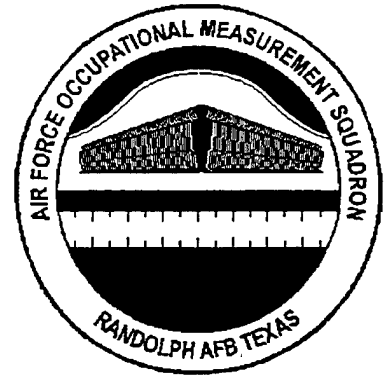


DTIC



UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

19971017 269

COMMUNICATIONS-COMPUTER SYSTEMS
PLANNING AND IMPLEMENTATION

AFSC 3C3X1

AFPT 90-3C3-092

DTIC QUALITY INSPECTED 2

OCTOBER 1997

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

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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Communications-Computer Systems Planning and Implementation (AFSC 3C3X1) career ladder. Authority for conducting occupational surveys is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Functional Manager, the operations training location, all major using commands, and other interested operations and training officials.

The survey instrument was developed by Second Lieutenant Nicole H. Raney, Inventory Development Specialist, with computer programming support furnished by Mrs. Jeanie C. Guesman. Staff Sergeant Sharon L. Stephens provided administrative support. First Lieutenant Joseph D. Dyer, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Roger W. Barnes, Chief, 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 interested training and management personnel. Additional copies of this report can be obtained by writing to AFOMS/OMYXI, 1550 5th Street East, Randolph AFB Texas 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our web site at <http://www.omsq.af.mil>.

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SUMMARY OF RESULTS

1. **Survey Coverage:** Survey results are based on responses from 708 active duty and Air National Guard (ANG) Communications-Computer Systems Planning and Implementation personnel. This represents 57 percent of the total assigned AFSC 3C3X1 population. Incumbents were surveyed across all major commands and skill levels.
2. **Career Ladder Structure:** Nine independent jobs (IJ) and three job clusters were identified in the career ladder structure analysis. The IJs were CSIR Manager, Financial and Contracted Services, Plans and Implementation, Engineering and Installation Manager, Manpower Manager, System Requirements Processing Manager, Resource Advisor, Mobility Manager, and LAN Manager. The three job clusters were Project Manager, Supervisor, and ADPE Manager. This structure is somewhat similar to the career ladder structure described in the 1990 survey.
3. **Career Ladder Progression:** The jobs performed by active duty 3- and 5-skill level members are primarily technical, although a handful of members are first-line supervisors. The 7-skill level members also perform technical jobs, but their supervisory roles are increased as they advance from the lower skill levels. The 9-skill level personnel are involved primarily in supervision or training activities. As for ANG personnel, 5- and 7-skill level members are primarily performing the same duties. As would be expected, there is increased emphasis on training and supervisory tasks performed by the 7-skill level ANG personnel, with a decrease in time spent on general administrative and mobility tasks.
4. **Training Analysis:** A match of survey data to the AFSC 3C3X1 Specialty Training Standard (STS) provided support for matched STS items. The STS for AFSC 3C3X1 appears to be very well written and well supported. There were, however, tasks with high percent members performing but not matched to the STS. These tasks are recommended for possible inclusion into the STS.
5. **Job Satisfaction Analysis:** Overall, AFSC 3C3X1 respondents expressed low job satisfaction. First enlistment personnel indicated low percentages across most indicators, with only moderate increases seen for the second-enlistment and career group members. When compared to job satisfaction data from the last OSR in 1990, noticeable decreases were seen across most groups.
6. **Implications:** Overall, no major changes have occurred in the AFSC 3C3X1 career ladder structure since the last survey in 1990. The largest percentage of personnel (38 percent) work in the core job of Project Manager. Career ladder progression follows a normal pattern. Training documents were supported by the survey data. A major area of concern noted among career ladder personnel was low job satisfaction across all enlistment groups.

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**OCCUPATIONAL SURVEY REPORT (OSR)
COMMUNICATIONS-COMPUTER SYSTEMS PLANNING AND IMPLEMENTATION
CAREER LADDER
(AFSC 3C3X1)**

INTRODUCTION

This report presents the results of an occupational survey of the Communications-Computer Systems Planning and Implementation specialty completed by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron. The previous survey was published in December 1990.

Background

The AFSC 3C3X1 OSR can assist technical training personnel in updating the training programs and evaluating the current classification structure for AFSC 3C3X1. The need for specialized training for certain major command (MAJCOM) or skill-level groups can also be determined through review of the survey data.

According to the AFMAN 36-2108 *Specialty Description* for AFSC 3C3X1, dated 31 October 1993, personnel manage and perform communications-computer systems (C-CS) planning and implementation activities and are the focal point for base C-CS planning. They manage implementation of C-CS projects and ensure C-CS architecture, configuration, and integration conformity. They also manage C-CS and services contracts. For members entering the AFSC 3C3X1 career ladder, a minimum score in the General category of 58 is required on the Armed Services Vocational Aptitude Battery test.

The current AFSC 3C3X1 training program consists of an entry level course (E3ABR3C331-004) conducted at Keesler AFB MS and a 7-skill level course. Course E3ABR3C331 is 26 days long and includes instruction in project management, plans and implementation, requirements processing, and C-CS Installation Records (CSIR) management.

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) Air Force Personnel Test 90-3C3-092, dated May 1996. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, pertinent tasks from the previous survey instrument, and data from the last OSR. The preliminary task list was refined and validated through personal interviews with 51 subject-matter experts at the operational training location and the following installations:

| <u>BASE</u> | <u>UNIT VISITED</u> |
|-------------------|---------------------|
| Keesler AFB MS | 333 TRS |
| Nellis AFB NV | 554 CS |
| Peterson AFB CO | HQ SPC |
| AF Academy CO | 10 CS |
| Cheyenne Mtn CO | 721 CS |
| Falcon AFB CO | 50 MXS |
| Scott AFB IL | HQ AFC4A |
| Hurlburt Field FL | 16 CS |
| Eglin AFB FL | 98 CG |
| Tinker AFB OK | 38 EIW |
| Kelly AFB TX | 76 CS |

The resulting JI contains a comprehensive listing of 386 tasks grouped under 11 duty headings, and a background section requesting such information as grade, duty title, organizational level, time in present job, total active military service (TAFMS), work area assigned, software used, time spent using computers, and job satisfaction information.

Survey Administration

From May to November 1996, JI booklets were administered to active duty and Air National Guard (ANG) personnel eligible for the survey. Base Training Offices located across various Air Force MAJCOMs gave the inventory booklets to AFSC 3C3X1 personnel with DAFSCs of 3C331, 3C351, 3C371, and 3C391. The respondents were picked from a computer generated mailing list from the Air Force Personnel Center. Personnel not considered eligible to take part in the survey were those who were in transition to a permanent change of station, those retiring at the time of the survey, those hospitalized, and those who had not been in their present job for a period of 6 weeks.

All eligible members who completed an inventory booklet first completed an identification and background information section. In the second step, the personnel went through the booklet and checked all tasks performed on their present job. After checking the performed tasks, they then rated the tasks on a scale from 1 to 9 based on the relative amount of time they spent on that task compared to all others. A rating of 1 indicated a very small amount of time was spent and a rating of 9 indicated a large amount of time was spent on the task. To determine relative time spent on each task checked by a respondent, the sum of the ratings were assumed to account for 100 percent of his time on the job. All respondents' were added, then each rating was divided by the sum of all responses. Then, this quotient was multiplied by 100 to get the relative percent time spent for each task. This procedure allowed a comparison of percent members performing and relative percent time spent on tasks and groups of tasks.

Survey Sample

The JI booklets administered to the participants in the survey were monitored to ensure the final survey sample would be representative of the MAJCOM and paygrade groups. Table 1 lists the percentage distribution by MAJCOM of assigned personnel in the career ladder as of May 1996. Also shown in Table 1 is the percentage distribution by MAJCOM of the final survey sample. Table 2 shows the survey sample representation across paygrades. Both tables reflect that representation by MAJCOM and paygrade is good. The 708 respondents included in the survey represent 57 percent of the total 1,233 AFSC 3C3X1 personnel assigned to the career ladder.

TABLE 1

COMMAND REPRESENTATION OF AFSC 3C3X1 SURVEY SAMPLE

| <u>COMMAND</u> | <u>PERCENT OF ASSIGNED*</u> | <u>PERCENT OF SAMPLE</u> |
|----------------|---------------------------------|------------------------------|
| ANG | 37 | 24 |
| AFMC | 15 | 19 |
| ACC | 12 | 15 |
| AMC | 6 | 8 |
| AFSPC | 6 | 8 |
| AETC | 6 | 7 |
| PACAF | 5 | 6 |
| USAFE | 6 | 6 |
| AIA | 2 | 2 |
| AFSOC | 1 | 1 |
| OTHER | 4 | 4 |

TOTAL ASSIGNED = 1,233

TOTAL NUMBER ELIGIBLE = 1,155

TOTAL IN SAMPLE = 708

PERCENT OF ASSIGNED = 57%

PERCENT OF ELIGIBLE = 61%

*As of May 1996

NOTE: AFSC 3C3X1 personnel not eligible for survey include those members with discharge, retirement, PCS, or hospital status, and those having less than 6 weeks in their present job

TABLE 2

PAYGRADE DISTRIBUTION (ACTIVE DUTY)

| <u>PAYGRADE</u> | PERCENT OF ACTIVE DUTY <u>ASSIGNED</u> | PERCENT OF ACTIVE DUTY IN <u>SAMPLE</u> |
|-----------------|--|---|
| E-1 to E-3 | 11 | 10 |
| E-4 | 22 | 22 |
| E-5 | 24 | 26 |
| E-6 | 22 | 21 |
| E-7 | 18 | 19 |
| E-8 | 3 | 2 |

PAYGRADE DISTRIBUTION (ANG)

| <u>PAYGRADE</u> | PERCENT OF ANG <u>ASSIGNED</u> | PERCENT OF ANG <u>IN SAMPLE</u> |
|-----------------|--------------------------------------|---------------------------------------|
| E-1 to E-3 | 9 | 5 |
| E-4 | 17 | 20 |
| E-5 | 22 | 21 |
| E-6 | 18 | 20 |
| E-7 | 23 | 22 |
| E-8 | 9 | 11 |
| E-9 | 2 | 1 |

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 3C3X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either Training Emphasis (TE) or Task Difficulty (TD). These booklets were processed separately from the JIs. This information is used in a number of different analyses discussed in more detail in the report.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 76 senior AFSC 3C3X1 NCOs who completed booklets were asked to select tasks they felt should be taught to entry level personnel in some sort of structured training 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. The rater agreement among these 76 raters was acceptable. The average TE rating was 2.31, with a standard deviation of .95. Any task with a TE rating of 3.26 is considered to have high TE.

Task Difficulty (TD). TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 69 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 acceptable. 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 difficult to learn.

Automated Training Indicators (ATI). To help training personnel focus on tasks which are most appropriate for entry level training, an additional factor, the Automated Training Indicator (ATI) was assigned to each task in the inventory. A computer program considered percent first enlistment (1-48 months TAFMS) performing, TE and TD ratings, and the Course Training Decision Table found in AETCI 36-2601, to determine the ATI. The ATI value for each task corresponds to one of the 18 training decisions on the table. The decision table and explanation of ATIs precede the listing of tasks in descending order of ATI in the training extract. Training personnel should focus on tasks with an ATI of 18, which suggests these tasks should be in the entry level course.

SPECIALTY JOBS (Career Ladder Structure)

The structure of jobs in the C-CS Planning and Implementation career ladder were based on the similarity of tasks performed and percent time spent. To aid in determining career ladder structure, an automated job clustering program compares job descriptions for individuals in the survey sample. The automated job clustering program then selects the most similar job

descriptions based on tasks performed and the time spent on those tasks. The computer program then finds all other individuals that are similar and adds them to the group. The program continues to group individuals together or separates them into other groups. The program continues this process until all members are grouped.

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.

Structure Overview

In this survey, nine jobs and three clusters were defined. These are listed and the descriptions are provided. The stage number (ST) beside each job title is a computer generated code number and the letter N within parentheses corresponds to the number of personnel in each group.

- I. CSIR MANAGER JOB (ST162, N=6)
- II. PROJECT MANAGER CLUSTER (ST095, N=267)
- III. FINANCIAL AND CONTRACTED SERVICES JOB (ST167, N=13)
- IV. PLANS AND IMPLEMENTATION JOB (ST138 , N=47)
- V. ENGINEERING AND INSTALLATION MANAGER JOB (ST107, N=23)
- VI. SUPERVISOR CLUSTER (ST079, N=49)
- VII. MANPOWER MANAGER JOB (ST100, N=10)
- VIII. SYSTEM REQUIREMENTS PROCESSING MANAGER JOB (ST139, N=38)
- IX. AUTOMATED DATA PROCESSING EQUIPMENT (ADPE) MANAGER CLUSTER (ST039, N=66)
- X. RESOURCE ADVISOR JOB (ST073, N=9)
- XI. MOBILITY MANAGER JOB (ST145, N=22)
- XII. LAN MANAGER JOB (ST092, N=7)

The AFSC 3C3X1 personnel forming these clusters and jobs account for 78 percent of the survey sample. The remaining 22 percent are listed as "not grouped." These 168 personnel, referred to as Isolates, perform sets of tasks that differ from those tasks performed by the identified groups. Because of the differences in tasks performed, these personnel could not be merged with any identifiable job (job title).

Two tables in this section provide background information about the clusters and jobs mentioned. Table 3 displays selected background information, such as DAFSC distributions across each group, average months in service (TAFMS), average number of tasks performed, and percent of group members supervising. The data in Table 4 details the relative amount of time spent across each of the 11 duties for the identified survey groups. Also included in this report is an Appendix A listing tasks performed by members in each of the jobs identified.

**OVERVIEW OF SPECIALTY JOBS
(N=708)**

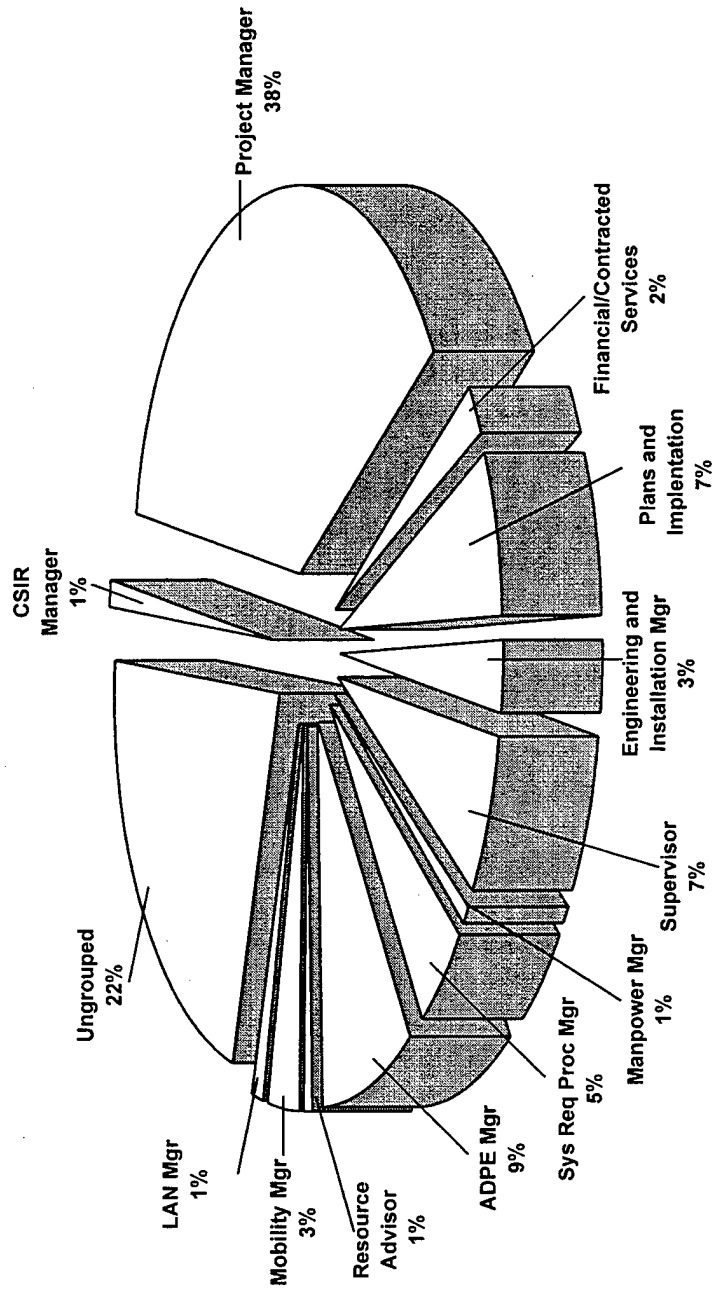


Figure 1

TABLE 3

SELECTED BACKGROUND DATA FOR AFSC 3C3X1 CAREER LADDER JOBS

| | CSIR MGR (ST162) | PROJECT MGR (ST095) | FINANCIAL & CONTRACTED SERVICES (ST167) | PLANS & IMPLEMENTATION (ST138) | ENGINEERING & INSTALLATION MGR (ST107) | SUPERVISOR (ST079) |
|---|------------------------|---------------------------|--|--------------------------------------|---|-----------------------|
| NUMBER IN GROUP | 6 | 267 | 13 | 47 | 23 | 49 |
| PERCENT OF TOTAL SAMPLE | 1% | 38% | 2% | 7% | 3% | 7% |
| PERCENT CONUS | 100% | 76% | 77% | 98% | 100% | 76% |
| <u>DAFSC DISTRIBUTION</u> | | | | | | |
| <u>PERCENT RESPONDING</u> | | | | | | |
| 3C331 | 17% | 4% | 0% | 2% | 0% | 0% |
| 3C351 | 83% | 56% | 8% | 6% | 9% | 20% |
| 3C371 | 0% | 37% | 84% | 37% | 87% | 63% |
| 3C391 | 0% | 3% | 8% | 53% | 4% | 16% |
| <u>COMPONENT STATUS</u> | | | | | | |
| ACTIVE DUTY | 66% | 99% | 92% | 11% | 100% | 76% |
| GUARD | 33% | 1% | 8% | 89% | 0% | 24% |
| <u>PREDOMINATE PAYGRADE(S)</u> | | | | | | |
| AVERAGE MONTHS IN CAREER LADDER | E-5 | E-4/E-5 | E-6/E-7 | E-6/E-7/E-8 | E-6 | E-7 |
| AVERAGE MONTHS IN SERVICE (ACTIVE DUTY) | 55 | 77 | 73 | 82 | 67 | 86 |
| PERCENT IN FIRST ENLISTMENT (ACTIVE DUTY) | 63 | 134 | 212 | 159 | 183 | 203 |
| AVERAGE NUMBER TASKS PERFORMED | 50% | 14% | 0% | 25% | 0% | 3% |
| PERCENT SUPERVISING | 15 | 107 | 117 | 152 | 59 | 73 |
| | 0% | 43% | 62% | 72% | 35% | 80% |

TABLE 3 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 3C3X1 CAREER LADDER JOBS

| | SYSTEM REQS | | | | | |
|--|--------------------------------|----------------------------------|----------------------------|--------------------------------|--------------------------------|---------------------------|
| | MANPOWER MANAGER (ST100) | PROCESSING MANAGER (ST139) | ADPE MANAGER (ST039) | RESOURCE ADVISOR (ST073) | MOBILITY MANAGER (ST145) | LAN MANAGER (ST092) |
| NUMBER IN GROUP | 10 | 38 | 66 | 9 | 22 | 7 |
| PERCENT OF TOTAL SAMPLE | 1% | 5% | 9% | 1% | 3% | 1% |
| PERCENT CONUS | 70% | 100% | 94% | 56% | 73% | 100% |
| DAFSC DISTRIBUTION | | | | | | |
| <u>(PERCENT RESPONDING)</u> | | | | | | |
| 3C331 | 0% | 34% | 2% | 0% | 5% | 0% |
| 3C351 | 10% | 42% | 45% | 56% | 59% | 14% |
| 3C371 | 70% | 21% | 53% | 44% | 36% | 86% |
| 3C391 | 20% | 3% | 0% | 0% | 0% | 0% |
| COMPONENT STATUS | | | | | | |
| ACTIVE DUTY | 100% | 97% | 32% | 100% | 95% | 86% |
| GUARD | 0% | 3% | 68% | 0% | 5% | 14% |
| PREDOMINATE PAYGRADE(S) | | | | | | |
| AVERAGE MONTHS IN CAREER LADDER (ACTIVE DUTY) | E-7 99 | E-3/E-4/E-5 49 | E-4/E-5/E-6 71 | E-4/E-5/E- 94 | E-5 77 | E-6 55 |
| AVERAGE MONTHS IN SERVICE (ACTIVE DUTY) | 211 | 80 | 143 | 150 | 129 | 169 |
| PERCENT IN FIRST ENLISTMENT (ACTIVE DUTY) | 10% | 58% | 10% | 0% | 15% | 17% |
| AVERAGE NUMBER TASKS PERFORMED | 59 | 21 | 42 | 41 | 59 | 18 |
| PERCENT SUPERVISING | 70% | 8% | 21% | 22% | 41% | 0% |

TABLE 4

PERCENT TIME SPENT ON DUTY BY JOB

| | CSIR MANAGER (ST162) | PROJECT MANAGER (ST095) | FINANCIAL AND CONTRACTED SERVICES (ST167) | PLANS AND IMPLEMENTATION (ST138) | ENGINEERING AND INSTALLATION MGR (ST107) | SUPERVISOR (ST079) |
|--|----------------------------|-------------------------------|---|--|--|-----------------------|
| A. Performing Management And Supervisory Activities | 10 | 14 | 22 | 22 | 15 | 44 |
| B. Performing Training Activities | 7 | 3 | 2 | 6 | 4 | 18 |
| C. Performing General Administrative And Equipment Activities | 13 | 9 | 14 | 11 | 10 | 9 |
| D. Performing C4 Systems Architecture, Integration, And Planning | 2 | 11 | 10 | 7 | 7 | 5 |
| E. Processing C4 Systems Requirements | 3 | 10 | 12 | 9 | 7 | 10 |
| F. Performing C4 Systems Implementation Activities | 4 | 38 | 16 | 11 | 52 | 5 |
| G. Performing C4 Systems Ancillary Activities | 60 | 8 | 0 | 3 | 0 | 2 |
| H. Managing C4 Systems Financial And Contracted Services | 0 | 3 | 20 | 8 | 5 | 1 |
| I. Performing Manpower Management Activities | 0 | 1 | 1 | 1 | 0 | 1 |
| J. Managing Automated Data Processing Equipment (ADPE) | 1 | 1 | 3 | 12 | 1 | 2 |
| K. Performing Mobility, Deployment, And Contingency Activities | 0 | 2 | 0 | 10 | 0 | 1 |

TABLE 4 (CONTINUED)

PERCENT TIME SPENT ON DUTY BY JOB

| | SYSTEMS REQS | | | | | |
|--|--------------------------------|------------------------------|----------------------------|--------------------------------|--------------------------------|---------------------------|
| | MANPOWER MANAGER (ST100) | PROCESSING MGR (ST139) | ADPE MANAGER (ST039) | RESOURCE ADVISOR (ST073) | MOBILITY MANAGER (ST145) | LAN MANAGER (ST092) |
| A. Performing Management And Supervisory Activities | 35 | 7 | 16 | 21 | 16 | 42 |
| B. Performing Training Activities | 3 | 1 | 3 | 2 | 4 | 5 |
| C. Performing General Administrative And Equipment Activities | 10 | 9 | 25 | 14 | 17 | 29 |
| D. Performing C4 Systems Architecture, Integration, And Planning | 5 | 5 | 4 | 2 | 3 | 5 |
| E. Processing C4 Systems Requirements | 2 | 66 | 10 | 2 | 4 | 8 |
| F. Performing C4 Systems Implementation Activities | 2 | 3 | 5 | 0 | 2 | 7 |
| G. Performing C4 Systems Ancillary Activities | 3 | 3 | 2 | 0 | 1 | 1 |
| H. Managing C4 Systems Financial And Contracted Services | 2 | 4 | 4 | 53 | 0 | 1 |
| I. Performing Manpower Management Activities | 35 | 0 | 0 | 3 | 2 | 0 |
| J. Managing Automated Data Processing Equipment (ADPE) | 0 | 0 | 29 | 3 | 0 | 2 |
| K. Performing Mobility, Deployment, And Contingency Activities | 3 | 2 | 2 | 0 | 51 | 0 |

Job Descriptions

I. CSIR Manager Job (ST162, N=6). The six members of this specialty job make up only 1 percent of the survey sample. All are stationed within CONUS and are mostly active duty in status. These personnel are responsible for maintaining CSIRs. This responsibility entails ensuring that changes to existing technical data, plans, or drawings are included in the official records. Incumbents spend 60 percent of their time performing C4 ancillary activities (Duty G), more than any other group. Tasks typical of this job include:

- maintain CSIRs files
- maintain CSIRs transmittal suspense logs
- maintain CSIRs drawing indexes
- complete transmittal documents or letters for C4 systems installation records (CSIRs)
- establish CSIRs files
- coordinate review of CSIRs drawing indexes with affected agencies
- participate in general meetings, other than conducting
- compile data for general records, reports, logs, or trend analyses
- maintain suspense system for annual review of CSIRs
- verify accuracy of quarterly CSIRs drawing indexes

With only an average of 15 tasks performed, these incumbents have the most limited job in the survey sample. The majority of these personnel (83 percent) hold the 5-skill level. This group has the lowest time in service reported by active duty members (5 1/4 years) and are predominantly in paygrade E-5.

II. Project Manager Cluster (ST095, N=267). The 267 members of this cluster make up the core job of the AFSC 3C3X1 career ladder, comprising 38 percent of the survey sample. Stationed largely in CONUS, they are the focal point for base C-CS planning and act primarily in a coordinating capacity. The job is fairly large in scope, with an average of 107 tasks performed. These personnel spend the largest percentage of their time (38 percent) involved in C4 systems implementation activities (see Table 4, Duty F). Typical tasks performed by incumbents of this job include:

- brief commanders, staff, or affected agencies on status of C4 projects
- arrange support requirements for visiting teams, such as transportation, billeting, or administrative support
- coordinate site surveys with affected agencies

- establish or maintain C4 program or project files
- coordinate allied support with affected agencies
- coordinate installation team activities with affected agencies
- coordinate installation team arrivals with affected agencies
- coordinate C4 project support requirements with affected agencies
- participate in site surveys
- coordinate project funding issues with affected agencies

Fifty-seven percent of active duty project managers hold the 5-skill level, with an additional 37 percent the 7-skill level. They average 11 years in the service and are spread out fairly evenly across the MAJCOMs. The predominant paygrades for this group are E-4/E-5. Some of the job titles in this cluster (as reported by respondents) include: Base Level Project Manager, C4 Systems Base Level Planner, and C4 Systems Implementation Planner.

III. Financial And Contracted Services Job (ST167, N=13). This small group of 13 personnel make up 2 percent of the survey sample. They basically perform duties concerned with budgeting and funding C-CS projects. Members of this job split their time between management activities (Duty A) and managing financial and contracted services (Duty H). Averaging 117 tasks performed, these members have the second widest scope of responsibilities in the survey sample. Some typical tasks performed include:

- draft budget requirements
- assist customers in completing requirements documents
- identify unfunded requirements
- brief commanders, staff, or affected agencies on status of C4 requirements
- plan briefings, conferences, or workshops
- evaluate budget requirements
- initiate correspondence
- process funding documents
- participate in general meetings, other than conducting
- coordinate C4 requirements with affected agencies

The personnel of this group have the highest time in service of all jobs identified, averaging nearly 18 years. Nearly all are in active duty status and are predominantly in paygrades E-6/E-7. Eighty-four percent hold the 7-skill level.

IV. Plans And Implementation Job (ST138, N=47). The members of the Plans and Implementation Job comprise 7 percent of the survey sample. Eighty-nine percent of these personnel are in the ANG. They conduct C-CS war planning and architectural planning at the base level. They work with customers to identify requirements and manage base level C-CS infrastructure. These personnel work to ensure timely completion of C-CS projects and find themselves working extensively with base agencies such as base supply and civil engineering. With an average of 152 tasks performed, these personnel have the widest scope of responsibility in the career ladder. Typical tasks performed include:

- advise customers on status of requirements documents
- assist customers in completing requirements documents
- inventory ADPE
- participate in general meetings, other than conducting
- determine or establish work assignments or priorities
- brief commanders, staff, or affected agencies on status
- of C4 requirements
- conduct general meetings
- audit ADPE upon receipt
- assist equipment custodians conducting inventories of ADPE
- process C4 requirements

Incumbents of this job are largely at the 7- or 9-skill level. Paygrades are well dispersed over E-6, E-7, and E-8. Seventy-two percent of these personnel report supervising at least one other person.

V. Engineering And Installation Manager Job (ST107, N=23). The members of this job make up 3 percent of the survey sample. These personnel conduct higher level program management that affect C-CS across the entire Air Force. Nearly all personnel in this job are assigned to the 38th Engineering and Installation Squadron, Tinker AFB OK. The vast majority of these members' time (52 percent) is spent on C4 systems implementation activities (see Table 4, Duty F). Performing only an average of 59 tasks, these personnel have a somewhat narrow job in scope. Typical tasks include:

- establish or track milestone schedules
- establish or maintain C4 program or project files
- review WMS data
- update WMS data
- conduct general meetings
- coordinate project funding issues with affected agencies

- initiate correspondence
- review progress of project installations
- participate in general meetings, other than conducting

All personnel are assigned to CONUS and are active duty in status. Eighty-seven percent are at the 7-skill level and are predominantly in paygrade E-6. Average time in service is a little over 15 years.

VI. Supervisor Cluster (ST079, N=49). This cluster of supervisors make up 7 percent of the survey sample. The greatest percentage of their time is spent on management and supervisory tasks (Duty A), with an additional 18 percent spent on training (Duty B). Typical tasks of this cluster include:

- participate in general meetings, other than conducting
- evaluate personnel for compliance with performance standards
- determine or establish work assignments or priorities
- inspect personnel for compliance with military standards
- counsel subordinates concerning personal matters
- direct training functions
- conduct general meetings
- supervise military personnel
- evaluate personnel for promotion, demotion, reclassification, or special awards
- develop or establish work methods or procedures

The majority of these supervisors are assigned to CONUS and hold the 7-skill level. Predominant paygrade is E-7. Eighty percent report supervising other subordinates.

VII. Manpower Manager Job (ST100, N=10). The personnel performing this job represent only 1 percent of the survey sample. Manpower managers use formulae to determine the needed manpower to perform specific C-CS projects. During the course of maintaining manpower documents, these incumbents equally split their time between management and supervisory activities (Duty A) and manpower management activities (Duty I). Typical tasks performed by these personnel include:

- maintain manpower management documents
- evaluate manpower management documents
- brief commanders or staff on manpower actions, such
 - as changes and adjustments to requirements
- compile data for manpower assessments
- assist customers in drafting manpower Authorization Change Requests (ACRs)
- track status of manpower management documents
- coordinate manpower assessments with affected workcenters
- process manpower management documents
- develop organizational or functional charts
- draft organizational change requests (OCRs)

Seventy percent of these Manpower Managers are assigned to CONUS. All but one hold the 7- or 9-skill level and all are active duty in status. The predominant paygrade is E-7. Average time in service is 17 1/2 years.

VIII. System Requirements Processing Manager Job (ST139, N=38). These personnel make up 5 percent of the survey sample. They work with customers to identify C-CS requirements and assist customers in completing requirements documents. Further, they help customers identify resources (funds, manpower, etc.) to satisfy C-CS requirements. The job is extremely narrow in scope, with an average of only 21 tasks performed. Typical tasks performed include:

- process C4 requirements
- review C4 requirements
- advise customers on status of requirements documents
- assist customers in completing requirements documents
- request technical solutions for C4 requirements
- maintain requirements documents control logs or data bases
- participate in C4 requirements meetings
- process technical solutions for C4 requirements
- coordinate C4 requirements with affected agencies
- compile data for requirements documents

All of these personnel are stationed in CONUS. They are spread out somewhat evenly across the 3-, 5-, and 7-skill level groups. In light of this, it is not surprising that the predominance of paygrade is spread across E-3, E-4, and E-5. All but one incumbent is active duty. Average time in service of these members is almost 7 years.

IX. Automated Data Processing Equipment (ADPE) Manager Cluster (ST039, N=66). These incumbents form the second largest job group in the survey sample. They act as the equipment control officers for all base APDE assets. These personnel monitor and physically inventory ADPE and notify maintenance personnel of equipment malfunctions. Their time is spent mostly in general administrative and equipment activities (Table 4, Duty C) and managing ADPE. Typical tasks performed include:

- inventory ADPE
- assist equipment custodians conducting inventories of ADPE
- maintain ADPE account files
- inventory equipment, tools, parts, or supplies
- update information processing management system (IPMS)
 - data bases
- initiate documentation to turn in excess or surplus property
- assist customers in completing requirements documents
- issue or log turn-ins of equipment, tools, parts, or supplies
- audit ADPE upon receipt
- compile data for general records, reports, logs, or trend analyses

Most of these members hold either the 5- or 7-skill level. Sixty-eight percent of these personnel are in the ANG. Predominant paygrades are E-4, E-5, and E-6.

X. Resource Advisor Job (ST073, N=9). The Resource Advisor Job represents 1 percent of the survey sample. Slightly more than half of these personnel are assigned to the CONUS. Resource advisors monitor the day-to-day operating budget for the unit, advise commanders on funding issues, and identify funded and unfunded requirements. In addition to these duties, these personnel also prepare financial plans. Typical tasks performed in this job include:

- process funding documents
- identify unfunded requirements
- identify unit funded requirements
- participate in local financial meetings
- manage unit financial program
- track unit fund expenditures
- perform unit end-of-year close-outs
- identify funding categories, such as 3080 (Investment Fund)
 - or 3400 (Operations and Maintenance Funds)
- brief commanders or staff on funds status
- participate in general meetings, other than conducting

All personnel in this job hold the 5- or 7-skill level. All are active duty and are spread evenly across several paygrades. Members average slightly more than 15 years time in service. Twenty-two percent of these personnel report supervising at least one other person.

XI. Mobility Manager Job (ST145, N=22). The 22 members of this job comprise 3 percent of the survey sample, 75 percent of whom are assigned within the CONUS. Mobility Managers keep unit commanders, staffs, and Installation Deployment Officers informed on status of deployment taskings. Further, they identify positions required to support deployment taskings. The job is well described in the tasks typically performed:

- initiate mobility folders
- maintain mobility folders
- identify personnel, equipment, and supply requirements for mobility exercises or deployments
- assemble personal mobility bags
- perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags
- evaluate personnel, equipment, and supply availability and readiness for mobility exercises or deployments
- identify personnel, equipment, and supply shortfalls for mobility exercises or deployments
- coordinate personnel, equipment, and supply requirements for mobility exercises or deployments with affected agencies
- participate in general meetings, other than conducting brief commanders or staff on mobility tasking status

With the exception of one person, all are active duty, and all but one hold either the 5- or 7-skill level. Their average time in service is a little under 11 years. The predominant paygrade is E-5, with 41 percent supervising at least one other person.

XII. LAN Manager Job (ST092, N=7). The personnel in this small job are concerned with network administration. LAN Managers report that the majority of their time is spent in management and supervisory activities (Duty A). An additional 29 percent of their time is spent performing general administrative and equipment activities (Duty C). The job appears to be quite narrow in scope as respondents only perform an average of 18 tasks. Five of the seven personnel are active duty. The predominant paygrade is E-6. All of these personnel indicate assignments within the CONUS and all but one person hold the 7-skill level. Typical tasks of this job include:

- manage computer networks
- research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW)
- set up small computers
- determine or establish work assignments or priorities
- determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace
- develop or establish work methods or procedures
- assign personnel to work areas or duty positions
- participate in technical surveys
- develop or establish work schedules
- identify proposed technical solutions for C4 requirements

Comparison of Current Survey to Previous Survey

The results of this specialty job analysis were compared to the results from the last OSR published in 1990. In general, most of the major jobs reported in the last OSR were still identified in the current study. However, some differences were noted. The General Work Center Management, Directive Management, and Work Order Management jobs of the 1990 survey were not found in the 1997 survey. The Requirements Manager Cluster of the 1990 study is now referred to as System Requirements Processing Managers. The core job of the AFSC, which is still the same in responsibility, has been changed from Programs Management in 1990 to Project Manager in 1997. In the current survey, the CSIR Manager, Financial and Contracted Services, Plans and Implementation, Mobility Manager, and LAN Manager jobs were identified but were not identified in the last OSR. The Supervisor Cluster, Resource Manager, and ADPE Manager all have their counterparts in the old study, with only slight modification to the job titles. Note that Instructors of the 1990 study are included within the 1997 Supervisor Cluster. However, despite these minor differences, the AFSC 3C3X1 career ladder has remained fairly stable over time.

TABLE 5

COMPARISON OF CURRENT JOBS TO
1990 SURVEY JOBS

| <u>1997 JOBS</u> | <u>1990 JOBS</u> |
|--|--|
| Not Identified | General Work Center Management |
| Not Identified | Work Order Management |
| System Requirements Processing Manager | Requirements Manager Cluster |
| Not Identified | Directive Management |
| Project Manager Cluster | Programs Management Cluster |
| Supervisor Cluster | Supervisor |
| Resource Advisor | Supply/Acquisition Management |
| Engineering and Installation Manager | Engineer Installation Program Management |
| Manpower Manager | Manpower Management |
| ADPE Manager | ADPE Resources Management |
| Not Identified | Instructor |
| CSIR Manager | Not Identified |
| Financial and Contracted Services | Not Identified |
| Plans and Implementation | Not Identified |
| Mobility Manager | Not Identified |
| LAN Manager | Not Identified |

CAREER LADDER PROGRESSION

An analysis of DAFSC groups, along with the analysis of the career ladder structure, is an integral part of each occupational survey. DAFSC analysis helps to identify both similarities and differences in task and job performance across the various skill levels. This information may then be used to evaluate how well AFMAN 36-2108 and the STS reflect what is actually being done in the career field.

The distribution of active duty AFSC 3C3X1 skill-level personnel across career ladder jobs is displayed in Table 6. ANG members were not displayed in this manner due to the small numbers of personnel across most of the career ladder jobs. Table 7 displays the relative percent time spent on each duty across active duty skill-level groups. A very typical pattern of career ladder progression is seen. Airmen tend to spend more time performing management and supervisory tasks, as well as training activities, as they acquire higher skill levels.

Active Duty Skill Level Descriptions

DAFSC 3C331. The 43 members who make up the active duty 3-skill level group represent 6 percent of the total survey population. These airmen spend 55 percent of their job time processing C4 systems requirements and performing C4 systems implementation activities (see Table 7). Fifty-eight percent of these members work in 2 jobs: Project Manager Cluster (28 percent) and System Requirements Processing Managers Job (30 percent) (see Table 6). DAFSC 3C331 members perform 37 tasks on average and average 30 months TAFMS. Table 8 shows representative tasks performed by the group. Many involve the processing of C4 systems requirements.

DAFSC 3C351. There are 234 active duty members who make up the DAFSC 3C351 group and account for 33 percent of the total survey sample. These members spend their highest percentage of job time performing C4 systems implementation activities (Duty F). While 3-skill level members were somewhat evenly divided among two jobs, 5-skill level airmen are largely found in one main job, the Project Manager Cluster (see Table 6). Fewer 5-skill level members work in the System Requirements Processing Managers Job as compared to 3-skill level members. As a group, DAFSC 3C351 members average 102 months TAFMS, and perform an average of 75 tasks. Table 9 displays tasks performed by these members, while Table 10 displays tasks which best differentiate the 3-skill from the 5-skill level members. As reflected in Table 10, members of both skill level groups perform similar tasks, but 5-skill level members are more involved with performing C4 systems implementation activities.

DAFSC 3C371. There are 242 members in this active duty DAFSC group. They constitute the largest DAFSC group, accounting for 34 percent of the survey sample. These personnel perform more supervisory activities than their 3- and 5-skill level counterparts, yet still perform the core

tasks of the career ladder. As shown in Table 6, 40 percent work in the Project Manager Cluster, while only 10 percent work in the Supervisor Cluster. These personnel average 190 months TAFMS and perform an average of 83 tasks. Table 11 lists the mix of both technical and supervisory tasks performed by active duty 7-skill level members. Table 12 shows those tasks best differentiating the 7-skill level group from the 5-skill level members. As expected, 7-skill level members are more involved with supervisory activities.

DAFSC 3C391. These 19 personnel primarily work in the Project Manager Cluster (32 percent) or in the Supervisor Cluster (21 percent). Another 11 percent are in the Manpower Manager Cluster (see Table 6). Table 7 shows that these members spend the largest percentage of their time (34 percent) performing managerial and supervisory tasks. These 19 senior NCOs average 247 months TAFMS and perform an average of 69 tasks. Table 13 lists tasks representative of 9-skill level active duty members. Most are management and supervisory tasks, as would be expected. Table 14 reflects those tasks that best differentiate these members from the 7-skill level members. As shown, 7-skill level incumbents still perform some technical tasks, while 9-skill level members are more involved with higher level managerial tasks.

National Guard Skill Level Descriptions

DAFSC 3C351. These 68 members perform all but one of the duties associated with the career ladder (see Table 15). In general, they perform more administrative and equipment tasks (Duty C) than guardsmen at the 7-skill level. They also spend more time performing mobility, deployment, and contingency activities (Duty K). These 68 members perform an average of 27 tasks. Table 16 shows representative tasks performed.

DAFSC 3C371. These 65 members spend much of their duty time performing management and supervisory tasks and managing ADPE (Duties A and J). They perform an average of 67 tasks. Table 17 shows representative tasks performed by the group and Table 18 shows tasks that differentiate between 5- and 7-skill level guard members.

Comparison Between Active Duty and ANG Members

The data show that active duty and guard 5-skill level members perform somewhat different tasks and duties. Table 19 presents a comparison between the time spent on duties by active duty and guard members of the 5- and 7-skill levels. As can be seen in the table, 5-skill level guard members spend far less time on C4 systems implementation activities (Duty F) and much more time on ADPE management and mobility tasks (Duties J and K). When comparing the active duty and guard 7-skill level personnel, the same trend is evident. Tables 20 and 21 reflect those tasks which best differentiate between the two groups of personnel. Again, the same trends are noted.

Summary

The jobs performed by the active duty 3- and 5-skill level members are primarily technical in nature, though a handful of members are first-line supervisors (see Table 7). Seven-skill level members also perform technical jobs, but their supervisory roles increase as they advance from the lower skill levels. At the 9-skill level, personnel are involved mostly in supervision or training activities, though a few of the 19 members perform other tasks.

The 5-skill level ANG members primarily perform the same duties as the ANG 7-skill level members. As expected, there is an emphasis on training and supervisory tasks performed by the 7-skill level personnel, with only about half as much time being spent on general administrative and mobility tasks (Duties C and K).

The data shows that active duty and guard 5-skill level members perform somewhat different tasks and duties. Table 19 lists the time spent on duties by members (both active duty and guard) of the 5-skill level. As can be seen in the table, guard members spend far less time on C4 systems implementation activities and much more time on ADPE management and mobility tasks. When comparing the active duty and guard 7-skill level personnel, the same trend is evident. As can be seen in Table 19, active duty members are performing implementation activities (Duty F) and guard members are performing more ADPE management tasks (Duty J). Aside from these differences, active duty personnel and their guard member counterparts are performing largely in the same capacity.

TABLE 6

DISTRIBUTION OF ACTIVE DUTY SKILL-LEVEL GROUPS ACROSS CAREER LADDER JOB GROUPS
(PERCENT RESPONDING)

| JOB GROUPS | DAFSC | DAFSC | DAFSC | DAFSC |
|---|-----------------|------------------|------------------|-----------------|
| | 3C331 (N=43) | 3C351 (N=234) | 3C371 (N=242) | 3C391 (N=19) |
| I. CSIR MANAGER JOB | 2 | 1 | 0 | 0 |
| II. PROJECT MANAGER CLUSTER | 28 | 64 | 40 | 32 |
| III. FINANCIAL AND CONTRACTED SERVICES JOB | 0 | * | 4 | 5 |
| IV. PLANS AND IMPLEMENTATION | 2 | 0 | 1 | 0 |
| V. ENGINEERING AND INSTALLATION MANAGER JOB | 2 | 6 | 3 | 0 |
| VI. SUPERVISOR CLUSTER | 0 | 3 | 10 | 21 |
| VII. MANPOWER MANAGER | 0 | * | 3 | 11 |
| VIII. SYSTEM REQUIREMENTS PROCESSING MANAGERS | 30 | 6 | 3 | 5 |
| IX. ADPE MANAGER CLUSTER | 2 | 4 | 4 | 0 |
| X. RESOURCE ADVISOR JOB | 0 | 2 | 2 | 0 |
| XI. MOBILITY MANAGER | 2 | 6 | 3 | 0 |
| XII. LAN MANAGER | 0 | * | 2 | 0 |
| NOT GROUPED | 32 | 8 | 25 | 26 |

* Less than 1 Percent

TABLE 7
 AVERAGE TIME SPENT ON DUTIES BY
 ACTIVE DUTY SKILL LEVEL GROUPS

| <u>DUTIES</u> | DAFSC 3C331 (N=43) | DAFSC 3C351 (N=234) | DAFSC 3C371 (N=242) | DAFSC 3C391 (N=19) |
|--|--------------------------|---------------------------|---------------------------|--------------------------|
| A. Performing Management and Supervisory Activities | 11 | 12 | 25 | 34 |
| B. Performing Training Activities | 2 | 3 | 6 | 8 |
| C. Performing General Administrative and Equipment Activities | 13 | 12 | 13 | 9 |
| D. Performing C4 Systems Architecture, Integration, and Planning | 5 | 9 | 9 | 12 |
| E. Processing C4 Systems Requirements | 33 | 14 | 10 | 10 |
| F. Performing C4 Systems Implementation Activities | 22 | 30 | 23 | 12 |
| G. Performing C4 Systems Ancillary Activities | 6 | 8 | 3 | 6 |
| H. Managing C4 Systems Financial and Contracted Services | 2 | 4 | 5 | 6 |
| I. Performing Manpower Management Activities | 1 | 1 | 2 | 4 |
| J. Managing Automated Data Processing Equipment (ADPE) | 2 | 2 | 2 | 1 |
| K. Performing Mobility, Deployment, and Contingency Activities | 3 | 5 | 2 | 2 |

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C331 ACTIVE DUTY PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | PERCENT MEMBERS PERFORMING (N=43) |
|--|--|
| E165 Advise customers on status of requirements documents | 84 |
| E166 Assist customers in completing requirements documents | 72 |
| E178 Process C4 requirements | 60 |
| E181 Review C4 requirements | 56 |
| E176 Maintain requirements documents control logs or data bases | 53 |
| A52 Participate in general meetings, other than conducting | 53 |
| E180 Request technical solutions for C4 requirements | 51 |
| E167 Brief commanders, staff, or affected agencies on status of C4 requirements | 51 |
| E177 Participate in C4 requirements meetings | 49 |
| C97 Compile data for general records, reports, logs, or trend analyses | 47 |
| E170 Compile data for requirements documents | 44 |
| F186 Brief commanders, staff, or affected agencies on status of C4 projects | 44 |
| E179 Process technical solutions for C4 requirements | 42 |
| E172 Coordinate C4 requirements with affected agencies | 42 |
| F202 Coordinate site surveys with affected agencies | 40 |
| E175 Identify proposed technical solutions for C4 requirements | 40 |
| C100 Coordinate meetings with affected agencies | 40 |
| F229 Participate in site surveys | 40 |
| F189 Coordinate allied support with affected agencies | 37 |
| C116 Maintain administrative files | 35 |
| F212 Establish or maintain C4 program or project files | 35 |
| C127 Write minutes of general briefings, conferences, or meetings | 30 |
| E174 Draft agendas, minutes, or notifications for C4 requirements meetings | 30 |
| C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 26 |
| C125 Set up small computers | 19 |
| A6 Conduct self-inspections or self-assessments | 16 |

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C351 ACTIVE DUTY PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | PERCENT MEMBERS PERFORMING (N=234) |
|---|---|
| A52 Participate in general meetings, other than conducting | 75 |
| E165 Advise customers on status of requirements documents | 72 |
| E166 Assist customers in completing requirements documents | 70 |
| F212 Establish or maintain C4 program or project files | 68 |
| F186 Brief commanders, staff, or affected agencies on status of C4 projects | 67 |
| F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support | 66 |
| F202 Coordinate site surveys with affected agencies | 65 |
| A4 Conduct general meetings | 65 |
| E181 Review C4 requirements | 64 |
| C108 Initiate correspondence | 64 |
| F196 Coordinate installation team arrivals with affected agencies | 64 |
| F189 Coordinate allied support with affected agencies | 63 |
| F193 Coordinate C4 project support requirements with affected agencies | 63 |
| E178 Process C4 requirements | 62 |
| E180 Request technical solutions for C4 requirements | 62 |
| F195 Coordinate installation team activities with affected agencies | 62 |
| C100 Coordinate meetings with affected agencies | 61 |
| F229 Participate in site surveys | 60 |
| F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies | 59 |
| F200 Coordinate project funding issues with affected agencies | 59 |
| F204 Determine tasked agencies for project support agreements (PSAs) | 58 |
| F194 Coordinate digging permits with affected agencies | 55 |
| E172 Coordinate C4 requirements with affected agencies | 53 |
| F184 Analyze program implementation progress status | 52 |
| F213 Establish or track milestone schedules | 52 |
| C116 Maintain administrative files | 51 |
| E179 Process technical solutions for C4 requirements | 50 |
| E177 Participate in C4 requirements meetings | 50 |
| E176 Maintain requirements documents control logs or data bases | 46 |
| C97 Compile data for general records, reports, logs, or trend analyses | 36 |

TABLE 10
 TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3C331 AND 3C351 ACTIVE DUTY PERSONNEL
 (PERCENT MEMBERS PERFORMING)

| TASKS | 3C331 (N=43) | 3C351 (N=234) | DIFFERENCE |
|--|-----------------|------------------|------------|
| F196 Coordinate installation team arrivals with affected agencies | 26 | 64 | -38 |
| F201 Coordinate project quality assurance inspections with affected agencies | 16 | 53 | -37 |
| F216 Identify Office of Primary Responsibility (OPR) for installation exceptions | 5 | 42 | -37 |
| F193 Coordinate C4 project support requirements with affected agencies | 26 | 63 | -37 |
| G281 Process BCE work orders | 2 | 38 | -36 |
| G283 Track status of BCE work order requests | 2 | 38 | -36 |
| F190 Coordinate completed program actions, such as equipment accountability transfer, with affected agencies | 19 | 53 | -35 |
| F192 Coordinate C4 acceptance inspections with affected agencies | 23 | 58 | -35 |
| F251 Track and report status of allied support | 21 | 56 | -35 |
| F213 Establish or track milestone schedules | 19 | 52 | -34 |
| F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support | 33 | 66 | -34 |
| F257 Verify availability of project materials | 16 | 50 | -34 |
| C100 Coordinate meetings with affected agencies | 40 | 61 | -22 |
| A52 Participate in general meetings, other than conducting | 53 | 75 | -22 |
| D138 Coordinate blueprint phase implementation directives (BPIDs) with affected agencies | 5 | 27 | -22 |
| F217 Identify workcenter project coordinator | 9 | 31 | -22 |
| D147 Identify integration problems | * | 21 | -21 |
| G266 Initiate changes or amendments to support agreements | 5 | 25 | -21 |
| F239 Process implementation status reports | 5 | 25 | -21 |
| B73 Conduct OJT | 7 | 28 | -21 |

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C371 ACTIVE DUTY PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | PERCENT MEMBERS PERFORMING (N=242) |
|--|---|
| A52 Participate in general meetings, other than conducting | 88 |
| A4 Conduct general meetings | 79 |
| C108 Initiate correspondence | 71 |
| C100 Coordinate meetings with affected agencies | 65 |
| E165 Advise customers on status of requirements documents | 60 |
| A13 Determine or establish work assignments or priorities | 60 |
| A53 Plan briefings, conferences, or workshops | 58 |
| A22 Draft agendas for general meetings | 58 |
| C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 57 |
| E166 Assist customers in completing requirements documents | 57 |
| E167 Brief commanders, staff, or affected agencies on status of C4 requirements | 57 |
| F202 Coordinate site surveys with affected agencies | 56 |
| F186 Brief commanders, staff, or affected agencies on status of C4 projects | 56 |
| F212 Establish or maintain C4 program or project files | 55 |
| A60 Supervise military personnel | 55 |
| D130 Analyze proposed technical solutions | 54 |
| F200 Coordinate project funding issues with affected agencies | 53 |
| E181 Review C4 requirements | 50 |
| E177 Participate in C4 requirements meetings | 50 |
| C116 Maintain administrative files | 50 |
| F213 Establish or track milestone schedules | 50 |
| E180 Request technical solutions for C4 requirements | 49 |
| F249 Review progress of project installations | 48 |
| A26 Establish administrative files, such as correspondence | 48 |
| A56 Review drafts of instructions, manuals, or other directives | 47 |
| F184 Analyze program implementation progress status | 47 |
| E178 Process C4 requirements | 46 |
| C125 Set up small computers | 45 |
| E179 Process technical solutions for C4 requirements | 41 |
| E176 Maintain requirements documents control logs or data bases | 36 |

TABLE 12

TASKS THAT BEST DIFFERENTIATE BETWEEN DAFSC 3C351 AND 3C371 ACTIVE DUTY PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | 3C351 (N=234) | 3C371 (N=242) | DIFFERENCE |
|--|------------------|------------------|------------|
| F194 Coordinate digging permits with affected agencies | 55 | 29 | 26 |
| F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support | 66 | 45 | 21 |
| G281 Process BCE work orders | 38 | 17 | 21 |
| F192 Coordinate C4 acceptance inspections with affected agencies | 58 | 38 | 20 |
| F201 Coordinate project quality assurance inspections with affected agencies | 53 | 34 | 20 |
| G283 Track status of BCE work order requests | 38 | 19 | 19 |
| F189 Coordinate allied support with affected agencies | 63 | 44 | 19 |
| F204 Determine tasked agencies for project support agreements (PSAs) | 58 | 40 | 18 |
| F251 Track and report status of allied support | 56 | 38 | 18 |
| G261 Complete transmittal documents or letters for C4 systems installation records (CSIRs) | 36 | 18 | 18 |
| F193 Coordinate C4 project support requirements with affected agencies | 63 | 45 | 18 |
| A44 Evaluate workload requirements | 12 | 36 | -24 |
| B84 Evaluate progress of trainees | 19 | 42 | -23 |
| A21 Direct training functions | 16 | 38 | -22 |
| B88 Maintain training records or files | 22 | 44 | -22 |
| A37 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 15 | 36 | -21 |
| A56 Review drafts of instructions, manuals, or other directives | 26 | 47 | -21 |
| A31 Evaluate budget requirements | 12 | 33 | -21 |
| B76 Determine training requirements | 15 | 35 | -20 |
| A20 Direct administrative functions | 13 | 33 | -20 |
| C102 Coordinate TDY orders with appropriate agencies | 24 | 44 | -20 |
| A43 Evaluate work schedules | 9 | 28 | -19 |

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C391 ACTIVE DUTY PERSONNEL

| TASKS | | PERCENT MEMBERS PERFORMING (N=19) |
|-------|---|--|
| A52 | Participate in general meetings, other than conducting | 95 |
| A4 | Conduct general meetings | 89 |
| C108 | Initiate correspondence | 74 |
| C122 | Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 68 |
| A49 | Interpret policies, directives, or procedures for subordinates | 63 |
| A56 | Review drafts of instructions, manuals, or other directives | 63 |
| A22 | Draft agendas for general meetings | 63 |
| C100 | Coordinate meetings with affected agencies | 58 |
| A10 | Counsel subordinates concerning personal matters | 58 |
| D153 | Participate in C4 planning meetings | 53 |
| A60 | Supervise military personnel | 53 |
| A39 | Evaluate personnel for compliance with performance standards | 53 |
| A13 | Determine or establish work assignments or priorities | 53 |
| D140 | Coordinate C4 planning documents with Systems Telecommunications Engineering Manager (STEM) | 53 |
| A64 | Write recommendations for awards or decorations | 53 |
| A45 | Indorse performance reports or supervisory appraisals | 53 |
| A16 | Develop or establish work methods or procedures | 47 |
| D130 | Analyze proposed technical solutions | 47 |
| A53 | Plan briefings, conferences, or workshops | 47 |
| E165 | Advise customers on status of requirements documents | 47 |
| A27 | Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs) | 42 |
| E181 | Review C4 requirements | 42 |
| A21 | Direct training functions | 42 |
| E179 | Process technical solutions for C4 requirements | 42 |
| E180 | Request technical solutions for C4 requirements | 42 |
| D128 | Analyze C4 capabilities | 42 |
| E178 | Process C4 requirements | 42 |
| C127 | Write minutes of general briefings, conferences, or meetings | 37 |
| A66 | Write staff studies, surveys, or routine reports, other | 32 |
| B80 | Develop training programs, plans, or procedures | 26 |

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN 3C371 AND 3C391 ACTIVE DUTY PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | 3C371 (N=242) | 3C391 (N=19) | DIFFERENCE |
|---|------------------|-----------------|------------|
| C125 Set up small computers | 45 | 11 | 34 |
| F212 Establish or maintain C4 program or project files | 55 | 26 | 29 |
| F257 Verify availability of project materials | 38 | 11 | 28 |
| F229 Participate in site surveys | 48 | 21 | 26 |
| F217 Identify workcenter project coordinator | 26 | * | 26 |
| F227 Participate in preinstallation surveys | 42 | 16 | 26 |
| E167 Brief commanders, staff, or affected agencies on status of C4 requirements | 57 | 32 | 25 |
| F202 Coordinate site surveys with affected agencies | 56 | 32 | 24 |
| C116 Maintain administrative files | 50 | 26 | 24 |
| F195 Coordinate installation team activities with affected agencies | 50 | 26 | 24 |
| H316 Process funding documents | 16 | 32 | -16 |
| D137 Coordinate blueprint implementation plans (BIPs) with affected agencies | 21 | 37 | -16 |
| A56 Review drafts of instructions, manuals, or other directives | 47 | 63 | -16 |

TABLE 15

AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS
NATIONAL GUARD PERSONNEL (N=170)

| <u>DUTIES</u> | DAFSC 3C351 (N=68) | DAFSC 3C371 (N=65) |
|--|--------------------------|--------------------------|
| A. Performing Management and Supervisory Activities | 13 | 20 |
| B. Performing Training Activities | 3 | 11 |
| C. Performing General Administrative and Equipment Activities | 29 | 16 |
| D. Performing C4 Systems Architecture, Integration, and Planning | 5 | 5 |
| E. Processing C4 Systems Requirements | 7 | 9 |
| F. Performing C4 Systems Implementation Activities | 4 | 7 |
| G. Performing C4 Systems Ancillary Activities | 4 | 3 |
| H. Managing C4 Systems Financial and Contracted Services | 2 | 3 |
| I. Performing Manpower Management Activities | 0 | 0 |
| J. Managing Automated Data Processing Equipment (ADPE) | 18 | 18 |
| K. Performing Mobility, Deployment, and Contingency Activities | 15 | 8 |

TABLE 16

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C351 GUARD PERSONNEL

| TASKS | PERCENT MEMBERS PERFORMING (N=68) |
|--|--|
| C113 Inventory equipment, tools, parts, or supplies | 65 |
| J350 Inventory ADPE | 60 |
| C126 Store equipment, tools, parts, or supplies | 51 |
| C114 Issue or log turn-ins of equipment, tools, parts, or supplies | 46 |
| C120 Pick up or deliver equipment, tools, parts, or supplies | 44 |
| C97 Compile data for general records, reports, logs, or trend analyses | 41 |
| A41 Evaluate procedures for storage, inventory, or inspection of property items | 41 |
| J339 Assist equipment custodians conducting inventories of ADPE | 38 |
| A52 Participate in general meetings, other than conducting | 38 |
| K380 Maintain mobility folders | 37 |
| C109 Initiate documentation to turn in excess or surplus property | 37 |
| K360 Assemble personal mobility bags | 35 |
| C125 Set up small computers | 35 |
| J359 Update information processing management system (IPMS) data bases | 34 |
| K377 Initiate mobility folders | 31 |
| C116 Maintain administrative files | 31 |
| E165 Advise customers on status of requirements documents | 29 |
| J352 Maintain ADPE equipment custodian listings (ECLs) | 28 |
| J348 Inspect ADPE for packing or shipment | 26 |
| A6 Conduct self-inspections or self-assessments | 26 |
| K381 Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags | 25 |
| J351 Maintain ADPE account files | 25 |
| E176 Maintain requirements documents control logs or data bases | 24 |
| D153 Participate in C4 planning meetings | 22 |
| E178 Process C4 requirements | 22 |
| C105 Identify and report equipment or supply problems | 22 |
| G271 Maintain CSIRs files | 19 |

TABLE 17

REPRESENTATIVE TASKS PERFORMED BY DAFSC 3C371 GUARD PERSONNEL

| TASKS | PERCENT MEMBERS PERFORMING (N=65) |
|--|--|
| J350 Inventory ADPE | 82 |
| J339 Assist equipment custodians conducting inventories of ADPE | 78 |
| J359 Update information processing management system (IPMS) data bases | 77 |
| J340 Audit ADPE upon receipt | 71 |
| A52 Participate in general meetings, other than conducting | 69 |
| J351 Maintain ADPE account files | 68 |
| E165 Advise customers on status of requirements documents | 66 |
| C116 Maintain administrative files | 63 |
| E166 Assist customers in completing requirements documents | 63 |
| A16 Develop or establish work methods or procedures | 60 |
| C125 Set up small computers | 58 |
| J337 Advertise excess automated data processing equipment (ADPE) | 58 |
| C113 Inventory equipment, tools, parts, or supplies | 57 |
| J352 Maintain ADPE equipment custodian listings (ECLs) | 57 |
| C126 Store equipment, tools, parts, or supplies | 54 |
| C108 Initiate correspondence | 52 |
| B88 Maintain training records or files | 51 |
| B73 Conduct OJT | 49 |
| J355 Process ADPE inventory system reports | 49 |
| C120 Pick up or deliver equipment, tools, parts, or supplies | 48 |

TABLE 18

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 3C351 AND 3C371 GUARD PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | 3C351 (N=68) | 3C371 (N=65) | DIFFERENCE |
|---|-----------------|-----------------|------------|
| E175 Identify proposed technical solutions for C4 requirements | 10 | 34 | -24 |
| C125 Set up small computers | 35 | 58 | -23 |
| F227 Participate in preinstallation surveys | 3 | 26 | -23 |
| F195 Coordinate installation team activities with affected agencies | 1 | 23 | -22 |
| C100 Coordinate meetings with affected agencies | 3 | 25 | -22 |
| F195 Coordinate installation team activities with affected agencies | 1 | 23 | -22 |
| C100 Coordinate meetings with affected agencies | 3 | 25 | -22 |
| A9 Conduct supervisory performance feedback sessions | 4 | 26 | -22 |
| F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support | 4 | 26 | -22 |
| A39 Evaluate personnel for compliance with performance standards | 6 | 28 | -22 |
| B93 Schedule personnel for training | 6 | 28 | -22 |
| C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 16 | 38 | -22 |
| E181 Review C4 requirements | 21 | 43 | -22 |
| E170 Compile data for requirements documents | 12 | 32 | -21 |
| E177 Participate in C4 requirements meetings | 21 | 42 | -21 |
| J350 Inventory ADPE | 60 | 82 | -21 |
| E170 Compile data for requirements documents | 12 | 32 | -21 |
| E177 Participate in C4 requirements meetings | 21 | 42 | -21 |
| J350 Inventory ADPE | 60 | 82 | -21 |
| A28 Establish performance standards for subordinates | 3 | 23 | -20 |
| A20 Direct administrative functions | 6 | 26 | -20 |
| A8 Conduct supervisory orientations for newly assigned personnel | 7 | 28 | -20 |
| E174 Draft agendas, minutes, or notifications for C4 requirements meetings | 7 | 28 | -20 |
| A27 Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs) | 10 | 31 | -20 |
| A53 Plan briefings, conferences, or workshops | 10 | 31 | -20 |

TABLE 19

AVERAGE TIME SPENT ON DUTIES BY DAFSC GROUPS
ACTIVE DUTY VERSUS GUARD PERSONNEL

| DUTIES | ACTIVE DUTY | | ANG | |
|--|---------------------------|---------------------------|--------------------------|--------------------------|
| | DAFSC 3C351 (N=234) | DAFSC 3C371 (N=242) | DAFSC 3C351 (N=68) | DAFSC 3C371 (N=65) |
| A. Performing management and supervisory activities | 12 | 25 | 13 | 20 |
| B. Performing training activities | 3 | 6 | 3 | 11 |
| C. Performing general administrative and equipment activities | 12 | 13 | 29 | 16 |
| D. Performing C4 systems architecture, integration, and planning | 9 | 9 | 5 | 5 |
| E. Processing C4 systems requirements | 14 | 10 | 7 | 9 |
| F. Performing C4 systems implementation activities | 30 | 23 | 4 | 7 |
| G. Performing C4 systems ancillary activities | 8 | 3 | 4 | 3 |
| H. Managing C4 systems financial and contracted services | 4 | 5 | 2 | 3 |
| I. Performing manpower management activities | 1 | 2 | 0 | 0 |
| J. Managing Automated Data Processing Equipment (ADPE) | 2 | 2 | 18 | 18 |
| K. Performing mobility, deployment, and contingency activities | 5 | 2 | 15 | 8 |

TABLE 20

TASKS WHICH BEST DIFFERENTIATE BETWEEN ACTIVE DUTY DAFSC 3C351 AND
 NATIONAL GUARD DAFSC 3C351 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

| TASKS | ACTIVE DUTY (N=234) | GUARD (N=68) | DIFFERENCE |
|---|------------------------|-----------------|------------|
| F202 | 65 | 1 | 63 |
| F196 | 64 | 1 | 62 |
| F185 | 66 | 4 | 62 |
| F195 | 62 | 1 | 61 |
| F189 | 63 | 3 | 60 |
| F186 | 67 | 7 | 59 |
| F193 | 63 | 4 | 58 |
| C100 | 61 | 3 | 58 |
| F200 | 59 | 1 | 57 |
| F192 | 58 | 1 | 57 |
| F204 | 58 | 1 | 57 |
| F191 | 59 | 3 | 56 |
| <hr style="border-top: 1px dashed black;"/> | | | |
| C114 | 15 | 46 | -31 |
| J359 | 3 | 34 | -31 |
| A41 | 13 | 41 | -28 |
| J339 | 11 | 38 | -27 |
| K360 | 10 | 35 | -25 |
| K380 | 13 | 37 | -24 |
| J348 | 4 | 26 | -23 |
| J352 | 6 | 28 | -22 |

TABLE 21

TASKS WHICH BEST DIFFERENTIATE BETWEEN ACTIVE DUTY DAFSC 3C371 AND
NATIONAL GUARD DAFSC 3C371 PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | ACTIVE DUTY (N=242) | GUARD (N=65) | DIFFERENCE |
|--|------------------------|-----------------|------------|
| A63 Write performance reports or supervisory appraisals | 48 | 11 | 38 |
| F213 Establish or track milestone schedules | 50 | 14 | 37 |
| F202 Coordinate site surveys with affected agencies | 56 | 20 | 36 |
| F188 Conduct program or project management reviews | 43 | 8 | 35 |
| F199 Coordinate milestone schedules with affected agencies | 49 | 15 | 34 |
| A4 Conduct general meetings | 79 | 46 | 33 |
| F200 Coordinate project funding issues with affected agencies | 53 | 20 | 33 |
| F249 Review progress of project installations | 48 | 15 | 33 |
| F257 Verify availability of project materials | 38 | 6 | 32 |
| A57 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes | 40 | 8 | 32 |
| F186 Brief commanders, staff, or affected agencies on status of C4 projects | 56 | 25 | 32 |
| F224 Monitor C4 programmer reports | 31 | * | 31 |
| J359 Update information processing management system (IPMS) data bases | 3 | 77 | -74 |
| J339 Assist equipment custodians conducting inventories of ADPE | 10 | 78 | -69 |
| J350 Inventory ADPE | 17 | 82 | -65 |
| J340 Audit ADPE upon receipt | 7 | 71 | -64 |
| J351 Maintain ADPE account files | 8 | 68 | -59 |
| J352 Maintain ADPE equipment custodian listings (ECLs) | 6 | 57 | -51 |
| J337 Advertise excess automated data processing equipment (ADPE) | 7 | 58 | -51 |
| J338 Arrange preinstallation storage or post removal of ADPE | 7 | 55 | -48 |
| J341 Certify ADPE invoices | 6 | 54 | -48 |
| J355 Process ADPE inventory system reports | 1 | 49 | -48 |
| C114 Issue or log turn-ins of equipment, tools, parts, or supplies | 10 | 51 | -40 |
| J348 Inspect ADPE for packing or shipment | 4 | 43 | -39 |

TRAINING ANALYSIS

Occupational survey data can be an integral source of information used to design training programs. Modification of these training programs can assist first term personnel in many ways (easier to understand, more relevant, etc.). Factors that are useful in evaluating training can be jobs performed by first-enlistment personnel, distribution of first-enlistment personnel across the career ladder, percentages of first-enlistment personnel performing specific tasks, and TE and TD ratings provided by experienced personnel in the AFSC 3C3X1 career ladder (see **SURVEY METHODOLOGY**). To assist in the examination of the AFSC 3C3X1 STS, technical training personnel from Keesler AFB MS matched tasks from the AFSC JI to appropriate sections of these documents. The following information reports on first-enlistment personnel who are on active duty status.

First-Enlistment Personnel

There were 93 active duty personnel in their first enlistment, comprising 13 percent of the survey population. The largest percentage of first-enlistment personnel work in the core job of the career field, the Project Manager Cluster (40 percent), with another 23 percent working in the System Requirements Processing Manager Job (see Figure 2). The remaining first-enlistment personnel are spread across most of the remaining jobs. A list of tasks commonly performed by first-enlistment group members is found in Table 22. Over half the time is spent processing C4 systems requirements and performing C4 systems implementation activities (see Table 23). The low percentage of first-term members suggests this is a career ladder with many cross trainees.

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

TE and TD ratings, coupled with percentages of first-enlistment personnel performing tasks, serve as tools when determining changes or adjustments in training. To assist in this determination, the ATI is computed for all 386 tasks in this survey inventory. ATI combines first enlistment percent members performing tasks, TE, and TD data to compute training decisions based on AETCI 36-2601. Numbered on an 18-point scale (with 1 being the lowest level of training indicated), an ATI reading of 8 or less leads to a training decision of OJT only. For example, if a task has low TE and TD ratings and also has low percent members performing, then a low ATI rating is assigned to that task. For a more complete description of TE and TD ratings, see the Task Factor Administration section in **SURVEY METHODOLOGY**.

The tasks having the highest TE ratings are listed in Table 24 and include: assist customers in completing requirements documents, process C4 requirements, review C4 requirements, compare C4 requirements against architecture, and process technical solutions for C4 requirements.

The tasks with the highest TD ratings are listed in Table 25 and include: manage computer networks, analyze C4 capabilities, manage unit financial program, develop unit financial plans, and identify integration problems. Note the very low percentage of first-enlistment personnel performing these tasks.

Specialty Training Standard (STS)

A comprehensive review of STS 3C3X1, dated November 1996, was made by comparing survey data to STS elements. Technical school personnel from the 333rd Training Squadron at Keesler AFB MS matched JI tasks to appropriate STS sections and subsections. A complete computer listing displaying the percent members performing tasks, TE and TD ratings for each task, along with the STS matchings, has been forwarded to the technical school for their review of the training documents.

Typically, STS sections and subsections matched to tasks which have sufficiently high TE and TD ratings, and are performed by at least 20 percent of personnel in appropriate experience or skill-level groups (such as first-enlistment (1-48 months TAFMS) and 5- and 7-skill level groups), are considered to be supported and should be considered for inclusion in the STS. Likewise, paragraphs having tasks with less than 20 percent performing across all of the criterion groups should be considered for deletion from the STS.

Overall, the STS appears to be very well supported. All but one element taught to the performance proficiency code level was substantiated by at least 20 percent or more first-enlistment personnel performing the related JI tasks. In addition, one STS element pertaining to Status of Resources, Training and Supplies (SORTS) (paragraph 8a(4)) was also not supported (see Table 26).

Table 27 displays some tasks not matched to the STS which are performed by more than 20 percent criterion group members. Because of the high percentage of members performing, these tasks may need to be included in the STS. The data indicate a review of the STS is necessary for the possible insertion of these tasks in the next STS revision.

FIRST ENLISTMENT PERSONNEL
(N=93)

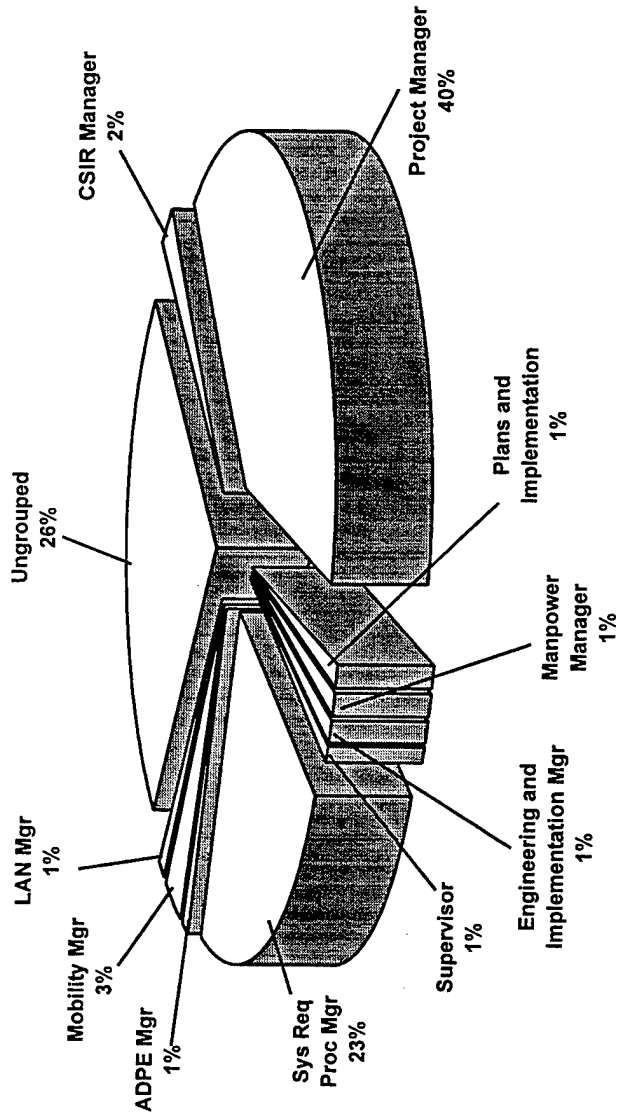


FIGURE 2

TABLE 22

REPRESENTATIVE TASKS PERFORMED BY AFSC 3C3X1 FIRST-ENLISTMENT
ACTIVE DUTY PERSONNEL

| TASKS | PERCENT MEMBERS PERFORMING (N=93) |
|---|--|
| E165 Advise customers on status of requirements documents | 77 |
| E166 Assist customers in completing requirements documents | 67 |
| E178 Process C4 requirements | 62 |
| E181 Review C4 requirements | 57 |
| A52 Participate in general meetings, other than conducting | 57 |
| E180 Request technical solutions for C4 requirements | 52 |
| F212 Establish or maintain C4 program or project files | 52 |
| A4 Conduct general meetings | 49 |
| E176 Maintain requirements documents control logs or data bases | 48 |
| F202 Coordinate site surveys with affected agencies | 48 |
| E167 Brief commanders, staff, or affected agencies on status of C4 requirements | 47 |
| F186 Brief commanders, staff, or affected agencies on status of C4 projects | 47 |
| C97 Compile data for general records, reports, logs, or trend analyses | 46 |
| E177 Participate in C4 requirements meetings | 46 |
| F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support | 46 |
| E172 Coordinate C4 requirements with affected agencies | 45 |
| F189 Coordinate allied support with affected agencies | 45 |
| F229 Participate in site surveys | 43 |
| C100 Coordinate meetings with affected agencies | 43 |
| F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies | 43 |

TABLE 23

RELATIVE TIME SPENT ON DUTIES BY ACTIVE DUTY FIRST-ENLISTMENT PERSONNEL
(N=93)

| <u>DUTIES</u> | <u>PERCENT TIME SPENT</u> |
|--|-----------------------------------|
| A. Performing Management and Supervisory Activities | 11 |
| B. Performing Training Activities | 1 |
| C. Performing General Administrative and Equipment Activities | 13 |
| D. Performing C4 Systems Architecture, Integration, and Planning | 6 |
| E. Processing C4 Systems Requirements | 25 |
| F. Performing C4 Systems Implementation Activities | 26 |
| G. Performing C4 Systems Ancillary Activities | 9 |
| H. Managing C4 Systems Financial and Contracted Services | 3 |
| I. Performing Manpower Management Activities | 1 |
| J. Managing Automated Data Processing Equipment (ADPE) | 1 |
| K. Performing Mobility, Deployment, and Contingency Activities | 4 |

TABLE 24

TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)

| TASKS | TNG EMP* | PERCENT MEMBERS PERFORMING | | TASK DIFF** |
|--|-------------|-------------------------------|----------------------|----------------|
| | | 1ST JOB (N=24) | 1ST ENL (N=93) | |
| E166 Assist customers in completing requirements documents | 4.93 | 46 | 67 | 3.81 |
| E178 Process C4 requirements | 4.91 | 5 | 62 | 4.36 |
| E181 Review C4 requirements | 4.68 | 42 | 57 | 4.96 |
| D132 Compare C4 requirements against architecture | 4.62 | 0 | 23 | 6.54 |
| E179 Process technical solutions for C4 requirements | 4.57 | 25 | 42 | 4.87 |
| E180 Request technical solutions for C4 requirements | 4.46 | 33 | 52 | 4.42 |
| F189 Coordinate allied support with affected agencies accountability transfer, with affected agencies | 4.41 | 17 | 45 | 5.32 |
| E170 Compile data for requirements documents Telecommunications Engineering Manager (STEM) | 4.33 | 38 | 42 | 4.60 |
| E176 Maintain requirements documents control logs or data bases | 4.28 | 42 | 48 | 4.20 |
| F202 Coordinate site surveys with affected agencies | 4.26 | 38 | 48 | 4.90 |
| D128 Analyze C4 capabilities | 4.24 | 4 | 18 | 7.19 |
| D130 Analyze proposed technical solutions | 4.20 | 8 | 32 | 6.71 |
| E172 Coordinate C4 requirements with affected agencies | 4.17 | 21 | 45 | 4.64 |
| E177 Participate in C4 requirements meetings | 4.16 | 25 | 46 | 3.96 |
| E165 Advise customers on status of requirements documents | 4.14 | 71 | 77 | 3.42 |
| F236 Process C4 project packages | 4.12 | 13 | 31 | 5.50 |
| C108 Initiate correspondence transportation, billeting, or administrative support templates | 4.09 | 29 | 37 | 3.64 |

TABLE 25

TASKS RATED HIGHEST IN TASK DIFFICULTY (TD)

| TASKS | TASK DIFF* | PERCENT MEMBERS PERFORMING | | | TNG EMP | |
|-------|---|-------------------------------|---------------------------|---------------------------|------------|------|
| | | 1ST ENL (N=93) | DAFSC 3C351 (N=234) | DAFSC 3C371 (N=242) | | |
| A51 | Manage computer networks | 7.88 | 8 | 10 | 16 | 2.63 |
| D128 | Analyze C4 capabilities | 7.19 | 18 | 33 | 42 | 4.24 |
| H307 | Manage unit financial program | 7.16 | 1 | 4 | 7 | 1.97 |
| H292 | Develop unit financial plans | 7.13 | 0 | 3 | 8 | 1.84 |
| D147 | Identify integration problems | 7.10 | 3 | 21 | 21 | 2.63 |
| H314 | Perform unit end-of-year close-outs | 6.91 | 2 | 5 | 9 | 2.18 |
| D146 | Draft PPLANs | 6.89 | 3 | 4 | 7 | 1.70 |
| D148 | Identify programming actions to meet C4 requirements | 6.80 | 9 | 27 | 31 | 3.34 |
| D145 | Draft PADs | 6.77 | 0 | 1 | 1 | 1.51 |
| F211 | Draft Requests For Services (RFSs) or Telecommunications Service Requests (TSRs) | 6.74 | 11 | 11 | 6 | 2.46 |
| D130 | Analyze proposed technical solutions | 6.71 | 32 | 50 | 54 | 4.20 |
| D129 | Analyze program documents, such as program management directives (PMDs) | 6.68 | 22 | 30 | 38 | 3.24 |
| F206 | Develop production plan | 6.65 | 5 | 16 | 14 | 2.28 |
| B77 | Develop formal course curricula, plans of instructions (POIs), or specialty training standards (STSs) | 6.63 | 1 | 2 | 7 | .80 |
| F209 | Draft communication support programs and plans (CSPPs) | 6.62 | 3 | 5 | 3 | 1.54 |
| D149 | Identify taskings for PADs | 6.60 | 0 | 4 | 5 | 1.97 |
| F207 | Develop reimbursable agreements | 6.59 | 0 | 8 | 5 | 1.41 |
| D150 | Identify taskings for PPLANs | 6.57 | 2 | 7 | 14 | 1.93 |
| E175 | Identify proposed technical solutions for C4 requirements | 6.56 | 33 | 36 | 35 | 3.33 |
| K369 | Evaluate contingency support plans, such as OPLANs | 6.55 | 5 | 14 | 14 | 2.28 |
| A27 | Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs) | 6.54 | 13 | 24 | 35 | 2.30 |
| D132 | Compare C4 requirements against architecture | 6.54 | 23 | 41 | 36 | 4.62 |
| K368 | Draft communications plans annexes | 6.52 | 4 | 8 | 10 | 2.51 |

TABLE 26

EXAMPLE STS PERFORMANCE ELEMENTS REFLECTING
LOW PERCENT MEMBERS PERFORMING TASKS
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

| STS ELEMENTS/TASKS | PERCENT MEMBERS PERFORMING | | | | | | TASK DIFF** |
|--|----------------------------|------------------------|---------------------------|---------------------------|---------------------------|--|----------------|
| | TRAIN EMPH* (N=24) | FIRST JOB (N=24) | FIRST ENLIST (N=93) | DAFSC 3C351 (N=234) | DAFSC 3C371 (N=242) | | |
| <i>7c Develop plans annex</i> | | | | | | | |
| K368 Draft communications plans annexes | 2.51 | 0 | 4 | 8 | 10 | | 6.52 |
| <i>8a(4) SORTS</i> | | | | | | | |
| K378 Initiate Status of Resources, Training, and Supplies (SORTSs) | 2.78 | 0 | 4 | 13 | 6 | | 6.17 |
| K385 Track status of SORTSs reports | 2.96 | 0 | 4 | 12 | 6 | | 5.64 |

* Training emphasis (TE) has an average of 2.31 and a standard deviation of .95 (high TE ratings are 3.26 and above)

** Task difficulty (TD) has an average of 5.0 and a standard deviation of 1.0 (high TD ratings are 6.0 and above)

TABLE 27

EXAMPLE TASKS WITH MORE THAN 20 PERCENT MEMBERS PERFORMING NOT
MATCHED TO STS ELEMENTS
(PERCENT MEMBERS PERFORMING)

| TASKS NOT REFERENCED | TRAIN EMPH* | PERCENT MEMBERS PERFORMING | | | | TASK DIF** |
|---|----------------|----------------------------|---------------------------|---------------------------|---------------------------|---------------|
| | | FIRST JOB (N=24) | FIRST ENLIST (N=93) | DAFSC 3C351 (N=234) | DAFSC 3C371 (N=242) | |
| C97 Compile data for general records, reports, logs, or trend analyses | 2.26 | 33 | 46 | 36 | 34 | 4.23 |
| C101 Coordinate supply-related matters with appropriate agencies | 2.64 | 8 | 24 | 35 | 33 | 4.00 |
| C108 Initiate correspondence | 4.09 | 29 | 37 | 64 | 71 | 3.64 |
| C116 Maintain administrative files | 3.91 | 33 | 41 | 51 | 50 | 3.93 |
| C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 3.53 | 17 | 28 | 44 | 57 | 4.45 |

* Training Emphasis has an average of 2.31 and a standard deviation of .95 (high TE ratings are 3.26 and above)

** Task Difficulty has an average of 5.00 and a standard deviation of 1.00 (high TD ratings are 6.00 and above)

JOB SATISFACTION ANALYSIS

A critical tool in examining any career ladder's success is personnel job satisfaction. Data from job satisfaction studies can be used by career ladder managers to gain a better understanding of what factors effect job performance. In this case, career managers can examine job satisfaction to determine job performance of personnel. This OSR examined five satisfaction factors. These factors are expressed job interest, utilization of talents and training, sense of accomplishment, and reenlistment intentions. Table 28 displays job satisfaction indicators for AFSC 3C3X1 TAFMS groups and a comparative sample group consisting of direct support AFSCs surveyed in 1996. Table 29 compares job satisfaction for the current survey to the previous survey, conducted in 1990. Table 30 shows job satisfaction amongst the identified job groups and clusters for active duty and guard members.

As seen in Table 28, the personnel in the AFSC 3C3X1 career ladder generally express low job interest in their current job. First-enlistment personnel are not happy at all. Second term and career groups do not improve very much.

A major problem for the career ladder is revealed by comparing current job satisfaction to satisfaction reported in 1990 (see Table 29). There are marked declines of satisfaction across all groups and clusters.

Furthermore, job satisfaction was noted for the individual jobs and clusters (Table 30). These data are useful for identifying jobs with low satisfaction. In this survey, job satisfaction appears to be a major concern as all career ladder personnel are generally unhappy. This is especially true for reenlistment intentions. Members of all jobs and clusters reported low reenlistment intentions, most below 60 percent.

TABLE 28

COMPARISON OF JOB SATISFACTION INDICATORS FOR ACTIVE DUTY AFSC 3C3X1 TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE (PERCENT MEMBERS RESPONDING)

| | 1-48 MONTHS | | 49-96 MONTHS | | 97+ MONTHS | |
|---|--------------|----------------------|--------------|----------------------|---------------|----------------------|
| | 3C3X1 (N=93) | COMP SAMPLE (N=1606) | 3C3X1 (N=65) | COMP SAMPLE (N=1024) | 3C3X1 (N=380) | COMP SAMPLE (N=2242) |
| <u>EXPRESSED JOB INTEREST</u> | | | | | | |
| INTERESTING | 48 | 57 | 63 | 60 | 70 | 82 |
| SO-SO | 24 | 24 | 20 | 22 | 18 | 12 |
| DULL | 28 | 19 | 17 | 18 | 12 | 6 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 59 | 68 | 77 | 68 | 80 | 84 |
| NONE TO VERY LITTLE | 42 | 32 | 23 | 32 | 20 | 16 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | | |
| FAIRLY WELL TO PERFECT | 67 | 80 | 64 | 77 | 67 | 84 |
| NONE TO VERY LITTLE | 33 | 20 | 36 | 23 | 33 | 16 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | | | | | |
| SATISFIED | 48 | 61 | 68 | 62 | 66 | 71 |
| NEUTRAL | 18 | 19 | 8 | 16 | 8 | 11 |
| DISSATISFIED | 33 | 20 | 24 | 22 | 26 | 18 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | | |
| YES OR PROBABLY YES | 54 | 59 | 63 | 74 | 65 | 75 |
| NO OR PROBABLY NO | 46 | 41 | 37 | 26 | 11 | 8 |
| WILL RETIRE | 0 | 0 | 0 | 0 | 24 | 16 |

NOTE: Comparative data are from the Direct Support AFSCs surveyed in 1996

TABLE 29

COMPARISON OF JOB SATISFACTION INDICATORS FOR ACTIVE DUTY AFSC 3C3X1
TAFMS GROUPS IN CURRENT STUDY TO 1990 AFSC 496X0 STUDY
(PERCENT MEMBERS RESPONDING)

| | 1-48 MONTHS TAFMS | | 49-96 MONTHS TAFMS | | 97+ MONTHS TAFMS | |
|----------------------------------|-------------------------|--------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| | 1997 3C3X1 (N=93) | 1990 496X0 (N=176) | 1997 3C3X1 (N=65) | 1990 496X0 (N=167) | 1997 3C3X1 (N=380) | 1990 496X0 (N=305) |
| <u>EXPRESSED JOB INTEREST</u> | | | | | | |
| INTERESTING | 48 | 64 | 63 | 57 | 70 | 72 |
| SO-SO | 24 | 25 | 20 | 22 | 18 | 17 |
| DULL | 28 | 11 | 17 | 20 | 12 | 10 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | | |
| FAIRLY WELL TO GOOD | 59 | 74 | 77 | 66 | 80 | 83 |
| LITTLE OR NOT AT ALL | 42 | 26 | 23 | 34 | 20 | 17 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | | |
| FAIRLY WELL TO GOOD | 67 | 70 | 64 | 87 | 67 | 85 |
| LITTLE OR NOT AT ALL | 33 | 30 | 36 | 13 | 33 | 15 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | | |
| YES OR PROBABLY YES | 54 | 49 | 63 | 75 | 65 | 75 |
| NO OR PROBABLY NO | 46 | 51 | 37 | 24 | 11 | 9 |
| WILL RETIRE | 0 | 0 | 0 | 1 | 24 | 16 |

TABLE 30

JOB SATISFACTION INDICATORS FOR IDENTIFIED JOB GROUPS AND CLUSTERS (PERCENT MEMBERS RESPONDING)

| | CSIR MANAGER (N=6) | PROJECT MANAGER (N=267) | FINANCIAL/ CONTRACTED (N=13) | PLANS/ IMPLEMENT (N=47) | ENGINEERING AND INSTALL (N=23) |
|---|--------------------------|-------------------------------|------------------------------------|-------------------------------|--------------------------------------|
| <u>EXPRESSED JOB INTEREST</u> | | | | | |
| INTERESTING | 0 | 73 | 92 | 89 | 78 |
| SO-SO | 67 | 14 | 8 | 9 | 22 |
| DULL | 33 | 12 | 0 | 2 | 0 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | |
| FAIRLY WELL TO PERFECT | 50 | 83 | 77 | 96 | 91 |
| NONE TO VERY LITTLE | 50 | 17 | 23 | 4 | 9 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | |
| FAIRLY WELL TO PERFECT | 50 | 79 | 54 | 87 | 59 |
| NONE TO VERY LITTLE | 50 | 21 | 46 | 13 | 41 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | | | | |
| SATISFIED | 17 | 70 | 85 | 85 | 70 |
| NEUTRAL | 17 | 8 | 0 | 6 | 9 |
| DISSATISFIED | 66 | 22 | 15 | 9 | 22 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | |
| YES OR PROBABLY YES | 66 | 70 | 46 | 91 | 43 |
| NO OR PROBABLY NO | 33 | 20 | 0 | 3 | 13 |
| WILL RETIRE | 0 | 10 | 54 | 6 | 44 |

TABLE 30 (CONTINUED)

JOB SATISFACTION INDICATORS FOR IDENTIFIED JOB GROUPS AND CLUSTERS (PERCENT MEMBERS RESPONDING)

| | SUPERVISOR (N=49) | MANPOWER MANAGER (N=10) | SYS REQ PROC MGR (N=38) | ADPE MANAGER (N=66) | RESOURCE ADVISOR (N=9) |
|---|----------------------|-------------------------------|-------------------------------|---------------------------|------------------------------|
| <u>EXPRESSED JOB INTEREST</u> | | | | | |
| INTERESTING | 65 | 50 | 42 | 73 | 67 |
| SO-SO | 18 | 20 | 29 | 18 | 33 |
| DULL | 16 | 30 | 29 | 9 | 0 |
| <u>PERCEIVED USE OF TALENTS</u> | | | | | |
| FAIRLY WELL TO PERFECT | 67 | 80 | 55 | 74 | 100 |
| NONE TO VERY LITTLE | 33 | 20 | 45 | 26 | 0 |
| <u>PERCEIVED USE OF TRAINING</u> | | | | | |
| FAIRLY WELL TO PERFECT | 59 | 50 | 58 | 58 | 33 |
| NONE TO VERY LITTLE | 41 | 50 | 42 | 42 | 67 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | | | | |
| SATISFIED | 59 | 50 | 42 | 68 | 78 |
| NEUTRAL | 10 | 10 | 26 | 11 | 0 |
| DISSATISFIED | 31 | 40 | 32 | 21 | 22 |
| <u>REENLISTMENT INTENTIONS</u> | | | | | |
| YES OR PROBABLY YES | 55 | 30 | 50 | 79 | 78 |
| NO OR PROBABLY NO | 8 | 10 | 39 | 15 | 22 |
| WILL RETIRE | 37 | 60 | 11 | 6 | 0 |

TABLE 30 (CONTINUED)

JOB SATISFACTION INDICATORS FOR IDENTIFIED JOB GROUPS AND CLUSTERS (PERCENT MEMBERS RESPONDING)

| | MOBILITY MANAGER (N=22) | LAN MANAGER (N=7) |
|---|-------------------------|-------------------|
| <u>EXPRESSED JOB INTEREST</u> | | |
| INTERESTING | 68 | 57 |
| SO-SO | 27 | 14 |
| DULL | 5 | 29 |
| <u>PERCEIVED USE OF TALENTS</u> | | |
| FAIRLY WELL TO PERFECT | 82 | 57 |
| NONE TO VERY LITTLE | 18 | 43 |
| <u>PERCEIVED USE OF TRAINING</u> | | |
| FAIRLY WELL TO PERFECT | 60 | 14 |
| NONE TO VERY LITTLE | 40 | 86 |
| <u>SENSE OF ACCOMPLISHMENT FROM JOB</u> | | |
| SATISFIED | 59 | 71 |
| NEUTRAL | 9 | 0 |
| DISSATISFIED | 32 | 29 |
| <u>REENLISTMENT INTENTIONS</u> | | |
| YES OR PROBABLY YES | 77 | 57 |
| NO OR PROBABLY NO | 18 | 29 |
| WILL RETIRE | 5 | 14 |

IMPLICATIONS

In terms of jobs and tasks performed, the AFSC 3C3X1 career ladder structure has changed only very slightly since the last published OSR. Career ladder progression is very typical of most career ladders. DAFSC 3C331 members mainly perform technical tasks. As they advance to the 5-skill level they still perform a lot of the core technical tasks, but also develop supervisory skills. At the 7-skill level they focus their efforts more on the supervisory side of the job, yet still perform technical work. As these members attain the 9-skill level, they are almost purely supervisors. This career ladder progression is very similar to the progression described in the 1990 report. As for job satisfaction, personnel in the AFSC 3C3X1 career ladder generally express low job interest. First-enlistment personnel show the lowest satisfaction, but second enlistment and career group job satisfaction does not improve much. When compared to the 1990 job satisfaction data, there are marked declines in satisfaction across all enlistment groups and jobs.

Analysis of the AFSC 3C3X1 STS reflected good support when compared against OSR data. Only a few paragraphs were not supported and there were some tasks showing high percentages of first-enlistment personnel performing them which were not listed in the STS. A thorough review of the STS should be conducted to fine tune and update the document based on the current OSR data.

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APPENDIX A

**SELECTED REPRESENTATIVE TASKS PERFORMED BY
CAREER LADDER STRUCTURE GROUPS**

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TABLE A1

CSIRs MANAGERS

| TASKS | | PERCENT MEMBERS PERFORMING (N=6) |
|-------|---|---|
| G271 | Maintain CSIRs files | 100 |
| G272 | Maintain CSIRs transmittal suspense logs | 100 |
| G270 | Maintain CSIRs drawing indexes | 100 |
| G261 | Complete transmittal documents or letters for C4 systems installation records (CSIRs) | 83 |
| G265 | Establish CSIRs files | 83 |
| G262 | Coordinate review of CSIRs drawing indexes with affected agencies | 67 |
| A52 | Participate in general meetings, other than conducting | 67 |
| C97 | Compile data for general records, reports, logs, or trend analyses | 50 |
| G274 | Maintain suspense system for annual review of CSIRs | 50 |
| G284 | Verify accuracy of quarterly CSIRs drawing indexes | 50 |
| G280 | Perform annual certification review of CSIRs drawings | 50 |
| C125 | Set up small computers | 33 |
| C120 | Pick up or deliver equipment, tools, parts, or supplies | 33 |
| D133 | Compile data for planning documents, such as blueprints and templates | 17 |
| F194 | Coordinate digging permits with affected agencies | 17 |
| G273 | Maintain files of support agreements | 17 |
| E176 | Maintain requirements documents control logs or data bases | 17 |
| F212 | Establish or maintain C4 program or project files | 17 |
| C116 | Maintain administrative files | 17 |
| C114 | Issue or log turn-ins of equipment, tools, parts, or supplies | 17 |
| C105 | Identify and report equipment or supply problems | 17 |
| B80 | Develop training programs, plans, or procedures | 17 |
| B67 | Administer or score tests | 17 |
| B79 | Develop training materials or aids | 17 |
| B89 | Personalize lesson plans | 17 |
| B94 | Write test questions | 17 |
| B90 | Plan or schedule training | 17 |
| A42 | Evaluate safety or security programs | 17 |
| B88 | Maintain training records or files | 17 |

TABLE A2.

PROJECT MANAGERS

| TASKS | PERCENT MEMBERS PERFORMING (N=267) |
|--|---|
| F186 Brief commanders, staff, or affected agencies on status of C4 projects | 97 |
| F185 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support | 92 |
| F202 Coordinate site surveys with affected agencies | 92 |
| F212 Establish or maintain C4 program or project files | 91 |
| F189 Coordinate allied support with affected agencies | 91 |
| F195 Coordinate installation team activities with affected agencies | 91 |
| F196 Coordinate installation team arrivals with affected agencies | 90 |
| F193 Coordinate C4 project support requirements with affected agencies | 90 |
| F229 Participate in site surveys | 87 |
| F200 Coordinate project funding issues with affected agencies | 87 |
| A52 Participate in general meetings, other than conducting | 86 |
| F192 Coordinate C4 acceptance inspections with affected agencies | 86 |
| F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies | 85 |
| A4 Conduct general meetings | 84 |
| F204 Determine tasked agencies for project support agreements (PSAs) | 84 |
| F199 Coordinate milestone schedules with affected agencies | 82 |
| E166 Assist customers in completing requirements documents | 81 |
| F227 Participate in preinstallation surveys | 80 |
| E165 Advise customers on status of requirements documents | 79 |
| C100 Coordinate meetings with affected agencies | 79 |
| F251 Track and report status of allied support | 78 |
| F258 Verify completion of PSA taskings | 77 |
| F190 Coordinate completed program actions, such as equipment accountability transfer, with affected agencies | 77 |
| C108 Initiate correspondence | 77 |
| F188 Conduct program or project management reviews | 76 |
| F249 Review progress of project installations | 76 |

TABLE A3

FINANCIAL AND CONTRACTED SERVICES

| TASKS | | PERCENT MEMBERS PERFORMING (N=13) |
|-------|---|--|
| A23 | Draft budget requirements | 100 |
| E166 | Assist customers in completing requirements documents | 92 |
| H300 | Identify unfunded requirements | 92 |
| E167 | Brief commanders, staff, or affected agencies on status of C4 requirements | 92 |
| A53 | Plan briefings, conferences, or workshops | 92 |
| A31 | Evaluate budget requirements | 85 |
| C108 | Initiate correspondence | 85 |
| H316 | Process funding documents | 85 |
| A52 | Participate in general meetings, other than conducting | 85 |
| E172 | Coordinate C4 requirements with affected agencies | 85 |
| D130 | Analyze proposed technical solutions | 85 |
| E165 | Advise customers on status of requirements documents | 85 |
| D128 | Analyze C4 capabilities | 85 |
| E170 | Compile data for requirements documents | 85 |
| C116 | Maintain administrative files | 85 |
| A13 | Determine or establish work assignments or priorities | 85 |
| D132 | Compare C4 requirements against architecture | 85 |
| E177 | Participate in C4 requirements meetings | 77 |
| E178 | Process C4 requirements | 77 |
| H301 | Identify unit funded requirements | 77 |
| E180 | Request technical solutions for C4 requirements | 77 |
| F184 | Analyze program implementation progress status | 77 |
| F200 | Coordinate project funding issues with affected agencies | 77 |
| H303 | Initiate requests for contract modifications | 77 |
| H299 | Identify funding categories, such as 3080 (Investment Fund) or 3400 (Operations and Maintenance Funds) | 77 |
| E181 | Review C4 requirements | 77 |
| E174 | Draft agendas, minutes, or notifications for C4 requirements meetings | 77 |
| A4 | Conduct general meetings | 77 |

TABLE A4

PLANS AND IMPLEMENTATION

| TASKS | PERCENT MEMBERS PERFORMING (N=47) |
|---|--|
| E165 Advise customers on status of requirements documents | 98 |
| E166 Assist customers in completing requirements documents | 96 |
| J350 Inventory ADPE | 94 |
| A52 Participate in general meetings, other than conducting | 94 |
| A13 Determine or establish work assignments or priorities | 91 |
| E167 Brief commanders, staff, or affected agencies on status of C4 requirements | 89 |
| A4 Conduct general meetings | 89 |
| J340 Audit ADPE upon receipt | 87 |
| J339 Assist equipment custodians conducting inventories of ADPE | 87 |
| E178 Process C4 requirements | 87 |
| C109 Initiate documentation to turn in excess or surplus property | 87 |
| A16 Develop or establish work methods or procedures | 87 |
| J341 Certify ADPE invoices | 85 |
| C108 Initiate correspondence | 85 |
| E181 Review C4 requirements | 85 |
| E179 Process technical solutions for C4 requirements | 85 |
| E177 Participate in C4 requirements meetings | 85 |
| A55 Plan equipment replacement programs | 83 |
| J359 Update information processing management system (IPMS) data bases | 81 |
| F212 Establish or maintain C4 program or project files | 81 |
| K375 Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments | 81 |
| A11 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 81 |
| A22 Draft agendas for general meetings | 81 |
| J352 Maintain ADPE equipment custodian listings (ECLs) | 79 |
| E176 Maintain requirements documents control logs or data bases | 79 |
| A60 Supervise military personnel | 79 |
| H301 Identify unit funded requirements | 79 |
| C116 Maintain administrative files | 79 |
| H300 Identify unfunded requirements | 79 |

TABLE A5

ENGINEERING AND INSTALLATION PROGRAM MANAGEMENT

| TASKS | PERCENT MEMBERS PERFORMING (N=23) |
|---|--|
| F213 Establish or track milestone schedules | 91 |
| F212 Establish or maintain C4 program or project files | 91 |
| F250 Review WMS data | 91 |
| F256 Update WMS data | 87 |
| A4 Conduct general meetings | 87 |
| F200 Coordinate project funding issues with affected agencies | 83 |
| C108 Initiate correspondence | 83 |
| F249 Review progress of project installations | 83 |
| A52 Participate in general meetings, other than conducting | 83 |
| F223 Maintain Workload Management System (WMS) milestones | 78 |
| F203 Determine engineering installation funding requirements | 74 |
| F199 Coordinate milestone schedules with affected agencies | 70 |
| F238 Process funding issues and requirements | 70 |
| C116 Maintain administrative files | 70 |
| F244 Provide initial inputs to WMSs | 70 |
| F184 Analyze program implementation progress status | 70 |
| C102 Coordinate TDY orders with appropriate agencies | 70 |
| E165 Advise customers on status of requirements documents | 65 |
| F202 Coordinate site surveys with affected agencies | 61 |
| F191 Coordinate customer requests for engineering and installation (E&I) assistance with affected agencies | 61 |
| F257 Verify availability of project materials | 61 |
| F246 Request E&I workload releases | 61 |
| C100 Coordinate meetings with affected agencies | 61 |
| A22 Draft agendas for general meetings | 61 |
| F245 Provide inputs to E&I production plan | 57 |
| F196 Coordinate installation team arrivals with affected agencies | 57 |
| A26 Establish administrative files, such as correspondence files or classified files | 57 |
| A53 Plan briefings, conferences, or workshops | 57 |
| F205 Develop execution plan for E&I services | 52 |
| F251 Track and report status of allied support | 52 |

TABLE A6
SUPERVISORS

| TASKS | PERCENT MEMBERS PERFORMING (N=49) |
|---|--|
| A52 Participate in general meetings, other than conducting | 96 |
| A39 Evaluate personnel for compliance with performance standards | 88 |
| A13 Determine or establish work assignments or priorities | 88 |
| A48 Inspect personnel for compliance with military standards | 88 |
| A10 Counsel subordinates concerning personal matters | 88 |
| A21 Direct training functions | 86 |
| A4 Conduct general meetings | 86 |
| A60 Supervise military personnel | 82 |
| A40 Evaluate personnel for promotion, demotion, reclassification, or special awards | 82 |
| A16 Develop or establish work methods or procedures | 78 |
| A17 Develop or establish work schedules | 76 |
| A8 Conduct supervisory orientations for newly assigned personnel | 76 |
| B84 Evaluate progress of trainees | 73 |
| B75 Counsel trainees on training progress | 73 |
| A9 Conduct supervisory performance feedback sessions | 73 |
| A49 Interpret policies, directives, or procedures for subordinates | 71 |
| A1 Assign personnel to work areas or duty positions | 71 |
| A28 Establish performance standards for subordinates | 69 |
| B73 Conduct OJT | 67 |
| B83 Evaluate personnel to determine training needs | 67 |
| A11 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 67 |
| B88 Maintain training records or files | 65 |
| A64 Write recommendations for awards or decorations | 65 |
| B90 Plan or schedule training | 63 |
| A20 Direct administrative functions | 61 |
| E165 Advise customers on status of requirements documents | 61 |
| B76 Determine training requirements | 61 |
| E166 Assist customers in completing requirements documents | 61 |
| A44 Evaluate workload requirements | 61 |

TABLE A7

MANPOWER MANAGERS

| TASKS | | PERCENT MEMBERS PERFORMING (N=10) |
|-------|--|--|
| I331 | Maintain manpower management documents | 100 |
| I330 | Evaluate manpower management documents | 100 |
| I323 | Brief commanders or staff on manpower actions, such as changes and adjustments to requirements | 100 |
| I324 | Compile data for manpower assessments | 100 |
| I322 | Assist customers in drafting manpower Authorization Change Requests (ACRs) | 100 |
| I336 | Track status of manpower management documents | 100 |
| I326 | Coordinate manpower assessments with affected workcenters | 90 |
| I334 | Process manpower management documents | 90 |
| I327 | Develop organizational or functional charts | 90 |
| I328 | Draft organizational change requests (OCRs) | 90 |
| A52 | Participate in general meetings, other than conducting | 90 |
| I332 | Participate in manpower assessments | 80 |
| I333 | Process authorization change notices (ACNs) | 80 |
| I335 | Schedule manpower assessments with affected workcenters | 80 |
| A64 | Write recommendations for awards or decorations | 80 |
| C108 | Initiate correspondence | 70 |
| A1 | Assign personnel to work areas or duty positions | 70 |
| I329 | Draft variances to manpower standards | 70 |
| C122 | Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 70 |
| A10 | Counsel subordinates concerning personal matters | 70 |
| A4 | Conduct general meetings | 70 |
| A9 | Conduct supervisory performance feedback sessions | 70 |
| A28 | Establish performance standards for subordinates | 60 |
| I325 | Compile data for manpower engineering teams | 60 |
| A13 | Determine or establish work assignments or priorities | 60 |
| A49 | Interpret policies, directives, or procedures for subordinates | 60 |
| A60 | Supervise military personnel | 60 |
| A63 | Write performance reports or supervisory appraisals | 60 |

TABLE A8

SYSTEM REQUIREMENTS PROCESSING MANAGERS

| TASKS | PERCENT MEMBERS PERFORMING (N=38) |
|--|--|
| E178 Process C4 requirements | 100 |
| E181 Review C4 requirements | 97 |
| E165 Advise customers on status of requirements documents | 95 |
| E166 Assist customers in completing requirements documents | 89 |
| E180 Request technical solutions for C4 requirements | 87 |
| E176 Maintain requirements documents control logs or data bases | 82 |
| E177 Participate in C4 requirements meetings | 74 |
| E179 Process technical solutions for C4 requirements | 66 |
| E172 Coordinate C4 requirements with affected agencies | 55 |
| E170 Compile data for requirements documents | 53 |
| E167 Brief commanders, staff, or affected agencies on status of C4 requirements | 53 |
| E175 Identify proposed technical solutions for C4 requirements | 45 |
| A52 Participate in general meetings, other than conducting | 37 |
| C108 Initiate correspondence | 32 |
| C127 Write minutes of general briefings, conferences, or meetings | 32 |
| C97 Compile data for general records, reports, logs, or trend analyses | 29 |
| E174 Draft agendas, minutes, or notifications for C4 requirements meetings | 26 |
| C116 Maintain administrative files | 26 |
| D130 Analyze proposed technical solutions | 24 |
| A4 Conduct general meetings | 24 |
| C125 Set up small computers | 18 |
| C122 Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 18 |
| D153 Participate in C4 planning meetings | 18 |
| C126 Store equipment, tools, parts, or supplies | 18 |
| C100 Coordinate meetings with affected agencies | 16 |
| E173 Develop C4 requirements guidance, such as for base or major | 16 |

TABLE A9

ADPE MANAGERS

| TASKS | PERCENT MEMBERS PERFORMING (N=66) |
|---|--|
| J350 Inventory ADPE | 86 |
| J339 Assist equipment custodians conducting inventories of ADPE | 76 |
| J351 Maintain ADPE account files | 68 |
| C113 Inventory equipment, tools, parts, or supplies | 68 |
| J359 Update information processing management system (IPMS) data bases | 64 |
| C109 Initiate documentation to turn in excess or surplus property | 61 |
| E166 Assist customers in completing requirements documents | 61 |
| C114 Issue or log turn-ins of equipment, tools, parts, or supplies | 58 |
| J340 Audit ADPE upon receipt | 58 |
| C97 Compile data for general records, reports, logs, or trend analyses | 58 |
| C126 Store equipment, tools, parts, or supplies | 58 |
| E165 Advise customers on status of requirements documents | 58 |
| A52 Participate in general meetings, other than conducting | 58 |
| C116 Maintain administrative files | 56 |
| J352 Maintain ADPE equipment custodian listings (ECLs) | 55 |
| J337 Advertise excess automated data processing equipment (ADPE) | 55 |
| C125 Set up small computers | 55 |
| J338 Arrange preinstallation storage or post removal of ADPE | 48 |
| C108 Initiate correspondence | 48 |
| C120 Pick up or deliver equipment, tools, parts, or supplies | 48 |
| J341 Certify ADPE invoices | 45 |
| E178 Process C4 requirements | 45 |
| A41 Evaluate procedures for storage, inventory, or inspection of property items | 42 |
| E181 Review C4 requirements | 42 |
| J355 Process ADPE inventory system reports | 41 |
| E176 Maintain requirements documents control logs or data bases | 41 |
| J348 Inspect ADPE for packing or shipment | 39 |
| A16 Develop or establish work methods or procedures | 36 |

TABLE A10
RESOURCE ADVISORS

| TASKS | PERCENT MEMBERS PERFORMING (N=9) |
|---|---|
| H316 Process funding documents | 100 |
| H300 Identify unfunded requirements | 89 |
| H301 Identify unit funded requirements | 89 |
| H309 Participate in local financial meetings | 89 |
| H307 Manage unit financial program | 78 |
| H318 Track unit fund expenditures | 78 |
| H314 Perform unit end-of-year close-outs | 78 |
| H299 Identify funding categories, such as 3080 (Investment Fund) or 3400 (Operations and Maintenance Funds) | 78 |
| H285 Brief commanders or staff on funds status | 78 |
| A52 Participate in general meetings, other than conducting | 78 |
| H292 Develop unit financial plans | 67 |
| A31 Evaluate budget requirements | 67 |
| C108 Initiate correspondence | 67 |
| A4 Conduct general meetings | 67 |
| H321 Verify systems or services billing | 56 |
| H302 Initiate contract renewal actions | 56 |
| H305 Maintain contract invoices | 56 |
| H303 Initiate requests for contract modifications | 56 |
| A23 Draft budget requirements | 56 |
| C116 Maintain administrative files | 56 |
| A13 Determine or establish work assignments or priorities | 56 |
| H308 Participate in contractor meetings | 44 |
| H320 Verify commercial contract services | 44 |
| C117 Maintain or update status indicators, such as boards, graphs, or charts | 44 |
| H290 Coordinate procurement requests with affected agencies | 44 |
| C102 Coordinate TDY orders with appropriate agencies | 44 |
| C111 Initiate requisitions for equipment, tools, parts, or supplies | 44 |
| C120 Pick up or deliver equipment, tools, parts, or supplies | 44 |
| C125 Set up small computers | 44 |
| C110 Initiate letters of justification for supply-related matters | 44 |

TABLE A11
MOBILITY MANAGERS

| TASKS | PERCENT MEMBERS PERFORMING (N=44) | |
|-------|---|----|
| K377 | Initiate mobility folders | 84 |
| K380 | Maintain mobility folders | 82 |
| K374 | Identify personnel, equipment, and supply requirements for mobility exercises or deployments | 80 |
| K360 | Assemble personal mobility bags | 75 |
| K381 | Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags | 75 |
| K370 | Evaluate personnel, equipment, and supply availability and readiness for mobility exercises or deployments | 73 |
| K375 | Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments | 73 |
| K367 | Coordinate personnel, equipment, and supply requirements for mobility exercises or deployments with affected agencies | 70 |
| A52 | Participate in general meetings, other than conducting | 59 |
| K361 | Brief commanders or staff on mobility tasking status | 57 |
| K365 | Coordinate mobility or contingency requirements with affected agencies, such as Installation Mobility Office (IMO) | 57 |
| K376 | Initiate actions to eliminate mobility personnel, equipment, and supply readiness shortfalls | 55 |
| K378 | Initiate Status of Resources, Training, and Supplies (SORTSs) reports | 52 |
| K383 | Process personnel, equipment, and supply deficiency reports for mobility exercises or deployments | 52 |
| K373 | Identify mobility positions | 52 |
| K372 | Evaluate unit Designed Operational Capability (DOC) statement for Unit Type Code (UTC) taskings | 52 |
| K385 | Track status of SORTSs reports | 50 |
| K366 | Coordinate mobility recall rosters with affected agencies | 50 |
| K363 | Coordinate communications annex to operations plans (OPLANs) with affected agencies | 50 |
| C113 | Inventory equipment, tools, parts, or supplies | 48 |
| K384 | Schedule deployment training | 48 |

TABLE A12

LAN MANAGERS

| TASKS | | PERCENT MEMBERS PERFORMING (N=7) |
|-------|--|---|
| A51 | Manage computer networks | 100 |
| C122 | Research information or data utilizing computer networks, such as international net (INTERNET) or World Wide Web (WWW) | 100 |
| C125 | Set up small computers | 86 |
| A13 | Determine or establish work assignments or priorities | 57 |
| A11 | Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 57 |
| A16 | Develop or establish work methods or procedures | 57 |
| A1 | Assign personnel to work areas or duty positions | 43 |
| D154 | Participate in technical surveys | 43 |
| A17 | Develop or establish work schedules | 43 |
| E175 | Identify proposed technical solutions for C4 requirements | 43 |
| A52 | Participate in general meetings, other than conducting | 43 |
| E166 | Assist customers in completing requirements documents | 43 |
| D130 | Analyze proposed technical solutions | 43 |
| B73 | Conduct OJT | 29 |
| C104 | Evaluate serviceability of equipment, tools, parts, or supplies | 29 |
| C117 | Maintain or update status indicators, such as boards, graphs, or charts | 29 |
| B80 | Develop training programs, plans, or procedures | 29 |
| A27 | Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs) | 29 |
| A20 | Direct administrative functions | 29 |
| A38 | Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace | 29 |
| A21 | Direct training functions | 29 |
| E181 | Review C4 requirements | 29 |
| E180 | Request technical solutions for C4 requirements | 29 |
| E179 | Process technical solutions for C4 requirements | 29 |
| A4 | Conduct general meetings | 29 |
| A37 | Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace | 29 |