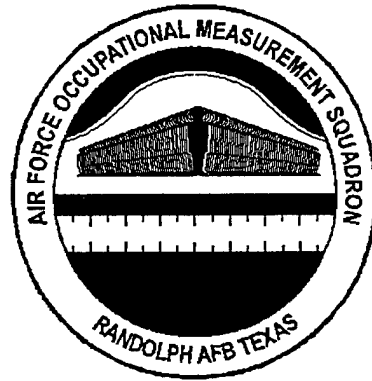


DTIC



UNITED STATES AIR FORCE

# OCCUPATIONAL SURVEY REPORT

CHAPLAIN SERVICE SUPPORT

AFSC 5R0X1

AFPT 90-5R0-087

JANUARY 1997

19970124 054

OCCUPATIONAL MEASUREMENT SQUADRON  
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION AND TRAINING COMMAND  
1550 5TH STREET EAST  
RANDOLPH AFB, TEXAS 78150-4449

DTIC QUALITY INSPECTED 3

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

# DISTRIBUTION FOR AFSC 5R0X1 OSR

|                                                                                               | <u>OSR</u> | <u>ANL</u><br><u>EXT</u> | <u>TNG</u><br><u>EXT</u> | <u>JOB</u><br><u>INV</u> |
|-----------------------------------------------------------------------------------------------|------------|--------------------------|--------------------------|--------------------------|
| AFOMS/OMDQ                                                                                    | 1          |                          |                          |                          |
| AFOMS/OMYXL                                                                                   | 10         |                          | 5                        | 10                       |
| AL/HRMM                                                                                       | 2          |                          |                          |                          |
| ARMY OCCUPATIONAL SURVEY BRANCH                                                               | 1          |                          |                          |                          |
| CCAF/AYX                                                                                      | 1          |                          |                          |                          |
| DEFENSE TECHNICAL INFORMATION CENTER                                                          | 2          |                          |                          |                          |
| HQ ACC/DPTTF                                                                                  | 3          |                          | 3                        |                          |
| HQ AETC/DPPEE                                                                                 | 3          |                          | 3                        |                          |
| HQ AETC/HC (550 D STREET EAST, STE 2, RANDOLPH AFB TX<br>78150-4428, ATTENTION: CMSGT THOMAS) | 1          |                          | 1                        |                          |
| HQ AFMC/DPUE                                                                                  | 3          |                          | 3                        |                          |
| HQ AFPC/DPAAD2                                                                                | 1          |                          |                          |                          |
| HQ AFPC/DPPAPC                                                                                | 1          |                          |                          |                          |
| HQ AFSPC/DPAE                                                                                 | 3          |                          | 3                        |                          |
| HQ AMC/DPPET                                                                                  | 1          |                          |                          |                          |
| HQ PACAF/DPAET                                                                                | 3          |                          | 3                        |                          |
| HQ USAF/HC (112 LUKE AVENUE, BOLLING AFB DC 20332-9050,<br>ATTENTION: CMSGT REICHLE)          | 1          |                          | 1                        |                          |
| HQ USAFE/DPATTJ                                                                               | 3          |                          | 3                        |                          |
| HQ USMC/STANDARDS BRANCH                                                                      | 1          |                          |                          |                          |
| NAVMAC                                                                                        | 1          |                          |                          |                          |
| CPD/HC (525 CHENNAULT CIRCLE, MAXWELL AFB AL 36112-6429)                                      | 5          |                          | 5                        | 5                        |

## TABLE OF CONTENTS

|                                                                     | <b><u>PAGE<br/>NUMBER</u></b> |
|---------------------------------------------------------------------|-------------------------------|
| <b>PREFACE .....</b>                                                | <b>vi</b>                     |
| <b>SUMMARY OF RESULTS .....</b>                                     | <b>viii</b>                   |
| <b>INTRODUCTION .....</b>                                           | <b>1</b>                      |
| Background.....                                                     | 1                             |
| <b>SURVEY METHODOLOGY .....</b>                                     | <b>2</b>                      |
| Inventory Development.....                                          | 2                             |
| Survey Administration .....                                         | 2                             |
| Survey Sample.....                                                  | 3                             |
| Task Factor Administration.....                                     | 3                             |
| <b>SPECIALTY JOBS (Career Ladder Structure).....</b>                | <b>6</b>                      |
| Overview of Specialty Jobs .....                                    | 6                             |
| Group Descriptions.....                                             | 8                             |
| Comparison to Previous Study .....                                  | 13                            |
| <b>ANALYSIS OF DAFSC GROUPS .....</b>                               | <b>15</b>                     |
| Skill-Level Descriptions.....                                       | 15                            |
| Summary.....                                                        | 22                            |
| <b>ANALYSIS OF AFMAN 36-2108 <i>SPECIALTY DESCRIPTIONS</i>.....</b> | <b>28</b>                     |
| <b>TRAINING ANALYSIS .....</b>                                      | <b>28</b>                     |
| First-Enlistment Personnel .....                                    | 28                            |
| Training Emphasis (TE) and Task Difficulty (TD) Data .....          | 28                            |
| Specialty Training Standard (STS) Analysis.....                     | 32                            |
| <b>JOB SATISFACTION ANALYSIS .....</b>                              | <b>35</b>                     |
| Summary.....                                                        | 39                            |
| <b>IMPLICATIONS.....</b>                                            | <b>39</b>                     |

**THIS PAGE INTENTIONALLY LEFT BLANK**

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

|                                                                                                                                   | <b>PAGE<br/>NUMBER</b> |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>TABLE 1</b> MAJCOM REPRESENTATION IN SAMPLE.....                                                                               | 4                      |
| <b>TABLE 2</b> PAYGRADE DISTRIBUTION OF SAMPLE.....                                                                               | 5                      |
| <b>TABLE 3</b> AVERAGE TIME SPENT ON DUTIES BY CAREER LADDER JOBS.....                                                            | 9                      |
| <b>TABLE 4</b> SELECTED BACKGROUND DATA FOR AFSC 5R0X1 CAREER LADDER<br>JOBS.....                                                 | 10                     |
| <b>TABLE 5</b> SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1991<br>SURVEYS.....                                                 | 14                     |
| <b>TABLE 6</b> DISTRIBUTION OF SKILL LEVEL MEMBERS ACROSS CAREER LADDER<br>JOBS.....                                              | 16                     |
| <b>TABLE 7</b> TIME SPENT ON DUTIES BY MEMBERS OF SKILL-LEVEL GROUPS<br>(RELATIVE PERCENT OF JOB TIME) .....                      | 17                     |
| <b>TABLE 8</b> REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R031 PERSONNEL .....                                                      | 18                     |
| <b>TABLE 9</b> REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R051 PERSONNEL .....                                                      | 19                     |
| <b>TABLE 10</b> TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5R031 AND<br>DAFSC 5R051 PERSONNEL (PERCENT MEMBERS PERFORMING)..... | 20                     |
| <b>TABLE 11</b> REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R071 PERSONNEL .....                                                     | 21                     |
| <b>TABLE 12</b> TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5R051 AND<br>DAFSC 5R071 PERSONNEL (PERCENT MEMBERS PERFORMING)..... | 23                     |
| <b>TABLE 13</b> REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R091 PERSONNEL .....                                                     | 24                     |
| <b>TABLE 14</b> TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5R071 AND<br>DAFSC 5R091 PERSONNEL (PERCENT MEMBERS PERFORMING)..... | 25                     |
| <b>TABLE 15</b> REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R000 PERSONNEL .....                                                     | 26                     |
| <b>TABLE 16</b> TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5R091 AND<br>DAFSC 5R000 PERSONNEL (PERCENT MEMBERS PERFORMING)..... | 27                     |
| <b>TABLE 17</b> RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY FIRST-<br>ENLISTMENT AFSC 5R0X1 PERSONNEL.....                    | 30                     |
| <b>TABLE 18</b> REPRESENTATIVE TASKS PERFORMED BY FIRST-ENLISTMENT AFSC<br>5R0X1 PERSONNEL.....                                   | 31                     |
| <b>TABLE 19</b> TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS .....                                                                | 33                     |
| <b>TABLE 20</b> TASKS WITH HIGHEST DIFFICULTY RATINGS.....                                                                        | 34                     |

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

|                                                                                                                                                                         | <b><u>PAGE</u></b><br><b><u>NUMBER</u></b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>TABLE 21</b> TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE<br>CRITERION GROUP PERSONNEL AND NOT REFERENCED TO THE STS.....                                         | 36                                         |
| <b>TABLE 22</b> COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5R0X1<br>TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE<br>(PERCENT MEMBERS RESPONDING) ..... | 37                                         |
| <b>TABLE 23</b> COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5R0X1<br>TAFMS GROUPS IN CURRENT STUDY TO PREVIOUS STUDY (PERCENT<br>MEMBERS RESPONDING) .....       | 38                                         |
| <b>TABLE 24</b> JOB SATISFACTION INDICATORS FOR AFSC 5R0X1 JOBS (PERCENT<br>MEMBERS RESPONDING) .....                                                                   | 40                                         |
| <br><b>FIGURE 1</b> AFSC 5R0X1 CAREER LADDER JOBS.....                                                                                                                  | <br>7                                      |
| <b>FIGURE 2</b> AFSC 5R0X1 FIRST-ENLISTMENT JOBS .....                                                                                                                  | 29                                         |
| <b>APPENDIX A</b> SELECTED REPRESENTATIVE TASKS PERFORMED BY MEMBERS OF<br>CAREER LADDER JOBS.....                                                                      | 42                                         |

## PREFACE

This report presents the results of an Air Force Occupational Survey of the Chaplain Service Support (AFSC 5R0X1) career ladder. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

The survey instrument was developed by 1Lt T. Scott Koons, Inventory Development Specialist, with computer programming support furnished by Ms. Jeanie C. Guesman. Mr. Richard G. Ramos provided administrative support. 2Lt Thomas E. Murphy II, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Mr. Daniel E. Dreher, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

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

RICHARD C. OURAND, JR., Lt Col, USAF  
Commander  
Air Force Occupational Measurement Squadron

JOSEPH S. TARTELL  
Chief, Occupational Analysis Flight  
Air Force Occupational Measurement Squadron

**THIS PAGE INTENTIONALLY LEFT BLANK**

## SUMMARY OF RESULTS

1. Survey Coverage: The Chaplain Service Support (AFSC 5R0X1) career ladder incumbents were surveyed to obtain current task and equipment data for use in examining training programs. Survey results are based on responses from 357 members worldwide.
2. Career Ladder Structure: Structure analysis identified one job cluster and four independent jobs (IJ): Chaplain Service Support Job, Chaplain Fund Bookkeeper Job, Supervisory Job Cluster, Resources Support Job, and MAJCOM Functional Manager Job.
3. Career Ladder Progression: This career ladder is typical in that 3- and 5-skill level members spend most of their time performing technical tasks related to religious program support, bookkeeping and resource management, while 7-skill level members are typically first-line supervisors performing a mixture of technical and supervisory tasks. Finally, 9-skill level members perform fewer technical tasks and spend more time on supervisory and managerial functions, and CEM personnel tend to be primarily managers.
4. Training Analysis: A match of survey data to the AFSC 5R0X1 Specialty Training Standard (STS) shows a very high level of support. The STS paragraph dealing with the preparation and allocation of ecclesiastical reports was unsupported and should be reviewed. Also, there were many technical tasks with high percent members performing which were not referenced to the STS. Career ladder functional managers and training personnel should carefully review these areas to justify their inclusion or deletion from training documents.
5. Job Satisfaction Analysis: Job satisfaction for respondents in the present study is higher in some areas than reported for members in a comparative AFSC surveyed in 1995 and lower in others. Overall satisfaction has declined in every TAFMS group over the years when compared to the previous survey in 1991. Members of most jobs report they find their talents and training well used and their jobs interesting. Members of the Chaplain Services Support and Chaplain Fund Bookkeeper Jobs, however, had the lowest satisfaction indicators.
6. Implications: The current AFSC 5R0X1 career ladder job structure has changed somewhat with jobs getting broader and encompassing more duties and tasks since the previous job structure identified in the 1991 OSR. The AFMAN 36-2108 *Specialty Descriptions* accurately describe the jobs and tasks personnel at all skill levels perform. Job satisfaction is generally positive for identified jobs. The training document analysis showed a very high level of support for the tasks matched to the STS, however, there are some technical tasks with high percent members performing not referenced to the STS, which should be considered for inclusion in the STS. Training personnel and career ladder functional managers should review this document to ensure it is complete and appropriate.

**THIS PAGE INTENTIONALLY LEFT BLANK**

**OCCUPATIONAL SURVEY REPORT (OSR)  
CHAPLAIN SERVICE SUPPORT CAREER LADDER  
(AFSC 5R0X1)**

**INTRODUCTION**

This is an OSR of the Chaplain Service Support (AFSC 5R0X1) career ladder. This survey, completed in 1996, is intended to update the current data base and to identify any changes that may have taken place since the last survey in 1991.

Background

The AFMAN 36-2108 *Specialty Descriptions* for this career ladder state that Chaplain Service Support members organize and direct chaplain services support activities and determine funds, facility, equipment, supply and security requirements for chaplain activities. Members review and coordinate host-tenant support agreement requirements, develop chaplain service manpower requirements, as well as use crisis management skills to identify counseling needs, establish counseling priorities and make referrals when a chaplain is not available. During combat operations, emergencies, exercises, and deployments, personnel serve as support members on Chaplain Readiness Teams.

Chaplain Service Support personnel evaluate chaplain functions and activities, including reviewing and inspecting chaplain operations. Members go on to monitor the implementation and application of chaplain programs and procedures. When problems arise, members initiate corrective actions and develop or revise procedures to improve effectiveness and eliminate deficiencies. Members also provide assistance in resolving complex issues involving the free exercise of religion in the military community.

Finally, Chaplain Service Support personnel analyze financial requirements and determine funding sources. This involves preparing and maintaining appropriated fund budgets and records, serving as resource advisor and equipment custodian. In addition, members serve as chaplain fund custodians, maintain chaplain fund accounts, advise chaplains and laity on availability of funds, and operate the automated fund accounting system.

Entry into the career ladder is from a 28-day training course conducted at Maxwell AFB AL. This course introduces students to world religions, concepts of religious pluralism and faith group requirements, religious education, crisis intervention, and interviewing techniques.

**APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED**

Operation of computer systems and related software is also covered. Entry into the career ladder currently requires an Armed Services Vocational Aptitude Battery Administrative score of 40 or General score of 43.

## **SURVEY METHODOLOGY**

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-5R0-087, dated February 1996. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, and tasks from previous applicable OSRs. The preliminary task list was refined and validated through personal interviews with 19 subject-matter experts (SMEs) selected to cover a variety of major commands (MAJCOMs) at the following locations:

| <u>BASE</u>     | <u>REASON FOR VISIT</u>                       |
|-----------------|-----------------------------------------------|
| Andrews AFB MD  | Command Chaplain's Conference                 |
| Lackland AFB TX | 37th Training Wing/HC<br>59th Medical Wing/HC |
| Randolph AFB TX | AETC/HC<br>12th Flying Training Wing/HC       |

Others contacted include Air Force Personnel Center (AFPC) classification personnel, training and resource managers, and the Air Force functional manager.

The resulting JI contains a comprehensive listing of 353 tasks grouped under 9 duty titles, with a background section requesting incumbents to answer questions such as their grade, job title, time in present job, time in service, and job satisfaction.

### Survey Administration

From February 1996 to July 1996, base training offices at operational bases worldwide administered the inventory to all eligible AFSC 5R0X1 personnel. Members eligible for the survey consisted of the total assigned 3-, 5-, 7-, 9-, and CEM-skill level populations, 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 AFPC, Randolph AFB TX.

Each individual completing the inventory first filled in an identification and biographical information section and then checked each task he or she currently performed on the job. After checking tasks performed, each individual rated tasks checked on a 9-point scale showing relative time spent on that task, compared to other tasks performed. The ratings range from 1 (very small amount time spent) to 9 (very large amount time spent).

To determine relative time spent for each task, all incumbent's ratings are assumed to account for 100 percent of job time. The ratings are, therefore, summed and each individual task rating is divided by the total of all task ratings and subsequently multiplied by 100 to provide a relative percentage of time spent on each task.

### Survey Sample

Personnel were selected to participate in this study to ensure an accurate representation across MAJCOMs and paygrades. Table 1 reflects the percentage, by MAJCOM, of assigned and sampled AFSC 5R0X1 individuals. The 357 respondents in the final sample represent 82 percent of all eligible AFSC 5R0X1 personnel. These data are displayed showing assigned and sampled populations, based on the current MAJCOM structure. Table 2 reflects the percentage distribution by paygrade groups.

### Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 5R0X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). The TE and TD booklets were processed separately from the JIs. The information gained from these task factor data is used in various analyses and is a valuable part of the training decision process.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 30 senior AFSC noncommissioned officers (NCO) who completed a TE booklet were asked to select tasks they felt required some sort of structured training for entry-level personnel and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. There was high agreement among these 30 raters. The average TE rating was 2.74, with a standard deviation of 1.67. Any task with a TE rating of 4.79 or above is considered to have high TE.

TABLE 1  
MAJCOM REPRESENTATION IN SAMPLE

| COMMAND    | PERCENT OF<br>ASSIGNED | PERCENT OF<br>SAMPLE |
|------------|------------------------|----------------------|
| AETC       | 23                     | 21                   |
| ACC        | 21                     | 22                   |
| AFMC       | 12                     | 13                   |
| AMC        | 11                     | 11                   |
| USAFE      | 9                      | 6                    |
| PACAF      | 9                      | 10                   |
| AFSPACECOM | 6                      | 7                    |
| OTHER      | 9                      | 10                   |

TOTAL ASSIGNED = 479

TOTAL ELIGIBLE = 434

TOTAL IN SAMPLE = 357

PERCENT OF ASSIGNED IN SAMPLE = 75%

PERCENT OF ELIGIBLE IN SAMPLE = 82%

TABLE 2  
PAYGRADE DISTRIBUTION OF SAMPLE

| PAYGRADE   | PERCENT OF<br>ASSIGNED | PERCENT OF<br>SAMPLE |
|------------|------------------------|----------------------|
| E-1 to E-3 | 29                     | 28                   |
| E-4        | 20                     | 20                   |
| E-5        | 21                     | 22                   |
| E-6        | 14                     | 14                   |
| E-7        | 11                     | 11                   |
| E-8        | 3                      | 3                    |
| E-9        | 2                      | 2                    |

Task Difficulty (TD). TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 35 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was high. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered to be difficult to learn.

### **SPECIALTY JOBS** (Career Ladder Structure)

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

The basic group used in the hierarchical clustering process is the Job. When two or more jobs have a substantial degree of similarity in tasks performed and time spent performing tasks, they are grouped together and identified as a Cluster. The structure of the career ladder is then defined in terms of jobs and clusters of jobs.

#### Overview of Specialty Jobs

Based on analysis of tasks performed and amount of time spent performing each task, four independent jobs (IJ) and one job cluster were identified. Figure 1 illustrates the jobs performed by AFSC 5R0X1 personnel.

A listing of these clusters and IJs is provided below. The stage (STG) number shown beside each title references computer-printed information, while the letter "N" represents the number of personnel in each group.

- I. CHAPLAIN SERVICES SUPPORT JOB (STG031, N=91)
- II. CHAPLAIN FUND BOOKKEEPER JOB (STG030, N=55)
- III. SUPERVISORY JOB CLUSTER (STG023, N=169)

# AFSC 5R0X1 CAREER LADDER JOBS

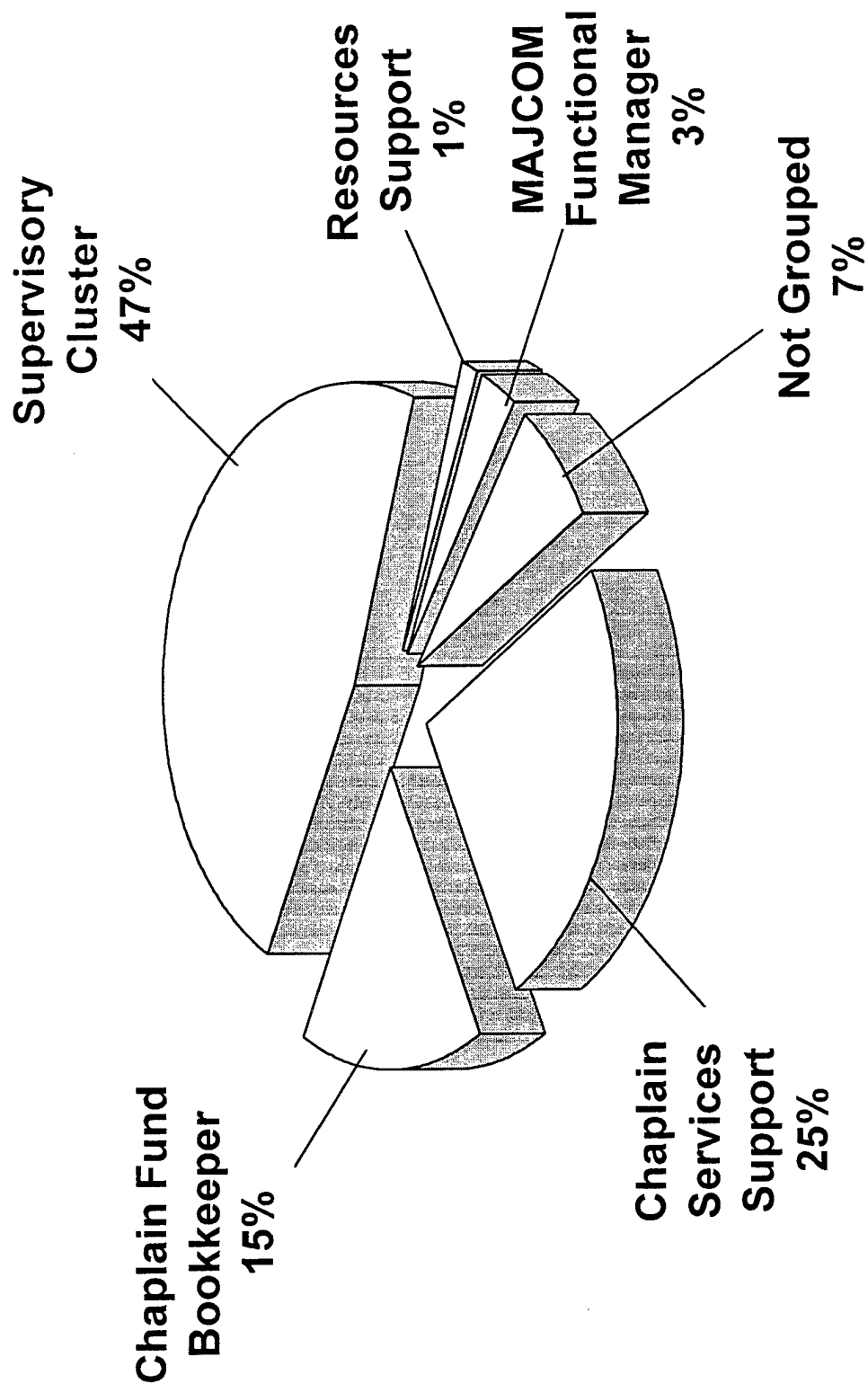


FIGURE 1

IV. RESOURCES SUPPORT JOB (STG022, N=5)

V. MAJCOM FUNCTIONAL MANAGER JOB (STG035, N=11)

The respondents forming these groups account for 93 percent of the survey sample. The remaining 7 percent were performing tasks which did not group with any defined jobs. Job titles given by respondents which were representative of these personnel include: Facility Manager, Parish Coordinator, Mobility Technician, Religious Education Coordinator, and Executive Officer.

Group Descriptions

The following paragraphs contain brief descriptions of the job cluster and four IJs identified in the career ladder structure analysis. Appendix A lists representative tasks performed by the identified job cluster and IJs. Table 3 displays time spent on duties, while Table 4 provides demographic information for each job discussed in this report.

I. CHAPLAIN SERVICES SUPPORT JOB (STG031). The 91 members of this job represent 25 percent of the total survey sample. Members of this job spend almost half of their time providing religious support to the chaplains (see Table 4). This support comes in the form of cleaning the chapels between services, preparing the chapel for various denominational worship, preparing and distributing chapel bulletins and operating the sound system. Representative tasks for this job include:

- clean chapel facilities, such as chapel, annex, or kitchen
- prepare facilities for Catholic or Protestant services
- restore chapel facilities after use to a neutral setting
- perform receptionist duties
- prepare facilities for ecumenical or interfaith services or activities
- gather or distribute supplies or equipment for chapel-related programs
- operate or maintain sound systems
- prepare or develop chapel bulletins

The members of this job have fairly little experience and represent entry-level type personnel. Members average under 4 years TAFMS and 98 percent of members hold a 3- or 5-skill level (see Table 4). Members perform an average of 60 tasks while performing the Chaplain Services Support Job and 60 percent hold a paygrade from E-1 to E-3 (see Table 4).

TABLE 3

## AVERAGE TIME SPENT ON DUTIES BY CAREER LADDER JOBS

| DUTIES                                                             | CHAPLAIN<br>SERVICES<br>SUPPORT<br>(STG031) | CHAPLAIN<br>FUND<br>BOOKKEEPER<br>(STG030) | SUPERVISORY<br>CLUSTER<br>(STG023) | RESOURCES<br>SUPPORT<br>(STG022) | MAJCOM<br>FUNCTIONAL<br>MANAGER<br>(STG035) |
|--------------------------------------------------------------------|---------------------------------------------|--------------------------------------------|------------------------------------|----------------------------------|---------------------------------------------|
| A PERFORMING MANAGEMENT AND<br>SUPERVISORY ACTIVITIES              | 9                                           | 4                                          | 30                                 | 28                               | 31                                          |
| B PERFORMING TRAINING ACTIVITIES                                   | 2                                           | 1                                          | 8                                  | 4                                | 3                                           |
| C PROVIDING RELIGIOUS SUPPORT                                      | 45                                          | 28                                         | 16                                 | 11                               | 4                                           |
| D PROVIDING RESOURCES SUPPORT                                      | 1                                           | 6                                          | 12                                 | 37                               | 9                                           |
| E PROVIDING CHAPLAIN FUND SUPPORT                                  | 1                                           | 36                                         | 5                                  | 6                                | 3                                           |
| F PROVIDING ADMINISTRATIVE SUPPORT                                 | 15                                          | 6                                          | 9                                  | 8                                | 21                                          |
| G PROVIDING SPECIAL PROGRAM LOGISTICAL<br>SUPPORT ACTIVITIES       | 2                                           | 1                                          | 3                                  | 4                                | 27                                          |
| H MAINTAINING FACILITIES AND GROUNDS                               | 12                                          | 9                                          | 6                                  | 1                                | 1                                           |
| I PROVIDING READINESS AND CHAPLAIN<br>READINESS TEAM (CRT) SUPPORT | 13                                          | 9                                          | 9                                  | 1                                | 1                                           |

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

TABLE 4

## SELECTED BACKGROUND DATA FOR AFSC 5R0X1 CAREER LADDER JOBS

|                                      | CHAPLAIN<br>SERVICES<br>SUPPORT | CHAPLAIN<br>FUND<br>BOOKKEEPER | SUPERVISORY<br>CLUSTER | RESOURCES<br>SUPPORT | MAJCOM<br>FUNCTIONAL<br>MANAGER |
|--------------------------------------|---------------------------------|--------------------------------|------------------------|----------------------|---------------------------------|
| AVERAGE NUMBER OF TASKS<br>PERFORMED | 60                              | 60                             | 144                    | 55                   | 62                              |
| DAFSC DISTRIBUTION:                  |                                 |                                |                        |                      |                                 |
| 5R031                                | 57%                             | 69%                            | 5%                     | 0%                   | 0%                              |
| 5R051                                | 41%                             | 29%                            | 54%                    | 80%                  | 9%                              |
| 5R071                                | 2%                              | 2%                             | 34%                    | 20%                  | 64%                             |
| 5R091                                | 0%                              | 0%                             | 5%                     | 0%                   | 9%                              |
| 5R000                                | 0%                              | 0%                             | 2%                     | 0%                   | 18%                             |
| PAYGRADE DISTRIBUTION:               |                                 |                                |                        |                      |                                 |
| E-1 to E-3                           | 60%                             | 66%                            | 3%                     | 0%                   | 0%                              |
| E-4                                  | 26%                             | 25%                            | 17%                    | 20%                  | 0%                              |
| E-5                                  | 11%                             | 7%                             | 33%                    | 40%                  | 18%                             |
| E-6                                  | 2%                              | 2%                             | 24%                    | 20%                  | 9%                              |
| E-7                                  | 0%                              | 0%                             | 18%                    | 0%                   | 55%                             |
| E-8                                  | 0%                              | 0%                             | 4%                     | 20%                  | 0%                              |
| E-9                                  | 0%                              | 0%                             | 2%                     | 0%                   | 18%                             |
| AVERAGE MONTHS TAFMS                 | 46                              | 39                             | 157                    | 162                  | 219                             |

II. CHAPLAIN FUND BOOKKEEPER JOB (STG030). The 55 members of this job account for 15 percent of the survey sample. The members of this job are typical of any bookkeeper or accountant, concerning themselves mainly with coordinating and supporting the chaplain fund (see Table 3). Members do this by preparing purchase orders or expense vouchers, maintaining checkbooks or savings accounts and subsequent accounting records. Representative tasks which distinguish this job from others include:

- prepare chaplain fund purchase orders or expense vouchers
- maintain chaplain fund checkbooks or savings accounts
- prepare chaplain fund receipts for deposit
- prepare and maintain monthly chaplain fund accounting records
- deposit chaplain receipts
- advise requesters on authorized expenditures
- maintain chaplain fund continuity files

Chaplain Fund Bookkeeper personnel perform an average of 60 tasks and are the least experienced in the survey with an average of just over 3 years TAFMS (see Table 4). Nearly 70 percent of members hold a 3-skill level rating and over 90 percent hold a paygrade not higher than E-4 (see Table 4).

III. SUPERVISORY JOB CLUSTER (STG023). The 169 members of this cluster of jobs represent the largest group found in this study, accounting for 47 percent of the total survey sample. Members represent the bulk of Chief Chapel Support Activities Personnel, performing duties ranging anywhere from single or multiple chapel managers, NCOICs of chapels and resources to superintendents. Thirty percent of their time deals solely with the performance of various managerial and supervisory activities (see Table 3). Relative tasks for this cluster of jobs include:

- supervise military personnel
- determine or establish work assignments or procedures
- determine or establish logistics requirements
- direct administrative functions
- conduct OJT
- evaluate personnel for compliance with standards
- evaluate workload requirements
- establish performance standards
- determine training requirements

There were two jobs identified within this cluster. However, the tasks performed were so similar they could not be called IJs. NCOIC of single or multiple chapels was the first job identified. Members perform the duties of a basic building manager, overseeing, evaluating, and inspecting programs and personnel. NCOIC of resources was the second job identified. These supervisors perform the same tasks as the building managers; however, their scope of influence is less. They manage the specific program of resources rather than oversee all chapel programs.

The supervisors present in this cluster are primarily 5- and 7-skill levels with an average of 13 years TAFMS (see Table 4). Members perform the highest number of tasks in the entire sample with 144. This high number can be attributed to the whole scope of responsibility these supervisors have. The paygrade of the supervisors in this group ranges anywhere from E-3 to E-9 (see Table 4).

IV. RESOURCES SUPPORT JOB (STG022). The 5 members of this job group account for 1 percent of the total survey sample. The work associated with this job is focused mainly with the maintaining, coordinating and monitoring of appropriated funds. This job is very similar in nature to the Chapel Fund Manager Job previously identified, with the major difference being the type of funds, appropriated versus chapel, being monitored and accounted for. The emphasis on appropriated funds by Resources Support Job members is made clear by these representative tasks:

- coordinate appropriated fund budget matters with resource advisors
- dispose of excess appropriated fund properties
- monitor status of appropriated funds budgets
- inventory appropriated fund equipment
- maintain appropriated fund equipment custodian records
- prepare appropriated fund requests
- analyze resource management reports
- procure logistical support items
- maintain contract receiving reports
- track supply requisitions

The members of this job group have a fairly high level of experience with an average of 13 years TAFMS. They range from a 5-skill to 7-skill level. Their paygrade ranges from E-4 to E-8. The typical Resources Support Job member performs an average of 55 tasks (see Table 4).

V. MAJCOM FUNCTIONAL MANAGER JOB (STG035). The 11 members of this job account for 3 percent of the survey sample. What distinguishes these managers from those present in the Supervisory Job Cluster are their experience and location. Members of this job are

assigned to MAJCOM or HQ levels. Therefore, their managerial tasks are quite different from chapel managers discussed earlier. They spend 50 percent of their time providing administrative and special program support (see Table 3). Representative tasks of this job include:

- determine funding requirements for conferences, workshops, or DV visits
- determine billeting requirements for conferees or DVs
- plan briefings, conferences or workshops
- compile data for records, reports, logs, or trend analyses
- determine unique protocol requirements
- prepare conference or workshop brochures
- prepare logistical support items
- interpret policies, directives, or procedures for subordinates
- consolidate data for statistical reports

The members of this group have the highest level of experience with an average of over 18 years TAFMS (see Table 4). Command Functional Managers range from the 5- to 9-skill level, with nearly 20 percent of the population holding the level of CEM. Paygrades range from E-5 to E-9, with 62 tasks performed on average (see Table 4).

#### Comparison to Previous Study

A list of jobs identified in the current survey as compared to those identified in the 1991 survey is provided in Table 5. No major changes have taken place since the 1991 survey. The career ladder is now smaller and more streamlined with 200 fewer personnel assigned and 2 fewer jobs identified than in the 1991 survey. The reason for this is the jobs from the current survey cover a much broader range of tasks and duties than in the previous survey. As a result, the Chaplain Services Support Job represents a combination of the previously identified Facilities Preparation Personnel and Religious Program Support Personnel (see Table 5). The previous Chiefs of Chapel Support Activities and Management and Training Personnel jobs are similarly combined to form the current Supervisory Cluster.

TABLE 5

## SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1991 SURVEYS

CURRENT SURVEY

CHAPLAIN SERVICES SUPPORT

CHAPLAIN FUND BOOKKEEPER

SUPERVISORY CLUSTER

RESOURCES SUPPORT

MAJCOM FUNCTIONAL MANAGER

1991 (AFSC 893X0) SURVEYFACILITIES PREPARATION PERSONNEL  
RELIGIOUS PROGRAM SUPPORT PERSONNEL

CHAPEL BOOKKEEPER

MANAGEMENT AND TRAINING PERSONNEL  
CLUSTER  
CHIEFS OF CHAPEL SUPPORT ACTIVITIES  
CLUSTER

RESOURCE MANAGEMENT PERSONNEL

MAJCOM ADMINISTRATIVE SUPPORT  
PERSONNEL JOB

## ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with analysis of the career ladder structure, is an important part of each occupational survey. DAFSC analysis examines differences in tasks performed between skill-level members. This information may then be used to evaluate how well career ladder documents, such as AFMAN 36-2108 *Specialty Descriptions*, reflect what career ladder personnel are doing in the field.

The distribution of AFSC 5R0X1 skill-level groups across career ladder jobs is displayed in Table 6. Notice how a vast majority of 3-skill level personnel are represented in the Chaplain Services Support Job and Chaplain Fund Bookkeeper Job, which can be seen as the entry-level type jobs in the career ladder. Table 6 also shows huge increase of representation in the Supervisory Cluster as DAFSC increases. CEM representation is divided between the Supervisory Cluster and the MAJCOM Functional Manager Job (see Table 6).

### Skill-Level Descriptions

DAFSC 5R031. The 104 3-skill level personnel, representing 29 percent of the survey sample, perform an average of 62 tasks, the fewest of any other DAFSC group. The 3-skill level personnel perform 3 jobs with nearly 90 percent in the Chaplain Services Support Job or the Chaplain Fund Bookkeeper Job. A small percentage of 3-skill level personnel is actually present in the Supervisory Cluster as well (see Table 6). They spend 37 percent of their time providing religious support (see Table 7). Table 8 lists representative tasks they perform, demonstrating the basic technical nature of their work.

DAFSC 5R051. The 161 5-skill level personnel, representing 45 percent of the survey sample perform an average of 104 tasks. Nearly 60 percent of 5-skill level personnel work in the Supervisory Cluster (see Table 6). Table 7 shows the fairly even distribution of time spent on duties by 5-skill level personnel, with their highest concentration dealing with providing religious support. Table 9 shows that, like their junior counterparts, 5-skill level personnel perform primarily technical tasks. What distinguishes 5- from 3-skill level personnel are that a higher percentage of 5-skill level personnel perform some basic supervisory functions (see Table 10). Table 10 also shows 5-skill level personnel perform every task a 3-skill level member does, in addition to the supervisory taskings shown. This further explains the high number of average tasks performed.

DAFSC 5R071. The 77 7-skill level personnel, representing 22 percent of the survey sample, perform an average of 138 tasks, more than any other DAFSC. Seventy-five percent of 7-skill level personnel are grouped in the Supervisory Cluster (see Table 6). Table 7 shows they spend over one-third of their time performing management and supervisory activities. Table 11 illustrates this high concentration. Seven-skill level personnel perform fewer tasks related to the

TABLE 6  
DISTRIBUTION OF SKILL LEVEL MEMBERS  
ACROSS CAREER LADDER JOBS

| <u>JOB</u>                | DAFSC<br>5R031<br>(N=104) | DAFSC<br>5R051<br>(N=161) | DAFSC<br>5R071<br>(N=77) | DAFSC<br>5R091<br>(N=9) | DAFSC<br>5R000<br>(N=6) |
|---------------------------|---------------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| CHAPLAIN SERVICES SUPPORT | 50                        | 23                        | 3                        | -                       | -                       |
| CHAPLAIN FUND BOOKKEEPER  | 37                        | 10                        | 1                        | -                       | -                       |
| SUPERVISORY CLUSTER       | 8                         | 57                        | 75                       | 89                      | 50                      |
| RESOURCES SUPPORT         | -                         | 2                         | 1                        | -                       | -                       |
| MAJCOM FUNCTIONAL MANAGER | -                         | 1                         | 9                        | 1                       | 33                      |
| NOT GROUPED               | 5                         | 7                         | 11                       | 10                      | 17                      |

- Denotes 0 percent

TABLE 7

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

| DUTY                                                               | DAFSC<br>5R031<br>(N=104) | DAFSC<br>5R051<br>(N=161) | DAFSC<br>5R071<br>(N=77) | DAFSC<br>5R091<br>(N=9) | DAFSC<br>5R000<br>(N=6) |
|--------------------------------------------------------------------|---------------------------|---------------------------|--------------------------|-------------------------|-------------------------|
| A PERFORMING MANAGEMENT AND SUPERVISORY<br>ACTIVITIES              | 7                         | 18                        | 36                       | 46                      | 50                      |
| B PERFORMING TRAINING ACTIVITIES                                   | 2                         | 5                         | 10                       | 14                      | 16                      |
| C PROVIDING RELIGIOUS SUPPORT                                      | 37                        | 25                        | 11                       | 6                       | 1                       |
| D PROVIDING RESOURCES SUPPORT                                      | 4                         | 10                        | 11                       | 6                       | 5                       |
| E PROVIDING CHAPLAIN FUND SUPPORT                                  | 15                        | 8                         | 3                        | 1                       | -                       |
| F PROVIDING ADMINISTRATIVE SUPPORT                                 | 11                        | 11                        | 10                       | 10                      | 16                      |
| G PROVIDING SPECIAL PROGRAM LOGISTICAL<br>SUPPORT ACTIVITIES       | 2                         | 3                         | 6                        | 6                       | 9                       |
| H MAINTAINING FACILITIES AND GROUNDS                               | 11                        | 9                         | 5                        | 2                       | 1                       |
| I PROVIDING READINESS AND CHAPLAIN<br>READINESS TEAM (CRT) SUPPORT | 12                        | 10                        | 9                        | 9                       | 2                       |

- Denotes 0 percent

TABLE 8

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R031 PERSONNEL

| <u>TASKS</u> |                                                                                                                      | PERCENT<br>MEMBERS<br>PERFORMING<br>(N=104) |
|--------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| H298         | Clean chapel facilities, such as chapel, annex, or kitchen                                                           | 94                                          |
| C147         | Prepare facilities to support Catholic services or rites                                                             | 92                                          |
| C149         | Prepare facilities to support general Protestant services                                                            | 92                                          |
| C167         | Restore chapel facilities after use to a neutral setting                                                             | 88                                          |
| C142         | Prepare facilities for ecumenical or interfaith services or activities                                               | 83                                          |
| C151         | Prepare facilities to support organizational meetings or functions                                                   | 80                                          |
| C148         | Prepare facilities to support denominational or other faith group services or rites                                  | 78                                          |
| H306         | Operate or maintain sound systems                                                                                    | 78                                          |
| C153         | Prepare facilities to support special services                                                                       | 77                                          |
| A65          | Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 71                                          |
| C160         | Prepare refreshments for chapel social functions                                                                     | 70                                          |
| I346         | Participate in self-aid or buddy care training                                                                       | 70                                          |
| C125         | Gather or distribute supplies or equipment for chapel-related programs                                               | 68                                          |
| C144         | Prepare facilities for memorial services                                                                             | 66                                          |
| C129         | Maintain religious literature displays                                                                               | 65                                          |
| C145         | Prepare facilities for religious education activities                                                                | 64                                          |
| F260         | Perform receptionist duties                                                                                          | 63                                          |
| I344         | Participate in disaster preparedness, deployment, or readiness exercises                                             | 63                                          |
| C143         | Prepare facilities for funeral services                                                                              | 63                                          |
| H301         | Maintain ecclesiastical equipment                                                                                    | 63                                          |
| H307         | Perform building security, fire, or safety checks                                                                    | 61                                          |
| I312         | Assist with visitation ministries                                                                                    | 61                                          |
| I327         | Fire weapons for qualification                                                                                       | 61                                          |
| I337         | Operate chapel control center in chapel facilities                                                                   | 57                                          |

TABLE 9

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R051 PERSONNEL

| TASKS                                                                                                                       | PERCENT<br>MEMBERS<br>PERFORMING<br>(N=161) |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| C149 Prepare facilities to support general Protestant services                                                              | 88                                          |
| C147 Prepare facilities to support Catholic services or rites                                                               | 86                                          |
| C167 Restore chapel facilities after use to a neutral setting                                                               | 82                                          |
| C142 Prepare facilities for ecumenical or interfaith services or activities                                                 | 82                                          |
| C144 Prepare facilities for memorial services                                                                               | 81                                          |
| F260 Perform receptionist duties                                                                                            | 78                                          |
| C153 Prepare facilities to support special services                                                                         | 77                                          |
| H307 Perform building security, fire, or safety checks                                                                      | 76                                          |
| A65 Participate in general meetings, such as staff meetings, briefings, conferences,<br>or workshops, other than conducting | 76                                          |
| H306 Operate or maintain sound systems                                                                                      | 73                                          |
| H301 Maintain ecclesiastical equipment                                                                                      | 73                                          |
| C125 Gather or distribute supplies or equipment for chapel-related programs                                                 | 71                                          |
| C151 Prepare facilities to support organizational meetings or functions                                                     | 71                                          |
| C143 Prepare facilities for funeral services                                                                                | 71                                          |
| C145 Prepare facilities for religious education activities                                                                  | 68                                          |
| C148 Prepare facilities to support denominational or other faith group services or<br>rites                                 |                                             |
| H299 Identify major or minor construction or self-help projects                                                             | 66                                          |
| H305 Operate or maintain audiovisual equipment                                                                              | 66                                          |
| I337 Operate chapel control center in chapel facilities                                                                     | 66                                          |
| C157 Prepare or process transportation requests                                                                             | 66                                          |
| C160 Prepare refreshments for chapel social functions                                                                       | 63                                          |
| I346 Participate in self-aid or buddy care training                                                                         | 63                                          |

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 5R031 AND DAFSC 5R051 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

| <u>TASKS</u>                                                                                                             | DAFSC<br>5R031<br>(N=104) | DAFSC<br>5R051<br>(N=161) | <u>DIFFERENCE</u> |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|-------------------|
| A15 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies,<br>or workspace | 14                        | 59                        | -45               |
| A14 Counsel subordinates concerning personal matters                                                                     | 4                         | 46                        | -42               |
| A48 Evaluate personnel for compliance with performance standards                                                         | 0                         | 39                        | -39               |
| B92 Conduct OJT                                                                                                          | 8                         | 47                        | -39               |
| A17 Determine or establish work assignments or priorities                                                                | 9                         | 47                        | -38               |
| D177 Dispose of excess appropriated fund properties                                                                      | 9                         | 46                        | -37               |
| A80 Supervise military personnel                                                                                         | 2                         | 39                        | -37               |
| A9 Conduct safety inspections of equipment or facilities                                                                 | 22                        | 57                        | -35               |
| D175 Develop or prepare annual appropriated fund financial plans                                                         | 4                         | 39                        | -35               |
| A36 Establish performance standards for subordinates                                                                     | 1                         | 35                        | -34               |
| D172 Analyze resource management reports                                                                                 | 5                         | 39                        | -34               |
| D174 Coordinate appropriated fund budget matters with resource advisors                                                  | 9                         | 42                        | -33               |
| B118 Schedule personnel for training                                                                                     | 6                         | 39                        | -33               |

TABLE 11

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R071 PERSONNEL

| TASKS                                                                                                                    | PERCENT<br>MEMBERS<br>PERFORMING<br>(N=77) |
|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| A65 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 91                                         |
| A82 Write job or position descriptions                                                                                   | 82                                         |
| A17 Determine or establish work assignments or priorities                                                                | 81                                         |
| A22 Develop or establish work methods or procedures                                                                      | 81                                         |
| A62 Interpret policies, directives, or procedures for subordinates                                                       | 77                                         |
| A14 Counsel subordinates concerning personal matters                                                                     | 77                                         |
| A83 Write performance reports or supervisory appraisals                                                                  | 77                                         |
| A10 Conduct self-inspections or self-assessments                                                                         | 75                                         |
| B92 Conduct OJT                                                                                                          | 74                                         |
| A15 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace    | 74                                         |
| A42 Evaluate job or position descriptions                                                                                | 74                                         |
| A80 Supervise military personnel                                                                                         | 73                                         |
| D178 Evaluate chaplain fund procedures                                                                                   | 73                                         |
| A21 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans                     | 73                                         |
| A60 Inspect personnel for compliance with military standards                                                             | 73                                         |
| A84 Write recommendations for awards or decorations, other than for lay volunteers                                       | 73                                         |
| A47 Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans                              | 71                                         |
| A35 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)      | 71                                         |
| A71 Plan or schedule work assignments or priorities                                                                      | 70                                         |
| A36 Establish performance standards for subordinates                                                                     | 70                                         |
| A64 Maintain or update contingency plans, mobility plans, or base support plans                                          | 70                                         |
| A6 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops                                | 70                                         |
| A26 Develop self-inspection or self-assessment program checklists                                                        | 70                                         |
| H307 Perform building security, fire, or safety checks                                                                   | 70                                         |

providing of religious support than 5-skill level personnel, and distinguish themselves from 5-skill level personnel by the numbers performing supervisory tasks, such as writing job or position descriptions, writing award recommendations, and determining training requirements (see Table 12).

DAFSC 5R091. The 9 9-skill level personnel, representing 3 percent of the survey sample, perform an average of 114 tasks, second only to the 7-skill level personnel. These highly experienced personnel perform the work of the Supervisory Cluster almost exclusively, with nearly 90 percent representation (see Table 6). Sixty percent of their time is spent performing managerial, supervisory and training related duties (see Table 7). Representative tasks performed are listed in Table 13. Nine-skill level personnel distinguish themselves from 7-skill level personnel through the performance of higher level management tasks, such as determining requirements and planning and directing training activities (see Table 14).

DAFSC 5R000. The 6 CEM personnel, representing 2 percent of the survey sample, perform an average 67 tasks. These personnel have the highest experience of any members of the sample and represent the highest level of supervisors/managers in the career ladder. Over 80 percent of the CEMs in the survey are in either the Supervisory Cluster or the MAJCOM Functional Manager Job group (see Table 6). Over 75 percent of their time is spent performing supervisory and/or training related activities (see Table 7). Representative tasks performed are listed in Table 15. CEM personnel distinguish themselves from 9-skill level personnel by placing less emphasis on the middle level manager-type tasks, and focusing more on broader, higher level, and MAJCOM managerial tasks (see Table 16).

### Summary

Three- and 5-skill level airmen perform many tasks in common and both groups spend the majority of their relative job time on technical functions. Five-skill level personnel do perform some supervisory tasks but neither group performs many training-type tasks. The 7-skill level personnel, performing the most tasks of any group, perform all aspects of a 5-skill level job in addition to being introduced to many more supervisory functions. At the 9-skill level, members perform some technical functions, but concentrate primarily on supervisory and managerial duties. At the CEM level, the main emphasis is placed on management at the MAJCOM level with its member assigned to HQ bases.

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 5R051 AND DAFSC 5R071 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

| <u>TASKS</u>                                                                                | DAFSC<br>5R051<br>(N=161) | DAFSC<br>5R071<br>(N=77) | <u>DIFFERENCE</u> |
|---------------------------------------------------------------------------------------------|---------------------------|--------------------------|-------------------|
| C137 Post chapel worship schedules                                                          | 49                        | 21                       | 28                |
| C129 Maintain religious literature displays                                                 | 55                        | 27                       | 28                |
| H298 Clean chapel facilities, such as chapel, annex, or kitchen                             | 88                        | 61                       | 27                |
| C149 Prepare facilities to support general Protestant activities                            | 88                        | 61                       | 27                |
| H301 Maintain ecclesiastical equipment                                                      | 73                        | 47                       | 26                |
| C167 Restore chapel facilities after use to a neutral setting                               | 82                        | 57                       | 25                |
| C142 Prepare facilities for ecumenical or interfaith services or activities                 | 82                        | 58                       | 24                |
| A3 Assign sponsors for newly assigned personnel                                             | 16                        | 69                       | -53               |
| A82 Write job or position descriptions                                                      | 32                        | 82                       | -50               |
| A40 Evaluate inspection report findings or inspection procedures                            | 16                        | 61                       | -45               |
| A84 Write recommendations for awards or decorations, other than for lay volunteers          | 28                        | 73                       | -45               |
| A47 Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans | 28                        | 71                       | -43               |
| A42 Evaluate job or position descriptions                                                   | 31                        | 74                       | -43               |
| A26 Develop self-inspection or self-assessment program checklists                           | 27                        | 70                       | -43               |
| B94 Determine training requirements                                                         | 25                        | 68                       | -43               |

TABLE 13

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R091 PERSONNEL

| TASKS |                                                                                                                      | PERCENT<br>MEMBERS<br>PERFORMING<br>(N=9) |
|-------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| A17   | Determine or establish work assignments or priorities                                                                | 100                                       |
| A15   | Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace    | 100                                       |
| A65   | Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 89                                        |
| A27   | Direct administrative functions                                                                                      | 89                                        |
| A80   | Supervise military personnel                                                                                         | 89                                        |
| A22   | Develop or establish work methods or procedures                                                                      | 89                                        |
| A35   | Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)      | 89                                        |
| A21   | Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans                     | 89                                        |
| A64   | Maintain or update contingency plans, mobility plans, or base support plans                                          | 89                                        |
| A82   | Write job or position descriptions                                                                                   | 89                                        |
| A84   | Write recommendations for awards or decorations, other than for lay volunteers                                       | 89                                        |
| B113  | Plan or schedule training                                                                                            | 89                                        |
| A83   | Write performance reports or supervisory appraisals                                                                  | 89                                        |
| A14   | Counsel subordinates concerning personal matters                                                                     | 89                                        |
| B97   | Develop training materials or aids                                                                                   | 89                                        |
| A24   | Develop organizational or functional charts                                                                          | 89                                        |
| A10   | Conduct self-inspections or self-assessments                                                                         | 89                                        |
| A2    | Assign personnel to work areas or duty positions                                                                     | 89                                        |
| A6    | Conduct general meetings, such as staff meetings, briefings, conferences, or workshops                               | 89                                        |
| A12   | Conduct supervisory orientations for newly assigned personnel                                                        | 89                                        |
| A3    | Assign sponsors for newly assigned personnel                                                                         | 89                                        |
| B92   | Conduct OJT                                                                                                          | 78                                        |

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 5R071 AND DAFSC 5R091 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

| <u>TASKS</u>                                                                 | <u>DAFSC<br/>5R071<br/>(N=77)</u> | <u>DAFSC<br/>5R091<br/>(N=9)</u> | <u>DIFFERENCE</u> |
|------------------------------------------------------------------------------|-----------------------------------|----------------------------------|-------------------|
| A9 Conduct safety inspections of equipment or facilities                     | 68                                | 11                               | 57                |
| C157 Prepare or process transportation requests                              | 52                                | 11                               | 41                |
| A69 Plan equipment or facility maintenance requirements                      | 62                                | 22                               | 40                |
| C124 Coordinate with lay personnel in support of chapel activities           | 51                                | 11                               | 40                |
| D198 Process receiving reports, such as chaplain, appropriated, or MWR funds | 49                                | 11                               | 38                |
| D192 Prepare appropriated fund requests                                      | 49                                | 11                               | 38                |
| C156 Prepare or develop chapel bulletins                                     | 38                                | 0                                | 38                |
| A66 Participate in sponsor programs                                          | 60                                | 22                               | 38                |
| E206 Advise requesters on procedures for obtaining supplies or services      | 60                                | 22                               | 38                |
| D197 Prepare statements of work for appropriated fund contracts              | 47                                | 11                               | 36                |
| B97 Develop training materials or aids                                       | 47                                | 89                               | -42               |
| F265 Prepare or process IMA documentation                                    | 38                                | 78                               | -40               |
| A24 Develop organizational or functional charts                              | 49                                | 89                               | -40               |
| A28 Direct training functions                                                | 64                                | 100                              | -36               |
| A16 Determine or establish publication requirements                          | 43                                | 78                               | -35               |
| A54 Indorse performance reports or supervisory appraisals                    | 44                                | 78                               | -34               |
| B98 Develop training programs, plans, or procedures                          | 45                                | 79                               | -34               |
| B113 Plan or schedule training                                               | 58                                | 89                               | -31               |
| B93 Conduct training conferences, briefings, or debriefings                  | 36                                | 67                               | -31               |
| A1 Annotate time and attendance sheets for civilian employees                | 48                                | 78                               | -30               |

TABLE 15

## REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R000 PERSONNEL

| TASKS |                                                                                                                      | PERCENT<br>MEMBERS<br>PERFORMING<br>(N=6) |
|-------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| A6    | Conduct general meetings, such as staff meetings, briefings, conferences, or workshops                               | 100                                       |
| A27   | Direct administrative functions                                                                                      | 100                                       |
| A67   | Plan briefings, conferences, or workshops                                                                            | 100                                       |
| A17   | Determine or establish work assignments or priorities                                                                | 100                                       |
| A82   | Write job or position descriptions                                                                                   | 100                                       |
| A42   | Evaluate job or position descriptions                                                                                | 100                                       |
| A84   | Write recommendations for awards or decorations, other than for lay volunteers                                       | 100                                       |
| F274  | Proofread correspondence for typographical errors                                                                    | 83                                        |
| B101  | Evaluate effectiveness of training programs, plans, or procedures                                                    | 83                                        |
| A65   | Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 83                                        |
| A75   | Review drafts of regulations, manuals, or other directives                                                           | 83                                        |
| A8    | Conduct pastoral assistance visits or quality of life visits                                                         | 83                                        |
| B94   | Determine training requirements                                                                                      | 83                                        |
| A62   | Interpret policies, directives, or procedures for subordinates                                                       | 83                                        |
| A35   | Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)      | 83                                        |
| A83   | Write performance reports or supervisory appraisals                                                                  | 83                                        |
| A2    | Assign personnel to work areas or duty positions                                                                     | 83                                        |
| A22   | Develop or establish work methods or procedures                                                                      | 83                                        |
| A24   | Develop organizational or functional charts                                                                          | 83                                        |
| F233  | Annotate security forms for facilities or security containers                                                        | 83                                        |
| A28   | Direct training functions                                                                                            | 67                                        |

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN  
DAFSC 5R091 AND DAFSC 5R000 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

| TASKS                                                                                                                      | DAFSC<br>5R091<br>(N=9) | DAFSC<br>5R000<br>(N=6) | DIFFERENCE |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|------------|
| B97 Develop training materials or aids                                                                                     | 89                      | 0                       | 89         |
| A21 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans                       | 89                      | 0                       | 89         |
| A64 Maintain or update contingency plans, mobility plans, or base support plans                                            | 89                      | 17                      | 72         |
| I323 Develop contingency support plans                                                                                     | 67                      | 0                       | 67         |
| A39 Evaluate adequacy of chapel facilities for religious activities                                                        | 67                      | 0                       | 67         |
| A13 Coordinate host-tenant support agreements (HTSAa) or interservice support agreements (ISSAs) with appropriate agencies | 67                      | 0                       | 67         |
| A47 Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans                                | 67                      | 0                       | 67         |
| A16 Determine or establish publication requirements                                                                        | 78                      | 17                      | 61         |
| A68 Plan deployments of equipment or personnel                                                                             | 56                      | 0                       | 56         |
| I337 Operate chapel control center in chapel facilities                                                                    | 56                      | 0                       | 56         |
| A8 Conduct pastoral assistance visits or quality of life visits                                                            | 22                      | 83                      | -61        |
| A67 Plan briefings, conferences, or workshops                                                                              | 56                      | 100                     | -41        |
| A78 Schedule staff assistance visits, inspections, or audits                                                               | 11                      | 50                      | -39        |
| A42 Evaluate job or position descriptions                                                                                  | 67                      | 100                     | -33        |
| B107 Maintain IMA folders                                                                                                  | 33                      | 66                      | -33        |
| F250 maintain administrative files                                                                                         | 0                       | 33                      | -33        |
| F233 Annotate security forms for facilities or security containers                                                         | 56                      | 83                      | -27        |
| B101 Evaluate effectiveness of training programs, plans, or procedures                                                     | 56                      | 83                      | -27        |
| A75 Review drafts of regulations, manuals, or other directives                                                             | 56                      | 83                      | -27        |
| F278 Write minutes of briefings, conferences, or meetings                                                                  | 23                      | 50                      | -27        |

## ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTIONS*

Survey data were compared to AFMAN 36-2108 *Specialty Descriptions* for AFSC 5R0X1 Chaplain Service Support, dated 31 October 1994. The descriptions for the 3-, 5-, 7-, 9- and CEM-skill level members were accurate, depicting technical aspects of the job as well as the increase in supervisory responsibilities previously described in the DAFSC analysis. The descriptions also capture the primary responsibilities of work identified in the job structure analysis.

### TRAINING ANALYSIS

Occupational surveys provide information which can be used to assist in the development of training programs relevant to needs of personnel in their first enlistment. Factors used to evaluate entry-level AFSC 5R0X1 training include duties performed by members across career ladder jobs, percentages of members performing specific tasks, ratings of how much TE tasks should receive in formal training, and relative TD ratings.

#### First-Enlistment Personnel

In this study, there are 129 members in their first enlistment (1-48 months TAFMS) representing 36 percent of the survey sample. These personnel work primarily in Chaplain Service Support Job (see Figure 2). Accordingly, nearly 40 percent of their time is spent providing support to the various religious programs to which they are assigned (see Table 17). Table 18 illustrates the tasks performed by first-enlistment personnel. The preparation of facilities for various religious services, operation of sound equipment, gathering of chapel supplies, and maintenance of ecclesiastical equipment are key tasks for first-enlistment personnel to focus on in order to grasp the fundamentals of the career field.

#### Training Emphasis (TE) and Task Difficulty (TD) Data

TE and TD data are secondary task factors that can help training development personnel decide which tasks to emphasize for entry-level training. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide a rank-ordering of those tasks considered important for airmen with 1-48 months TAFMS. These tasks are ranked in order two ways, important to train (TE) and a measure of the relative difficulty of those tasks (TD). When combined with data on percentages of entry-level personnel 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 performing, may be more appropriately planned for new OJT programs. Low task factor ratings

# AFSC 5R0X1 FIRST-ENLISTMENT JOBS

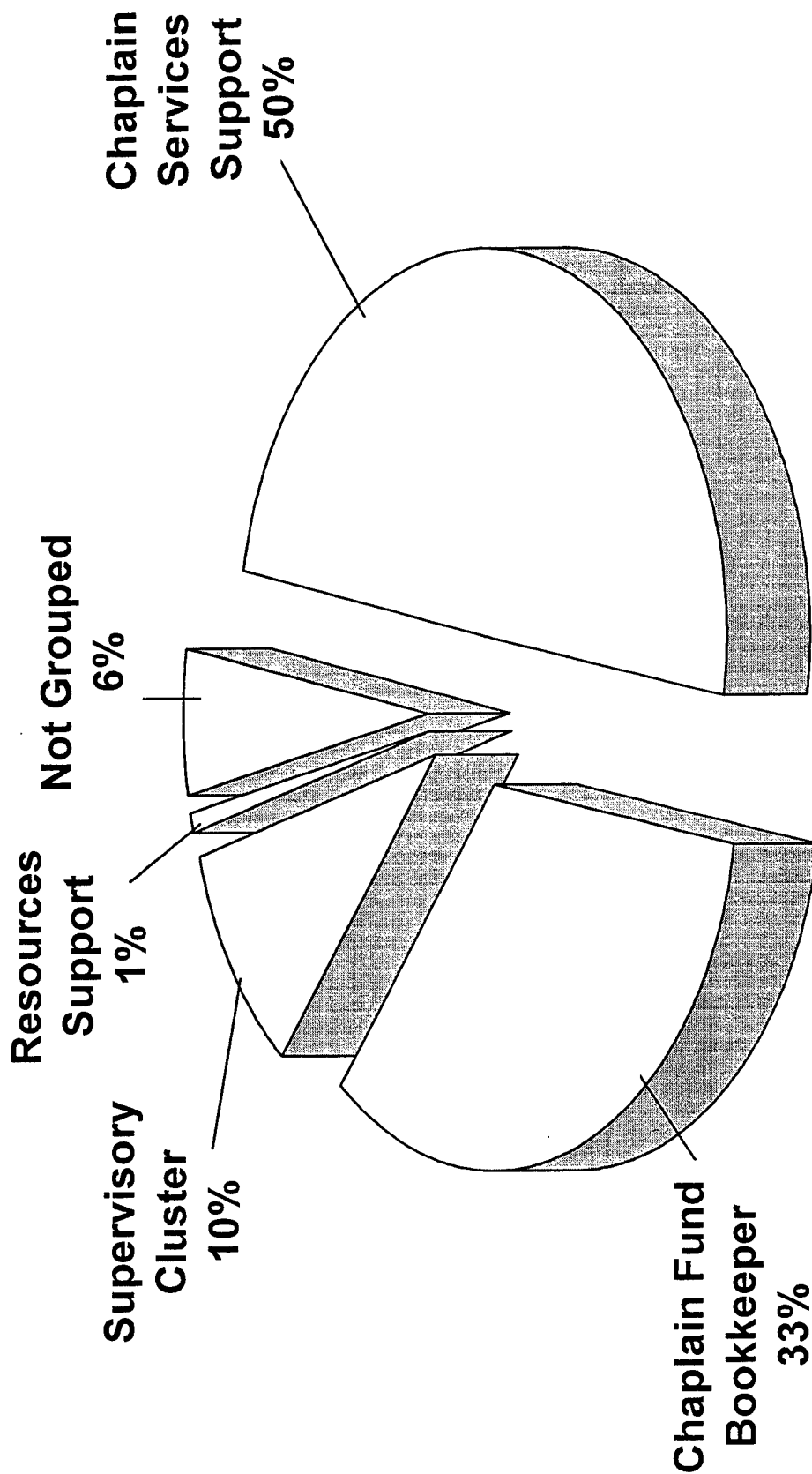


FIGURE 2

TABLE 17

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY  
FIRST-ENLISTMENT AFSC 5R0X1 PERSONNEL

| <u>DUTY AREA</u>                                                   | <u>PERCENT<br/>TIME<br/>SPENT</u> |
|--------------------------------------------------------------------|-----------------------------------|
| A PERFORMING MANAGEMENT AND SUPERVISORY<br>ACTIVITIES              | 7                                 |
| B PERFORMING TRAINING ACTIVITIES                                   | 2                                 |
| C PROVIDING RELIGIOUS PROGRAM SUPPORT                              | 37                                |
| D PROVIDING RESOURCES SUPPORT                                      | 4                                 |
| E PROVIDING CHAPLAIN FUND SUPPORT                                  | 14                                |
| F PROVIDING ADMINISTRATIVE SUPPORT                                 | 11                                |
| G PROVIDING SPECIAL PROGRAM LOGISTICAL SUPPORT<br>ACTIVITIES       | 2                                 |
| H MAINTAINING FACILITIES AND GROUNDS                               | 10                                |
| I PROVIDING READINESS AND CHAPLAIN READINESS<br>TEAM (CRT) SUPPORT | 13                                |

TABLE 18

REPRESENTATIVE TASKS PERFORMED BY  
FIRST-ENLISTMENT AFSC 5R0X1 PERSONNEL

| TASKS |                                                                                                                         | PERCENT<br>MEMBERS<br>PERFORMING<br>(N=129) |
|-------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| C149  | Prepare facilities to support general Protestant services                                                               | 94                                          |
| H298  | Clean chapel facilities, such as chapel, annex, or kitchen                                                              | 92                                          |
| C147  | Prepare facilities to support Catholic services or rites                                                                | 92                                          |
| C167  | Restore chapel facilities after use to a neutral setting                                                                | 86                                          |
| C142  | Prepare facilities for ecumenical or interfaith services or activities                                                  | 81                                          |
| C151  | Prepare facilities to support organizational meetings or functions                                                      | 79                                          |
| C153  | Prepare facilities to support special services                                                                          | 78                                          |
| C148  | Prepare facilities to support denominational or other faith group services or rites                                     | 76                                          |
| H306  | Operate or maintain sound systems                                                                                       | 72                                          |
| C144  | Prepare facilities for memorial services                                                                                | 71                                          |
| C143  | Prepare facilities for funeral services                                                                                 | 67                                          |
| C125  | Gather or distribute supplies or equipment for chapel-related programs                                                  | 67                                          |
| C160  | Prepare refreshments for chapel social functions                                                                        | 67                                          |
| I346  | Participate in self-aid or buddy care training                                                                          | 66                                          |
| C129  | Maintain religious literature displays                                                                                  | 64                                          |
| A65   | Participate in general meetings, such as staff meetings, briefings, conferences,<br>or workshops, other than conducting | 64                                          |
| F260  | Perform receptionist duties                                                                                             | 63                                          |
| C145  | Prepare facilities for religious education activities                                                                   | 63                                          |
| H301  | Maintain ecclesiastical equipment                                                                                       | 62                                          |
| I344  | Participate in disaster preparedness, deployment, or readiness exercises                                                | 61                                          |
| H307  | Perform building security, fire, or safety checks                                                                       | 60                                          |
| I312  | Assist with visitation ministries                                                                                       | 60                                          |

may highlight tasks best omitted from training for new personnel. These decisions 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 that uses these task factors and percentages of 1-48 months TAFMS personnel performing tasks to produce Automated Training Indicators (ATI). ATIs correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCR 52-22. ATIs allow training developers to quickly focus attention on those tasks which are most likely to qualify for resident course consideration.

Tasks having the highest TE ratings for AFSC 5R0X1 personnel with 1-48 months TAFMS are listed in Table 19. Included for each task are percentages of 1-24 months TAFMS personnel performing the task (1ST JOB), percentages of 1-48 months TAFMS personnel performing the task (1ST ENL), and TD ratings. As illustrated in the table, tasks with the highest TE deal with the preparation of chapel facilities for various religious services and working with chaplain fund accounting type tasks.

Table 20 lists the tasks having the highest TD ratings. The percentages of 1-24 months TAFMS, 1-48 months TAFMS, 5-skill level, 7-skill level personnel performing, and TE ratings are also included for each task. Many of the tasks with the highest TD ratings involve developing appropriated fund and chapel fund financial plans, course curricula, plans of instruction, and specialty training standards (STSs). Preparing chapel annexes for deployment and disaster preparedness, and developing contingency support plans represent some of the very few technical tasks with high TD ratings.

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

#### Specialty Training Standard (STS) Analysis

A comprehensive review of the AFSC 5R0X1 STS was made by comparing survey data to STS elements. SMEs matched JI tasks to appropriate STS sections and subsections. A complete listing, displaying percent members performing tasks, TE and TD ratings for each task, along with STS matching, has been forwarded to the technical school for use in further review of training documents. STS elements with performance objectives were reviewed in terms of TE, TD, and percent members performing information using the guidance provided in AETCI 36-2601. Typically, tasks performed by 20 percent or more personnel in appropriate experience or skill-level groups, such as first-enlistment (1-48 months TAFMS), and 5- and 7-skill level groups, should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing in all of the groups should be considered for deletion from the STS.

TABLE 19

## TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

| TASKS                                                                                    | TNG<br>EMP | PERCENT<br>MEMBERS<br>PERFORMING |            | TSK<br>DIFF |
|------------------------------------------------------------------------------------------|------------|----------------------------------|------------|-------------|
|                                                                                          |            | 1ST<br>JOB                       | 1ST<br>ENL |             |
| C138 Practice crisis intervention skills                                                 | 6.67       | 39                               | 40         | 6.45        |
| F260 Perform receptionist duties                                                         | 6.67       | 63                               | 63         | 4.04        |
| E225 Prepare monthly chaplain fund accounting records                                    | 6.60       | 37                               | 40         | 5.27        |
| C149 Prepare facilities to support general Protestant services                           | 6.60       | 92                               | 94         | 4.04        |
| C147 Prepare facilities to support Catholic services or rites                            | 6.53       | 90                               | 92         | 4.35        |
| E219 Maintain monthly chaplain fund accounting records                                   | 6.53       | 35                               | 42         | 5.88        |
| C144 Prepare facilities for memorial services                                            | 6.47       | 66                               | 71         | 4.15        |
| C143 Prepare facilities for funeral services                                             | 6.47       | 65                               | 67         | 4.21        |
| C142 Prepare facilities for ecumenical or interfaith services or activities              | 6.37       | 78                               | 81         | 3.95        |
| E222 Prepare chaplain fund purchase orders or expense vouchers                           | 6.37       | 38                               | 42         | 4.54        |
| I337 Operate chapel control center in chapel facilities                                  | 6.27       | 51                               | 57         | 5.21        |
| E213 Maintain chaplain fund checkbooks or savings accounts                               | 6.27       | 38                               | 43         | 5.61        |
| I347 Perform emergency ministrations, such as in absence of chaplains                    | 6.27       | 18                               | 19         | 6.53        |
| E230 Render payments for chaplain fund services or materials                             | 6.17       | 30                               | 36         | 4.42        |
| E223 Prepare chaplain fund receipts for deposit                                          | 6.13       | 38                               | 43         | 4.39        |
| C148 Prepare facilities to support denominational or other faith group services or rites | 6.00       | 73                               | 76         | 4.18        |
| I312 Assist with visitation ministries                                                   | 5.97       | 65                               | 60         | 4.38        |
| I346 Participate in self-aid or buddy care training                                      | 5.97       | 63                               | 66         | 4.68        |
| E209 Determine status of outstanding purchase requests                                   | 5.83       | 37                               | 40         | 4.20        |
| C150 Prepare facilities to support Jewish services or rites                              | 5.83       | 29                               | 29         | 4.60        |
| C127 Maintain chapel facility calendars or reservation books                             | 5.77       | 42                               | 42         | 5.11        |
| I342 Participate in continuing medical readiness training (CMRT)                         | 5.60       | 22                               | 26         | 4.87        |
| C156 Prepare or develop chapel bulletins                                                 | 5.50       | 47                               | 46         | 5.02        |
| E208 Deposit chaplain fund receipts                                                      | 5.50       | 38                               | 45         | 3.58        |
| I344 Participate in disaster preparedness, deployment, or readiness exercises            | 5.47       | 61                               | 61         | 5.45        |
| C146 Prepare facilities for weddings                                                     | 5.40       | 56                               | 53         | 4.18        |
| I343 Participate in deployment exercises, such as Team Spirit or unit deployments        | 5.33       | 44                               | 49         | 5.67        |
| E221 Prepare chaplain fund contracts                                                     | 5.27       | 14                               | 18         | 6.23        |
| C140 Prepare chapel publicity materials                                                  | 5.27       | 35                               | 44         | 4.64        |
| C152 Prepare facilities to support Orthodox services or rites                            | 5.27       | 13                               | 17         | 4.88        |
| C167 Restore chapel facilities after use to a neutral setting                            | 5.23       | 85                               | 86         | 2.95        |
| E214 Maintain chaplain fund continuity files                                             | 5.17       | 32                               | 33         | 5.01        |
| D183 Maintain chapel facility supply stock levels                                        | 5.13       | 27                               | 31         | 4.56        |

TE MEAN = 2.74; S.D. = 1.67 (HIGH = 4.41)

TD MEAN = 5.00; S.D. = 1.00

TABLE 20

## TASKS WITH HIGHEST DIFFICULTY RATINGS

| TASKS | TSK<br>DIFF | 1ST<br>JOB | 1ST<br>ENL | PERCENT MEMBERS<br>PERFORMING |       |       |  |      | TNG<br>EMP |
|-------|-------------|------------|------------|-------------------------------|-------|-------|--|------|------------|
|       |             |            |            | 5R031                         | 5R051 | 5R071 |  |      |            |
| A7    | 7.81        | 0          | 1          | 0                             | 4     | 14    |  | .80  |            |
| B95   | 7.58        | 0          | 0          | 0                             | 2     | 8     |  | .37  |            |
| I323  | 7.49        | 9          | 9          | 8                             | 16    | 49    |  | 2.03 |            |
| A11   | 7.26        | 3          | 2          | 2                             | 6     | 32    |  | 1.23 |            |
| B96   | 7.16        | 1          | 1          | 0                             | 4     | 12    |  | .37  |            |
| A14   | 7.12        | 1          | 5          | 4                             | 46    | 77    |  | 1.10 |            |
| I321  | 7.12        | 9          | 10         | 10                            | 20    | 53    |  | 1.50 |            |
| I322  | 7.11        | 6          | 7          | 7                             | 16    | 48    |  | 1.43 |            |
| D175  | 7.07        | 3          | 5          | 4                             | 39    | 60    |  | 3.53 |            |
| D176  | 7.03        | 11         | 16         | 15                            | 35    | 34    |  | 3.50 |            |
| A26   | 6.98        | 9          | 9          | 9                             | 27    | 70    |  | 2.30 |            |
| A19   | 6.91        | 4          | 3          | 2                             | 13    | 45    |  | 1.27 |            |
| A21   | 6.88        | 11         | 10         | 12                            | 37    | 73    |  | 2.20 |            |
| A35   | 6.87        | 3          | 4          | 2                             | 34    | 71    |  | 1.60 |            |
| A84   | 6.80        | 0          | 0          | 0                             | 28    | 73    |  | .83  |            |
| A83   | 6.80        | 0          | 0          | 1                             | 34    | 77    |  | .73  |            |
| D200  | 6.78        | 0          | 2          | 0                             | 15    | 51    |  | 1.40 |            |

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 2.74; S.D. = 1.67 (HIGH = 4.41)

The review of the current STS showed a very high level of support. Only one STS paragraph demonstrated a lack of support that should be considered by training personnel for modification or possible deletion from the STS. This unsupported area dealt with ecclesiastical reports. More specifically, the preparation and ordering of ecclesiastical report forms showed a lack of support by all criterion group members.

Tasks not matched to any element of the STS are listed at the end of the computer listing located in associated training documents. These were reviewed to determine if any tasks concentrate around particular functions or jobs. A sample of technical tasks, performed by 20 percent or more criterion group members not referenced to the STS, is listed in Table 21. These tasks were quite varied with a slight emphasis on the preparation of both chapel and nonchapel facilities for activities and the restoration of such facilities after the event has occurred. Tasks such as annotating security forms for security containers and preparing and processing transportation requests were also tasks with a fairly high percent of members performing and not referenced to the STS. Training personnel should review these and other unreferenced tasks to determine if STS inclusion is needed.

## **JOB SATISFACTION ANALYSIS**

An examination of job satisfaction indicators can be very useful for career ladder managers as they attempt to determine possible factors affecting job performance of career ladder airmen. Job satisfaction data can be expanded to provide indications of general attitudes within specific DAFSC groups.

With this in mind, job satisfaction responses for AFSC 5R0X1 personnel were analyzed and provide the following comparisons: (1) among TAFMS groups of the AFSC 5R0X1 career ladder and a comparative sample of command support personnel surveyed in 1995; and (2) between respondents to both current and previous OSRs.

Table 22 shows the comparison of TAFMS group data of AFSC 5R0X1 respondents to a comparative sample of another command support career ladder surveyed the previous year. These data provide a relative measure of how AFSC 5R0X1 personnel job satisfaction responses compare with a similar Air Force specialty. AFSC 5R0X1 personnel show higher satisfaction ratings than the comparative sample in some areas and lower ratings in others. More specifically, AFSC 5R0X1 members have a higher sense of accomplishment from their job than the comparative sample, but also have a lower job interest, perceived use of talents and intent to reenlist (see Table 22).

An indication of changes in job satisfaction perceptions within the career ladder over time is provided in Table 23. Table 23 compares TAFMS group data for current survey respondents to that of previous survey respondents. Current AFSC 5R0X1 members are less satisfied than the previous respondents in 1991 in every category of every TAFMS group. Many ratings have a

TABLE 21

TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE  
CRITERION GROUP PERSONNEL AND NOT REFERENCED TO THE STS

| TASKS                                                                                  | TNG<br>EMP | ATI | PERCENT MEMBERS PERFORMING |            |       |       |       | TSK<br>DIFF |
|----------------------------------------------------------------------------------------|------------|-----|----------------------------|------------|-------|-------|-------|-------------|
|                                                                                        |            |     | 1ST<br>JOB                 | 1ST<br>ENL | 5R031 | 5R051 | 5R071 |             |
| I345 Participate in disaster response force training                                   | 5.07       | 11  | 19                         | 21         | 19    | 24    | 30    | 5.17        |
| C157 Prepare or process transportation requests                                        | 4.60       | 13  | 44                         | 50         | 49    | 66    | 52    | 3.82        |
| F233 Annotate security forms for facilities or security containers                     | 4.57       | 10  | 39                         | 35         | 40    | 54    | 58    | 3.19        |
| H305 Operate or maintain audiovisual equipment                                         | 4.37       | 5   | 46                         | 47         | 49    | 66    | 57    | 3.66        |
| E211 Dispose of excess chaplain fund properties                                        | 4.13       | 7   | 11                         | 14         | 13    | 26    | 17    | 5.27        |
| C151 Prepare facilities to support organizational meetings or functions                | 3.90       | 8   | 76                         | 79         | 80    | 71    | 52    | 3.78        |
| D187 Maintain individual contract case files                                           | 3.83       | 7   | 8                          | 10         | 10    | 36    | 32    | 5.12        |
| C154 Prepare nonchapel facilities to support chapel programs, other than outside areas | 3.67       | 15  | 46                         | 43         | 45    | 40    | 39    | 4.31        |
| C168 Restore nonchapel facilities after use, other than outside areas                  | 3.60       | 5   | 34                         | 36         | 39    | 34    | 35    | 3.06        |
| C158 Prepare outside areas for special emphasis or religious services                  | 3.20       | 15  | 27                         | 34         | 31    | 38    | 35    | 4.43        |
| F253 Maintain chaplain duty officer books                                              | 3.20       | 7   | 13                         | 12         | 10    | 20    | 38    | 4.28        |
| C159 Prepare recognition certificates for lay personnel                                | 3.13       | 3   | 16                         | 21         | 21    | 32    | 29    | 3.66        |
| C130 Maintain resource centers                                                         | 3.10       | 3   | 22                         | 20         | 19    | 27    | 30    | 3.60        |
| C169 Restore outside areas after use                                                   | 2.97       | 5   | 37                         | 38         | 40    | 42    | 38    | 3.07        |
| D189 Monitor status of morale welfare and recreation (MWR) fund budgets                | 2.80       | 7   | 3                          | 4          | 4     | 21    | 36    | 4.82        |
| C160 Prepare refreshments for chapel social functions                                  | 2.23       | 6   | 71                         | 67         | 70    | 63    | 45    | 3.03        |
| F237 Destroy classified materials                                                      | 2.07       | 1   | 22                         | 20         | 19    | 13    | 10    | 3.91        |
| C155 Prepare or develop annual bulletin requirements                                   | 1.80       | 2   | 24                         | 27         | 27    | 22    | 25    | 4.10        |
| D190 Participate in financial working groups or financial management boards            | 1.37       | 2   | 1                          | 4          | 3     | 20    | 35    | 5.52        |

TD MEAN = 5.00; S.D. = 1.00

TE MEAN = 2.74; S.D. = 1.67 (HIGH = 4.41)

TABLE 22

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5R0X1  
TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE  
(PERCENT MEMBERS RESPONDING)

|                                          | 1-48 MONTHS TAFMS        |                           |  | 49-96 MONTHS TAFMS      |                           |  | 97+ MONTHS TAFMS         |                           |  |
|------------------------------------------|--------------------------|---------------------------|--|-------------------------|---------------------------|--|--------------------------|---------------------------|--|
|                                          | AFSC<br>5R0X1<br>(N=129) | COMP<br>SAMPLE<br>(N=151) |  | AFSC<br>5R0X1<br>(N=45) | COMP<br>SAMPLE<br>(N=137) |  | AFSC<br>5R0X1<br>(N=183) | COMP<br>SAMPLE<br>(N=592) |  |
| <u>EXPRESSED JOB INTEREST:</u>           |                          |                           |  |                         |                           |  |                          |                           |  |
| INTERESTING                              | 62                       | 76                        |  | 71                      | 77                        |  | 76                       | 84                        |  |
| SO-SO                                    | 23                       | 11                        |  | 18                      | 14                        |  | 14                       | 10                        |  |
| DULL                                     | 14                       | 13                        |  | 11                      | 9                         |  | 10                       | 5                         |  |
| <u>PERCEIVED USE OF TALENTS:</u>         |                          |                           |  |                         |                           |  |                          |                           |  |
| FAIRLY WELL TO PERFECT                   | 78                       | 77                        |  | 75                      | 85                        |  | 82                       | 87                        |  |
| NONE TO VERY LITTLE                      | 20                       | 23                        |  | 24                      | 14                        |  | 17                       | 12                        |  |
| <u>PERCEIVED USE OF TRAINING:</u>        |                          |                           |  |                         |                           |  |                          |                           |  |
| FAIRLY WELL TO PERFECT                   | 90                       | 83                        |  | 82                      | 85                        |  | 87                       | 82                        |  |
| NONE TO VERY LITTLE                      | 9                        | 17                        |  | 18                      | 14                        |  | 14                       | 18                        |  |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB:</u> |                          |                           |  |                         |                           |  |                          |                           |  |
| SATISFIED                                | 65                       | 61                        |  | 71                      | 68                        |  | 72                       | 66                        |  |
| NEUTRAL                                  | 15                       | 38                        |  | 11                      | 31                        |  | 9                        | 10                        |  |
| DISSATISFIED                             | 19                       | 1                         |  | 18                      | -                         |  | 19                       | 23                        |  |
| <u>REENLISTMENT INTENTIONS:</u>          |                          |                           |  |                         |                           |  |                          |                           |  |
| YES OR PROBABLY YES                      | 54                       | 67                        |  | 76                      | 69                        |  | 68                       | 78                        |  |
| NO OR PROBABLY NO                        | 43                       | 11                        |  | 24                      | 15                        |  | 6                        | 7                         |  |
| WILL RETIRE                              | 1                        | 22                        |  | 0                       | 15                        |  | 25                       | 15                        |  |

\* Denotes less than 1 percent

NOTE: Columns may not add to 100 due to rounding or nonresponse  
Comparative data are from AFSCs 6C0X1 surveyed in 1995

TABLE 23

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5R0X1  
TAFMS GROUPS IN CURRENT STUDY TO PREVIOUS STUDY  
(PERCENT MEMBERS RESPONDING)

|                                   | 1-48 MONTHS TAFMS        |                               | 49-96 MONTHS TAFMS      |                               | 97+ MONTHS TAFMS         |                               |
|-----------------------------------|--------------------------|-------------------------------|-------------------------|-------------------------------|--------------------------|-------------------------------|
|                                   | AFSC<br>5R0X1<br>(N=129) | 1991 AFSC<br>893X0<br>(N=109) | AFSC<br>5R0X1<br>(N=45) | 1991 AFSC<br>893X0<br>(N=143) | AFSC<br>5R0X1<br>(N=183) | 1991 AFSC<br>893X0<br>(N=262) |
| <u>EXPRESSED JOB INTEREST:</u>    |                          |                               |                         |                               |                          |                               |
| INTERESTING                       | 62                       | 73                            | 71                      | 80                            | 76                       | 83                            |
| SO-SO                             | 23                       | 14                            | 18                      | 13                            | 14                       | 12                            |
| DULL                              | 14                       | 13                            | 11                      | 6                             | 10                       | 5                             |
| <u>PERCEIVED USE OF TALENTS:</u>  |                          |                               |                         |                               |                          |                               |
| FAIRLY WELL TO PERFECT            | 78                       | 79                            | 75                      | 85                            | 82                       | 87                            |
| NONE TO VERY LITTLE               | 20                       | 21                            | 24                      | 15                            | 17                       | 13                            |
| <u>PERCEIVED USE OF TRAINING:</u> |                          |                               |                         |                               |                          |                               |
| FAIRLY WELL TO PERFECT            | 90                       | 91                            | 82                      | 94                            | 87                       | 88                            |
| NONE TO VERY LITTLE               | 9                        | 9                             | 18                      | 6                             | 14                       | 12                            |
| <u>REENLISTMENT INTENTIONS:</u>   |                          |                               |                         |                               |                          |                               |
| YES OR PROBABLY YES               | 54                       | 61                            | 76                      | 78                            | 68                       | 72                            |
| NO OR PROBABLY NO                 | 43                       | 38                            | 24                      | 22                            | 6                        | 6                             |
| WILL RETIRE                       | 1                        | 1                             | 0                       | 0                             | 25                       | 22                            |

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

relatively small gap between them but some show a fairly high disparity. First-enlistment personnel in the current survey have a much lower job interest than previous survey respondents and are less likely to reenlist. The 49-96 TAFMS respondents of the current survey feel they are not using their talents as much as previous respondents, and the 97+ TAFMS respondents currently have a lower job interest and perceived use of talents than those previously surveyed.

Finally, job satisfaction data for identified jobs are provided in Table 24. Generally, job satisfaction data are high for personnel in identified jobs. Those members of the Supervisory Cluster and the MAJCOM Functional Manager Job seem most satisfied out of all the members in the survey. Members of the Chaplain Services Support and Chaplain Fund Bookkeeper Jobs are the least satisfied overall. Members of the Chaplain Services Support and Resources Support Jobs are the least likely to reenlist.

### Summary

AFSC 5R0X1 members are more satisfied with their jobs in some areas as members of a comparative sample of command support career ladder personnel and less in others. However, members of the current sample are generally less satisfied with their jobs than previous AFSC 5R0X1 (formerly 893X0) personnel surveyed in 1991. Job satisfaction data of specific career ladder jobs show most job members are satisfied with their work. Only the Chaplain Service Support and Chaplain Fund Bookkeeper Job members appear genuinely dissatisfied with their work.

## **IMPLICATIONS**

This survey was conducted primarily to provide training personnel with current information on the Chaplain Service Support specialty for use in reviewing current training programs and training documents. Results indicate the jobs have changed somewhat in classification and scope since the last survey in 1991, but current members still follow a typical career progression pattern. The present classification structure, as described in AFMAN 36-2108 *Specialty Descriptions*, accurately portrays the jobs in this study.

Analysis of career ladder documents indicates a very high level of support for the current STS. Only the STS paragraph dealing with the preparation and allocation of ecclesiastical reports was unsupported and in need of review. There were, however, many technical tasks performed by a high percentage of members which could not be matched to the STS. These tasks should be reviewed by career field functional managers and technical training SMEs for inclusion in the STS.

TABLE 24

JOB SATISFACTION INDICATORS FOR AFSC 5R0X1 JOBS  
(PERCENT MEMBERS RESPONDING)

|                                          | CHAPLAIN<br>SERVICES<br>SUPPORT<br>(N=91) | CHAPLAIN<br>FUND<br>BOOKKEEPER<br>(N=55) | SUPERVISOR<br>CLUSTER<br>(N=169) | RESOURCES<br>SUPPORT<br>(N=5) | MAJCOM<br>FUNCTIONAL<br>MANAGER<br>(N=11) |
|------------------------------------------|-------------------------------------------|------------------------------------------|----------------------------------|-------------------------------|-------------------------------------------|
| <u>EXPRESSED JOB INTEREST:</u>           |                                           |                                          |                                  |                               |                                           |
| INTERESTING                              | 67                                        | 55                                       | 75                               | 80                            | 82                                        |
| SO-SO                                    | 18                                        | 29                                       | 15                               | 20                            | 9                                         |
| DULL                                     | 15                                        | 16                                       | 9                                | 0                             | 9                                         |
| <u>PERCEIVED USE OF TALENTS:</u>         |                                           |                                          |                                  |                               |                                           |
| FAIRLY WELL TO PERFECT                   | 80                                        | 71                                       | 82                               | 80                            | 82                                        |
| NONE TO VERY LITTLE                      | 19                                        | 27                                       | 18                               | 20                            | 18                                        |
| <u>PERCEIVED USE OF TRAINING:</u>        |                                           |                                          |                                  |                               |                                           |
| FAIRLY WELL TO PERFECT                   | 87                                        | 88                                       | 88                               | 100                           | 73                                        |
| NONE TO VERY LITTLE                      | 13                                        | 13                                       | 11                               | 0                             | 27                                        |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB:</u> |                                           |                                          |                                  |                               |                                           |
| SATISFIED                                | 67                                        | 62                                       | 71                               | 60                            | 73                                        |
| NEUTRAL                                  | 16                                        | 16                                       | 9                                | 40                            | 0                                         |
| DISSATISFIED                             | 20                                        | 22                                       | 19                               | 0                             | 27                                        |
| <u>REENLISTMENT INTENTIONS:</u>          |                                           |                                          |                                  |                               |                                           |
| YES OR PROBABLY YES                      | 59                                        | 65                                       | 67                               | 60                            | 82                                        |
| NO OR PROBABLY NO                        | 37                                        | 33                                       | 11                               | 20                            | 0                                         |
| WILL RETIRE                              | 3                                         | 0                                        | 21                               | 20                            | 18                                        |

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

No serious job satisfaction problems appear to exist in this specialty. AFSC 5R0X1 members are more satisfied in some areas and less satisfied in others when compared to members of a comparative sample of command support career ladder personnel. And although current personnel are less positive about their jobs than previous AFSC 5R0X1 (formerly 893X0) personnel surveyed in 1991, individual job ratings by current personnel indicate they are generally satisfied.

The findings of this OSR come directly from survey data collected from AFSC 5R0X1 personnel worldwide. Much of the data are compiled into extracts which are excellent tools in the decision-making process. These data extracts should be used when training or utilization decisions are made.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY  
MEMBERS OF CAREER LADDER JOBS

**THIS PAGE INTENTIONALLY LEFT BLANK**

TABLE A1  
CHAPLAIN SERVICE SUPPORT JOB  
(STG031, N=91)

| <u>TASKS</u>                                                                                                             | <u>PERCENT<br/>MEMBERS<br/>PERFORMING</u> |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| H298 Clean chapel facilities, such as chapel, annex, or kitchen                                                          | 98                                        |
| C147 Prepare facilities to support Catholic services or rites                                                            | 97                                        |
| C149 Prepare facilities to support general Protestant services                                                           | 95                                        |
| C167 Restore chapel facilities after use to a neutral setting                                                            | 91                                        |
| C142 Prepare facilities for ecumenical or interfaith services or activities                                              | 87                                        |
| C151 Prepare facilities to support organizational meetings or functions                                                  | 84                                        |
| C153 Prepare facilities to support special services                                                                      | 82                                        |
| C148 Prepare facilities to support denominational or other faith group services or rites                                 | 79                                        |
| C144 Prepare facilities for memorial services                                                                            | 78                                        |
| H306 Operate or maintain sound systems                                                                                   | 76                                        |
| F260 Perform receptionist duties                                                                                         | 75                                        |
| C125 Gather or distribute supplies or equipment for chapel-related programs                                              | 75                                        |
| H301 Maintain ecclesiastical equipment                                                                                   | 75                                        |
| C160 Prepare refreshments for chapel social functions                                                                    | 71                                        |
| H307 Perform building security, fire, or safety checks                                                                   | 70                                        |
| A65 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 69                                        |
| C145 Prepare facilities for religious education activities                                                               | 69                                        |
| C129 Maintain religious literature displays                                                                              | 69                                        |
| C143 Prepare facilities for funeral services                                                                             | 69                                        |
| I344 Participate in disaster preparedness, deployment, or readiness exercises                                            | 66                                        |
| I346 Participate in self-aid or buddy care training                                                                      | 66                                        |
| C157 Prepare or process transportation requests                                                                          | 64                                        |
| C156 Prepare or develop chapel bulletins                                                                                 | 62                                        |
| F267 Prepare or process reprographic requests                                                                            | 60                                        |
| I312 Assist with visitation ministries                                                                                   | 60                                        |
| C146 Prepare facilities for weddings                                                                                     | 60                                        |
| C127 Maintain chapel facility calendars or reservation books                                                             | 59                                        |
| C122 Consolidate data for statistical reports                                                                            | 59                                        |
| H305 Operate or maintain audiovisual equipment                                                                           | 59                                        |

TABLE A2  
CHAPLAIN FUND BOOKKEEPER JOB  
(STG30, N=55)

| <u>TASKS</u>                                                                             | <u>PERCENT<br/>MEMBERS<br/>PERFORMING</u> |
|------------------------------------------------------------------------------------------|-------------------------------------------|
| E222 Prepare chaplain fund purchase orders or expense vouchers                           | 96                                        |
| E223 Prepare chaplain fund receipts for deposit                                          | 96                                        |
| H298 Clean chapel facilities, such as chapel, annex, or kitchen                          | 96                                        |
| E213 Maintain chaplain fund checkbooks or savings accounts                               | 95                                        |
| E208 Deposit chaplain fund receipts                                                      | 95                                        |
| C149 Prepare facilities to support general Protestant services                           | 95                                        |
| E219 Maintain monthly chaplain fund accounting records                                   | 93                                        |
| E209 Determine status of outstanding purchase requests                                   | 93                                        |
| C147 Prepare facilities to support Catholic services or rites                            | 93                                        |
| E225 Prepare monthly chaplain fund accounting records                                    | 91                                        |
| C167 Restore chapel facilities after use to a neutral setting                            | 87                                        |
| E206 Advise requesters on procedures for obtaining supplies or services                  | 84                                        |
| C142 Prepare facilities for ecumenical or interfaith services or activities              | 84                                        |
| E230 Render payments for chaplain fund services or materials                             | 82                                        |
| C153 Prepare facilities to support special services                                      | 82                                        |
| E205 Advise requesters on authorized expenditures                                        | 80                                        |
| C151 Prepare facilities to support organizational meetings or functions                  | 78                                        |
| H306 Operate or maintain sound systems                                                   | 78                                        |
| C148 Prepare facilities to support denominational or other faith group services or rites | 76                                        |
| E231 Research source data for purchase orders                                            | 75                                        |
| E214 Maintain chaplain fund continuity files                                             | 75                                        |
| C144 Prepare facilities for memorial services                                            | 73                                        |
| C160 Prepare refreshments for chapel social functions                                    | 65                                        |
| C143 Prepare facilities for funeral services                                             | 65                                        |
| I346 Participate in self-aid or buddy care training                                      | 64                                        |
| C145 Prepare facilities for religious education activities                               | 62                                        |
| E215 Maintain chaplain fund contracts                                                    | 60                                        |
| C125 Gather or distribute supplies or equipment for chapel-related programs              | 60                                        |

TABLE A3

SUPERVISORY CLUSTER  
(STG023, N=169)

| <u>TASKS</u>                                                                                                             | <u>PERCENT<br/>MEMBERS<br/>PERFORMING</u> |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| A65 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 89                                        |
| A15 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace    | 83                                        |
| C149 Prepare facilities to support general Protestant services                                                           | 83                                        |
| H298 Clean chapel facilities, such as chapel, annex, or kitchen                                                          | 82                                        |
| C147 Prepare facilities to support Catholic services or rites                                                            | 82                                        |
| H307 Perform building security, fire, or safety checks                                                                   | 81                                        |
| C142 Prepare facilities for ecumenical or interfaith services or activities                                              | 80                                        |
| F260 Perform receptionist duties                                                                                         | 79                                        |
| A17 Determine or establish work assignments or priorities                                                                | 79                                        |
| C167 Restore chapel facilities after use to a neutral setting                                                            | 79                                        |
| I337 Operate chapel control center in chapel facilities                                                                  | 79                                        |
| C144 Prepare facilities for memorial services                                                                            | 78                                        |
| A22 Develop or establish work methods or procedures                                                                      | 76                                        |
| A14 Counsel subordinates concerning personal matters                                                                     | 76                                        |
| H299 Identify major or minor construction or self-help projects                                                          | 76                                        |
| B92 Conduct OJT                                                                                                          | 75                                        |
| H306 Operate or maintain sound systems                                                                                   | 75                                        |
| C153 Prepare facilities to support special services                                                                      | 75                                        |
| A10 Conduct self-inspections or self-assessments                                                                         | 73                                        |
| A80 Supervise military personnel                                                                                         | 72                                        |
| C125 Gather or distribute supplies or equipment for chapel-related programs                                              | 72                                        |
| H305 Operate or maintain audiovisual equipment                                                                           | 72                                        |
| I346 Participate in self-aid or buddy care training                                                                      | 72                                        |
| D178 Evaluate chaplain fund procedures                                                                                   | 70                                        |
| I344 Participate in disaster preparedness, deployment, or readiness exercises                                            | 70                                        |
| A9 Conduct safety inspections of equipment or facilities                                                                 | 70                                        |
| C143 Prepare facilities for funeral services                                                                             | 70                                        |
| A48 Evaluate personnel for compliance with performance standards                                                         | 69                                        |
| A82 Write job or position descriptions                                                                                   | 69                                        |
| C151 Prepare facilities to support organizational meetings or functions                                                  | 69                                        |

TABLE A4

RESOURCES SUPPORT  
(STG022, N=5)

| <u>TASKS</u>                                                                                                             | <u>PERCENT<br/>MEMBERS<br/>PERFORMING</u> |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| D174 Coordinate appropriated fund budget matters with resource advisors                                                  | 100                                       |
| D184 Maintain contract receiving reports                                                                                 | 100                                       |
| A15 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace    | 100                                       |
| D172 Analyze resource management reports                                                                                 | 100                                       |
| D177 Dispose of excess appropriated fund properties                                                                      | 100                                       |
| D180 Inventory appropriated fund equipment                                                                               | 100                                       |
| D204 Track supply requisitions                                                                                           | 80                                        |
| A65 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 80                                        |
| D188 Monitor status of appropriated fund budgets                                                                         | 80                                        |
| D182 Maintain appropriated fund properties                                                                               | 80                                        |
| B92 Conduct OJT                                                                                                          | 80                                        |
| D181 Maintain appropriated fund equipment custodian records                                                              | 80                                        |
| A45 Evaluate logistics requirements, such as personnel equipment, tools, parts, supplies, or workspace,                  | 60                                        |
| G295 Procure logistical support items                                                                                    | 60                                        |
| D191 Prepare appropriated fund receiving reports                                                                         | 60                                        |
| D192 Prepare appropriated fund requests                                                                                  | 60                                        |
| A46 Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace                               | 60                                        |
| D198 Process receiving reports, such as chaplain, appropriated, or MWR funds                                             | 60                                        |
| F278 Write minutes of briefings, conferences, or meetings                                                                | 60                                        |
| F235 Coordinate obtaining TDY orders with appropriate agencies                                                           | 60                                        |
| D175 Develop or prepare annual appropriated fund financial plans                                                         | 60                                        |
| D187 Maintain individual contract case files                                                                             | 60                                        |
| D186 Maintain equipment custodian files, other than appropriated fund files                                              | 60                                        |
| A25 Develop resource protection programs                                                                                 | 60                                        |
| A30 Draft inputs for status of resources, training, and supplies (SORTS) program                                         | 60                                        |
| D185 Maintain electronic organ maintenance or historical files                                                           | 60                                        |
| A14 Counsel subordinates concerning personal matters                                                                     | 60                                        |
| A29 Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops                      | 60                                        |
| A35 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)      | 60                                        |
| E214 Maintain chaplain fund continuity files                                                                             | 60                                        |

TABLE A5  
MAJCOM FUNCTIONAL MANAGER  
(STG035, N=11)

| <u>TASKS</u>                                                                                                             | <u>PERCENT<br/>MEMBERS<br/>PERFORMING</u> |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| G283 Determine funding requirements for conferences, workshops, or DV visits                                             | 100                                       |
| G281 Determine billeting requirements for conferees or DVs                                                               | 100                                       |
| G284 Determine transportation requirements for conferences, workshops, or DV visits                                      | 100                                       |
| G279 Confirm travel reservation information for conferees or distinguished visitors (DVs)                                | 100                                       |
| A65 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting | 91                                        |
| A67 Plan briefings, conferences, or workshops                                                                            | 91                                        |
| G285 Determine unique protocol requirements                                                                              | 91                                        |
| F234 Compile data for records, reports, logs, or trend analyses                                                          | 82                                        |
| G282 Determine entertainment requirements for conferees or DVs                                                           | 82                                        |
| G295 Procure logistical support items                                                                                    | 82                                        |
| G280 Coordinate activity itineraries with appropriate agencies                                                           | 82                                        |
| F233 Annotate security forms for facilities or security containers                                                       | 82                                        |
| F274 Proofread correspondence for typographical errors                                                                   | 73                                        |
| G288 Prepare conference or workshop brochures                                                                            | 73                                        |
| G287 Prepare conferee lists                                                                                              | 73                                        |
| G289 Prepare conference, DV, or workshop itineraries                                                                     | 73                                        |
| F238 Determine or acquire billeting or transportation requirements for TDYs                                              | 73                                        |
| A6 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops                                | 73                                        |
| G294 Procure facilities for conferences, workshops, or DV visits                                                         | 73                                        |
| F260 Perform receptionist duties                                                                                         | 64                                        |
| C122 Consolidate data for statistical reports                                                                            | 64                                        |
| A22 Develop or establish work methods or procedures                                                                      | 64                                        |
| F235 Coordinate obtaining TDY orders with appropriate agencies                                                           | 64                                        |
| G292 Prepare tentative reservations for future conferences or workshops                                                  | 64                                        |
| G290 Prepare or disseminate letters of appreciation (LOAs)                                                               | 64                                        |
| A62 Interpret policies, directives, or procedures for subordinates                                                       | 55                                        |
| D174 Coordinate appropriated fund budget matters with resource advisors                                                  | 55                                        |
| G297 Return unused logistical supplies or equipment                                                                      | 55                                        |
| A86 Write staff studies, surveys, or routine reports, other than training or inspection reports                          | 55                                        |
| A75 Review drafts of regulations, manuals, or other directives                                                           | 55                                        |