (overseas or CONUS). Job satisfaction indices for each of the 16 specialty jobs are presented in Table 9.

Survey respondents represented in the specialty jobs find their jobs "Interesting" (72 percent), believe their talents are being utilized "Fairly Well To Well" (64 percent), perceive their training as being utilized "Fairly Well To Well" (55 percent), and their cumulative sense of "Satisfaction with Accomplishments" is 63 percent.

The highest overall average satisfaction indices are reported by officers in ST159 (80 percent), ST357 (78 percent), and ST129 (74 percent), while the lowest reported indices are ST044 (44 percent), ST180, and ST146, with an average of 39 percent each.

The utilization of training indices of "Fairly Well To Well" flowed from a high of 80 percent (ST159) to a low of 14 percent (ST180), with an overall average of 55 percent. Satisfaction with sense of accomplishment indices showed an average of 63 percent, with a high of 88 percent (ST240) to a low of 29 percent (ST180).

In expressed job interest, the highest indices are ST129 (92 percent) and ST357 (91 percent), and the lowest were ST174 (40 percent) and ST180 (43 percent), with an overall average of 72 percent.

NOTE: The write-in comments by a number of respondents indicate some amount of job dissatisfaction in the 193X and 192X DAFSCs. Concerns are expressed by the 193X officers about the length of assignments in Command and Control positions and the associated shift work required. The 192X officers report their perceived lack of operational duties related to the Adjutant job and the large amount of common administrative duties performed by these officers, which lead to a concern about career progression. Because the role of the Adjutant is still somewhat misunderstood in the Operations arena, the Adjutant Officers are not "generally" receiving as much of the operational experience envisioned by the "creators" of the AFSC 19XX field, which in turn does not allow the exposure to operations activities and management expertise needed for follow-on jobs in Command Post, DP, and other Base Operations positions (review WRITE-IN COMMENTS section).

TABLE 8

MAJCOM DISTRIBUTION BY SPECIALTY JOBS

MAJCOMs	OPL CMD AND CTRL CLUSTER (ST279)	OPS CTR DIR IJ (ST288)	ALFT CTRL OFCRS IJ (ST357)	OPS & SCHED CLUSTER (ST268)	OPS DIRS IJ (ST174)	CURR OPS PLANNING OFCRS IJ (ST146)	TAC DECEP OFCRS IJ (ST159)	OPL ADJUTANT CLUSTER (ST144)
USAFE	14%	-	-	23%	20%	-	20%	7%
AFLC	2%	-	-	-	-	-	-	-
AFSC	-	-	-	-	-	-	20%	-
ATC	-	-	-	1%	-	-	-	13%
HQ USAF	-	-	-	-	-	-	-	-
MAC	15%	-	91%	1%	20%	80%	-	14%
PACAF	9%	13%	-	13%	-	-	-	6%
SAC	36%	63%	-	35%	60%	-	-	34%
TAC	22%	13%	-	24%	-	20%	60%	23%
AFSOC	1%	-	-	-	-	-	-	2%
AFELM EUR	-	-	13%	-	3%	-	-	-
AFELM OTHER	-	-	-	-	-	-	-	-
OTHER COMMANDS	-	-	9%	-	-	-	-	-
TOTAL	267	8	11	75	5	5	5	163

- Less than 1 percent or no response

TABLE 8 (CONTINUED)

MAJCOM DISTRIBUTION BY SPECIALTY JOBS

MAJCOMs	MGT AND RESOURCE ADVSRS IJ (ST151)	OPS OFCS IJ (ST180)	OPS MGR CLUSTER (ST147)	QC INSPS IJ (ST199)	OPL PLNS & CONT OFCS CLUSTER (ST110)	DP CLUSTER (ST126)	AFLD MGR CLUSTER (ST129)	TNG PERS IJ (ST240)
USAFE	20%	-	4%	9%	15%	21%	28%	-
AFLC	-	-	2%	-	-	6%	-	-
AFSC	-	-	4%	5%	-	-	-	-
ATC	-	-	7%	41%	30%	12%	16%	50%
HQ USAF	-	-	13%	5%	2%	-	-	-
MAC	60%	86%	7%	14%	11%	5%	4%	-
PACAF	-	-	7%	-	7%	15%	20%	-
SAC	20%	14%	13%	14%	4%	11%	12%	50%
TAC	-	-	16%	9%	17%	24%	20%	-
AFSOC	-	-	-	-	-	-	-	-
AFELM EUR	-	-	-	-	-	2%	-	-
AFELM OTHER	-	-	9%	-	2%	-	-	-
OTHER COMMANDS	-	-	-	-	-	-	-	-
TOTAL	5	7	45	22	46	66	25	8

- Less than 1 percent or no response

TABLE 9

JOB SATISFACTION INDICATORS BY JOB STRUCTURE CLUSTERS
AND INDEPENDENT JOBS

	OPL CHD AND CTRL CLUSTER (ST279, N=267)	OPS CTR DIR IJ (ST288, N=8)	ALFT CTRL OFCRS IJ (ST357, N=11)	OPS & SCHED CLUSTER (ST268, N=75)	OPS DIRS IJ (ST174, N=5)	CURR OPS PLANNING OFCRS IJ (ST146, N=5)	TAC DECEP OFCRS IJ (ST159, N=5)	OPL ADJUTANT CLUSTER (ST144, N=163)
<u>EXPRESSED JOB INTEREST:</u>								
INTERESTING	50%	63%	91%	71%	40%	80%	80%	67%
SO-SO	18%	-	-	19%	40%	-	-	14%
DULL	30%	38%	9%	11%	-	20%	20%	18%
<u>PERCEIVED UTILIZATION OF TALENTS:</u>								
EXCELLENT TO PERFECT	5%	-	18%	17%	-	-	-	11%
FAIRLY WELL TO VERY WELL	51%	50%	64%	63%	80%	80%	80%	61%
VERY LITTLE OR NOT AT ALL	44%	50%	18%	20%	20%	20%	20%	28%
<u>PERCEIVED UTILIZATION OF TRAINING:</u>								
EXCELLENT TO PERFECT	6%	13%	9%	16%	-	-	-	4%
FAIRLY WELL TO VERY WELL	60%	38%	73%	52%	60%	60%	80%	41%
VERY LITTLE OR NOT AT ALL	33%	50%	18%	32%	40%	40%	20%	55%
<u>SENSE OF ACCOMPLISHMENT:</u>								
SATISFIED	49%	50%	82%	64%	60%	60%	80%	63%
NEUTRAL	9%	13%	-	9%	-	20%	-	6%
DISSATISFIED	49%	50%	18%	27%	40%	20%	20%	31%

- Under 1 percent or no response

TABLE 9 (CONTINUED)

JOB SATISFACTION INDICATORS BY JOB STRUCTURE CLUSTERS
AND INDEPENDENT JOBS

	MGT AND RESOURCE ADVSRS IJ (ST151, N=5)	OPS OFCRS IJ (ST180, N=7)	OPS MGR CLUSTER (ST47, N=45)	QC INSPS IJ (ST199, N=22)	OPL PLNS & CONT OFCRS CLUSTER (ST110, N=46)	DP CLUSTER (ST126, N=66)	AFLD MGR CLUSTER (ST129, N=25)	TNG PERS IJ (ST240, N=8)
<u>EXPRESSED JOB INTEREST:</u>								
INTERESTING	80%	43%	76%	77%	85%	68%	92%	88%
SO-SO	-	14%	18%	18%	7%	17%	8%	13%
DULL	20%	43%	7%	5%	9%	14%	-	-
<u>PERCEIVED UTILIZATION OF TALENTS:</u>								
EXCELLENT TO PERFECT	20%	-	22%	27%	26%	8%	32%	50%
FAIRLY WELL TO VERY WELL	60%	71%	62%	68%	61%	68%	60%	50%
VERY LITTLE OR NOT AT ALL	20%	29%	16%	5%	13%	24%	8%	-
<u>PERCEIVED UTILIZATION OF TRAINING:</u>								
EXCELLENT TO PERFECT	20%	-	9%	14%	17%	6%	20%	25%
FAIRLY WELL TO VERY WELL	40%	14%	64%	45%	52%	68%	60%	75%
VERY LITTLE OR NOT AT ALL	40%	86%	27%	41%	30%	26%	20%	-
<u>SENSE OF ACCOMPLISHMENT:</u>								
SATISFIED	60%	29%	78%	82%	76%	59%	84%	88%
NEUTRAL	20%	-	2%	9%	7%	8%	-	-
DISSATISFIED	20%	71%	20%	9%	17%	33%	16%	13%

- Under 1 percent or no response

Job Structure Analysis Overview

The job structure analysis identified a wide variety of jobs and duties performed by the Operations Management specialists. The CODAP collating of the tasks followed a definitive pattern, as is illustrated by Figure 4 and interpreted in Tables 1 through 9.

The first six job structure groups identified (I through VI) include clusters ST279 and 268 and IJs ST288, 357, 174, and 146. They include 15 of the 39 identified jobs and represent 39 percent of the survey sample. These 371 officers focus their job time mainly on Command Post and Scheduling duties (19 percent to 82 percent). Members of the Command and Control jobs indicate a broad focus in their worktime by performing an average of 79 to 280 tasks.

All officer grades, with the exception of colonel, are included in the jobs in this sample. The members hold DAFSCs of 193X, 192X, and 191X. Eighty-six percent of the respondents have been in their current job from 1 to 24 months. Overall military experience (TAFMS) indices indicate 47 percent of the members have from 49 to 144 months in service.

Job structure groups VIII through X were the next three jobs identified, which includes cluster ST44 and IJs ST151 and 180. These groups include 8 of the 39 jobs, which represent 19 percent of the survey population. These 175 officers focus the majority of their worktime performing Adjutant duties (43 percent to 73 percent).

Members of this Adjutant job indicate a narrow focus in their job time in that they perform an average of 22 to 112 tasks. Members of ST151 and 180 report the second lowest (41) and lowest (22) average number of tasks, respectively, performed by all respondents. The majority of the members hold 192X DAFSCs and are for the large part lieutenants and captains. One hundred percent of the members in ST180 are lieutenants, and all report being in their current job from 1 to 12 months, which is the least amount of time reported by any of the survey respondents. Overall, military experience (TAFMS) indices indicate 67 percent of the members have 1 to 48 months in service, and 86 percent report being in their current job from 1 to 24 months. Almost all members of these three jobs hold a 192X DAFSC.

Job structure groups (VII and XI), including cluster ST047 and IJ ST159, were the next 4 of the 39 jobs identified and represent 5 percent of the survey population. These 50 officers indicate a narrow focus in their job time in that they divide their time almost totally between two duties, Management and Supervisory (47 percent) and Planning and Command (41 percent) functions. Representatives of all five 19XX DAFSCs and officer ranks, with the exception of lieutenants, perform duties in this group. Seventy percent of these members supervise other personnel.

The members of this Supervisory and Planning job perform an average of 58 tasks and are assigned to higher level headquarters, Wing, and DOD organizations, where they spend the majority of their worktime in Operations

Management duties. Eighty-three percent of these members have been in their current jobs for 1 to 24 months. Overall, military experience (TAFMS) indices indicate 74 percent of the members have over 2 years in service.

Job structure groups (XII and XIII) include cluster ST110 and IJ ST199. These 4 of the 39 jobs identified represent 7 percent of the population sample. The broad nature of their jobs is accounted for by the fact that these officers perform tasks in 6 of the 13 duties, which include Inspection and Evaluation and Training. The larger percent of their worktime, however, is focused fairly well on Planning and Command (28 percent) and Management and Supervision (40 percent) functions.

The 68 members of this Quality Control and Operations Plans job group perform an average of 144 tasks. Four of the five officer grades and four of the 19XX DAFSCs are included in this job, with the exception of colonels and DAFSC 199Xs. Sixty-nine percent of the incumbents supervise and report being assigned to Wing (82 percent), Group (24 percent), and SQ/SOA positions. Seventy percent report being in their current jobs from 1 to 24 months. Overall, their military experience (TAFMS) indicates 65 percent of the officers have from 1 to 48 months in service.

Job structure groups (XIV and XV) include clusters ST126 and ST129, which include 7 of the 39 identified jobs and represent 10 percent of the survey population. These groups have the broadest scope of any of the respondents in that they perform tasks in 8 of the 13 duties. These are the only respondents who perform duties in DP; Pre-, Trans-, and Post-Attack Response Capability, and MA or ND Response Capability functions.

These 91 members of the DP and Airfield Management Job Group perform an average of 226 tasks. Five of the officer ranks (captains account for 79 percent of this population) and four DAFSCs are included in these jobs, with the exception of colonels and DAFSC 199X. All incumbents supervise and are assigned to either NAF/MAJCOM, Group, or SQ/SOA organizations. Seventy-six percent of the respondents have been in their jobs from 1 to 24 months. Overall, military experience (TAFMS) indices indicate 64 percent of the officers have from 1 to 48 months in service.

Job structure group (XVI), which includes IJ ST240, is the final job of the 39 identified jobs in the analysis. These eight members represent approximately 1 percent of the survey population.

The members of the Training Job Group have a scope that is narrow in the respect that the members spend half (50 percent) of their worktime performing Training functions. They perform an average of 123 tasks. Only two of the officer grades are represented, (four each major or captain). Four of the 19XX DAFSCs are represented, with the exception of 199X. Eighty-six percent of the members supervise other personnel. Seventy-five percent of the respondents have been in their current jobs from 1 to 24 months. Overall, military experience (TAFMS) indices report that 63 percent of the officers have from 25 to 48 months' experience in service.

ANALYSIS OF DATA BY DAFSC

DAFSC Group Descriptions

A major portion of analysis within any OSR, particularly one with five different AFSCs, is an indepth analysis of the targeted DAFSC, including, but not limited to, such factors as corresponding paygrade groups, selected background data, MAJCOMs of assignment, and TAFMS, which are used by the analyst to determine differences and similarities of tasks, numbers of tasks performed, and time spent on duties. Figure 3 presents the distribution of survey sample by AFSCs. For the following analysis of DAFSC data, the 199X Operations Management Directors are reported; however, again the user should exercise caution when generalizing from any of the data, since only 14 respondents are represented in DAFSC 199X.

The analysis of the five targeted DAFSCs, paygrade groups, MAJCOM groups, and selected background data indicates both the diversity and similarity of some of the tasks performed among the survey respondents, particularly in the planning, command, management, and supervisory functions. Table 10 provides data on Relative Time Spent on Duties by DAFSCs. An indepth analysis and comparison of occupational survey data were made with the appropriate AFR 36-1, and the current duties and tasks performed. These data accurately describe and reflect the jobs of the officers in each of the 19XX specialty descriptions. Table 11 provides a Summary of Selected Background Characteristics for the five 19XX DAFSC Personnel. Information from these analyses can be used to identify areas which should be included in training and classification documents, such as the CTSS and AFR 36-1 Specialty Descriptions.

Representative tasks which differentiate between the DAFSC officers are shown in Table 12. These indices clearly indicate the diverse functions and types of tasks performed by each of the DAFSCs. They also reveal that some of the most consistent tasks performed across the five groups are Management and Supervisory (a high of 45 percent and a low of 11 percent) and Planning and Management (a high of 30 percent and a low of 6 percent).

Comparison Data Between DAFSC Officer Personnel

A review of Table 12 indicates that the AFSC 191X and 192X officers spend some amount of their time performing administrative and management type of tasks. For example, with Task B279, "Participate in battle staff briefings," both officers perform this task; however, the tasks involved are more comprehensive for the higher ranking 191X officers than those of the 192X. In contrast, however, Task E507, "Perform protocol duties," is performed more often by the junior officers in the 192X AFSC than would be by the higher ranking AFSC 191X personnel.

Comparisons made between tasks for DAFSC 191X and 193X officers indicate that the 193X officers' duties focus on positive control of the assigned forces using the command and control systems, such as in Task I880, "Conduct flight following of aircraft," and Task I895, "Coordinate aircraft movement

T/SLE 10

MAJOR FUNCTIONAL DUTIES PERFORMED BY 19XX AFSC PERSONNEL

DUTIES	# OF TASKS*	AFSC				
		191X (N=169)	192X (N=364)	193X (N=326)	194X (N=67)	19XX (N=940)
A PLANNING AND COMMAND FUNCTIONS	113	22%	18%	6%	19%	15%
B MANAGEMENT AND SUPERVISORY FUNCTIONS	225	34%	26%	11%	28%	22%
C INSPECTING AND EVALUATING FUNCTIONS	35	4%	3%	1%	4%	2%
D TRAINING FUNCTIONS	108	5%	4%	5%	9%	5%
E ADJUTANT FUNCTIONS	131	6%	30%	5%	5%	15%
F REPORTING FUNCTIONS	32	-	-	3%	-	1%
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	143	1%	-	5%	-	4%
H AIR BASE OPERABILITY (ABO) FUNCTIONS	66	3%	1%	-	6%	2%
I COMMAND POST AND SCHEDULING FUNCTIONS	213	19%	13%	63%	-	31%
J AIRBORNE COMMAND POST FUNCTIONS	46	2%	-	-	-	-
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	63	1%	-	-	15%	2%
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	26	-	-	-	3%	-
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	49	1%	-	-	8%	1%

of Tasks - 1,250

of Respondents - 940

- Under 1 percent or no response

* Average percent time spent by all AFSC members

NOTE: Columns may not add to 100 percent because of rounding, under 1 percent, or no response

TABLE 11

SELECTED BACKGROUND CHARACTERISTICS FOR 19XX DAFSCs

	<u>191X</u>	<u>192X</u>	<u>193X</u>	<u>194X</u>	<u>199X</u>	<u>19XX</u>
GROUP SIZE	169	364	326	67	14	940
AVG # OF TASKS	158	107	150	194	76	137
% OF SAMPLE	18%	39%	35%	7%	1%	100%
FEMALE	6%	20%	13%	7%	-	14%
MALE	94%	80%	87%	93%	100%	86%
<u>OFFICER GRADE</u>						
01	-	33%	2%	4%	-	14%
02	-	18%	8%	1%	-	10%
03	20%	45%	86%	82%	-	57%
04	56%	4%	4%	10%	36%	14%
05	22%	1%	-	1%	36%	5%
06	2%	-	-	-	29%	1%
SUPERVISE	73%	67%	49%	91%	79%	64%
<u>TIME IN PRESENT JOB</u>						
1-24 MOS	76%	81%	74%	61%	65%	76%
25+ MOS	34%	19%	26%	39%	35%	24%

- Under 1 percent or no response

TABLE 11 (CONTINUED)
SELECTED BACKGROUND CHARACTERISTICS FOR 19XX DAFSCs

	<u>191X</u>	<u>192X</u>	<u>193X</u>	<u>194X</u>	<u>199X</u>	<u>19XX</u>
<u>ORGN LEVEL</u>						
DETACH OR OL	1%	1%	-	6%	-	1%
SQ OR SOA	15%	63%	13%	45%	-	35%
GROUP	47%	7%	6%	22%	-	7%
WING	34%	20%	72%	9%	-	39%
NAF, MAJCOM, INTERMEDIATE HQ	24%	4%	7%	10%	57%	10%
UNIFIED COMMAND, SPECIFIED COMMAND, JOINT SERVICE	9%	2%	1%	-	29%	3%
DOD OR HQ AF	11%	1%	-	3%	14%	3%
OTHER	3%	2%	2%	4%	-	2%
VOLUNTEER FOR ASSIGNMENT TO THE 19XX UTILIZATION FIELD	63%	61%	65%	31%	50%	60%
<u>PERCEIVED CAREER PROGRESSION</u>						
<u>OPPORTUNITIES BY AFSCs</u>						
POSITIVE	20%	19%	22%	18%	21%	20%
NOT POSITIVE	63%	59%	61%	66%	57%	61%
NEW AND NO OPINION	5%	6%	4%	9%	7%	6%
NOT ENOUGH EXPERIENCE FOR JUDGEMENT	5%	8%	5%	3%	-	6%
OTHER	7%	8%	8%	4%	14%	8%

- Under 1 percent or no response

TABLE 12

TASKS WHICH DIFFERENTIATE BETWEEN DAFSC 191X and 192X OFFICER PERSONNEL

<u>TASKS</u>	<u>191X</u> <u>(N=169)</u>	<u>192X</u> <u>(N=364)</u>	<u>DIFF</u>
B279 Participate in battle staff briefings	53	17	35
B173 Coord question of policy or procedures with AF Staff, MAJCOM, or other agencies	43	8	35
B145 Assign personnel to duty positions	46	13	33
A63 Endorse Officer Performance Reports (OPRs)	37	5	32
A7 Analyze operability of war of contingency plans	52	27	25
E497 Approve or disapprove local purchase actions	8	25	-17
E513 Coord AF-wide fundraising project with appropriate personnel	2	26	-23
E502 Compile historical data for unit history	9	31	-22
E584 Perform protocol duties	6	32	-26
E507 Conduct security briefing or debriefings	4	40	-36

TASKS WHICH DIFFERENTIATE BETWEEN DAFSC 191X AND 193X OFFICER PERSONNEL

<u>TASKS</u>	<u>191X</u> <u>(N=169)</u>	<u>192X</u> <u>(N=326)</u>	<u>DIFF</u>
B33 Write point, position, or talking papers	74	19	55
B122 Approve or disapprove correspondence, such as letters	62	8	54
B332 Write OPRs	58	6	52
B148 Assign suspense dates to action items	60	10	50
A45 Determine budget priorities or requirements	46	4	42
I880 Conduct flight-following of aircraft	21	78	-57
I855 Accomplish local emergency notifications	36	92	-56
I895 Coordinate aircraft movement with other CPs and appropriate agencies	23	79	-56
I929 Coordinate special handling for VIP or DV traffic with appropriate agencies	23	75	-52
I884 Control COMSEC materials	37	89	-52

TABLE 12 (CONTINUED)

TASKS WHICH DIFFERENTIATE BETWEEN DAFSC 191X AND 194X OFFICER PERSONNEL

TASKS		191X (N=169)	194X (N=67)	DIFF
B197	Direct implementation of EA programs	28	2	27
I939	Determine message order of preference	27	0	27
I990	Notify appropriate agencies or aircraft emergencies	24	0	24
I879	Conduct C&C console operations training	25	2	23
B188	Develop quick-reaction checklists	43	19	23
M1207	Appoint LEPC team members	2	24	-22
K1148	Deploy with units during war mobilizations	4	27	-23
M1203	Appoint DCG team members	4	27	-23
M1209	Assist specialized teams during decontamination actions	4	28	-24
K1121	Coord additional shelter spaces with civilian authorities	3	28	-25

TASKS THAT DIFFERENTIATE BETWEEN DAFSC 191X AND 199X OFFICER PERSONNEL

TASKS		191X (N=169)	194X (N=14)	DIFF
A97	Participate in UEIs	39	0	39
B288	Participate in staff meeting, confs, briefings	81	50	31
A5	Analyze inspection reports or procedures	66	36	30
B244	Evaluate alert, disaster, or emergency plans	36	7	28
A99	Perform trusted duties during exercises or evaluations	39	14	24
D393	Conduct facility tours	32	7	25
A18	Approve or disapprove replies to FOIA or PA requests	10	28	-19
A59	Direct command or operational report branches for QC of operational reports	9	29	-19
A34	Coord AF Pubs with appropriate personnel for HHQ or other government agencies	17	43	-26
A17	Approve or disapprove replies to congressional inquiries	11	36	-26
B281	Approve or disapprove changes to manuals, directives, or publications	38	57	-18

with other command posts and appropriate agencies." In contrast, however, the duties of the DAFSC 191X officers relate more to tasks which are management, supervision, command and control operational administrative duties, such as Task B148, "Assign suspense dates to action items," and Task B332, "Write OPRs."

Comparisons made between tasks performed by AFSC 191X and 194X personnel indicate that the focus of the AFSC 194X officers is generally different than that of the AFSC 191X, not only in tasks performed by members, but also in the usual indicators of percent members performing or percent time spent. Task 1939, "Determine message order of preference," is involved with ABO or air-field operations or management and administrative duties, which are performed by AFSC 191X officers. However, Task M1209, "Assist specialized teams during decontamination actions," is a DP type of "hands-on" duty that is commonly performed by AFSC 194X officers.

Comparisons made between tasks for DAFSC 191X and 199X officers show again that the higher ranking officers perform some of the same administrative or management type tasks; however, differences do occur in percent of time spent on the tasks or percent members performing the tasks themselves. For instance, Task A97, "Participate in UEIs," is performed by AFSC 191X officers, while not performed at all by AFSC 199X personnel. In contrast, both members perform task A59, "Direct command or operational report branches," with the AFSC 199X higher ranking officers performing this task 19 percent more than do the AFSC 191X officers, and usually to a higher degree of responsibility.

Comparisons made between the AFSC 193X and 194X personnel (Table 13) clearly indicate that these members perform more "hands-on" type tasks in comparison to the AFSC 191X and 192X personnel, who perform more administrative-type tasks, but are again different in their focus. Task B270, "Locate personnel during emergencies," is performed by both AFSC 193X and 194X personnel to some degree, while I88, "Conduct shift change briefings," is mostly a command and control (AFSC 193X) officer duty, and Task K1168, "Review documents for impact on existing DP programs, such as USAF, Civil, or NATO," is accomplished almost entirely by AFSC 194X DP personnel.

Air Force Specialty Discussion

A review of the following tables and appendices will assist the user in understanding the various data included in the following discussion of each of the five targeted AFSCs. Table 14 presents Distribution of 19XX Personnel by DAFSC; Table 15 indicates Aeronautical Rating Status of DAFSC Personnel; Table 16 presents Distribution of 19XX DAFSC Personnel by MAJCOM; Table 17 includes Job Satisfaction Indicators by DAFSC Groups; and Table 18 presents TAFMS Distribution by DAFSC. Appendices C1 through C5 provide Representative Tasks Performed by DAFSC 19XX Officers.

DAFSCs 1911 and 1916 - Operations Management Staff Officer. The 169 respondents in this DAFSC represent 18 percent of the population sample. They perform an average of 157 tasks. The tasks accomplished by these personnel

TABLE 13

TASKS WHICH DIFFERENTIATE BETWEEN DAFSC 193X AND 194X OFFICER PERSONNEL

TASKS		193X (N=326)	194X (N=67)	DIFF
I88	Conduct shift change briefings	92	2	90
I877	Coord after-hours messages with appropriate personnel	76	6	70
I995	Operate audiovisual equip, such as VCRs	57	10	47
I1063	Update crisis action team or battle staff data	49	4	44
B270	Locate personnel during emergencies	56	28	28
B244	Direct training and qualifications of personnel selected for TDY	5	27	-22
M1247	Prepare AF Forms 1924 during MA or ND responses	9	31	-22
B261	Initiate corrective actions based on inspection deficiency reports	18	42	-24
A80	Evaluate unit personnel for mobility readiness	4	31	-28
K1168	Review documents for impact on existing DW programs, such as USAF, Civil, or NATO	.31	40	-40

TABLE 14
DISTRIBUTION OF 19XX PERSONNEL
BY DAFSC

<u>AFSC</u>	<u>DAFSC 191X (GP37)</u>	<u>DAFSC 192X (GP49)</u>	<u>DAFSC 193X (GP58)</u>	<u>DAFSC 194X (GP67)</u>	<u>DAFSC 199X (GP78)</u>
1911	25%	-	-	-	-
1916	75%	-	-	-	-
1921	-	24%	-	-	-
1925	-	76%	-	-	-
1931	-	-	17%	-	-
1935	-	-	83%	-	-
1941	-	-	-	18%	-
1944	-	-	-	82%	-
1991	-	-	-	-	50%
1996	-	-	-	-	50%
TOTAL (GROUP)	169	364	326	67	14
PERCENT OF SURVEY SAMPLE	18%	39%	35%	7%	1%

- Less than 1 percent or no response

TABLE 15
AERONAUTICAL RATING STATUS OF DAFSC PERSONNEL

<u>RATING STATUS</u>	<u>DAFSC 191X (GP37)</u>	<u>DAFSC 192X (GP49)</u>	<u>DAFSC 193X (GP58)</u>	<u>DAFSC 194X (GP67)</u>	<u>DAFSC 199X (GP78)</u>
NONRATED	86%	92%	97%	97%	57%
PILOT RATED POSITION	2%	-	1%	-	-
PILOT NONRATED POSITION	8%	5%	1%	1%	36%
NAV RATED POSITION	-	-	-	-	-
NAV NONRATED POSITION	4%	1%	1%	-	7%
TOTAL IN GROUP (940)	169	364	326	67	14
TOTAL IN SAMPLE (63)	24	22	10	1	6

NOTE: Columns may not add to 100 percent due to rounding or no response

- Less than 1 percent or no response

TABLE 16
DISTRIBUTION OF 19XX DAFSC PERSONNEL BY MAJCOM

<u>COMMAND</u>	<u>DAFSC 191X (GP37)</u>	<u>DAFSC 192X (GP49)</u>	<u>DAFSC 193X (GP58)</u>	<u>DAFSC 194X (GP67)</u>	<u>DAFSC 199X (GP78)</u>
USAFE	12%	11%	16%	16%	-
AFLC	-	-	2%	6%	14%
AFSC	2%	1%	-	1%	-
ATC	9%	14%	1%	16%	-
HQ USAF	3%	-	-	3%	14%
MAC	4%	19%	15%	9%	-
PACAF	9%	7%	10%	9%	-
SAC	26%	22%	33%	12%	57%
TAC	19%	19%	23%	19%	-
AFSOC	1%	4%	-	-	-
AFELM EUR	3%	1%	-	-	-
AFELM OTHER	4%	1%	-	-	7%
OTHER COMMANDS	6%	1%	-	5%	7%
TOTAL (GROUP)	169	364	326	67	14

NOTE: Columns may not add to 100 percent due to rounding or no response

- Less than 1 percent or no response

TABLE 17

JOB SATISFACTION INDICATORS BY DAFSC GROUPS*

	191X (N=169)	192X (N=364)	193X (N=326)	194X (N=67)	199X (N=14)	19XX (N=940)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	76%	67%	53%	69%	57%	64%
SO-SO	14%	15%	18%	13%	29%	16%
DULL	9%	17%	27%	15%	14%	19%
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
EXCELLENT TO PERFECT	18%	13%	7%	6%	21%	12%
FAIRLY WELL TO VERY WELL	64%	58%	50%	70%	57%	5%
VERY LITTLE OR NOT AT ALL	18%	27%	42%	22%	21%	12%
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
EXCELLENT TO PERFECT	12%	6%	8%	4%	7%	8%
FAIRLY WELL TO VERY WELL	56%	46%	57%	72%	64%	54%
VERY LITTLE OR NOT AT ALL	31%	46%	34%	22%	29%	37%
<u>SENSE OF ACCOMPLISHMENT:</u>						
SATISFIED	69%	62%	52%	61%	64%	60%
NEUTRAL	5%	8%	8%	7%	7%	8%
DISSATISFIED	25%	29%	39%	30%	29%	32%

* Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 17 (CONTINUED)

JOB SATISFACTION INDICATORS BY DAFSC GROUPS*

	191X (N=169)	192X (N=364)	193X (N=326)	194X (N=67)	199X (N=14)	19XX (N=940)
<u>OFFICER CAREER PLANS:</u>						
SEPARATE W/O RETIREMENT BENEFITS	2%	10%	6%	9%	-	7%
DECIDE LATER, PROBABLY SEPARATE BEFORE RETIREMENT	1%	17%	17%	10%	-	14%
DECIDE LATER, PROBABLY STAY FOR RETIREMENT	3%	17%	14%	10%	-	13%
RETIRE WITH FULL BENEFITS	93%	54%	60%	67%	100%	65%
<u>PERCEIVED CAREER PROGRESSION OPPORTUNITIES:</u>						
POSITIVE	20%	19%	22%	18%	21%	20%
NOT POSITIVE	63%	59%	61%	66%	57%	61%
NO OPINION AT PRESENT	5%	6%	4%	9%	7%	6%
NOT ENOUGH EXPERIENCE	5%	8%	5%	3%	0	6%
NO RESPONSE	7%	8%	8%	4%	14%	8%
VOLUNTEERED FOR ASSIGNMENT TO 19XX AFSC:	63%	61%	65%	31%	50%	60%
19XX RESPONDENTS BY DUTY AFSC:	18%	38%	35%	7%	2%	-

* Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 18
TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS)
DISTRIBUTION BY DAFSC

<u>TAFMS (MONTHS)</u>	<u>DAFSC 191X (GP37)</u>	<u>DAFSC 192X (GP49)</u>	<u>DAFSC 193X (GP58)</u>	<u>DAFSC 194X (GP67)</u>	<u>DAFSC 199X (GP78)</u>
1-24	1%	27%	2%	3%	0%
25-48	1%	17%	8%	1%	0%
49-96	2%	20%	44%	25%	0%
97-144	11%	16%	20%	21%	0%
145-192	35%	8%	11%	18%	36%
193-240	34%	8%	5%	19%	21%
241-360	16%	5%	6%	12%	43%
361-366	-	-	-	-	-
TOTAL IN GROUP	169	364	326	67	14

- Less than 1 percent or no response

indicate a broad knowledge of a substantial body of operations plans, program principles, concepts, policies, and objectives, while coordinating operations, training, airfield management, ABO, and command and control matters with appropriate staff activities. These Operations Management Staff Officers spend 56 percent of their job time accomplishing Management, Supervision, and Command tasks. Table 19 presents data on Average Percent Time Spent Performing Duties by TAFMS DAFSC 191X Group.

Six percent of the members of this DAFSC are female. There are no lieutenants assigned to this DAFSC, where 73 percent of the members supervise other personnel. Seventy-six percent indicate they have been in their current positions from 1 to 24 months. In military experience, TAFMS indices indicate an average of 4 percent with 1 to 96 months, 46 percent with 97 to 192 months, and 50 percent have 193 to 360 months. The majority of the respondents are stationed at CONUS bases, with 78 percent in higher level organizations, such as NAF/MAJCOM/DOD or HQ AF at 15 operating agencies (largest percent in SAC and TAC). Eighty-six percent of the respondents report being nonrated, while 24 respondents report being rated officers (pilots - 17 and navigators - 7). Sixty-three percent of the AFSC 191X officers volunteered for assignment to the AFSC 19XX utilization field.

Seventy-six percent of these officers find their job "Interesting"; believe their job utilizes their talents "Fairly Well To Very Well" (64 percent), utilize their training "Fairly Well To Very Well" 56 percent, and are satisfied with their "Sense of Accomplishment" (69 percent). As with the majority of the other AFSC 19XX officers, these respondents plan to retire with full benefits (93 percent). Sixty-three of the AFSC 191X officers perceive their Air Force 19XX career progression as "Not Positive."

In regard to training, 60 percent of the officers report receiving "no formal training" for their current position, although 96 percent report completing Squadron Officers School (SOS), 76 percent completing Air Command and Staff College, 14 percent completing Air War College (AWC), and 5 percent completing Industrial College of the Air Force Schools. Seventy-three percent of the officers report operating computers in their daily duties; however, 52 percent report no formal training in their use. These indices suggest that even though there is no formal resident course for these officers to attend for specific AFSC 19XX Operations Management Training, they have furthered their Command, Management, and Supervisory skills for the higher level jobs they are performing as majors (56 percent), lieutenant colonels (22 percent), and captains (20 percent).

DAFSCs 1921 and 1925 - Operations Management Officers. The 364 officers in this DAFSC account for 39 percent of the population sample. They perform an average of 107 tasks. These tasks accomplished by the AFSC 192X personnel indicate a broad knowledge of base operations and management activities while conducting operation training and scheduling, developing operational plans and programs, and managing tactical deception and inspection and evaluation programs and activities. Table 20 presents Average Percent Time Spent Performing Duties By TAFMS DAFSC 192X Group.

TABLE 19

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES
BY TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DAFSC 191X GROUP

DUTIES	MONTHS			
	1-48	49-96	97+	
A PLANNING AND COMMAND FUNCTIONS	26%	34%	23%	
B MANAGEMENT AND SUPERVISORY FUNCTIONS	27%	40%	34%	
C INSPECTING AND EVALUATING FUNCTIONS	11%	7%	3%	
D TRAINING FUNCTIONS	1%	4%	5%	
E ADJUTANT FUNCTIONS	4%	7%	6%	
F REPORTING FUNCTIONS	-	-	-	
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	2%	4%	-	
H AIR BASE OPERABILITY (ABO) FUNCTIONS	5%	-	4%	
I COMMAND POST AND SCHEDULING FUNCTIONS	19%	2%	19%	
J AIRBORNE COMMAND POST FUNCTIONS	-	-	2%	
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	4%	-	1%	
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	-	-	-	
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	1%	2%	1%	
TOTAL	2	4	163	

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

- Under 1 percent or no response

TABLE 20

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES
BY TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DAFSC 192X GROUP

DUTIES	MONTHS			
	1-48	49-96	97+	
A PLANNING AND COMMAND FUNCTIONS	18%	15%	18%	
B MANAGEMENT AND SUPERVISORY FUNCTIONS	25%	24%	28%	
C INSPECTING AND EVALUATING FUNCTIONS	2%	3%	3%	
D TRAINING FUNCTIONS	3%	3%	6%	
E ADJUTANT FUNCTIONS	46%	25%	14%	
F REPORTING FUNCTIONS	-	-	1%	
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	-	6%	8%	
H AIR BASE OPERABILITY (ABO) FUNCTIONS	-	2%	1%	
I COMMAND POST AND SCHEDULING FUNCTIONS	4%	19%	20%	
J AIRBORNE COMMAND POST FUNCTIONS	-	-	-	
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	-	1%	-	
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	-	-	-	
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	-	-	-	
TOTAL	159	74	131	

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

- Under 1 percent or no response

Twenty percent of the AFSC 192X personnel are female, which is the largest proportion of any of the DAFSCs. Fifty percent of the officers are lieutenants, 45 percent are captains, and only 5 percent of these 192X DAFSC officers are majors (15) or lieutenant colonels (4). Sixty-seven percent of the respondents supervise other personnel. Nineteen of these officers hold an "A" prefix.

Eighty-one percent of the AFSC 192X officers have been in their present job from 1 to 24 months, with 19 percent reporting 25 to 48 months. In military experience, however, their TAFMS indices indicate 44 percent have from 1 to 48 months, 36 percent have from 49 to 144 months, and 21 percent have 145 to 360 months. Seventy-seven percent of members are stationed in CONUS, largely in SQ/SOA (63 percent), Group or Wing (27 percent), in nine operating agencies (largest percent SAC/MAC and TAC). Ninety-two percent of the members report being nonrated, while 22 officers indicated they are rated officers (pilots - 18 and navigators - 4).

Sixty-seven percent of these officers find their jobs "Interesting," believe their job utilizes their talents "Fairly To Very Well" (58 percent), believe their job utilizes their training "None To Very Little" and "Fairly Well To Well" (46 percent each). Sixty-two percent of the members note they are "Satisfied" with their sense of accomplishment from their work. Fifty-four members believe they will retire with full benefits; however, of this group, 27 percent believe they will separate without benefits. As with the members in DAFSC 191X, 61 percent of these officers volunteered for assignment to the AFSC 19XX utilization field.

In regard to training, responses are fairly evenly divided between "Received No Formal Training" (26 percent) and "Believe Formal Training Was Adequate" (29 percent). These members either did not respond or could not decide if AFSC 192X Resident Training was adequate or not, since 45 percent did not mark either of the above responses. Thirty-five percent of the AFSC 192X officers have completed SOS; 10 members have completed Air Command and Staff College, and 4 members have completed AWC. As to be expected with the rank of these officers, higher level schools are not available to these officers. Eighty-eight percent of AFSC 192X officers use computers in their daily jobs, and they report the highest percent of formal resident course training of all of the AFSC 19XXs (31 percent); however, they also report 34 percent receiving no formal training.

DAFSCs 1931 and 1935 - Command and Control Officer. These 326 AFSC 193X officers comprise 35 percent of the survey population. They perform an average of 150 tasks. The tasks performed by these AFSC 193X officers indicate a broad scope of knowledge in the positive control of assigned forces and weapons systems using command and control communications systems in command and control operations. Eighty-six percent of the incumbents are captains, 10 percent are lieutenants, and 4 percent are majors. Since Command and Control Officers perform duties of a technical nature, it follows then, that they would naturally supervise less personnel than other members of the AFSC 19XX utilization field. These DAFSC 193X officers comprise the largest (65 percent) percent of the survey sample that volunteered for assignment to this utilization field.

Thirteen percent of the population are female, which is the second largest number assigned to the DAFSCs. Almost three-quarters of the members have been in their present job from 1 to 24 months and 24 percent from 25 to 60 months. In military expertise; however, TAFMS indices indicate 10 percent from 1 to 48 months, 64 percent from 97 to 192 months, and 26 percent from 193 to 360 months.

Sixty-six percent are stationed in CONUS in five operating agencies, largely in Wing or Squadron positions (mostly SAC or TAC). Ninety-seven percent of the officers report being nonrated, while 10 incumbents report being rated (7 pilots and 3 navigators). The shift work performed by Command Post personnel within and between the different MAJCOMs, at varying hours of the day and night, bear heavily on time-spent profiles and differences in the numbers and types of tasks performed by the AFSC 193X officers. Table 21 presents Average Percent Time Spent Performing Duties by TAFMS DAFSC 193X Group.

Over half of the officers find their jobs "Interesting" (53 percent), believe their job utilizes their talents "Fairly Well To Very Well" (50 percent), and believe their job utilizes their training "Fairly Well To Very Well" (57 percent). Satisfactory sense of accomplishment in their job is also in the middle range (52 percent). Sixty percent report their Air Force career plans are to "Retire With Full Benefits." The AFSC 193X officers also report that they perceive their AFSC 19XX career progression opportunities as "Not Positive" (61 percent). The largest reported percent (65 percent) of the survey sample who volunteered for assignment to the AFSC 19XX utilization field are DAFSC 1935 officers.

Fifty-seven percent of the officers indicate they believe the formal resident AFSC 193X training received for their career ladder was adequate, while 20 percent indicate they did not receive formal training. Sixty-four percent report attending SOS; however, only 5 percent report attending Air Command and Staff College. As with AFSC 192X, these percentages are basically in line with the lower ranking of these officer groups. Eighty-six percent of the Command and Control Officers use computers in their daily duties, and 39 percent report no formal training.

DAFSCs 1941 and 1944 - DP Officer. The 67 members of this DAFSC comprise 7 percent of the population sample. On the average, they perform 194 tasks. These tasks accomplished by the DP Officers indicate a wide range of knowledge in duties not performed by other members of the study. The broad scope of tasks and duties includes developing staffing, training, and planning DP activities, which include nuclear, biological, and chemical (NBC) defense training programs, exercise evaluations teams, as well as coordinating these activities with local, state, and Federal civil officials and other military agencies. The majority of the officers are captains (82 percent), majors (10 percent), lieutenant colonels (1 percent), and lieutenants (6 percent). Seven percent of the incumbents are female. This group reports the largest percent (91 percent) of any of the respondents supervising other personnel.

More than half of the members (61 percent) indicate they have been in their present job from 1 to 24 months, while 39 percent have from 49 to 270 months. In military experience, TAFMS indices indicate 4 percent from 1 to 48

TABLE 21

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES
BY TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DAFSC 193X GROUP

DUTIES	MONTHS		
	1-48	49-96	97+
A PLANNING AND COMMAND FUNCTIONS	4%	5%	7%
B MANAGEMENT AND SUPERVISORY FUNCTIONS	8%	9%	13%
C INSPECTING AND EVALUATING FUNCTIONS	-	1%	1%
D TRAINING FUNCTIONS	3%	5%	5%
E ADJUTANT FUNCTIONS	5%	5%	6%
F REPORTING FUNCTIONS	2%	3%	3%
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	6%	5%	4%
H AIR BASE OPERABILITY (ABO) FUNCTIONS	-	-	-
I COMMAND POST AND SCHEDULING FUNCTIONS	69%	66%	59%
J AIRBORNE COMMAND POST FUNCTIONS	-	-	-
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	1%	-	-
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	-	-	-
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	-	-	-
TOTAL	31	143	152

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

- Under 1 percent or no response

months, 46 percent from 49 to 144, and 49 percent from 145 to 360 months. Seventy-three percent of the members are in CONUS, stationed at 12 operating agencies largely in Squadron (45 percent) or Group (22 percent) positions (mostly TAC or SAC). Only one officer indicated that he was a rated pilot in a nonrated position. Table 22 presents Average Time Spent Performing Duties by TAFMS DAFSC 194X Group.

Indices in attitude toward utilization of talents (70 percent) and utilization of training (72 percent) responses reported by these officers are the highest of any of the other DAFSCs. Satisfaction with sense of accomplishment (61 percent) and finding their jobs "Interesting" (69 percent) are also relatively high. Sixty-six percent indicate they find their AFSC 19XX career progression "Not Positive." Again, almost three-quarters (67 percent) of the members believe they will retire with full benefits. These incumbents have the lowest percent (31 percent) of volunteering for assignment to the AFSC 19XX utilization field.

Over half (51 percent) of the DAFSC 194X officers believe their DP formal training was adequate. Sixty-nine percent report using a computer in their daily work (lowest percent reported) and indicate they received no formal training (52 percent). Over three-quarters (78 percent) of the DP Officers have attended SOS, and 9 percent have attended Air Command and Staff College. Since 82 percent of the members are captains, these percentages are not unexpected.

DAFSCs 1991 and 1996 - Operations Management Director. These 14 officers represent less than 1 percent of the population survey and are such a small percent of the survey sample that the analyst again reminds the users to be cautious in interpreting and using the data. These incumbents perform an average of 76 tasks, are all male respondents, and are represented by colonels (4) and either lieutenant colonels or majors (5 each). Seventy-nine percent supervise and have been in their current position from 1 to 24 months (65 percent); military experience in TAFMS is 145 to 192 months (36 percent) and 193 to 360 months (64 percent). These officers are stationed 100 percent in CONUS at four operating agencies in higher level (DOD, HQ AF, NAF, or AFELM OTHER) organizations mostly in SAC or HQ AF/AFLC. Seven of the officers volunteered for their assignments to the AFSC 19XX utilization field. Table 23 presents Average Percent Time Spent Performing Duties by TAFMS DAFSC 199X Group.

The indices of attitudes toward the Operations Management Director jobs are in the high positive ranges: "Interesting Job" (57 percent), "Utilization of Talents" (57 percent), "Utilization of Training" (64 percent), and "Accomplishment from Work" (64 percent). All members indicate they plan to retire with full benefits. Interesting, however, is that 57 percent of these officers, in concert with the other members of the AFSC 19XX utilization field, perceive their AFSC 19XX career progression as "Not Positive" (57 percent). Fifty-seven percent of the officers report being nonrated, while six incumbents report being rated (five pilots and one navigator).

There is no formal resident training for the AFSC 199X officers; they have, however, furthered their management and supervisory skills by attending higher level training at Air Command and Staff College (93 percent), AWC (50

TABLE 22

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES
BY TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DAFSC 194X GROUP

DUTIES	MONTHS			
	1-48	49-96	97+	
A PLANNING AND COMMAND FUNCTIONS	17%	17%	20%	
B MANAGEMENT AND SUPERVISORY FUNCTIONS	25%	25%	30%	
C INSPECTING AND EVALUATING FUNCTIONS	5%	2%	4%	
D TRAINING FUNCTIONS	13%	6%	10%	
E ADJUTANT FUNCTIONS	5%	8%	3%	
F REPORTING FUNCTIONS	-	-	-	
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	-	2%	-	
H AIR BASE OPERABILITY (ABO) FUNCTIONS	2%	6%	6%	
I COMMAND POST AND SCHEDULING FUNCTIONS	1%	1%	-	
J AIRBORNE COMMAND POST FUNCTIONS	-	-	-	
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	17%	18%	14%	
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	1%	3%	3%	
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	12%	10%	8%	
TOTAL	3	17	47	

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

- Under 1 percent or no response

TABLE 23

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES
BY TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS) DAFSC 199X GROUP

DUTIES	MONTHS		
	1-48	49-96	97+
A PLANNING AND COMMAND FUNCTIONS	-	-	30%
B MANAGEMENT AND SUPERVISORY FUNCTIONS	-	-	45%
C INSPECTING AND EVALUATING FUNCTIONS	-	-	-
D TRAINING FUNCTIONS	-	-	1%
E ADJUTANT FUNCTIONS	-	-	4%
F REPORTING FUNCTIONS	-	-	-
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	-	-	-
H AIR BASE OPERABILITY (ABO) FUNCTIONS	-	-	-
I COMMAND POST AND SCHEDULING FUNCTIONS	-	-	16%
J AIRBORNE COMMAND POST FUNCTIONS	-	-	1%
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	-	-	-
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	-	-	-
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	-	-	-
TOTAL			14

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

- Under 1 percent or no response

percent), and Industrial Colleges of the Armed Forces (14 percent). Seventy-nine percent of the membership operate computers in their daily duties, but 71 percent report no formal training. These members, as do the AFSC 194X officers, note that 14 percent of their administrative work is done by others.

ANALYSIS OF 19XX AFSC

Another major portion of an OSR, which includes five AFSCs, is an indepth analysis of the utilization field as a whole. Again, factors include, but are not limited to, Selected Background Data, Command of Assignment, TAFMS, and Paygrade Groups, which are used by the analyst to determine differences and similarities of tasks, numbers of tasks performed, and time spent on duties.

A total of 940 officers responded to the 19XX USAF Job Inventory. The following narrative provides data regarding the group as a whole, which naturally follows and validates the specific data provided above, regarding each of the five targeted AFSCs in the study. Information from these analyses can be used to identify areas which should be used in training and classification documents, such as CTSs and AFR 36-1 Specialty Descriptions. The user should also be able to perform both overall AFSC 19XX utilization field and individual DAFSC comparisons by using the comprehensive narratives, figures, tables, and appendices provided throughout the OSR. Appendices D1 through D10 present Representative Tasks Performed by DAFSC 19XX Officers by Time in Federal Military Service (TAFMS).

The 940 officers included in this study perform an average of 136 tasks with 96 tasks accounting for the majority of their worktime. Over three-quarters of the field responses are from males (86 percent); however, 132 females are also represented. The tasks performed by the overall group indicate a broad knowledge of the AFSC 19XX utilization field duties. Of all members responding, 31 percent perform Command Post and Scheduling functions, 23 percent perform Management and Supervisory functions, and they equally divide their remaining worktime (15 percent each) between Planning and Command and Adjutant functions. Table 24 illustrates the average percent time spent on all 13 duties, as well as percent of all tasks performed in each duty. The user should keep in mind that the last three duties listed in the Table 24, DP, Pre-, Trans-, and Post-Attack Response Capability, and MA and ND Response Capability functions, are duties that personnel do not commonly spend a great deal of their worktime performing. They do, however, conduct extensive planning and training on DP programs, emergency response, evacuation, NBC, shelter management, contingency, and other such exercises. These duties and tasks are adequately covered within the 39 jobs identified in the Job Structure Group.

The membership of the overall survey is 219 lieutenants (02 - 91, 01 - 128), 533 captains (which is the largest representation of officers - review Figure 2), 135 majors, 46 lieutenant colonels, and 14 colonels. Only 36 percent of the members do not supervise other personnel. Overall, an average of 35 percent have been in their jobs from 1 to 24 months, while 10 percent

TABLE 24

AVERAGE PERCENT TIME SPENT ON DUTIES
BY 19XX OFFICERS

DUTIES	# OF TASKS IN DUTY	AVG # OF TASKS PERFORMED	% OF ALL TASKS PERFORMED	AVG % TIME SPENT BY ALL MEMBERS
A PLANNING AND COMMAND FUNCTIONS	113	18%	13%	15%
B MANAGEMENT AND SUPERVISORY FUNCTIONS	225	32%	23%	23%
C INSPECTING AND EVALUATING FUNCTIONS	35	4%	3%	2%
D TRAINING FUNCTIONS	108	8%	6%	5%
E ADJUTANT FUNCTIONS	131	15%	11%	15%
F REPORTING FUNCTIONS	32	3%	2%	1%
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	143	6%	4%	4%
H AIR BASE OPERABILITY (ABO) FUNCTIONS	66	3%	2%	2%
I COMMAND POST AND SCHEDULING FUNCTIONS	213	43%	31%	31%
J AIRBORNE COMMAND POST FUNCTIONS*	46	-	-	-
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	63	3%	2%	2%
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	26	-	-	-
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	49	3%	2%	1%

NOTE: Columns may not add to 100 percent due to rounding or no response

* Airborne Command Post not operative in January 1992

average 25 to 48 months (which is not unexpected since the merger of the utilization field occurred in March 1985). TAFMS indices are much higher (41 percent are 1 to 24 months, 53 percent are 25 to 96 months, 20 percent are 1 to 48 months, 42 percent are 49 to 144 months, and 37 percent are 145 to 366 months, respectively).

The 940 respondents are fairly equally divided between AFSC 192X (39 percent) and 193X (35 percent), while 191A makes up 18 percent, 194X comprises 7 percent, and 199X is 1 percent of the population (review Figure 3). Respondents indicate they are assigned mostly to 12 operating agencies, with SAC (26 percent), TAC (20 percent), and MAC (14 percent) with the highest representations. The 28 percent of the officers who are stationed at overseas bases report being in USAFE (13 percent) and PACAF (13 percent). The majority of the officers indicated they are almost equally divided between Wing- (39 percent) or Squadron-level (35 percent) positions. Sixteen percent report being in higher level organizations, such as NAF/IH (10 percent) and UNIF/JS/DOD and HQ AF (6 percent). There are 63 rated officers included in the AFSC 19XX utilization field survey. The rated incumbents report their current aeronautical rating status as a pilot (48) or navigator (15) in a nonrated position.

The overall job satisfaction indices are relatively high for the total respondents. They find their jobs "Interesting" (64 percent), believe their jobs "Utilize Their Talents Fairly Well" (57 percent), believe their jobs "Utilize Their Training Fairly Well" (54 percent), and are "Satisfied" with their sense of accomplishment from their work (60 percent). However, even with these indices, only 20 percent believe their career progress in the AFSC 19XX utilization field is "Positive." (These low indices correspond with the concerns proffered to the USAFOMS Analyst/Developer during field validation at the bases listed in the SURVEY METHODOLOGY section of this OSR and the write-in responses by the survey population.) In contrast with the nonpositive career progression indices, overall, 65 percent of the officers plan to retire with full benefits.

Analysis of 19XX AFSC Data by Paygrade Groups

Within the analysis of the AFSC 19XX utilization field as a whole are the comparisons of paygrade groups within selected DAFSCs using data such as time spent or percent members performing tasks.

Overall, the comparison of the representative tasks performed by the paygrade groups indicates the normal career progression relationships which develop between paygrade groups when similar tasks are performed. The analysis also verifies that there is a definite broadening of duties and responsibilities when officers are promoted to higher level or staff-level paygrades, where the majority of their time is spent performing Command, Management, Planning, and Supervisory functions.

Table 25 presents data comparing and illustrating the similarities and differences between the paygrade groups. An assessment of the sorted difference columns for the representative tasks performed by each paygrade group

TABLE 25

TASKS WHICH DIFFERENTIATE BETWEEN 19XX 01 AND 02 OFFICER PAYGRADES

TASKS	01 (N=128)	02 (N=91)	DIFF
A97 Participate in UEIs	26	43	-16
I1002 Participate in battle staff, DRF, or CAT recalls	4	21	-17
I1052 Track daily flight schedules	4	23	-19
I962 Implement EA procedures received from HHQ personnel	2	27	-25
I857 Accomplish THREATCON procedures	7	35	-28
B270 Locate personnel during emergencies	19	43	-24
A4 Advise HHQ, wing, base commander, or key personnel on serious incidents	19	37	-19
I965 Input COMSEC keying codes on cryptographic devices	5	33	-28

TASKS WHICH DIFFERENTIATE BETWEEN 19XX 01 AND 03 OFFICER PAYGRADES

TASKS	01 (N=128)	03 (N=533)	DIFF
E508 Conduct self-inspection programs	70	21	48
E489 Administer unit or organizational equipment supply programs	52	6	47
E487 Administer unit investigative programs for actions, such as security deviations	45	5	40
E532 Direct computer systems security	39	8	32
E582 Perform liaison between unit or organization and other base agencies	53	22	31
I908 Coordinate exercises or practice scrambles with appropriate agencies	2	23	-20
G766 Participate in simulated crash, alert, or other disaster control exercises or generations	3	26	-22
F618 Coord DV or VIP reports with HHQ	.78	24	-23
I1031 Relay pilot reports	.00	24	-24
I880 Conduct flight-following of aircraft	3	51	-48

TABLE 25 (CONTINUED)

TASKS WHICH DIFFERENTIATE BETWEEN 19XX 03 AND 04 OFFICER PAYGRADES

<u>TASKS</u>	<u>03</u> <u>(N=583)</u>	<u>04</u> <u>(N=135)</u>	<u>DIFF</u>
I1013 Post changes to daily or mission flying schedules	46	21	25
I1035 Report weather info to appropriate agencies	48	25	23
G646 Advise appropriate local agencies of severe weather	30	7	22
I1039 Review mission itineraries	25	7	18
B151 Certify destruction of classified information on required AF Forms	48	33	15
B267 Interpret policies, directives, or procedures for subordinates	26	40	-14
B294 Plan agendas for staff meetings	12	27	-15
A60 Direct preparation of directives, bulletins, or memoranda pertaining to operations	11	27	-16
A16 Approve or disapprove policy letters	20	45	-25
B332 Write OPRs	10	49	-39
A63 Endorse officer performance reports (OPRs)	5	33	-27

TASKS WHICH DIFFERENTIATE BETWEEN 19XX 04 AND 05 OFFICER PAYGRADES

<u>TASKS</u>	<u>04</u> <u>(N=135)</u>	<u>05</u> <u>(N=46)</u>	<u>DIFF</u>
I1060 Transmit OPREPS	28	9	19
B297 Plan special training or orientation programs	23	4	19
B169 Coord operability of ND or MA accident plans with other agencies	30	13	17
A40 Coord programs or exercises with personnel from DOD or non-DOD agencies	21	7	15
A83 Formulate wartime contingency operations for continuity of survival, and recovery	24	11	14
A3 Administer use of workspace, equipment, or supplies	53	65	-13
A64 Establish individual performance standards	32	48	-16
B118 Advise subordinate personnel on career matters	44	76	-32
B319 Submit individuals or units for awards or decorations	31	59	-28
B154 Conduct and record personnel counseling sessions	39	61	-22

TABLE 25 (CONTINUED)

TASKS WHICH DIFFERENTIATE BETWEEN 19XX 05 AND 06 OFFICER PAYGRADES

TASKS		05 (N=46)	06 (N=7)	DIFF
B145	Assign personnel to duty positions	59	.00	59
A5	Analyze inspection reports or procedures	72	14	57
B119	Analyze after-action reports	52	.00	52
B160	Conduct staff meetings	63	14	49
B166	Coordinate manning requirements with appropriate agencies	43	.00	43
A69	Determine budget priorities or requirements	57	14	42
E584	Perform protocol duties	7	29	-22
B175	Coord senior operations management advisory activities with combined, joint, and service agencies	2	29	-26
I861	Administer after-duty hours citizen complaints or problems	15	43	-28
I890	Coordinate air refueling missions with supporting agencies	11	43	-32

clearly delineates the similarities and the differences between the percent members performing, levels of performance, and respective progression within the paygrade groups.

These indices further clarify the differences and similarities of the paygrade groups; for example, in paygrades 01 and 02 in Task I857, "Accomplish THREATCON procedures," 35 percent of the first lieutenants perform this task, as do 7 percent of the second lieutenants. As with all of these comparisons, the amount of time spent and the complexity of the tasks differ between the ranks. In Task E487, "Administer unit investigative programs for action, such as security deviations," are performed by 5 percent of the captains and 45 percent of the second lieutenants. Since this task is basically an Adjutant duty, it is performed more often by the second lieutenants; however, it does show that the captains would also perform the task when required, but to a lesser degree. When comparisons are made regarding Task G646, "Advise appropriate local agencies of severe weather," 30 percent of the captains and only 7 percent of the majors perform this task. In the comparison of tasks performed by majors and lieutenant colonels, Task A40, "Coordinate programs or exercises with personnel from DOD or non-DOD agencies," both grades perform this task; however, majors perform this task to a greater degree (21 percent) than do the lieutenant colonels (7 percent). Further comparisons made in Task A69, "Determine budget priorities or requirements," indicate a greater percent of the lieutenant colonels (57 percent) perform this task than do the colonels (14 percent).

Also shown for further clarification are selected duties and the average percent time spent performing such duties by the compared paygrade groups. Table 26 indicates that colonels spend the largest amount of their worktime performing Planning and Command functions (36 percent), followed by lieutenant colonels (26 percent). Management and Supervisory functions are performed largely by lieutenant colonels (42 percent) and majors (32 percent). As would be expected, Adjutant duties are performed largely by first lieutenants (45 percent) and second lieutenants (34 percent). Captains expend the greatest percent of their duty time (41 percent) performing Command Post and Scheduling functions.

Selected background characteristics of paygrade groups are presented in Table 27. The largest number of respondents in the survey sample are 533 captains (57 percent) who are the "backbone" of the Operations Management Utilization Field. Two hundred and nineteen lieutenants comprise the next largest group, which is 24 percent of the respondents. The 135 majors comprise the next largest group and represent 14 percent of the survey sample, while the higher ranking officers represent 6 percent of the overall respondents (lieutenant colonel - 5 percent and colonel - 1 percent).

Four percent of the AFSC 19XX officers are female, whereas 30 percent of the first lieutenants are female. The highest percent of the officers who supervise (87 percent) are colonels, and not surprisingly, 57 percent of the second lieutenants (who are mostly Adjutants) also supervise. The least number of tasks performed are by colonels (43) and first lieutenants (84), while the largest number are by majors (153) and captains (150). The largest majority of the first lieutenants (64 percent) and second lieutenants (91

TABLE 26

AVERAGE PERCENT TIME SPENT ON DUTIES
BY 19XX PAYGRADE GROUPS

DUTIES	01 (N=91)	02 (N=128)	03 (N=533)	04 (N=135)	05 (N=46)	06 (N=14)
A PLANNING AND COMMAND FUNCTIONS	13%	16%	12%	21%	26%	36%
B MANAGEMENT AND SUPERVISORY FUNCTIONS	18%	24%	19%	32%	42%	33%
C INSPECTING AND EVALUATING FUNCTIONS	2%	3%	2%	3%	5%	-
D TRAINING FUNCTIONS	2%	4%	6%	6%	3%	-
E ADJUTANT FUNCTIONS	34%	45%	8%	5%	6%	3%
F REPORTING FUNCTIONS	1%	-	2%	-	-	-
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	2%	-	5%	2%	-	1%
H AIR BASE OPERABILITY (ABO) FUNCTIONS	-	-	2%	4%	1%	-
I COMMAND POST AND SCHEDULING FUNCTIONS	27%	5%	41%	22%	12%	20%
J AIRBORNE COMMAND POST FUNCTIONS	-	-	-	2%	-	2%
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	-	1%	2%	1%	-	-
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	-	-	-	-	-	-
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	-	-	2%	1%	1%	-

- Less than 1 percent or no response

TABLE 27

SELECTED BACKGROUND CHARACTERISTICS OF 19XX PAYGRADE GROUPS

	<u>01</u>	<u>02</u>	<u>03</u>	<u>04</u>	<u>05</u>	<u>06</u>
GROUP SIZE	128	91	533	135	46	14
AVG # OF TASKS	84	115	150	153	140	43
% OF SAMPLE	14%	10%	56%	14%	5%	1%
FEMALE	30%	24%	10%	7%	4%	-
MALE	70%	76%	90%	93%	96%	100%
SUPERVISE	74%	57%	59%	70%	87%	71%
<u>TIME IN PRESENT JOB</u>						
1-24 MOS	97%	84%	74%	76%	61%	100%
25+ MOS	3%	16%	26%	24%	39%	-
<u>ORGN LEVEL</u>						
DETACH OR OL	2%	-	1%	1%	2%	-
SQ OR SOA	91%	64%	24%	19%	7%	-
GROUP	2%	9%	8%	7%	2%	-
WING	5%	23%	53%	32%	39%	-
NAF, MAJCOM, INTERMEDIATE HQ	1%	2%	10%	20%	20%	14%
UNIFIED COMMAND, SPECIFIED COMMAND, JOINT SERVICE	-	-	1%	8%	13%	71%
DOD OR HQ AF	-	-	1%	10%	17%	14%
OTHER	-	2%	2%	3%	-	-
<u>AFSCs</u>						
191X	-	-	6%	70%	83%	43%
192X	94%	70%	30%	11%	4%	-
193X	4%	29%	14%	11%	-	-
194X	3%	1%	10%	5%	-	-
199X	-	-	-	4%	11%	57%
19XX	14%	10%	57%	14%	5%	1%

- Under 1 percent or no response

percent) are assigned to Squadron or SOA, while captains (53 percent), majors (32 percent) and lieutenant colonels (39 percent) are assigned mostly to Wing. Colonels (71 percent) are assigned to higher level Unified Command/Joint Service. Time in present job indices indicates that 82 percent of the officers have 1 to 24 months' experience, while 18 percent report 25-plus months' experience.

Overall, Job Satisfaction Indicators of 19XX Paygrade Groups (Table 28) indicate that the respondents report medium high indices (62 percent) for job satisfaction (a low of 54 percent to a high of 75 percent). On the average, the indices show that colonels (75 percent) and lieutenant colonels (70 percent) are more satisfied with their jobs, training, and utilization of talents. These indices are not unexpected, since higher level officers are able to control their career progression and job selection better than lower ranking officers. Captains, who are the largest proportions of the survey population respondents, indicate an average of 59 percent overall satisfaction in the four attitudinal areas, while lieutenants as a group report an overall satisfaction of 54 percent. As with the indices in Job Specialty Groups and DAFSC groups, the paygrade groups believe their career progression opportunities in the AFSC 19XX utilization field are "Not Positive" (with the exception of colonels who report 43 percent "Positive"). Overall indices average 54 percent, with the lowest response being 51 percent (second lieutenants) and the highest 68 percent (first lieutenants). Appendices E1 through E6 present Representative Tasks Performed by 19XX Officers by Paygrade Groups.

Analysis of Data by 19XX Command Groups

The next portion of analysis within the AFSC 19XX utilization field as a whole, are data regarding command groups. Eight major CONUS and four overseas commands are included in this analysis data. The commands with the largest representation are SAC - 240 respondents, followed by TAC - 190 respondents, PACAF - 80 respondents, and ATC - 78 respondents.

Table 29 provides data on Average Percent Time Spent on Duties by 19XX MAJCOM Groups. There are minimal differences in the commonly performed duties performed by the command groups; for example, in Planning and Command functions the least percent is AFLC with 8 percent and the largest percent is AFELM OTHER (35 percent). Management and Supervisory functions include SAC with the least (17 percent) and HQ USAF the highest (45 percent), with the largest percent members performing. These data clearly indicate that the percent of time spent on duties by MAJCOM members compares favorably with one another, in that the ratios between them are not extreme.

These indices appear to correspond with the mission responsibilities of the command group. HQ USAF officers would be expected to spend the greater proportion of their worktime performing Management of Programs and Personnel, whereas SAC or TAC would be expected to perform duties in relation to aircraft and mission operations and the corresponding technical tasks. None of the respondents report spending any time in Airborne Command Post functions (Duty J) since this mission was downsized by Air Force Headquarters prior to January 1992, when the survey was administered to the AFSC 19XX utilization field.

TABLE 28

JOB SATISFACTION INDICATORS OF 19XX PAYGRADE GROUPS*

	01 (N=128)	02 (N=91)	03 (N=533)	04 (N=135)	05 (N=46)	06 (N=7)
<u>EXPRESSED JOB INTEREST.</u>						
INTERESTING	60%	57%	63%	72%	80%	71%
SO-SO	17%	12%	16%	17%	7%	29%
DULL	22%	30%	20%	11%	11%	-
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
EXCELLENT TO PERFECT	8%	5%	7%	17%	24%	14%
FAIRLY WELL TO VERY WELL	59%	53%	56%	61%	61%	86%
VERY LITTLE OR NOT AT ALL	33%	41%	31%	21%	15%	-
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
EXCELLENT TO PERFECT	3%	2%	8%	13%	13%	14%
FAIRLY WELL TO VERY WELL	41%	48%	57%	52%	63%	57%
VERY LITTLE OR NOT AT ALL	3%	2%	8%	13%	13%	14%
<u>SENSE OF ACCOMPLISHMENT:</u>						
SATISFIED	55%	57%	59%	64%	78%	86%
NEUTRAL	10%	4%	9%	5%	2%	-
DISSATISFIED	35%	37%	32%	31%	20%	14%

* Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 28 (CONTINUED)

JOB SATISFACTION INDICATORS OF 19XX PAYGRADE GROUPS*

	01 (N=128)	02 (N=91)	03 (N=533)	04 (N=135)	05 (N=46)	06 (N=7)
VOLUNTEER FOR ASSIGNMENT TO THE 19XX UTILIZATION FIELD:	66%	54%	60%	64%	54%	43%
<u>PERCEIVED CAREER PROGRESSION</u>						
<u>OPPORTUNITIES AS A 19XX:</u>						
POSITIVE	17%	19%	21%	21%	13%	43%
NOT POSITIVE	51%	68%	62%	63%	63%	14%
NEW AND NO OPINION	10%	3%	4%	8%	7%	29%
NOT ENOUGH EXPERIENCE FOR JUDGEMENT	16%	2%	5%	4%	4%	-
OTHER OR NO RESPONSE	6%	8%	8%	4%	13%	14%
<u>AF CAREER PLANS:</u>						
SEPARATE W/O RETIREMENT BENEFITS	9%	11%	9%	-	-	-
PROBABLY SEPARATE BEFORE RETIREMENT	26%	29%	13%	1%	-	-
PROBABLY STAY FOR RETIREMENT	28%	18%	13%	2%	-	-
RETIREMENT WITH FULL BENEFITS	37%	42%	65%	96%	100%	100%

* Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 29

AVERAGE PERCENT TIME SPENT ON DUTIES BY 19XX MAJCOM GROUPS

DUTIES	HQ										AFELM AFELH		
	USAFE (N=124)	AFLC (N=13)	AFSC (N=6)	ATC (N=78)	USAF (N=9)	PACAF (N=80)	SAC (N=249)	MAC (N=131)	TAC (N=190)	AFOSC (N=16)	EUR (N=7)	OTHER (N=12)	
A PLANNING AND COMMAND FUNCTIONS	15%	8%	30%	22%	32%	14%	11%	12%	15%	10%	29%	35%	
B MANAGEMENT AND SUPERVISORY FUNCTIONS	23%	21%	41%	30%	45%	22%	17%	20%	22%	20%	24%	34%	
C INSPECTING AND EVALUATING FUNCTIONS	2%	1%	3%	4%	2%	3%	2%	2%	2%	1%	9%	5%	
D TRAINING FUNCTIONS	5%	8%	-	11%	2%	4%	6%	3%	4%	3%	5%	3%	
E ADJUTANT FUNCTIONS	13%	3%	19%	19%	10%	11%	15%	18%	16%	24%	4%	10%	
F REPORTING FUNCTIONS	1%	-	-	-	-	1%	3%	1%	-	1%	-	-	
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	5%	2%	4%	2%	-	5%	3%	6%	3%	3%	-	2%	
H AIR BASE OPERABILITY (ABO) FUNCTIONS	3%	1%	-	2%	5%	3%	-	-	2%	-	2%	-	
I COMMAND POST AND SCHEDULING FUNCTIONS	29%	45%	2%	4%	-	31%	39%	35%	33%	36%	24%	10%	
J AIRBORNE COMMAND POST FUNCTIONS	-	-	-	-	-	-	1%	-	-	-	-	-	
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	3%	4%	1%	3%	4%	2%	-	-	2%	-	1%	-	
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	-	1%	-	-	-	-	-	-	-	-	-	-	
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	1%	4%	-	2%	-	2%	-	-	1%	-	-	-	

NOTE: Columns may not add to 100 percent due to rounding or no response

- Less than 1 percent or no response

Selected Background Characteristics of 19XX MAJCOM Groups are presented in Table 30. Overall, the average number of tasks performed by the incumbents flows from a low of 43 (AFSC) to a high of 211 (AFELM EUR).

Captains are the largest number of officers represented in all commands, with the exception of HQ USAF. Colonels are represented in only SAC and AFELM OTHER. Lieutenant colonels are represented in all but two commands (MAC and AFSOC).

The majority (74 percent) of the AFSC 19XX personnel have been in their current job in their specific command from 1 to 24 months, and a much smaller percent (27 percent) report 25-plus months experience.

Perceived career progression opportunities by command groups, overall, are in the "Not Positive" indices. One hundred percent (N=13) of the officers in AFLC rate their career progression negatively, followed by HQ USAF (N=9) at 78 percent, AFSOC (N=16) at 75 percent, and AFELM EUR (N=12) reporting 71 percent. A majority of the membership (70 percent) do, however, plan to retire with full benefits.

The final data presented for the AFSC 19XX command groups are job satisfaction indices (Table 31). Overall, the command incumbents indicate medium to high indices in the four attitudinal areas. Sixty-seven percent of the membership find their jobs "Interesting," believe their talents are utilized "Fairly Well To Well" (50 percent), believe their training is utilized "Fairly Well To Well" (47 percent), and are "Satisfied" with their Sense of Accomplishment with their jobs (62 percent).

Analysis of Data by Overseas and CONUS Groups

The majority (673) of the 940 AFSC 19XX officer respondents are stationed at CONUS bases, with 261 members reporting overseas assignments. Table 32 presents Selected Background Characteristics for CONUS and Overseas 19XX Groups, which show some interesting parallels. Thirteen percent of the overseas members are female, while captains comprise the largest paygrade group (69 percent). The members almost "evenly" supervise other personnel 64 to 65 percent, respectively. As would be expected, officers holding AFSC 193X (34 percent) are the largest group of members assigned to overseas bases. Again, these indices are not unexpected because of the types of duties and tasks performed by the AFSC 19XX, Operations Management, personnel in an overseas environment where Air Force jobs differ somewhat, particularly in regard to missions, control, and security of aircraft and personnel.

Analysis and comparisons of data between overseas (N=673) and CONUS (N=261) personnel indicate that no matter where these AFSC 19XX officers are stationed, there are minimal differences in their background characteristics, as well as duties and tasks performed. In 4 of the 16 duties, overseas personnel spend a small percent more time performing duties than do the CONUS members, such as Command Post and Scheduling (+3 percent), Airfield Management and Base Operations and ABO (+2 percent), and DP Operations (+1 percent) functions. Duties such as these would naturally relate to local Base Airfield

TABLE 30

SELECTED BACKGROUND CHARACTERISTICS OF 19XX MAJCOM GROUPS

	USAFE	AFLC	AFSC	ATC	HQ USAF	MAC	PACAF	SAC	TAC	AFSOC	AFELM	
											EUR	OTHER
GROUP SIZE	124	13	6	78	9	131	80	249	190	16	7	12
AVG # OF TASKS	153	208	43	134	67	110	154	147	137	100	211	71
% OF SAMPLE	13%	1%	.05%	8%	.05%	12%	9%	26%	20%	2%	1%	1%
OFFICER GRADE												
01	7%	-	17%	22%	-	18%	10%	16%	13%	31%	-	-
02	10%	15%	-	9%	-	6%	5%	12%	14%	6%	-	-
03	67%	62%	66%	35%	-	71%	73%	50%	58%	63%	14%	33%
04	15%	15%	-	22%	67%	5%	11%	14%	12%	-	71%	33%
05	1%	8%	17%	12%	33%	-	1%	6%	3%	-	14%	17%
06	-	-	-	-	-	-	-	2%	-	-	-	17%
TIME IN PRESENT JOB												
1-24 MOS	83%	69%	84%	69%	44%	92%	71%	73%	68%	94%	57%	84%
25+ MOS	17%	31%	16%	31%	66%	8%	29%	27%	32%	6%	43%	16%
ORGN LEVEL												
DETACH OR OL	1%	-	-	6%	-	2%	-	1%	-	-	-	-
SQ OR SOA	39%	15%	-	49%	-	40%	29%	33%	41%	44%	-	-
GROUP	13%	23%	17%	13%	-	13%	4%	1%	6%	-	14%	-
WING	39%	15%	17%	26%	-	33%	45%	50%	45%	31%	14%	-
NAF, MAJCOM, INTERMEDIATE HQ	7%	46%	50%	4%	-	8%	18%	9%	7%	25%	-	-
UNIFIED COMMAND, SPECIFIED COMMAND,	-	-	-	-	100%	2%	-	6%	-	-	57%	58%
JOINT SERVICE	-	-	-	-	-	1%	-	-	-	-	-	42%
DOD OR HQ AF												
VOLUNTEER FOR ASSIGNMENT TO THE 19XX	65%	38%	67%	56%	22%	59%	63%	65%	55%	81%	43%	83%
UTILIZATION FIELD												
PERCEIVED CAREER PROGRESSION OPPORTUNITIES												
AS A 19XX												
POSITIVE	19%	-	33%	23%	11%	27%	13%	24%	11%	13%	14%	50%
NOT POSITIVE	68%	100%	33%	49%	78%	51%	68%	55%	72%	75%	71%	25%
NEW AND NO OPINION	2%	-	17%	9%	11%	5%	4%	6%	5%	-	-	8%
NOT ENOUGH EXPERIENCE FOR JUDGEMENT	5%	-	-	9%	-	8%	4%	6%	5%	6%	14%	8%
OTHER OR NO RESPONSE	6%	-	-	10%	-	9%	11%	6%	7%	6%	-	8%

NOTE: Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 30 (CONTINUED)

SELECTED BACKGROUND CHARACTERISTICS OF 19XX MAJCOM GROUPS

	USAFE	AFLC	AFSC	ATC	HQ USAF	MAC	PACAF	SAC	TAC	AFSOC	AFELM EUR	AFELM OTHER
SUPERVISE	68%	76%	50%	83%	22%	50%	90%	61%	66%	44%	100%	50%
MALE	86%	92%	83%	86%	89%	85%	88%	88%	83%	88%	100%	100%
FEMALE	14%	8%	17%	14%	11%	15%	13%	12%	17%	13%	-	-
AFSCs												
191X	17%	-	50%	19%	55%	5%	21%	18%	17%	-	6%	58%
192X	30%	8%	33%	64%	-	52%	33%	32%	36%	94%	94%	33%
193X	42%	45%	-	2%	-	38%	38%	43%	39%	-	-	-
194X	9%	31%	17%	14%	11%	5%	8%	3%	7%	-	-	-
199X	-	16%	-	-	22%	-	-	4%	-	-	-	-
OFFICER CAREER PLANS												
SEPARATE W/O RETIREMENT BENEFITS	6%	8%	-	8%	-	8%	16%	4%	8%	19%	19%	-
DECIDE LATER, PROBABLY SEPARATE BEFORE RETIREMENT	14%	23%	-	9%	-	17%	13%	15%	14%	6%	6%	8%
DECIDE LATER, PROBABLY STAY FOR RETIREMENT	14%	15%	17%	14%	-	8%	8%	11%	21%	25%	25%	-
RETIRE WITH FULL BENEFITS	65%	54%	67%	68%	100%	67%	63%	68%	55%	50%	50%	92%

NOTE: Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 31

JOB SATISFACTION INDICATORS OF 19XX MAJCOM GROUPS

	USAFE	AFLC	AFSC	ATC	HQ USAF	PACAF	SAC	MAC	TAC	AFSOC	AFELM EUR	AFELM OTHER
<u>EXPRESSED JOB INTEREST:</u>												
INTERESTING	59%	31%	33%	72%	89%	60%	67%	69%	56%	75%	86%	92%
SO-SO	21%	38%	17%	15%	11%	14%	16%	13%	14%	13%	-	8%
DULL	19%	23%	33%	13%	-	24%	15%	17%	29%	13%	14%	-
<u>PERCEIVED UTILIZATION OF TALENTS:</u>												
EXCELLENT TO PERFECT	9%	-	33%	15%	22%	14%	10%	17%	8%	19%	29%	42%
FAIRLY WELL TO VERY WELL	54%	46%	17%	59%	67%	56%	65%	57%	51%	56%	43%	33%
VERY LITTLE OR NOT AT ALL	37%	54%	33%	26%	11%	30%	24%	25%	40%	25%	29%	25%
<u>PERCEIVED UTILIZATION OF TRAINING:</u>												
EXCELLENT TO PERFECT	8%	-	17%	9%	-	12%	10%	5%	4%	13%	29%	25%
FAIRLY WELL TO VERY WELL	47%	23%	17%	50%	78%	51%	63%	56%	50%	44%	14%	67%
VERY LITTLE OR NOT AT ALL	43%	77%	50%	41%	22%	36%	26%	37%	46%	38%	57%	8%
<u>SENSE OF ACCOMPLISHMENT:</u>												
SATISFIED	57%	69%	50%	68%	78%	54%	69%	69%	45%	44%	71%	67%
NEUTRAL	7%	8%	-	10%	-	9%	4%	7%	11%	31%	-	8%
DISSATISFIED	36%	23%	33%	22%	22%	38%	26%	23%	45%	25%	29%	25%
<u>OFFICER CAREER PLANS:</u>												
SEPARATE W/O RETIREMENT BENEFITS	6%	8%	-	8%	-	19%	4%	8%	8%	-	19%	-
DECIDE LATER, PROBABLY SEPARATE BEFORE RETIREMENT	14%	23%	-	9%	-	6%	15%	17%	14%	-	6%	8%
DECIDE LATER, PROBABLY STAY FOR RETIREMENT	14%	15%	17%	14%	-	25%	11%	8%	21%	14%	25%	-
RETIRE WITH FULL BENEFITS	65%	54%	67%	68%	100%	63%	68%	67%	55%	86%	50%	92%

NOTE: Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 32
SELECTED BACKGROUND CHARACTERISTICS
FOR CONUS AND OVERSEAS 19XX GROUPS

	<u>CONUS</u>	<u>OVERSEAS</u>
NUMBER IN GROUP	673	261
# OF TASKS PERFORMED	131	153
% SUPERVISE	64%	65%
<u>JOB SATISFACTION INDICES</u>		
PERCENT JOB - INTERESTING	65%	62%
PERCENT UTILIZE TALENTS - WELL	58%	56%
SENSE OF ACCOMPLISHMENT - SATISFACTORY	61%	59%
PERCENT UTILIZE TRAINING - WELL	56%	50%
<u>TIME IN PRESENT JOB</u>		
1-24 MOS	74%	81%
25+ MOS	26%	19%
FEMALE	14%	13%
MALE	86%	87%
<u>OFFICER GRADE</u>		
01	16%	8%
02	10%	8%
03	52%	69%
04	14%	15%
05	7%	1%
06	1%	-
<u>AF CAREER PLANS</u>		
SEPARATE W/O RETIREMENT BENEFITS	7%	8%
DECIDE LATER, PROBABLY SEPARATE BEFORE RETIREMENT	14%	14%
DECIDE LATER, PROBABLY STAY FOR RETIREMENT	14%	12%
RETIRE WITH FULL BENEFITS	66%	66%

NOTE: Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

TABLE 32 (CONTINUED)
 SELECTED BACKGROUND CHARACTERISTICS
 FOR CONUS AND OVERSEAS 19XX GROUPS

	<u>CONUS</u>	<u>OVERSEAS</u>
<u>PERCEIVED CAREER PROGRESSION OPPORTUNITIES</u>		
POSITIVE	20%	20%
NOT POSITIVE	60%	65%
NO OPINION	7%	3%
NOT ENOUGH EXPERIENCE FOR JUDGEMENT	6%	3%
<u>AFSCs</u>		
191X	73%	27%
192X	77%	23%
193X	66%	34%
194X	73%	27%
199X	100%	-
19XX	72%	28%

NOTE: Columns may not add to 100 percent due to rounding or no response

- Under 1 percent or no response

Operations and Control in a foreign country; therefore, these indices are neither surprising nor unusual. Table 33 presents the average percent time spent on duties by CONUS and overseas officers, which clearly indicates that overseas personnel perform an average of 22 more tasks than do their CONUS counterparts.

The job satisfaction indices of the overseas respondents are all a few percentage points lower than the CONUS group; however, the overall indices are in the medium-high range. They range from a low of 50 percent, who believe their training is being utilized "Fairly Well To Well," and a high of 62 percent, who find their job "Interesting." Sixty-five percent of the overseas personnel believe their career progression opportunities are "Not Positive"; however, they, like their CONUS counterparts (66 percent), report Air Force career plans are to retire with full benefits.

ANALYSIS OF SELECTED BACKGROUND DATA

The final major area addressed in each OSR is an indepth analysis of selected background data. Some of the data presented in this area are perception of resident training, perception of computer training, perception of Air Force career progression, major area of concentration of degrees, and write-in comments. Also, of special interest are responses to several background questions and concerns proffered by HQ USAF/XOOTW and ATC/TTQI personnel, which are:

- 1) evaluate if the merger of the designated AFSCs is still evolving;
- 2) evaluate if the merger is working in the manner that it was planned;
- 3) evaluate if the personnel are getting the broad range of exposure to the operations environment;
- 4) evaluate if the scope of the jobs varies between the MAJCOMs; and
- 5) evaluate if there are specific problems to be addressed in areas of each of the AFSCs.

A myriad of computer data products, responses from field validation interviews, and review of write-in comments were analyzed and considered by the analyst in responding to these questions. Also taken into consideration were the changes that have been made and are in the process of being made both in the AFSC 19XX utilization field and in the overall Air Force mission and manpower requirements (see related statements in SUMMARY section).

TABLE 33

MAJOR FUNCTIONAL DUTIES PERFORMED BY 19XX DAFSC PERSONNEL
(CONUS AND OVERSEAS)

DUTIES	# OF TASKS*	CONUS (N=673)	OVERSEAS (N=261)	19XX (N=940)
A PLANNING AND COMMAND FUNCTIONS	113	15%	14%	15%
B MANAGEMENT AND SUPERVISORY FUNCTIONS	225	23%	21%	22%
C INSPECTING AND EVALUATING FUNCTIONS	35	2%	2%	2%
D TRAINING FUNCTIONS	108	6%	4%	5%
E ADJUTANT FUNCTIONS	131	16%	11%	15%
F REPORTING FUNCTIONS	32	1%	1%	1%
G AIRFIELD MANAGEMENT AND BASE OPERATIONS FUNCTIONS	143	3%	5%	4%
H AIR BASE OPERABILITY (ABO) FUNCTIONS	66	1%	3%	2%
I COMMAND POST AND SCHEDULING FUNCTIONS	213	30%	33%	31%
J AIRBORNE COMMAND POST FUNCTIONS	46	-	-	-
K DISASTER PREPAREDNESS OPERATIONS FUNCTIONS	63	1%	2%	2%
L PRE-, TRANS-, AND POST-ATTACK RESPONSE CAPABILITY FUNCTIONS	26	-	-	-
M MAJOR ACCIDENT (MA) OR NATURAL DISASTER (ND) RESPONSE CAPABILITY FUNCTIONS	49	1%	1%	1%

of Tasks - 1,250

of Respondents - 940

NOTE: Columns may not add to 100 percent because of rounding, under 1 percent, or no response

- Under 1 percent or no response

* Average percent time spent by all AFSC members

Responses to Utilization Field Special Interest Concerns

(1) "Evaluate if the merger of the designated AFSCs is still evolving." From the duties performed and the types of tasks performed by the 940 officer respondents of the study, the merger of the designated AFSCs appears to have completed the cycle as anticipated by General Welch in 1985.

(2) "Evaluate if the merger is working in the manner that it was planned." From analysis of the data reported by the respondents, the merger, as planned by Air Staff, is "generally" working in the manner that it was planned. The current AFSC 19XX utilization field consists of a corps of non-rated officers who perform operational duties that do not require rated expertise. These members have become the "generalist" nonrated officers that are anticipated to flow into key nonrated positions in the 19XX, Operations Management field and throughout the Air Force.

(3) "Evaluate if the personnel are getting the broad range of exposure to the Operations Environment." Overall, the AFSC 19XX personnel are "generally" being exposed to the broad range of the operations environment world, as anticipated by the planners who "formed" a nonrated operations officer, with members being more directly involved with the flying/ missile operational activities throughout the Air Force. As an example, the accession Adjutant Officers, who are lieutenants, access through and are becoming adept at nonrated functional operational duties at Squadron- and Wing-type positions. As captains (the majority of officers assigned to Command Post and Scheduling duties), these officers are developing the requisite training and experience prior to assuming Command Post and Scheduling, ABO, or DP assignments. Within these positions, the AFSC 19XX officers are alleviating additional duties from the line crew members and gathering the expertise to perform wing operations or plans duties; which, in turn flows these officers into senior-level supervisory and command positions at higher level grades. The analysis data, tables, and appendices included within this OSR accurately describe duties performed by the AFSC 19XX officers in such positions as those related above (see WRITE-IN COMMENTS for specific concerns regarding the AFSC 192X and 193X officers).

(4) "Evaluate if the scope of the jobs varies between the MAJCOMs/ Commands." The scope of the AFSC 19XX jobs varies minimally between the commands. Personnel stationed at overseas bases perform an average of 22 more tasks than do personnel assigned to CONUS bases. These variations are what could be expected between command vs HQ/JC/DOD, CONUS, and overseas duties and responsibilities.

(5) "Evaluate if there are specific problems to be addressed in areas of each of the AFSCs." The specific perceived concerns found during data analysis include accessions and crossflow progression (particularly for the 192X and 193X DAFSC positions) to higher level positions and the lack of adequate AFSC training and access to higher level school opportunities. These concerns are noted by the wide range in the various indices for the attitudinal questions regarding job satisfaction, as well as in the large number of WRITE-IN COMMENTS.

Great concern is addressed by 90 percent of the personnel in relation to their AFSC 19XX career progression. These concerns relate to the recent changes being made and "rumors" that have abounded throughout the Air Force in downsizing and merging of AFSCs, which also includes the "banking" of rated personnel into the AFSC 19XX utilization field jobs related to aeronautical operations and management positions. Generally speaking, however, the job satisfaction indices are medium-high (review following job satisfaction indicators), and the majority of the respondents indicate they plan to remain in the Air Force to retire with full benefits.

Another area of concern proffered by the AFSC 192X Adjutant Officers in field interviews and write-in comments is the large number of administrative tasks being performed, as well as the use of the Adjutant as an executive officer with those associated duties. The AFSC 192X officers who were assigned an "A" prefix appear to be more involved in the operational management of their organizations.

Perception of Formal Training by AFSC Groups

Table 34 presents data on perception of the adequacy of formal AFSC technical training received for current positions by AFSC groups.

DAFSC 191X and 199X do not have formal resident training courses for their positions; however, higher level training is available to higher ranking officers through other channels such as SOS, Air Command And Staff College, AWC, and Industrial College of Armed Forces.

DAFSC 192X officers (364) report 26 percent receiving no formal training, and 29 percent indicated that training was adequate; however, the largest proportion of the 364 officers in the group report that they perceive the formal school training as not adequate (45 percent).

Over half (57 percent) of the 193X DAFSC officers (326) report they perceive their formal school training as adequate, 23 percent believe it was not adequate, while 20 percent report not receiving any type of formal school training.

The 67 194X DAFSC officers are almost equally divided between perceiving that their formal school training was adequate (51 percent) or not adequate (45 percent). Only 4 percent of the members report not receiving any kind of formal resident training.

Requests were noted, both in field interviews and by write-in comments, that more operational/aeronautical-types of training and "hands-on" experience need to be added to the courses, as well as in the on-the-job training (OJT) received in the field. The AFSC 193X officers, who perform more technical hands-on types of tasks in the command post and perform shift work, believe that this job isolates them somewhat from other operational personnel. The officers also responded that they are reminded daily in their day-to-day tasks that their training is sorely lacking in operational terminology and

TABLE 34

PERCEPTION OF TRAINING BY AFSC GROUP
(FORMAL TRAINING AND COMPUTER TRAINING AND USE)

	DAFSC				
	191X (N=169)	192X (N=364)	193X (N=326)	194X (N=67)	199X (N=14) 19XX (N=940)
<u>ADEQUACY OF FORMAL AFSC TECHNICAL TRAIN- ING RECEIVED FOR CURRENT POSITION</u>					
NO FORMAL TRAINING	60%	26%	20%	4%	-
ADEQUATE	20%	29%	57%	51%	-
NOT ADEQUATE	20%	45%	23%	45%	-
<u>COMPUTER TRAINING AND USE</u>					
OPERATE COMPUTERS IN DAILY DUTIES	73%	88%	86%	69%	79%
OPERATE MINI/MACRO COMPUTERS, OTHER THAN MAINFRAME	62%	68%	70%	48%	71%
<u>TYPE OF TRAINING RECEIVED</u>					
DO NOT USE COMPUTER	15%	4%	6%	12%	-
NO FORMAL TRAINING	52%	34%	39%	52%	71%
FORMAL RES COURSE TRAINING	3%	31%	14%	3%	-
FORMAL IN-HOUSE TRAINING	9%	9%	13%	6%	21%
FORMAL TRAINING AT LVTS	3%	2%	1%	7%	-
INFORMAL SELF-PACED TRAINING	17%	18%	26%	18%	7%
<u>IF DO NOT USE COMPUTER IN DAILY DUTIES</u>					
NO COMPUTER AVAILABLE	1%	1%	1%	-	-
CHOOSE NOT TO USE	1%	1%	1%	-	-
NOT ENOUGH TRAINING	2%	1%	1%	-	1%
ADMIN WORK DONE BY OTHERS	18%	8%	6%	14%	24%
<u>GENERATE DATABASES, SUCH AS SORTS OR AFORMS IN DAILY DUTIES</u>					
YES	14%	18%	19%	7%	7%
					16%

- Less than 1 percent or no response

NOTE: Columns may not add to 100 percent because of rounding, under 1 percent, or no response

operational experience. The officers also noted that the amount of time spent in Command Post duties should be limited to 2 years because the shift work causes havoc with their career progression, as well as their personal and family lives. Their major concern is that with the "gear-down" in the flying area, "banked" pilots and navigators will be moved into their Command Post jobs and destroy their promotion and career progression opportunities.

Adequacy of Computer Training

Table 34 also presents data on operation of computers in daily duties and type of training received by the AFSC 19XX officer personnel. Overall, 79 percent of the incumbents use computers in their daily duties. DAFSC 192X reports the highest percent (88 percent) of computer usage, followed by 193X DAFSC (86 percent) personnel.

Half of the respondents (50 percent) indicated they have had NO formal training in using computers. The largest majority (71 percent) who report "no computer training" are the 199X DAFSC officers, followed equally by 191X and 194X (52 percent). Of those who report "not using a computer," the AFSC 191X and 194X officers report 15 percent and 12 percent, respectively. Both of these DAFSCs also report having their administrative work accomplished by others, 18 percent and 14 percent, respectively.

The membership reports receiving their computer training through formal in-house training (12 percent) or informal self-paced training (17 percent). Indices such as these are commonly found across AFSCs and highlight the need for the Air Force to review their computer training requirements, since such a large percent of Air Force personnel report they believe they are not being adequately trained in computer use.

Level of Education and Area of Degree Specialization

A large percent (37 percent) of the AFSC 19XX survey respondents hold a master's degree, with the largest number being held by the AFSC 193X respondents (117), who also lead the field in number of doctoral degrees (3). The areas of specialization for undergraduate degrees are Business, Management, and Organizational Development, followed by Education, History, Political Science and Psychology. In the graduate degrees, the focus changes somewhat; however, Business, Management, and Organizational Development remained the top degrees held by the majority of the respondents. Public Administration, Human Relations, and Guidance and Counseling, as well as Education and Psychology are the top five areas of specialization. (Review Table 35.)

The USAF Job Inventory Background Section normally includes commonly held degrees noted in the AFR 36-1 Specialty Descriptions and those noted from members of the specific AFSC being surveyed. There were 20 common degrees included in the USAF Job Inventory survey booklet; however, the write-in comments by the officers added approximately 67 bachelor and 28 graduate degree

TABLE 35

LEVEL OF EDUCATION AND AREA OF DEGREE SPECIALIZATION
BY AFSC GROUPS

	<u>191X</u>	<u>192X</u>	<u>193X</u>	<u>194X</u>	<u>199X</u>	<u>19XX</u>
BACHELOR'S +, NO MASTER'S	14%	35%	35%	31%	7%	31%
MASTER'S DEGREE	64%	23%	36%	43%	93%	37%
MASTER'S +, NO ADV DEGREE	13%	4%	6%	9%	-	6%
DOCTORAL LEVEL	1%	-	1%	-	-	1%
AREAS OF SPECIALIZATION*						
UNDERGRADUATE DEGREE						
BUS, MGT, OR ORG DEVELOP	22%	26%	27%	24%	14%	25%
EDUCATION	10%	6%	6%	13%	14%	7%
HISTORY	14%	8%	7%	9%	14%	9%
POLITICAL SCIENCE	8%	13%	11%	15%	29%	12%
PSYCHOLOGY	8%	7%	7%	12%	7%	7%
GRADUATE DEGREE						
BUS, MGT, OR ORG DEVELOP	51%	21%	29%	34%	57%	31%
PUBLIC ADMINISTRATION	11%	5%	7%	12%	14%	7%
HUMAN RELATIONS	7%	2%	4%	4%	21%	4%
GUIDANCE AND COUNSELING	6%	2%	3%	4%	7%	3%
EDUCATION	5%	4%	3%	9%	-	4%
PSYCHOLOGY	4%	2%	1%	3%	-	2%

- Under 1 percent or no response

* Top five areas of specialization

TABLE 35 (CONTINUED)

LEVEL OF EDUCATION AND AREA OF DEGREE SPECIALIZATION
BY AFSC GROUPS

	<u>191X</u>	<u>192X</u>	<u>193X</u>	<u>194X</u>	<u>199X</u>	<u>19XX</u>
PME COURSE ATTENDED						
SQUADRON OFFICERS SCHOOL (SOS)	96%	35%	64%	78%	93%	60%
AIR COMMAND AND STAFF COLLEGE						
OR EQUIVALENT	76%	3%	5%	9%	93%	19%
AIR WAR COLLEGE OR EQUIVALENT	14%	1%	1%	-	50%	4%
INDUSTRIAL COLLEGE, ARMED						
FORCES OR EQUIVALENT	5%	-	-	-	14%	1%

- Under 1 percent or no response

specializations not previously listed. The AFSC 19XX personnel are a very diversified group in regard to types of degrees held. (See WRITE-IN COMMENTS section for the top degrees noted).

Also presented in Table 35 are indices for Professional Military Education (PME) Schools attended by the 19XX officers. Sixty percent of the respondents have attended SOS (with a low of 35 percent for AFSC 192X and a high of 96 percent for AFSC 191X). Nineteen percent have attended Air Command and Staff College (a low of 3 percent for AFSC 192X and a high of 93 percent for AFSC 199X). Only 5 percent of the officers have attended higher level PME schools, such as AWC or Industrial College or Armed Services Schools. As would be expected, the highest percentages reported are the AFSC 199X officers (50 percent and 14 percent, respectively) and the AFSC 191X officers (14 percent and 5 percent, respectively).

AFSCs From Which 19XX Personnel Have Crosstrained

Since the 19XX utilization field was begun in 1985, many officers have crosstrained into it to broaden their career progression and become members of the (then) newly-created field, whose goal was to develop a core of nonrated officers that would perform operational duties that did not require rated expertise (review Table 36).

The majority of "new" incumbents crosstrained from AFSC 18XX, Missile Operations. A large percent of these members processed into the Command Post and Scheduling (AFSC 193X) and Operations Plans and Command (AFSC 191X) positions, since they had some amount of experience in this type of duty and already held the necessary security clearances. Information Management Officers (AFSC 70XX) were the next largest group. The majority (9 percent) again went into AFSC 193X duties, followed equally into AFSC 192X and 194X (6 percent) and 4 percent into the 191X AFSC.

JOB SATISFACTION INDICATORS OVERVIEW

Job satisfaction indices are included in every USAF Job Inventory Background area, with the resultant data being reported to an ongoing research project at Armstrong Laboratory, Human Resources Directorate (AL/HR), Brooks AFB TX. Job satisfaction is also an extremely important part of the indepth analyses of the survey data, because it presents the prevailing attitudes of the respondents for job satisfaction and training issues. The user should understand and note that an individual's job satisfaction may be easily influenced by many factors, such as the particular AFSC, supervisors, the tasks performed, command of assignment, and paygrade.

TABLE 36

AFSCs FROM WHICH OFFICERS HAVE CROSSTRAINED
INTO 19XX UTILIZATION FIELD

<u>AFSC</u>	<u>DAFSC 191X (GP37)</u>	<u>DAFSC 192X (GP49)</u>	<u>DAFSC 193X (GP58)</u>	<u>DAFSC 194X (GP67)</u>	<u>DAFSC 199X (GP78)</u>
10XX (PILOT)	2%	2%	1%	0%	7%
15XX (NAV)	2%	2%	2%	-	-
16XX (ATC)	1%	1%	-	-	-
17XX (AWD)	4%	3%	3%	1%	-
18XX (MISSILE OPS)	62%	27%	55%	46%	50%
20XX (SPACE OPS)	1%	-	-	-	-
22XX (NAV OPS)	4%	-	1%	-	7%
31XX (MISSILE MAINT)	1%	-	-	-	-
49XX (COMM COMPUTER SYS)	-	-	-	1%	-
70XX (INFO MGT)	4%	6%	9%	6%	-
80XX (INTELLIGENCE)	-	-	1%	1%	-
TOTAL IN GROUP	169	364	326	67	14

- Less than 1 percent or no response

The narrative and the associated tables include indices on job satisfaction by job structure groups, DAFSCs, MAJCOM or operating agency, and paygrade groups, respectively. To assess the above areas, job satisfaction and training data were extracted from the selected background characteristics, which include all AFSC 19XX, Operations Management, survey respondents.

Overall, job satisfaction responses are generally positive across the three indicators queried: expressed job interest, perceived utilization of talents, and sense of accomplishment. Conversely, perceived utilization of training is reported in lower indices ranging from a low of 14 percent to a high of 80 percent.

Job Satisfaction Summary

A large part of these data has been addressed previously throughout the analysis; however, the following succinct summaries are presented regarding the prevailing attitudes of the respondents particularly for use by Air Staff, AFSC Functional Managers, and Training Managers.

Job Structure

Job satisfaction indicators across the 16 job structure groups express relatively positive Job Interest ("Interesting" had a low of 40 percent to a high of 92 percent); Sense of Accomplishment ("Satisfied" had a low of 29 percent to a high of 88 percent); and Perceived Utilization of Talents ("Fairly Well To Well" had a low of 50 percent to a high of 80 percent). Perceived Utilization Of Training in the "Fairly Well To Well" responses have the widest span between indices, with a low of 14 percent to a high of 80 percent (review Table 9).

DAFSC

Job satisfaction responses by the targeted DAFSC groups are also relatively high, with expressed job interest showing the highest indices by DAFSC 193X, with a low of 53 percent, and DAFSC 191X, with a high of 76 percent for the "Interesting" response. "Satisfied" with Sense of Accomplishment are the second highest indices, with DAFSC 193X reporting a low of 52 percent and DAFSC 191X a high of 69 percent. Perceived Utilization of Talents with "Fairly Well To Well" responses are a low of 50 percent for the 193X DAFSC and a high of 70 percent by the 194X DAFSC group. Perceived Utilization Of Training has the lowest percent reported in the "Fairly Well To Well" responses (46 percent) by the 192X DAFSC group and a high of 72 percent for the 194X DAFSC personnel.

A review of Table 17 indicates that the 194X DAFSC personnel show the most positive satisfaction indicators of the total respondents in the DAFSC group, with an overall positive average of 68 percent, followed by DAFSC 191X (66 percent), DAFSC 199X (60 percent), DAFSC 192X (58 percent), and DAFSC 193X with the lowest average of 53 percent. Since the AFSC 193X personnel work shift work and perform the largest number of tasks (280) of the AFSC 19XX

Operating Management personnel, this lower figure is not unexpected. What is unexpected, however, is that the 194X DAFSC officers report the largest percent (66 percent) of respondents in the "Not Positive" indices for perceived 19XX career progression.

Paygrade Groups

Expressed job interest across paygrade groups has very high indices and shows a low of 57 percent for first lieutenants and a high of 80 percent for lieutenant colonels. Sense of Accomplishment indicators for paygrade groups are the highest of the four groups queried, with an average of 67 percent. Second lieutenants reported a low of 55 percent and colonels a high of 86 percent. Utilization of Talent indicators in the "Fairly Well To Well" category reported a low of 53 percent for first lieutenants and a high of 86 percent for colonels. Perceived Utilization of Training indicators are the lowest of all indices for this group with a low of 41 percent for second lieutenants and a high of 57 percent for both colonels and captains.

Table 28 illustrates that colonels and lieutenant colonels report the highest average of overall satisfaction, 75 percent and 70 percent, respectively, of all members of the paygrade group. Not surprising, however, are the indices for AFSC 19XX career progression responses for colonels and lieutenant colonels, which are "Positive" 43 percent and "Not Positive" 63 percent, respectively. One hundred percent of colonels' and lieutenant colonels' Air Force career plans are to retire with full benefits.

Command or Operating Agency

The final indicators of job satisfaction are presented for Command or Operating Agency members. Expressed job interest for the 12 activities reported are a low of 31 percent for AFLC and a high of 92 percent for AFELM other groups. Sense of Accomplishment indicators remain in the medium-high range for all command groups, with a low of 44 percent for AFSOC and a high of 78 percent for HQ USAF personnel. Perceived Utilization of Talent indicators in the "Fairly Well To Well" indices report are in the medium-low range, with a low of 17 percent for AFSC to a high of 67 percent for HQ USAF personnel. In the perceived Utilization of Training indices of "Fairly Well To Well," the indices are comparatively varied, with the highest reported indices being 78 percent in HQ USAF and low being 17 percent in AFSC.

Table 31 presents the command distribution of the 940 respondents included in the survey and clearly illustrates that AFSC has the lowest average percent (29 percent) of overall job satisfaction and HQ USAF the highest (78 percent). It is interesting to note that job satisfaction indices for the CONUS commands and the overseas activities are almost exactly the same percentages, 56 percent and 57 percent, respectively.

** Since the merger of the 19XX utilization field drove different duties, tasks, and responsibilities for the Operations Management Officers who were selected to participate in this survey, no comparisons can or will be presented for previous OSRs or population representations.

WRITE-IN COMMENTS

Individuals are encouraged to add additional information about their jobs or training on the last page of the USAF Job Inventory survey booklet. This includes adding additional duties that are performed, additional degrees that are held by the officers, as well as suggestions for training, opinions regarding their AFSCs, and any other pertinent data (to the respondents) that were not included in the job inventory.

If and whenever there are problems or major concerns in the AFSC being surveyed, the respondents are usually quite free with write-in comments, indicating real or perceived concerns. The responses from this survey group were phenomenal in that a total of 511 comment sheets were filled out and returned from the 940 Operations Management Officers. Some commonly added comments which were included in these write-ins are specific notations about the survey itself, such as:

- "Survey is too long"
- "Takes too much of my time to complete"
- "Don't understand how a very small amount to very large amount of time is an accurate way to assess time spent on various tasks"
- "Should add "when necessary" to scale"
- "What purpose does this serve?"
- "Too many questions for an effective response"
- "The survey is too lengthy...If it were smaller, more people would be inclined to complete it and it would not take 2 hours to complete."
- "Does formal training include only resident TECH school or after TECH school?"

There were approximately 70 responses in this area.

Additional tasks are commonly added,* such as:

- "Interpret and implement environmental regulations and procedures"
- "Notify individuals of selection for PME"
- "Visit individuals at correctional Custody Centers"
- "Attend PME graduations"
- "Add additional questions on range management"
- "Schedule alerts"

There were approximately 150 additional tasks in this area.

* Many of the added tasks are often too specific for addressing the duties of the majority of the AFSC respondents; however, USAFOMS maintains copies of these additional tasks, and they are routinely reviewed by the job inventory developers when the utilization field is again surveyed.

A large percent of the members added additional major areas of concentration of their bachelor's or graduate degrees that were not included in the appropriate background section. One hundred and sixty-six respondents added sixty-seven additional bachelor's degrees, while 59 respondents added 28 graduate degrees on the write-in comments pages. The following areas of specializations of bachelor's and graduate degrees were added to questions 18 and 19 in the USAF Job Inventory booklet.

Bachelor's Degree: Biological Science (20), Criminal Justice (15), Geography, Chemistry, and Industrial Technology (7 each), English (5), General Studies, Agriculture, and Journalism (4 each) were the ranking degrees. These 9 degrees were selected by 73 of the respondents. The remaining nonlisted degrees (58) had less than 4 respondents for each entry.

Graduate Degree: Aeronautical Science (13), Aviation Safety (8), Criminal Justice (7), Aeronautical Aviation Management (4), and International Relations (3) were the ranking degrees. These 5 degrees were selected by 35 of the respondents. The remaining nonlisted degrees (23) had either 1 or 2 respondents for each entry.

Sixty-six additional job titles were added by 109 respondents. The most common ones added were: Squadron Section Commander (13), Deputy Chief, BEET, Chief, ABO (8 each); Airlift Operations Manager/Director (5); Section Commander (4); Readiness Chief (3); Budget Resource Management Equipment Custodian (4); and Inspector General Administrator (3). The remaining nonlisted titles (26) had either 1 or 2 respondents for each entry.

Under training schools, 24 respondents listed 15 additional professional education schools, such as Officers (lieutenant) Professional Development Programs (SAC, TAC, MAC) (10), Armed Forces Staff College (2) and Marine Corps Command and Staff (2). The remaining 10 schools were indicated by only 1 respondent.

Adequacy of training for respective career ladders was responded to by 187 officers. The responses to adequacy of specific AFSC training is addressed under the ANALYSIS OF SELECTED BACKGROUND DATA SECTION; however, some generalized comments on the training were:

- "School at Keesler is adequate for what they are trying to do" (10)
- "Received excellent training at initial and refresher DP Officer course at Lowry and Kirtland"

- "Training was adequate for 194X, however, I don't believe it was geared to officers"
- "Training appeared to be inadequate for hazardous materials/major accident response planning" (3)
- "Got a lot of generalized information in many areas that do not apply to job at station" (5)
- "Training barely touched on what duties personnel are required to perform" (30)
- "Course training at Keesler, overall, could be more in depth and more command oriented" (15)
- "A course is needed to teach day-to-day operations, planning duties, contingency, and wing support-type training" (10)
- "Too much emphasis on Admin/orderly room functions...need more on security, "checkered flag" and Quality Improvement, personnel, and computer security" (5)
- "Need more training about flight operations, how to read ATO and SPINS. Command post-training doesn't cover enough areas" (20)
- "Local command post training is OK for duties performed. Training overall appears to be a collection of unrelated jobs with no common training program or body of knowledge" (15)
- "Adjutants should be trained to have an 'A' Prefix and be required to participate in aircrews command and control procedures classes...Eliminate 'hands-on' Command Post simulations at Keesler and provide only introduction to duty tasks requirements"

Career progression is addressed throughout the OSR report and is also included in the ANALYSIS OF SELECTED BACKGROUND DATA section; however, a few of the 55 write-in comments were:

- "No clear career path" (4)
- "No hope in 19XX when rated personnel still control CC/OIC" (10)
- "Lots of responsibility, but no authority" (6)
- "No probability of promotion" (15)
- "Doing too much admin work, not enough operations...don't feel adequate around fliers who talk operations topics or questions, doesn't help for career progression" (5)
- "career ladder is too broadly defined for promotion opportunities except for the 'chosen few'" (5)
- "A-prefix should be basic for all adjutant personnel in operational units, will help with career progression" (10)

Over 100 "generalized" write-in comments were received in regard to the AFSC 19XX utilization field as a whole. The majority of the responses addressed the deep concern by officers in each of the AFSCs in regard to what

is going to happen in the future with the AFSC 19XX career ladder, since it still appears to be "dominated" by the rated personnel, particularly in the 191X and 193X AFSCs. Also included are other "generalized" concerns regarding the need for the Adjutant position to be more operationally oriented and the "deadendedness" of the overall duties and shift work of the Command Post.

- "The adjutants job needs to be more operationally orientated (10)
- "C&C means not much more than a telephone operator and pilot 'gofer'...CP personnel wind up being "whipping boys" (5)
- "CP duties do not offer career progression just overtime and shift work" (8)
- "Adjutant's position was supposed to be operational management...98 percent of job is administrative." (10)
- "Spend a great deal of time in additional duties such as monitor MWF and FW&A, supply, self-inspection monitor, resource manager, Squadron "SNACKO" (stack snack bar)" (20)
- "Hardly anyone knows what an Adjutant's job is" (10)
- "Need more opportunities to fly - as operational management officer" (10)
- "Command Post was forgotten to be thanked by everyone at the completion of Desert Storm...all others were by Wing Commander!"
- "CP personnel work 12 hours a day, which I have done for the better part of 4 years, and have NOTHING to show for it. This assignment and career field has ruined my career and destroyed my family"
- "Adjutant position should be no more than a 2-year assignment"
- "Promotion opportunities are not available for 19XX personnel...only one person made Major in 12 TAC Command"
- "No one should spend more than one year as a 19XX controller, I have spent 5 1/2 years with no career progression or promotion opportunities ahead. I am completely disillusioned by the career field" (5)
- "Air Force needs to explain what the future holds for the 19XX officers...we are concerned that banked pilots are coming back into the Command Post duties." (5)
- "When it comes down to a rated pilot or navigator vs a nonrated type for a CP position, there is no doubt who is going to be selected....I am not optimistic!"

* Users should be aware that many pages held three or more responses to the various background questions. The Analyst has taken "liberty" when reviewing the write-in comments to consolidate and synthesize these comments for clarity, continuity, and cohesiveness.

IMPLICATIONS

This occupational survey was the result of a request in 1990 by HQ ATC/TTQI and HQ USAF/XOOTW to provide relative data to assist in future training and manpower decisions and in evaluating the five specific concerns noted and responded to previously in the ANALYSIS OF SELECTED BACKGROUND DATA section. Respondents who participated in this survey were AFSC 19XX Operations Management Personnel in AFSCs 191X, 192X, 193X, 194X, and 199X.

In the final analysis of the tasks performed by the members of the targeted AFSCs, corresponding paygrade groups, and selected background information, the data indicate that Operations Management Officer personnel perform many diverse functions. The AFSCs appear to be extremely compatible as far as their performance of the "generalized" officer tasks in Management and Supervisory and Planning and Command functions. These duties are the most consistent duties performed across the job structure and DAFSC groups. The specificity of the duties and tasks performed by the officers in the five AFSCs targeted in this study, in their daily worktime, beyond these "generalized officer tasks," is noted throughout the various analyses by Job Structure, DAFSC, Command and MAJCOM, and paygrade groups. Tasks performed by the survey respondents follow closely and validate the positions and requirements for AFSC 19XX officers as described in the current AFR 36-1 Specialty Descriptions for each of the targeted DAFSCs.

Air Staff, Training Managers, and other Operations Management Staff Officers should use these data to make further manpower decisions that will be made in the future due to the "downsizing" of the Air Force, not only in manning, but also in the focus of the goals and mission of the Air Force. Tables, Figures, Appendices, and Extracts can be used to their full advantage in formulating future training decisions. The overall data included in these analyses are indicative of the general attitudes of the personnel and accurately describe the duties and tasks performed by the 940 respondents included in the survey sample. A reiteration of some of the findings which should be considered for training implications are:

(1) The members included in the Job Structure analysis perform common "generalized" officer tasks across the Management and Supervisory and Planning and Command functional areas, which by their commonality, are included in the 39 identified jobs. The wide variations, as well as the exclusivity of the tasks included within each of the clusters and IJs indicate much diversity within the jobs themselves. Although the nine IJ groups perform some similar tasks to the seven clusters, each of these groups performs tasks, sometimes in a more technical manner, which are distinctly different from the members included in the major cluster jobs.

(2) The indepth analysis of the five targeted AFSC groups, the AFSC as a whole, along with corresponding paygrade groups and selected background characteristics, indicates that members perform many diverse functions within their respective AFSCs; however, they also perform a large number of "generalist officer" tasks in Management, Supervision, Command, and Planning duties.

(3) AFSC group analysis indicates that a definite agreement exists between the tasks performed and the AFR 36-1 Specialty descriptions, which in turn, ensures officer theoretical career progression for each of the AFSCs represented in the survey. The user will note that the time spent on the various duties indicate:

- Officers holding 191X DAFSC perform staffing and management type tasks;
- Officers holding 192X DAFSC perform "generalist - administrative - operations" type tasks;
- Officers holding 193X DAFSC spend the majority of their time performing Command Post and Scheduling technical tasks;
- Officers holding 194X DAFSC perform planning, command, management and supervisory tasks in DP, contingency, and exercise areas;
- Officers holding 199X Director-level positions, spend the majority of their time in command, management, and planning areas.

(4) Job descriptions are included for both the job structure and each of the DAFSC groups. Similarity and differences between paygrade groups and within AFSCs and job structure groups are also presented in Figures, Tables, and Appendices included in the OSR. These descriptions provide the tasks, percent members performing each task, and the relative measure of how much time is spent on that task. Representative Tasks Performed by job structure groups, AFSC groups, paygrade groups, and TAFMS groups are presented in Appendices A through E.

(5) Job Satisfaction indicators are relatively high. Overall, the Operations Management personnel believe their jobs are "interesting," and they appear "satisfied" with the sense of accomplishment gained from their work. They also perceive that their current jobs "utilize their talents." Interesting to note, however, in contrast to the positive job satisfaction indicators, the majority of the survey respondents report great concern with their 19XX career progression, although almost 90 percent of the members intend to retire with full benefits, regardless of their present paygrade.

The analysis of the 19XX AFSC groups as a whole, identified distinctive differences and similarities among the duties and tasks performed by officers within this 19XX utilization field. The comprehensive data from this analysis can and should be used to identify areas which may be included in any revisions or changes made to training and classification documents, such as CTSS, POIs, and the AFR 36-1 Specialty Descriptions.

APPENDIX A1 THROUGH A16

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

19XX OPERATIONS MANAGEMENT OFFICERS

APPENDIX A1

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONAL COMMAND & CONTROL CLUSTER (ST279)
(7 JOBS)

GROUP SIZE: 267
TIME IN CURRENT JOB: 18 MOS
TIME IN SERVICE: 36 MOS

PERCENT OF SAMPLE: 28%
SUPERVISE: 46%
AVERAGE NUMBER OF TASKS
PERFORMED: 152

AVERAGE TAFMS DAFSC DISTRIBUTION: 193X - 85%,
192X - 12%
AVERAGE GRADE DISTRIBUTION: 03 - 85%, 02 - 10%,
04 - 4%, 01 - 1%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I881 Conduct shift change briefings	100
I856 Accomplish QRC items	99
I855 Accomplish local emergency notifications	99
I854 Accomplish EA checklist items	97
I884 Control COMSEC materials	97
I997 Operate command post radios, such as intrabase or VHF	96
I885 Control entry or access to command post and command post equipment	94
I933 Copy EAMs	94
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	93
I990 Notify appropriate agencies of aircraft emergencies	93
I857 Accomplish THREATCON procedures	92
I981 Maintain command post controller logs	91
I894 Coordinate aircraft movement with other command posts and appropriate agencies	90
I1054 Track location and availability of key personnel, such as Wing commander	90
I880 Conduct flight-following of aircraft	88
I935 Decode EAMs	88
I1051 Test duress systems	87
I998 Operate duress systems	87
I1050 Test communications devices	86
I1023 Prepare OPREPS	86
I1060 Transmit OPREPS	86
I895 Coordinate aircraft tail numbers with maintenance or other appropriate personnel	85
I934 Copy messages, other than EAMs	85
I887 Coordinate after hours message pickups with appropriate agencies	85

APPENDIX A2

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONS CENTER DIRECTORS INDEPENDENT JOB (ST288)
 GROUP SIZE: 8 PERCENT OF SAMPLE: 1%
 TIME IN CURRENT JOB: 16 MOS SUPERVISE: 38%
 TIME IN SERVICE: 179 MOS AVERAGE NUMBER OF TASKS
 PERFORMED: 80
 AVERAGE TAFMS DAFSC DISTRIBUTION: 192X - 100%
 AVERAGE GRADE DISTRIBUTION: 03 - 100%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
I952 Encode EAMs	100
I933 Copy EAMs	100
I935 Decode EAMs	100
I854 Accomplish EA checklist items	100
I881 Conduct shift change briefings	100
I884 Control COMSEC materials	100
I856 Accomplish QRC items	100
I934 Copy messages, other than EAMs	100
I939 Determine message order of precedence	100
I936 Decode messages, other than EAMs	100
I962 Implement EA procedures received from higher headquarters	100
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	100
I855 Accomplish local emergency notifications	100
I953 Encode messages, other than EAMs	88
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	88
I1059 Transmit messages, other than EAMs	88
I1064 Verify accuracy of master clocks	88
I857 Accomplish THREATCON procedures	88
I1056 Transmit EAMs	75
I987 Maintain sealed authentication systems	75
I981 Maintain command post controller logs	75
I883 Conduct testing of primary alerting systems (PASs)	75
I872 Authenticate messages for voice and electrical communications	75
B151 Certify destruction of classified information on required AF Forms	75
I986 Maintain pyramid alert or recall rosters	75
I1066 Verify operability of command and control equipment	75
I1062 Upchannel time sensitive reports to higher headquarters	75
I1050 Test communications devices	75

APPENDIX A3

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: AIRLIFT CONTROL OFFICERS INDEPENDENT JOB (ST357)
 GROUP SIZE: 11 PERCENT OF SAMPLE: 1%
 TIME IN CURRENT JOB: 12 MOS SUPERVISE: 55%
 TIME IN SERVICE: 84 MOS AVERAGE NUMBER OF TASKS PERFORMED: 79

AVERAGE TAFMS DAFSC DISTRIBUTION: 193X - 72%,
 1925 - 18%
 AVERAGE GRADE DISTRIBUTION: 03 - 82%, 02 - 18%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I895 Coordinate aircraft tail numbers with maintenance or other appropriate personnel	100
I894 Coordinate aircraft movement with other command posts and appropriate agencies	100
I885 Control entry or access to command post and command post equipment	100
I884 Control COMSEC materials	100
I1032 Report aircraft delays	100
I855 Accomplish local emergency notifications	100
I891 Coordinate aircraft flight-following, airlift control, or deployments with appropriate agencies	91
I880 Conduct flight-following of aircraft	91
I931 Coordinate transportation for aircrews or passengers to and from aircraft	91
I901 Coordinate command and control activities with higher headquarters staff	91
I916 Coordinate mission changes with supporting agencies	91
I929 Coordinate special handling for VIP or DV traffic with appropriate agencies	91
I887 Coordinate after hours message pickups with appropriate agencies	91
I897 Coordinate airlift activities with airlift control centers	82
I997 Operate command post radios, such as intrabase or VHF	82
I896 Coordinate aircrew transportation with appropriate base agencies	82
I990 Notify appropriate agencies of aircraft emergencies	82
I917 Coordinate mission flow schedules with appropriate personnel	82
I1034 Report types of mission deviations to appropriate agencies	82

APPENDIX A4

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONS AND SCHEDULING CLUSTER (ST268) (4 JOBS)
 GROUP SIZE: 75 PERCENT OF SAMPLE: 8%
 TIME IN CURRENT JOB: 19 MOS SUPERVISE: 92%
 TIME IN SERVICE: 156 MOS AVERAGE NUMBER OF TASKS PERFORMED: 280

AVERAGE TAFMS DAFSC DISTRIBUTION: 191X - 46%,
 193X - 47%, 192X - 5%
 AVERAGE GRADE DISTRIBUTION: 02 - 56%, 03 - 35%,
 04 - 8%, 01 - 1%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
I855 Accomplish local emergency notifications	100
I856 Accomplish QRC items	99
I881 Conduct shift change briefings	99
I997 Operate command post radios, such as intrabase or VHF	97
I854 Accomplish EA checklist items	97
I857 Accomplish THREATCON procedures	97
I885 Control entry or access to command post and command post equipment	96
I884 Control COMSEC materials	96
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	96
I933 Copy EAMs	95
I935 Decode EAMs	95
I962 Implement EA procedures received from higher headquarters	95
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	93
I1066 Verify operability of command and control equipment	92
I966 Inventory cryptographic and COMSEC materials at shift changes	91
I1000 Operate record copy communications equipment	91
I965 Input COMSEC keying codes on cryptographic devices	91
I981 Maintain command post controller logs	89
I1050 Test communications devices	89
I938 Determine if command and control training programs meet support mission execution requirements	88
B331 Write messages	88
I1023 Prepare OPREPS	88
I887 Coordinate after-hours message pickups with appropriate agencies	88
B188 Develop quick-reaction checklists (QRCs)	87
I1026 Provide security for classified materials or equipment	87

APPENDIX A5

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONS DIRECTOR INDEPENDENT JOB (ST174)
 GROUP SIZE: 5 PERCENT OF SAMPLE: .05%
 TIME IN CURRENT JOB: 13 MOS SUPERVISE: 100%
 TIME IN SERVICE: 236 MOS AVERAGE NUMBER OF TASKS PERFORMED: 99
 AVERAGE TAFMS DAFSC DISTRIBUTION: 1916 - 80%,
 1935 - 20%
 AVERAGE GRADE DISTRIBUTION: 05 - 60%, 04 - 20%,
 03 - 20%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
B179 Counsel military personnel on personal, financial, and military matters	100
B154 Conduct and record personnel counseling sessions	100
B328 Write EPRs	100
B122 Approve or disapprove correspondence, such as letters	100
I884 Control COMSEC materials	100
B144 Assign additional duties	100
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	100
B329 Write letters of counseling or reprimand	100
B118 Advise subordinate personnel on career matters	80
B332 Write OPRs	80
B288 Participate in staff meetings, conferences, or briefings	80
I1045 Revise unit OIs	80
B123 Approve or disapprove duty rosters	80
B241 Evaluate personnel for compliance with performance or military standards	80
B334 Write recommendations for awards or decorations	80
B188 Develop quick-reaction checklists (QRCs)	80
I1024 Prepare unit OIs	80
I962 Implement EA procedures received from higher headquarters	80
B190 Develop self-inspection checklists	80
B145 Assign personnel to duty positions	80
I885 Control entry or access to command post and command post equipment	80
I856 Accomplish QRC items	80
I935 Decode EAMs	80
I933 Copy EAMs	80
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	80
I855 Accomplish local emergency notifications	80

APPENDIX A6

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: CURRENT OPERATIONS PLANNING OFFICERS INDEPENDENT JOB
(ST146)

GROUP SIZE: 5

PERCENT OF SAMPLE: .05%

TIME IN CURRENT JOB: 14 MOS

SUPERVISE: 49%

TIME IN SERVICE: 108 MOS

AVERAGE NUMBER OF TASKS

PERFORMED: 83

AVERAGE TAFMS DAFSC DISTRIBUTION: 192X - 100%

AVERAGE GRADE DISTRIBUTION: 03 - 100%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A40 Coordinate programs or exercises with personnel from DOD or non-DOD agencies	100
B288 Participate in staff meetings, conferences, or briefings	100
B331 Write messages	100
E491 Answer telephones	100
A96 Participate in special conferences, ad hoc groups, or planning committees	100
B333 Write point, position, or talking papers	100
E524 Destroy, witness, or document destruction of classified materials	100
I1039 Review mission itineraries	80
B168 Coordinate mission activities with other military services, civilian agencies, or Allied services	80
A50 Develop Air Force, joint service, or combined plans supporting unit missions	80
I916 Coordinate mission changes with supporting agencies	80
B181 Determine proper classification designations of messages	80
A8 Analyze unit plans for effectiveness of unit operations	80
H794 Attend intelligence briefings	80
A7 Analyze operability of war or contingency plans	80
A85 Implement contingency plans or annexes	80
A1 Administer procedures for implementation of programs, policies, and plans	80
A49 Determine tactical deployment (TD) requirements, such as manpower, transportation, or supplies	80
B277 Orient newly assigned personnel	80
I1040 Review reports or messages pertaining to operational activities	60
E575 Operate automatic secure voice communication (AUTOSEVOCOM) or secure telephone unit (STU-III) systems	60
B227 Evaluate and upchannel SPECAT messages	60
A3 Administer use of workspace, equipment, or supplies	60

APPENDIX A7

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: TACTICAL DECEPTION OFFICERS INDEPENDENT JOB (ST159)
 GROUP SIZE: 5 PERCENT OF SAMPLE: .05%
 TIME IN CURRENT JOB: 12 MOS SUPERVISE: 60%
 TIME IN SERVICE: 166 MOS AVERAGE NUMBER OF TASKS PERFORMED: 55

AVERAGE TAFMS DAFSC DISTRIBUTION: 191X - 40%;
 192X - 40%; 193X - 20%
 AVERAGE GRADE DISTRIBUTION: 03 - 60%, 04 - 20%,
 05 - 20%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
A72 Evaluate inputs to unit war plans, contingency plans, or exercise OPORDs	100
A8 Analyze unit plans for effectiveness of unit operations	100
A112 Write contingency plans or annexes	100
A7 Analyze operability of war or contingency plans	100
B288 Participate in staff meetings, conferences, or briefings	100
A13 Approve or disapprove inputs to unit war plans, contingency plans, or exercise operation plans (OPORDs)	80
A68 Evaluate annexes to mobility or contingency plans	80
B177 Coordinate war plans, contingency plans, or exercise OPORDs with other agencies	80
A1 Administer procedures for implementation of programs, policies, and plans	80
B148 Assign suspense dates to action items	80
A51 Develop battle staff directives	80
B279 Participate in battle staff briefings	80
A81 Evaluate war plans, contingency, or exercise plans or annexes	60
B183 Develop inputs to unit war plans, contingency plans, or exercise OPORDs	60
A47 Determine operational contingency requirements for peacetime or wartime	60
B311 Review base policy or information letters	60
E491 Answer telephones	60
B238 Evaluate limiting factors (LIMFACs)	60
B149 Brief changes to higher headquarters plans	60
A25 Conduct followup on staff assistance visits (SAVs) report discrepancies	60
B333 Write point, position, or talking papers	60
A56 Develop inputs to force readiness reports, such as situational reports (SITREPs)	60

APPENDIX A8

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONAL ADJUTANT CLUSTER (ST044) (6 JOBS)
 GROUP SIZE: 163 PERCENT OF SAMPLE: 17%
 TIME IN CURRENT JOB: 16 MOS SUPERVISE: 82%
 TIME IN SERVICE: 53 MOS AVERAGE NUMBER OF TASKS
 PERFORMED: 112

AVERAGE TAFMS DAFSC DISTRIBUTION: 192X - 98%;
 191X - 2%

AVERAGE GRADE DISTRIBUTION: 01 - 55%, 02 - 28%,
 03 - 15%, 04 - 1%, 05 - 1%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
E491 Answer telephones	93
E514 Coordinate award, promotion, retirement, or change-of-command ceremonies with appropriate agencies	82
E585 Plan details of award, promotion, retirement, or change-of-command ceremonies	81
E508 Conduct self-inspection programs	81
E496 Attend staff meetings for specialized programs	78
B288 Participate in staff meetings, conferences, or briefings	75
E507 Conduct security briefings or debriefings	72
E489 Administer unit or organizational equipment or supply requirements	72
B328 Write EPRs	72
E591 Reproduce unclassified documents	70
E582 Perform liaison between unit or organization and other base agencies	69
E488 Administer unit or organizational budget and financial requirements	69
E578 Participate in security briefings or debriefings	67
A3 Administer use of workspace, equipment, or supplies	67
E506 Conduct orientation briefings for commanders or incoming personnel	67
E482 Administer ancillary programs, such as weight management or dependent control programs	65
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	65
E560 Initiate DD Forms 398 (DOD Personnel Security Questionnaire)	64
A1 Administer procedures for implementation of programs, policies, and plans	64
E505 Conduct building security checks	64
A46 Determine new equipment requirements	63

APPENDIX A9

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: MANAGEMENT AND RESOURCE ADVISORS INDEPENDENT JOB
(ST151)

GROUP SIZE: 5

PERCENT OF SAMPLE: .05%

TIME IN CURRENT JOB: 12 MOS

SUPERVISE: 0%

TIME IN SERVICE: 94 MOS

AVERAGE NUMBER OF TASKS

PERFORMED: 41

AVERAGE TAFMS DAFSC DISTRIBUTION: 1925 - 100%

AVERAGE GRADE DISTRIBUTION: 02 - 60%; 04 - 20%,
01 - 20%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
A32 Consolidate input for command or organizational budget or financial expenditures	100
A69 Evaluate budget or financial requirements	100
E515 Coordinate budget and financial requirements with appropriate personnel	100
E490 Analyze supply or accounting financial reports	100
E582 Perform liaison between unit or organization and other base agencies	100
E488 Administer unit or organizational budget and financial requirements	80
A45 Determine budget priorities or requirements	80
E491 Answer telephones	80
A52 Develop command or organizational budget and financial requirements	80
E510 Consolidate input for financial board or working group meetings	80
A46 Determine new equipment requirements	80
A1 Administer procedures for implementation of programs, policies, and plans	60
E489 Administer unit or organizational equipment or supply requirements	60
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	60
E561 Initiate local purchase actions	60
A100 Plan agendas for symposiums, conferences, or workshops	60
A96 Participate in special conferences, ad hoc groups, or planning committees	60
A95 Participate in ORIs	60
A9 Approve or disapprove budget expenditures	40
B122 Approve or disapprove correspondence, such as letters	40
A86 Implement cost-reduction programs	40

APPENDIX A10

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONS OFFICERS INDEPENDENT JOB (ST180)
 GROUP SIZE: 7 PERCENT OF SAMPLE: .07%
 TIME IN CURRENT JOB: 8 MOS SUPERVISE: 14%
 TIME IN SERVICE: 43 MOS AVERAGE NUMBER OF TASKS PERFORMED: 22
 AVERAGE TAFMS DAFSC DISTRIBUTION: 192X - 100%
 AVERAGE GRADE DISTRIBUTION: 01 - 86%, 02 - 14%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E605 Track suspenses of OPRs, EPRs, or civilian appraisals	100
E491 Answer telephones	100
E603 Suspense performance, decorations, or awards packages	86
E555 Edit unit or organizational correspondence, reports, or other administrative materials	71
A24 Conduct Commanders' calls	71
E514 Coordinate award, promotion, retirement, or change-of-command ceremonies with appropriate agencies	71
E486 Administer total quality management (TQM) programs	57
E496 Attend staff meetings for specialized programs	57
E582 Perform liaison between unit or organization and other base agencies	57
E601 Schedule or take unit photographs	57
E502 Compile historical data for unit history	57
E585 Plan details of award, promotion, retirement, or change-of-command ceremonies	57
E604 Track activities of unit or organizational key command personnel	43
B319 Submit individuals or units for awards or decorations	43
B288 Participate in staff meetings, conferences, or briefings	43
E516 Coordinate civil engineering (CE) work requests with appropriate personnel	43
E609 Update members' duty position status	43
B332 Write OPRs	43
B334 Write recommendations for awards or decorations	43
E508 Conduct self-inspection programs	43
E591 Reproduce unclassified documents	29
E575 Operate automatic secure voice communication (AUTOSEVOCOM) or secure telephone unit (STU-III) systems	29
E610 Update suspense files	29
E559 Initiate consolidate base personnel office (CBPO) corrective actions	29
B122 Approve or disapprove correspondence, such as letters	29

APPENDIX A11

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONS MANAGER CLUSTER (ST047) (3 JOBS)
 GROUP SIZE: 45 PERCENT OF SAMPLE: 5%
 TIME IN CURRENT JOB: 21 MOS SUPERVISE: 60%
 TIME IN SERVICE: 181 MOS AVERAGE NUMBER OF TASKS PERFORMED: 61
 AVERAGE TAFMS DAFSC DISTRIBUTION: 191X - 58%,
 192X - 18%, 199X - 16%, 193X - 4%, 194X - 4%
 AVERAGE GRADE DISTRIBUTION: 04 - 42%, 03 - 33%,
 05 - 20%, 06 - 4%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
B288 Participate in staff meetings, conferences, or briefings	89
B333 Write point, position, or talking papers	84
A1 Administer procedures for implementation of programs, policies, and plans	78
B331 Write messages	69
B122 Approve or disapprove correspondence, such as letters	67
A96 Participate in special conferences, ad hoc groups, or planning committees	64
B334 Write recommendations for awards or decorations	62
B173 Coordinate questions of policy or procedures with Air Staff, MAJCOM, or other agencies	58
A29 Conduct special conferences, ad hoc groups, or planning committees	56
B131 Approve or disapprove messages	53
A45 Determine budget priorities or requirements	53
A19 Approve or disapprove replies to matters of command or organizational interests	53
A16 Approve or disapprove policy letters	53
B144 Assign additional duties	53
B120 Approve or disapprove AF Forms 988 (Leave Request/ Authorization)	53
B338 Write trip reports	53
B118 Advise subordinate personnel on career matters	51
B179 Counsel military personnel on personal, financial, and military matters	51
A65 Establish procedures for implementation of programs, policies, and plans	49
A11 Approve or disapprove directives, regulations, or manuals	49
B284 Participate in policy planning meetings	47
B299 Prepare charts, graphs, or slides for briefings	47
B319 Submit individuals or units for awards or decorations	47

APPENDIX A12

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: QUALITY CONTROL INSPECTORS INDEPENDENT JOB (ST199)
 GROUP SIZE: 22 PERCENT OF SAMPLE: 2%
 TIME IN CURRENT JOB: 16 MOS SUPERVISE: 64%
 TIME IN SERVICE: 182 MOS AVERAGE NUMBER OF TASKS PERFORMED: 122

AVERAGE TAFMS DAFSC DISTRIBUTION: 191X - 41%,
 192X - 36%, 194X - 18%, 193X - 5%
 AVERAGE GRADE DISTRIBUTION: 03 - 55%, 04 - 20%,
 05 - 14%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
C369 Outbrief inspection, standardization, or evaluation results	100
B280 Participate in development of exercise scenarios	95
B157 Conduct exercise scenarios	95
C361 Document results of inspections and evaluations	95
A5 Analyze inspection reports or procedures	95
A21 Assign personnel as trusted agent for exercises or evaluations	95
C373 Write inspection, standardization, or evaluation reports	91
B288 Participate in staff meetings, conferences, or briefings	91
A1 Administer procedures for implementation of programs, policies, and plans	86
B224 Evaluate alert, disaster, or emergency plans	82
A99 Perform trusted agent duties during exercises or evaluations	82
A78 Evaluate recalls, such as general, telephone, or no-notice	82
A81 Evaluate war plans, contingency, or exercise plans or annexes	82
B333 Write point, position, or talking papers	82
A8 Analyze unit plans for effectiveness of unit operations	82
A76 Evaluate personnel under operational conditions, including exercises or inspections	77
A55 Develop inputs to exercise or deployment after-action plans or reports	77
C355 Critique corrective actions for resolution of discrepancies identified in inspections or evaluations	77
B127 Approve or disapprove inputs to exercise or deployment after-action plans or reports	77
A7 Analyze operability of war or contingency plans	77
A68 Evaluate annexes to mobility or contingency plans	77
B331 Write messages	77

APPENDIX A13

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: OPERATIONAL CONTINGENCY AND PLANS CLUSTER (ST110)
(3 JOBS)

GROUP SIZE: 46

TIME IN CURRENT JOB: 24 MOS

TIME IN SERVICE: 201 MOS

PERCENT OF SAMPLE: 5%

SUPERVISE: 74%

AVERAGE NUMBER OF TASKS

PERFORMED: 165

AVERAGE TAFMS DAFSC DISTRIBUTION: 191X - 61%,

192X - 32%, 194X - 4%, 199X - 2%

AVERAGE GRADE DISTRIBUTION: 03 - 37%, 04 - 30%,

05 - 30%, 01 - 2%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
B288 Participate in staff meetings, conferences, or briefings	100
A1 Administer procedures for implementation of programs, policies, and plans	96
B333 Write point, position, or talking papers	91
A7 Analyze operability of war or contingency plans	91
A96 Participate in special conferences, ad hoc groups, or planning committees	83
A5 Analyze inspection reports or procedures	80
B331 Write messages	78
B279 Participate in battle staff briefings	76
B120 Approve or disapprove AF Forms 988 (Leave Request/ Authorization)	76
A81 Evaluate war plans, contingency, or exercise plans or annexes	74
A68 Evaluate annexes to mobility or contingency plans	74
B122 Approve or disapprove correspondence, such as letters	72
A65 Establish procedures for implementation of programs, policies, and plans	72
B160 Conduct staff meetings	72
B183 Develop inputs to unit war plans, contingency plans, or exercise OPORDs	70
A72 Evaluate inputs to unit war plans, contingency plans, or exercise OPORDs	70
A47 Determine operational contingency requirements for peacetime or wartime	70
B131 Approve or disapprove messages	70
A112 Write contingency plans or annexes	67
A84 Implement actions to correct inspection deficiencies and improve performance	67

APPENDIX A14

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: DISASTER PREPAREDNESS CLUSTER (ST126) (5 JOBS)
 GROUP SIZE: 66 PERCENT OF SAMPLE: 7%
 TIME IN CURRENT JOB: 28 MOS SUPERVISE: 100%
 TIME IN SERVICE: 151 MOS AVERAGE NUMBER OF TASKS
 PERFORMED: 246
 AVERAGE TAFMS DAFSC DISTRIBUTION: 104X - 73%,
 191X - 19%, 102X - 10%
 AVERAGE GRADE DISTRIBUTION: 03 - 74%, 04 - 20%,
 01 - 5%, 02 - 2%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
A1 Administer procedures for implementation of programs, policies, and plans	94
B328 Write EPRs	91
A62 Endorse enlisted performance reports (EPRs)	91
B120 Approve or disapprove AF Forms 988 (Leave Request/ Authorization)	91
B288 Participate in staff meetings, conferences, or briefings	88
A5 Analyze inspection reports or procedures	86
B169 Coordinate operability of natural disaster (ND) or major accident (MA) plans with other agencies	85
M1236 Inform on-scene commanders of DCG representation during MA responses	85
K1117 Approve or disapprove checklists or OIs for disaster response procedures	83
K1124 Coordinate base peacetime or wartime OPLANS	83
K1138 Coordinate natural disaster (ND) response procedures with other base agencies	83
M1205 Advise on-scene-commander during MA or ND responses	83
A7 Analyze operability of war or contingency plans	82
B179 Counsel military personnel on personal, financial, and military matters	80
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	80
K1153 Direct initial or refresher DW and CWD training	79
B122 Approve or disapprove correspondence, such as letters	79
B160 Conduct staff meetings	79
B118 Advise subordinate personnel on career matters	79
B334 Write recommendations for awards or decorations	79
B144 Assign additional duties	79
M1210 Brief DRF members during MA or NA responses	77

APPENDIX A15

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: AIRFIELD MANAGER CLUSTER (ST129) (2 JOBS)
 GROUP SIZE: 25 PERCENT OF SAMPLE: 3%
 TIME IN CURRENT JOB: 15 MOS SUPERVISE: 100%
 TIME IN SERVICE: 160 MOS AVERAGE NUMBER OF TASKS PERFORMED: 206

AVERAGE TAFMS DAFSC DISTRIBUTION: 102X - 88%,
 191X - 8%, 193X - 4%
 AVERAGE GRADE DISTRIBUTION: 03 - 84%, 04 - 12%,
 05 - 4%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
G742 Implement airfield restrictions	96
G745 Inspect airfield facilities during and after high winds, heavy rain, or snow	96
G690 Coordinate runway, taxiway, or aircraft parking area painting with CE	96
G683 Coordinate prior permission requested (PPR) or advance landing notice authorizations (ALNA) with appropriate personnel	96
B288 Participate in staff meetings, conferences, or briefings	92
G666 Coordinate DV or VIP arrivals and other required services with appropriate agencies	92
G762 Participate in base FOD prevention programs	92
G758 Operate vehicles on flightline	88
G647 Advise Commander and Deputy Commander for Operations on status of degraded flying facilities or airfield operations	88
G709 Direct daily inspections of airfield facilities	88
G676 Coordinate inspection and maintenance of airfield lighting and arresting systems with CE	88
G698 Coordinate sweeping or snow removal of aircraft pavements with CE	88
G656 Coordinate aircraft parking plans, other than airshows and static displays, with appropriate agencies	88
G660 Coordinate approval for airfield restrictions with appropriate agencies	88
G670 Coordinate flightline and airfield authorizations for contractors' or personal vehicles with appropriate personnel	88
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	88
B328 Write EPRs	84

APPENDIX A16

REPRESENTATIVE TASKS PERFORMED BY JOB STRUCTURE GROUPS

GROUP TITLE & ST NUMBER: TRAINING PERSONNEL INDEPENDENT JOB (ST240)
 GROUP SIZE: 8 PERCENT OF SAMPLE: 1%
 TIME IN CURRENT JOB: 17 MOS SUPERVISE: 87%
 TIME IN SERVICE: 160 MOS AVERAGE NUMBER OF TASKS PERFORMED: 123
 AVERAGE TAFMS DAFSC DISTRIBUTION: 191X - 38%,
 192X - 25%, 193X - 25%, 194X - 13%
 AVERAGE GRADE DISTRIBUTION: 03 - 50%, 04 - 50%

THE FOLLOWING TASKS ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS	PERCENT MEMBERS PERFORMING
D458 Prepare lesson plans	100
D392 Conduct classroom training	100
D382 Approve or disapprove lesson plans	100
D389 Brief personnel on changes in training methods or procedures	100
D480 Write test questions	100
D436 Document training records	100
D413 Counsel students or trainees on training progress or academic problems	100
D424 Develop training aids	100
D412 Counsel student personnel on military or personal problems	100
D445 Evaluate training methods, techniques, programs or requirements	88
D400 Conduct training programs, other than OJT	88
D379 Analyze test results	88
A1 Administer procedures for implementation of programs, policies, and plans	88
D441 Evaluate course outlines, lesson plans, or presentation methods	88
D377 Administer tests, other than tape examinations	88
D378 Advise staff or unit personnel on training matters	88
D374 Administer student critiques	88
D438 Establish instructor committees for editing, reorganizing, and writing course materials	88
D404 Coordinate formal classroom training with appropriate personnel	88
D409 Coordinate training matters with other branches and staff	88
B120 Approve or disapprove AF Forms 988 (Leave Request/ Authorization)	88
B288 Participate in staff meetings, conferences, or briefings	88
D455 Perform academic instructor duties	75

APPENDIX B1 THROUGH B3

REPRESENTATIVE TASKS HIGH IN TRAINING EMPHASIS RATINGS

19XX OPERATIONS MANAGEMENT OFFICERS

APPENDIX B1

REPRESENTATIVE TASKS HIGH IN TRAINING EMPHASIS RATINGS (N-32 - 191X OPERATIONS MANAGEMENT STAFF OFFICERS)

TASKS	SORTED BY MEAN RATINGS
I935 Decode EAMs	7.2
I854 Accomplish EA Checklist items	7.0
I933 Copy EAMs	7.0
I856 Accomplish QRC items	6.8
I934 Copy messages, other than EAMs	6.7
I936 Decode messages, other than EAMs	6.6
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	6.4
I855 Accomplish local emergency notifications	6.1
I962 Implement EA procedures received from Higher Headquarters	6.0
I1023 Prepare OPREPS	5.8
B188 Develop quick-reaction checklists (QRCs)	5.2
I964 Implement team recalls, such as battle staff, disaster response force (DRF), or CAT recalls	4.8
A95 Participate in ORIs	4.5
I1058 Transmit joint operational reports, such as JOPREP JIFFY reports	4.3
A90 Initiate recalls	4.3
B181 Determine proper classification designations of messages	4.3
B151 Certify destruction of classified information on required AF Forms	4.1
B190 Develop Self-inspection checklists	4.1
I990 Notify appropriate agencies of aircraft emergencies	4.0
I1004 Participate in emergency war plan exercises	4.0
F641 Transmit operational reports - events or incidents (OPREP-3s)	4.0
B271 Maintain TOP SECRET or sensitive compartmented information (SCI) accounts	3.7
I1063 Update crisis action team or battle staff data	3.7
A97 Participate in unit effectiveness inspections (UEIs)	3.5
I986 Maintain pyramid alert or recall rosters	3.5
I875 Brief or debrief battle staff or CATs	3.5
B257 Implement operational plans for appropriate threat condition (THREATCON) or security response option (SRO) levels	3.4
I879 Conduct command and control console operations training	3.4
I858 Acknowledge receipt of first-time messages on survivable low-frequency communications system (SLFCS)	3.3
B197 Direct implementation of emergency action (EA) programs	3.3
A7 Analyze operability of war or contingency plans	3.1
B328 Write EPRs	3.0

APPENDIX B2

REPRESENTATIVE TASKS HIGH IN TRAINING EMPHASIS RATINGS (N-41 - 193X COMMAND AND CONTROL OFFICERS)

TASKS	SORTED BY MEAN RATINGS
I935 Decode EAMs	7.0
I854 Accomplish EA checklist items	7.0
I933 Copy EAMs	7.0
I856 Accomplish QRC items	6.3
I1023 Prepare OPREPS	6.0
I934 Copy messages, other than EAMs	5.6
I884 Control COMSEC materials	5.6
I962 Implement EA procedures received from higher headquarters	5.5
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	5.4
I857 Accomplish THREATCON procedures	5.3
I936 Decode messages, other than EAMs	5.3
I855 Determine message order of precedence	5.2
I997 Operate command post radios, such as intrabase or VHF	5.0
I990 Notify appropriate agencies of aircraft emergencies	5.0
I1060 Transmit OPREPS	5.0
I880 Conduct flight-following of aircraft	5.0
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	4.4
I872 Authenticate messages for voice and electrical communications	4.3
I966 Inventory cryptographic and COMSEC materials at shift changes	4.2
I885 Control entry or access to command post and command post equipment	4.2
I879 Conduct command and control console operations training	4.0
I981 Maintain command post controller logs	4.0
I1026 Provide security for classified materials or equipment	3.8
I860 Activate base alerting systems, such as sirens or public address systems	3.8
I1011 Plot positions on crash grid maps or charts	3.7
I881 Conduct shift change briefings	3.7
I998 Operate duress systems	3.7
I965 Input COMSEC keying codes on cryptographic devices	3.6
I964 Implement team recalls, such as battle staff, disaster response force (DRF), or CAT recalls	3.6
I1062 Upchannel time sensitive reports to higher headquarters	3.6
I1021 Prepare messages for transmissions using record copy communications equipment	3.5
I894 Coordinate aircraft movement with other command posts and appropriate agencies	3.5
I1000 Operate record copy communications equipment	3.5

APPENDIX B3

REPRESENTATIVE TASKS HIGH IN TRAINING EMPHASIS RATINGS (N-34 - 194X DISASTER PREPAREDNESS OFFICERS)

<u>TASKS</u>	<u>SORTED BY MEAN RATINGS</u>
M1205 Advise on-scene-commander during MA or ND responses	7.1
K1175 Write Local base DW Operations Plans (355-1)	6.9
K1166 Prepare inputs to base DW OPLANS	6.6
L1176 Analyze findings of NBC detection teams during post- attack response	6.2
M1203 Advise commander on decontamination requirements during MA responses	5.9
A28 Conduct SAVs	5.2
A47 Determine operational contingency requirements for peacetime or wartime	5.1
M1238 Interpret related portions of Emergency Planning and Community Right to Know Act (EPCRKA) for base DW Activities	5.1
K1159 Operate NBC reporting systems	5.1
A7 Analyze operability of war or contingency plans	5.0
M1240 Notify appropriate authorities of hazardous material (HAZMAT) substance release	4.9
L1178 Consolidate post-attack nuclear fallout data	4.9
L1193 Direct preparation of NBC reports during pre- or post- attack responses	4.9
M1216 Coordinate confirmation or denial of radiation presence at nuclear accident scenes	4.9
H833 Establish ABO plans in support of AFR 360-1 (Planning and Operations)	4.9
L1182 Coordinate personnel protection measures against possible NBC agents with survival recovery center staff	4.9
K1124 Coordinate base peacetime or wartime OPLANS	4.9
A1 Administer procedures for implementation of programs, policies, and plans	4.8
K1151 Direct development of checklists for initial response to nuclear accidents	4.8
A112 Write contingency plans or annexes	4.8
K1149 Develop checklists for nonnuclear MA response procedures	4.7
M1237 Interpret labels or placards associated with dangerous materials in MAs	4.7
B169 Coordinate operability of natural disaster (ND) or major accident (MA) plans with other agencies	4.7
M1210 Brief DRF members during MA or NA responses	4.6
M1236 Inform on-scene commanders of DCG representation during MA responses	4.6
M1244 Operate mobile command posts during MA or ND responses	4.6

APPENDIX C1 THROUGH C5

REPRESENTATIVE TASKS PERFORMED BY DAFSC 191X, 192X, 193X,
194X, AND 199X OFFICERS

19XX OPERATIONS MANAGEMENT OFFICERS

APPENDIX C1

REPRESENTATIVE TASKS PERFORMED BY DAFSC 191X OFFICERS (N-169 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
B288 Participate in staff meetings, conferences, or briefings	81
A1 Administer procedures for implementation of programs, policies, and plans	74
B333 Write point, position, or talking papers	74
B331 Write messages	72
B334 Write recommendations for awards or decorations	67
A5 Analyze inspection reports or procedures	66
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	63
B122 Approve or disapprove correspondence, such as letters	62
B179 Counsel military personnel on personal, financial, and military matters	61
B148 Assign suspense dates to action items	60
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	60
B144 Assign additional duties	59
B332 Write OPRs	58
B131 Approve or disapprove messages	58
A96 Participate in special conferences, ad hoc groups, or planning committees	57
B118 Advise subordinate personnel on career matters	57
B328 Write EPRs	57
A3 Administer use of workspace, equipment, or supplies	56
B319 Submit individuals or units for awards or decorations	54
A84 Implement actions to correct inspection deficiencies and improve performance	53
B279 Participate in battle staff briefings	53
A62 Endorse enlisted performance reports (EPRs)	52
A7 Analyze operability of war or contingency plans	52
A22 Assign special projects	51
B301 Prepare performance feedback worksheets	51
A46 Determine new equipment requirements	50
A65 Establish procedures for implementation of programs, policies, and plans	49
B160 Conduct staff meetings	49
B241 Evaluate personnel for compliance with performance or military standards	49

APPENDIX C2

REPRESENTATIVE TASKS PERFORMED BY DAFSC 192X OFFICERS (N-364 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
E491 Answer telephones	70
B288 Participate in staff meetings, conferences, or briefings	67
A1 Administer procedures for implementation of programs, policies, and plans	57
E591 Reproduce unclassified documents	50
A5 Analyze inspection reports or procedures	49
B328 Write EPRs	49
E508 Conduct self-inspection programs	48
A3 Administer use of workspace, equipment, or supplies	47
E496 Attend staff meetings for specialized programs	46
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	46
E582 Perform liaison between unit or organization and other base agencies	44
A46 Determine new equipment requirements	43
A84 Implement actions to correct inspection deficiencies and improve performance	43
B333 Write point, position, or talking papers	43
E585 Plan details of award, promotion, retirement, or change-of-command ceremonies	42
E514 Coordinate award, promotion, retirement, or change-of-command ceremonies with appropriate agencies	42
B190 Develop self-inspection checklists	42
B292 Perform daily office security inspections	42
B179 Counsel military personnel on personal, financial, and military matters	42
B122 Approve or disapprove correspondence, such as letters	41
B334 Write recommendations for awards or decorations	41
B299 Prepare charts, graphs, or slides for briefings	41
E505 Conduct building security checks	41
A25 Conduct followup on staff assistance visits (SAVs) report discrepancies	41
B277 Orient newly assigned personnel	41
A62 Endorse enlisted performance reports (EPRs)	40
E507 Conduct security briefings or debriefings	40
E578 Participate in security briefings or debriefings	38
B319 Submit individuals or units for awards or decorations	38
B301 Prepare performance feedback worksheets	38
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	38
B331 Write messages	38
E506 Conduct orientation briefings for commanders or incoming personnel	38
E575 Operate automatic secure voice communication (AUTOSEVOCOM) or secure telephone unit (STU-III) systems	37

APPENDIX C3

REPRESENTATIVE TASKS PERFORMED BY DAFSC 193X OFFICERS (N-326 - SORTED ON PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
I881 Conduct shift change briefings	93
I855 Accomplish local emergency notifications	92
I856 Accomplish QRC items	91
I884 Control COMSEC materials	89
I854 Accomplish EA checklist items	89
I997 Operate command post radios, such as intrabase or VHF	87
I885 Control entry or access to command post and command post equipment	85
I857 Accomplish THREATCON procedures	85
I933 Copy EAMs	83
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	83
I981 Maintain command post controller logs	81
I935 Decode EAMs	79
I894 Coordinate aircraft movement with other command posts and appropriate agencies	79
I880 Conduct flight-following of aircraft	78
I990 Notify appropriate agencies of aircraft emergencies	78
I934 Copy messages, other than EAMs	77
I1060 Transmit OPREPS	77
I1023 Prepare OPREPS	76
I887 Coordinate after hours message pickups with appropriate agencies	76
I1054 Track location and availability of key personnel, such as wing commander	76
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	76
I929 Coordinate special handling for VIP or DV traffic with appropriate agencies	75
I1050 Test communications devices	75
I998 Operate duress systems	75
I965 Input COMSEC keying codes on cryptographic devices	75
I966 Inventory cryptographic and COMSEC materials at shift changes	73
I895 Coordinate aircraft tail numbers with maintenance or other appropriate personnel	73
I1066 Verify operability of command and control equipment	72
I1035 Report weather information to appropriate agencies	72
I1062 Upchannel time sensitive reports to higher headquarters	72
I1051 Test duress systems	72
I962 Implement EA procedures received from higher headquarters	72
I1013 Post changes to daily or mission flying schedules	71
I1047 Set master clocks	70
I861 Administer after duty hours citizen complaints or problems	70
I1000 Operate record copy communications equipment	70

APPENDIX C4

REPRESENTATIVE TASKS PERFORMED BY DAFSC 194X OFFICERS (N-67 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
A1 Administer procedures for implementation of programs, policies, and plans	87
B288 Participate in staff meetings, conferences, or briefings	85
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	84
A5 Analyze inspection reports or procedures	82
A62 Endorse enlisted performance reports (EPRs)	79
B333 Write point, position, or talking papers	76
B122 Approve or disapprove correspondence, such as letters	76
B169 Coordinate operability of natural disaster (ND) or major accident (MA) plans with other agencies	76
A7 Analyze operability of war or contingency plans	76
B328 Write EPRs	75
K1117 Approve or disapprove checklists or OIs for disaster response procedures	72
A28 Conduct SAVs	72
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	72
K1118 Approve or disapprove disaster preparedness (DW) portions of support agreements	70
B160 Conduct staff meetings	70
A45 Determine budget priorities or requirements	67
M1236 Inform on-scene commanders of DCG representation during MA responses	67
K1124 Coordinate base peacetime or wartime OPLANS	67
B224 Evaluate alert, disaster, or emergency plans	67
B148 Assign suspense dates to action items	67
K1153 Direct initial or refresher DW and CWD training	66
B132 Approve or disapprove operating instructions (OIs) or unit regulations	66
M1205 Advise on-scene-commander during MA or ND responses	66
A16 Approve or disapprove policy letters	66
K1116 Approve or disapprove checklists for nonnuclear major accident (MA) program response procedures	66
B179 Counsel military personnel on personal, financial, and military matters	66
K1166 Prepare inputs to base DW OPLANS	64
K1138 Coordinate natural disaster (ND) response procedures with other base agencies	64
D451 Observe classroom instruction	64
B118 Advise subordinate personnel on career matters	64
B334 Write recommendations for awards or decorations	64
K1115 Approve or disapprove checklists for initial response to nuclear accident program procedures	64
K1175 Write local base DW Operations Plans (355-1)	63

APPENDIX C5

REPRESENTATIVE TASKS PERFORMED BY 199X OFFICERS (N-14 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
A1 Administer procedures for implementation of programs, policies, and plans	71
B131 Approve or disapprove messages	71
A16 Approve or disapprove policy letters	64
B333 Write point, position, or talking papers	64
A19 Approve or disapprove replies to matters of command or organizational interests	57
B122 Approve or disapprove correspondence, such as letters	57
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	57
B121 Approve or disapprove changes to manuals, directives, or publications	57
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	57
B118 Advise subordinate personnel on career matters	50
B173 Coordinate questions of policy or procedures with Air Staff, MAJCOM, or other agencies	50
B288 Participate in staff meetings, conferences, or briefings	50
A96 Participate in special conferences, ad hoc groups, or planning committees	50
B332 Write OPRs	50
B334 Write recommendations for awards or decorations	50
B166 Coordinate manning requirements with appropriate agencies	50
B331 Write messages	50
B179 Counsel military personnel on personal, financial, and military matters	50
B279 Participate in battle staff briefings	50
B277 Orient newly assigned personnel	50
E491 Answer telephones	43
I885 Control entry or access to command post and command post equipment	43
A15 Approve or disapprove organizational training requirements	43
A65 Establish procedures for implementation of programs, policies, and plans	43
A45 Determine budget priorities or requirements	43
A60 Direct preparation of directives, bulletins, or memoranda pertaining to operations	43
B301 Prepare performance feedback worksheets	43
A34 Coordinate Air Force Publications with appropriate personnel from higher headquarters or other Government agencies	43
A6 Analyze manpower utilization data	43
B314 Schedule leaves or passes	43
B144 Assign additional duties	43
B145 Assign personnel to duty positions	43
A17 Approve or disapprove replies to congressional inquiries	36

APPENDIX D1 THROUGH D10

REPRESENTATIVE TASKS PERFORMED BY DAFSC 19XX OFFICERS BY TOTAL
ACTIVE FEDERAL MILITARY SERVICE (TAFMS) GROUPS

19XX OPERATIONS MANAGEMENT OFFICERS

APPENDIX D1

REPRESENTATIVE TASKS PERFORMED BY DAFSC 191X OFFICERS WITH 97+ MONTHS TAFMS (N-163 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
B288 Participate in staff meetings, conferences, or briefings	80
A1 Administer procedures for implementation of programs, policies, and plans	74
B333 Write point, position, or talking papers	73
B331 Write messages	71
B334 Write recommendations for awards or decorations	67
A5 Analyze inspection reports or procedures	66
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	64
B122 Approve or disapprove correspondence, such as letters	63
B179 Counsel military personnel on personal, financial, and military matters	62
B148 Assign suspense dates to action items	60
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	60
B144 Assign additional duties	60
B332 Write OPRs	60
B131 Approve or disapprove messages	58
B118 Advise subordinate personnel on career matters	58
B328 Write EPRs	57
A96 Participate in special conferences, ad hoc groups, or planning committees	56
A3 Administer use of workspace, equipment, or supplies	56
B319 Submit individuals or units for awards or decorations	55
B279 Participate in battle staff briefings	54
A84 Implement actions to correct inspection deficiencies and improve performance	53
A62 Endorse enlisted performance reports (EPRs)	52
B301 Prepare performance feedback worksheets	52
A7 Analyze operability of war or contingency plans	52

APPENDIX D2

REPRESENTATIVE TASKS PERFORMED BY DAFSC 192X OFFICERS WITH 1-48 MONTHS TAFMS (N-159 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

<u>TASKS</u>	<u>PMP</u>
E491 Answer telephones	86
E508 Conduct self-inspection programs	70
E585 Plan details of award, promotion, retirement, or change-of-command ceremonies	69
E514 Coordinate award, promotion, retirement, or change-of-command ceremonies with appropriate agencies	69
B288 Participate in staff meetings, conferences, or briefings	65
E496 Attend staff meetings for specialized programs	65
E507 Conduct security briefings or debriefings	64
B328 Write EPRs	60
E582 Perform liaison between unit or organization and other base agencies	59
A1 Administer procedures for implementation of programs, policies, and plans	58
E488 Administer unit or organizational budget and financial requirements	57
E489 Administer unit or organizational equipment or supply requirements	57
E482 Administer ancillary programs, such as weight management or dependent control programs	55
E560 Initiate DD Forms 398 (DOD Personnel Security Questionnaire)	55
A3 Administer use of workspace, equipment, or supplies	55
A26 Conduct organizational operation security (OPSEC) programs	55
E578 Participate in security briefings or debriefings	55
E591 Reproduce unclassified documents	54
E506 Conduct orientation briefings for commanders or incoming personnel	53
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	53
A25 Conduct followup on staff assistance visits (SAVs) report discrepancies	53
E528 Direct additional duty programs	52
E490 Analyze supply or accounting financial reports	50
A5 Analyze inspection reports or procedures	50

APPENDIX D3

REPRESENTATIVE TASKS PERFORMED BY DAFSC 192X WITH 49-96 MONTHS TAFMS (N-74 - SORTED BY PERCENT MEMBERS PERFORMING)

TASKS	PMP
E491 Answer telephones	66
B288 Participate in staff meetings, conferences, or briefings	64
A1 Administer procedures for implementation of programs, policies, and plans	64
A5 Analyze inspection reports or procedures	54
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	53
B277 Orient newly assigned personnel	49
E575 Operate automatic secure voice communication (AUTOSEVOCOM) or secure telephone unit (STU-III) systems	49
E505 Conduct building security checks	47
E591 Reproduce unclassified documents	46
B331 Write messages	46
B292 Perform daily office security inspections	46
B190 Develop self-inspection checklists	46
E582 Perform liaison between unit or organization and other base agencies	45
E524 Destroy, witness, or document destruction of classified materials	43
A46 Determine new equipment requirements	43
E496 Attend staff meetings for specialized programs	42
A8 Analyze unit plans for effectiveness of unit operations	42
A3 Administer use of workspace, equipment, or supplies	42
B299 Prepare charts, graphs, or slides for briefings	41
B333 Write point, position, or talking papers	41
B328 Write EPRs	41
E578 Participate in security briefings or debriefings	39
A84 Implement actions to correct inspection deficiencies and improve performance	39
B179 Counsel military personnel on personal, financial, and military matters	39
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	39

APPENDIX D4

REPRESENTATIVE TASKS PERFORMED BY DAFSC 192X OFFICERS WITH 97+ MONTHS TAFMS (N-131 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
B288 Participate in staff meetings, conferences, or briefings	70
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	56
E491 Answer telephones	53
B333 Write point, position, or talking papers	53
A1 Administer procedures for implementation of programs, policies, and plans	50
B331 Write messages	49
E591 Reproduce unclassified documents	47
A5 Analyze inspection reports or procedures	47
B299 Prepare charts, graphs, or slides for briefings	47
A84 Implement actions to correct inspection deficiencies and improve performance	43
B334 Write recommendations for awards or decorations	42
B292 Perform daily office security inspections	42
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	42
B328 Write EPRs	40
A3 Administer use of workspace, equipment, or supplies	40
B122 Approve or disapprove correspondence, such as letters	39
B179 Counsel military personnel on personal, financial, and military matters	38
A96 Participate in special conferences, ad hoc groups, or planning committees	37
E575 Operate automatic secure voice communication (AUTOSEVOCOM) or secure telephone unit (STU-III) systems	37
B118 Advise subordinate personnel on career matters	36
A46 Determine new equipment requirements	36
A95 Participate in ORIs	36
A62 Endorse enlisted performance reports (EPRs)	36
E524 Destroy, witness, or document destruction of classified materials	36

APPENDIX D5

REPRESENTATIVE TASKS PERFORMED BY DAFSC 193X OFFICERS WITH 1-48 MONTHS TAFMS (N-31 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
I856 Accomplish QRC items	97
I881 Conduct shift change briefings	97
I855 Accomplish local emergency notifications	97
I885 Control entry or access to command post and command post equipment	90
I997 Operate command post radios, such as intrabase or VHF	90
I854 Accomplish EA checklist items	90
I884 Control COMSEC materials	90
I965 Input COMSEC keying codes on cryptographic devices	90
I1062 Upchannel time sensitive reports to higher headquarters	90
I981 Maintain command post controller logs	87
I1054 Track location and availability of key personnel, such as wing commander	87
I966 Inventory cryptographic and COMSEC materials at shift changes	87
I1050 Test communications devices	87
I929 Coordinate special handling for VIP or DV traffic with appropriate agencies	87
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	87
I1017 Prepare certificates for destruction of classified materials	87
I933 Copy EAMs	84
I990 Notify appropriate agencies of aircraft emergencies	84
I1026 Provide security for classified materials or equipment	84
I1023 Prepare OPREPS	84
I962 Implement EA procedures received from higher headquarters	84
I1051 Test duress systems	84
I1060 Transmit OPREPS	84
I872 Authenticate messages for voice and electrical communications	84
I857 Accomplish THREATCON procedures	84
I935 Decode EAMs	81
I998 Operate duress systems	81

APPENDIX D6

REPRESENTATIVE TASKS PERFORMED BY DAFSC 193X OFFICERS WITH 49-96 MONTHS TAFMS (N-142 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
I881 Conduct shift change briefings	96
I855 Accomplish local emergency notifications	96
I856 Accomplish QRC items	95
I884 Control COMSEC materials	93
I854 Accomplish EA checklist items	93
I885 Control entry or access to command post and command post equipment	89
I933 Copy EAMs	89
I997 Operate command post radios, such as intrabase or VHF	89
I857 Accomplish THREATCON procedures	88
I894 Coordinate aircraft movement with other command posts and appropriate agencies	87
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	87
I935 Decode EAMs	86
I880 Conduct flight-following of aircraft	83
I929 Coordinate special handling for VIP or DV traffic with appropriate agencies	82
I934 Copy messages, other than EAMs	82
I887 Coordinate after hours message pickups with appropriate agencies	82
I1060 Transmit OPREPS	81
I981 Maintain command post controller logs	80
I895 Coordinate aircraft tail numbers with maintenance or other appropriate personnel	80
I990 Notify appropriate agencies of aircraft emergencies	80
I1023 Prepare OPREPS	80
I1054 Track location and availability of key personnel, such as wing commander	78
I1013 Post changes to daily or mission flying schedules	78
I1050 Test communications devices	78
I998 Operate duress systems	78
I962 Implement EA procedures received from higher headquarters	76
I965 Input COMSEC keying codes on cryptographic devices	75
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	75

APPENDIX D7

REPRESENTATIVE TASKS PERFORMED BY DAFSC 193X OFFICERS WITH 97+ MONTHS TAFMS (N-152 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
I881 Conduct shift change briefings	89
I856 Accomplish QRC items	87
I855 Accomplish local emergency notifications	87
I884 Control COMSEC materials	85
I854 Accomplish EA checklist items	85
I997 Operate command post radios, such as intrabase or VHF	84
I857 Accomplish THREATCON procedures	82
I885 Control entry or access to command post and command post equipment	80
I981 Maintain command post controller logs	80
I933 Copy EAMs	77
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	77
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	76
I990 Notify appropriate agencies of aircraft emergencies	74
I934 Copy messages, other than EAMs	74
I1066 Verify operability of command and control equipment	74
I935 Decode EAMs	74
I880 Conduct flight-following of aircraft	73
I887 Coordinate after hours message pickups with appropriate agencies	73
I1060 Transmit OPREPS	72
I1054 Track location and availability of key personnel, such as wing commander	72
I1023 Prepare OPREPS	72
I966 Inventory cryptographic and COMSEC materials at shift changes	71
I1050 Test communications devices	71
I998 Operate duress systems	71
I894 Coordinate aircraft movement with other command posts and appropriate agencies	70
I965 Input COMSEC keying codes on cryptographic devices	70
I1035 Report weather information to appropriate agencies	70
I1051 Test duress systems	70
I1064 Verify accuracy of master clocks	69

APPENDIX D8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 194X OFFICERS WITH 49-96 MONTHS TAFMS (N-17 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
B169 Coordinate operability of natural disaster (ND) or major accident (MA) plans with other agencies	94
K1117 Approve or disapprove checklists or OIs for disaster response procedures	94
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	94
A1 Administer procedures for implementation of programs, policies, and plans	88
K1116 Approve or disapprove checklists for nonnuclear major accident (MA) program response procedures	88
M1236 Inform on-scene commanders of DCG representation during MA responses	88
B328 Write EPRs	88
A62 Endorse enlisted performance reports (EPRs)	88
A28 Conduct SAVs	86
K1134 Coordinate existing protective shelter requirements with CE	88
K1138 Coordinate natural disaster (ND) response procedures with other base agencies	82
A7 Analyze operability of war or contingency plans	82
K1153 Direct initial or refresher DW and CWD training	82
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	82
K1115 Approve or disapprove checklists for initial response to nuclear accident program procedures	82
K1118 Approve or disapprove disaster preparedness (DW) portions of support agreements	82
A5 Analyze inspection reports or procedures	82
D403 Coordinate disaster preparedness (DW) training attendance with other agencies	82
M1244 Operate mobile command posts during MA or ND responses	82
B144 Assign additional duties	82
K1166 Prepare inputs to base DW OPLANS	76
B288 Participate in staff meetings, conferences, or briefings	76
A25 Conduct followup on staff assistance visits (SAVs) report discrepancies	76

APPENDIX D9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 194X OFFICERS WITH 97+ MONTHS TAFMS (N-7 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PM
B288 Participate in staff meetings, conferences, or briefings	9
A1 Administer procedures for implementation of programs, policies, and plans	8
A5 Analyze inspection reports or procedures	8
B333 Write point, position, or talking papers	8
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	8
B122 Approve or disapprove correspondence, such as letters	7
A7 Analyze operability of war or contingency plans	7
A62 Endorse enlisted performance reports (EPRs)	7
B148 Assign suspense dates to action items	7
B169 Coordinate operability of natural disaster (ND) or major accident (MA) plans with other agencies	6
B328 Write EPRs	6
A45 Determine budget priorities or requirements	6
B132 Approve or disapprove operating instructions (OIs) or unit regulations	6
B224 Evaluate alert, disaster, or emergency plans	6
K1118 Approve or disapprove disaster preparedness (DW) portions of support agreements	6
B334 Write recommendations for awards or decorations	6
A22 Assign special projects	6
B160 Conduct staff meetings	6
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	6
K1124 Coordinate base peacetime or wartime OPLANS	6
K1117 Approve or disapprove checklists or OIs for disaster response procedures	6
A28 Conduct SAVs	6
B331 Write messages	6
A16 Approve or disapprove policy letters	6
A8 Analyze unit plans for effectiveness of unit operations	6
B179 Counsel military personnel on personal, financial, and military matters	6
K1175 Write local base DW Operations Plans (355-1)	6

APPENDIX D10

REPRESENTATIVE TASKS PERFORMED BY DAFSC 199X OFFICERS WITH 97+ MONTHS (N-14 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

<u>TASKS</u>	<u>PMP</u>
A1 Administer procedures for implementation of programs, policies, and plans	71
B131 Approve or disapprove messages	71
A16 Approve or disapprove policy letters	64
B333 Write point, position, or talking papers	64
A19 Approve or disapprove replies to matters of command or organizational interests	57
B122 Approve or disapprove correspondence, such as letters	57
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	57
B121 Approve or disapprove changes to manuals, directives, or publications	57
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	57
B118 Advise subordinate personnel on career matters	50
B173 Coordinate questions of policy or procedures with Air Staff, MAJCOM, or other agencies	50
B288 Participate in staff meetings, conferences, or briefings	50
A96 Participate in special conferences, ad hoc groups, or planning committees	50
B332 Write OPRs	50
B334 Write recommendations for awards or decorations	50
B166 Coordinate manning requirements with appropriate agencies	50
B331 Write messages	50
B179 Counsel military personnel on personal, financial, and military matters	50
B279 Participate in battle staff briefings	50
B277 Orient newly assigned personnel	50
E491 Answer telephones	43
I885 Control entry or access to command post and command post equipment	43
A15 Approve or disapprove organizational training requirements	43
A65 Establish procedures for implementation of programs, policies, and plans	43
A45 Determine budget priorities or requirements	43

APPENDIX E1 THROUGH E6

REPRESENTATIVE TASKS PERFORMED BY DAFSC 19XX OFFICERS
BY PAYGRADE GROUPS

19XX OPERATIONS MANAGEMENT OFFICERS

APPENDIX E1

REPRESENTATIVE TASKS PERFORMED BY 19XX OFFICERS IN PAYGRADE 01 (N-128 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

<u>TASKS</u>	<u>PMP</u>
E491 Answer telephones	83
E508 Conduct self-inspection programs	69
E514 Coordinate award, promotion, retirement, or change-of-command ceremonies with appropriate agencies	65
E585 Plan details of award, promotion, retirement, or change-of-command ceremonies	64
B288 Participate in staff meetings, conferences, or briefings	62
E496 Attend staff meetings for specialized programs	59
B328 Write EPRs	58
E507 Conduct security briefings or debriefings	54
E582 Perform liaison between unit or organization and other base agencies	53
E488 Administer unit or organizational budget and financial requirements	53
E489 Administer unit or organizational equipment or supply requirements	52
E482 Administer ancillary programs, such as weight management or dependent control programs	51
A1 Administer procedures for implementation of programs, policies, and plans	51
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	51
A3 Administer use of workspace, equipment, or supplies	50
E591 Reproduce unclassified documents	49
A25 Conduct followup on staff assistance visits (SAVs) report discrepancies	49
A26 Conduct organizational operation security (OPSEC) programs	48
E490 Analyze supply or accounting financial reports	47
E506 Conduct orientation briefings for commanders or incoming personnel	47
E505 Conduct building security checks	47
A5 Analyze inspection reports or procedures	46
B190 Develop self-inspection checklists	46
E502 Compile historical data for unit history	46
E578 Participate in security briefings or debriefings	46
E560 Initiate DD Forms 398 (DOD Personnel Security Questionnaire)	45
E487 Administer unit investigative program for actions, such as security deviations	45

APPENDIX E2

REPRESENTATIVE TASKS PERFORMED BY 19XX OFFICERS IN PAYGRADE 02 (N-91 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
E491 Answer telephones	71
E582 Perform liaison between unit or organization and other base agencies	51
E585 Plan details of award, promotion, retirement, or change-of-command ceremonies	50
E514 Coordinate award, promotion, retirement, or change-of-command ceremonies with appropriate agencies	50
E508 Conduct self-inspection programs	50
E591 Reproduce unclassified documents	49
E578 Participate in security briefings or debriefings	49
E507 Conduct security briefings or debriefings	48
E505 Conduct building security checks	48
B288 Participate in staff meetings, conferences, or briefings	48
E560 Initiate DD Forms 398 (DOD Personnel Security Questionnaire)	47
E496 Attend staff meetings for specialized programs	47
E506 Conduct orientation briefings for commanders or incoming personnel	47
A1 Administer procedures for implementation of programs, policies, and plans	47
E555 Edit unit or organizational correspondence, reports, or other administrative materials	46
A3 Administer use of workspace, equipment, or supplies	46
E575 Operate automatic secure voice communication (AUTOSEVOCOM) or secure telephone unit (STU-III) systems	46
E489 Administer unit or organizational equipment or supply requirements	46
E528 Direct additional duty programs	46
E550 Direct preparation of equipment repair requests, such as AF Forms 9 (Request for Purchase)	46
B292 Perform daily office security inspections	46
E488 Administer unit or organizational budget and financial requirements	46
E516 Coordinate civil engineering (CE) work requests with appropriate personnel	46
A97 Participate in unit effectiveness inspections (UEIs)	46
A5 Analyze inspection reports or procedures	46
B270 Locate personnel during emergencies	46
E608 Update data on personnel security programs	46
A45 Determine budget priorities or requirements	46
A26 Conduct organizational operation security (OPSEC) programs	46
A46 Determine new equipment requirements	46

APPENDIX E3

REPRESENTATIVE TASKS PERFORMED BY 19XX OFFICERS IN PAYGRADE 03 (N-533 - SORTED BY PERCENT MEMBERS PERFORMING (PMP))

<u>TASKS</u>	<u>PMP</u>
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	69
I881 Conduct shift change briefings	62
I856 Accomplish QRC items	60
I855 Accomplish local emergency notifications	60
I884 Control COMSEC materials	59
I854 Accomplish EA checklist items	57
I997 Operate command post radios, such as intrabase or VHF	56
I857 Accomplish THREATCON procedures	56
I885 Control entry or access to command post and command post equipment	56
B288 Participate in staff meetings, conferences, or briefings	53
I937 Determine authentication, call signs, or brevity codes using COMSEC documents	53
I894 Coordinate aircraft movement with other command posts and appropriate agencies	53
I933 Copy EAMs	52
B331 Write messages	52
I981 Maintain command post controller logs	52
I887 Coordinate after hours message pickups with appropriate agencies	51
E491 Answer telephones	51
I880 Conduct flight-following of aircraft	50
I935 Decode EAMs	49
I990 Notify appropriate agencies of aircraft emergencies	49
I1054 Track location and availability of key personnel, such as wing commander	49
I1050 Test communications devices	49
I998 Operate duress systems	49
I929 Coordinate special handling for VIP or DV traffic with appropriate agencies	48
B292 Perform daily office security inspections	48
I934 Copy messages, other than EAMs	48
I1060 Transmit OPREPS	48
I1023 Prepare OPREPS	48
B151 Certify destruction of classified information on required AF Forms	48
I1035 Report weather information to appropriate agencies	47
A1 Administer procedures for implementation of programs, policies, and plans	47

APPENDIX E4

REPRESENTATIVE TASKS PERFORMED BY 19XX OFFICERS IN PAYGRADE 04 (N-135 - SORTED ON PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
B288 Participate in staff meetings, conferences, or briefings	74
B333 Write point, position, or talking papers	68
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	67
A1 Administer procedures for implementation of programs, policies, and plans	65
B331 Write messages	65
A5 Analyze inspection reports or procedures	62
B334 Write recommendations for awards or decorations	57
B122 Approve or disapprove correspondence, such as letters	56
B120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	56
B144 Assign additional duties	53
A3 Administer use of workspace, equipment, or supplies	52
B131 Approve or disapprove messages	51
B179 Counsel military personnel on personal, financial, and military matters	51
A96 Participate in special conferences, ad hoc groups, or planning committees	51
B328 Write EPRs	51
A7 Analyze operability of war or contingency plans	50
B148 Assign suspense dates to action items	50
A84 Implement actions to correct inspection deficiencies and improve performance	49
B301 Prepare performance feedback worksheets	49
B332 Write OPRs	48
A62 Endorse enlisted performance reports (EPRs)	47
A22 Assign special projects	46
E491 Answer telephones	45
B299 Prepare charts, graphs, or slides for briefings	45
A16 Approve or disapprove policy letters	45
B292 Perform daily office security inspections	45
B160 Conduct staff meetings	45
B188 Develop quick-reaction checklists (QRCs)	45
B319 Submit individuals or units for awards or decorations	45
B181 Determine proper classification designations of messages	44
A65 Establish procedures for implementation of programs, policies, and plans	43
I881 Conduct shift change briefings	43

APPENDIX E5

REPRESENTATIVE TASKS PERFORMED BY 19XX OFFICERS IN PAYGRADE 05 (N-46 - SORTED ON PERCENT MEMBERS PERFORMING (PMP))

<u>TASKS</u>	<u>PMP</u>
B288 Participate in staff meetings, conferences, or briefings	89
B334 Write recommendations for awards or decorations	82
A1 Administer procedures for implementation of programs, policies, and plans	80
B333 Write point, position, or talking papers	80
B332 Write OPRs	80
B331 Write messages	8
B179 Counsel military personnel on personal, financial, and military matters	78
B122 Approve or disapprove correspondence, such as letters	76
B118 Advise subordinate personnel on career matters	76
B148 Assign suspense dates to action items	76
R120 Approve or disapprove AF Forms 988 (Leave Request/Authorization)	76
B144 Assign additional duties	73
B319 Submit individuals or units for awards or decorations	71
A5 Analyze inspection reports or procedures	71
B328 Write EPRs	71
B131 Approve or disapprove messages	69
A96 Participate in special conferences, ad hoc groups, or planning committees	67
A3 Administer use of workspace, equipment, or supplies	65
B160 Conduct staff meetings	63
A62 Endorse enlisted performance reports (EPRs)	63
A65 Establish procedures for implementation of programs, policies, and plans	60
A22 Assign special projects	60
B241 Evaluate personnel for compliance with performance or military standards	60
B154 Conduct and record personnel counseling sessions	60
B133 Approve or disapprove recommendations for awards or decorations	58
B267 Interpret policies, directives, or procedures for subordinates	58
B145 Assign personnel to duty positions	58
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	58
A45 Determine budget priorities or requirements	56

APPENDIX E6

REPRESENTATIVE TASKS PERFORMED BY 19XX OFFICER IN PAYGRADE 06 (N-14 - SORTED ON PERCENT MEMBERS PERFORMING (PMP))

TASKS	PMP
B332 Write OPRs	71
B334 Write recommendations for awards or decorations	71
A1 Administer procedures for implementation of programs, policies, and plans	57
E491 Answer telephones	57
I887 Coordinate after hours message pickups with appropriate agencies	57
B279 Participate in battle staff briefings	57
A19 Approve or disapprove replies to matters of command or organizational interests	42
A10 Approve or disapprove command war plans, contingency, exercise or mobility plans and annexes	42
B118 Advise subordinate personnel on career matters	42
I856 Accomplish QRC items	42
I854 Accomplish EA checklist items	42
I885 Control entry or access to command post and command post equipment	42
A4 Advise higher headquarters, wing, base commander, or key personnel on serious incidents	42
I855 Accomplish local emergency notifications	42
A96 Participate in special conferences, ad hoc groups, or planning committees	42
A7 Analyze operability of war or contingency plans	42
A40 Coordinate programs or exercises with personnel from DOD or non-DOD agencies	42
I861 Administer after duty hours citizen complaints or problems	42
I998 Operate duress systems	42
B173 Coordinate questions of policy or procedures with Air Staff, MAJCOM, or other agencies	42
A65 Establish procedures for implementation of programs, policies, and plans	42
I890 Coordinate air refueling missions with supporting agencies	42