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13. ABSTRACT (Maximum 200 words) The purpose of the Shore Establishment Officer study was to identify, describe, and compare jobs and job tasks performed by officers assigned to 1000 and 1050 coded billets at shore establishments. This information paper examines the similarities and differences in job tasks performed by General Unrestricted Line (GenURL) and other Unrestricted Line (URL) officers in 1000 coded billets. In March 1992, the Shore Establishment Officer study was created as an offshoot to the GenURL community study that was requested by the Bureau of Naval Personnel (PERS-21). The eligible 1000 coded billets (N=4537) and 1050 coded billets (N=1097) were identified and officers in each of these billets were surveyed, concurrently with the total eligible GenURL community, from August 1992 until January 1993. The findings of this study provide an insight into the assignment and utilization of warfare and non-warfare designated officers of the URL communities in the Navy's shore establishment commands.					
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MEMORANDUM FOR THE DIRECTOR, OFFICER PLANS AND CAREER MANAGEMENT
 DIVISION (PERS-21)

Subj: SHORE ESTABLISHMENT OFFICER STUDY

Ref: (a) BUPERS Memo 1000, Ser 211G/1U576925 of 13 Dec 91
 (b) PHONCON, CDR Lamboni, Pers 213, LCDR Moore, NODAC,
 Code 102, and Ms. Kuntz, NODAC, Code 10, 9 Mar 92

Encl: (1) Information Paper
 (2) Executive Summary, General Unrestricted Line Officer
 Occupational Study, June 1993

1. Reference (a) tasked NODAC to conduct an occupational study of the GenURL community. Reference (b) expanded the scope of that study to include data on the 1000 and 1050 coded billets ashore.

2. We are forwarding enclosure (1) in accordance with reference (b). More detailed information is available upon request. Enclosure (2) is provided for the purpose of subject matter continuity.

3. My point of contact is Ms. K. Kuntz at (202) 685-0723.

C. W. Davie
 C. W. DAVIE
 Officer in Charge

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INFORMATION PAPER

ISSUES: - Identify, describe, and compare jobs and job tasks performed by officers assigned to 1000 and 1050 coded billets at shore establishments.

- Examine the similarities and differences in job tasks performed by General Unrestricted Line (GenURL) and other Unrestricted Line (URL) officers in 1000 coded billets.

BACKGROUND: In March 1992, the Shore Establishment Officer study was created as an offshoot to the GenURL community study that was requested by the Bureau of Naval Personnel (Pers-21). These issues were identified in the process of determining the best way to analyze the occupational nature of the GenURL community as a separate entity, when compared with other officers assigned to similar occupations. This expanded perspective required identification and occupational analysis of the billets which constitute the shore management arena for the URL communities: 1000 and 1050 coded billets ashore.

The eligible 1000 coded billets (N=4537) and 1050 coded billets (N=1097) were identified and officers in each of these billets were surveyed, concurrently with the total eligible GenURL community, from August 1992 until January 1993. The 1000 and 1050 coded billet respondents represented 53% and 47%, respectively, of the 1000 and 1050 coded billets. At the time of the survey, the data were perceived to be representative of both billet populations, and would therefore accurately describe the billet populations by paygrade and designator group.

The findings of this study were expected to provide an insight into the assignment and utilization of warfare and non-warfare designated officers of the URL communities in the Navy's shore establishment commands.

Glossary: The following definitions and abbreviations may be useful in understanding the remainder of this report.

1000 coded billet - An Unrestricted Line Officer billet which may be filled by an appropriately skilled and experienced officer

1050 coded billet - An Unrestricted Line Officer billet requiring an officer qualified in any one of the warfare specialties (LT or above)

Comparable task performance - Occurs when there is less than a 20% difference between the proportion of members in two or more groups performing the same task

Functional task area - Related tasks grouped on the basis of their association with a particular discipline or set of related disciplines (e.g., General Administration, Education and Training)

Occupational field - A group of related jobs (e.g., Shore Operations, Communications)

Relative time spent - Estimated time spent on each task relative to time spent on other tasks

FINDINGS:

- Officers were not assigned in strict accordance with the billet definitions as per the Manual of Navy Officer Manpower and Personnel Classifications (NAVPERS 15839H). Approximately 4% of 1000 and 1% of the 1050 coded billets were filled by other than URL officers. Additionally, 11% of the 1050 coded billets were filled by non-warfare qualified GenURL officers. However, the assignment of non-URL officers and non-warfare qualified officers did not appear to affect the billet classification structure.

- Officers in both 1000 and 1050 coded billets performed jobs in the same occupational fields. The greatest differences occurred in their distribution among these occupational fields. Officers in 1000 coded billets were more frequently assigned to jobs of an administrative and personnel-related nature while officers in 1050 coded billets were more frequently assigned to staff and operational jobs. Additionally, there was a high degree of similarity in the frequency of jobs in the fields of Education and Training and Leadership. Appendix A provides the distribution, by job title and occupational field, of officers in each type of billet.

- Comparative task analysis revealed that officers in the 1050 coded billets performed a slightly greater number and wider range of tasks than officers in the 1000 coded billets. The functional task area of General Administration was where more officers in both 1000 and 1050 coded billets spent most of their time relative to all other functional task areas.

- Comparable percentages of officers in both 1000 and 1050 coded billets performed all surveyed tasks and spent similar amounts of time performing those tasks.

- The majority, 80%, of officers in 1050 coded billets indicated that they applied their warfare knowledge to at least some extent in their current job. The majority, 90%, of warfare designated URLs indicated that they applied this level of warfare knowledge in their current jobs. A much smaller percentage, 35%, of GenURLs had similar responses.

- Officers in the 1050 coded billets gave a dichotomous response to the question, "... could your current billet be adequately filled by a non-warfare qualified officer?": 47% responded YES and 48% responded NO.

- Comparative analysis of GenURL and other URL job titles within the 1000 coded billets indicated potential differences in their areas of shore management expertise. Both GenURLs' and warfare URLs' jobs were identifiable in each of the occupational fields: Aviation; Education and Training; Engineering and Maintenance; Management, Executive, and Administrative Services; Naval Operations; Personnel; Physical and Natural Sciences; Supply and Fiscal; Support Services; and Surface and Subsurface.

- GenURLs were predominantly assigned to jobs associated with administration, communications, family services, and public affairs.

- The warfare URLs were predominately assigned to jobs in the areas of education and training, recruiting, and staff operations and plans.

- GenURL and URL officers in the 1000 coded billets had virtually identical task performance. Comparable percentages of officers performed all surveyed tasks and spent similar amounts of time performing those tasks. The superficial differences identified in the job assignments associated with each group were reemphasized in the analysis of task performance, and the data appeared to highlight the differences in respective areas of GenURL and URL occupational expertise.

CONCLUSIONS: The shore management billet structures, both 1000 and 1050 coded billets, were comprised of a wide range of occupational fields. The job task performance of officers in these billets was almost identical and indicated no significant occupational differences between officers assigned to 1000 or 1050 coded billets. The data also indicated that GenURL and URL officers assigned to 1000 coded billets had almost identical job task performance.

The high degree of overall occupational similarity in the job tasks performed by officers in 1000 and 1050 coded billets brings into question the need for a distinctly separate coding of these shore billets. The justification for the warfare knowledge requirement of officers to fill the 1050 coded billets appeared to be validated by the report of 80% of officers in those billets who indicated that they did in fact apply that knowledge in their current jobs. However, almost half of the respondents in these billets indicated that their jobs could be adequately performed by a non-warfare qualified officer. The findings appear to indicate a need to conduct a billet requirements review.

The high degree of occupational similarity in the job tasks performed by GenURL and URL officers in the 1000 coded billets brings into question the need for two distinctly different communities to perform the same types of jobs. In light of the data, it is obvious that the absence of the combat exclusion law in combination with the ongoing need to rightsize the Navy indicates the necessity to eliminate the GenURL community as it currently exists.

Given the current and impending changes to the mission of the GenURL community, the results of this study might best be used to 1) quantitatively support modification or elimination of the GenURL community, 2) identify areas of expertise which may require additional training should GenURLs be eliminated, and 3) identify specific tasks (provided at Appendix B) which may form the basis of future formalized training for shore establishment officers.

RECOMMENDATIONS:

- Review 1050 coded billets for warfare designation requirements.
- Review job tasks to determine if formalized training is required to perform all job functions.

Appendix A: Comparative Distribution of Survey Respondent Job Titles in 1000 and 1050 Coded Billets by Occupational Field

JOB TITLE (within Occupational Fields)	BILLET TYPE			
	1000		1050	
	%	n	%	n
AVIATION	.3%	6	.2%	1
A/C MATERIAL CONTROL/ALLOCATION OFFICER		1		
OPERATIONS LOG OFFICER		1		
STAFF AIR OPERATIONS AND PLANNING OFFICER		4		1
EDUCATION AND TRAINING	17.8%	410	21.3%	102
ADV COMMAND AND STAFF SCHOOL INST		25		10
ED/TRNG PLANNING AND PROGRAM OFFICER		44		7
EDUCATIONAL SERVICES OFFICER		3		
INDOCTRINATION TRAINING OFFICER		10		
INSTRUCTOR, ACADEMIC		62		8
INSTRUCTOR, ENGINEERING		5		5
INSTRUCTOR, GENERAL		14		1
INSTRUCTOR, NAVAL SCIENCE		110		34
INSTRUCTOR TRAINING OFFICER		1		1
LEADERSHIP/MGMT TRNG PROGRAM OFFICER		19		6
OC/MIDSHIPMAN COMPANY OFFICER		12		5
PROFESSOR OF NAVAL SCIENCE		33		4
SCHOOL ADMINISTRATOR		30		10
TRAINING OFFICER		34		11
TRAINING PUBS AND CURRICULUM OFFICER		8		
ENGINEERING AND MAINTENANCE	1.6%	38	1.3%	6
A/C ORG MAINT/MATERIAL CONTROL OFFICER		2		
A/C ORGANIZATIONAL MAINTENANCE OFFICER		2		
ELEC ENGINEERING PLANS/POLICIES DIR		1		
ELEC EQUIP INSTALL, MAINT, AND REPAIR		1		1
ELEC EQUIPMENT RESEARCH OFFICER		2		2
ELEC INSTALL/MAINT PLANNING OFFICER		3		
SPACE REQUIREMENTS ANALYST		2		1
FACILITIES CONSTRUCT/FAC SVCS OFFICER		2		
FACILITIES ENGINEERING OFFICER		1		
FACILITIES PLAN/PROGRAM OFFICER		5		1
STAFF CIVIL ENGINEER		2		
DEGAUSSING OFFICER		1		
NAVAL WEAPONS TECHNICAL LIAISON OFFICER		2		
PROGRAM MANAGER, WEAPONS SYSTEMS		8		
UNDERSEA WEAPONS PROJECT OFFICER				1
WEAPS/AMMO INSPECTION/SAFETY OFFICER		3		
WEAPONS SAFETY OFFICER		1		

JOB TITLE (within Occupational Fields)	BILLET TYPE			
	1000		1050	
	t	n	t	n
MGMT, EXEC, AND ADMIN SERVICES	26.6%	613	34.5%	165
ADMINISTRATIVE ASSISTANT		65		4
ADMINISTRATIVE OFFICER		131		3
COMMANDER/COMMANDING OFFICER		114		126
EXECUTIVE OFFICER		148		23
MANAGEMENT ANALYSIS/CONTROL OFFICER		10		1
MANAGEMENT INFO CENTER OFFICER		4		
MANAGEMENT INFO SYSTEMS OFFICER		25		2
OFFICER IN CHARGE		109		6
PRINTING AND PUBLICATIONS OFFICER		2		
RECORDS MANAGEMENT OFFICER		5		
NAVAL OPERATIONS	31.6%	729	36.0%	172
ADP CUSTOMER LIAISON OFFICER		11		
ADP PLANS OFFICER		14		2
ADP PRODUCTION OFFICER		3		1
ADP PROGRAMS OFFICER		21		1
ADP SYSTEMS DIRECTOR		24		1
ADP SYSTEMS MAINTENANCE OFFICER		7		1
ADP SYSTEMS SECURITY OFFICER		10		1
COMPUTER SYSTEMS ANALYST		20		3
DATA BASE MANAGEMENT OFFICER		7		1
DIGITAL COMPUTER SYSTEM PROGRAMMER		1		
CIRCUIT CONTROL OFFICER		2		
COMMUNICATIONS OFFICER		27		
COMMUNICATIONS SECURITY OFFICER		1		
COMMUNICATIONS WATCH OFFICER		8		
COMM PLANS AND OPERATIONS OFFICER		15		2
COMM SEC MATERIAL ISSUING OFFICER		1		
COMMUNICATIONS TRAFFIC OFFICER		2		
CUSTODIAN OF CMS MATERIAL		3		
DEFENSE COURIER SERVICE OFFICER		4		
DIRECTOR OF COMMUNICATIONS		3		
SATELLITE COMMUNICATIONS OFFICER		7		1
STAFF COMMUNICATIONS OFFICER		14		3
DIRECT SUPPORT OFFICER		2		
INFO PROCESSING/REPORTING OFFICER		1		
ADP INTELLIGENCE OFFICER		2		
ASW INTELLIGENCE OFFICER		2		
ELECTRONIC INTELLIGENCE OFFICER		1		
GEOGRAPHIC AREA INTELLIGENCE OFFICER		3		
INTELLIGENCE OFFICER		12		
INTELLIGENCE SUPPORT OFFICER		2		
NAVAL ATTACHE		11		1

JOB TITLE (within Occupational Fields)	BILLET TYPE			
	1000		1050	
	%	n	%	n
OPERATIONAL INTELLIGENCE OFFICER		8		
TACTICAL INTELLIGENCE OFFICER		2		
ATOMIC ENERGY PLANS/POLICIES OFFICER		2		1
HEAD OF NAVAL MISSION				2
INSPECTOR, TECHNICAL		2		2
INSPECTOR GENERAL		11		5
INTERNATIONAL AFFAIRS OFFICER		8		2
JOINT STRATEGIC PLANS/POLICY OFFICER		8		4
MILITARY SEALIFT COMMAND COMMANDER		2		
PLANS AND POLICIES CHIEF		1		
PLANS AND POLICIES DIRECTOR		6		3
PHOTOGRAPHIC OFFICER		1		
ANALYSIS/QUALITY ASSURANCE OFFICER		4		
CIVIL AFFAIRS OFFICER		1		
CURRENT OPERATIONS OFFICER		7		2
FACILITIES MANAGER		2		1
FLEET SUPPORT OFFICER		5		
NCS COMMUNICATIONS/PLANS OFFICER		2		
OCEAN SYSTEMS OPERATIONS OFFICER		8		1
OCEAN SYSTEMS WATCH OFFICER		16		
OPS CONTROL CENTER BRIEFING OFFICER		2		
OPERATIONS OFFICER, ASHORE		18		2
OPERATIONS WATCH OFFICER		13		3
PORT SERVICES OFFICER		7		
SHIPPING OPERATIONS OFFICER		1		
SURTASS OFFICER		1		1
SYSTEMS DEVELOPMENT OFFICER		2		
AIDE		21		1
AREA COMMANDER		4		1
CHIEF OF STAFF		17		8
CHIEF STAFF OFFICER		10		1
EXECUTIVE ASSISTANT		27		3
FLAG LIEUTENANT		3		1
FLAG SECRETARY		6		1
LOGISTICS OFFICER		7		3
MILITARY ASST PROGRAMS OFFICER		3		4
OPERATIONS ANALYST		18		5
PROTOCOL OFFICER		6		1
SHIPPING CONTROL OFFICER		1		
STAFF ADMINISTRATION OFFICER		12		2
STAFF ANTISUBMARINE OFFICER		7		3
STAFF CIC OFFICER		2		1
STAFF COMMAND AND CONTROL OFFICER		29		4
STAFF ELECTRONIC WARFARE OFFICER		3		1
STAFF LIAISON OFFICER		18		10
STAFF MINE WARFARE OFFICER				2

JOB TITLE (within Occupational Fields)	BILLET TYPE			
	1000		1050	
	t	n	t	n
STAFF NCS OFFICER		1		
STAFF NUCLEAR WEAPONS OFFICER		2		2
STAFF OPERATIONS AND PLANS OFFICER		44		22
STAFF OPS COMMAND CENTER WATCH OFFICER		16		6
STAFF PLANS OFFICER		34		18
STAFF READINESS OFFICER		6		2
STAFF READINESS AND TRAINING OFFICER		7		7
STAFF SPECIAL PROJECTS OPS OFFICER		9		2
STAFF TRAINING OFFICER		12		3
STAFF WEAPONS OFFICER		2		
STRATEGIC PLANS OFFICER		16		9
SYSTEMS DEVELOPMENT OFFICER		5		2
PERSONNEL	13.2%	305	2.1%	10
BRIG OFFICER		4		
CAAC DIRECTOR		8		1
DETAILER		8		
DISCIPLINE ADMIN AND REVIEW OFFICER		4		
EQUAL OPPORTUNITY PROGRAM OFFICER		7		
FAMILY SERVICE CENTER DIRECTOR		23		1
HUMAN RESOURCE MANAGEMENT OFFICER		8		
INDUCTION AND ENLISTMENT OFFICER		17		
MANPOWER PLANNING OFFICER		25		3
MIL MNPWR REQUIRMENTS CONTROL OFFICER		5		
MOBILIZATION AND SELECTION OFFICER		4		
PERS/MNPWR MANAGEMENT OFFICER		48		5
PERSONNEL CLASSIFICATION OFFICER		1		
PERSONNEL DISTRIBUTION OFFICER		10		
PERSONNEL PERFORMANCE OFFICER		10		
PERSONNEL PLANNING OFFICER		5		
PERSONNEL PLANS AND POLICY CHIEF		2		
PERSONNEL PLANS AND POLICY DIRECTOR		12		
PERSONNEL RESEARCH OFFICER		6		
PROCUREMENT AND RECRUITING OFFICER		81		
SPECIAL SERVICES OFFICER		1		
STAFF PERSONNEL OFFICER		9		
TRANSIENT PERSONNEL UNIT OFFICER		7		
PHYSICAL AND NATURAL SCIENCES	2.1%	48	2.7%	13
DESIGNATED PROJ ENGINEERING COORD		1		
DESIGNATED PROJECT MANAGER		6		3
DESIGNATED PROJECT SUPPORT OFFICER		6		4
DESIG PROJ SYS INTEGRATION COORD		1		
LIAISON OFFICER, NRD		8		1

JOB TITLE (within Occupational Fields)	BILLET TYPE			
	1000		1050	
	%	n	%	n
MANAGER, DESIG PROJ FUNCT ELEMENT		2		1
OPERATIONAL TEST/EVALUATION OFFICER		2		1
PREOP TEST AND EVALUATION OFFICER		1		
SPACE ACQUISITION OFFICER		2		
UNDERSEA WARFARE RESEARCH OFFICER		1		1
OCEANOGRAPHY SERVICES OFFICER		1		
MATHEMATICS RESEARCH OFFICER		1		
PHYSICAL SCIENCES RESEARCH OFFICER		5		1
SPACE PROJECTS TECHNOLOGIST		2		
STATISTICAL DATA ANALYST		9		1
SUPPLY AND FISCAL	3.1%	71	1.7%	8
ACCOUNTING OFFICER		3		
BUDGET OFFICER		23		7
COMPTROLLER		24		
GENERAL SUPPLY OFFICER*		1		
SUPPLY PLANS OFFICER		1		
PROCUREMENT CONTRACTING OFFICER		4		1
PROCUREMENT MANAGEMENT OFFICER		4		
BACHELOR QUARTERS MANAGER		8		
TRANSPORTATION LOGISTICS OFFICER		3		
SUPPORT SERVICES	3.5%	81	0%	0
LEGAL OFFICER		25		
INTRAGOVERNMENTAL INQUIRIES OFFICER		3		
PUBLIC AFFAIRS OFFICER		23		
DISASTER PREPAREDNESS OFFICER		2		
LAW ENFORCEMENT AND SECURITY OFFICER		19		
SECURITY MANAGER		9		
SURFACE AND SUBSURFACE	0.1%	3	0.2%	1
FIRST LIEUTENANT		1		
ANTISUBMARINE CLASS/ANALYSIS OFFICER		1		
NTDS CIC WATCH OFFICER		1		
DIVING OFFICER				1
TOTAL	100%	2304	100%	478

* General Supply Officer was the only job performed by a non-URL officer.

**Appendix B: Tasks Performed by at least 20% (*) of All Officers
Assigned to Shore Management Billets**

(*) Tasks appearing in bold print were performed by at least 40% of responding officers.

SUPPLY/FISCAL/LOGISTICS

- T1 DIRECT ACCOUNTING ACTIVITIES FOR CONTROL OF FUNDS AND PROPERTY IN ACCORDANCE WITH FEDERAL AND NAVAL ACCOUNTING PROCEDURES**
- T2 ADMINISTER IMPREST/NON-APPROPRIATED FUNDS**
- T3 RECORD AND CONTROL COMMITMENT, OBLIGATION, AND EXPENDITURE OF FUNDS**
- T4 PREPARE FINANCIAL REPORTS/FINANCIAL STATEMENT/FINANCIAL APPRAISALS**
- T5 MANAGE INTERNAL AND CONTRACT AUDITING**
- T6 REPRESENT COMMAND IN AUDITING PROCESS**
- T7 CONDUCT COST ACCOUNTING AND FINANCIAL/COST ANALYSIS**
- T8 IDENTIFY MONETARY DISCREPANCIES AND RECOMMEND APPROPRIATE FOLLOW-ON ACTIONS**
- T9 EVALUATE AND RECOMMEND APPROPRIATE ACTION BASED ON VALIDITY, RELIABILITY, AND RESULTS OF INTERNAL CONTROLS**
- T10 COORDINATE AND APPROVE ALLOCATIONS OF FUNDS TO PROGRAMS/ORGANIZATIONAL UNITS**
- T11 INTERPRET AND PREPARE BUDGETARY AND FISCAL LEGISLATION PROPOSALS**
- T12 PLAN AND ADMINISTER BUDGET OF ORGANIZATION**
- T13 ADMINISTER PROGRAMS RELATED TO SUPPLY/FISCAL RESOURCE MANAGEMENT AND AMANAGEMENT SYSTEMS**
- T14 OVERSEE PROCUREMENT AND SALE OF GOODS OR SERVICES**
- T15 DIRECT PURCHASE OF SUPPLIES AND EQUIPMENT**
- T19 DEVELOP REQUESTS FOR PROPOSAL AND CONTRACT SPECIFICATIONS**
- T20 MONITOR CONTRACT ADMINISTRATION, QUALITY ASSURANCE, AND PRODUCTION SURVEILLANCE**

- T21 EVALUATE CONTRACTOR PERFORMANCE
- T22 APPROVE REQUISITIONS, BALANCE SHEETS, AND SUMMARIES
- T23 DIRECT RECEIVING, STORAGE, ISSUE, AND SAVVAGE OF MATERIALS
- T24 MAINTAIN MAJOR/MINOR PLANT PROPERTY INVENTORIES AND ACCOUNTS
- T26 STUDY SUPPLY PROBLEMS AND RECOMMEND CORRECTIVE PROGRAMS AND POLICIES
- T31 PLAN AND DIRECT SEA OR AIR TRANSPORTATION OF MILITARY AND CIVILIAN PERSONNEL
- T32 DIRECT PROCUREMENT OF TRAVEL RESERVATIONS AND ISSUE TRAVEL REQUESTS, MEAL TICKETS, AND SUBSISTENCE ALLOWANCES

GENERAL ADMINISTRATION

- T42 PROMULGATE INSTRUCTIONS, PUBLICATIONS, AND NOTICES
- T43 INTERPRET INSTRUCTIONS, PUEICATIONS, AND NOTICES
- T44 MAINTAIN INSTRUCTIONS, PUBLICATIONS, AND NOTICES
- T45 COORDINATE PREPARATIONS FOR COMMAND INSPECTIONS
- T46 REVIEW INCOMING CORRESPONDENCE, MESSAGES, OR TASKINGS AND ASSIGN ACTION AS REQUIRED
- T47 MAINTAIN AND MONITOR A TICKLER SYSTEM
- T48 CONSOLIDATE INFORMATION AND PREPARE RESPONSES TO TASKINGS FROM HIGHER AUTHORITY
- T49 REVIEW COMPLETED WORK FOR ACCURACY, COMPLETENESS, AND CONFORMANCE TO ESTABLISHED STANDARDS
- T50 DIRECT MAINTENANCE OF CORRESPONDENCE FILES, SHIP'S FILES, OR CONTRACT FILES
- T51 PREPARE OR SUPERVISE PREPARATION OF ROSTERS AND DIRECTORY LISTINGS
- T52 CERTIFY TIME AND LEAVE RECORDS
- T53 DIRECT PROCEDURES PERTINENT TO PROCESSING DISPATCHES AND MAIL
- T54 CONTROL USE OF PROPER IDENTIFICATION NUMBERS ON RECORD CORRESPONDENCE

- T55 MANAGE ORGANIZATION OF RECORDS
- T56 PLAN USE OF ORGANIZATIONAL ASSETS IN ACCORDANCE WITH WORKLOAD
- T57 MAINTAIN MEETING AGENDAS AND MINUTES
- T58 DRAFT LETTERS, REPORTS, AND PAPERS
- T59 COMPILE BACKGROUND INFORMATION REQUIRED FOR DECISIONS BY SUPERIOR OFFICERS
- T60 EXECUTE POLICIES PERTAINING TO RESERVE AUGMENTATION PROCESS
- T65 RESPOND TO OFFICIAL INQUIRIES (CONGRESSIONAL, WHITE HOUSE, SECRETARY OF THE NAVY, ETC.)
- T66 ARRANGE PUBLICITY FOR PERSONNEL, EVENTS, AND ACTIVITIES
- T67 REPRESENT THE NAVY BEFORE EDUCATIONAL AND CIVIC GROUPS
- T68 ESTABLISH OR IMPLEMENT MEDIA OR COMMUNITY RELATIONS PROGRAMS
- T69 DIRECT OR PARTICIPATE IN PROGRAMS TO DISSEMINATE INFORMATION OF INTEREST TO THE GENERAL PUBLIC AND MILITARY PERSONNEL
- T71 PREPARE HISTORIES, NARRATIVES, MONOGRAPHS, AND OTHER STUDIES

PERSONNEL/MANPOWER

- T81 DISSEMINATE PERSONNEL POLICY CHANGES
- T83 COORDINATE OR SUPPORT COMMAND LEVEL PERSONNEL BOARDS (SAILOR OF THE YEAR, QUALIFICATION, COMMAND ADVANCEMENT PROGRAM, ETC.)
- T84 COORDINATE AWARDS PROGRAMS
- T86 PROCESS TRANSFER, SEPARATION, RETIREMENT, AND REENLISTMENT PACKAGES
- T95 PREPARE OR REVIEW PERFORMANCE APPRAISALS (MILITARY OR CIVILIAN)
- T96 ADMINISTER THE EMPLOYMENT AND DISCHARGE OF CIVILIAN EMPLOYEES
- T101 RECOMMEND ACCEPTANCE OR REJECTION OF APPLICANTS FOR OFFICER OR ENLISTED PROGRAMS

- T106 RECOMMEND CHANGES IN MANPOWER AUTHORIZATIONS/BILLET CODING
- T107 CONDUCT EFFICIENCY REVIEWS AND SPECIAL PROJECTS RELATED TO MANPOWER UTILIZATION
- T109 IDENTIFY PROBLEMS MEETING PERSONNEL REQUIREMENTS, DETERMINE CAUSES, AND DEVELOP RECOMMENDED SOLUTIONS
- T111 MAINTAIN AND ANALYZE MANPOWER AUTHORIZATIONS
- T112 DETERMINE ACCURACY OF MANPOWER AUTHORIZATIONS AND ENSURE BALANCE WITH TOTAL ALLOCATIONS AUTHORIZED
- T119 DEVELOP AND MAINTAIN ORGANIZATIONAL STRUCTURES, REQUIREMENTS, AND COMMAND MANAGEMENT PRACTICES
- T121 PREPARE BILLET/POSITION DESCRIPTIONS
- T125 DEVELOP, EVALUATE, AND IMPLEMENT POLICIES AND PLANS RELATING TO PERSONNEL ACTIVITIES
- T133 DEVELOP AND IMPLEMENT EQUAL OPPORTUNITY (EO) POLICIES AND PROGRAMS
- T134 MONITOR EO CLIMATE AND CONDUCT INSPECTIONS OF EO PROGRAMS
- T135 MONITOR AND ASSIST IN INVESTIGATIONS OF DISCRIMINATION/HARASSMENT COMPLAINTS
- T136 ESTABLISH AND SUPERVISE DRUG AND ALCOHOL OR OBESITY EVALUATION AND COUNSELING, REFERRAL, AND EDUCATION PROGRAMS

EDUCATION/TRAINING

- T149 ADMINISTER OR SUPPORT COMMAND OR AREA INDOCTRINATION PROGRAM
- T150 PROVIDE EDUCATIONAL COUNSELING, SERVICES, AND INFORMATION TO ASSIGNED PERSONNEL
- T151 DIRECT DEVELOPMENT OF TRAINING CURRICULA, STANDARDS, METHODS, AND EDUCATIONAL MATERIALS
- T156 PREPARE LECTURES, OUTLINES, OR ASSIGNMENT SHEETS
- T157 ORGANIZE AND CONDUCT CLASSES, LECTURES, DEMONSTRATIONS, AND SEMINARS
- T161 EVALUATE EFFECTIVENESS OF CURRICULA
- T162 RECOMMEND AND ADMINISTER IMPROVEMENTS TO CURRICULA

- T164 EVALUATE STUDENT PROGRESS
- T169 COORDINATE OR SUPPORT GUEST LECTURER PROGRAMS
- T173 ADMINISTER MILITARY OR CIVILIAN PERSONNEL TRAINING PROGRAMS

SECURITY/LEGAL

- T178 INVESTIGATE ACCIDENTS, ANALYZE CAUSES, AND SUBMIT REPORTS TO COGNIZANT AUTHORITIES
- T179 DEVELOP AND PROMULGATE COMMAND PROCEDURES FOR THE SECURITY OF CLASSIFIED MATERIAL
- T182 ADMINISTER PERSONNEL SECURITY CLEARANCE PROGRAM
- T184 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN PERSONNEL SECURITY MATTERS
- T186 DISPOSE OF CLASSIFIED MATERIAL AS AUTHORIZED OR DIRECTED
- T187 DEVELOP AND IMPLEMENT COMMAND PHYSICAL SECURITY PLAN
- T188 CONDUCT PHYSICAL SECURITY INSPECTIONS/DRILLS
- T194 ADVISE AND ASSIST THE COMMANDING OFFICER, COMMAND PERSONNEL, AND SUPPORTED COMMANDS IN MATTERS OF LEGAL ADMINISTRATION
- T195 IMPOSE PUNITIVE AND ADMINISTRATIVE DISCIPLINARY MEASURES (NONJUDICIAL PUNISHMENT (NJP), EXTRA MILITARY INSTRUCTION (EMI), ETC.)
- T196 INITIATE OR PROCESS PERSONNEL INVESTIGATIONS, ADMINISTRATIVE PROCEEDINGS, AND DISCIPLINARY ACTIONS
- T197 ADVISE AND ASSIST IN THE ADMINISTRATION OF NAVAL DISCIPLINARY POLICY
- T199 PREPARE LETTERS REGARDING ADMINISTRATIVE DISCIPLINARY ACTIONS (CENSURE, REPRIMAND, ADMONITION, CAUTION, ETC.)

FACILITIES

- T269 CONTROL ALLOCATION AND ASSIGNMENT OF SPACE, EQUIPMENT, AND QUARTERS
- T270 SUPERVISE THE CONSERVATION OF UTILITIES AND ENERGY

COMMUNICATIONS/AUTOMATED DATA PROCESSING

T506 PREPARE OR SUPERVISE PREPARATION OF MESSAGES

T509 PROVIDE FOR PHYSICAL SECURITY OF MESSAGES

STAFF

T602 PROVIDE INPUT REGARDING HYPOTHETICAL SITUATIONS TO ASSIST IN POLICY DECISION MAKING

T603 COORDINATE WORK EFFORTS OF STAFF AND ENSURE COMPLETED STAFF WORK IS SUBMITTED

T605 COORDINATE CONFERENCES OR VISITS, OR ESCORT VIPS

T609 PREPARE OR PRESENT COMMAND, INFORMATION, OR DECISION BRIEFINGS

T611 DIRECT PRODUCTION OF BRIEFING GRAPHICS AND VISUAL EFFECTS

T612 OVERSEE PREPARATION AND IMPLEMENTATION OF TRAINING SCHEDULES AND EXERCISES

T628 REVIEW AND TAKE ACTION ON REPORTS FROM INSPECTION AGENCIES

LEADERSHIP

T647 TRAIN SUBORDINATES TO TAKE INITIATIVE

T648 DEVELOP SKILLS OF SUBORDINATES

T649 MOTIVATE SUBORDINATES THROUGH POSITIVE FEEDBACK

T650 BRIEF ORGANIZATION ON ITS STRENGTHS AND WEAKNESSES

T651 MAKE FACE-TO-FACE CONTACT WITH IMMEDIATE SUBORDINATES

T652 RESOLVE CONFLICTS AMONG SUBORDINATES

T653 ESTABLISH PROCEDURES FOR RECEPTION/INTEGRATION OF NEWLY-ASSIGNED PERSONNEL

T654 ESTABLISH ORGANIZATIONAL GOALS AND OBJECTIVES

T655 PROVIDE POSITIVE COUNSELING FOR MEMBERS WHO ARE PERFORMING WELL

T656 SEEK WAYS TO AVOID CRISIS MANAGEMENT

T657 ESTABLISH, REVISE, OR APPROVE STANDARD OPERATING PROCEDURES FOR ORGANIZATION

- T658 INFORM COMMANDER/COMMANDING OFFICER OF PEOPLE PROBLEMS**
- T659 CHECK WITH OTHERS TO ENSURE QUALITY OF SUBORDINATES WORK**
- T660 DETERMINE THE LEVEL AT WHICH DECISIONS ARE MADE**
- T661 COUNSEL SUBORDINATES ON PERSONAL MATTERS**
- T662 QUALIFY FOR OR STAND WATCH (IF OTHER THAN YOUR PRIMARY DUTY)**
- T663 ENSURE CONFORMANCE TO CLEANLINESS, APPEARANCE, SAFETY, AND OPERATIONAL STANDARDS THROUGH INSPECTIONS**

General Unrestricted Line Officer Occupational Study, June 1993

Executive Summary

Purpose

The purpose of the General Unrestricted Line (GenURL) community study was to collect, collate, and analyze information pertaining to career issues: leadership, subspecialty development, career progression, and training. The primary focus of this report is to define the GenURL community from an occupational perspective.

Methodology

This comprehensive study was developed by NODAC and senior leadership from the GenURL community. A mail survey was distributed in August 1992 to a population of 2396 GenURL officers serving in billets worldwide. The majority of officers surveyed (54%, 1305) provided usable responses. These were tabulated by paygrade, gender, leadership position, and operational support areas.

Summary of Findings

The findings addressed the utilization of GenURLs, including the viability of managing the community in three operational support areas; leadership development; career progression; and training. The findings were as follows:

1. GenURLs are occupationally described by a wide variety of jobs, the majority of which are administrative in nature. However, there were indications that their occupational scope may be broadening as evidenced by the existence of three viable career paths [Integrated Undersea Surveillance (IUSS), Space and Electronic Warfare (SEW), and Shore Station Management] and the fact that approximately 10% of GenURLs were assigned to billets outside of their "defined" occupational scope.

2. Opportunity for leadership experience was not being accurately reflected by the leadership AQDs assigned to billets occupied by GenURLs.

3. Over half of the GenURLs who responded that they were Division Officers or Department Heads, 55% and 59% respectively, were in billets which did not meet the community's leadership billet evaluation criteria. The greatest deficits in these leadership tours occurred in the areas of personnel and fiscal management.

4. Billets which offered both leadership and subspecialty experience were available to only 20% of those officers already in leadership billets.

5. Actual career progression appeared to support the current GenURL Officer Professional Development Path.

6. The Shore Station Management support area consisted of subgroups of officers based on similarities in jobs and tasks performed. The focus of these subgroups: Education and Training, Manpower and Personnel, Recruiting, Shore Station Management, and Transportation Management, paralleled the current primary categories of specialization within the GenURL community.

7. The majority of GenURLs from each paygrade perceived that there was a small degree of difference in the skills or leadership training required for fleet support and warfare (afloat) leadership billets.

8. GenURLs perceived that they were disadvantaged to some extent in leadership tours due to the lack of pipeline training.

9. Relative to SWOs, GenURLs performance of personnel counseling is similar, but they reported they were less adequately trained to perform the counseling.

Conclusions

The occupational analysis of the GenURL community confirms that they meet their mission by: (a) managing the fleet support establishment and (b) providing the Navy with officers of proven leadership, shore management expertise, and subspecialty expertise.

The quality of GenURL leadership development for Division Officers and Department Heads appeared to be less than optimum primarily due to their lack of appropriate pipeline training and assignment in billets which did not meet the community's leadership criteria.

Dual purpose billets, those which offered combined leadership and subspecialty experience, were available to only 20% of officers reporting to fill a leadership job. More accurate AQD coding of billets would greatly enhance the community's and the officer's ability to identify and appropriately fill these billets.

The professional development path, overall and within the three operational support areas, was validated. However, current policy changes and continued downsizing may adversely affect the future validity of the SEW and IUSS career paths.

Recommendations

- Identify GenURL leadership billets and accurately assign AQD codes.
- Examine validity of leadership billet evaluation criteria given continued force downsizing.
- Enforce the mandatory NAVLEAD training policy for GenURLs.
- Develop initial pipeline training for GenURLs.
- Determine the feasibility of detailing Shore Station Management GenURLs alternately between only two of the primary areas of specialization (e.g., Recruiting, Transportation Management) and one or two subspecialty areas (e.g., Information Management, Financial Management).