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AIR FORCE**

OCCUPATIONAL SURVEY REPORT

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INFORMATION MANAGEMENT

AFSC 3A0X1

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**OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
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TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE	vi
SUMMARY OF RESULTS	viii
INTRODUCTION	1
Background.....	1
SURVEY METHODOLOGY	2
Inventory Development.....	2
Survey Administration.....	2
Survey Sample.....	3
Task Factor Administration.....	4
CAREER LADDER STRUCTURE	5
Overview.....	5
Comparison of Current Job Descriptions to Previous Study.....	25
Summary.....	25
ANALYSIS OF DAFSC GROUPS	26
Skill-Level Descriptions.....	26
Summary.....	31
ANALYSIS OF AFMAN 36-2108 <i>SPECIALTY DESCRIPTIONS</i>	37
TRAINING ANALYSIS	37
First-Enlistment Personnel.....	37
TE and TD Data.....	37
Specialty Training Standard (STS).....	42
Plan of Instruction (POI).....	45
JOB SATISFACTION ANALYSIS	45
IMPLICATIONS	53

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TABLE OF CONTENTS
(Tables, Figures, Appendices)

	<u>PAGE NUMBER</u>
TABLE 1 MAJCOM REPRESENTATION OF SURVEY SAMPLE.....	3
TABLE 2 PAYGRADE DISTRIBUTION OF SAMPLE AFSC 3A0X1.....	4
TABLE 3 AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS	9-11
TABLE 4 SELECTED BACKGROUND DATA FOR AFSC 3A0X1 CAREER LADDER JOBS	12-14
TABLE 5 JOB SPECIALTY COMPARISON BETWEEN CURRENT AND 1988 SURVEY.....	15
TABLE 6 DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOBS (PERCENT MEMBERS RESPONDING)	27
TABLE 7 TIME SPENT ON DUTIES BY MEMBERS OF SKILL-LEVEL GROUPS (RELATIVE PERCENT OF JOB TIME)	28
TABLE 8 REPRESENTATIVE TASKS PERFORMED BY 3A031 PERSONNEL	29
TABLE 9 REPRESENTATIVE TASKS PERFORMED BY 3A051 PERSONNEL	30
TABLE 10 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3A031 AND DAFSC 3A051 PERSONNEL (PERCENT MEMBERS PERFORMING)	32
TABLE 11 REPRESENTATIVE TASKS PERFORMED BY 3A071 PERSONNEL	33
TABLE 12 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3A051 AND DAFSC 3A071 PERSONNEL (PERCENT MEMBERS PERFORMING)	34
TABLE 13 REPRESENTATIVE TASKS PERFORMED BY 3A091 AND 3A000 PERSONNEL.....	35
TABLE 14 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3A071 AND DAFSC 3A091/3A000 PERSONNEL (PERCENT MEMBERS PERFORMING).....	36
TABLE 15 RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY FIRST- ENLISTMENT AFSC 3A0X1 PERSONNEL.....	39
TABLE 16 REPRESENTATIVE TASKS PERFORMED BY FIRST-ENLISTMENT AFSC 3A0X1 PERSONNEL.....	40
TABLE 17 EQUIPMENT USED BY MORE THAN 10 PERCENT OF FIRST-ENLISTMENT PERSONNEL	41
TABLE 18 EXAMPLE OF TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS	43
TABLE 19 EXAMPLE TASKS WITH HIGHEST TASK DIFFICULTY	44
TABLE 20 EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE AFSC 3A0X1 JOB MEMBERS AND NOT REFERENCED TO THE STS.....	46

TABLE OF CONTENTS (CONTINUED)
(Tables, Figures, Appendices)

	<u>PAGE NUMBER</u>
TABLE 21 EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE AFSC 3A0X1 FIRST-ENLISTMENT JOB MEMBERS AND NOT REFERENCED TO THE POI.....	47
TABLE 22 COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 3A0X1 TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE (PERCENT MEMBERS RESPONDING).....	49
TABLE 23 COMPARISON OF AFSC 3A0X1 JOB SATISFACTION INDICATORS FOR CURRENT AND PREVIOUS SURVEY (PERCENT MEMBERS RESPONDING).....	50
TABLE 24 COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF AFSC 3A0X1 SPECIALTY JOBS (PERCENT MEMBERS RESPONDING).....	51-52
FIGURE 1 AFSC 3A0X1 CAREER LADDER JOBS.....	6
FIGURE 2 AFSC 3A0X1 FIRST-ENLISTMENT JOBS.....	38
APPENDIX A SELECTED REPRESENTATIVE TASKS PERFORMED BY MEMBERS OF CAREER LADDER JOBS.....	54

PREFACE

This report presents the results of an Air Force Occupational Survey of the AFSC 3A0X1, Information Management career ladder (formerly AFSC 702X0). Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in preparing this report are available for use by operations and training officials.

Captain Ty K. Sills and Captain Charles T. McIntyre, Inventory Development Specialists, developed the survey instrument. Mr. James B. Keeth and First Lieutenant Peter M. Berg analyzed the data and wrote the final report. Computer programming support was provided by Mr. Wayne J. Fruge, and Mr. Richard G. Ramos provided administrative support. This report has been reviewed and approved by Mr. Joseph S. Tartell, Chief, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

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

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SUMMARY OF RESULTS

1. Survey Coverage: The Information Management (IM) career ladder (AFSC 3A0X1) was surveyed to obtain current data for use in validating career ladder documents and training programs. Survey results are based on responses from a random sampling of 2,442 AFSC 3A0X1 personnel, which represents 16 percent of the assigned population.
2. Career Ladder Structure: The IM career ladder is characterized by a fairly diverse job structure, with 12 jobs being identified. Clearly, the Administrative Communications, Publications, and Support Cluster, which contains 40 percent of the survey respondents, comprises the core job of the career ladder. Other jobs identified include Records Management, Unit Personnel Office (UPO), Protocol, Publications and Forms, and Base Information Transfer Center activities, as well as an Information Management Supervisor Cluster. Within all 12 jobs identified, a core set of general or miscellaneous IM tasks were being performed to some degree.
3. Career Ladder Progression: IM personnel progress typically through the career ladder, with personnel at the 3-skill level spending the vast majority of their job time performing general IM, administrative communications, and UPO tasks. Five-skill level members spend slightly more time on general tasks, and less time on UPO and administrative communications tasks. Personnel holding the 7-skill level perform less general tasks and more supervisory tasks. Following the normal progression, 9-skill level and CEM personnel spend more time on career ladder management functions. The AFMAN 36-2108 *Specialty Description* depicts the diverse nature of the career ladder, as well as the increase in supervisory and managerial responsibilities as personnel progress through the skill levels.
4. Training Analysis: The AFSC 3X0X1 STS is, in general, supported by the survey data. Most paragraphs had matched tasks with 20 percent of at least one criterion group performing, or could be related back to a specific job identified in the career ladder structure. The only paragraphs which were not supported were in paragraph 13, Plans and Programs. A review of the Plan of Instruction (POI) for the entry-level course revealed most learning objectives were supported by the survey data. Training personnel should also review several technical tasks which were not matched to either the Specialty Training Standard (STS) or POI to determine if additional areas are warranted.
5. Job Satisfaction Analysis: In general, perceptions associated with job satisfaction are good for all Total Active Federal Military Service (TAFMS) groups, although some indicators reflected lower satisfaction than members in other similar AFSCs. Incumbents in all three TAFMS groups expressed less interest in their jobs and felt their talents and training were not as well used relative to the comparative sample. Though there were no dramatic changes from the previous study to this one, there were some areas of positive change. Reported job interest, perceived use of talents, and sense of accomplishment were all up slightly over the previous study, while perceived use of training fell. As for job satisfaction for the major jobs identified, at least 50 percent of the respondents in all jobs reported finding their jobs interesting. The Forms Distribution job personnel expressed the highest job interest, the Publications/Forms Cluster personnel felt the

strongest about how their training was being used, and the Protocol Cluster personnel reported the highest positive response for sense of accomplishment and for plans to reenlist. Staff Support Cluster personnel showed the lowest responses to most indicators.

6. *Implications:* The IM career ladder has changed little since the last survey in 1988. The overall job structure has remained essentially the same, with a diverse number of jobs identified in both studies. Career ladder progression is typical and the AFMAN 36-2108 *Specialty Descriptions* are accurate in describing the career ladder functions. The training program appears to be sound, as both the STS and POI are generally supported by survey data. Job satisfaction data show members of the career ladder are generally satisfied with their jobs, with no serious job satisfaction problems identified.

**OCCUPATIONAL SURVEY REPORT (OSR)
INFORMATION MANAGEMENT CAREER LADDER
(AFSC 3A0X1)**

INTRODUCTION

This is a report of an occupational survey of the Information Management (IM) career ladder (AFSC 3A0X1). This survey was conducted to collect current data for use in validating career ladder documents and training programs. The last occupational survey for this career ladder was published in May 1988.

Background

As described in the AFMAN 36-2108 *Specialty Descriptions*, DAFSC 3A031, 3A051, 3A071, 3A091, and 3A000 personnel are responsible for performing information management and staff support IM functions. These duties include operating the Base Information Transfer Center (BITC); weighing, metering, and sorting outgoing mail by zip code; and managing individual account records of publications and forms. Personnel also format, type, and publish administrative publications, as well as process administrative orders and maintain justification for publication. Incumbents operate records staging areas for noncurrent records storage, dispose of eligible records, and post and maintain changes to the records disposition schedule. Furthermore, they implement IM directives and procedures, and coordinate IM problems with the director or chief of base IM. Personnel also answer and refer telephone calls, establish suspense files or systems, and gather manpower, productivity, and budget information. Personnel maintain a distribution scheme between the BITC and individual agencies and receive, suspense, and redistribute incoming correspondence. Incumbents also perform functional area records duties, provide for copying equipment routine maintenance, and perform protocol activities.

Initial entry training is provided through a 31-day course at Keesler AFB MS. The Apprentice IM Specialist course, E3ABR3A031-002, *Information Management Specialist*, presents an introduction and orientation to the IM career ladder, and covers such areas as keyboarding, publications and forms management, computer operations, correspondence management, messages, records management, mail handling, electronic forms, and forms preparation.

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SURVEY METHODOLOGY

Inventory Development

Data for this survey were collected using USAF Job Inventory (JI) Air Force Personnel Test 90-702-011, dated June 1993. A preliminary task list was prepared after reviewing career ladder documents, tasks from the previous Information Management job inventory, and data from the previous OSR. This preliminary task list was then validated through interviews with 32 subject-matter experts at the following organizations:

<u>BASE</u>	<u>ORGANIZATIONS VISITED</u>
Keesler AFB MS	335 TCHTS
Randolph AFB TX	12 MSSQ
Wright Patterson AFB OH	AFMC
Kelly AFB TX	HQ AFIC
Seymour Johnson AFB NC	4 MSS

The final JI contains 694 tasks grouped under 15 duty headings with standard background questions asking respondents to indicate paygrade, duty title, time in service, time in present job, time in career field, and job satisfaction. Responses to these questions are of use to functional and training personnel, and to Air Force personnel researchers.

Survey Administration

From October 1993 to April 1994, Survey Control Monitors at base training offices worldwide administered the JI to selected eligible DAFSC 3A0X1 personnel. Members eligible for the survey consisted of the total assigned population of the career field, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring within the time the inventories were administered to the field; and (4) personnel in their jobs less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Personnel Center, Randolph AFB Texas. Due to the large number of incumbents in the career field, a stratified random sample of 25 percent of those eligible were selected for this survey.

Each individual who filled out an inventory first completed the identification and biographical information section. Next, respondents answered questions in the background portion of the inventory. They were then instructed to go through the booklet and check each task they perform in their current job. Finally, they were asked to go back and rate the relative amount of time spent on each task performed using a 9-point scale. Time-spent ratings range from 1 (indicating a very small amount of time spent) to 9 (indicating a very large amount of time spent).

Computer programs calculated the relative percent time each respondent spent performing tasks by first totaling the respondent's ratings on all tasks marked, dividing the ratings for each task by this total, and multiplying by 100. Percent time spent ratings from all respondents were used along with percent members performing values to describe various subsets of the career ladder.

Survey Sample

Of the 15,542 AFSC 3A0X1 personnel assigned in December 1992, 13,912 members were eligible to be surveyed. Of these, 3,345 incumbents were selected to receive JIs. Table 1 shows 70 percent of surveyed incumbents returned usable questionnaires, representing 16 percent of all personnel assigned to the IM career ladder. Tables 1 and 2, reflecting the MAJCOM and paygrade distributions of assigned and survey sample personnel, show that the final survey sample is representative of the overall assigned population.

TABLE 1

MAJCOM REPRESENTATION OF SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED* (N=15,542)</u>	<u>PERCENT OF SAMPLE (N=2,442)</u>
ACC	28	30
OTHER	13	15
AETC	11	10
PACAF	8	9
AMC	9	9
USAFE	8	7
AFMC	7	7
AFIC	3	5
SPACECOM	5	5
AFSOC	2	2
ELM	4	1
EUR	2	*

Total assigned = 15,542

Total selected for survey = 3,345

Total in final sample = 2,442

Percent of assigned in sample = 16%

Percent of surveyed in sample = 70%

* Assigned strength as of December 1992

TABLE 2
 PAYGRADE DISTRIBUTION OF SAMPLE
 AFSC 3A0X1

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED (N=15,542)</u>	<u>PERCENT OF SAMPLE (N=2,442)</u>
E-1 TO E-3	16	17
E-4	27	27
E-5	25	25
E-6	17	17
E-7	11	11
E-8	*	2
E-9	*	1

NOTE: Assigned strength as of December 1992

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor data were collected by asking selected E-6 and E-7 NCOs to complete either a training emphasis (TE) or task difficulty (TD) booklet. These booklets are processed separately from the JIs, and the TE and TD data are considered when analyzing other issues in the study.

Training Emphasis (TE). TE is defined as the amount of structured training first-enlistment personnel need to perform tasks successfully. Structured training is defined as training provided by resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. Forty-seven experienced AFSC 3A0X1 respondents rated the tasks in the inventory on a 10-point scale ranging from 0 (no training required) to 9 (extremely high TE). Interrater agreement for these 47 raters was acceptable. The average TE rating is 1.77, with a standard deviation of 1.32. Any task with a TE rating of 3.09 or greater is considered to have a high TE.

Task Difficulty (TD). TD is defined as an estimate of the length of time the average airman needs to learn to perform a task. Seventy-three experienced NCOs rated the difficulty of tasks on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Interrater agreement was again acceptable. TD ratings are normally adjusted so tasks have an average difficulty value of 5.0 with a standard deviation of 1.0. Thus, any task with a TD rating of 6.00 or above is considered difficult to learn. TE and TD ratings, when used with percent members performing values, can provide insight into first-enlistment training requirements, help validate the need for structured training, and aid in the evaluation of the plan of instruction (POI) for a career ladder.

CAREER LADDER STRUCTURE

The first step in the analysis process is to identify the career ladder structure in terms of jobs performed by the respondents. Comprehensive Occupational Data Analysis Programs (CODAP) assist by creating a job description for each respondent based on the tasks performed and relative amount of time spent on these tasks. The CODAP automated clustering program compares all individual descriptions, locates the two job descriptions with the most similar tasks and percent time ratings, and combines them to form a composite job description. In successive stages, new members are added to the initial groups, or new groups are formed based on the similarity of tasks performed and time ratings. This process continues until all possible respondents are included in a group.

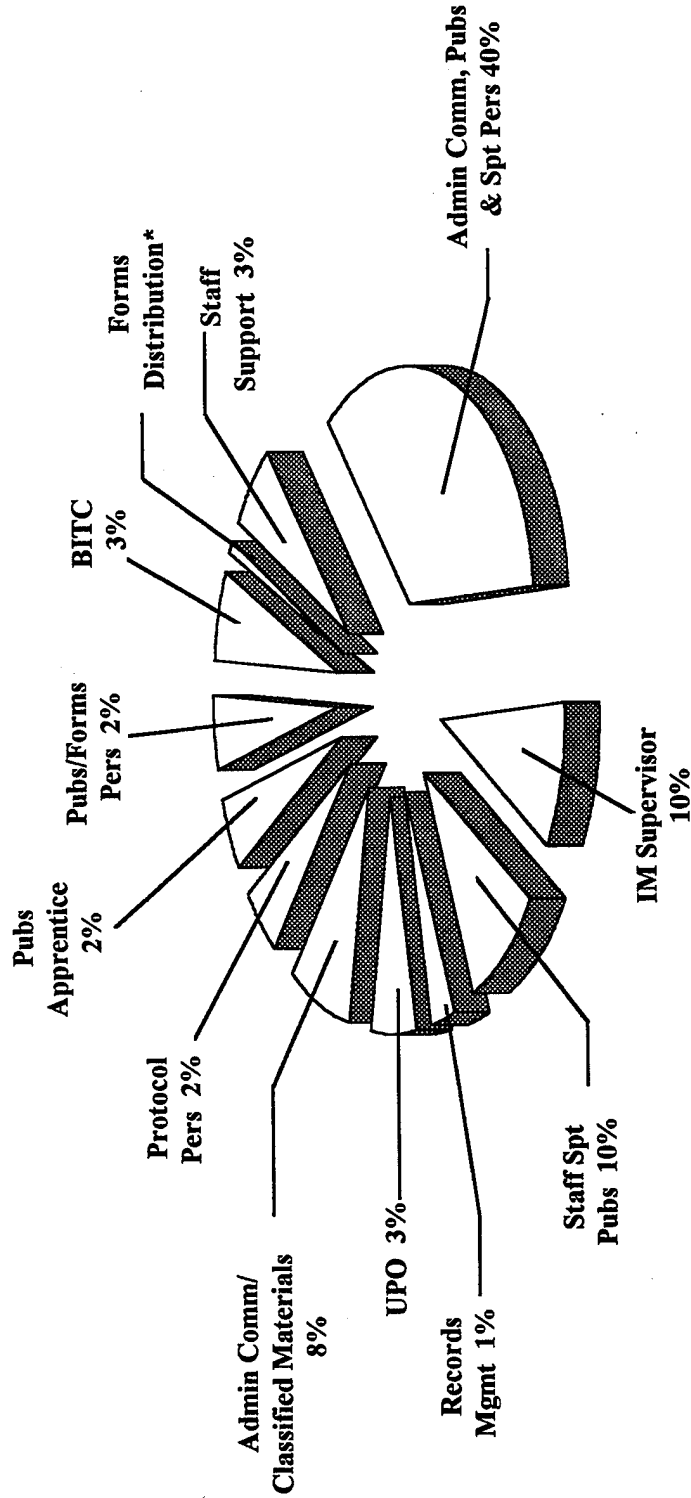
The basic grouping in the hierarchical clustering process is the job. When there is a substantial degree of similarity between jobs, they are grouped together and identified as a cluster. The structure of the career ladder is thus defined in terms of the jobs and cluster of jobs.

Overview

Based on the similarity of tasks performed and the amount of time spent performing each task, 10 clusters and 2 independent jobs were identified within the AFSC 3A0X1 survey sample. Forty percent of the respondents grouped in the Administrative Communications, Publications, and Support cluster. The job structure is displayed graphically in Figure 1 and in the outline presented below. The stage (ST) number listed beside each job title is a reference number assigned by CODAP, while the letter "N" refers to the number of respondents performing the job.

Fifteen percent of survey respondents did not group into one of the 12 jobs identified in the career ladder structure. The tasks performed by these incumbents were very diverse, and as a result, they did not fit within the identified jobs, nor were they similar enough to one another to form jobs on their own. Some examples of job titles cited by respondents who did not group include Legislative Assistant, Chief of Awards and Decorations Branch, and Superintendent Bomb Squad.

AFSC 3A0X1 CAREER LADDER JOBS



* Less than 1 percent

FIGURE 1

- I. ADMINISTRATIVE COMMUNICATIONS, PUBLICATIONS, AND SUPPORT CLUSTER (ST193, N=984)
 - A. Administrative Communications and Publications Job (ST430)
 - B. NCOIC Command Section Job (ST505)
 - C. Word Processing Job (ST501)
 - D. Orderly Room/Administrative Communications Job (ST526)
 - E. Unit Administrative Support Job (ST473)
 - F. Squadron Administrative Communications Training Job (ST478)

- II. INFORMATION MANAGEMENT SUPERVISOR CLUSTER (ST191, N=253)
 - A. Information Management Training Job (ST433)
 - B. Information Management Supervisor Job (STG471)
 - C. Base Information Transfer Center (BITC) Supervisor Job (ST660)

- III. STAFF SUPPORT PUBLICATIONS CLUSTER, (ST135, N=233)
 - A. General Staff Support and Filing Clerk Job (ST466)
 - B. Staff Support Publications Job (ST515)
 - C. Orders Clerk Job (ST612)
 - D. Publications Job (ST407)

- IV. ADMINISTRATIVE COMMUNICATIONS/CLASSIFIED MATERIALS CLUSTER (ST159, N=200)
 - A. Filing Clerk Job (ST450)
 - B. Copy Clerk Job (ST409)
 - C. NCOIC Command Section, Administrative, Communications/Classified Materials Job (ST394)
 - D. Classified Materials Processing Job (ST421)
 - E. Classified Materials/Administrative Communications Job (ST611)
 - F. Classified Document Security Job (ST577)
 - G. Top Secret Document Security Job (ST605)

- V. RECORDS MANAGEMENT CLUSTER (ST145, N=31)
 - A. Squadron Administrative Orders Clerk Job (ST328)
 - B. Records Management Specialist Job (ST465)

- VI. UNIT PERSONNEL OFFICE (UPO) CLUSTER (ST105, N=80)
 - A. UPO Records/Miscellaneous IM Manager Job (ST447)
 - B. UPO Specialist Job (ST464)
 - C. UPO Personnel Information Director Job (ST388)
- VII. PROTOCOL CLUSTER (ST161, N=46)
 - A. Protocol and Records/Miscellaneous IM Manager Job (ST582)
 - B. Protocol Planning and Scheduling Job (ST398)
 - C. Protocol Specialist Job (ST365)
- VIII. PUBLICATIONS/FORMS CLUSTER (ST127, N=54)
 - A. Publications/Forms Distribution Job (ST413)
 - B. Publications Job (ST563)
 - C. Forms Management Job (ST642)
- IX. PUBLICATIONS APPRENTICE CLUSTER (ST070, N=37)
 - A. Flight/Squadron Publications Requirements Job (ST427)
 - B. Wing Publications Maintenance Job (ST491)
 - C. Flight/Squadron Publications Distribution Job (ST565)
- X. BASE INFORMATION TRANSFER CENTER (BITC) JOB (ST330, N=72)
- XI. FORMS DISTRIBUTION JOB (ST310, N=12)
- XII. STAFF SUPPORT CLUSTER (ST052, N=72)
 - A. Mail Room Job (ST504)
 - B. Miscellaneous Information Management/Records Management Job (ST486)

The amount of time members of career ladder jobs spend on duties is presented in Table 3, while selected background data are presented in Table 4. Brief descriptions of each job are presented below, while representative tasks performed are listed in **APPENDIX A**. Table 5 shows a job comparison between the current and 1988 surveys.

I. ADMINISTRATIVE COMMUNICATIONS, PUBLICATIONS, AND SUPPORT CLUSTER (ST193, N=984). The Administrative Communications, Publications, and Support Cluster members perform a broad range of activities associated with conducting the Air Force's IM program. Members are responsible for providing the administrative, information management, and office support required by Air Force organizations, and spend half of their job time

TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	ADMIN COM, PUBS, & SUPPORT CLUSTER (ST193)	INFO MGMT SUPERVISOR CLUSTER (ST191)	STAFF SUPPORT PUBS CLUSTER (ST135)	ADMIN COM/ CLASSIFIED MATERIALS CLUSTER (ST159)	RECORDS MGMT CLUSTER (ST145)
A. ORGANIZING AND PLANNING	6	14	4	6	6
B. DIRECTING AND IMPLEMENTING	4	12	1	3	4
C. INSPECTING AND EVALUATING	4	12	1	2	8
D. TRAINING	2	6	1	1	3
E. PERFORMING GENERAL OR MISCELLANEOUS INFORMATION MANAGEMENT ACTIVITIES	50	30	68	50	30
F. PERFORMING ADMINISTRATIVE COMMUNICATIONS ACTIVITIES	8	6	6	8	6
G. PERFORMING PUBLICATIONS ACTIVITIES	5	2	7	2	2
H. PERFORMING FORMS ACTIVITIES	2	*	2	1	1
I. PERFORMING RECORDS MANAGEMENT ACTIVITIES	4	3	3	3	35
J. PERFORMING PLANS AND PROGRAMS ACTIVITIES	*	2	*	*	*
K. PERFORMING DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	2	1	1	2	1
L. PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE ACTIVITIES	9	7	5	2	2
M. PERFORMING PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1	1	1	2	*
N. HANDLING OR PROTECTING CLASSIFIED MATERIALS	3	3	*	17	2
O. CONTROLLING AND MAINTAINING ARMED FORCES COURIER SERVICES (ARFCOS) MATERIALS	*	*	0	1	*

* Denotes less than 1 percent

TABLE 3 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	UPO	PROTOCOL	PUBS/FORMS	PUBS
	CLUSTER (ST105)	PERSONNEL CLUSTER (ST161)	PERSONNEL CLUSTER (ST127)	APPRENTICE (ST070)
A. ORGANIZING AND PLANNING	5	7	6	4
B. DIRECTING AND IMPLEMENTING	3	3	4	1
C. INSPECTING AND EVALUATING	2	2	4	1
D. TRAINING	1	1	5	1
E. PERFORMING GENERAL OR MISCELLANEOUS INFORMATION MANAGEMENT ACTIVITIES	35	34	31	64
F. PERFORMING ADMINISTRATIVE COMMUNICATIONS ACTIVITIES	4	3	2	5
G. PERFORMING PUBLICATIONS ACTIVITIES	2	2	24	13
H. PERFORMING FORMS ACTIVITIES	1	1	22	2
I. PERFORMING RECORDS MANAGEMENT ACTIVITIES	3	2	1	5
J. PERFORMING PLANS AND PROGRAMS ACTIVITIES	*	*	*	0
K. PERFORMING DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	3	1	*	*
L. PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE ACTIVITIES	40	3	*	3
M. PERFORMING PROTOCOL, ESCORT, OR RELATED ACTIVITIES	*	40	*	*
N. HANDLING OR PROTECTING CLASSIFIED MATERIALS	1	1	1	1
O. CONTROLLING AND MAINTAINING ARMED FORCES COURIER SERVICES (ARFCOS) MATERIALS	*	0	*	0

* Denotes less than 1 percent

TABLE 3 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	BITC JOB (ST330)	FORMS DISTRIBUTION JOB (ST310)	STAFF SUPPORT CLUSTER (ST052)
A. ORGANIZING AND PLANNING	2	2	8
B. DIRECTING AND IMPLEMENTING	2	3	2
C. INSPECTING AND EVALUATING	2	0	2
D. TRAINING	2	4	2
E. PERFORMING GENERAL OR MISCELLANEOUS INFORMATION MANAGEMENT ACTIVITIES	14	18	62
F. PERFORMING ADMINISTRATIVE COMMUNICATIONS ACTIVITIES	41	3	6
G. PERFORMING PUBLICATIONS ACTIVITIES	1	3	3
H. PERFORMING FORMS ACTIVITIES	*	67	1
I. PERFORMING RECORDS MANAGEMENT ACTIVITIES	*	0	4
J. PERFORMING PLANS AND PROGRAMS ACTIVITIES	*	0	*
K. PERFORMING DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	27	0	4
L. PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE ACTIVITIES	1	*	3
M. PERFORMING PROTOCOL, ESCORT, OR RELATED ACTIVITIES	*	0	2
N. HANDLING OR PROTECTING CLASSIFIED MATERIALS	6	*	1
O. CONTROLLING AND MAINTAINING ARMED FORCES COURIER SERVICES (ARFCOS) MATERIALS	2	0	*

* Denotes less than 1 percent

TABLE 4

SELECTED BACKGROUND DATA FOR AFSC 3A0X1 CAREER LADDER JOBS

	ADMIN COM, PUBS, & SUPPORT PERSONNEL CLUSTER (ST193)		IM SUPERVISOR CLUSTER (ST191)		STAFF SUPPORT PUBS CLUSTER (ST135)		ADMIN COM/ CLASSIFIED MATERIALS CLUSTER (ST159)		RECORDS MGMT CLUSTER (ST145)	
	NUMBER IN GROUP	PERCENT IN SAMPLE	NUMBER IN GROUP	PERCENT IN SAMPLE	NUMBER IN GROUP	PERCENT IN SAMPLE	NUMBER IN GROUP	PERCENT IN SAMPLE	NUMBER IN GROUP	PERCENT IN SAMPLE
3A031	984	40%	253	10%	233	10%	200	8%	31	1%
3A051	9%		0%		24%		6%		6%	
3A071	58%		19%		67%		55%		58%	
3A091	32%		62%		9%		37%		32%	
3A000	1%		13%		0%		3%		3%	
	0%		5%		0%		0%		0%	
DAFSC DISTRIBUTION:										
E-1 TO E-3	10%		0%		32%		11%		12%	
E-4	31%		2%		41%		20%		19%	
E-5	29%		16%		18%		38%		39%	
E-6	20%		27%		6%		21%		19%	
E-7	9%		34%		2%		9%		6%	
E-8	1%		15%		0%		2%		3%	
E-9	0%		5%		0%		0%		0%	
PAYGRADE DISTRIBUTION										
AVERAGE NUMBER OF TASKS PERFORMED	102		93		35		62		68	
AVERAGE MONTHS TAFMS	119		199		75		124		132	
PERCENT IN FIRST ENLISTMENT	16%		1%		41%		16%		16%	
PERCENT SUPERVISING	27%		95%		5%		13%		35%	

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 3A0X1 CAREER LADDER JOBS

	UPO CLUSTER (ST105)	PROTOCOL PERSONNEL CLUSTER (ST161)	PUBS/FORMS PERSONNEL CLUSTER (ST127)	PUBS APPRENTICE CLUSTER (ST070)
NUMBER IN GROUP	80	46	54	37
PERCENT IN SAMPLE	3%	2%	2%	2%
DAFSC DISTRIBUTION:				
3A031	36%	7%	9%	35%
3A051	50%	65%	50%	62%
3A071	14%	26%	41%	3%
3A091	0%	2%	0%	0%
3A000	0%	0%	0%	0%
PAYGRADE DISTRIBUTION				
E-1 TO E-3	39%	0%	17%	57%
E-4	34%	37%	31%	35%
E-5	19%	37%	26%	8%
E-6	5%	13%	19%	0%
E-7	4%	13%	7%	0%
E-8	0%	0%	0%	0%
E-9	0%	0%	0%	0%
AVERAGE NUMBER OF TASKS PERFORMED	50	62	65	16
AVERAGE MONTHS TAFMS PERCENT IN FIRST ENLISTMENT	67	115	106	46
PERCENT SUPERVISING	51%	9%	28%	72%
	16%	15%	48%	3%

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 3A0X1 CAREER LADDER JOBS

	BITC JOB (ST330)	FORMS DISTRIBUTION JOB (ST310)	STAFF SUPPORT CLUSTER (ST052)
NUMBER IN GROUP	72	12	72
PERCENT IN SAMPLE	3%	Less than 1%	3%
DAFSC DISTRIBUTION:			
3A031	38%	58%	28%
3A051	49%	42%	51%
3A071	14%	0%	18%
3A091	0%	0%	3%
3A000	0%	0%	0%
PAYGRADE DISTRIBUTION			
E-1 TO E-3	45%	50%	36%
E-4	33%	0%	34%
E-5	12%	42%	14%
E-6	6%	8%	4%
E-7	4%	0%	11%
E-8	0%	0%	1%
E-9			
AVERAGE NUMBER OF TASKS PERFORMED			
AVERAGE MONTHS TAFMS	61	23	19
PERCENT IN FIRST ENLISTMENT	68	38	86
PERCENT SUPERVISING	51%	67%	43%
	32%	17%	0%

TABLE 5

JOB SPECIALTY COMPARISON BETWEEN CURRENT AND 1988 SURVEY

<u>CURRENT (N=2,442)</u>	<u>1988 (N=2,584)</u>
ADMINISTRATIVE COMMUNICATIONS, PUBLICATIONS, AND SUPPORT CLUSTER	ADMINISTRATIVE COMMUNICATIONS AND PUBLICATIONS PERSONNEL CLUSTER ADMINISTRATIVE COMMUNICATIONS AND SUPPORT PERSONNEL CLUSTER
INFORMATION MANAGEMENT SUPERVISOR CLUSTER	SUPERVISORY PERSONNEL CLUSTER ADMINISTRATION MANAGERS IJT
STAFF SUPPORT PUBLICATIONS CLUSTER	PUBLICATIONS AND SUPPORT PERSONNEL CLUSTER
ADMINISTRATIVE COMMUNICATIONS/CLASSIFIED MATERIALS CLUSTER	CLASSIFIED MATERIALS PROCESSING PERSONNEL CLUSTER
RECORDS MANAGEMENT CLUSTER	RECORDS MANAGERS IJT ADMINISTRATIVE ORDERS CLERKS IJT
UNIT PERSONNEL OFFICE (UPO) CLUSTER	ORDERLY ROOM AND UNIT ADMINISTRATION PERSONNEL CLUSTER
PROTOCOL PERSONNEL CLUSTER	PROTOCOL PERSONNEL CLUSTER
PUBLICATIONS/FORMS CLUSTER	PUBLICATIONS AND FORMS MANAGERS IJT
PUBLICATIONS APPRENTICE CLUSTER	NOT IDENTIFIED
BASE INFORMATION TRANSFER CENTER (BITC) JOB	BASE INFORMATION TRANSFER PERSONNEL CLUSTER
FORMS DISTRIBUTION IJT	FORMS DISTRIBUTION SPECIALISTS IJT
STAFF SUPPORT CLUSTER	RECEPTIONIST PERSONNEL IJT
NOT IDENTIFIED	SUGGESTION PROGRAM MANAGERS IJT
NOT IDENTIFIED	OFFICE AUTOMATED SYSTEMS (OAS) PERSONNEL CLUSTER

performing general or miscellaneous IM tasks. The remainder of duty time is spent in orderly room administrative activities, in administrative communications activities, and in organizing and planning administrative activities. Clearly, this is the core job of the career ladder. Incumbents perform standard office and administrative tasks at all organizational levels, with a high concentration of personnel at the squadron level. Members perform an average of 104 tasks, which is the highest average number of tasks performed in the career ladder. Members of this cluster are distinguished by the time they spend performing the following tasks:

- file unclassified documents
- post standard publications
- establish publications libraries
- determine or establish work priorities
- pick up or deliver incoming or outgoing administrative communications
- distribute leave and earnings statements
- maintain file plans
- establish publication distribution office (PDO) or customer account representative (CAR) publications requirements
- establish work methods or procedures

Survey data show there are six jobs which are distinguished from each other by the time members spend performing tasks related to a specific IM function. Members performing the **Administrative Communications and Publications Job** spend more time performing general information management, administrative communications, and publications tasks. Members with the **NCOIC Command Section Job** are more senior and are more focused on orderly room and planning activities. Those with the **Word Processing Job** spend more time performing basic secretarial, orderly room, and publications activities. The **Orderly Room/Administrative Communications Job** has more emphasis on orderly room tasks, such as processing leave requests and performing in-processing of unit personnel. The **Unit Administrative Support Job** includes general information management and organizing and planning tasks, such as helping units develop work procedures or methods. The last job is the **Squadron Administrative Communications Training Job** performed by more-senior personnel. This job includes a mixture of general information management, administrative communications and training tasks.

Respondents in this cluster range from fairly new members of the specialty to those with a moderate level of experience. Fifty-eight percent hold the 5-skill level. A majority are in paygrades E-4, E-5, and E-6. Only 16 percent report they are in their first enlistment.

II. INFORMATION MANAGEMENT SUPERVISOR CLUSTER (ST191, N=253).

While members within this cluster perform some general IM duties, they are distinguished because they spend 44 percent of their time on tasks in duty areas A through D (see Table 3). The work of this cluster is very focused, as incumbents perform an average of only 15 tasks, which deal with

organizing work flow and priorities, evaluating and counseling personnel, and supervising 3-, 5-, and 7-skill level personnel. Members of this cluster differ from those in the Administrative Communications, Publications, and Support Cluster by the greater focus on organizing, inspecting, and directing tasks, traditionally responsibilities of more senior personnel. The following are representative supervisory tasks members spend most of their time performing:

- brief personnel on administrative procedures
- determine or establish work priorities
- supervise Information Management Journeymen (AFSC 3A051)
- write EPRs
- counsel personnel on personal or military-related matters
- evaluate personnel for compliance with performance standards
- supervise Information Management Apprentices (AFSC 3A031)
- brief personnel on work priorities
- plan or schedule work assignments or priorities

There were three jobs identified in this cluster. Members with the **Information Management Training Job** are responsible for training, writing EPRs, and establishing performance standards for subordinates. These are the most experienced personnel in these three jobs, averaging 208 months TAFMS. Roughly two-thirds of their duty time is spent performing tasks in duties A through D. The second job is the **Information Management Supervisor Job**. Incumbents in this job are also responsible for supervising subordinates, setting work priorities, and related leadership and evaluative tasks, but do not have the training responsibilities. Over 46 percent of their time is spent performing tasks in duties A through D. Members in the **Base Information Transfer Center (BITC) Supervisor Job** are responsible for supervising BITC personnel, and performing postal service center/unit mail room activities. One-third of their duty time is also spent in duties A through D.

Respondents in this cluster are the most senior personnel in the sample, averaging 199 months TAFMS. Sixty-one percent are in paygrades E-6 and E-7 and 62 percent hold the 7-skill level.

III. STAFF SUPPORT PUBLICATIONS CLUSTER (ST135, N=233). Incumbents in this cluster perform an average of 35 tasks dealing with routine office tasks, such as operating office copiers, maintaining publications, and transferring administrative communications. Work of this cluster is distinguished by the large amount of duty time involving general information management, publications activities, administrative communications, and orderly room tasks - which are typical staff support activities. Representative tasks performed by members of this cluster include the following:

- operate office copiers
- post publications bulletins
- file unclassified documents
- maintain file plans
- maintain publications libraries
- review publications requirements or requisitions
- maintain publications
- pick up or deliver incoming or outgoing administrative communications
- procure office supplies

Four jobs were identified in this cluster, differing slightly by the time members spend on specific tasks. The first job is the **General Staff Support and Filing Clerk Job**, which is more involved with general information and publications activities, such as filing unclassified documents and maintaining publications libraries. The **Staff Support Publications Job** also involves general staff support tasks, but has more focus on publications activities, such as posting and reviewing publications bulletins. The third job is the **Orders Clerk Job**, which deals mainly with reviewing and distributing administrative orders. The last job is the **Publications Job**, which is more involved with IM activities dealing with publications. The incumbents in this job also perform many unit personnel tasks, such as processing leave requests and weighing unit personnel.

Respondents in this cluster average a little over 6 years time in service. Sixty-seven percent hold the 5-skill level. Fifty-nine percent are in paygrades E-4 and E-5, and 41 percent are in their first enlistment.

IV. ADMINISTRATIVE COMMUNICATIONS/CLASSIFIED MATERIALS CLUSTER (ST159, N=200). While airmen in this cluster spend half of their job time performing general IM activities, they are distinguished because they spend more time than members of other clusters and jobs handling or protecting classified materials (see Table 3, Duty N). Incumbents in the cluster perform an average of 62 tasks dealing with the handling or protecting of classified materials and performing general office-oriented functions. This includes filing classified and unclassified documents, procuring office supplies, and destroying classified materials. Members in this cluster are distinguished by the time they spend performing the following tasks:

- operate office copiers
- maintain suspense files
- package classified materials
- store classified materials
- destroy classified materials or waste
- pick up or deliver incoming or outgoing administrative communications

- mark classified materials
- prepare receipts for classified materials
- verify receipt of secret materials

There were seven jobs identified in this cluster. Airmen performing the **Filing Clerk Job** are responsible for filing classified materials and maintaining file plans, as well as performing general information management tasks, such as operating office copiers and preparing administrative orders. Members with the **Copy Clerk Job** are distinguished by the time they spend operating and maintaining copiers. The third job is the **NCOIC Command Section, Administrative Communications/Classified Materials Job**. Personnel with this job perform both general information management, organizing, and administrative communications activities and provide the senior leadership and experience required of an NCOIC. These members average 14 years time in service. Incumbents with the **Classified Materials Processing Job** perform many tasks involved in the processing of classified and unclassified materials, such as filing unclassified and classified documents, packaging and marking classified materials, and storing classified materials. Those with the **Classified Materials/Administrative Communications Job** are responsible for performing general information management and classified materials tasks, and also perform administrative communications tasks, such as completing accountable container receipt forms.

The **Classified Document Security Job** is one of the few jobs or clusters in this career ladder in which members do not spend a majority their job time performing general IM tasks. Instead, members with this job are distinguished by the time they spend filing and destroying classified materials, conducting daily security checks, and verifying receipt of secret materials. The last job is the **Top Secret Document Security Job**. This job is very similar to the Classified Document Security job, but the incumbents spend even more job time performing classified materials tasks, and handling Top Secret documents and materials.

Respondents in this cluster are moderately experienced, averaging 10 years time in service. The predominant paygrades are E-4, E-5, and E-6, with 92 percent holding the 5- or 7-skill level.

V. RECORDS MANAGEMENT CLUSTER (ST145, N=31). Members in this cluster are distinguished because they spend a little over a third of their duty time performing records management activities (see Table 3, Duty I). Examples of tasks performed by these personnel are as follows:

- maintain file plans
- review record information management systems (RIMSs) file plans
- review files maintenance and disposition plans
- brief personnel on records management procedures
- file unclassified documents
- draft administrative communications

- maintain files on offices of record
- destroy noncurrent records
- maintain offices of record listings

There were two identifiable jobs within this cluster. The **Squadron Administrative Orders Clerk Job** involves preparing, distributing, and reviewing administrative orders, as well as filing unclassified documents and packaging unclassified materials. The other job is the **Records Management Specialist Job**. Included are responsibilities for reviewing RIMSs file plans, reviewing files maintenance and disposition plans, and maintaining file plans.

Respondents in this cluster are some of the most experienced airmen in the career ladder, with an average of 11 years time in service. Only 16 percent are in their first enlistment. The predominant paygrade is E-5, and the majority of the incumbents (58 percent) hold the 5-skill level.

VI. UNIT PERSONNEL OFFICE (UPO) CLUSTER (ST105, N=80). Respondents in this cluster spend 40 percent of their job time on unit orderly room functions, which is more time than members of any other cluster or job in the IM career ladder. Incumbents perform an average of 50 tasks, and are responsible for in- and out-processing personnel, weighing unit personnel, and for distributing leave and earning statements. In addition to the typical UPO tasks, some standard general IM tasks that members perform include operating office copiers and reviewing EPRs. Members in this cluster are distinguished by the time they spend performing the following tasks:

- process leave requests
- maintain unit leave control logs
- file unclassified documents
- post daily records of transactions (DROT's)
- administer body fat testing
- maintain locator card files
- notify personnel of urinalysis testing
- maintain suspense files
- notify personnel of appointments, details, or training

This cluster contains three jobs distinguished from each other by specific tasks and duties performed. The first is the **UPO Records/Miscellaneous IM Manager Job**, which has a nearly equal emphasis on UPO and miscellaneous information management tasks. The job ranges from processing leave requests to maintaining suspense files. The next job is the **UPO Specialist Job**, which includes more UPO-oriented tasks than the UPO Records/Miscellaneous IM Manager job, and is the core job in the cluster. Airmen with this job spend more time monitoring unit leave programs and notifying personnel of urinalysis testing. Personnel in the third job, the **UPO**

Personnel Information Director Job, are responsible for directing and maintaining personnel information for a unit. They spend more time performing such tasks as maintaining personnel information files and filing unclassified documents.

Most personnel in this cluster are somewhat junior in rank, with 53 percent in paygrades E-4 and E-5. They average slightly more than 5 years time in service. Fifty-one percent of the incumbents are in their first enlistment.

VII. PROTOCOL CLUSTER (ST161, N=46). Incumbents in this cluster perform an average of 62 tasks and spend 40 percent of their job time on protocol, escort, and related activities. This includes such tasks as writing place cards, making travel arrangements, and writing letters of appreciation. A sizable amount of their job time is also spent on general or miscellaneous IM tasks, such as drafting administrative communications and operating office copiers. Commonly performed tasks include:

- mail guest invitations
- maintain guest lists
- make billeting arrangements
- prepare refreshments
- develop dinner seating and table charts
- reserve conference rooms
- arrange for guest speakers
- post social calendars
- determine or establish work priorities

This cluster contains three jobs, distinguished from each other by specific tasks members perform. The first job is the **Protocol Specialist Job**, which is the core job in the cluster. This job is characterized by a much higher percentage of job time spent in protocol, escort and related activities than the other two jobs in the cluster. Included in their responsibilities are standard protocol activities such as preparing notification of VIP visits and making billeting arrangements. The next job, the **Protocol and Records/Miscellaneous IM Manager Job**, is highly involved with both general IM and protocol activities, such as posting standard publications and finalizing guest lists. The general IM tasks performed center on publications and standard office tasks. The third job is the **Protocol Planning and Scheduling Specialist Job**. The main responsibilities are expressed by such tasks as mailing guest invitations and preparing itineraries.

Respondents holding these jobs are moderately experienced, averaging 9 years time in service. Seventy-four percent are in paygrades E-4 and E-5. Sixty-five percent report holding the 5-skill level, and 26 percent reported holding the 7-skill level. Only 9 percent are in their first enlistment.

VIII. PUBLICATIONS/FORMS CLUSTER (ST127, N=54). Members in this cluster spend 46 percent of their job time performing publications and forms activities and 31 percent performing general IM tasks. Incumbents perform an average of 65 tasks, which include posting publications bulletins, maintaining indexes of revisions or supplements to publications, and authorizing forms reproductions. Typical tasks performed include:

- distribute publications
- maintain indexes of revised or supplements to publications
- process publications requisitions at PDO level
- establish publications requirements to publications distribution centers (PDCs) or higher headquarters
- authorize forms reproductions
- prepare requests for printing or duplicating services
- issue nonaccountable forms to CARs
- control reprints of forms
- conduct orientation briefings for CARs or alternates

There were three jobs identified in the cluster. Members in the **Publications/Forms Distribution Job** spend 21 percent of their time on publications and forms activities, which includes processing publications and forms requisition. The next job is the **Publications Job**. The members in this job spend 33 percent of their job time performing publications activities, such as editing or reviewing standard publication drafts or reprints and coordinating publications manuscripts with the originators. The last job in the cluster is the **Forms Management Job**. Incumbents in this job perform tasks that include evaluating proposed forms, maintaining functional files of higher headquarters forms, and maintaining forms numerical files.

Respondents in this cluster are moderately experienced, with slightly under 9 years time in service. Fifty percent hold the 5-skill level, and 41 percent hold the 7-skill level. Twenty-eight percent are in their first enlistment, and 57 percent are in paygrades E-4 and E-5.

IX. PUBLICATIONS APPRENTICE CLUSTER (ST070, N=37). Incumbents in this cluster spend the largest percent of their job time (64 percent) performing general or miscellaneous IM activities (see Table 3, Duty E). Their responsibilities include posting publications bulletins, maintaining file plans, establishing publications libraries, and preparing forms orders. Two reasons make this cluster an apprenticeship cluster. First, members perform an average of only 16 tasks, compared to 65 tasks for members of the Publications/Forms Cluster, which has similar duty emphasis. Second, 72 percent of the members in this cluster are in their first enlistment, compared to only 28 percent of the Publications/Forms Cluster. Typical tasks performed by members include:

- request publications from publications distribution offices (PDOs)
- post standard publications
- maintain indexes of revised or supplements to publications
- maintain publication libraries
- distribute publications
- load publication requirements into publication distribution office system (PDOs)
- maintain publication sets
- establish publications requirements to publications distribution centers (PDCs) or higher headquarters
- maintain publications distribution records

Survey data show there are three jobs in the Publications Apprentice Cluster. The first job, the **Flight/Squadron Publications Distribution Job**, is the core job of the cluster, which has publications activities as the major area of emphasis. Included are responsibilities for packaging publications for shipments, obtaining disposition instructions for excess publications stocks, and distributing publications. The next job is the **Flight/Squadron Publications Requirements Job**. This job involves distributing publications and posting CAR publications requirements. The final job is the **Wing Publications Maintenance Job**, which is involved with administrative communications, records management, and publications activities. As the title implies, this job is performed mainly at the wing level.

As expected, 90 percent of these personnel are in paygrades E-2 through E-4, 62 percent hold the 5-skill level, and they average just under 4 years time in service.

X. BASE INFORMATION TRANSFER CENTER (BITC) JOB (ST330, N=72). The members with this job are distinguished because they spend 27 percent of their time on directory services, postal service center tasks, and unit mail room activities, more than members of any other cluster or job. Members perform an average of 61 tasks, which include sorting and breaking down mail, picking up or delivering incoming or outgoing administrative communications, and redirecting missent mail. The following postal tasks are those which distinguish the work of this job:

- consolidate mail shipments
- redirect missent mail
- calculate postage or mailing rates and fees
- process incoming official registered mail
- pick up mail from post offices
- maintain official registered mail
- process outbound registered mail
- load mail trucks
- brief customers on special mail services

Data show that this job is performed mostly by personnel in paygrades E-1 to E-4, most of whom hold either the 3- or 5-skill level. Incumbents average 5 years time in service, with 51 percent in their first enlistment.

XI. FORMS DISTRIBUTION JOB (ST310, N=12). Members in this job spend 67 percent of their duty time performing forms activities. The job is highly specialized, as members perform an average of only 23 tasks dealing with processing form requisitions from CARs, maintaining local reproduction authorized forms, and loading forms requisitions into PDOs. The following are typical tasks members spend most time performing:

- warehouse forms
- prepare form orders
- package forms for shipping
- obtain lateral support from other PDOs
- dispose of excess forms stocks
- maintain PDO stock levels of storage safeguard forms
- issue accountable forms
- obtain disposition instructions for excess forms
- authorize forms reproductions

Respondents holding this job are relatively inexperienced, averaging just over 3 years time in service. Fifty-eight percent hold the 3-skill level, and 42 percent hold the 5-skill level. Ninety-two percent are in paygrades E-2 through E-4. Sixty-seven percent are in their first enlistment.

XII. STAFF SUPPORT CLUSTER (ST052, N=72). Incumbents in the Staff Support cluster perform an average of only 19 tasks, which deal with performing such routine staff support activities as processing E-mail communications, drafting administrative communications, and filing unclassified documents. What distinguishes members of this cluster from the Staff Support Publications cluster is members in this cluster spend much more job time on organizing and planning, administrative communications, and records management tasks and less time on publications tasks. The following are representative tasks performed by members of the cluster:

- maintain suspense files
- pick up or deliver incoming or outgoing administrative communications
- determine or establish work priorities
- monitor or update recall rosters
- process awards and decorations

prepare memorandums for record
prepare electrical messages using SARAH Lite
post standard publications
assemble correspondence for signatures and dispatches

There were two jobs in the Staff Support cluster. The first job is distinguished because members spend nearly 75 percent of their job time performing general or miscellaneous information management activities. The second job is distinguished by time members spend performing such tasks as operating office copiers, sorting mail, and collecting mail from base mail boxes.

Seventy percent of the personnel in this cluster are in paygrade E-4 and below, with 51 percent holding the 5-skill level and 28 percent having the 3-skill level. Forty-three percent are in their first enlistment.

Comparison of Current Job Descriptions to Previous Study

The results of the specialty job analysis were compared to the previous OSR, dated May 1988. Table 5 lists the major jobs identified in this study and their equivalent jobs from the 1988 OSR. Overall, the job structure of the career ladder has remained fairly stable over the years. A review of the jobs performed by the current sample indicates that 11 of the 12 clusters and jobs in the current study were matched to similar jobs identified in the 1988 report. The only cluster not matched was the Publications Apprentice Cluster. In addition, two jobs from the 1988 study were not identified in the current study. These were the Suggestion Program Manager Job and the Office Automated Systems Personnel Cluster. The lack of a Suggestion Program Manager Job in the current study is not unexpected, since the job was performed primarily by civilians, who were surveyed as part of the 1988 study, but not as part of the current study.

Summary

The IM career ladder is characterized by a fairly diverse job structure, with 12 jobs being identified. Clearly, the Administrative Communications, Publications, and Support Cluster, which contains 40 percent of the survey respondents, comprises the core job of the career ladder. Within all of the 12 jobs identified, a core set of general or miscellaneous IM tasks were being performed to some degree, regardless of whether the job involved forms, publications, protocol, records management, or the BITC activity.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at various skill levels. This information may be used to evaluate how well career ladder documents, such as the AFMAN 36-2108 Specialty Descriptions and Specialty Training Standard (STS), reflect what career ladder personnel are actually doing in the field.

The distribution of skill-level groups across career ladder jobs is displayed in Table 6, while Table 7 offers another perspective by displaying percent time spent on each duty area across skill-level groups. The largest percentage of members in the 3-, 5-, and 7-skill level groups work in the Administrative Communications, Publications, and Support Cluster. At the 9-skill and CEM levels, the largest percentages work in the Information Management Supervisor Cluster. Thus, a fairly typical pattern of career ladder progression is noted within the Information Management career ladder.

Skill-Level Descriptions

DAFSC 3A031: The 337 airmen in the 3-skill level group, representing 14 percent of the survey sample, perform an average of 46 tasks. As shown in Table 6, 26 percent of these members are in the Administrative Communications, Publications, and Support Cluster, 17 percent work in the Staff Support Publications Cluster, 10 percent work in the BITC Cluster, and 9 percent work in the UPO Cluster. They spend 68 percent of their job time on general or miscellaneous IM activities, administrative communications activities, and unit orderly room administrative activities (see Table 7, Duties E, F, and L). Commonly performed tasks are listed in Table 8.

DAFSC 3A051: The 1,279 airmen in the 5-skill level group represent 52 percent of the total survey sample. These incumbents perform an average of 69 tasks. As shown in Table 6, there is a large increase in the percentage of personnel working in the Administrative Communications, Publications, and Support Cluster (45 percent vs. 26 percent at the 3-skill level). There is also an increase in the percentage of personnel working in the Administrative Communications and Classified Materials Cluster (9 percent vs. 4 percent). Conversely, the percent who work in the UPO Cluster decreases from 9 percent at the 3-skill level to only 3 percent at the 5-skill level. Also, the percentage of personnel who work in the BITC Cluster decreases from 10 percent at the 3-skill level to 4 percent at the 5-level. Table 7 shows that 5-skill level personnel spend 50 percent of their time performing general or miscellaneous IM activities (Duty E). In addition to these general tasks and activities, they spend 22 percent of their time performing publications, forms, records management, and administrative communications activities (Duties F, G, H, and I). Representative tasks performed by 5-skill level incumbents are listed in Table 9.

TABLE 6

DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOBS
(PERCENT MEMBERS RESPONDING)

CAREER LADDER JOBS	DAFSC 3A031 (N=337)	DAFSC 3A051 (N=1,279)	DAFSC 3A071 (N=738)	DAFSC 3A091 (N=70)	DAFSC 3A000 (N=18)
I. ADMINISTRATIVE COMMUNICATIONS, PUBLICATIONS, AND SUPPORT CLUSTER	26	45	43	14	0
II. INFORMATION MANAGEMENT SUPERVISOR CLUSTER	0	4	21	47	70
III. STAFF SUPPORT PUBLICATIONS CLUSTER	17	12	3	0	0
IV. ADMINISTRATIVE COMMUNICATIONS AND CLASSIFIED MATERIALS CLUSTER	4	9	10	1	0
V. RECORDS MANAGEMENT CLUSTER	1	1	1	1	0
VI. UNIT PERSONNEL OFFICE (UPO) CLUSTER	9	3	2	0	0
VII. PROTOCOL PERSONNEL CLUSTER	1	2	2	1	0
VIII. PUBLICATIONS/FORMS PERSONNEL CLUSTER	1	2	3	0	0
IX. PUBLICATIONS APPRENTICE CLUSTER	4	2	*	0	0
X. BASE INFORMATION TRANSFER CENTER (BITC) CLUSTER	10	4	2	0	0
XI. FORMS DISTRIBUTION IJT	2	*	0	0	0
XII. STAFF SUPPORT CLUSTER	4	2	1	3	0
NOT GROUPED	21	13	12	24	30

TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF SKILL-LEVEL GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC	DAFSC	DAFSC	DAFSC	DAFSC	DAFSC	DAFSC
	3A031 (N=337)	3A051 (N=1,279)	3A071 (N=738)	3A091 (N=70)	3A000 (N=18)		
A. ORGANIZING AND PLANNING	5	6	10	15	16		
B. DIRECTING AND IMPLEMENTING	1	3	7	11	12		
C. INSPECTING AND EVALUATING	2	3	6	12	14		
D. TRAINING	1	2	4	4	6		
E. PERFORMING GENERAL OR MISCELLANEOUS IM ACTIVITIES	48	50	42	34	29		
F. PERFORMING ADMINISTRATIVE COMMUNICATIONS ACTIVITIES	11	8	7	4	5		
G. PERFORMING PUBLICATIONS ACTIVITIES	5	5	4	2	2		
H. PERFORMING FORMS ACTIVITIES	3	2	2	0	0		
I. PERFORMING RECORDS MANAGEMENT ACTIVITIES	3	4	4	4	1		
J. PERFORMING PLANS AND PROGRAMS ACTIVITIES	0	1	1	2	5		
K. PERFORMING DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	6	3	1	1	0		
L. PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE ACTIVITIES	10	8	6	5	3		
M. PERFORMING PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1	2	2	3	2		
N. HANDLING OR PROTECTING CLASSIFIED MATERIALS	3	3	5	3	3		
O. CONTROLLING AND MAINTAINING ARMED FORCES COURIER SERVICES (ARFCOS) MATERIALS	0	0	0	0	0		

* Denotes less than 1 percent

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

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY 3A031 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=337)
E161 Operate office copiers	71
E130 File unclassified documents	66
E175 Post publications bulletins	53
E179 Post standard publications	53
E147 Maintain suspense files	51
F267 Pick up or deliver incoming or outgoing administrative communications	49
E177 Post publishing bulletins	49
E187 Prepare form orders	47
E139 Maintain file plans	47
E221 Review publications bulletins	44
E214 Request publications from publications distribution offices (PDOs)	43
E185 Prepare electrical messages using SARAH Lite	39
G308 Maintain publication libraries	38
E155 Monitor or update recall rosters	38
E186 Prepare file guides and labels	37
E174 Post CAR publications requirements	37
E165 Package unclassified materials	35
A11 Establish publications libraries	35
E188 Prepare indorsements	35
K517 Sort mail	35
E222 Review publications requirements or requisitions	35
E216 Review EPRs	34
E202 Process awards and decorations	34
E180 Prepare administrative orders	34
L530 Distribute leave and earnings statements	33
E189 Prepare memorandums for record	33
E232 Sort incoming or outgoing communications, other than in base information transfer centers (BITCs) or courier services	32
G300 Distribute publications	31
E108 Code materials for filing	31
E203 Process charge-outs or returns of publications	31

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY 3A051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=1,279)
E161 Operate office copiers	79
E130 File unclassified documents	73
E139 Maintain file plans	68
E175 Post publications bulletins	66
E221 Review publications bulletins	63
E147 Maintain suspense files	61
E218 Review outgoing administrative communications	59
E127 Draft administrative communications	58
E186 Prepare file guides and labels	58
E177 Post publishing bulletins	58
E179 Post standard publications	57
E185 Prepare electrical messages using SARAH Lite	56
E180 Prepare administrative orders	56
B24 Brief personnel on administrative procedures	54
E214 Request publications from publications distribution offices (PDOs)	54
E187 Prepare form orders	53
E207 Procure office supplies	50
E216 Review EPRs	50
E188 Prepare indorsements	49
E189 Prepare memorandums for record	49
E232 base information transfer centers (BITCs) or courier services	49
A5 Determine or establish work priorities	49
F267 Pick up or deliver incoming or outgoing administrative communications	48
G308 Maintain publication libraries	47
E174 Post CAR publications requirements	47
E102 Assemble correspondence for signatures and dispatches	47
E222 Review publications requirements or requisitions	47
E202 Process awards and decorations	47
E142 Maintain office supply stock levels	46
E165 Package unclassified materials	46

Table 10 gives examples of those tasks which best differentiate 5-skill level personnel from their junior counterparts. The 5-skill level personnel are not only more involved in general or miscellaneous IM activities, but are also more involved with supervisory tasks than 3-skill level personnel.

DAFSC 3A071: Seven-skill level personnel represent 30 percent of the survey sample and perform an average of 88 tasks. As shown in Table 6, 43 percent work in the Administrative Communications, Publications, and Support Cluster. However, there is a large shift in the percent working in the IM Supervisor Cluster (21 percent versus 4 percent at the 5-skill level). Also, there is a sharp decrease in the percent working in the Staff Support Publications Cluster (3 percent versus 12 percent at the 5-skill level). Forty-two percent of their relative job time is spent on general or miscellaneous IM tasks, while 27 percent of their time is spent performing supervisory and training tasks, nearly twice the job time of the 5-skill level incumbents. The remainder of their time is dedicated to administrative communications, publications, records management, and UPO activities (see Table 7). Table 11 lists representative tasks performed by these incumbents. Most are general in nature, rather than supervisory tasks normally seen at the 7-skill level. Tasks which best differentiate 7-skill level personnel from their junior counterparts are presented in Table 12. As expected, the key difference is a much greater emphasis on supervisory functions.

DAFSC 3A091 and 3A000: Nine-skill level and CEM personnel represent 4 percent of the survey sample. They perform an average of 83 tasks. The largest percentage of these personnel work in the IM Supervisor Cluster (see Table 6). Incumbents spend an average of 43 percent of their time performing senior leadership activities such as organizing, directing, inspecting, and training (Duties A through D). Table 13 lists representative tasks performed by these personnel. Tasks which best differentiate 9-skill level and CEM personnel from those at the 7-skill level are presented in Table 14. As expected, the key difference is that the 7-skill level personnel are still performing many general IM, administrative communications, and publications functions, while the 9-skill level and CEM personnel place a greater emphasis on career ladder management and supervision.

Summary

AFSC 3A0X1 personnel progress typically through the career ladder, with personnel at the 3-skill level spending the vast majority of their job time performing general IM, administrative communications, and UPO tasks. Five-skill level members spend slightly more time on general IM, and less time in UPO and administrative communications tasks than their 3-skill level counterparts. Personnel holding the 7-skill level perform less general IM tasks and more supervisory tasks. Following the normal progression, 9-skill level and CEM personnel spend more time on career ladder management functions.

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 3A031 AND DAFSC 3A051 PERSONNEL
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	DAFSC 3A031 (N=337)	DAFSC 3A051 (N=1,279)	<u>DIFFERENCE</u>
E127 Draft administrative communications	27	58	-31
B24 Brief personnel on administrative procedures	25	54	-29
E218 Review outgoing administrative communications	30	59	-29
E180 Prepare administrative orders	34	56	-22
E121 Determine disposition of noncurrent records	15	37	-22
E102 Assemble correspondence for signatures and dispatches	26	47	-21
E139 Maintain file plans	47	68	-21
E207 Procure office supplies	29	50	-21
A5 Determine or establish work priorities	28	49	-21
E186 Prepare file guides and labels	37	58	-21
E142 Maintain office supply stock levels	26	46	-20
E173 Perform QC inspections on AF letters	22	42	-20
A12 Establish work methods or procedures	17	37	-20
E221 Review publications bulletins	44	63	-19
E169 Perform operator maintenance on copiers	22	40	-18

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY 3A071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=738)
E161 Operate office copiers	87
B24 Brief personnel on administrative procedures	75
E130 File unclassified documents	73
A5 Determine or establish work priorities	73
E127 Draft administrative communications	71
E218 Review outgoing administrative communications	70
E139 Maintain file plans	68
E147 Maintain suspense files	65
E221 Review publications bulletins	64
E207 Procure office supplies	58
E180 Prepare administrative orders	58
E186 Prepare file guides and labels	57
E216 Review EPRs	57
E102 Assemble correspondence for signatures and dispatches	57
E189 Prepare memorandums for record	56
E232 Sort incoming or outgoing communications, other than in base information transfer centers (BITCs) or courier services	56
A12 Establish work methods or procedures	55
E165 Package unclassified materials	54
E188 Prepare indorsements	54
E185 Prepare electrical messages using SARAH Lite	53
E173 Perform QC inspections on AF letters	52
E142 Maintain office supply stock levels	52
E121 Determine disposition of noncurrent records	51
E108 Code materials for filing	51
E169 Perform operator maintenance on copiers	51
E111 Conduct daily security checks	50
E195 Prepare requests for printing or duplicating services	49
B28 Counsel personnel on personal or military-related matters	49
F267 Pick up or deliver incoming or outgoing administrative communications	48
E175 Post publications bulletins	48

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 3A051 AND DAFSC 3A071 PERSONNEL
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	DAFSC 3A051 (N=1,279)	DAFSC 3A071 (N=738)	<u>DIFFERENCE</u>
E175 Post publications bulletins	66	48	18
E177 Post publishing bulletins	58	42	16
C70 Write EPRs	17	48	-31
B41 Supervise Information Management Specialists (AFSC 3A051)	11	40	-29
C71 Write recommendations for awards or decorations	15	43	-28
B28 Counsel personnel on personal or military-related matters	21	49	-28
A10 Establish performance standards for subordinates	17	44	-27
C52 Evaluate personnel for compliance with performance standards	14	39	-25
B25 Brief personnel on work priorities	23	48	-25
B37 Interpret policies, directives, or procedures for subordinates	16	40	-24
A5 Determine or establish work priorities	49	73	-24
A3 Coordinate requirements for personnel, equipment, space, tools, or supplies with appropriate agencies	24	48	-24
A20 Plan or schedule work assignments or priorities	24	48	-24
B36 Initiate personnel action requests	16	38	-22
B24 Brief personnel on administrative procedures	54	75	-21

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY 3A091 AND 3A000 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=88)
A5 Determine or establish work priorities	84
B24 Brief personnel on administrative procedures	82
E161 Operate office copiers	77
A3 Coordinate requirements for personnel, equipment, space, tools, or supplies with appropriate agencies	74
E127 Draft administrative communications	73
E216 Review EPRs	73
E218 Review outgoing administrative communications	72
B28 Counsel personnel on personal or military-related matters	69
C70 Write EPRs	69
C71 Write recommendations for awards or decorations	68
B37 Interpret policies, directives, or procedures for subordinates	67
B25 Brief personnel on work priorities	66
A20 Plan or schedule work assignments or priorities	64
A22 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	62
C52 Evaluate personnel for compliance with performance standards	61
A9 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures	61
A10 Establish performance standards for subordinates	61
E189 Prepare memorandums for record	60
A17 Plan meetings	59
E102 Assemble correspondence for signatures and dispatches	58
A12 Establish work methods or procedures	58
E111 Conduct daily security checks	58
A4 Determine or establish logistics requirements, such as personnel, equipment, space, tools, or supplies	56
B41 Supervise Information Management Specialists (AFSC 70250)	53
A14 Monitor funds	50
E147 Maintain suspense files	48
C68 Review inspection reports or procedures	47
A19 Plan or prepare briefings	44
E173 Perform QC inspections on AF letters	43
B43 Supervise Information Management Technicians (AFSC 70270)	41

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 3A071 AND DAFSC 3A091/3A000 PERSONNEL
(PERCENT MEMBERS PERFORMING)

<u>TASKS</u>	<u>DAFSC 3A071 (N=738)</u>	<u>DAFSC 3A091/00 (N=88)</u>	<u>DIFFERENCE</u>
E175 Post publications bulletins	48	7	41
E139 Maintain file plans	68	32	36
E177 Post publishing bulletins	42	6	36
E179 Post standard publications	44	9	35
E174 Post CAR publications requirements	39	8	31
G308 Maintain publication libraries	39	9	30
E186 Prepare file guides and labels	57	27	30
E214 Request publications from publications distribution offices (PDOs)	42	12	30
E187 Prepare form orders	38	9	29
E212 Repair damaged or worn publications	30	1	29
C63 Indorse enlisted performance reports (EPRs)	15	45	-30
B43 Supervise Information Management Technicians (AFSC 3A071)	11	41	-30
C64 Inspect work areas or facilities	21	49	-28
B37 Interpret policies, directives, or procedures for subordinates	40	67	-27
C68 Review inspection reports or procedures	20	47	-27
A3 Coordinate requirements for personnel, equipment, space, tools, or supplies with appropriate agencies	48	74	-26
C50 Evaluate maintenance or use of workspace, equipment, or supplies	29	55	-26
C71 Write recommendations for awards or decorations	43	68	-25
A17 Plan meetings	35	59	-24
A1 Assign personnel to duty positions	35	59	-24
A8 Draft budget requirements	28	51	-23
B27 Conduct staff meetings	25	48	-23
C52 Evaluate personnel for compliance with performance standards	39	61	-22
C70 Write EPRs	48	69	-21

ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTIONS*

Survey data were compared to current AFMAN 36-2108 IM *Specialty Descriptions*. The descriptions depict the diverse nature of the career ladder, as well as the increase in supervisory and managerial responsibilities as personnel progress through the skill levels.

TRAINING ANALYSIS

Occupational survey data are a source of information which can be used to assist in the development of relevant training programs for entry-level personnel. Factors used to evaluate entry-level Information Management training include jobs performed by first-enlistment (1-48 months TAFMS) personnel, percent first-enlistment members performing specific tasks or using specific equipment items, ratings of how much training emphasis (TE) tasks should receive in formal training, and ratings of relative task difficulty (TD).

First-Enlistment Personnel

In this study, there are 566 first-enlistment personnel. The diversity of the work performed by first-enlistment personnel is shown by Figure 2. While personnel work in most of the 12 jobs and clusters identified in the career ladder structure, 45 percent of them can be found in two jobs. Twenty-eight percent work in the Administrative Communications, Publications, and Support Cluster and 17 percent work in the Staff Support Publications Cluster. Table 15 reflects the relative time spent by first-enlistment personnel across duty areas. Forty-nine percent of their time is devoted to performing general or miscellaneous IM tasks, another 10 percent is spent performing administrative communications activities, and 9 percent spent performing unit orderly room administrative activities. Lesser amounts of time is spent performing directory services, postal service center, or unit mail room activities, and publications and forms activities. Table 16 displays representative tasks performed by first-enlistment personnel. As expected, most are general tasks. Table 17 displays the percentages of first-enlistment personnel operating various items of office equipment.

TE and TD Data

TE and TD data are secondary factors that can help technical training personnel decide which entry-level training tasks to emphasize. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide training personnel with a rank-ordering of those tasks considered important for first-term airmen training (TE), and a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel

AFSC 3A0X1 FIRST-ENLISTMENT JOBS

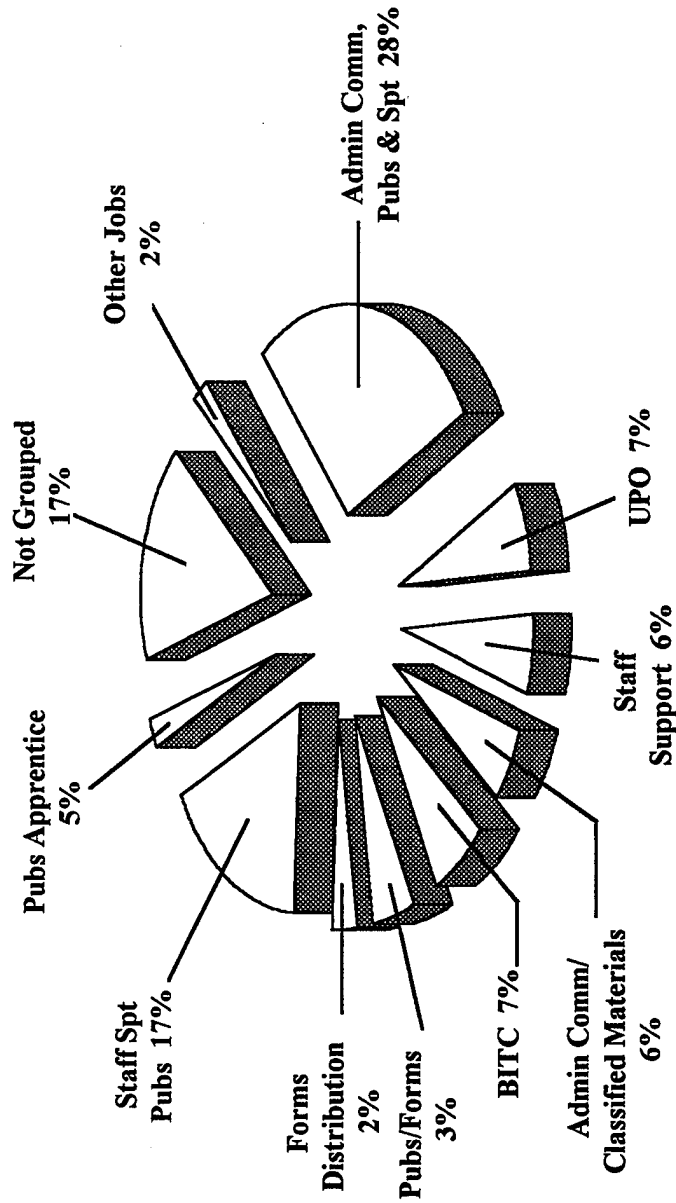


FIGURE 2

TABLE 15

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY
FIRST-ENLISTMENT AFSC 3A0X1 PERSONNEL

DUTIES	1-48 MOS TAFMS (N=566)
A. ORGANIZING AND PLANNING	5
B. DIRECTING AND IMPLEMENTING	2
C. INSPECTING AND EVALUATING	2
D. TRAINING	1
E. PERFORMING GENERAL OR MISCELLANEOUS INFORMATION MANAGEMENT ACTIVITIES	49
F. PERFORMING ADMINISTRATIVE COMMUNICATIONS ACTIVITIES	10
G. PERFORMING PUBLICATIONS ACTIVITIES	6
H. PERFORMING FORMS ACTIVITIES	4
I. PERFORMING RECORDS MANAGEMENT ACTIVITIES	3
J. PERFORMING PLANS AND PROGRAMS ACTIVITIES	*
K. PERFORMING DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	6
L. PERFORMING UNIT ORDERLY ROOM ADMINISTRATIVE ACTIVITIES	9
M. PERFORMING PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1
N. HANDLING OR PROTECTING CLASSIFIED MATERIALS	3
O. CONTROLLING AND MAINTAINING ARMED FORCES COURIER SERVICES (ARFCOS) MATERIALS	*

* Denotes less than 1 percent

NOTE: Numbers do not add to 100 due to rounding

TABLE 16

REPRESENTATIVE TASKS PERFORMED BY FIRST-ENLISTMENT
AFSC 3A0X1 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=566)
E161 Operate office copiers	71
E130 File unclassified documents	66
E175 Post publications bulletins	57
E147 Maintain suspense files	53
E177 Post publishing bulletins	54
E139 Maintain file plans	52
F267 Pick up or deliver incoming or outgoing administrative communications	48
E187 Prepare form orders	49
E216 Review EPRs	35
E179 Post standard publications	51
E214 Request publications from publications distribution offices (PDOs)	47
K517 Sort mail	33
E221 Review publications bulletins	48
E174 Post CAR publications requirements	38
E185 Prepare electrical messages using SARAH Lite	43
E202 Process awards and decorations	36
E180 Prepare administrative orders	40
G308 Maintain publication libraries	40
E232 Sort incoming or outgoing communications, other than in base information transfer centers (BITCs) or courier services	35
K476 Breakdown mail	28
E155 Monitor or update recall rosters	36
E127 Draft administrative communications	32
E165 Package unclassified materials	37
E186 Prepare file guides and labels	42
E222 Review publications requirements or requisitions	36

TABLE 17

EQUIPMENT USED BY MORE THAN 10 PERCENT
OF FIRST-ENLISTMENT PERSONNEL

<u>EQUIPMENT</u>	<u>PERCENT MEMBERS RESPONDING</u>
Electric typewriters	95
Copying machines	90
Lasers	85
Word Processors	56
Shredders	51
Facsimile machines	51
Microcomputers	36
Calculators	35
Secure telephone units	17
Projectors	14

performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors (TE and TD) accompanied by moderate to high percentages of performance may warrant resident training. Those tasks receiving high task factor ratings but low percentages of performance may be more appropriately planned for OJT. Low task factor ratings may highlight tasks which should be omitted from entry-level training; however, this decision must be weighed against percentages of personnel performing tasks, command concerns, and criticality of tasks.

To assist training development personnel, AFOMS developed a computer program which uses these task factors and the percentage of first-enlistment personnel performing tasks to produce Automated Training Indicators (ATI). ATI corresponds to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCR 52-22. ATI allows training developers to quickly focus attention on those tasks which are most likely to qualify for ABR course consideration.

Tasks having the highest TE ratings are listed in Table 18. Included for each task are the percentage of first-job and first-enlistment personnel performing and TD rating. As illustrated in the table, these tasks relate to working with classified and unclassified materials, filing, preparing documents, and maintaining publications. Furthermore, many of the tasks have high percent members performing; however, many have average to low TD ratings.

Table 19 lists the tasks having the highest TD ratings. The percentage of first job, first-enlistment, 5- and 7-skill level personnel performing, and TE ratings are also included. These tasks primarily involve training and plans and programs activities, the majority have low training emphasis, and most are performed by relatively low percentages of career ladder members.

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

Specialty Training Standard (STS)

IM training personnel at the technical school matched JI tasks to sections and subsections of the STS. A listing of the STS was then produced, showing tasks matched, percent members performing the tasks, and TE, TD, and ATI ratings for each task. These listings are included in the **TRAINING EXTRACT**. Any element with matched tasks performed by 20 percent or more of members from at least one of the criteria groups shown is considered to be supported and should be included in the STS.

Paragraphs 1 through 6 of the STS deal with general topics of safety, security, supervision, training, general IM topics, and office equipment. Paragraphs 7 through 13 cover the common aspects of the career ladder. These paragraphs include over 150 individual entries, many of which have tasks matched.

TABLE 18

EXAMPLE OF TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING		TSK DIFF
		IST JOB	IST ENL	
E164 Package classified materials	6.7	15	18	4.6
E185 Prepare electrical messages using SARAH LITE	6.4	36	43	4.4
E139 Maintain file plans	6.4	46	52	5.0
E175 Post publications bulletins	6.2	52	57	4.0
E180 Prepare administrative orders	6.1	33	40	5.0
E130 File unclassified documents	6.0	64	66	3.8
E129 File classified documents	6.0	17	23	4.4
E174 Post CAR publications requirements	6.0	35	38	4.0
E147 Maintain suspense files	5.9	49	53	3.6
E202 Process awards and decorations	5.9	33	36	5.3
E186 Prepare file guides and labels	5.8	37	42	3.5
E179 Post standard publications	5.6	48	51	3.7
E188 Prepare indorsements	5.6	33	36	3.8
E177 Post publishing bulletins	5.5	50	54	3.9
G308 Maintain publication libraries	5.4	40	40	4.6
E102 Assemble correspondence for signatures and dispatches	5.4	26	30	3.7
E189 Prepare memorandums for record	5.4	31	34	3.6
E218 Review outgoing administrative communications	5.4	25	34	4.9
N675 Store classified materials	5.4	14	15	5.6
E165 Package unclassified materials	5.4	34	37	3.2

TABLE 19

EXAMPLE TASKS WITH HIGHEST TASK DIFFICULTY

TASKS	TSK DIFF	PERCENT MEMBERS PERFORMING							TNG EMP
		1ST JOB	1ST ENL	5- LVL	7- LVL				
		2	2	4	5				
E122	8.7	2	2	4	5			1.3	
D89	7.8	1	1	1	1			.3	
J446	7.7	0	0	1	0			.3	
A8	7.6	3	3	10	28			.7	
J460	7.4	0	0	1	2			.6	
D99	7.4	1	1	1	3			.6	
J448	7.3	0	0	0	1			.1	
J463	7.3	0	0	0	1			.3	
D88	7.3	0	0	1	2			.5	
J445	7.3	0	0	1	4			.6	
C67	7.2	1	1	2	3			.4	
C47	7.2	2	2	6	20			.5	
D76	7.2	0	0	2	3			0.0	
J464	7.1	0	0	0	0			.6	
J444	7.1	0	0	1	3			0.0	
J465	7.1	0	0	0	0			0.0	
J466	7.1	0	0	0	1			.1	
J472	7.1	0	0	0	2			.7	
A6	7.1	6	7	10	19			.5	
D100	7.1	1	0	1	2			0.0	

The AFSC 3A0X1 STS is, in general, supported by the survey data. Most paragraphs had matched tasks with 20 percent of at least one criterion group performing, or could be related back to a specific job identified in the career ladder structure. The only paragraphs which were not supported were in paragraph 13, Plans and Programs. Training personnel should carefully review the STS printout in the **TRAINING EXTRACT** to ensure that all elements of this STS paragraph are appropriate.

Several technical tasks, although performed by more than 20 percent of at least one criterion group, were not matched to any STS element (see Table 20). Most were general IM tasks. Training personnel should review the list of unmatched tasks presented in the **TRAINING EXTRACT** to ensure the STS is complete.

Plan of Instruction (POI)

JI tasks were also matched to POI E3ABR3A031-002 learning objectives by training personnel at Keesler AFB. A product was produced listing learning objects, tasks matched, and percent first-job (1-24 months TAFMS), first-enlistment (1-48 months TAFMS) personnel performing the tasks and TE, TD, and ATI ratings.

POI learning objectives with tasks matched were reviewed using the standards set forth in Attachment 1, AETCR 52-22, dated 17 February 1989. An objective is considered supported if 30 percent or more of first-job or first-enlistment group members performed any of the tasks matched. Any learning objectives which do not meet these criteria should be considered for elimination from the formal course, unless their retention can be justified by some other acceptable basis.

The review of the POI revealed most learning objectives were supported by survey data. Most learning objectives had matched tasks with at least 30 percent of first-job or first-enlistment personnel performing, or could be linked back to a specific job identified in the career ladder structure. Tasks performed by more than 30 percent criterion group members and not matched to the POI are listed in Table 21. Training personnel should review these to determine if they suggest additional topics that should be included in the entry-level course.

JOB SATISFACTION ANALYSIS

An examination of job satisfaction indicators can give career ladder managers a better understanding of factors that may affect job performance of career ladder airmen. The survey booklet included questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current

TABLE 20

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE
AFSC 3A0X1 JOB MEMBERS AND NOT REFERENCED TO THE STS

TASKS	TNG EMP	IST JOB	PERCENT MEMBERS PERFORMING			TSK DIF
			1ST ENL	5- LVL	7- LVL	
E195 Prepare requests for printing or duplicating services	4.36	27	33	46	49	3.35
E223 Review requests for printing or duplicating services	4.02	17	19	28	35	3.53
E199 Prepare talking papers	3.68	15	16	26	31	5.25
E230 Send sponsorship kits or letters of welcome to incoming personnel	3.25	15	17	22	24	3.44
E207 Procure office supplies	3.04	26	30	50	58	3.35
E231 Sign off materials in safes	2.56	12	14	20	28	3.58
F279 Route facsimile transmissions	2.33	17	19	26	32	3.24

TE MEAN = 1.77; S.D. = 1.32 (HIGH = 3.09)

TD MEAN = 5.00; S.D. = 1.00

TABLE 21

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE
AFSC 3A0X1 FIRST-ENLISTMENT JOB MEMBERS AND NOT REFERENCED TO THE POI

TASKS	TNG EMP	PERCENT MEMBERS PERFORMING				TSK DIF
		ATI	1ST JOB	1ST ENL	ENL	
E175 Post publications bulletins	6.17	13	52	57	3.97	
E202 Process awards and decorations	5.89	12	33	36	5.29	
E177 Post publishing bulletins	5.49	13	50	54	3.86	
E216 Review EPRs	5.13	12	31	35	5.43	
E184 Prepare electrical messages using methods other than SARAH Lite	4.74	11	8	9	4.96	
E127 Draft administrative communications	4.58	12	22	32	5.00	
E181 Prepare bullet background papers	4.40	11	18	21	5.19	
A11 Establish publications libraries	4.32	12	35	36	4.96	
E166 perform annual or special reviews of publications	4.28	12	25	30	4.64	
E149 Maintain unit personnel management rosters (UPMRs)	4.04	11	13	13	4.32	
E155 Monitor or update recall rosters	3.85	12	34	36	4.07	
B24 Brief personnel on administrative procedures	3.79	12	23	31	4.64	
K517 Sort mail	2.34	15	35	33	4.04	

TE MEAN = 1.77; S.D. = 1.32 (HIGH = 3.09)

TD MEAN = 5.00; S.D. = 1.00

survey sample were analyzed by making several comparisons: (1) between AFSC 3A0X1 TAFMS group members and a comparative sample of the same TAFMS group members from other Command Support career ladders surveyed in 1993 (AFSCs 1S0X1, 64PX, 2G0X1, 6F0X1, 6F0X2, 6F1X1, 3A0X1, 3S0X1, 3S0X2, 3S1X1, 3S2X1, 3M0X1, 3N0X1, 3N0X2, 3N1X1, 3N2X1, 5J0X1, and 5R0X1); (2) between current and previous survey TAFMS groups; and (3) across specialty groups identified in the **SPECIALTY JOBS** section of this report.

Table 22 compares first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97+ months TAFMS) group data to corresponding enlistment groups from other Command Support AFSCs surveyed during the previous calendar year. These data give a relative measure of how the job satisfaction of AFSC 3A0X1 personnel compares with similar Air Force specialties. Generally, perceptions associated with job satisfaction are good for all TAFMS groups, although some indicators reflected lower satisfaction than members of the comparative sample. Incumbents in all three TAFMS groups expressed less interest in their jobs and felt their talents and training were not as well used relative to the comparative sample. AFSC 3A0X1 personnel did, however, have a greater sense of accomplishment and higher reenlistment intentions than the comparative sample of Command Support personnel.

Table 23 displays a comparison of job satisfaction indicators for the current survey and for the previous survey. Though there were no dramatic changes from the previous study to this one, there were some areas of positive change. Reported job interest, perceived use of talents, and sense of accomplishment were all up slightly over the previous study, while only perceived use of training fell. Plans to reenlist also fell slightly, but only across the 49-96 months and 97+ months TAFMS groups.

Table 24 outlines job satisfaction across the 1994 AFSC 3A0X1 job structure. An examination of these data can reveal the influences of performing certain jobs on overall job satisfaction. In all of the jobs and clusters, at least 50 percent of the respondents reported finding their jobs interesting. The Forms Distribution Job personnel expressed the highest job interest (92 percent), while the Staff Support Cluster reported the lowest job interest (50 percent). The Forms Distribution personnel reported they felt their talents were being well-used (100 percent). The Publications/Forms Cluster personnel felt the strongest about how their training was being used, while the Staff Support Cluster personnel reported the lowest responses. The Protocol Cluster personnel reported the highest positive response for sense of accomplishment and for plans to reenlist, while the Staff Support Cluster personnel reported the lowest positive response for those two categories. Reenlistment intentions for all the other job groups is high.

TABLE 22

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 3A0X1 TAFMS GROUPS
IN CURRENT STUDY TO A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	3A0X1 (N=566)	SAMPLE (N=190)	3A0X1 (N=560)	SAMPLE (N=372)	3A0X1 (N=1,316)	SAMPLE (N=267)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	66	72	63	75	69	74
SO-SO	21	18	25	17	20	16
DULL	13	9	13	8	11	9
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO EXCELLENT LITTLE OR NOT AT ALL	79 21	83 17	77 23	82 18	79 19	83 17
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO EXCELLENT LITTLE OR NOT AT ALL	71 15	75 25	68 21	87 13	64 22	77 23
<u>SENSE OF ACCOMPLISHMENT:</u>						
SATISFIED	75	68	72	70	71	68
NEUTRAL	13	11	12	6	11	7
DISSATISFIED	13	21	16	24	17	25
<u>REENLISTMENT INTENTIONS:</u>						
PLAN TO REENLIST	68	31	77	30	71	39
PLAN NOT TO REENLIST	32	56	23	49	9	42
PLAN TO RETIRE	0	12	0	16	20	14

NOTE: Comparative data are from 13 Mission Equipment Maintenance AFSCs surveyed in 1993

TABLE 23

COMPARISON OF AFSC 3A0X1 JOB SATISFACTION INDICATORS
FOR CURRENT AND PREVIOUS SURVEY
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	CURRENT (N=566)	1988 (N=945)	CURRENT (N=560)	1985 (N=592)	CURRENT (N=1,316)	1985 (N=1,041)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	66	63	63	62	69	68
SO-SO	21	24	25	23	20	19
DULL	13	12	13	14	11	12
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO EXCELLENT	79	75	77	75	79	78
LITTLE OR NOT AT ALL	21	24	23	24	19	22
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO EXCELLENT	71	79	68	73	64	76
LITTLE OR NOT AT ALL	15	20	21	26	22	24
<u>SENSE OF ACCOMPLISHMENT:</u>						
SATISFIED	75	69	72	68	71	69
NEUTRAL	12	12	12	11	11	10
DISSATISFIED	13	18	16	20	17	21
<u>REENLISTMENT INTENTIONS:</u>						
PLAN TO REENLIST	68	68	77	79	71	77
PLAN NOT TO REENLIST	32	31	23	20	9	22
PLAN TO RETIRE	0	*	0	*	20	*

* Data not available

TABLE 24

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF AFSC 3A0X1 SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

	ADMIN COM, PUBS, & SUPPORT PERSONNEL CLUSTER (ST193)	IM SUPVR CLUSTER (ST191)	STAFF SUPPORT PUBS CLUSTER (ST135)	ADMIN COM/ CLASSIFIED MATERIALS CLUSTER (ST159)	RECORDS MGMT CLUSTER (ST145)	UPO CLUSTER (ST105)	PROTOCOL PERSONNEL CLUSTER (ST161)
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	68	78	60	63	55	64	87
SO-SO	20	17	24	25	23	19	11
DULL	11	6	15	13	19	16	2
<u>PERCEIVED USE OF TALENTS:</u>							
FAIRLY WELL TO EXCELLENT LITTLE OR NOT AT ALL	84 16	88 12	75 25	77 24	81 19	79 21	87 13
<u>PERCEIVED USE OF TRAINING:</u>							
FAIRLY WELL TO EXCELLENT LITTLE OR NOT AT ALL	85 15	87 13	82 18	72 29	84 16	80 20	76 24
<u>SENSE OF ACCOMPLISHMENT:</u>							
SATISFIED	74	76	71	67	65	68	96
NEUTRAL	10	9	15	14	16	14	4
DISSATISFIED	16	15	14	20	19	19	0
<u>REENLISTMENT INTENTIONS:</u>							
PLAN TO REENLIST	74	66	70	77	68	73	87
PLAN NOT TO REENLIST	16	6	23	13	16	25	11

TABLE 24 (CONTINUED)

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF AFSC 3A0X1 SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

	PUBS/FORMS PERSONNEL CLUSTER (ST127)	PUBS APPRENTICE CLUSTER (ST070)	BITC JOB (ST330)	FORMS DISTRIBUTION JOB (ST310)	STAFF SUPPORT CLUSTER (ST052)
<u>EXPRESSED JOB INTEREST:</u>					
INTERESTING	76	51	65	92	50
SO-SO	13	27	19	8	35
DULL	9	22	15	0	15
<u>PERCEIVED USE OF TALENTS:</u>					
FAIRLY WELL TO EXCELLENT LITTLE OR NOT AT ALL	87 13	81 19	64 36	100 0	69 31
<u>PERCEIVED USE OF TRAINING:</u>					
FAIRLY WELL TO EXCELLENT LITTLE OR NOT AT ALL	89 11	78 22	71 29	83 17	68 32
<u>SENSE OF ACCOMPLISHMENT:</u>					
SATISFIED	83	62	65	92	60
NEUTRAL	7	22	15	8	18
DISSATISFIED	10	16	18	0	22
<u>REENLISTMENT INTENTIONS:</u>					
PLAN TO REENLIST	76	68	63	92	54
PLAN NOT TO REENLIST	15	30	32	8	35
PLAN TO RETIRE	9	2	5	0	11

IMPLICATIONS

The IM (AFSC 3A0X1) career ladder has changed little since the last survey in 1988. The jobs still involve information management, administrative communications, and publications/records activities. Also, the career ladder is just as varied as it was in 1988, with 10 clusters and 2 independent jobs identified in this study.

Career ladder progression is typical, with 3- and 5-skill level personnel primarily performing information management and administrative communications activities. The 7-skill level personnel perform many information management and administrative communications activities, along with some supervisory duties. The 9-skill level and CEM respondents primarily perform supervisory and managerial duties.

The AFMAN 36-2108 *Specialty Descriptions* are accurate and the technical training program is sound, as both the STS and POI are generally supported by survey data. Job satisfaction data show members of the career ladder are generally satisfied with their jobs, with no serious job satisfaction problems identified.

APPENDIX A
SELECTED REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS

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TABLE A1

**ADMINISTRATIVE COMMUNICATIONS, PUBLICATIONS, AND SUPPORT CLUSTER
(STG193, N=984)**

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E161 OPERATE OFFICE COPIERS	91
E130 FILE UNCLASSIFIED DOCUMENTS	89
E221 REVIEW PUBLICATIONS BULLETINS	89
E175 POST PUBLICATIONS BULLETINS	88
E139 MAINTAIN FILE PLANS	87
E218 REVIEW OUTGOING ADMINISTRATIVE COMMUNICATIONS	82
E147 MAINTAIN SUSPENSE FILES	82
E179 POST STANDARD PUBLICATIONS	80
E177 POST PUBLISHING BULLETINS	78
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	78
E214 REQUEST PUBLICATIONS FROM PUBLICATIONS DISTRIBUTION OFFICES (PDOs)	78
E186 PREPARE FILE GUIDES AND LABELS	77
E222 REVIEW PUBLICATIONS REQUIREMENTS OR REQUISITIONS	75
E180 PREPARE ADMINISTRATIVE ORDERS	75
B24 BRIEF PERSONNEL ON ADMINISTRATIVE PROCEDURES	75
E187 PREPARE FORM ORDERS	74
E207 PROCURE OFFICE SUPPLIES	72
E188 PREPARE INDORSEMENTS	72
E174 POST CAR PUBLICATIONS REQUIREMENTS	72
G308 MAINTAIN PUBLICATION LIBRARIES	72
E216 REVIEW EPRs	70
E185 PREPARE ELECTRICAL MESSAGES USING SARAH LITE	70
E189 PREPARE MEMORANDUMS FOR RECORD	69
E166 PERFORM ANNUAL OR SPECIAL REVIEWS OF PUBLICATIONS	69
E232 SORT INCOMING OR OUTGOING COMMUNICATIONS, OTHER THAN IN BASE INFORMATION TRANSFER CENTERS (BITCs) OR COURIER SERVICES	68
A11 ESTABLISH PUBLICATIONS LIBRARIES	68
E142 MAINTAIN OFFICE SUPPLY STOCK LEVELS	67
E195 PREPARE REQUESTS FOR PRINTING OR DUPLICATING SERVICES	66
E202 PROCESS AWARDS AND DECORATIONS	66
E155 MONITOR OR UPDATE RECALL ROSTERS	65
E173 PERFORM QC INSPECTIONS ON AF LETTERS	64

TABLE A2
INFORMATION MANAGEMENT SUPERVISOR CLUSTER
(STG191, N=253)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
C70 WRITE EPRs	94
B24 BRIEF PERSONNEL ON ADMINISTRATIVE PROCEDURES	93
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	91
B28 COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MATTERS	88
A10 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	88
B25 BRIEF PERSONNEL ON WORK PRIORITIES	88
C71 WRITE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	85
C52 EVALUATE PERSONNEL FOR COMPLIANCE WITH PERFORMANCE STANDARDS	83
E161 OPERATE OFFICE COPIERS	83
A20 PLAN OR SCHEDULE WORK ASSIGNMENTS OR PRIORITIES	82
E218 REVIEW OUTGOING ADMINISTRATIVE COMMUNICATIONS	79
B41 SUPERVISE INFORMATION MANAGEMENT SPECIALISTS (AFSC 70250)	77
E216 REVIEW EPRs	77
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	77
A12 ESTABLISH WORK METHODS OR PROCEDURES	76
B37 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	75
A22 SCHEDULE PERSONNEL FOR TEMPORARY DUTY (TDY) ASSIGNMENTS, LEAVES, OR PASSES	70
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	68
C45 ANALYZE WORKLOAD REQUIREMENTS	65
A3 COORDINATE REQUIREMENTS FOR PERSONNEL, EQUIPMENT, SPACE, TOOLS, OR SUPPLIES WITH APPROPRIATE AGENCIES	65
E102 ASSEMBLE CORRESPONDENCE FOR SIGNATURES AND DISPATCHES	62
C53 EVALUATE PERSONNEL FOR PROMOTION, DEMOTION, RECLASSIFICATION, OR SPECIAL REWARDS	62
D75 CONDUCT OJT	60
E147 MAINTAIN SUSPENSE FILES	58
E173 PERFORM QC INSPECTIONS ON AF LETTERS	56
E202 PROCESS AWARDS AND DECORATIONS	48
B40 SUPERVISE APPRENTICE INFORMATION MANAGEMENT SPECIALISTS (AFSC 70230)	45

TABLE A3
STAFF SUPPORT PUBLICATIONS CLUSTER
(STG135, N=233)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E175 POST PUBLICATIONS BULLETINS	79
E161 OPERATE OFFICE COPIERS	77
E179 POST STANDARD PUBLICATIONS	73
E177 POST PUBLISHING BULLETINS	73
E130 FILE UNCLASSIFIED DOCUMENTS	69
E187 PREPARE FORM ORDERS	65
E221 REVIEW PUBLICATIONS BULLETINS	65
E147 MAINTAIN SUSPENSE FILES	60
E139 MAINTAIN FILE PLANS	60
E174 POST CAR PUBLICATIONS REQUIREMENTS	58
E185 PREPARE ELECTRICAL MESSAGES USING SARAH LITE	58
E214 REQUEST PUBLICATIONS FROM PUBLICATIONS DISTRIBUTION OFFICES (PDOs)	56
E222 REVIEW PUBLICATIONS REQUIREMENTS OR REQUISITIONS	51
G308 MAINTAIN PUBLICATION LIBRARIES	49
E180 PREPARE ADMINISTRATIVE ORDERS	49
E186 PREPARE FILE GUIDES AND LABELS	49
E155 MONITOR OR UPDATE RECALL ROSTERS	43
E202 PROCESS AWARDS AND DECORATIONS	40
E205 PROCESS PUBLICATIONS REQUISITIONS FROM SUBACCOUNTS	40
E309 MAINTAIN PUBLICATION SETS	39
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	38
E218 REVIEW OUTGOING ADMINISTRATIVE COMMUNICATIONS	38
E216 REVIEW EPRs	37
E166 PERFORM ANNUAL OR SPECIAL REVIEWS OF PUBLICATIONS	37
E176 POST PUBLICATIONS, OTHER THAN SAR AND STANDARD PUBLICATIONS	36
F267 PICK UP OR DELIVER INCOMING OR OUTGOING ADMINISTRATIVE COMMUNICATIONS	35
G300 DISTRIBUTE PUBLICATIONS	35
E102 ASSEMBLE CORRESPONDENCE FOR SIGNATURES AND DISPATCHES	34
E232 SORT INCOMING OR OUTGOING COMMUNICATIONS, OTHER THAN IN BASE INFORMATION TRANSFER CENTERS (BITCs) OR COURIER SERVICES	34
E124 DISTRIBUTE NONACCOUNTABLE FORMS TO SARs	33

TABLE A4

ADMINISTRATIVE COMMUNICATIONS AND CLASSIFIED MATERIALS CLUSTER
(STG159, N=200)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E130 FILE UNCLASSIFIED DOCUMENTS	91
E161 OPERATE OFFICE COPIERS	86
E129 FILE CLASSIFIED DOCUMENTS	83
E164 PACKAGE CLASSIFIED MATERIALS	80
E165 PACKAGE UNCLASSIFIED MATERIALS	75
E186 PREPARE FILE GUIDES AND LABELS	67
E139 MAINTAIN FILE PLANS	65
N675 STORE CLASSIFIED MATERIALS	64
N647 DESTROY CLASSIFIED MATERIALS OR WASTE	64
E147 MAINTAIN SUSPENSE FILES	63
E180 PREPARE ADMINISTRATIVE ORDERS	61
N662 MARK CLASSIFIED MATERIALS	60
E218 REVIEW OUTGOING ADMINISTRATIVE COMMUNICATIONS	58
E207 PROCURE OFFICE SUPPLIES	58
E142 MAINTAIN OFFICE SUPPLY STOCK LEVELS	57
E102 ASSEMBLE CORRESPONDENCE FOR SIGNATURES AND DISPATCHES	56
E111 CONDUCT DAILY SECURITY CHECKS	56
N665 PREPARE RECEIPTS FOR CLASSIFIED MATERIALS	56
E232 SORT INCOMING OR OUTGOING COMMUNICATIONS, OTHER THAN IN BASE INFORMATION TRANSFER CENTERS (BITCs) OR COURIER SERVICES	54
B24 BRIEF PERSONNEL ON ADMINISTRATIVE PROCEDURES	54
F267 PICK UP OR DELIVER INCOMING OR OUTGOING ADMINISTRATIVE COMMUNICATIONS	53
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	53
N677 VERIFY RECEIPT OF SECRET MATERIALS	53
E185 PREPARE ELECTRICAL MESSAGES USING SARAH LITE	53
E108 CODE MATERIALS FOR FILING	52
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	52
N676 VERIFY INDIVIDUALS' ACCESS TO CLASSIFIED MATERIALS	52
N660 MAINTAIN RECEIPT FORMS ON CLASSIFIED MATERIALS	50
N650 ESCORT PERSONNEL INTO RESTRICTED OR CONTROLLED AREAS	50
F246 COMPLETE ACCOUNTABLE CONTAINER RECEIPT FORMS	48
N673 ROUTE CLASSIFIED MATERIALS, OTHER THAN TOP-SECRET MATERIALS	46
E189 PREPARE MEMORANDUMS FOR RECORD	46
N655 MAINTAIN CLASSIFIED CONTROL LOGS	37
E204 PROCESS E-MAIL COMMUNICATIONS	36

TABLE A5
RECORDS MANAGEMENT CLUSTER
(STG145, N=31)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E139 MAINTAIN FILE PLANS	97
C46 CONDUCT STAFF ASSISTANCE VISITS (SAVs)	90
E121 DETERMINE DISPOSITION OF NONCURRENT RECORDS	87
I423 REVIEW RECORD INFORMATION MANAGEMENT SYSTEMS (RIMS) FILE PLANS	84
I422 REVIEW FILES MAINTENANCE AND DISPOSITION PLANS	81
E130 FILE UNCLASSIFIED DOCUMENTS	81
I378 BRIEF PERSONNEL ON RECORDS MANAGEMENT PROCEDURES	77
C55 EVALUATE RECORDS MANAGEMENT FILING SYSTEMS	77
I404 MAINTAIN FILES ON OFFICES OF RECORD	77
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	74
I407 MAINTAIN OFFICES OF RECORD LISTINGS	74
E161 OPERATE OFFICE COPIERS	74
I387 DESTROY NONCURRENT RECORDS	68
I388 DESTROY RECORDS AFFECTED BY PRIVACY ACT	68
E186 PREPARE FILE GUIDES AND LABELS	65
E108 CODE MATERIALS FOR FILING	65
E165 PACKAGE UNCLASSIFIED MATERIALS	65
I402 IDENTIFY SERIES OF RECORDS BEING TRANSFERRED TO RECORDS STAGING AREAS	61
B24 BRIEF PERSONNEL ON ADMINISTRATIVE PROCEDURES	58
I377 BRIEF PERSONNEL ON PRIVACY ACT PROCEDURES	58
E147 MAINTAIN SUSPENSE FILES	58
I413 PLACE RECORDS IN STAGING AREAS	55
I421 RETRIEVE RECORDS	55
I425 SORT RECORDS FOR FILING	55
I391 DETERMINE RECORDS SERIES	55
I392 DETERMINE RECORDS STAGING AREA STORAGE LOCATIONS	52
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	52
I419 PROCESS CHARGE-OUTS OR RETURNS OF RECORDS	48
I426 TRANSFER ELIGIBLE RECORDS TO RECORDS CENTERS	48
I379 BRIEF REQUESTERS OF FOIA DETERMINATIONS	45
I375 ASSIGN CONTROL NUMBERS TO MATERIALS RECEIVED AT STAGING AREAS	42
I398 EVALUATE PUBLICATIONS OR FORMS FOR RECORDS MANAGEMENT COMPLIANCE	42
I411 PACKAGE NONCURRENT RECORDS FOR SHIPMENT	42
I393 DETERMINE ROUTING OF FOIA INFORMATION	38
I382 COMPOSE PRIVACY ACT STATEMENTS	35
I403 MAINTAIN ELECTRONIC RECORDS	32

TABLE A6

UNIT PERSONNEL OFFICE (UPO) CLUSTER
(STG105, N=80)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
L565 PERFORM IN-OR OUT- PROCESSING OF UNIT PERSONNEL	90
E143 MAINTAIN PERSONNEL INFORMATION FILES (PIFs)	84
L572 PROCESS LEAVE REQUESTS	81
L599 WEIGH UNIT PERSONNEL	81
E130 FILE UNCLASSIFIED DOCUMENTS	76
E161 OPERATE OFFICE COPIERS	70
L545 MAINTAIN UNIT LEAVE CONTROL LOGS	68
L522 ADMINISTER BODY FAT TESTING	68
E139 MAINTAIN FILE PLANS	59
L559 MONITOR UNIT LEAVE PROGRAMS	56
E147 MAINTAIN SUSPENSE FILES	55
L567 POST DAILY RECORDS OF TRANSACTIONS (DROT _s)	54
L564 NOTIFY PERSONNEL OF URINALYSIS TESTING	51
L574 PROCESS REQUESTS FOR BASIC ALLOWANCE SUBSISTENCE (BAS)	49
L566 PICK UP PERSONNEL DATA FROM MPF _s	48
L539 MAINTAIN LOCATOR CARD FILES	46
L530 DISTRIBUTE LEAVE AND EARNINGS STATEMENTS	46
E232 SORT INCOMING OR OUTGOING COMMUNICATIONS, OTHER THAN IN BASE INFORMATION TRANSFER CENTERS (BITC _s) OR COURIER SERVICES	45
L552 MANAGE SUBSISTENCE-IN-KIND (SIK) PROGRAMS	45
E156 NOTIFY PERSONNEL OF APPOINTMENTS, DETAILS, OR TRAINING	44
F267 PICK UP OR DELIVER INCOMING OR OUTGOING ADMINISTRATIVE COMMUNICATIONS	44
A2 ASSIGN SPONSORS FOR INCOMING PERSONNEL	43
E155 MONITOR OR UPDATE RECALL ROSTERS	41
E108 CODE MATERIALS FOR FILING	41
A22 SCHEDULE PERSONNEL FOR TEMPORARY DUTY (TDY) ASSIGNMENTS, LEAVES, OR PASSES	40
E216 REVIEW EPR _s	40
L546 MAINTAIN UNIT LOCATORS	40
L531 DISTRIBUTE WAPS TESTING NOTIFICATION LETTERS	40
L550 MAINTAIN WEIGHT MANAGEMENT AND FITNESS IMPROVEMENT RECORDS	39
L523 ADMINISTER ERGOMETRIC CYCLE TESTING	38
E230 SEND SPONSORSHIP KITS OR LETTERS OF WELCOME TO INCOMING PERSONNEL	38

TABLE A7

PROTOCOL CLUSTER
(STG161, N=46)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
M616 MAIL GUEST INVITATIONS	91
E161 OPERATE OFFICE COPIERS	85
M612 DEVELOP DINNER SEATING AND TABLE CHARTS	80
M619 MAINTAIN GUEST LISTS	78
M613 DEVELOP PROPOSED GUEST LIST	74
M610 DETERMINE PLACEMENT OF FLAGS AT OFFICIAL FUNCTIONS	74
M621 MAKE BILLETING ARRANGEMENTS	72
M614 ESTABLISH DINNER SEATING ARRANGEMENTS	72
M615 FINALIZE GUEST LISTS	70
E130 FILE UNCLASSIFIED DOCUMENTS	70
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	67
M629 PREPARE ITINERARIES	65
M631 PREPARE REFRESHMENTS	65
M638 WRITE PLACE CARDS	63
M637 WRITE LETTERS OF APPRECIATION	63
M602 ARRANGE FOR GUEST SPEAKERS	63
E139 MAINTAIN FILE PLANS	63
M632 RESERVE CONFERENCE ROOMS	61
E218 REVIEW OUTGOING ADMINISTRATIVE COMMUNICATIONS	61
M611 DETERMINE PREFERENCES OF GUESTS OF HONOR	61
M600 ACKNOWLEDGE APPRECIATION OF FUNCTIONS OR INVITATIONS	59
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	59
M603 ARRANGE FOR HONOR GUARDS	59
M601 ARRANGE FOR ENTERTAINMENT	57
M622 MAKE TRAVEL ARRANGEMENTS	54
E102 ASSEMBLE CORRESPONDENCE FOR SIGNATURES AND DISPATCHES	48
M618 MAINTAIN FUNCTION RECORDS OF ATTENDANCE	48
A19 PLAN OR PREPARE BRIEFINGS	48
E195 PREPARE REQUESTS FOR PRINTING OR DUPLICATING SERVICES	48
M633 TRANSPORT VIPs TO VARIOUS FUNCTIONS	46
M627 POST SOCIAL CALENDARS	46
E227 SCHEDULE MEETINGS OR CONFERENCES	46
M623 NOTIFY HOSTS OF ACCEPTANCES OR REGRETS	43
E173 PERFORM QC INSPECTIONS ON AF LETTERS	43
A17 PLAN MEETINGS	43
M636 WRITE GUEST INVITATIONS	41
F267 PICK UP OR DELIVER INCOMING OR OUT GOING ADMINISTRATIVE COMMUNICATIONS	39
M625 ORDER GENERAL OFFICER STATIONERY	35
M606 CONDUCT TOURS	30
M630 PREPARE NOTIFICATION REPORTS OF VIP VISITS	28

TABLE A8

PUBLICATIONS/FORMS CLUSTER
(STG127, N=54)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E221 REVIEW PUBLICATIONS BULLETINS	76
E161 OPERATE OFFICE COPIERS	76
E177 POST PUBLISHING BULLETINS	74
E175 POST PUBLICATIONS BULLETINS	74
G306 MAINTAIN INDEXES OF REVISED OR SUPPLEMENTS TO PUBLICATIONS	70
G300 DISTRIBUTE PUBLICATIONS	69
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	63
F261 ESTABLISH PDO OR CAR PUBLICATIONS REQUIREMENTS	61
H330 AUTHORIZE FORMS REPRODUCTIONS	61
E179 POST STANDARD PUBLICATIONS	61
E174 POST CAR PUBLICATIONS REQUIREMENTS	56
G302 ESTABLISH PUBLICATIONS REQUIREMENTS TO PUBLICATIONS DISTRIBUTION CENTERS (PDCs) OR HIGHER HEADQUARTERS	54
E222 REVIEW PUBLICATIONS REQUIREMENTS OR REQUISITIONS	54
E195 PREPARE REQUESTS FOR PRINTING OR DUPLICATING SERVICES	54
E166 PERFORM ANNUAL OR SPECIAL REVIEWS OF PUBLICATIONS	52
H331 CONTROL REPRINTS OF FORMS	52
G292 CONDUCT ORIENTATION BRIEFINGS FOR CARs OR ALTERNATES	52
H335 DISPOSE OF EXCESS FORMS STOCKS	52
G299 DISPOSE OF EXCESS STOCK OF PUBLICATIONS	50
G322 PROCESS PUBLICATIONS REQUISITIONS AT PDO LEVEL	48
H343 ISSUE NONACCOUNTABLE FORMS TO CARs	48
D74 CONDUCT CUSTOMER SERVICE FUNCTIONAL TRAINING, SUCH AS OIs OR CUSTOMER ACCOUNT REPRESENTATIVE (CAR) TRAINING	48
G291 COMPOSE ANNOUNCEMENTS FOR PUBLISHING BULLETINS	48
G301 EDIT OR REVIEW STANDARD PUBLICATION DRAFTS OR REPRINTS	44
H365 PROCESS FORM REQUISITIONS FROM CARs	44
G307 MAINTAIN NUMERICAL INDEX OR REQUIREMENTS TABLES	44
H327 ANALYZE REQUEST FOR NEW OR REVISED FORMS	44
E165 PACKAGE UNCLASSIFIED MATERIALS	44
H334 DETERMINE NECESSITY FOR FORMS REPRINTS	44
H329 ASSIGN CAR NUMBERS	44
G308 MAINTAIN PUBLICATION LIBRARIES	43
H360 OBTAIN LATERAL SUPPORT FROM OTHER PDOs	43
G305 LOAD PUBLICATION REQUIREMENTS INTO PUBLICATION DISTRIBUTION OFFICE SYSTEM (PDOs)	41
H350 MAINTAIN FORMS NUMERICAL FILES	41
G298 DETERMINE REVISION SCHEDULES OF PUBLICATION INDEXES	41
E203 PROCESS CHARGE-OUTS OR RETURNS OF PUBLICATIONS	41
H340 EVALUATE PROPOSED FORMS	35
G326 TYPE PUBLICATIONS	35

TABLE A9
PUBLICATIONS APPRENTICE CLUSTER
(STG070, N=37)

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E175 POST PUBLICATIONS BULLETINS	76
E177 POST PUBLISHING BULLETINS	70
E174 POST CAR PUBLICATIONS REQUIREMENTS	68
E187 PREPARE FORM ORDERS	54
E214 REQUEST PUBLICATIONS FROM PUBLICATIONS DISTRIBUTION OFFICES (PDOs)	46
E179 POST STANDARD PUBLICATIONS	46
E139 MAINTAIN FILE PLANS	38
E221 REVIEW PUBLICATIONS BULLETINS	38
E130 FILE UNCLASSIFIED DOCUMENTS	35
E161 OPERATE OFFICE COPIERS	32
G308 MAINTAIN PUBLICATION LIBRARIES	32
E186 PREPARE FILE GUIDES AND LABELS	32
F261 ESTABLISH PDO OR CAR PUBLICATIONS REQUIREMENTS	30
A11 ESTABLISH PUBLICATIONS LIBRARIES	27
E185 PREPARE ELECTRICAL MESSAGES USING SARAH LITE	27
E180 PREPARE ADMINISTRATIVE ORDERS	27
G306 MAINTAIN INDEXES OF REVISED OR SUPPLEMENTS TO PUBLICATIONS	24
E222 REVIEW PUBLICATION REQUIREMENTS OR REQUISITIONS	22
G309 MAINTAIN PUBLICATION SETS	22
E176 POST PUBLICATIONS, OTHER THAN SAR AND STANDARD PUBLICATIONS	19
I425 SORT RECORDS FOR FILING	19
E195 PREPARE REQUESTS FOR PRINTING OR DUPLICATING SERVICES	19
E108 CODE MATERIALS FOR FILING	19
G300 DISTRIBUTE PUBLICATIONS	16
G305 LOAD PUBLICATION REQUIREMENTS INTO PUBLICATION DISTRIBUTION OFFICE SYSTEM (PDOs)	14
G302 ESTABLISH PUBLICATIONS REQUIREMENTS TO PUBLICATIONS DISTRIBUTION CENTERS (PDCs) OR HIGHER HEADQUARTERS	14
G310 MAINTAIN PUBLICATIONS DISTRIBUTION RECORDS	14
E166 PERFORM ANNUAL OR SPECIAL REVIEWS OF PUBLICATIONS	14
E141 MAINTAIN FORM LETTERS	14
E192 PREPARE MONTHLY OFFICE COPIER REPORTS, SUCH AS USAGE, DOWNTIME, PRODUCTION, OR COST	14
I388 DESTROY RECORDS AFFECTED BY PRIVACY ACT	11
G307 MAINTAIN NUMERICAL INDEX OR REQUIREMENTS TABLES	11
G322 PROCESS PUBLICATIONS REQUISITIONS AT PDO LEVEL	11

TABLE A10

BASE INFORMATION TRANSFER CENTER (BITC) JOB
(STG330, N=72)

<u>TYPICAL TASKS</u>		<u>PERCENT PERFORMING</u>
F248	CONSOLIDATE MAIL SHIPMENTS	89
F282	SIGN RECEIPTS FOR ACCOUNTABLE CONSOLIDATED MAIL CONTAINERS	83
K517	SORT MAIL	82
F246	COMPLETE ACCOUNTABLE CONTAINER RECEIPT FORMS	82
F275	REDIRECT MISSENT MAIL	82
F267	PICK UP OR DELIVER INCOMING OR OUTGOING ADMINISTRATIVE COMMUNICATIONS	81
F244	CALCULATE POSTAGE OR MAILING RATES AND FEES	81
F255	DETERMINE MOST ADVANTAGEOUS MAILING OR PARCEL SERVICES	79
F274	RECORD MAIL METERING MACHINE READINGS	78
F254	DETERMINE ELIGIBILITY FOR ACCOUNTABLE MAIL SHIPMENTS	78
F266	PICK UP MAIL FROM POST OFFICES	76
F245	COMPARE ADDRESSES ON CONTAINERS AGAINST RECEIPTS	76
F283	SORT COMMUNICATIONS WITHIN BITCs	75
F247	COMPLETE RECEIPTS FOR CERTIFIED MAIL LABELS	75
F286	VERIFY ACCOUNTABLE CONSOLIDATED MAIL	74
F251	DELIVER ADMINISTRATIVE COMMUNICATIONS USING MOBILE DISTRIBUTION VEHICLES (MDVs)	71
K476	BREAKDOWN MAIL	71
K506	PROCESS INCOMING OFFICIAL REGISTERED MAIL	71
K497	MAINTAIN OFFICIAL REGISTERED MAIL	69
K509	PROCESS OUTBOUND REGISTERED MAIL	67
F280	SACK MAIL	65
K477	BRIEF CUSTOMERS ON SPECIAL MAIL SERVICES	64
F273	PROVIDE POUCH SERVICES TO LOCAL UNITS	62
F284	TAG REGULAR CONSOLIDATED MAIL SHIPMENTS	61
K490	LOAD MAIL TRUCKS	57
K519	VERIFY POSTAGE METER READINGS	54
F265	PERFORM OPERATOR CHECKS OF MAIL METERING MACHINES	53
F271	PROCESS REGISTERED POUCHES	49
K478	BRIEF UNITS OF MAILING ADDRESSES	47
K496	MAINTAIN NONREGISTERED ACCOUNTABLE PARCELS	46
E165	PACKAGE UNCLASSIFIED MATERIALS	46
K484	DISPOSE OF UNDELIVERABLE BULK-RATE MAIL OF NO VALUE	44
K494	MAINTAIN LETTERS OF DESIGNATION FOR INDIVIDUALS AUTHORIZED TO PICK UP MAIL	43
K485	ESTABLISH MAIL PICKUP PROCEDURES	42
K482	DETERMINE MAILABILITY OF PARCELS	42
F279	ROUTE FACSIMILE TRANSMISSIONS	40
K514	RETURN UNDELIVERABLE BULK RATE MAIL TO US POST OFFICES	39
K483	DIRECT PERSONAL BULK MAIL	36

TABLE A11

**FORMS DISTRIBUTION JOB
(STG310, N=12)**

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
H343 ISSUE NONACCOUNTABLE FORMS TO CARs	92
H365 PROCESS FORM REQUISITIONS FROM CARs	83
H344 LOAD FORMS REQUIREMENTS INTO PDOs	83
H353 MAINTAIN LRA FORMS	75
H366 PROCESS FORM REQUISITIONS TO PUBLICATIONS DISTRIBUTION CENTERS (PDCs)	75
H361 PACKAGE FORMS FOR SHIPPING	75
H360 OBTAIN LATERAL SUPPORT FROM OTHER PDOs	75
H373 WAREHOUSE FORMS	67
H355 MAINTAIN PDO STOCK LEVELS OF STORAGE SAFEGUARD FORMS	67
H342 ISSUE ACCOUNTABLE FORMS	67
E187 PREPARE FORM ORDERS	58
H335 DISPOSE OF EXCESS FORMS STOCKS	58
H359 OBTAIN DISPOSITION INSTRUCTION FOR EXCESS FORMS	58
E177 POST PUBLISHING BULLETINS	50
E175 POST PUBLICATIONS BULLETINS	50
H356 MAINTAIN REORDER MARKER AND INVENTORY CONTROL RECORD FORMS	42
H330 AUTHORIZE FORMS REPRODUCTIONS	33
H337 ESTABLISH FORM STOCK LEVELS THROUGH AUTOMATED SYSTEMS	33
H357 MAINTAIN STOCK CONTROL RECORD FORMS	33
D84 DEVELOP CUSTOMER SERVICE FUNCTIONAL TRAINING, SUCH AS OIs, CAR, OR RECORDS MANAGEMENT TRAINING	33
D74 CONDUCT CUSTOMER SERVICE FUNCTIONAL TRAINING, SUCH AS OIs OR CUSTOMER ACCOUNT REPRESENTATIVE (CAR) TRAINING	33
E161 OPERATE OFFICE COPIERS	33
G292 CONDUCT ORIENTATION BRIEFINGS FOR CARs OR ALTERNATES	33
H349 MAINTAIN FORMS INDEXES AUTOMATED FORMS INDEXES	25
H358 MONITOR FORMS CONTINGENCY STOCKS	25
H354 MAINTAIN MANUAL FORMS REGISTERS OR LOGS	25
F261 ESTABLISH PDO OR CAR PUBLICATIONS REQUIREMENTS	25
H327 ANALYZE REQUESTS FOR NEW OR REVISED FORMS	25
H346 MAINTAIN AUTOMATED FORMS INDEXES OR FUNCTIONAL FILES	25
E195 PREPARE REQUESTS FOR PRINTING OR DUPLICATING SERVICES	17
H367 PROCESS REQUESTS FOR NEW OR REVISED FORMS	17
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	17
H364 PREPARE REQUESTS FOR APPROVAL OR DEVELOPMENT OF FORMS	17
H339 ESTABLISH LOCAL REPRODUCTION AUTHORIZED (LRA) FORMS	17
H372 UPDATE FORMS HISTORY FILES	8
G300 DISTRIBUTE PUBLICATIONS	16

TABLE A12

**STAFF SUPPORT CLUSTER
(STG052, N=72)**

<u>TYPICAL TASKS</u>	<u>PERCENT PERFORMING</u>
E161 OPERATE OFFICE COPIERS	89
E130 FILE UNCLASSIFIED DOCUMENTS	70
E139 MAINTAIN FILE PLANS	53
E147 MAINTAIN SUSPENSE FILES	46
E127 DRAFT ADMINISTRATIVE COMMUNICATIONS	39
E165 PACKAGE UNCLASSIFIED MATERIALS	31
F267 PICK UP OR DELIVER INCOMING OR OUTGOING ADMINISTRATIVE COMMUNICATIONS	29
A5 DETERMINE OR ESTABLISH WORK PRIORITIES	29
E204 PROCESS E-MAIL COMMUNICATIONS	28
E189 PREPARE MEMORANDUMS FOR RECORD	28
K517 SORT MAIL	25
E185 PREPARE ELECTRICAL MESSAGES USING SARAH LITE	25
E186 PREPARE FILE GUIDES AND LABELS	22
E202 PROCESS AWARDS AND DECORATIONS	21
E179 POST STANDARD PUBLICATIONS	21
E180 PREPARE ADMINISTRATIVE ORDERS	21
G309 MAINTAIN PUBLICATION SETS	19
E155 MONITOR OR UPDATE RECALL ROSTERS	18
I425 SORT RECORDS FORT FILING	18
E141 MAINTAIN FORM LETTERS	18
E142 MAINTAIN OFFICE SUPPLY STOCK LEVELS	18
K476 BREAKDOWN MAIL	18
E169 PERFORM OPERATOR MAINTENANCE ON COPIERS	18
E102 ASSEMBLE CORRESPONDENCE FOR SIGNATURES AND DISPATCHES	17
E214 REQUEST PUBLICATIONS FROM PUBLICATIONS DISTRIBUTION OFFICES (PDOs)	17
E108 CODE MATERIALS FOR FILING	14
E218 REVIEW OUTGOING ADMINISTRATIVE COMMUNICATIONS	14
I388 DESTROY RECORDS AFFECTED BY PRIVACY ACT	13
E227 SCHEDULE MEETINGS OR CONFERENCES	13
E140 MAINTAIN FORM LETTER STOCKS	11
A14 MONITOR FUNDS EXPENDITURES	10
E138 MAINTAIN EQUIPMENT ACCOUNTS	8