JOB SURVEY OF SPECIAL OPERATIONS OFFICERS AND AIRMEN

Joseph E. Morsh, et al

Air Force Human Resources Laboratory
Brooks Air Force Base, Texas

October 1969
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JOB SURVEY OF SPECIAL OPERATIONS OFFICERS AND AIRMEN

At the request of the Office of the Chief of Staff, HQ USAF, this study was undertaken to identify special operations (SO) activities performed by Air Force personnel. This information is needed for management decisions related to attendance, course schedules, and content of training courses for the USAF Special Operations School. Officer and airman job inventories were constructed to include work tasks related to psychological operations, civic actions, counterinsurgency, and unconventional warfare. These inventories were administered to all personnel identified by commands as performing SO activities. Complete returns were obtained from 404 officers and 189 airmen, most of whom reported spending only part time on SO tasks. Accepting the sample as being reasonably complete, one must conclude that SO is a relatively small Air Force enterprise at the present time. The study includes an analysis of SO job types and ratings of the extent of need on the job of certain courses and educational topics related to SO.
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JOB SURVEY OF SPECIAL OPERATIONS OFFICERS AND AIRMEN

By

Joseph E. Morsh
Robert W. Nall, Sgt, USAF

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FOREWORD

The survey of Special Operations officers and airmen was undertaken at the request of the Chief of Staff, United States Air Force, in order to provide information for management decisions related to attendance, course schedules, and content of training courses for the USAF Special Operations School (TAC).

The work was carried out under Project 7734, Development of Methods for Describing, Evaluating, and Structuring Air Force Occupations; Task 773401, Development of Methods for Collecting, Analyzing, and Reporting Information Describing Air Force Specialties.

Occupational Analysis Branch personnel were given comprehensive briefings by Lt Col Roy A. De Gaugh, HQ USAF (AFXPDR), and by Lt Col Curtiss J. Porter, USAF Air Warfare Center (TAC). The preliminary job activities list was reviewed in conference with members of the Occupational Analysis Branch by the following officers: Lt Col Angelo Fortuna, HQ USAF (AFXDOC), Lt Col John L. Mansfield, HQ USAF (AFXOSO), Lt Col Edward K. Mills, USAF Special Operations School (TAC), and Major John R. Pattee, HQ USAF (AFXPPGS). These officers also participated in the mail review and contributed much to the clarity and completeness of the final Special Operations Officer Job Inventory.

Because of several official changes in terminology since this study was initiated, the report includes references to Special Air Warfare (SAW), Special Air Operations (SAO), and Special Operations (SO). To reflect proper current terminology all such references should be read Special Operations.

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ABSTRACT

At the request of the Office of the Chief of Staff, HQ USAF, this study was undertaken to identify Special Operations (SO) activities performed by Air Force personnel. This information is needed for management decisions related to attendance, course schedules, and content of training courses for the USAF Special Operations School. Officer and airman job inventories were constructed to include work tasks related to psychological operations, civic actions, counterinsurgency, and unconventional warfare. These inventories were administered to all personnel identified by commands as performing SO activities. Complete returns were obtained from 404 officers and 189 airmen, most of whom reported spending only part time on SO tasks. Accepting the sample as being reasonably complete, one must conclude that SO is a relatively small Air Force enterprise at the present time. The study includes an analysis of SO job types and ratings of the extent of need on the job of certain courses and educational topics related to SO.
SUMMARY


Problem

The purpose of the job survey of Special Operations (SO) officers and airmen was to identify SO activities performed in order to provide information for management decisions related to attendance, course schedules, and content of training course for the Special Operations School (TAC).

Approach

With the assistance of major commands, an attempt was made to identify names and locations of Air Force personnel who perform SO activities. Work activities, potential course elements, and appropriate background items were assembled into job inventories, one for officers and one for airmen. After field review these inventories were administered to all officers and airmen identified as performing SO activities. Through computer analysis, job descriptions of groups engaged in psychological operations, civic action, counterinsurgency, and unconventional warfare activities were published and reported, curriculum requirements were analyzed, and types of jobs associated with various SO functions were defined.

Results

1. Rosters furnished by major commands included many officers and airmen supposedly engaged in SO activities who disclaimed performing such tasks. Of 793 officers and 497 airmen on the original rosters, complete returns were obtained from 404 officers and 189 airmen.

2. The samples included officers in 23 utilization fields and airmen in 24 career fields. Only 44 officers who responded to the inventory held Special Air Warfare AFSC 031.

3. SO tasks form only a part, and in many cases only a small part, of the jobs of personnel surveyed. Of the 404 officers, 123 reported spending 10 percent or less of their time on SO. Of the 189 airmen, 56 reported spending 10 percent or less of their time on SO.

4. Providing guidance to indigenous personnel accounted for only a minor part of SO activities, constituting only about 5 percent of officer SO work time, and less than 8 percent of airman SO work time. None of the 115 tasks in the officer inventory concerned with providing guidance was performed by any one of 202 officers, and only 11 officers reported spending more than 25 percent of their SO time on guidance tasks. Similarly, none of the 98 guidance tasks in the airman inventory was performed by any of 98 airmen, while only 9 airmen reported spending more than 25 percent of their SO time on guidance tasks.

5. None of the 106 instructing tasks in the officer inventory was performed by 177 officers and only 54 officers reported spending more than 25 percent of their SO time on instructing. Of these 9 were full time instructors. Seventy-one of the airmen surveyed did not perform any of the 78 instructing tasks in the airman inventory and only 22 airmen reported spending more than 25 percent of their SO time on instructing. Of these, 4 were full time instructors.

6. Officers indicated some need in their jobs for 26 of 49 courses and for 64 of 96 educational topics listed in the inventory. Airmen reported need for 39 courses and 58 topics.

7. Of 33 officer job types identified, only four stood out clearly and distinctly. One of these was a group of instructors while each of the other three spent all of their SO work time on civic action, counterinsurgency, or unconventional warfare, respectively. Ten of the 15 airman job types spent more than half of their SO work time on civic action duties. The five other airman job types tended to concentrate their SO time on counterinsurgency, unconventional warfare, or psychological operations.

Conclusions

1. There is good reason to believe that the samples surveyed were incomplete because informal sources identified both officer and airman personnel who performed SO tasks but were not listed on the rosters furnished by major commands.
2. If the sample can be considered to be reasonably complete, then it must be concluded that SO is a relatively small Air Force enterprise. Many who work in SO are really performing their regular jobs which require no special SO training. For example, 129 of the 404 officers in the survey sample reported spending full time and 120 reported spending part time as aircraft crewmembers; 57 of the 189 airmen worked full time and 14 worked part time on maintenance.

3. While civic action, psychological operations, counterinsurgency, and unconventional warfare are more or less discrete concepts under the general SO designation, these categories do not appear to be well differentiated in terms of job assignment. Only 90 officers (22 percent) and 70 airmen (36 percent) reported working exclusively in one area. A total of 102 officers and 29 airmen reported spending some time in all four areas while 127 officers and 34 airmen worked in three areas.

This summary was prepared by J.E. Morsh, Occupational and Career Development Branch, Personnel Research Division, Air Force Human Resources Laboratory.
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JOB SURVEY OF SPECIAL OPERATIONS OFFICERS AND AIRMEN

I. INTRODUCTION

In April 1968, a letter from the Office of the Chief of Staff, United States Air Force, directed to 22 major commands, announced the initiation of a study to identify Special Operations (SO) training requirements and training schedules. The projected study was to include unconventional warfare (UW), counterinsurgency (COIN), psychological operations (PSYOP), civic action (CA), and other Special Operations activities. The purpose of the study was to provide information needed for management decisions related to attendance, course schedules, and content of training courses now established for the Special Operations School, and to determine training requirement entries on manpower requisition documents. The plan sought also to explore the relationships among the various courses and the desirability and practicality of joint-service training in the areas of interest.

Appropriate commands were directed to "require the commander of each unit within their command to include the lowest echelons units which receive manpower documents, to provide an identification, by manpower document and line-item, of each position which should be filled by individuals schooled in civic action, UW, COIN, PSYOP, or other Special Air Warfare type activities . . . Included with each line-item identified will be an indication of importance of the training to the job, i.e., mandatory or desirable." More specifically, the plan defined the following areas for study:

Under a high priority Requirement for Personnel Research (RPR), the Air Force Personnel Research Laboratory, with the assistance and support of other AF agencies as needed, will:

a. Initiate correspondence to obtain the identification of manpower documents and line-items as indicated in paragraph 3 above.

b. Collect the data generated by organization commanders.

c. Obtain a manpower document description of duties and responsibilities pertinent to each line-item identified.

d. Develop and administer a task inventory or study to identify Special Operations (SO) training requirements in accordance with standard Laboratory procedures.

e. Analyze the inventory data and other pertinent data using the hierarchical grouping technique and/or other methods and techniques as appropriate.

f. Develop or determine:

(1) Training standards.

(2) Special Air Warfare type training requirements (mandatory/desirable) for each line-item identified and parallel line-items not identified.

The requirement to identify and develop training standards and training requirements (paragraph 1) was considered to be outside the scope of the Personnel Research Division's research mission and, therefore, was not undertaken. Other requirements defined in the plan for the study were identified as being both within the mission obligation and the areas of competence of the Division. Consequently, the following activities were undertaken:

1. Identification of names and locations of all Air Force personnel who perform SO activities.

2. Preparation of preliminary lists of significant activities performed by individuals engaged in SO.

3. Definition of potential curriculum elements from information derived from conferences and correspondence with key individuals associated with SO activities.

4. Assembly of preliminary forms for officer and airman survey instruments to include work activities, potential course elements, and appropriate background items.

5. Review of preliminary forms of officer and airman SO job inventories by officers and airmen in the field.

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1 Since this study was initiated, the official term for Special Air Warfare has been changed first to Special Air Operations and then to the term currently in use, Special Operations. Except in material quoted from references and from the survey instruments themselves, the term Special Operations is used consistently throughout this text.
6. After revision on the basis of field review, publication of survey instruments and administration to all officers and airmen identified as performing SO activities.

7. After data analysis, publication of job descriptions of individuals engaged in psychological operations, civic action, counterinsurgency, and unconventional warfare activities at specific locations throughout the world.

8. Analysis of curriculum requirements reported by individuals in each group of interest.

9. Submission of analysis reports to an ad hoc group convened by the Tactical Air Command for determination of training needs, mandatory and desirable training requirements, and course schedules.

10. Definition of Air Force job types associated with psychological operations, civic action, counterinsurgency, and unconventional warfare activities, for submission to Headquarters United States Air Force (AFPDCS) to provide guidance for modification of Air Force classification structures.

To accomplish the proposed research, job inventories were constructed for officers and airmen engaged in SO activities throughout the world. The officer and airman samples were identified and located by mailing address, and survey instruments were administered on an individual basis. Finally, data were key-punched and analyzed by means of computer programs designed to handle occupational data. This report describes the survey procedures and analyses of data for both officers and airmen who perform SO activities.

II. SPECIAL OPERATIONS OFFICER SURVEY

Construction of the Special Operations Officer Job Inventory

After comprehensive briefings and a thorough review of Air Force and Army course curricula, manuals, and other source materials, a preliminary list of significant activities performed by officers engaged in SO activities was prepared. These work elements or tasks were grouped under four categories: psychological operations (PSYOP), civic action (CA), counterinsurgency (COIN), and unconventional warfare (UW).

In conference with members of the Occupational Analysis Branch of the Personnel Research Division, the preliminary job activities list was reviewed, task by task, by three officers from HQ USAF and one officer from the Special Operations School.

As a result of the conference review, the preliminary task list was considerably revised and expanded, and a draft version of the Special Operations Officer Job Inventory was constructed. For field review of the draft inventory, copies were mailed to the four officers who had attended the conference, to faculty members of the Special Operations School, to an officer representing United States Air Forces Southern Command (USAFSO), and to an officer at Headquarters, United States Commander in Chief Southern Command (USCINCSO). The field review proved to be extremely productive of useful information. Suggestions were sent in for additional task statements, for items of background information, and for reorganization of the inventory. A comprehensive list of educational topics was received from the Special Operations School.

The operational version of the Special Operations Officer Job Inventory was developed after incorporating information derived from the field reviews and eliminating tasks, such as those concerned with maintenance or clerical activities, which most likely would be performed by airmen. The final form was made up of five sections. The first section contained items of identification and assignment information including a list of 30 activities where the officer checked those on which he worked full time or part time.

The second section was a duty-task list in which 833 tasks were listed under 22 duty categories. The respondent was required to check all tasks he performed, then to rate the relative amount of time spent on each task compared with other tasks he performed. Time spent was indicated in terms of a 7-point scale ranging from a rating of 1 for "very much below average" to a rating of 7 for "very much above average." The duty categories and number of tasks included in each were as follows:
Duty | Tasks
---|---
A. Planning and organizing civic action operations | 52
B. Directing and supervising civic action operations | 43
C. Coordinating civic action operations | 36
D. Evaluating civic action operations | 21
E. Instructing in civic action operations | 63
F. Providing guidance in performing civic action operations | 65
G. Performing civic action operations | 124
H. Planning and organizing psychological operations | 33
I. Directing and supervising psychological operations | 22
J. Coordinating psychological operations | 13
K. Evaluating psychological operations | 28
L. Instructing in psychological operations | 17
M. Performing psychological operations | 49
N. Using communications media for psychological operations | 15
O. Planning and organizing counterinsurgency operations | 18
P. Directing and supervising counterinsurgency operations | 21
Q. Coordinating counterinsurgency operations | 31
R. Evaluating counterinsurgency operations | 15
S. Instructing in counterinsurgency operations | 40
T. Performing counterinsurgency operations | 7
U. Planning and organizing unconventional warfare operations | 14
V. Performing unconventional warfare operations | 2

In the third section four kinds of training courses were listed: 19 formal training courses, 14 special training courses, 13 SO training courses, and 3 professional school training courses. On a 7-point scale ranging from a rating of 1 for "no need" to a rating of 7 for "essential," the officer was asked to rate the courses in terms of the extent to which he needed to know each topic in order to perform his work.

The fourth section of the inventory consisted of a list of 69 SO educational topics. Using the same scale he had used in rating training courses, the officer was asked to rate the extent to which he needed to know each topic in order to perform his work.

On the last page of the inventory the officer was to indicate the percentage of time spent in actually performing civic action, psychological operations, counterinsurgency, or unconventional warfare functions. He also reported percentages of time spent guiding indigenous personnel in the performance of these functions.

**Officer Survey Sample**

To identify officers and airmen who spend full time or part time in planning or performing SO activities, commands were requested to furnish the following information:

1. Manpower document and line-item identification of manpower positions within the command which require incumbents in the positions who plan or perform psychological operations, civic action, counterinsurgency, or unconventional warfare.

2. Manpower document and line-item identification of manpower positions which require air officers in the grade of colonel and above who should attend a Senior Officers Counterinsurgency Orientation Course prior to their assignment in the positions.

3. Name, service number, present military address, and Duty Air Force Specialty Code (DAFSC) of the present incumbents of the positions identified.

4. Indication of the degree of need for training based on a scale as follows:
   - A - Orientation level training mandatory
   - B - Orientation level training desirable
   - C - Operations level training mandatory
   - D - Operations level training desirable
   - E - Planning level training mandatory
   - F - Planning level training desirable
   - G - Training neither mandatory nor desirable

It was requested that the data be prepared by appropriate lowest echelon units which receive manpower documents and accumulated through the chain of command. Appendix I shows the complete list of commands from which participation was solicited. Also indicated are those commands which had no Air Force positions requiring full time or part time performance in SO areas. The survey sample was obtained from the following commands and operating agencies:
From rosters supplied by the participating commands, job inventory booklets were mailed individually to 793 officers in the survey sample. Second booklets were sent to 213 of these officers who failed to reply. A total of 246 blank booklets were returned to the Personnel Research Division. Uncompleted inventories were returned because the addressed officers had been transferred, had retired or separated from active duty, had died, or claimed that they did not now perform and never had performed any of the SO duties and tasks listed in the inventory. A few blank booklets were sent back by officer incumbents who were engaged in SO activities but those jobs were said to be classified so that any identification of particular duties or tasks performed would constitute a breach of security. An additional 50 booklets which contained responses to certain assignment items or included some course ratings were eliminated because they had no ratings of any of the tasks. In 96 cases tasks had been rated, but the percentage of time spent on these tasks was not given as required in the last section. Followup letters were sent to these 96 officers requesting the missing information. Despite efforts to obtain a 100 percent sample of Air Force personnel engaged in SO activities, a perusal of articles appearing in the daily papers, in Air Force Times, and in Airman, an unofficial Air Force publication, indicated that some officers and airmen who were performing certain SO functions had not been included in the survey sample. Examples of such references are shown in Appendix II.

From the 793 officers on the original roster, 404 inventories were received with responses showing the relative time spent on tasks and the percentage of time allocated to SO activities. These 404 cases were used in the analysis of the officer survey. The distribution of officers by command, grade, and utilization field is shown in Table I. Among the officers surveyed, ten major commands and the unified commands were represented. Grades ranged from second lieutenant through colonel, the mean grade being major. Among the officers surveyed, 23 utilization fields were represented: 181 officers were assigned as pilots, with 57 of these working in air operations and 15 as flight training instructors. Commander and director specialties accounted for 52 members of the sample, and 52 were navigator-observers. Only 44 of the officers actually held DAFSC 031X, Special Air Warfare Officer.
Table 1. Special Operations Officer Survey Sample by Command, Grade, and Utilization Field
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<td>15XX Navigator-Observer</td>
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<tr>
<td>80XX Intelligence</td>
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<tr>
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<tr>
<td>91XX Biomedical Sciences</td>
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<td>1</td>
</tr>
<tr>
<td>Not Reported</td>
<td>16</td>
</tr>
</tbody>
</table>
Attitude Toward the Survey

The attitude of officers toward the survey varied from extremely favorable to extremely unfavorable. Some officers were more than cooperative in their efforts to provide the required information. One major, for example, reproduced the 56-page inventory booklet and then completed one copy in terms of his former assignment and the second copy according to his present job. Some officers who did not work in SO and hence could not complete the inventory were quite receptive toward the project. One colonel, for instance, wrote “. . . please feel free to contact me if further information is required.” On the other hand, the reactions of some officers were decidedly negative as reflected in the comment of a colonel who wrote, “This is the silliest damn form I have ever been exposed to. Congratulations!”

More than 200 communications were received from surveyed officers. They ranged from letters of several pages to brief notes scrawled on the inventory booklets. Many officers returned blank booklets with an explanation that they had been erroneously identified as working in SO or that they were not now and never had been assigned to such activities. Excerpts from typical letters appear in Appendix III.

III. ANALYSIS OF OFFICER SURVEY DATA

Special Operations Officer Subsample
Job Descriptions

Included in the data were estimates by the officers of the percentage of their total work time devoted to SO activities. Plotting of these percentages resulted in the bimodal, U-shaped distribution shown in Figure 1. The SO officers tended to spend a great deal of their time or else very little time on SO functions. This finding suggested the possibility that officers who spend little time in SO perform different tasks than do officers who devote more time to such work. To test this hypothesis the total sample of 404 was divided into four subsamples: 124 officers who spend 1 percent to 10 percent time in SO; 87 officers who spend 11 percent to 50 percent time in SO; 84 officers who spend 51 percent to 90 percent time in SO; and 109 officers who spend 91 percent to 100 percent time in SO.

When consolidated job descriptions were published for each of these subsamples, however, no significant difference and no outstanding features were shown for any of the subsamples in terms of duties or tasks performed. Officers in all four groups did essentially the same tasks but allocated different amounts of time to them. The similarity of time spent on various SO functions by the subsamples is demonstrated in Table 2. This table summarizes the percentages of duty time devoted to the four SO categories, the allocation of time by the total sample, and expected percentages if time were distributed equally among all tasks.

Special Operations Officer Job Types

An automated job clustering program was used to identify and describe the job types existing in the SO officer survey sample. This computer program begins with the task performance data provided by members of the sample. In the first stage of the procedure, the computer locates the two individuals whose jobs are most similar in terms of overlapping time spent on tasks, combines them into a single group, and computes the consolidated job description. In the next stage the computer locates and combines the two most similar of the remaining group members either by adding an individual to the pair already combined or by merging two individuals to form a new group. In successive stages the computer continues to combine individuals, to add individuals to groups, and to merge groups, according to the similarity of their job descriptions. The process is repeated until all individuals are combined into a single group. Task and duty job descriptions can be printed out for significant job types formed at any stage of the clustering program. The group job description, GPT001, for the 404 SO officers in the survey sample is presented in Appendix IV. Two officers evidently misunderstood the directions and responded to every task in the inventory. As a result, the last 35 tasks appearing in the job description are probably not being performed.

In four columns the computer printout shows respectively the percentage of group members performing each task, the average percentage of time spent by those members who perform the task, the average percentage of time spent on each task by all members of the group, and the cumulative sum of the average percentage of time spent by all members. The third column of job type data sums to 100 percent, thus showing the distribution of work time for the group. The tasks are arranged in descending order of values in this column. The fourth column, in which values in the third column are cumulated, is useful for quickly indicating the major tasks of the job type.
**Fig. 1.** Number of officers reporting percentage of time spent in special operations.

**Table 2. Allocation of Total Work Time Spent in SO to Each SO Unity Category**

<table>
<thead>
<tr>
<th>SO Duty Category</th>
<th>Number of Tasks</th>
<th>Expected Percentage with Time Evenly Distributed</th>
<th>Actual Percentage for Total Sample (N = 404)</th>
<th>Percentage of Total Time Spent in SO Devoted to Each Duty Category</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>1%–10% Subsample (N = 124)</td>
<td>11%–50% Subsample (N = 87)</td>
</tr>
<tr>
<td>7 CA Duties</td>
<td>404</td>
<td>48.49</td>
<td>34.64</td>
<td>44.68</td>
</tr>
<tr>
<td>7 PSYOP Duties</td>
<td>177</td>
<td>21.24</td>
<td>12.99</td>
<td>8.70</td>
</tr>
<tr>
<td>6 COIN Duties</td>
<td>201</td>
<td>24.12</td>
<td>41.33</td>
<td>40.12</td>
</tr>
<tr>
<td>2 UW Duties</td>
<td>51</td>
<td>6.12</td>
<td>11.03</td>
<td>6.50</td>
</tr>
</tbody>
</table>
As mentioned earlier, officers in the survey sample reported spending from 1 to 100 percent of their work time on SO activities (see Figure 1). As a further check to see if officers spending part time on such work might fall into different job types as compared with officers who spend full time or almost full time on SO activities, the total sample of 404 officers was divided into two subgroups: one subgroup of 211 officers who reported spending from 1 to 50 percent of their time in SO and the other subgroup of 193 officers who reported spending from 51 to 100 percent of their time in SO. The automated job clustering program was applied to both subgroups. The 1 to 50 percent subgroup formed one job type cluster and 25 job types of four or more members. The 51 to 100 percent subgroup formed one job type cluster and 19 job types. In terms of specific tasks performed, however, there was a great deal of overlap in the work performed by the two subgroups. The percentage of time spent on SO activities was not reflected in the performance of different kinds of tasks. It was decided, therefore, to apply the job clustering program to the total sample of 404 cases regardless of the time devoted to SO activities by individual members. As a result one cluster containing 5 job types and 28 other significant job types were identified. With only four exceptions, to be discussed later, all of the job types contained members from both subgroups. The relationships of the job type groups in the officer total sample are shown in the branch diagram in Figure 2.

There was more dissimilarity in work performed by members of the SO officer survey sample than in that of any other officer group ever surveyed by the Personnel Research Division. The average overlap of time spent on SO tasks by the 404 members was 5.71 percent, and only three job types had an average overlap of time spent by members greater than 50 percent, the highest being 53.06 percent. In other words, SO officers perform extremely diversified tasks.

Table 3 shows the distribution of SO time devoted to the 22 duty categories in the Special Operations Officer Job Inventory. The "expected" column shows percentage of time that would be allocated to each duty if time were distributed equally across all tasks in the inventory. The "expected" percentages are proportional to the number of tasks included in each duty. When the 404 officers in the sample are considered as a group, it is found that five duties account for over 50 percent of time spent in SO activities. These duties, in order of time spent on them are: Duty T, Performing counterinsurgency operations (19.51 percent), Duty G, Performing civic action operations (11.69 percent), Duty A, Planning and organizing civic action operations (7.92 percent); Duty S, Instructing in counterinsurgency operations (7.81 percent); and Duty U, Planning and organizing unconventional warfare operations (5.84 percent). Over half of the officers surveyed perform the first three of these duties (Duties T, G, and A). Civic action operations (Duty G) are performed by more members (61.39 percent) than any other duty category. The tasks upon which most time is spent are concerned with flying aircraft. Many of these are normal activities of a pilot but are performed in an SO situation. Only 36 of the 833 tasks in the inventory are not performed by any member of the survey sample.

Of the 33 SO officer job types identified, only four stand out clearly and distinctly in terms of kinds of tasks performed. GPT041 is a group of seven instructors, six of whom spend approximately 79 percent of their SO time in instructing aircrew members in counterinsurgency activities. The five officers forming job type GPT076 spend all of their SO time in civic action functions. On the other hand, approximately 99 percent of SO time of the five officers in job type GPT086 is devoted to counterinsurgency tasks. Members of GPT139 spend about 75 percent of their SO time on unconventional warfare activities.

The members of 25 job types report spending some time in all four major SO areas, civic action, psychological operations, counterinsurgency, and unconventional warfare; however, they devote different proportions of time to these functions. In 13 of these job types, the emphasis is upon counterinsurgency activities although the particular tasks may vary. In three job types, GPT061, GPT062, and GPT081, psychological operations predominate. The members of three other job types, GPT051, GPT084, and GPT127, devote most time to civic action. The 25 members of GPT127 devote approximately 95 percent of their SO time to civic action during which they perform 24 tasks not done by any other job type. In their performance of psychological operations, members of job type GPT081 perform eight tasks not done by any other group. In job type GPT089 there are 10 unique tasks.

The members of six job types perform no unconventional warfare activities. Besides GPT041 and GPT076 mentioned earlier, these include job types GPT050, GPT065, GPT070, and GPT139. Members of groups GPT041, GPT076, GPT086, and GPT108 report spending no time on psychological operations. Job type GPT086 is the only group whose members spend no time on civic action activities, while GPT076 is the only group devoting no time to counterinsurgency activities.
Fig. 2. Special operations officer branch diagram of total sample, clusters, and job types.

(N = 404)
<table>
<thead>
<tr>
<th>Duty</th>
<th>No. of Tasks</th>
<th>% Expected</th>
<th>% SO Time Spent</th>
<th>% SO Time Spent</th>
</tr>
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<tbody>
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<td></td>
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<td>GPT06</td>
<td>GPT06</td>
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<td>7.92</td>
<td>12.16</td>
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<tr>
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<td>43</td>
<td>5.16</td>
<td>3.38</td>
<td>3.76</td>
</tr>
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<td>2.73</td>
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<td>1.55</td>
</tr>
<tr>
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<td>GPT088 N = 12</td>
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<td></td>
</tr>
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<tr>
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</tr>
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<td></td>
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<tr>
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<td>6.07</td>
<td>0.33</td>
<td>0.04</td>
</tr>
<tr>
<td>S. Instructing in COIN</td>
<td>0.21</td>
<td>1.13</td>
<td>0.74</td>
<td>47.94</td>
</tr>
<tr>
<td>T. Performing COIN</td>
<td>1.11</td>
<td>4.37</td>
<td>4.57</td>
<td>10.26</td>
</tr>
<tr>
<td>Unconventional Warfare Duties (UW)</td>
<td>0.14</td>
<td>4.69</td>
<td>76.94</td>
<td>2.92</td>
</tr>
<tr>
<td>U. Planning and Organizing UW</td>
<td>0.03</td>
<td>2.76</td>
<td>53.12</td>
<td>2.92</td>
</tr>
<tr>
<td>V. Performing UW</td>
<td>0.11</td>
<td>1.93</td>
<td>23.82</td>
<td>10.63</td>
</tr>
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</table>
Table 4 presents data showing the percentage of SO time spent by officers in terms of kind of tasks performed. In the inventory 106 tasks were identified as instructing and training tasks, 115 tasks were preceded by the words "provide guidance," and 70 tasks were associated with flying. It will be noted that members of job type GPT041 spend 100 percent of their SO time on instructing and training tasks. GPT070, GPT08, GPT143, and GPT191 spend more than half of their SO time on these tasks. On the other hand, only two job types, GPT076 and GPT127, spend an appreciable amount of SO time on providing guidance, the respective percentages being 25.77 percent and 14.24 percent. Eight job types perform none of the 70 flying tasks listed in the inventory. Seven job types spend more than 40 percent of their SO time on these activities. When the total officer sample is considered, 19.74 percent of group SO time is spent on flying tasks, 11.41 percent on instructing and training tasks, but only 5.06 percent on providing guidance tasks.

Table 4. Percentage of SO Time Spent by Officers in Terms of Kind of Tasks Performed

<table>
<thead>
<tr>
<th>Job Type</th>
<th>106 Instructing and Training Tasks</th>
<th>115 Providing Guidance Tasks</th>
<th>70 Flying Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Tasks Performed</td>
<td>% Time Spent</td>
<td>No. of Tasks Performed</td>
</tr>
<tr>
<td>GPT001</td>
<td>106</td>
<td>11.41</td>
<td>115</td>
</tr>
<tr>
<td>GPT041</td>
<td>5</td>
<td>100.00</td>
<td>0</td>
</tr>
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<td>GPT050</td>
<td>3</td>
<td>1.34</td>
<td>9</td>
</tr>
<tr>
<td>GPT051</td>
<td>1</td>
<td>1.09</td>
<td>1</td>
</tr>
<tr>
<td>GPT061</td>
<td>1</td>
<td>1.26</td>
<td>1</td>
</tr>
<tr>
<td>GPT062</td>
<td>1</td>
<td>0.78</td>
<td>3</td>
</tr>
<tr>
<td>GPT065</td>
<td>1</td>
<td>1.54</td>
<td>2</td>
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<tr>
<td>GPT067</td>
<td>18</td>
<td>8.43</td>
<td>6</td>
</tr>
<tr>
<td>GPT070</td>
<td>35</td>
<td>61.93</td>
<td>4</td>
</tr>
<tr>
<td>GPT074</td>
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<td>3</td>
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<tr>
<td>GPT076</td>
<td>1</td>
<td>4.00</td>
<td>4</td>
</tr>
<tr>
<td>GPT079</td>
<td>1</td>
<td>2.27</td>
<td>0</td>
</tr>
<tr>
<td>GPT081</td>
<td>32</td>
<td>2.90</td>
<td>53</td>
</tr>
<tr>
<td>GPT084</td>
<td>4</td>
<td>4.19</td>
<td>2</td>
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<tr>
<td>GPT086</td>
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<tr>
<td>GPT089</td>
<td>65</td>
<td>11.24</td>
<td>38</td>
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<tr>
<td>GPT090</td>
<td>7</td>
<td>2.31</td>
<td>13</td>
</tr>
<tr>
<td>GPT096</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>GPT108</td>
<td>14</td>
<td>62.14</td>
<td>4</td>
</tr>
<tr>
<td>GPT109</td>
<td>28</td>
<td>15.92</td>
<td>11</td>
</tr>
<tr>
<td>GPT114</td>
<td>5</td>
<td>3.60</td>
<td>10</td>
</tr>
<tr>
<td>GPT115</td>
<td>22</td>
<td>2.23</td>
<td>17</td>
</tr>
<tr>
<td>GPT127</td>
<td>58</td>
<td>4.60</td>
<td>89</td>
</tr>
<tr>
<td>GPT133</td>
<td>35</td>
<td>4.18</td>
<td>55</td>
</tr>
<tr>
<td>GPT135</td>
<td>5</td>
<td>3.63</td>
<td>1</td>
</tr>
<tr>
<td>GPT139</td>
<td>0</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>GPT143</td>
<td>24</td>
<td>57.25</td>
<td>3</td>
</tr>
<tr>
<td>GPT146</td>
<td>15</td>
<td>6.28</td>
<td>6</td>
</tr>
<tr>
<td>GPT155</td>
<td>2</td>
<td>3.17</td>
<td>0</td>
</tr>
<tr>
<td>GPT171</td>
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<td>22</td>
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<td>GPT191</td>
<td>5</td>
<td>53.24</td>
<td>0</td>
</tr>
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<td>GPT209</td>
<td>18</td>
<td>8.22</td>
<td>17</td>
</tr>
<tr>
<td>GPT225</td>
<td>20</td>
<td>6.88</td>
<td>3</td>
</tr>
<tr>
<td>GPT238</td>
<td>14</td>
<td>17.08</td>
<td>1</td>
</tr>
</tbody>
</table>
Table 5 shows the number of SO officers who reported spending full time or part time in 30 work activities listed in the job inventory. More than one-fourth of the 404 officers in the survey sample spend full time as aircraft crewmembers. Part-time work activities reported by 20 percent or more officers include aircraft crewmember, civic action operations, counterinsurgency, education and training, operations staff, plans and programming, and unconventional warfare.

In Table 6 are shown the number of SO officers who reported the extent of need on their jobs for training courses which were listed in the inventory. Mean ratings and the number of officers who reported having had each course are also given. Mean ratings are listed in descending order of magnitude under each training category. Ratings of 1, "no need," were omitted from the computations.

Mean ratings by officers of the extent of need on the job of 96 proposed SO educational topics are presented in Table 7. The number of officers reporting need for each topic is also given. The topics are listed in descending order of magnitude of mean rating. Again ratings of 1, "no need," were excluded from the computations.

<table>
<thead>
<tr>
<th>Work Activity</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>AID</td>
<td>8</td>
<td>28</td>
</tr>
<tr>
<td>Aircraft Crewmembers</td>
<td>129</td>
<td>120</td>
</tr>
<tr>
<td>Civic Action Operations</td>
<td>18</td>
<td>84</td>
</tr>
<tr>
<td>Command and Control</td>
<td>26</td>
<td>49</td>
</tr>
<tr>
<td>Communications</td>
<td>4</td>
<td>29</td>
</tr>
<tr>
<td>Counterinsurgency (COIN)</td>
<td>19</td>
<td>124</td>
</tr>
<tr>
<td>Diplomate</td>
<td>3</td>
<td>37</td>
</tr>
<tr>
<td>Education and Training</td>
<td>18</td>
<td>101</td>
</tr>
<tr>
<td>Engineer</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td>Information Services</td>
<td>6</td>
<td>21</td>
</tr>
<tr>
<td>Intelligence</td>
<td>15</td>
<td>41</td>
</tr>
<tr>
<td>Joint Staff</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td>MAAG</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>Maintenance</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Manpower and Organization</td>
<td>1</td>
<td>37</td>
</tr>
<tr>
<td>Medical Services</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Military Advisor</td>
<td>12</td>
<td>33</td>
</tr>
<tr>
<td>Military Assistance Team (MAAG, etc.)</td>
<td>4</td>
<td>28</td>
</tr>
<tr>
<td>Mobile Training Team</td>
<td>2</td>
<td>66</td>
</tr>
<tr>
<td>Operations Research</td>
<td>1</td>
<td>26</td>
</tr>
<tr>
<td>Operations Staff</td>
<td>45</td>
<td>89</td>
</tr>
<tr>
<td>Personnel</td>
<td>1</td>
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<tr>
<td>Plans and Programming</td>
<td>43</td>
<td>87</td>
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<td>PSYOP Development</td>
<td>14</td>
<td>51</td>
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<td>PSYOP Implementation</td>
<td>8</td>
<td>51</td>
</tr>
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<td>Public Health</td>
<td>3</td>
<td>11</td>
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<tr>
<td>Requirements &amp; Testing</td>
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<td>32</td>
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<tr>
<td>Systems Analysis</td>
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<td>20</td>
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<tr>
<td>Unconventional Warfare (UW)</td>
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<td>99</td>
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<tr>
<td>Veterinary Services</td>
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<td>5</td>
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<tr>
<td>Other</td>
<td>31</td>
<td>49</td>
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</table>
Table 6. Mean Rating by SO Officers of Extent of Need on Various Training Courses
(Rating Scale: 2 = Very little, 3 = Little, 4 = Moderate, 5 = Great, 6 = Very great, 7 = Essential)
\( (N = 404) \)

<table>
<thead>
<tr>
<th>Training Course</th>
<th>No. Officers Reporting Need</th>
<th>Mean Rating</th>
<th>No. Officers Who Had Course</th>
</tr>
</thead>
<tbody>
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<td><strong>Formal Training</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>English</td>
<td>239</td>
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<tr>
<td>Management</td>
<td>282</td>
<td>4.77</td>
<td>139</td>
</tr>
<tr>
<td>International Relations</td>
<td>266</td>
<td>4.50</td>
<td>111</td>
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<td>Communications Arts</td>
<td>277</td>
<td>4.47</td>
<td>107</td>
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<tr>
<td>Psychology</td>
<td>248</td>
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<td>105</td>
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<tr>
<td>Public Relations</td>
<td>230</td>
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<td>45</td>
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<td>Political Science</td>
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<td>4.17</td>
<td>134</td>
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<td>Sociology</td>
<td>197</td>
<td>4.04</td>
<td>92</td>
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<tr>
<td>Education</td>
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<td>3.84</td>
<td>94</td>
</tr>
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<td>Journalism</td>
<td>116</td>
<td>3.47</td>
<td>17</td>
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<tr>
<td>Economics</td>
<td>172</td>
<td>3.41</td>
<td>139</td>
</tr>
<tr>
<td>Engineering</td>
<td>158</td>
<td>3.41</td>
<td>79</td>
</tr>
<tr>
<td>Medicine</td>
<td>102</td>
<td>3.36</td>
<td>15</td>
</tr>
<tr>
<td>Dentistry</td>
<td>25</td>
<td>3.24</td>
<td>5</td>
</tr>
<tr>
<td>Anthropology</td>
<td>95</td>
<td>3.19</td>
<td>27</td>
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<tr>
<td>Veterinary</td>
<td>57</td>
<td>3.19</td>
<td>4</td>
</tr>
<tr>
<td>Advertising</td>
<td>107</td>
<td>3.17</td>
<td>34</td>
</tr>
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<td>Entomology</td>
<td>75</td>
<td>3.07</td>
<td>11</td>
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<tr>
<td>Agriculture</td>
<td>97</td>
<td>3.03</td>
<td>35</td>
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<tr>
<td><strong>Special Training</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Area Orientation</td>
<td>265</td>
<td>5.23</td>
<td>119</td>
</tr>
<tr>
<td>Foreign Language (Speaking)</td>
<td>265</td>
<td>4.95</td>
<td>120</td>
</tr>
<tr>
<td>Survival</td>
<td>24</td>
<td>4.87</td>
<td>200</td>
</tr>
<tr>
<td>Foreign Area Specialists</td>
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<td>4.58</td>
<td>12</td>
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<td>Foreign Language (Writing)</td>
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<td>87</td>
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<tr>
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<td>187</td>
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<td>29</td>
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<tr>
<td>Intelligence</td>
<td>240</td>
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<td>Academic Instructor</td>
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<td>Creative Writing</td>
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<td>212</td>
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<td>24</td>
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<td>Self Defense</td>
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<td>Graphic Arts</td>
<td>149</td>
<td>3.32</td>
<td>25</td>
</tr>
<tr>
<td>Radio or TV Broadcasting</td>
<td>67</td>
<td>3.25</td>
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<tr>
<td><strong>Special Operations Training</strong></td>
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<td></td>
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<tr>
<td>Counterinsurgency (COIN) Course</td>
<td>290</td>
<td>4.90</td>
<td>153</td>
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<td>Unconventional Warfare (UW) Course</td>
<td>241</td>
<td>4.72</td>
<td>21</td>
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<tr>
<td>Air Force PSYOP/Civic Action Course</td>
<td>237</td>
<td>4.65</td>
<td>36</td>
</tr>
<tr>
<td>Southeast Asia Orientation Course (SEAOC)</td>
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<td>74</td>
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<tr>
<td>Army Special Warfare Orientation Course</td>
<td>191</td>
<td>4.16</td>
<td>17</td>
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<tr>
<td>Psychological Operations Aircrew Training Course</td>
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<tr>
<td>Army Special Warfare Course</td>
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<td>6</td>
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<td>Army Psychological Operations Course (16 wk)</td>
<td>130</td>
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<td>4</td>
</tr>
<tr>
<td>Army Civic Action Course</td>
<td>147</td>
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<td>5</td>
</tr>
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<td>Army Psychological Operations Course (11 wk)</td>
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<td>3.75</td>
<td>6</td>
</tr>
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<td>Army Assistance Institute Course</td>
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<td>3.75</td>
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<tr>
<td>Army Civil Affairs Course</td>
<td>128</td>
<td>3.63</td>
<td>3</td>
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<td>MATA Pyops Course</td>
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<td>3.63</td>
<td>10</td>
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<tr>
<td>Other Topics Reported by Raters</td>
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<td>15</td>
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<tr>
<td><strong>Professional School Training</strong></td>
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<tr>
<td>Air Command and Staff Level Course</td>
<td>235</td>
<td>4.61</td>
<td>85</td>
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<td>Squadron Officers Level Course</td>
<td>258</td>
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</tr>
<tr>
<td>Air War College Level Course</td>
<td>196</td>
<td>4.41</td>
<td>25</td>
</tr>
</tbody>
</table>
Table 7. Mean Rating by Officers of Extent of Need on Job of SO Educational Topics
(Rating Scale: 2 = Very little, 3 = Little, 4 = Moderate, 5 = Great, 6 = Very great, 7 = Essential)
(N = 404)

<table>
<thead>
<tr>
<th>Educational Topic</th>
<th>No. Officers Reporting Need</th>
<th>Mean Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>The role of the U.S. Air Force in special air operations</td>
<td>326</td>
<td>5.36</td>
</tr>
<tr>
<td>US policy in UW</td>
<td>269</td>
<td>4.87</td>
</tr>
<tr>
<td>Guerrilla warfare</td>
<td>283</td>
<td>4.78</td>
</tr>
<tr>
<td>SEA area orientation</td>
<td>736</td>
<td>4.76</td>
</tr>
<tr>
<td>The nature of insurgency</td>
<td>286</td>
<td>4.74</td>
</tr>
<tr>
<td>Evasion and escape</td>
<td>274</td>
<td>4.73</td>
</tr>
<tr>
<td>Principles of subversion</td>
<td>272</td>
<td>4.71</td>
</tr>
<tr>
<td>The role of the Department of Defense in special air operations</td>
<td>287</td>
<td>4.69</td>
</tr>
<tr>
<td>Organization, forces, and tactics of Viet Cong</td>
<td>227</td>
<td>4.69</td>
</tr>
<tr>
<td>Airlift in special air operations</td>
<td>305</td>
<td>4.68</td>
</tr>
<tr>
<td>Air support in UW</td>
<td>286</td>
<td>4.67</td>
</tr>
<tr>
<td>Area studies in insurgency (SEA, Latin America, Africa)</td>
<td>283</td>
<td>4.66</td>
</tr>
<tr>
<td>Communism and insurgency</td>
<td>279</td>
<td>4.64</td>
</tr>
<tr>
<td>The role of the U.S. Army in special air operations</td>
<td>290</td>
<td>4.63</td>
</tr>
<tr>
<td>Special operations forces in UW</td>
<td>270</td>
<td>4.63</td>
</tr>
<tr>
<td>The role of the ambassador and the country team</td>
<td>290</td>
<td>4.62</td>
</tr>
<tr>
<td>Strategic importance of Latin America</td>
<td>246</td>
<td>4.59</td>
</tr>
<tr>
<td>Strategic importance of SEA</td>
<td>242</td>
<td>4.55</td>
</tr>
<tr>
<td>The role of the military in international relations</td>
<td>282</td>
<td>4.54</td>
</tr>
<tr>
<td>Air Force field experiences in COIN</td>
<td>282</td>
<td>4.50</td>
</tr>
<tr>
<td>Theory and practice of communism</td>
<td>284</td>
<td>4.48</td>
</tr>
<tr>
<td>Tactical airlift in SEA</td>
<td>250</td>
<td>4.47</td>
</tr>
<tr>
<td>Strategic importance of Thailand</td>
<td>225</td>
<td>4.45</td>
</tr>
<tr>
<td>Civic action in an insurgency environment</td>
<td>255</td>
<td>4.45</td>
</tr>
<tr>
<td>Communist PSYOP techniques</td>
<td>267</td>
<td>4.45</td>
</tr>
<tr>
<td>USAF research and development in COIN</td>
<td>261</td>
<td>4.44</td>
</tr>
<tr>
<td>Health hazards in SEA</td>
<td>216</td>
<td>4.43</td>
</tr>
<tr>
<td>Applied civic actions (SEA, Latin America, Africa)</td>
<td>270</td>
<td>4.42</td>
</tr>
<tr>
<td>Civic action doctrine, policies, and objectives</td>
<td>266</td>
<td>4.41</td>
</tr>
<tr>
<td>The role of the forward air controller</td>
<td>271</td>
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</tr>
<tr>
<td>Historical and political involvement of US in Vietnam</td>
<td>241</td>
<td>4.39</td>
</tr>
<tr>
<td>Civic action in national development</td>
<td>252</td>
<td>4.38</td>
</tr>
<tr>
<td>Joint unconventional warfare task forces</td>
<td>268</td>
<td>4.37</td>
</tr>
<tr>
<td>The role of the U.S. government agencies in civic action</td>
<td>269</td>
<td>4.36</td>
</tr>
<tr>
<td>Psychological aspects and effects of air operations</td>
<td>266</td>
<td>4.34</td>
</tr>
<tr>
<td>Intelligence operations in UW</td>
<td>241</td>
<td>4.33</td>
</tr>
<tr>
<td>Civic action planning, organizing, and coordinating</td>
<td>252</td>
<td>4.32</td>
</tr>
<tr>
<td>Rescue and recovery operations in SEA</td>
<td>222</td>
<td>4.32</td>
</tr>
<tr>
<td>The role of the U.S. military in foreign national development</td>
<td>259</td>
<td>4.31</td>
</tr>
<tr>
<td>Political and military structure of Vietnam</td>
<td>229</td>
<td>4.29</td>
</tr>
<tr>
<td>Communications in UW</td>
<td>251</td>
<td>4.29</td>
</tr>
<tr>
<td>Intelligence functions in insurgency</td>
<td>231</td>
<td>4.24</td>
</tr>
<tr>
<td>Geography (economy, natural resources, and history of Vietnam)</td>
<td>218</td>
<td>4.22</td>
</tr>
<tr>
<td>The role of the U.S. government agencies in PSYOP</td>
<td>762</td>
<td>4.24</td>
</tr>
<tr>
<td>Strike aircraft in SEA</td>
<td>249</td>
<td>4.24</td>
</tr>
<tr>
<td>Problems of developing societies</td>
<td>248</td>
<td>4.24</td>
</tr>
<tr>
<td>Soviet theory and practice in UW</td>
<td>241</td>
<td>4.23</td>
</tr>
<tr>
<td>Educational Topic</td>
<td>No. Officers Reporting Need</td>
<td>Mean Rating</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
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<td>-------------</td>
</tr>
<tr>
<td>Problems, issues, and programs in civic action</td>
<td>253</td>
<td>4.22</td>
</tr>
<tr>
<td>People, economy, language, and military situation of Thailand</td>
<td>219</td>
<td>4.21</td>
</tr>
<tr>
<td>The role of the U.S. Marines in special air operations</td>
<td>251</td>
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<td>Ethnic composition, religion, customs, and culture of Vietnam</td>
<td>208</td>
<td>4.19</td>
</tr>
<tr>
<td>Psychological operations in UW</td>
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<td>4.16</td>
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<tr>
<td>USIA as an instrument of US foreign policy</td>
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<td>4.15</td>
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<tr>
<td>The role of the U.S. Navy in special air operations</td>
<td>254</td>
<td>4.14</td>
</tr>
<tr>
<td>Civic action organizations and structure</td>
<td>242</td>
<td>4.13</td>
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<tr>
<td>Air Force staff planning for UW</td>
<td>263</td>
<td>4.12</td>
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<tr>
<td>Paramilitary forces in Vietnam</td>
<td>219</td>
<td>4.12</td>
</tr>
<tr>
<td>Strategic importance of Sub-Saharan Africa</td>
<td>203</td>
<td>4.12</td>
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<tr>
<td>The role of the U.S. Army in civic action</td>
<td>255</td>
<td>4.12</td>
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<tr>
<td>USAID as an instrument of US foreign policy</td>
<td>251</td>
<td>4.10</td>
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<tr>
<td>The role of the U.S. military in disasters</td>
<td>261</td>
<td>4.08</td>
</tr>
<tr>
<td>Intelligence functions in PSYOP</td>
<td>222</td>
<td>4.05</td>
</tr>
<tr>
<td>People, economy, language, and military situation of Laos</td>
<td>221</td>
<td>4.05</td>
</tr>
<tr>
<td>The village social structure</td>
<td>221</td>
<td>4.01</td>
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<tr>
<td>Intelligence functions in civic action</td>
<td>216</td>
<td>4.00</td>
</tr>
<tr>
<td>Techniques of counterpropaganda</td>
<td>224</td>
<td>3.96</td>
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<tr>
<td>Army organization for UW</td>
<td>235</td>
<td>3.90</td>
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<tr>
<td>Educational civic action programs</td>
<td>211</td>
<td>3.89</td>
</tr>
<tr>
<td>Troop conduct and terrorism as a psychological weapon</td>
<td>222</td>
<td>3.87</td>
</tr>
<tr>
<td>Chinese theory and practice in UW</td>
<td>206</td>
<td>3.87</td>
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<tr>
<td>Allied forces in SEA</td>
<td>240</td>
<td>3.86</td>
</tr>
<tr>
<td>Urban disorders and PSYOP</td>
<td>212</td>
<td>3.85</td>
</tr>
<tr>
<td>Research and development in psychological weaponry</td>
<td>208</td>
<td>3.84</td>
</tr>
<tr>
<td>National PSYOP potential</td>
<td>207</td>
<td>3.81</td>
</tr>
<tr>
<td>Propaganda analyzes</td>
<td>217</td>
<td>3.80</td>
</tr>
<tr>
<td>Evaluating civic action programs</td>
<td>193</td>
<td>3.80</td>
</tr>
<tr>
<td>Functions of a PSYOP staff officer</td>
<td>211</td>
<td>3.80</td>
</tr>
<tr>
<td>Medical and dental civic action programs</td>
<td>169</td>
<td>3.78</td>
</tr>
<tr>
<td>People, economy, language, and military situation of Cambodia</td>
<td>215</td>
<td>3.77</td>
</tr>
<tr>
<td>PSYOP in community relations</td>
<td>228</td>
<td>3.76</td>
</tr>
<tr>
<td>Air-sea rescue</td>
<td>232</td>
<td>3.75</td>
</tr>
<tr>
<td>Influencing and sampling public opinion</td>
<td>178</td>
<td>3.74</td>
</tr>
<tr>
<td>Army field experiences in COIN</td>
<td>235</td>
<td>3.72</td>
</tr>
<tr>
<td>Leaflets and posters</td>
<td>210</td>
<td>3.68</td>
</tr>
<tr>
<td>The working press in a combat environment</td>
<td>185</td>
<td>3.66</td>
</tr>
<tr>
<td>Writing and evaluating propaganda</td>
<td>168</td>
<td>3.60</td>
</tr>
<tr>
<td>Radio, TV, and moving picture propaganda</td>
<td>184</td>
<td>3.55</td>
</tr>
<tr>
<td>Youths civic action programs</td>
<td>159</td>
<td>3.55</td>
</tr>
<tr>
<td>Navy organization for UW</td>
<td>207</td>
<td>3.52</td>
</tr>
<tr>
<td>Slogans and symbols to support propaganda campaigns</td>
<td>181</td>
<td>3.49</td>
</tr>
<tr>
<td>Agricultural civic action programs</td>
<td>134</td>
<td>3.45</td>
</tr>
<tr>
<td>Writing, editing, and printing the news</td>
<td>156</td>
<td>3.45</td>
</tr>
<tr>
<td>Veterinary civic action programs</td>
<td>148</td>
<td>3.40</td>
</tr>
<tr>
<td>Engineering civic action programs</td>
<td>161</td>
<td>3.38</td>
</tr>
<tr>
<td>Chemical and biological operations</td>
<td>189</td>
<td>3.30</td>
</tr>
<tr>
<td>Athletic civic action programs</td>
<td>129</td>
<td>3.13</td>
</tr>
</tbody>
</table>
IV. SPECIAL OPERATIONS AIRMAN SURVEY

Construction of the Special Operations Airman Job Inventory

The duties and tasks of the Special Operations Officer Job Inventory were used in constructing the airman inventory. Tasks that would most likely be performed by officers were omitted, and tasks which are usually performed by airmen, such as those concerned with maintaining and operating equipment, were added. For field review of this preliminary airman inventory, six copies each were mailed to the commanders of the 56th Special Operations Wing, the 605th Special Operations Squadron (USAFSO), and the 14th Special Operations Wing (PACAF). Commanders were asked to have the inventories reviewed by a representative committee of NCOs.

Review copies of the inventory were also sent to representatives of the Special Operations School, to senior NCOs assigned to the 4408th Combat Crew Training Squadron, Hurlburt Field, Florida, and to the 1st Special Operations Wing, England Air Force Base, Louisiana.

Technical advisors first completed the job inventory Background Information sheet. They were also asked to add SO duties and tasks which are done by airmen but which were not listed, to change or reword any task statement which was not properly worded, and to write any comments or recommendations for improving the inventory. Classified information was not to be included.

After consideration of comments and suggestions from the field, a final operational form of the Special Operations Airman Job Inventory was constructed. In this inventory, an appropriate Background Information section was substituted for the assignment information sheets of the officer inventory. Included in the Background Information were three items pertaining to reenlistment intentions, job interest, and utilization of talents and training; a list of 30 activities in which the incumbent indicated whether he worked full time or part time; a list of 27 job requirements; and a list of 10 SO courses which the incumbent checked as having had and as being required in his job.

The second section was the job inventory proper consisting of a duty-task list in which 622 tasks were listed under 22 duty categories. The airman incumbent was asked to check all tasks he performed and then to rate the relative amount of time spent on each task compared with other tasks. A 7-point scale was used, ranging from a rating of 1 for "very much below average" to a rating of 7 for "very much above average." The duty categories and number of tasks in each were as follows:

<table>
<thead>
<tr>
<th>Duty</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Planning and organizing civic action operations</td>
<td>35</td>
</tr>
<tr>
<td>B. Directing and supervising civic action operations</td>
<td>26</td>
</tr>
<tr>
<td>C. Coordinating civic action operations</td>
<td>21</td>
</tr>
<tr>
<td>D. Evaluating civic action operations</td>
<td>15</td>
</tr>
<tr>
<td>E. Instructing in civic action operations</td>
<td>65</td>
</tr>
<tr>
<td>F. Providing guidance in performing civic action operations</td>
<td>53</td>
</tr>
<tr>
<td>G. Performing civic action operations</td>
<td>104</td>
</tr>
<tr>
<td>H. Planning and organizing psychological operations</td>
<td>21</td>
</tr>
<tr>
<td>I. Directing and supervising psychological operations</td>
<td>12</td>
</tr>
<tr>
<td>J. Coordinating psychological operations</td>
<td>10</td>
</tr>
<tr>
<td>K. Evaluating psychological operations</td>
<td>27</td>
</tr>
<tr>
<td>L. Instructing in psychological operations</td>
<td>11</td>
</tr>
<tr>
<td>M. Performing psychological operations</td>
<td>37</td>
</tr>
<tr>
<td>N. Maintaining and operating equipment for psychological operations</td>
<td>41</td>
</tr>
<tr>
<td>O. Using communications needed for psychological operations</td>
<td>15</td>
</tr>
<tr>
<td>P. Planning and organizing counterinsurgency operations</td>
<td>8</td>
</tr>
<tr>
<td>Q. Directing and supervising counterinsurgency operations</td>
<td>15</td>
</tr>
<tr>
<td>R. Coordinating counterinsurgency operations</td>
<td>13</td>
</tr>
<tr>
<td>S. Evaluating counterinsurgency operations</td>
<td>43</td>
</tr>
<tr>
<td>T. Instructing in counterinsurgency operations</td>
<td>27</td>
</tr>
<tr>
<td>U. Performing counterinsurgency operations</td>
<td>27</td>
</tr>
<tr>
<td>V. Performing unconventional warfare activities</td>
<td>16</td>
</tr>
</tbody>
</table>

In the third section of the inventory, three kinds of training courses were listed. 19 formal training courses, 14 special training courses, and 13 SO training courses. Also included in this section was a list of 96 SO educational topics. Using the same 7-point scale he had used in rating the tasks he performed, the airman was directed to rate the extent to which he needed to know each topic in order to perform his work.

On the last page of the inventory the incumbent estimated the percentage of work time he spent on tasks he had marked in the inventory, the percentage of time he spent on SO tasks not in the inventory, but which he had written in, and the
percentage of work time he spent on tasks not related to SO activities.

Airman Survey Sample

The airman sample to be surveyed was obtained from rosters supplied by commands. Inventory booklets were mailed individually to 497 airmen by command as follows:

<table>
<thead>
<tr>
<th>Command</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical Air Command (TAC)</td>
<td>15</td>
</tr>
<tr>
<td>Pacific Air Forces (PACAF)</td>
<td>67</td>
</tr>
<tr>
<td>United States Air Forces Europe (USAFE)</td>
<td>5</td>
</tr>
<tr>
<td>United States Air Forces Southern Com-</td>
<td>410</td>
</tr>
<tr>
<td>mand (USAFSO)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>497</td>
</tr>
</tbody>
</table>

Second booklets were sent to 206 of these airmen who failed to reply. Of a total of 356 inventories returned, 107 were blank, 49 included no task ratings, and 13 cases failed to provide total percentages of time spent on SO activities. Eleven of these 13 supplied the missing information in response to followup letters. Uncompleted inventories were returned because the addressed airman had been transferred, had retired or separated from active duty, or claimed that they did not now perform and had never performed any of the SO duties and tasks listed in the inventory.

From the 497 airmen on the original rosters, 189 inventories were received with responses showing the relative time spent on tasks and the percentage of time allocated to SO activities. Table 8 shows the sample distribution by command, grade, and career field. Nine major commands were represented. The grades ranged from airman first class to chief master sergeant, the mean grade being staff sergeant.

Of the 24 career fields represented, the greatest number of airmen, 38, were in aircraft maintenance, while 31 were assigned as security police and 22 were in transportation.

V. ANALYSIS OF AIRMAN SURVEY DATA

Allocation of Work Time to Special Operations Activities

The survey data included estimates by the airmen of the percentage of their total work time devoted to SO activities. Plotting of these percentages resulted in a bimodal, U-shaped distribution, similar to that shown in the officer sample. This distribution is shown in Figure 3. Like the SO officers, SO airmen tended to spend a great deal of time or else very little time on SO activities. Since the total sample was small no analysis was made of airman subsamples.

Special Operations Airman Job Types

Application of the automated job clustering program to the airman data identified 15 job types, 8 of which grouped under four clusters. The relationships of these job type groups are shown in the branch diagram in Figure 4. The group job description, GRP001, for the 189 SO airmen in the survey sample is shown in Appendix V. The 83 tasks in the inventory which were not performed by any airman in the sample do not appear in the job description.

As was true of the officer sample, there was more dissimilarity in work performed by members of the SO airman sample than in any other airman group ever surveyed by the Personnel Research Division. The average overlap of time spent on SO tasks by the 189 members was 6.17 percent. The largest average overlap value of any job type was only 53.36 percent. In other words, SO airmen perform extremely diversified tasks.

Of the 189 members in the SO airman sample, 157 (84.12 percent) fall within the 15 job types, and 9 additional members group with the job type clusters. The remaining 21 members (11.12 percent) perform unique jobs and do not fall within any job type.

Table 9 shows the distribution by job type groups of time devoted to the 22 duties in the inventory. The "% expected" column shows percentage of time that would be allocated to each duty if time were distributed equally across all tasks in the inventory. When the 189 airmen in the sample are considered as a group, it is found that three duties account for over 50 percent of the time spent in SO activities. These duties in order of time spent on them are: Duty C, Performing civic action operations (26.86 percent); Duty E, Instructing in civic action operations (14.87 percent); and Duty A, Planning and organizing civic action operations (10.89 percent). The SO airmen as a whole reported spending 67.17 percent of their time on the seven civic action duties, 14.25 percent on the six counterinsurgency duties, 13.07 percent on the eight psychological operations duties, and 5.48 percent on the one unconventional warfare duty.
Table 8. Special Operations Airman Survey Sample by Command, Grade, and Career Field

\((N = 189)\)

<table>
<thead>
<tr>
<th>Distribution Variable</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Command</strong></td>
<td></td>
</tr>
<tr>
<td>Air Force Communications Service</td>
<td>1</td>
</tr>
<tr>
<td>Air Force Systems Command</td>
<td>1</td>
</tr>
<tr>
<td>Air Training Command</td>
<td>2</td>
</tr>
<tr>
<td>Headquarters Command</td>
<td>1</td>
</tr>
<tr>
<td>Military Airlift Command</td>
<td>3</td>
</tr>
<tr>
<td>Pacific Air Forces</td>
<td>41</td>
</tr>
<tr>
<td>Tactical Air Command</td>
<td>10</td>
</tr>
<tr>
<td>United States Air Forces Europe</td>
<td>4</td>
</tr>
<tr>
<td>United States Air Forces Southern Command</td>
<td>126</td>
</tr>
<tr>
<td><strong>Airman Grade</strong></td>
<td></td>
</tr>
<tr>
<td>Airman First Class</td>
<td>27</td>
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<tr>
<td>Sergeant</td>
<td>39</td>
</tr>
<tr>
<td>Staff Sergeant</td>
<td>63</td>
</tr>
<tr>
<td>Technical Sergeant</td>
<td>37</td>
</tr>
<tr>
<td>Master Sergeant</td>
<td>18</td>
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<tr>
<td>Senior Master Sergeant</td>
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</tr>
<tr>
<td>Chief Master Sergeant</td>
<td>1</td>
</tr>
<tr>
<td><strong>Career Field</strong></td>
<td></td>
</tr>
<tr>
<td>01070 First Sergeant</td>
<td>1</td>
</tr>
<tr>
<td>20XXX Intelligence</td>
<td>10</td>
</tr>
<tr>
<td>22XXX Photomapping</td>
<td>3</td>
</tr>
<tr>
<td>23XXX Audio-Visual</td>
<td>2</td>
</tr>
<tr>
<td>24XXX Safety</td>
<td>1</td>
</tr>
<tr>
<td>27XXX Aerospace Control Systems Operations</td>
<td>7</td>
</tr>
<tr>
<td>29XXX Communications Operations</td>
<td>3</td>
</tr>
<tr>
<td>30XXX Communications - Electronics Systems</td>
<td>15</td>
</tr>
<tr>
<td>40XXX Intricate Equipment Maintenance</td>
<td>8</td>
</tr>
<tr>
<td>42XXX Aircraft Accessory Maintenance</td>
<td>2</td>
</tr>
<tr>
<td>43XXX Aircraft Maintenance</td>
<td>38</td>
</tr>
<tr>
<td>46XXX Munitions and Weapons Maintenance</td>
<td>10</td>
</tr>
<tr>
<td>53XXX Metalworking</td>
<td>5</td>
</tr>
<tr>
<td>55XXX Civil Engineering Structural/Pavements</td>
<td>1</td>
</tr>
<tr>
<td>58XXX Fabric, Leather, and Rubber</td>
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</tr>
<tr>
<td>60XXX Transportation</td>
<td>22</td>
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<tr>
<td>64XXX Supply</td>
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<tr>
<td>70XXX Administrative</td>
<td>9</td>
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<tr>
<td>75XXX Education and Training</td>
<td>2</td>
</tr>
<tr>
<td>81XXX Security Police</td>
<td>4</td>
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<td>90XXX Medical</td>
<td>31</td>
</tr>
<tr>
<td>91XXX Medical</td>
<td>3</td>
</tr>
<tr>
<td>92XXX Aircrew Protection</td>
<td>1</td>
</tr>
<tr>
<td>98XXX Dental</td>
<td>6</td>
</tr>
<tr>
<td>Not Reported</td>
<td>3</td>
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</table>
Fig. 3. Number of airmen reporting percentage of time spent in special operations.
Fig. 4. Special operations airman branch diagram of total sample, clusters, and job types.  
\( N = 189 \)
<table>
<thead>
<tr>
<th>Duty</th>
<th>No. of Tasks</th>
<th>% Expected</th>
<th>% SO Time Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>GRP001 N = 118</td>
</tr>
<tr>
<td><strong>Civic Action Duties (CA)</strong></td>
<td>319</td>
<td>51.27</td>
<td>67.17 79.28 81.42 48.24 89.95 64.61 84.55 54.48 32.47</td>
</tr>
<tr>
<td>A. Planning and Organizing CA</td>
<td>35</td>
<td>5.62</td>
<td>10.89 23.57 2.02 10.96 3.70 27.71 10.82</td>
</tr>
<tr>
<td>B. Directing and Supervising CA</td>
<td>26</td>
<td>4.18</td>
<td>3.89 0.83 1.37 1.85 1.38</td>
</tr>
<tr>
<td>C. Coordinating CA</td>
<td>21</td>
<td>3.37</td>
<td>5.63 11.11 36.31 2.40 38.68 3.93</td>
</tr>
<tr>
<td>D. Evaluating CA</td>
<td>15</td>
<td>2.41</td>
<td>2.17 0.88 0.93 0.18</td>
</tr>
<tr>
<td>E. Instructing in CA</td>
<td>65</td>
<td>10.45</td>
<td>14.87 0.96 1.67 13.77 64.39 4.76 2.68 4.99</td>
</tr>
<tr>
<td>F. Providing Guidance in CA</td>
<td>53</td>
<td>8.52</td>
<td>2.86 7.14 1.72 1.85 0.56</td>
</tr>
<tr>
<td>G. Performing CA</td>
<td>104</td>
<td>16.72</td>
<td>26.86 67.21 11.90 32.45 8.23 56.15 10.85 32.62 25.33</td>
</tr>
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<td><strong>Psychological Operations Duties (PSYOP)</strong></td>
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All but five of the 15 job types identified spend more than 50 percent of SO work time on civic action duties. Members of GRP032 and GRP057 spend more than 50 percent of their SO work time on psychological operations. Airmen in GRP035, on the other hand, spend over 80 percent of their SO time on the six counterinsurgency duties, while members of GRP044 spend more than 63 percent of their SO time on Duty V, Performing unconventional warfare activities. Members of GRP062, however, divide their SO work time fairly evenly between civic action duties (44.38 percent) and psychological operations (49.52 percent).

Of the 15 airmen job types identified, five stand out clearly and distinctly in terms of Duty AFSC. The members of GRP031 hold mostly transportation DAFSCs although several are in aircraft maintenance. All but five of the 15 airmen in GRP039, however, hold aircraft maintenance DAFSCs. Thirty-three of the 36 members of GRP085 hold medical and dental DAFSCs. Most of the six members of GRP062 hold DAFSCs in the communications-electronics systems specialties. Seven of the eight intricate equipment maintenance personnel surveyed fall into job type GRP006.

Three job types stand out clearly in terms of work activities. Members of GRP031, who are primarily transportation personnel, reported working as full time aircraft crewmembers, and most are assigned to the 605th Special Operations Squadron. Airmen in GRP039 reported spending full time in maintenance. Members of GRP085, the medical and dental job type, reported working full time in civic action operations. Most of these airmen are assigned to the 606th Air Commando Squadron.

Members of six job types, GRP010, GRP026, GRP030, GRP040, GRP045, and GRP092, hold unique jobs and can only be differentiated in terms of tasks performed and relative time spent on them. Members of GRP092, for instance, spend more than 99 percent of SO work time on the seven civic action duties and spend no time in unconventional warfare or psychological operations. Members of GRP010 spend over 81 percent of SO time in civic action and over 18 percent in counterinsurgency; like GRP092, members of GRP010 spend no time in either psychological operations or unconventional warfare. The members of GRP026, GRP030, and GRP045 reported spending some time in all four major areas, civic action, psychological operations, counterinsurgency, and unconventional warfare. They devote different proportions of time to these functions, however. The four members of GRP040 devote time to all major SO areas except unconventional warfare.

Table 10 presents data showing the percentage of SO time spent by airmen in terms of kind of tasks performed. In the airman inventory 78 tasks were identified as instructing, training, and teaching tasks, and 98 tasks were concerned with providing guidance. Only 4 of the 15 job types perform 10 or more of the instructing tasks. The same four groups perform 10 or more guidance tasks. When the airman sample is considered as a whole, 11.07 percent of group SC time is spent on instructing, training, and teaching tasks, and 7.40 percent SO time is devoted to providing guidance.

Table 11 shows the number of SO airmen who reported spending full time or part time on 30 work activities listed in the job inventory. More than one-fourth of the 189 airmen in the survey spend full time on maintenance. Thirty-eight are aircraft crewmembers, and 35 work full time in civic action operations. Twenty-eight airmen reported spending part time in education and training, and 37 are members of mobile training teams.

In Table 12 are shown the number of SO airmen who reported the extent of need on their jobs for 46 training courses which were listed in the inventory. Mean ratings and the number of airmen who reported having had each course are also given. Mean ratings are listed in descending order of magnitude under each training category. Above-average mean ratings of extent of course need were accorded to medicine, public relations, foreign language (speaking), area orientation, survival, Air Force psychological operations/civic action, psychological operations aircrew training, and Southeast Asia orientation. Below-average ratings were given to agriculture, economics, journalism, advertising, creative writing, and radio or TV broadcasting.

Mean ratings of the extent of need on the job of 96 proposed SO educational topics are presented in Table 13. The number of airmen reporting need for each topic is also given. The topics are listed in descending order of magnitude of mean rating. Fifteen of the topics received above-average mean ratings while 33 topics showed below-average mean ratings of extent of need on the job.
<table>
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<tr>
<th>Job Type</th>
<th>No. of 78 Instruction, Training, and Teaching Tasks</th>
<th>% Time Spent</th>
<th>No. of 78 Guidance Tasks</th>
<th>% Time Spent</th>
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Table 12. Mean Rating by SO Airmen of Extent of Need on Job of Training Courses
(Rating Scale: 1 = Very much below average, 2 = Below average, 3 = Slightly below average,
4 = About average, 5 = Slightly above average, 6 = Above average, 7 = Very much above average)
(N = 189)

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<th>Mean Rating</th>
<th>No. Airmen Who Have Had Course</th>
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Table 13. Mean Rating by Airmen of Extent of Need on Job of SO Educational Topics
(Rating Scale: 1 = Very much below average, 2 = Below average, 3 = Slightly below average,
4 = About average, 5 = Slightly above average, 6 = Above average, 7 = Very much above average)
(N = 189)

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<th>Educational Topic</th>
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<td>Civic action planning, organizing, and coordinating</td>
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<td>Influencing and sampling public opinion</td>
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VI. DISCUSSION

It is difficult to draw firm conclusions from the SO surveys. Ordinarily when an occupational survey is conducted, the population is precisely defined in terms of individuals working in a particular specialty or utilization field. In the present study, the requirement was to describe the SO activities being performed by officers and airmen, regardless of their primary specialty. Identification of these individuals became a major problem, and no one can state with confidence how accurately or completely the obtained sample represents the population which was desired.

Air Force commands identified 793 officers and 497 airmen by name as those who were spending full or part time performing SO activities, yet, when inventories were sent to these individuals, a large number replied, "I am not now performing nor have I ever performed any SO tasks." Usable returns were received from only 404 officers and from 189 airmen, and many of these claimed to be spending 10 percent or less of their time on SO work. Of those remaining, a substantial number of officers were performing normal aircrew activities, and airmen were performing maintenance or support of SO.

On the other hand there are individuals, both officers and airmen, performing SO activities who were not identified by the commands. A cursory inspection of newspaper clippings, magazine articles, and film reports revealed the names of individuals performing civic action functions who did not appear on the command lists. Thus one must be somewhat cautious in making generalizations from the present study concerning the precise number of individuals in the Air Force actually performing various SO tasks. If the identified cases can be accepted as being reasonably complete, then it must be concluded that SO is a small effort in the Air Force at the present time.

The ratings of the extent of need on the job of certain courses and educational topics should contribute toward the determination of SO curriculum requirements. Officers' mean ratings indicated great need for one course, "area orientation," and something between moderate need and great need for 26 of the 49 courses listed. For 20 of these courses, need was indicated by more than half of the officers reporting. Similarly, the airmen reported a little above-average need for 39 courses although this extent of need was expressed by more than half of the airmen for only one course, "foreign language (speaking)." Somewhat more than moderate need on the job was indicated by more than half of the officers for 64 of the 96 topics listed. Airmen reported above-average need for 58 of the topics, but for only one topic, "the role of the U.S. Air Force in special air operations," was the need expressed by as many as one-fourth of the airmen.
APPENDIX I. COMMANDS AND OPERATING AGENCIES CANVassed
FOR PARTICIPATION IN SPECIAL OPERATIONS JOB SURVEY

The commands and agencies listed below were contacted in the initial stages of the study to identify
the research population. Organizations which responded that they had no USAF positions requiring full
time or part time performance in the Special Operations areas included in the study are identified by an
asterisk preceding the listing.

*Alaskan Air Command (AAC)
Aerospace Defense Command (ADC)
Air Force Communications Service (AFCS)
Air Force Iceland (AF Iceland)
*Air Force Logistics Command (AFLC)
Air Force Systems Command (AFSC)
Air Training Command (ATC)
Air University (AU)
*Continental Air Command (CAC)
Commander in Chief, Pacific (CINCPAC)
Commander in Chief, Pacific Air Forces (CINCPACAF)
Commander in Chief, United States Strike Command/United States Commander in Chief, Middle East,
Africa South of the Sahara, South Asia (CINCSRT/USCINDCEAFSA)
Commander in Chief, United Nations Command (CINCUNC)
Commander in Chief, United States Air Forces in Europe (CINCUSAFE)
*Commander, US Antilles Defense Command (COMANTDEFCOM)
*Commander, US Iceland Defense Forces (COMICEDEFOR)
Commander, Joint Unconventional Warfare Task Force, Atlantic (COMJUWTFA)
Commander, United States Forces Azores (COMUSFORAZ)
*Commander, United States Forces in Japan (COMUSJAPAN)
Commander, United States Forces in Korea (COMUSKOREA)
Commander, United States Military Assistance Command, Vietnam (COMUSMACV)
Commander, United States Military Assistance Group, Thailand (COMUSMAGTHAI)
Commander, United States Taiwan Defense Command (COMUSTDC)
Deputy Chief, Joint United States Military Assistance Group, Thailand (DEPCHJUSMAGTHAI)
Headquarters Command United States Air Force (HQ COMD USAF)
Joint United States Military Advisory Group, Philippines (JUSMAG PHILIPPINES)
Military Airlift Command (MAC)
Military Equipment Delivery Team, Air Force Section (MEDT AFSEC)
*Strategic Air Command (SAC)
Tactical Air Command (TAC)
United States Air Force Southern Command (USAFSO)
United States Air Force Security Service (USAFSS)
United States Commander in Chief, Europe (USCINCEUR)
United States Commander in Chief, Southern Command (USCINCSO)
APPENDIX II. EXAMPLE REFERENCES

1. "Fooling the Fruit Fly." Airman, Vol. XII, No. 12, December 1968, p. 24. Concerns USAF support in sterilizing and airdropping fruit flies in support of civic action operations. (Two officers were named, one of whom was in the survey sample.)

2. "Bridging the Gap." Airman, Vol. XIII, No. 2, February 1969, p. 2. The Inter-American Air Forces Academy (IAAFA) instructs indigenous personnel of Latin America in the maintenance of modern aircraft. (Five airmen were named, none of whom were in the survey sample.)

3. "USAFSO's Job in Latin America." Airman, Vol. XIII, No. 2, February 1969, p. 8. The mission of USAFSO includes not only the defense of Latin America, but also support of civic action operations such as rescue flights and Mobile Training Teams (MTT) which provide in-country instruction in civic action techniques to indigenous personnel. (One officer and two airmen were named. One airman was in the survey sample.)

4. "Share Their Wisdom." Airman, Vol. XIII, No. 3, March 1969, p. 52. The Inter-American Air Forces Academy (IAAFA) supports such activities as Preventive Medicine Civic Action Training which sends medical teams to small towns and villages to render medical assistance and give instruction in personal hygiene. (Four officers and six airmen were named, none of whom were in the survey sample.)

5. "Orphans Aided." Air Force Times, Vol XXIX, No. 19, December 18, 1968, p. 24. The Garden of Children Orphanage in Pyongtaek, Korea, is sponsored by an Air Force unit at Fuchu AS, Japan. (Three airmen were named, none of whom were in the survey sample.)

6. "Medics Go All Out for Montagnards." Air Force Times, Vol. XXIX, No. 22, January 8, 1969, p. 15. AF medics gave medical aid to Montagnard tribesmen who had fled from the Viet Cong. Other units of the 14th Special Operations Wing at Nha Trang have adopted the group to aid them through civic action programs. (One officer was named, but neither he nor any other member of the Wing were included in the survey sample.)
APPENDIX III. COMMENTS OF SURVEYED OFFICERS

"... A definite curriculum of courses for Special Air Operations needs to be developed. Formal training and experience are invaluable ... If I can be of any more assistance, please let me know."

"Colonel______ was the commander of this organization; however, he has retired and is not available to respond to your questionnaire. In the interest of completing this project I have taken the liberty of responding from my position as Vice Commander . . . . "

"... I am therefore returning your survey unanswered. If you think I can make some other contribution to your efforts please contact me."

"... If I may be of any further assistance, please call on me."

"... I am returning the survey booklet as being not applicable to my former duties. Should you wish to query me about the duties I did perform, I will be glad to respond."

"... I fully support and appreciate the value of the project you have undertaken . . . . "

"I have not been assigned to Special Air Operations and I am returning the Job Inventory which was sent to me."

"... This is to advise that I have at no time in my Air Force service performed duty in the Special Air Operations officer career field . . . . ".

"... Apparently, my name was erroneously identified as having performed duty in the Special Operations Field . . . . "

"I am returning the booklet you requested be completed. I have never been in Special Air Operations and I believe my name was selected because at one time the Special Air Operations Division was within the Directorate of Fighters . . . . I am not qualified to fill your questionnaire."

"Please be advised that I have never worked in Special Air Operations."

"I have reviewed this job inventory for a Special Air Operations Officer and find no action or training applicable to any position that I now hold or have held in the past . . . . "

"I am returning the Special Air Operations Officer Job Inventory, untouched, because it is totally unrelated to my job . . . . "

"The attached questionnaire . . . is returned without completion. I have determined that the contents . . . do not apply . . . in my present assignment . . . . "

"I am returning the enclosed inventory not completed since I have retired from the Air Force and do not feel that my contribution would be current . . . . "

"... I have closely examined the Special Air Operations Officer inventory and cannot find any applications in my present job . . . . "

"Someone's computer belched again. I've never had training nor duty in Special Air Operations"
“This is a ridiculous exercise—life is too damn short for me to waste what little time I have of it—filling out a poop sheet that is out of touch with reality. There should be some obvious conclusions to the fact that the Air Force has put together a document like this.

1. Special Air Operations is too broad a single AFSC.
2. Civic Action is the antithesis of UW and the two should NEVER mix.
3. The USAF conducts civic action as a hobby. It allocates neither training, guidance, funding or manpower sufficient to achieve a worthwhile goal. Even in Vietnam, civic action officers must SELL! their program to higher headquarters (see 7AF Civic Action Newsletter dated 30 Sept 68).
4. While the United States manipulates minutiae the communists are probably going to clean our clocks.
5. This AFSC needs revision because it is much too broad. We are giving people 0316 (fully qualified) when their only experience is in Civic Action (civic action should be a separate specialty).
6. A major weakness, in my opinion, more serious than that above is that the current theory of civic action is unproved. Evaluation of the program is extremely difficult, efforts to create favorable images result in highly suspect programs.
7. I can not understand a task oriented job, or an educational program designed to import ‘packages’ of knowledge - I resist being computerized until our enemies are computerized.
8. Set goals for these programs and then assign people who have a habit of reaching goals. And don’t bug the worker with a million questions.”

(This last letter, reproduced in toto, was written by a lieutenant colonel stationed at a numbered Air Force headquarters in the Pacific.)
APPENDIX IV. SPECIAL OPERATIONS OFFICER GROUP JOB DESCRIPTION
**Job Description for Special Air Operations Officer Inv (Total)**

**PAO, Aug 68**  
AFHRL, PRS RSCM DIV-AFSC  
LACKLAND AFB, TX 78236

**Duty Job Description:**  
**Cases:** 404, **Tasks:** 33, **Duties:** 22, **MBS:** 404  
**Kpath Order from 1 to 404 Group Stage:** 1

| D-Tsk | Duty/Task Title | PERFORMING COUNTERINSURGENCY (COIN) OPERATIONS | PERFORMING CIVIC ACTION OPERATIONS | PLANNING AND ORGANIZING CIVIC ACTION OPERATIONS | INSTRUCTING IN COUNTERINSURGENCY (COIN) OPERATIONS | PLANNING AND ORGANIZING UNCONVENTIONAL WARFARE OPERATIONS | COORDINATING CIVIC ACTION OPERATIONS | PERFORMING UNCONVENTIONAL WARFARE (UCW) OPERATIONS | COORDINATING COUNTERINSURGENCY (COIN) OPERATIONS | PLANNING AND ORGANIZING PSYCHOLOGICAL OPERATIONS (PSYOP) | DIRECTING AND SUPERVISING CIVIC ACTION OPERATIONS | EVALUATING PSYCHOLOGICAL OPERATIONS (PSYOP) | PERFORMING PSYCHOLOGICAL OPERATIONS (PSYOP) | INSTRUCTING IN CIVIC ACTION OPERATIONS | EVALUATING CIVIC ACTION OPERATIONS | PROVIDING GUIDANCE IN PERFORMING CIVIC ACTION OPERATIONS | COORDINATING PSYCHOLOGICAL OPERATIONS (PSYOP) | INSTRUCTING IN PSYCHOLOGICAL OPERATIONS (PSYOP) | DIRECTING AND SUPERVISING PSYCHOLOGICAL OPERATIONS (PSYCP) | USING COMMUNICATIONS MEDIA FOR PSYCHOLOGICAL OPERATIONS |
|-------|----------------|------------------------------------------------|------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------------|------------------------------------------------|------------------------------------------------|------------------------------------------------|------------------------------------------------|
| T     |                | 52.72                                           | 37.00                              | 19.51                                         | 19.51                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| G     |                | 61.39                                           | 19.05                              | 11.69                                         | 31.20                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| A     |                | 55.20                                           | 14.35                              | 7.92                                          | 39.12                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| S     |                | 39.36                                           | 19.85                              | 7.81                                          | 46.93                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| U     |                | 32.92                                           | 17.73                              | 5.84                                          | 52.77                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| D     |                | 39.36                                           | 13.87                              | 5.46                                          | 56.23                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| C     |                | 44.80                                           | 12.09                              | 5.12                                          | 63.64                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| V     |                | 41.34                                           | 12.55                              | 5.12                                          | 68.03                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| Q     |                | 39.85                                           | 10.19                              | 4.06                                          | 72.79                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| M     |                | 35.15                                           | 9.89                               | 3.48                                          | 76.37                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| B     |                | 31.68                                           | 10.67                              | 3.38                                          | 79.75                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| K     |                | 20.30                                           | 13.76                              | 2.79                                          | 82.54                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| R     |                | 25.99                                           | 10.17                              | 2.64                                          | 85.19                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| M     |                | 30.20                                           | 8.30                               | 2.51                                          | 87.69                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| E     |                | 26.77                                           | 8.75                               | 2.34                                          | 90.03                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| D     |                | 26.98                                           | 8.65                               | 2.33                                          | 92.36                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| P     |                | 29.21                                           | 6.34                               | 1.85                                          | 94.22                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| F     |                | 22.03                                           | 7.06                               | 1.56                                          | 95.77                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| J     |                | 23.02                                           | 6.43                               | 1.48                                          | 97.25                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| L     |                | 15.84                                           | 8.45                               | 1.34                                          | 98.59                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| I     |                | 16.09                                           | 5.97                               | 0.96                                          | 99.55                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
| N     |                | 9.41                                            | 4.55                               | 0.43                                          | 99.98                                         |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |                                               |
**JOE DESCRIPTION FOR SPECIAL AIR OPERATIONS OFFICER (TOTAL)**

AFHRL-PERS RES CH CIV-APFSC
JACKLAND AFB, TEX 78236

**TASK JOB DESCRIPTION, CASES= 404, TASKS= 833, DUTIES= 22, ABRS= 404**

**KPATH ORDER FROM 1 TO 404 GROUP STAGE= 1**

<table>
<thead>
<tr>
<th>DUTY/TASK TITLE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERFORM LOW-ALTITUDE PARACHUTE DROPS</td>
<td>20.96</td>
</tr>
<tr>
<td>INSTRUCT AIRCREW MEMBERS IN COIN ACTIVITIES</td>
<td>19.31</td>
</tr>
<tr>
<td>MAKE SHORT-FIELD LANDINGS AND TAKEOFFS</td>
<td>28.22</td>
</tr>
<tr>
<td>DIRECT AIRCRAFT BY PILOTAGE</td>
<td>23.02</td>
</tr>
<tr>
<td>PARTICIPATE IN JOINT UW TRAINING EXERCISES WITH US ARMY AND US NAVY SPECIAL FORCES</td>
<td>26.98</td>
</tr>
<tr>
<td>TRANSPORT MILITARY SUPPLIES</td>
<td>24.26</td>
</tr>
<tr>
<td>TEACH FLYING TACTICS TO US MILITARY PERSONNEL</td>
<td>19.80</td>
</tr>
<tr>
<td>PERFORM NIGHT DROPS</td>
<td>20.47</td>
</tr>
<tr>
<td>PREPARE PLANS FOR CONDUCTING SPECIAL AIR OPERATIONS</td>
<td>22.28</td>
</tr>
<tr>
<td>NAVIGATE UNDER CONDITIONS OF RADIO SILENCE</td>
<td>20.30</td>
</tr>
<tr>
<td>FLY TRANSPORTS IN SUPPORT OF UW</td>
<td>20.38</td>
</tr>
<tr>
<td>PLAN FOR AIRDROP OF FOOD AND CLOTHING</td>
<td>22.77</td>
</tr>
<tr>
<td>FLY IN OR FLY OUT EQUIPMENT OR MATERIALS IN SUPPORT OF CIVIC ACTION OPERATIONS</td>
<td>22.76</td>
</tr>
<tr>
<td>USE AIRCRAFT AS A TACTICAL AID</td>
<td>14.11</td>
</tr>
<tr>
<td>TRANSPORT MATERIALS FOR CIVIC ACTION PROJECTS</td>
<td>19.95</td>
</tr>
<tr>
<td>FORMULATE CIVIC ACTION PLANS, CONCEPTS, DOCTRINE, TACTICS, OR PROCEDURES</td>
<td>20.52</td>
</tr>
<tr>
<td>PERFORM INFILTRATION OR EXFILTRATION</td>
<td>20.05</td>
</tr>
<tr>
<td>FLY UNDER AUSTERE CONDITIONS</td>
<td>18.07</td>
</tr>
<tr>
<td>PLAN AERIAL SUPPORT OF UW GROUND OPERATIONS</td>
<td>18.07</td>
</tr>
<tr>
<td>PLAN AIR TRANSPORT PROJECTS</td>
<td>22.52</td>
</tr>
<tr>
<td>PLAN AERIAL INFILTRATION</td>
<td>20.05</td>
</tr>
<tr>
<td>PERFORM HIGH ALTITUDE AERIAL DELIVERIES</td>
<td>18.56</td>
</tr>
<tr>
<td>PLAN FOR THE LOCATION OF Q/ES</td>
<td>20.05</td>
</tr>
<tr>
<td>FORMULATE PSYOP CONCEPTS AND DOCTRINE, TACTICS, AND PROCEDURES</td>
<td>16.09</td>
</tr>
<tr>
<td>EVALUATE USAF COIN PROGRAMS AND TRAINING</td>
<td>14.62</td>
</tr>
<tr>
<td>EVALUATE RESEARCH AND DEVELOPMENT IN PSYOP</td>
<td>6.93</td>
</tr>
<tr>
<td>COORDINATE COIN ACTIVITIES WITH US ARMY SPECIAL FORCES</td>
<td>20.54</td>
</tr>
<tr>
<td>COORDINATE ACTIVITIES DURING NATURAL DISASTERS SUCH AS FIRES, FLOODS, OR HIGH WINDS</td>
<td>12.62</td>
</tr>
<tr>
<td>USE AIRCRAFT IN DISASTER EVACUATION</td>
<td>13.12</td>
</tr>
<tr>
<td>LAND AIRCRAFT IN UNPREPARED TERRAIN</td>
<td>16.58</td>
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<tr>
<td>PLAN FOR SUPPORT OF JOINT COIN TASK FORCES</td>
<td>14.60</td>
</tr>
<tr>
<td>PARTICIPATE IN RESCUE MISSIONS FOR INDIGENOUS CIVILIANS</td>
<td>10.15</td>
</tr>
<tr>
<td>PROVIDE GUIDANCE IN PLANNING CIVIC ACTION PROJECTS</td>
<td>18.07</td>
</tr>
<tr>
<td>PLAN USE OF AIR EXTRATION TECHNIQUES AND TACTICS</td>
<td>14.65</td>
</tr>
<tr>
<td>Code</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>9</td>
<td>indoctrinate personnel on the necessity of maintaining civic action programs</td>
</tr>
<tr>
<td>G 120</td>
<td>use aircraft in medical evacuation of indigenous personnel</td>
</tr>
<tr>
<td>U 4</td>
<td>plan aerial support of e and e operations</td>
</tr>
<tr>
<td>U 7</td>
<td>plan covert penetration of unfriendly air space</td>
</tr>
<tr>
<td>U 4</td>
<td>plan allocation of personnel, resources, or aircraft in an austere environment</td>
</tr>
<tr>
<td>O 6</td>
<td>plan coin projects or programs</td>
</tr>
<tr>
<td>O 2</td>
<td>develop organizations for conducting air force special operations</td>
</tr>
<tr>
<td>G 3</td>
<td>airdrop supplies to indigenous personnel</td>
</tr>
<tr>
<td>V 17</td>
<td>fly tactical or strategic aircraft in support of uw</td>
</tr>
<tr>
<td>K 16</td>
<td>evaluate psyop delivery systems</td>
</tr>
<tr>
<td>S 31</td>
<td>teach flying tactics to indigenous military personnel</td>
</tr>
<tr>
<td>Q 7</td>
<td>plan coin tactics</td>
</tr>
<tr>
<td>S 1</td>
<td>conduct flying training for indigenous personnel in host country</td>
</tr>
<tr>
<td>C 5</td>
<td>coordinate airdropping of supplies</td>
</tr>
<tr>
<td>P 14</td>
<td>supervise coin training programs</td>
</tr>
<tr>
<td>T 27</td>
<td>fly strike missions</td>
</tr>
<tr>
<td>G 15</td>
<td>conduct aerial photo mapping</td>
</tr>
<tr>
<td>U 10</td>
<td>plan logistical support for uw</td>
</tr>
<tr>
<td>G 117</td>
<td>transport personnel for civic action projects</td>
</tr>
<tr>
<td>T 49</td>
<td>pick up men or materials by sky-hook</td>
</tr>
<tr>
<td>S 5</td>
<td>determine training publications required</td>
</tr>
<tr>
<td>D 2</td>
<td>analyze civic action capabilities of indigenous military agencies</td>
</tr>
<tr>
<td>L 14</td>
<td>provide psyop training for aircrew members</td>
</tr>
<tr>
<td>C 2</td>
<td>brief us commanders or government officials on civic action plans</td>
</tr>
<tr>
<td>G 31</td>
<td>distribute insecticides or other insect control devices</td>
</tr>
<tr>
<td>A 3</td>
<td>estimate matériel, equipment, or personnel requirements for civic action projects</td>
</tr>
<tr>
<td>P 10</td>
<td>provide guidance in supervising coin training programs</td>
</tr>
<tr>
<td>C 3</td>
<td>conduct briefings and other activities to gain support of civic action</td>
</tr>
<tr>
<td>T 43</td>
<td>perform air rescue missions</td>
</tr>
<tr>
<td>G 100</td>
<td>review civic action plans and activity reports</td>
</tr>
<tr>
<td>M 2</td>
<td>define psyop objectives</td>
</tr>
<tr>
<td>M 15</td>
<td>operate aerial loudspeakers</td>
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<tr>
<td>Q 7</td>
<td>evaluate civic action projects</td>
</tr>
<tr>
<td>R 3</td>
<td>analyze the host country political situation</td>
</tr>
<tr>
<td>J 6</td>
<td>plan covert interdiction of enemy lines of communication and supply</td>
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<tr>
<td>U 2</td>
<td>determine operational targeting areas</td>
</tr>
<tr>
<td>D 6</td>
<td>evaluate civic action plans</td>
</tr>
<tr>
<td>A 6</td>
<td>identify needed civic action projects</td>
</tr>
<tr>
<td>Q 16</td>
<td>coordinate coin activities with us military agencies other than us army special forces</td>
</tr>
<tr>
<td>Q 6</td>
<td>brief us military agencies in coin operations, plans, or contingencies</td>
</tr>
<tr>
<td>C 9</td>
<td>coordinate civic action plans and training with us military forces</td>
</tr>
<tr>
<td>#</td>
<td>Task Description</td>
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<tr>
<td>---</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>C 26</td>
<td>Coordinate Civic Action with US Military Agencies</td>
</tr>
<tr>
<td>M 29</td>
<td>Perform Low-Altitude Dissemination of PSYOP Materials</td>
</tr>
<tr>
<td>A 15</td>
<td>Participate in Organizing Indigenous Youth Programs</td>
</tr>
<tr>
<td>R 14</td>
<td>Evaluate Interagency Cooperation in Planning and Performing PSYOP Operations and Programs</td>
</tr>
<tr>
<td>G 10</td>
<td>Plan Staff and Unit Participation in PSYOP</td>
</tr>
<tr>
<td>G 99</td>
<td>Review Air Force Civic Action Programs</td>
</tr>
<tr>
<td>G 83</td>
<td>Provide AFR Service Between Remote Areas</td>
</tr>
<tr>
<td>G 14</td>
<td>Plan for Coordinated Approach to PSYOP and AFSC</td>
</tr>
<tr>
<td>B 14</td>
<td>Guide the Determination of Priorities of Local Community Needs</td>
</tr>
<tr>
<td>U 1</td>
<td>Determine Areas Suited for PSYOP</td>
</tr>
<tr>
<td>T 10</td>
<td>Destroy Enemy Troops, Supplies, or Equipment</td>
</tr>
<tr>
<td>U 12</td>
<td>Plan LV Operations for Speed, Surprise, and Appropriate Tactics</td>
</tr>
<tr>
<td>G 5</td>
<td>Brief US Government Agencies on PSYOP Operations</td>
</tr>
<tr>
<td>G 98</td>
<td>Respond to Requests for Civic Action Projects</td>
</tr>
<tr>
<td>F 5</td>
<td>Direct Visual or Photo Reconnaissance Missions into PSYOP Areas</td>
</tr>
<tr>
<td>G 3</td>
<td>Design the Organizational Structure of PSYOP Teams or Forces</td>
</tr>
<tr>
<td>V 11</td>
<td>Drop Supplies to Guerrillas</td>
</tr>
<tr>
<td>A 51</td>
<td>Specify Resources Required to Support Civic Action Projects</td>
</tr>
<tr>
<td>T 67</td>
<td>Speak Native Language</td>
</tr>
<tr>
<td>T 26</td>
<td>Fly Flare Missions in Support of Friendly Outposts</td>
</tr>
<tr>
<td>R 1</td>
<td>Analyze Counterinsurgency (COIN) Intelligence Data</td>
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<tr>
<td>G 15</td>
<td>Coordinate COIN Activities with US Government Agencies</td>
</tr>
<tr>
<td>T 16</td>
<td>Drop Leaflets to Enemy</td>
</tr>
<tr>
<td>G 44</td>
<td>Coordinate Friendly Government Officials to and from Villages</td>
</tr>
<tr>
<td>G 8</td>
<td>Coordinate Aerial Resupply with Host Country Personnel</td>
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<tr>
<td>M 11</td>
<td>Plan Aerial Loudspeaker Broadcasts</td>
</tr>
<tr>
<td>C 4</td>
<td>Analyze Civic Action Capabilities of US Military Agencies</td>
</tr>
<tr>
<td>J 11</td>
<td>Coordinate with US Army PSYOP</td>
</tr>
<tr>
<td>G 11</td>
<td>Transport Local Officials</td>
</tr>
<tr>
<td>T 56</td>
<td>Reconnoiter Interior by High- or Low-Altitude Flights</td>
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<tr>
<td>S 2</td>
<td>Conduct In-Country Aircraft Transition Training for Foreign Students</td>
</tr>
<tr>
<td>H 10</td>
<td>Plan Aerial Dissemination of Printed Matter</td>
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<tr>
<td>G 78</td>
<td>Prepare Pictorial Displays on Civic Action Programs</td>
</tr>
<tr>
<td>G 7</td>
<td>Coordinate Air Delivery of Troops with Host Country Personnel</td>
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<tr>
<td>C 36</td>
<td>Represent the USAF at Civic Action Conferences or Negotiations</td>
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<tr>
<td>S 29</td>
<td>Operate Flying Classrooms</td>
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<tr>
<td>R 5</td>
<td>Evaluate CCIN Operations of Indigenous Air Force</td>
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<tr>
<td>M 20</td>
<td>Plan PSYOP Academic, Technical, or Operational Training</td>
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<tr>
<td>M 27</td>
<td>Plan PSYOP Annexes to Operational Plans</td>
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<tr>
<td>D 8</td>
<td>Evaluate Civic Action Research and Development</td>
</tr>
<tr>
<td>A 47</td>
<td>Provide Guidance in Organizing Civic Action Teams</td>
</tr>
<tr>
<td>T 54</td>
<td>Provide Logistic Support to PSYOP Personnel</td>
</tr>
<tr>
<td>A 39</td>
<td>Plan PSYOP Control Projects</td>
</tr>
<tr>
<td>B 12</td>
<td>Direct US Civic Action Personnel or Programs</td>
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<tr>
<td>V 28</td>
<td>Provide Aerial Reconnaissance for LV Operations</td>
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<tr>
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</tr>
<tr>
<td>J122</td>
<td>USE AIRCRAFT TO CARRY MAIL</td>
</tr>
<tr>
<td>G82</td>
<td>PROVIDE AERIAL PHOTOGRAPHY, PHOTOGEOL OGY, PHOTOGRAMMETRY, OR PHOTOINTERPRETATION</td>
</tr>
<tr>
<td>T35</td>
<td>MAINTAIN RADIO CONTACT WITH GROUND RECONNAISSANCE TEAMS</td>
</tr>
<tr>
<td>T61</td>
<td>SET UP LANDING ZONES OR DROP ZONES</td>
</tr>
<tr>
<td>U14</td>
<td>PLAN USE OF PORTABLE COVERT COMMUNICATIONS PROCEDURES AND TECHNIQUES</td>
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<tr>
<td>M24</td>
<td>PLAN PSYOP CAMPAIGNS OR PROGRAMS</td>
</tr>
<tr>
<td>E62</td>
<td>USE AIRCRAFT AS FLYING CLASSROOMS</td>
</tr>
<tr>
<td>I11</td>
<td>PROVIDE POLICY GUIDANCE FOR USE BY PSYOP UNITS</td>
</tr>
<tr>
<td>T31</td>
<td>INTERCEPT SUPPLY TRAILS</td>
</tr>
<tr>
<td>C11</td>
<td>COORDINATE CIVIC ACTION WITH ALLIED MILITARY AGENCIES</td>
</tr>
<tr>
<td>G54</td>
<td>JUSTIFY CIVIC ACTION REQUIREMENTS</td>
</tr>
<tr>
<td>G109</td>
<td>SPRAY OR SPREAD HERBICIDES, INSECTICIDES, OR FERTILIZERS FROM AIRCRAFT</td>
</tr>
<tr>
<td>B16</td>
<td>MONITOR CIVIC ACTION PROJECTS OF INDIGENOUS PERSONNEL</td>
</tr>
<tr>
<td>A30</td>
<td>PLAN LOGISTICAL SUPPORT FOR CIVIC ACTION TEAMS</td>
</tr>
<tr>
<td>F57</td>
<td>PROVIDE GUIDANCE IN THE PREPARATION OF MAPS AND CHARTS</td>
</tr>
<tr>
<td>T3</td>
<td>BROADCAST TO ENEMY OVER LOUDSPEAKERS, RADIO, OR TV</td>
</tr>
<tr>
<td>G1</td>
<td>ACT AS A CIVIC ACTION POINT OF CONTACT FOR US MILITARY AND CIVILIAN AGENCIES</td>
</tr>
<tr>
<td>U11</td>
<td>PLAN THE DISPERSION OF UW UNITS</td>
</tr>
<tr>
<td>B28</td>
<td>PROVIDE GUIDANCE IN ESTABLISHING SUPPORT SERVICES</td>
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<td>DIRECT AIRCRAFT, ARTILLERY, OR NAVAL GUNFIRE</td>
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<td>SHOW MOTION PICTURES, SLIDES, OR OTHER AUDIOVISUAL MATERIALS</td>
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<td>G81</td>
<td>PROCURE AND DELIVER SUPPLIES AND EQUIPMENT</td>
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<td>T76</td>
<td>WRITE NATIVE LANGUAGE</td>
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<td>COORDINATE PSYOP WITH LATERAL UNITS OR OTHER PSYOP-RELATED ACTIVITIES</td>
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10. PLAN EQUIPMENT AND PROCEDURES FOR PSYOP TIPS

12. SURVEY LOCAL NEEDS AND RESOURCES

70. PARTICIPATE IN PSAS CIVIC ACTION COUNCILS

115. TRANSPORT MANUFACTURED COMMODITIES

67. TRANSPORT PERSONNEL FOR PSYOP PURPOSES

39. OPERATE AIRBORNE ELECTRONIC SENSING EQUIPMENT

30. ESTABLISH SUPPORT WITH INDIGENOUS MILITARY ASSOCIATES

26. FLY SYSTEMATIC Profiles OVER SELECTED ENEMY AREAS

20. INSTRUCT INTELLIGENCE PERSONNEL IN COIN ACTIVITIES

24. COORDINATE PSYOP TRAINING WITH USAF STAFF ACTIVITIES

37. TRANSPORT GUERRILLAS BY NIGHT FLIGHTS

17. CONSOLIDATE, REVISE, AND EDIT CIVIC ACTION REPORTS

21. PLAN CIVIC ACTION REPORTING PROCEDURES

116. TRANSPORT MANUFACTURED COMMODITIES

20. INSTRUCT INTELLIGENCE PERSONNEL IN COIN ACTIVITIES

24. COORDINATE PSYOP TRAINING WITH USAF STAFF ACTIVITIES

10. PLAN HOST COUNTRY AIRCRAFT MAINTENANCE AND SERVICING

79. PREPARE REPORTS OF US OR INDIGENOUS CIVIC ACTION ACTIVITIES

50. PROVIDE GUIDANCE IN PLANNING HOST COUNTRY CIVIC ACTION GOALS

30. COORDINATE MEDICAL EVACUATION OF INDIGENOUS CIVILIANS

10. COORDINATE PSYOP WITH ALLIED GOVERNMENT AGENCIES

6. COORDINATE CIVIC ACTION WITH ALLIED GOVERNMENT AGENCIES

8. PROVIDE HOST COUNTRY AIRCRAFT MAINTENANCE AND SERVICING

25. PLAN CONSTRUCTION OF ROADWAYS, WATERWAYS, OR AIRFIELD FACILITIES

21. PROVIDE GUIDANCE IN DISEASE PREVENTION, CONTROL, OR ERADICATION

34. LOCATE IMPRELATING GUERRILLAS

35. TEACH GROUND TACTICS TO INDIGENOUS MILITARY PERSONNEL

12. EVALUATE INDIGENOUS CIVIC ACTION PROGRAMS

15. COORDINATE PSYOP WITH HOST GOVERNMENT AGENCIES

36. TRAIN INDIGENOUS CIVIC ACTION PERSONNEL

3. ANALYZE ENEMY PROPAGANDA TO INFORM PSYOP INTELLIGENCE INFORMATION

11. COORDINATE CIVIC ACTIONS AS LAND FERTILIZATION, SOWING SEED, OR CROP DUSTING BY AIR

1. BRIEF HOST COUNTRY COMMANDERS OR GOVERNMENT OFFICIALS ON CIVIC ACTION PLANS

9. COORDINATE PSYOP WITH NATIONAL AND MILITARY INTELLIGENCE AGENCIES AND STAFFS

14. COORDINATE CIVIC ACTION WITH HOST GOVERNMENT AGENCIES

20. COORDINATE PSYOP WITH HOST GOVERNMENT AGENCIES

123. USE LEAFLETS OR LOUDSPEAKERS TO PROVIDE DAILY OR WEEKLY INFORMATION, OR TO ANNOUNCE SPECIAL EVENTS

11. EVALUATE INDIAN MILITARY COIN PLANS, POLICIES, OR OBJECTIVES

7. COORDINATE CIVIC ACTION ACTIVITIES GENERATED BY INDIVIDUALS

15. PLAN FOR MOVEMENT OF PSYOP UNITS AND EQUIPMENT

46. TRANSPORT MATERIALS FOR PSYOP PURPOSES

26. PROVIDE GUIDANCE IN CONSTRUCTING ROADWAYS, WATERWAYS, OR AIRFIELD FACILITIES

46. PROVIDE GUIDANCE IN SPRAYING OR SPREADING OF HERBICIDES, INSECTICIDES, OR FERTILIZERS FROM AIRCRAFT
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14 Evaluate host country infrastructure for possible improvement of civic action operations

15 Assist guerrillas in escape and evasion

17 Fly guerrillas out of country for training

12 Provide guidance in building airstrips

60 Train local populace in natural disaster and emergency procedures

28 Use statistical technique to evaluate PSYOP information

3 Design or layout graphic content of propaganda materials

5 Plan a COIN intelligence organization

32 Prepare single and multi-colored leaflets

14 Evaluate performance of US PSYOP individuals

1 Conduct OJT for upgrading skills of indigenous personnel

6 Conduct a coin survey

9 Drop information leaflets to villagers by night

11 Evaluate distribution of supplies by US personnel

3 Prepare PSYOP reports

17 Train PSYOP support personnel

33 Provide guidance in medical evacuation of indigenous personnel

16 Plan ground dissemination of printed matter

15 Determine the political attitudes of the indigenous population

121 Use aircraft in surveillance or traffic control

94 Provide sources of technical information to civic action personnel

9 Provide guidance in defending against airfield attacks

11 Coordinate COIN activities with country team

18 Coordinate infiltration or exfiltration of agents in insurgent areas with host country personnel

42 Provide guidance in repair of civilian airport runways, taxiways, or access routes

64 Provide guidance in publication, printing, or reproduction activities

9 Conduct PSYOP intelligence research and analyses

13 Instruct indigenous personnel in air traffic control

59 Obtain surplus, salvageable, or waste materials for construction projects

13 Select media for propaganda dissemination

10 Perform research for developing PSYOP instruction

10 Outline ideas for leaflet content

45 Plan veterinary projects

26 Instruct indigenous personnel in US civic action purposes, goals, and objectives

5 Collect and evaluate PSYOP field intelligence data

41 Screen materials for possible PSYOP use

17 Coordinate defoliation activities with host country personnel

11 Evaluate literacy of PSYOP targets

21 Instruct loadmasters in COIN activities

23 Coordinate courier activities with US government agencies

12 Evaluate distribution of US supplies by indigenous personnel
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<td>TRAIN INDIGENOUS PERSONNEL IN PSYOP</td>
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<td>ORGANIZE INDIGENOUS YOUTH PROGRAMS</td>
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<td>DESTROY INSURGENTS' CROPS</td>
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<td>USE USAF VEHICLES TO EVACUATE REFUGEES</td>
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<td>PERFORM AERIAL INSPECTIONS OF ROADS, PIPELINES, OR UTILITIES</td>
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<td>EVALUATE THE EFFECTS OF ALLIED NATIONS' PROPAGANDA</td>
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<td>ESTABLISH LIAISON WITH COUNTRY TEAM</td>
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<td>GENERATE IMPROVED AGRICULTURAL OR INDUSTRIAL PRODUCTION METHODS</td>
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<td>DISTRIBUTE MEDICAL SUPPLIES</td>
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<td>SET UP COMMUNICATION OR NAVIGATION NETWORKS</td>
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<td>TRAIN INSTRUCTORS IN PSYOP</td>
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<td>PERFORM QUALITATIVE ANALYSES OF ENEMY PROPAGANDA</td>
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<td>IMPLEMENT LIAISON PROCEDURES</td>
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<td>SELECT TEAM MEMBERS TO EXECUTE PSYOP</td>
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<td>INSTRUCT INDIGENOUS PERSONNEL IN THEIR OWN COUNTRY'S CIVIC ACTION OBJECTIVES</td>
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<td>USE AIRCRAFT AS BROADCASTING CENTER FOR RADIO OR TV</td>
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<td>SUPERVISE MOBILE DISPENSARY UNITS</td>
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<td>ESTABLISH HOST-TANT AGREEMENT FOR CONDUCTING AIR FORCE SPECIAL OPERATIONS</td>
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<td>Supervise the establishment of dental clinics</td>
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<td>Gather intelligence for guerrillas by high overflights</td>
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<td>Train indigenous military personnel in civic action functions</td>
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<td>Guide indigenous administrators in the organization of civic action programs</td>
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<td>Plan psyop attitude surveys</td>
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<td>T 51</td>
<td>Prepare written status and progress reports for country team</td>
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<td>G 95</td>
<td>Provide supplies for refugee centers</td>
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<td>Direct psyop campaigns</td>
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<td>Instruct transportation personnel in coin activities</td>
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<td>Provide guidance in training indigenous military personnel in civic action functions</td>
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<td>Q 26</td>
<td>Coordinate US involvement in internal defense and development operations with civilian effort</td>
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<td>Provide guidance in organizing cultural groups, minstrels, or traveling entertainers</td>
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<td>0.91</td>
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<td>Establish command and control systems for internal defense and development operations</td>
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<td>Q 18</td>
<td>Inspect medical facilities and make reports</td>
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<td>Evaluate effect of US civil units on indigenous coin operations</td>
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<td>PSYOP performance in the field</td>
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<td>Obtain reading materials for indigenous study</td>
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<td>Evaluate performance of indigenous psyop organizations</td>
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<td>Direct agricultural projects</td>
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<td>Train guerrillas in use of aircraft</td>
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<td>Plan the use of decoys to entrap insurrects</td>
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<td>Schedule press workloads</td>
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<td>Set up systems to make contact with indigenous people</td>
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<td>Use aircraft decoys to mislead enemy</td>
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<td>Produce psyop radio or TV programs</td>
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<td>Plan instructional facilities for psyop training</td>
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<td>Seed areas with mines</td>
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<td>Command special forces unit</td>
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<td>Request facilities or supplies from host government country team</td>
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<td>Provide guidance in establishing basic education and literacy projects</td>
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<td>Evaluate distribution of host country supplies by indigenous personnel</td>
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<td>SM FC for fishing fleets</td>
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61 DIRECT ORGANIZATION WHICH PROVIDE HOST COUNTRY WITH COIN INTELLIGENCE
A 24 PLAN GROUND TRANSPORTATION PROJECTS
B 2 CONSTRUCT HOSPITALS OR DISPENSARIES
C 28 PROVIDE GUIDANCE IN ESTABLISHING SUPPORT SERVICES FOR
INDIGENOUS AIRFIELDS
D 15 EVALUATE ACHIEVEMENT OF PSYOP TRAINING
E 10 COORDINATE COIN ACTIVITIES WITH COUNTRIES OTHER THAN HOST
COUNTRY
F 11 INSTRUCT IN. IGNUS PERSONNEL IN AIRCRAFT MAINTENANCE AND
SERVICING
G 10 PROVIDE GUIDANCE IN AGRICULTURAL PROGRAMS
H 19 COORDINATE LOGISTICAL SUPPORT WITH INDIGENOUS MILITARY
ASSOCIATES
I 19 DROP NONSENSE ITEMS TO CONFUSE ENEMY
J 10 INSTRUCT AVIONICS PERSONNEL IN COIN ACTIVITIES
K 8 PLAN DISPERAL OF MINES OR BOOBY TRAPS IN INSURGENT AREAS
L 4 DEVELOP COUNTERPROPAGANDA
M 26 PERFORM QUANTITATIVE ANALYSES OF ENEMY PROPAGANDA
N 18 SUPERVISE PSYOP COUNTERMEASURES
O 11 PROVIDE GUIDANCE IN BASIC EDUCATION AND LITERACY PROJECTS
P 44 PROVIDE GUIDANCE IN TRAINING VETERINARY IN CIVIC ACTION
Q 62 OPERATE COMMUNICATIONS EQUIPMENT
R 12 COORDINATE COIN ACTIVITIES WITH INDIGENOUS CIVILIAN
PERSONNEL
S 11 PREPARE AND PUBLISH PSYOP REPORTS
T 30 PROVIDE GUIDANCE IN TRAINING IN PUBLIC HEALTH AND
SANITATION
U 43 PROVIDE GUIDANCE IN TRAINING MEDICAL PERSONNEL IN CIVIC
ACTION OPERATIONS
V 8 INSTRUCT AIRCRAFT MAINTENANCE PERSONNEL IN COIN ACTIVITIES
W 91 PROVIDE GUIDANCE IN SUPPORT OF AGRICULTURAL PROGRAMS
X 1 ASSIGN PSYOP PERSONNEL
Y 42 PLAN REFUGEE PROGRAMS
A 2 ADMINISTER FIRST AID
B 11 INTERVIEW INDIGENOUS PERSONNEL
C 10 INTERVIEW DEFECTORS OR REFUGEES
D 2 INSTRUCT INDIGENOUS PERSONNEL IN SPORTS
E 15 INSTRUCT ELECTRONICS PERSONNEL IN COIN ACTIVITIES
F 41 PROVIDE GUIDANCE IN TRAINING OF INDIGENOUS SCHOOL TEACHERS
OR ADMINISTRATORS
G 24 PLAN CONSERVATION PROJECTS
H 20 DROP SENSORY UNITS
I 15 INSTRUCT INDIGENOUS PERSONNEL IN DEVELOPING CIVILIAN
FLYING ORGANIZATIONS SUCH AS CIVIL AIR PATROL
J 12 PROVIDE GUIDANCE IN TRAINING HOST COUNTRY PSYOP PERSONNEL
K 9 ORGANIZE US PSYOP UNITS
L 86 PROVIDE GUIDANCE IN DEVELOPING COMMUNICATIONS
M 45 PROVIDE GUIDANCE IN SPRAYING OR SPREADING HERBICIDES,
INSECTICIDES, OR FERTILIZERS BY MEANS OF GROUND EQUIPMENT
N 56 TRAIN INDIGENOUS SCHOOL TEACHERS OR ADMINISTRATORS
O 36 MAKE NIGHIT WATER LANDINGS
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<td>Provide guidance in constructing or improving civilian airport facilities</td>
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<td>Operate local civic information project</td>
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<td>Construct schools or school equipment</td>
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<td>Direct immunization programs</td>
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<td>Direct radio broadcast production</td>
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<td>Conduct PSYOP unit training</td>
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<td>Apply statistical techniques to PSYOP</td>
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<td>Requisition PSYOP motion pictures, still pictures, or TV video tapes</td>
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<td>Guide indigenous administrators in setting up health programs</td>
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<td>Guide planning of amnesty programs</td>
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<td>Monitor indigenous inspection of restaurants or other public facilities</td>
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<td>Train indigenous medical personnel in civic action operations</td>
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<td>F 51</td>
<td>Provide guidance in the construction of religious or cultural buildings</td>
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<td>Set up mobile dispensary units</td>
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<td>Procure and employ indigenous personnel for PSYOP</td>
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<td>Device local expedient printing methods</td>
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<td>Provide guidance in establishing weather networks</td>
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<td>T</td>
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<td>Organize literacy or graphic arts psyop programs</td>
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<td>Provide guidance in establishing electric generating or hydroelectric facilities</td>
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<td>Provide guidance in establishing family planning clinics</td>
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<td>Provide guidance in establishing gas production facilities</td>
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<td>Provide guidance in spotting fish for fishing fleets</td>
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<td>Construct port facilities</td>
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<td>Operate private counterinsurgence agencies</td>
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<td>Salt food-producing areas in enemy territory</td>
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<td>Fly gliders in support of UW</td>
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<td>Spray colors on rivers or other waterways</td>
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<td>Spray colored smoke over enemy terrain</td>
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<td>Spray enemy terrain with illuminating or colored paints</td>
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APPENDIX V. SPECIAL OPERATIONS AIRMAN GROUP JOB DESCRIPTION
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<th>PERCENT OF MEMBERS PERFORMING</th>
<th>AVERAGE PERCENT TIME SPENT BY MEMBERS</th>
<th>CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS</th>
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<td>E 9</td>
<td>INSTRUCT INDIGENOUS PERSONNEL IN AIRCRAFT MAINTENANCE AND SERVICING</td>
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<tr>
<td>U 22</td>
<td>SPEAK NATIVE LANGUAGE</td>
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<td>U 23</td>
<td>TRANSPORT MILITARY SUPPLIES</td>
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<td>E 1</td>
<td>CONDUCT CFT FOR UPGRADING SKILLS OF INDIGENOUS PERSONNEL</td>
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<td>N 20</td>
<td>OPERATE FORK LIFTS</td>
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<td>N 14</td>
<td>OPERATE AERIAL LOUDSPEAKERS</td>
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<td>Y 1</td>
<td>MAINTAIN AERIAL OR GROUND LOUDSPEAKER EQUIPMENT</td>
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<td>U 27</td>
<td>WRITE NATIVE LANGUAGE</td>
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<td>N 10</td>
<td>MAINTAIN RADIO TRANSMITTING OR RECEIVING EQUIPMENT</td>
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<td>E 2</td>
<td>CONSTRUCT TRAINING AIDS OR INSTRUCTIONAL EQUIPMENT</td>
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<td>G 101</td>
<td>TRANSPORT MATERIALS FOR CIVIC ACTION PROJECTS</td>
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<tr>
<td>A 19</td>
<td>PLAN FOR AIRCROP OF SUPPLIES, MEDICINES, OR MAIL</td>
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<td>G 2</td>
<td>AIRCROP SUPPLIES TO INDIGENOUS PERSONNEL</td>
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<td>G 102</td>
<td>TRANSPORT PERSONNEL FOR CIVIC ACTION PROJECTS</td>
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<td>G 5</td>
<td>OPERATE COMMUNICATIONS EQUIPMENT</td>
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<td>G 3</td>
<td>COORDINATE AIRDROPPING OF SUPPLIES</td>
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<td>G 24</td>
<td>PLAN HOST COUNTRY AIRCRAFT MAINTENANCE AND SERVICING</td>
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<td>A 21</td>
<td>PLAN HOST COUNTRY AIRCRAFT MAINTENANCE AND SERVICING</td>
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<td>G 70</td>
<td>PROCURE AND DELIVER SUPPLIES AND EQUIPMENT</td>
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<td>G 103</td>
<td>USE LEAFLETS OR LOUDSPEAKERS TO PROVIDE DAILY OR WEEKLY INFORMATION, OR TO ANNOUNCE SPECIAL EVENTS</td>
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<td>ESTIMATE MATERIEL, EQUIPMENT, OR PERSONNEL REQUIREMENTS FOR CIVIC ACTION PROJECTS</td>
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<td>G 52</td>
<td>MAINTAIN COMMUNICATIONS EQUIPMENT</td>
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<td>G 11</td>
<td>ASSEMBLE AND PACK SUPPLIES FOR AIRDROP</td>
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<td>N 10</td>
<td>MAINTAIN COMMUNICATIONS WITH UW FORCES</td>
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<td>G 64</td>
<td>PARTICIPATE IN CIVIC ACTION TEAMS</td>
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<td>PROVIDE GUIDANCE IN CFT FOR UPGRADING SKILLS OF INDIGENOUS PERSONNEL</td>
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<td>OPERATE MOTION PICTURE PROJECTORS</td>
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<td>A 18</td>
<td>PLAN FOR AIRCROP OF BUILDING MATERIALS OR TOOLS</td>
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<td>C 20</td>
<td>COORDINATE THE USE OF HELICOPTERS FOR SUPPLY OR MEDICAL EVACUATION</td>
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<td>PACK LEAFLETS IN FUSED PACKAGES</td>
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<td><strong>A</strong> 01 PROVIDE DENTAL EXAMINATIONS FOR SCHOOL CHILDREN</td>
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<td><strong>A</strong> 00 DRAFT CIVIC ACTION CHECKLISTS, QUESTIONNAIRES, OR FACT SHEETS</td>
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<td><strong>A</strong> 00 PROVIDE GUIDANCE IN TRAINING IN PUBLIC HEALTH AND SANITATION</td>
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<td><strong>A</strong> 00 PREPARE REPORTS OF USAF OR INDIGENOUS CIVIC ACTION ACTIVITIES</td>
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<td><strong>A</strong> 00 COLLECT AND PROCESS CIVIC ACTION DATA</td>
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<td><strong>A</strong> 00 INSTRUCT INTELLIGENCE PERSONNEL IN COIN ACTIVITIES</td>
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<td><strong>A</strong> 00 INSTRUCT INDIGENOUS PERSONNEL IN USE OF SPECIAL AIR WARFARE WEAPON SYSTEMS</td>
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<td><strong>A</strong> 00 INSTRUCT INDIGENOUS PERSONNEL IN US CIVIC ACTION PURPOSES, GOALS, AND OBJECTIVES</td>
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<td><strong>A</strong> 00 SUPERVISE THE ESTABLISHMENT OF PORTABLE WATER SUPPLIES</td>
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<td><strong>A</strong> 00 SET UP MOBILE DISPENSARY UNITS</td>
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<td><strong>A</strong> 00 PARTICIPATE IN SELECTING AND ORGANIZING INDIGENOUS CIVIC ACTIVITIES</td>
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<td><strong>A</strong> 00 APPLY TECHNIQUES OF DISEASE PREVENTION, CONTROL, OR ERADICATION</td>
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<td><strong>A</strong> 00 SET UP COMMUNICATION OR NAVIGATION NETWORK</td>
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<td><strong>A</strong> 00 USE AIRCRAFT AS FLYING CLASSROOMS</td>
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<td><strong>A</strong> 00 INSTALL PUBLIC ADDRESS SYSTEMS</td>
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<td><strong>A</strong> 00 COORDINATE CIVIC ACTION ACTIVITIES GENERATED BY INDIVIDUALS</td>
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<td><strong>A</strong> 00 TRAIN INDIGENOUS PERSONNEL IN PUBLIC HEALTH AND SANITATION</td>
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<td><strong>A</strong> 00 PROVIDE GUIDANCE IN OBTAINING WATER SUPPLIES</td>
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<td><strong>A</strong> 00 CLEAR OR DRAIN LAND</td>
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<td><strong>A</strong> 00 PREPARE PICTORIAL DISPLAYS ON CIVIC ACTION PROGRAMS</td>
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<td><strong>A</strong> 00 EVALUATE CIVIC ACTION PROJECTS</td>
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<td><strong>A</strong> 00 TRANSPORT MANUFACTURED COMMODITIES</td>
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<td><strong>A</strong> 00 SUPERVISE THE MAINTENANCE OF PSYOP EQUIPMENT</td>
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<td><strong>A</strong> 00 PROCESS CIVIC ACTION DATA</td>
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<td><strong>A</strong> 00 INSTRUCT INDIGENOUS PERSONNEL IN ENGLISH</td>
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<td><strong>A</strong> 00 PROVIDE GUIDANCE IN MEDICAL EVACUATION OF INDIGENOUS PERSONNEL</td>
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<td><strong>A</strong> 00 PLAN DENTAL PROJECTS</td>
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<td>Code</td>
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<tr>
<td>B 1</td>
<td>Arrange visits or contests in sports</td>
<td>11.64</td>
<td>1.98</td>
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<tr>
<td>C 4</td>
<td>Maintain equipment of camera or platemaking vans</td>
<td>1.06</td>
<td>21.43</td>
<td>0.23</td>
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<tr>
<td>B 20</td>
<td>Supervise mobile dispensary units</td>
<td>12.17</td>
<td>1.83</td>
<td>0.22</td>
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<tr>
<td>V 1</td>
<td>Assist guerrillas in escape and evasion</td>
<td>3.17</td>
<td>6.93</td>
<td>0.22</td>
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<tr>
<td>A 6</td>
<td>Participate in organizing indigenous youth programs</td>
<td>14.81</td>
<td>1.47</td>
<td>0.22</td>
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<td>T 5</td>
<td>Instruct aircraft maintenance personnel in coin activities</td>
<td>2.12</td>
<td>10.23</td>
<td>0.22</td>
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<tr>
<td>G 43</td>
<td>Give preventive dentistry lectures</td>
<td>11.11</td>
<td>1.94</td>
<td>0.22</td>
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<tr>
<td>G 50</td>
<td>Install wiring for communications equipment</td>
<td>4.76</td>
<td>4.52</td>
<td>0.22</td>
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<tr>
<td>M 4</td>
<td>Compute dispersion patterns for aerial delivery of psyop materials</td>
<td>4.76</td>
<td>4.51</td>
<td>0.21</td>
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<tr>
<td>C 15</td>
<td>Coordinate civic action with US youth organizations such as Boy Scouts or 4th</td>
<td>6.88</td>
<td>3.10</td>
<td>0.21</td>
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<td>T 38</td>
<td>Teach rappelling</td>
<td>3.70</td>
<td>5.75</td>
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<td>N 13</td>
<td>Maintain still or motion picture projectors and related equipment</td>
<td>0.53</td>
<td>40.00</td>
<td>0.21</td>
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<tr>
<td>C 2</td>
<td>Coordinate activities during natural disasters such as fires, floods, or high winds</td>
<td>0.47</td>
<td>2.49</td>
<td>0.21</td>
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<td>G 91</td>
<td>Review air force civic action programs</td>
<td>8.99</td>
<td>2.30</td>
<td>0.21</td>
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<tr>
<td>G 92</td>
<td>Review civic action plans and activity reports</td>
<td>10.05</td>
<td>2.04</td>
<td>0.21</td>
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<td>G 39</td>
<td>Erect radio antennas</td>
<td>6.86</td>
<td>2.93</td>
<td>0.20</td>
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<td>D 7</td>
<td>Evaluate distribution of supplies by US personnel</td>
<td>13.23</td>
<td>1.49</td>
<td>0.20</td>
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<td>B 26</td>
<td>Supervise US civic action teams</td>
<td>11.64</td>
<td>1.70</td>
<td>0.20</td>
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<td>G 35</td>
<td>Distribute food and supplies</td>
<td>10.05</td>
<td>1.95</td>
<td>0.20</td>
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<td>U 24</td>
<td>Use customary indigenous gestures of communication</td>
<td>6.35</td>
<td>3.08</td>
<td>0.20</td>
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<td>E 41</td>
<td>Provide guidance in training in manual skills such as woodworking</td>
<td>3.17</td>
<td>6.05</td>
<td>0.19</td>
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<tr>
<td>V 5</td>
<td>Develop area studies and maintain their currency</td>
<td>2.12</td>
<td>9.01</td>
<td>0.19</td>
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<td>S 10</td>
<td>Provide guidance in civic action data collection and processing procedures</td>
<td>11.64</td>
<td>1.62</td>
<td>0.19</td>
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<td>A 26</td>
<td>Plan pest control projects</td>
<td>7.94</td>
<td>2.37</td>
<td>0.19</td>
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<td>E 47</td>
<td>Provide technical training to indigenous civic action personnel</td>
<td>8.99</td>
<td>2.09</td>
<td>0.19</td>
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<tr>
<td>M 33</td>
<td>Operate still picture cameras for psyop</td>
<td>2.12</td>
<td>8.85</td>
<td>0.19</td>
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<td>F 43</td>
<td>Provide guidance in training of medical personnel in civic action operations</td>
<td>12.70</td>
<td>1.47</td>
<td>0.19</td>
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<td>T 23</td>
<td>Instruct munitions personnel in coin activities</td>
<td>2.12</td>
<td>8.78</td>
<td>0.19</td>
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<td>D 14</td>
<td>Inspect schools and mine reports</td>
<td>11.11</td>
<td>1.67</td>
<td>0.19</td>
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<td>H 5</td>
<td>Plan aerial loudspeaker broadcasts</td>
<td>4.23</td>
<td>4.28</td>
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<td>U 25</td>
<td>Use communications code to confuse enemy</td>
<td>1.59</td>
<td>11.35</td>
<td>0.18</td>
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<td>G 62</td>
<td>Operate public address system</td>
<td>4.76</td>
<td>3.72</td>
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<td>N 39</td>
<td>Perform preventive maintenance on power supplies</td>
<td>2.65</td>
<td>6.56</td>
<td>0.17</td>
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<td>F 43</td>
<td>Provide guidance in the maintenance of communications equipment</td>
<td>3.70</td>
<td>4.57</td>
<td>0.17</td>
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<td>G 48</td>
<td>Install communications channels or equipment</td>
<td>4.76</td>
<td>3.52</td>
<td>0.17</td>
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<td>G 17</td>
<td>Consolidate, review, and edit civic action reports</td>
<td>9.52</td>
<td>1.75</td>
<td>0.17</td>
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<td>B 19</td>
<td>Supervise civic action training</td>
<td>10.58</td>
<td>1.57</td>
<td>0.17</td>
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<tr>
<td>B 17</td>
<td>Supervise civic action data collection and processing procedures</td>
<td>10.05</td>
<td>1.62</td>
<td>0.16</td>
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<td>D 2</td>
<td>Evaluate civic action field data</td>
<td>13.23</td>
<td>1.23</td>
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<td>M 15</td>
<td>Participate as a member of a psyop action team</td>
<td>3.70</td>
<td>4.39</td>
<td>0.16</td>
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<td>A 8</td>
<td>Plan agricultural projects</td>
<td>8.47</td>
<td>1.92</td>
<td>0.16</td>
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<td>G 24</td>
<td>Construct or repair schools or school equipment</td>
<td>11.64</td>
<td>1.37</td>
<td>0.16</td>
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<td>B 5</td>
<td>Monitor civic action projects of indigenous personnel</td>
<td>13.23</td>
<td>1.18</td>
<td>0.16</td>
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<td>55</td>
<td>TRAIN INDIGENOUS PERSONNEL IN SEWING OR SEWING MACHINE REPAIR</td>
<td>0.53</td>
<td>0.16</td>
<td>0.67</td>
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<td>64</td>
<td>DEMONSTRATE COMMUNICATION EQUIPMENT FOR CIVIC ACTION PROJECTS</td>
<td>7.94</td>
<td>0.15</td>
<td>8.33</td>
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<td>15</td>
<td>INSPECT TRANSPORTATION FACILITIES AND MAKE REPORTS</td>
<td>4.76</td>
<td>0.15</td>
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<td>3</td>
<td>GUIDE THE DETERMINATION OF PRIORITIES OF LOCAL COMMUNITY NEEDS</td>
<td>12.70</td>
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<td>MAINTAIN RADIO CONTACT WITH GROUND RECONNAISSANCE TEAMS</td>
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<td>14</td>
<td>PROVIDE GUIDANCE IN ESTABLISHING SUPPORT SERVICES</td>
<td>6.88</td>
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<td>5</td>
<td>EVALUATE COMMUNITY RESOURCES TO IDENTIFY PROBLEMS OF DEVELOPMENT</td>
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<td>13.37</td>
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<td>PROVIDE OJT TO US CIVIC ACTION PERSONNEL</td>
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<td>0.14</td>
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<td>TEACH MAP AND COMPASS READING</td>
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<td>0.14</td>
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<td>EVALUATE DISTRIBUTION OF US SUPPLIES BY INDIGENOUS PERSONNEL</td>
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<td>SUPERVISE TRANSLATION OF TRAINING OR TECHNICAL DOCUMENTS INTO NATIVE LANGUAGE</td>
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<td>COORDINATE CIVIC ACTION WITH HOST COUNTRY EDUCATIONAL AGENCIES</td>
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<td>10.70</td>
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<td>23</td>
<td>OPERATE MOTION PICTURE OR TV CAMERAS</td>
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<td>0.12</td>
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<td>TEACH METHODS OF ESCAPE AND EVASION</td>
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<td>2.77</td>
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<td>0.12</td>
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<td>SELECT ESCAPE AND EVASION AREAS AND ROUTES</td>
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<td>0.12</td>
<td>1.71</td>
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<td>DEVELOP FILMS</td>
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<td>0.12</td>
<td>1.18</td>
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<td>15</td>
<td>Instruct indigenous personnel in establishing and controlling drop zones</td>
<td>6.86</td>
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<td>13</td>
<td>Perform projects requested by the country team</td>
<td>3.17</td>
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<td>16</td>
<td>Plan construction of roadways, waterways, or airfield facilities</td>
<td>10.58</td>
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<tr>
<td>21</td>
<td>Instruct indigenous personnel in parachuting</td>
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<tr>
<td>60</td>
<td>Train local populace in medical skills</td>
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<tr>
<td>23</td>
<td>Supervise the establishment of hospitals, dispensaries, or first aid stations</td>
<td>8.99</td>
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<tr>
<td>85</td>
<td>Provide sources of technical information to civic action personnel</td>
<td>6.35</td>
<td></td>
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<tr>
<td>30</td>
<td>Operate radio transmitting equipment for PSYOP</td>
<td>3.70</td>
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<tr>
<td>63</td>
<td>Participate in base civic action councils</td>
<td>3.67</td>
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<tr>
<td>9</td>
<td>Erect radio antennas</td>
<td>2.65</td>
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<tr>
<td>25</td>
<td>Instruct indigenous personnel in the use of audiovisual equipment</td>
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<td>8</td>
<td>Supervise coin training programs</td>
<td>2.12</td>
<td></td>
<td></td>
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<tr>
<td>29</td>
<td>Operate radio receiving equipment for PSYOP</td>
<td>3.17</td>
<td></td>
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<tr>
<td>98</td>
<td>Transport agricultural commodities</td>
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<tr>
<td>A</td>
<td>Plan air traffic control procedures</td>
<td>4.23</td>
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<td>G</td>
<td>Furnish materials for indigenous building construction</td>
<td>8.97</td>
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<tr>
<td>E</td>
<td>Provide guidance in training of dental personnel in civic action operations</td>
<td>7.94</td>
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<tr>
<td>32</td>
<td>Demonstrate techniques of pest control</td>
<td>6.88</td>
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<tr>
<td>36</td>
<td>Select radio transmission sites</td>
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<tr>
<td>B</td>
<td>Provide guidance in constructing airfield support facilities</td>
<td>2.65</td>
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<tr>
<td>21</td>
<td>Set up special operations communication lines</td>
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<tr>
<td>11</td>
<td>Plan basic education or literacy projects</td>
<td>8.99</td>
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<tr>
<td>29</td>
<td>Provide guidance in repair of civilian airport runways, taxiways, or access routes</td>
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<td></td>
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<tr>
<td>A</td>
<td>Plan conservation projects</td>
<td>6.35</td>
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<tr>
<td>C</td>
<td>Coordinate civic action with religious organizations</td>
<td>8.97</td>
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<td>G</td>
<td>Apply techniques of livestock management</td>
<td>3.70</td>
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<tr>
<td>B</td>
<td>Guide the selection of personnel for indigenous civic action teams</td>
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<tr>
<td>I</td>
<td>Supervise indigenous personnel such as translators</td>
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<tr>
<td>M</td>
<td>Maintain signal test equipment</td>
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<td>N</td>
<td>Maintain structure of natural resources and common materials to indigenous personnel</td>
<td>1.59</td>
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<td>N</td>
<td>Maintain recorder components</td>
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<tr>
<td>G</td>
<td>Participate in community civic action councils</td>
<td>6.88</td>
<td></td>
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<tr>
<td>F</td>
<td>Provide guidance in the construction of schools or school equipment</td>
<td>7.94</td>
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<tr>
<td>T</td>
<td>Instruct indigenous personnel in combat control team training</td>
<td>2.12</td>
<td></td>
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<tr>
<td>D</td>
<td>Evaluate distribution of host country supplies by indigenous personnel</td>
<td>9.52</td>
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<tr>
<td>Q</td>
<td>Provide guidance in supervising coin training programs</td>
<td>1.06</td>
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<tr>
<td>M</td>
<td>Load landmines, leaflet bombs, or mortars with printed matter</td>
<td>1.06</td>
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<tr>
<td>J</td>
<td>BROADCAST TO INDIGENOUS POPULATION OVER LOUDSPEAKERS, RADIO, OR TV</td>
<td>2.65</td>
<td>1.19</td>
<td>0.05</td>
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<td>J</td>
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<td>C</td>
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<td>4.76</td>
<td>0.94</td>
<td>0.04</td>
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<td>APPLY OFFSET OR LITHO PRESS MAKE-READY PROCEDURES</td>
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<td>0.04</td>
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<td>C</td>
<td>COORDINATE AIR SEARCH FOR FOOD SUPPLIES SUCH AS FISH OR GAME</td>
<td>1.59</td>
<td>2.67</td>
<td>0.04</td>
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<td>E</td>
<td>USE MODEL VILLAGE FOR TRAINING DEMONSTRATIONS</td>
<td>4.76</td>
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<td>G</td>
<td>SUPERVISE THE USE OF METHODS DESIGNED TO OBTAIN COIN INTELLIGENCE FROM PERSONNEL</td>
<td>1.59</td>
<td>2.61</td>
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<td>F</td>
<td>PROVIDE GUIDANCE IN OBSERVING, REPORTING, OR FORECASTING WEATHER CONDITIONS</td>
<td>1.59</td>
<td>2.59</td>
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<td>J</td>
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<td>1.59</td>
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<td>COORDINATE PSYOP WITH LATERAL UNITS OR OTHER PSYOP-RELATED ACTIVITIES</td>
<td>1.06</td>
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<td>7.69</td>
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<td>OBSERVE, REPORT, OR FORECAST WEATHER CONDITIONS</td>
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<td>3.79</td>
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<td>TEACH SIGNALS, CONFIGURATIONS, AND METHODS OF IDENTIFICATION USED IN COIN</td>
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<td>TRAIN INDIGENOUS PERSONNEL IN USE OF COMMUNICATIONS TEAM AND MESSAGE PICKUP METHODS</td>
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<td>F</td>
<td>PROVIDE GUIDANCE IN SPRAYING OR SPREADING OF HERBICIDES, INSECTICIDES, OR FERTILIZERS FROM AIRCRAFT</td>
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<td>CONSTRUCT FIELD EXPEDIENT ANTENNAS</td>
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<td>2.65</td>
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<td>U</td>
<td>1 BROADCAST TO ENEMY OVR LOUDSPEAKERS, RADIO, OR TV</td>
<td>2.12</td>
<td>1.71</td>
<td>0.04</td>
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<td>N</td>
<td>OPERATE STILL PICTURE PROJECTORS FOR PSYOP</td>
<td>1.59</td>
<td>2.27</td>
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<td>3.17</td>
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<td>OPERATE REORDER COMPONENTS SUCH AS RECORDER-REPRODUCER, AUDIOFREQUENCY AMPLIFIER, OR MAGNETIC ERASERS FOR PSYOP</td>
<td>1.06</td>
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<td>PREPARE SINGLE AND MULTI-COLORED LAYOUTS</td>
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<td>C 10</td>
<td>Coordinate Civic Action with Indigenous Commercial or Business Organizations</td>
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<td>Identify Water Sources for Irrigation</td>
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<td>Supervise Training of Indigenous Police Force</td>
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<td>G 81</td>
<td>Provide Guidance in Flood Control</td>
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<td>M 1</td>
<td>Organize Fixed Site or Mobile Printing Teams</td>
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<td>2.91</td>
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<td>J 2</td>
<td>Coordinate PSYOP Training with USAF Staff Activities</td>
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<td>G 27</td>
<td>Construct Religious or Cultural Buildings</td>
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<td>M 3</td>
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<td>Apply Techniques of Crop Management</td>
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<td>Coordinate Host Government Law Enforcement and Internal SF / Unity Operations</td>
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<td>E 31</td>
<td>Provide Guidance for Literacy and Basic Education Training to Indigenous Personnel in Their Own Language</td>
<td>1.59</td>
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<td>Determine Equipment Requirements for Nat Operations</td>
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<td>1.35</td>
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<td>G 52</td>
<td>Devise and Install Expedient Antennas</td>
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<td>Teach Civil Engineers in Coin Activities</td>
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<td>Plan Equipment Requirements and Procedures for PSYOP Teams</td>
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<td>M 13</td>
<td>Plan Logistic Support for PSYOP Campaigns or Programs</td>
<td>1.06</td>
<td>1.31</td>
<td>0.01</td>
</tr>
<tr>
<td>M 18</td>
<td>Monitor Propaganda Broadcasts</td>
<td>1.06</td>
<td>1.28</td>
<td>0.01</td>
</tr>
<tr>
<td>E 46</td>
<td>Provide Technical Assistance in School Administration</td>
<td>2.12</td>
<td>0.63</td>
<td>0.01</td>
</tr>
<tr>
<td>T 43</td>
<td>Train Special Action Forces</td>
<td>1.59</td>
<td>0.84</td>
<td>0.01</td>
</tr>
<tr>
<td>F 46</td>
<td>Provide Guidance in the Survey of Area Resources</td>
<td>1.59</td>
<td>0.84</td>
<td>0.01</td>
</tr>
<tr>
<td>M 31</td>
<td>Screen Materials for Possible PSYOP Use</td>
<td>1.59</td>
<td>0.84</td>
<td>0.01</td>
</tr>
<tr>
<td>M 36</td>
<td>Use PSYOP Coutermeasures</td>
<td>1.06</td>
<td>1.19</td>
<td>0.01</td>
</tr>
<tr>
<td>K 3</td>
<td>Analyze Enemy Propaganda to Obtain PSYOP Intelligence Information</td>
<td>2.12</td>
<td>0.59</td>
<td>0.01</td>
</tr>
<tr>
<td>T 35</td>
<td>Teach Message Pickup System Used in Coin</td>
<td>1.06</td>
<td>1.17</td>
<td>0.01</td>
</tr>
<tr>
<td>M 3</td>
<td>Organize Literacy or Graphic Arts PSYOP Programs</td>
<td>0.53</td>
<td>2.32</td>
<td>0.01</td>
</tr>
<tr>
<td>Q 3</td>
<td>Design or Lay Out Graphic Content of Propaganda Material</td>
<td>0.53</td>
<td>2.32</td>
<td>0.01</td>
</tr>
<tr>
<td>F 39</td>
<td>Provide Guidance in the Construction of Religious or Cultural Buildings</td>
<td>2.12</td>
<td>0.56</td>
<td>0.01</td>
</tr>
<tr>
<td>M 14</td>
<td>Interview Defectors or Refugees</td>
<td>1.59</td>
<td>0.71</td>
<td>0.01</td>
</tr>
<tr>
<td>G 23</td>
<td>Construct Irrigation Systems</td>
<td>2.12</td>
<td>0.53</td>
<td>0.01</td>
</tr>
<tr>
<td>G 84</td>
<td>Provide Solutions for Refugee Problems</td>
<td>1.59</td>
<td>0.70</td>
<td>0.01</td>
</tr>
<tr>
<td>E 52</td>
<td>Train Indigenous Personnel in Law Enforcement and Internal Security</td>
<td>0.53</td>
<td>2.08</td>
<td>0.01</td>
</tr>
<tr>
<td>V 8</td>
<td>Interrogate Indigenous Personnel in Their Native Language</td>
<td>1.06</td>
<td>1.02</td>
<td>0.01</td>
</tr>
<tr>
<td>L 2</td>
<td>Conduct PSYOP Unit Training</td>
<td>1.06</td>
<td>1.01</td>
<td>0.01</td>
</tr>
<tr>
<td>A 33</td>
<td>Provide Guidance in Organizing or Planning Programs for Cultural Teams</td>
<td>1.06</td>
<td>1.00</td>
<td>0.01</td>
</tr>
<tr>
<td>G 3</td>
<td>Apply Offset or Litho Press Make-Ready Procedures</td>
<td>0.53</td>
<td>1.99</td>
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</tr>
<tr>
<td>G 51</td>
<td>Locate Oil, Gas, Metal, Mineral, or Other Natural Resources</td>
<td>0.53</td>
<td>1.99</td>
<td>0.01</td>
</tr>
<tr>
<td>M 12</td>
<td>Implement Liaison Procedures</td>
<td>0.53</td>
<td>1.96</td>
<td>0.01</td>
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<td>0</td>
<td>DEVELOP PSYOP MESSAGES</td>
<td>0.53</td>
<td>1.92</td>
<td>0.01</td>
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<tr>
<td>C</td>
<td>MAKE TAPES FOR PSYOP BROADCASTS</td>
<td>0.53</td>
<td>1.92</td>
<td>0.01</td>
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<tr>
<td>F</td>
<td>PROVIDE GUIDANCE IN LAYING COMMUNICATION LINES BY AIR</td>
<td>0.53</td>
<td>1.89</td>
<td>0.01</td>
</tr>
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<td>N</td>
<td>MAINTAIN OFFSET PRESS COMPONENTS AND RELATED EQUIPMENT</td>
<td>0.53</td>
<td>1.86</td>
<td>0.01</td>
</tr>
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<td>S</td>
<td>PROVIDE GUIDANCE IN DEVELOPING CIVIL TRANSPORTATION</td>
<td>0.53</td>
<td>1.84</td>
<td>0.01</td>
</tr>
<tr>
<td>J</td>
<td>COORDINATE PSYOP WITH NATIONAL AND MILITARY INTELLIGENCE AGENCIES AND STAFFS</td>
<td>1.06</td>
<td>0.91</td>
<td>0.01</td>
</tr>
<tr>
<td>G</td>
<td>ESTABLISH ELECTRIC GENERATING OR HYDROELECTRIC FACILITIES</td>
<td>1.59</td>
<td>0.60</td>
<td>0.01</td>
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<tr>
<td>F</td>
<td>PROVIDE GUIDANCE IN ESTABLISHING ELECTRIC GENERATING OR HYDROELECTRIC FACILITIES</td>
<td>1.59</td>
<td>0.59</td>
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<td>V</td>
<td>DETERMINE AREAS SUITED FOR PSYOP</td>
<td>0.53</td>
<td>1.78</td>
<td>0.01</td>
</tr>
<tr>
<td>F</td>
<td>PROVIDE GUIDANCE IN SPRAWLING OR SPREADING HERBICIDES, INSECTICIDES, OR FERTILIZERS BY MEANS OF GROUND EQUIPMENT</td>
<td>1.06</td>
<td>0.88</td>
<td>0.01</td>
</tr>
<tr>
<td>M</td>
<td>SELECT THEMES FOR PSYOP</td>
<td>1.06</td>
<td>0.82</td>
<td>0.01</td>
</tr>
<tr>
<td>K</td>
<td>ANALYZE CAPTURED DOCUMENTS FOR PSYOP INTELLIGENCE</td>
<td>1.06</td>
<td>0.82</td>
<td>0.01</td>
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<tr>
<td>U</td>
<td>DETERMINE THE POLITICAL ATTITUDES OF THE INDIGENOUS POPULATION</td>
<td>1.06</td>
<td>0.82</td>
<td>0.01</td>
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<td>E</td>
<td>INSTRUCT INDIGENOUS PERSONNEL IN CROP MANAGEMENT</td>
<td>1.59</td>
<td>0.54</td>
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<tr>
<td>K</td>
<td>ANALYZE STATEMENTS OF PUBLIC FIGURES, OR POLICY STATEMENTS FOR PSYOP INTELLIGENCE INFORMATION</td>
<td>1.59</td>
<td>0.52</td>
<td>0.01</td>
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<td>S</td>
<td>EVALUATE INDIGENOUS COIN AERODROME FACILITIES</td>
<td>1.06</td>
<td>0.78</td>
<td>0.01</td>
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<tr>
<td>O</td>
<td>SELECT THEMES AND SYMBOLS FOR PROPAGANDA</td>
<td>1.06</td>
<td>0.77</td>
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<tr>
<td>G</td>
<td>IMPLEMENT SEVERE WEATHER OR NATURAL DISASTER WARNING AND EMERGENCY PROCEDURES</td>
<td>1.06</td>
<td>0.75</td>
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<td>M</td>
<td>INTERVIEW US ESCAPEES OR FORMER PRISONERS</td>
<td>1.06</td>
<td>0.74</td>
<td>0.01</td>
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<td>H</td>
<td>PLAN GROUND DISSEMINATION OF PRINTED MATTER</td>
<td>1.06</td>
<td>0.72</td>
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<td>M</td>
<td>PLAN PSYOP COUNTERMEASURES</td>
<td>1.06</td>
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<td>0.01</td>
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<tr>
<td>N</td>
<td>OPERATE CAMERAS AND PLATEMAKING VANS</td>
<td>0.53</td>
<td>1.39</td>
<td>0.01</td>
</tr>
<tr>
<td>N</td>
<td>OPERATE COMPOSING MACHINES</td>
<td>0.53</td>
<td>1.39</td>
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<td>N</td>
<td>OPERATE PHOTOLITHOGRAPHY EQUIPMENT</td>
<td>0.53</td>
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<td>0.01</td>
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<tr>
<td>N</td>
<td>OPERATE PSYOP PRINTING, EDITORIAL, OR PRESS VANS</td>
<td>0.53</td>
<td>1.39</td>
<td>0.01</td>
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<td>L</td>
<td>CONDUCT CONFERENCES AND MEETINGS ON PSYOP</td>
<td>1.06</td>
<td>0.69</td>
<td>0.01</td>
</tr>
<tr>
<td>F</td>
<td>PROVIDE GUIDANCE IN THE SURVEY OF CROP CONDITIONS</td>
<td>1.06</td>
<td>0.56</td>
<td>0.01</td>
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<td>E</td>
<td>TRAIN INDIGENOUS SCHOOL TEACHERS OR ADMINISTRATORS</td>
<td>1.06</td>
<td>0.35</td>
<td>0.01</td>
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<td>M</td>
<td>PLAN FOR COLLECTION, STORAGE, OR PROCESSING OF PSYOP INFORMATION</td>
<td>0.53</td>
<td>1.08</td>
<td>0.01</td>
</tr>
<tr>
<td>H</td>
<td>PLAN FOR COLLECTION, STORAGE, OR PROCESSING OF PSYOP INFORMATION</td>
<td>0.53</td>
<td>1.07</td>
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<td>V</td>
<td>ASSIST GUERRILLAS IN SETTING UP AMBUSHES</td>
<td>0.53</td>
<td>1.07</td>
<td>0.01</td>
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<td>U</td>
<td>CONDUCT CLANDESTINE RECONNAISSANCE</td>
<td>1.06</td>
<td>0.51</td>
<td>0.01</td>
</tr>
<tr>
<td>S</td>
<td>ANALYZE REACTIONS OF INDIGENOUS INDIVIDUALS OR GROUPS</td>
<td>0.53</td>
<td>1.00</td>
<td>0.01</td>
</tr>
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<td>L</td>
<td>INSTRUCT CONFERENCES AND MEETINGS ON PSYOP</td>
<td>1.06</td>
<td>0.69</td>
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<td>K</td>
<td>EVALUATE ENEMY COUNTERS TO PSYOP</td>
<td>1.06</td>
<td>0.69</td>
<td>0.01</td>
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<td>F</td>
<td>PROVIDE GUIDANCE IN OPERATING AN INDIGENOUS PUBLIC WELFARE PROJECT</td>
<td>1.06</td>
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<td>F</td>
<td>PROVIDE GUIDANCE IN SPOTTING FISH FOR FISHING Fleets</td>
<td>0.53</td>
<td>0.94</td>
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<tr>
<td>L</td>
<td>DEVELOP OR REVISE PSYOP TRAINING LITERATURE</td>
<td>0.53</td>
<td>0.93</td>
<td>0.00</td>
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<td>M</td>
<td>DEVELOP COUNTERPROPAGANDA</td>
<td>0.53</td>
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<td>N</td>
<td>OPERATE AUDIOVISUAL MOBILE UNITS</td>
<td>0.53</td>
<td>0.93</td>
<td>0.00</td>
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<tr>
<td>N</td>
<td>OPERATE PROCESS CAMERAS</td>
<td>0.53</td>
<td>0.93</td>
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</tr>
<tr>
<td>P</td>
<td>PLAN INFILTRATION OR EXFILTRATION OF AGENTS IN INSURGENT AREAS WITH HOST COUNTRY PERSONNEL</td>
<td>0.53</td>
<td>0.93</td>
<td>0.00</td>
</tr>
<tr>
<td>Code</td>
<td>Description</td>
<td>Difficulty</td>
<td>Budget</td>
<td>Cost</td>
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<tr>
<td>95</td>
<td>Spray or spread herbicides, insecticides, or fertilizers using ground equipment</td>
<td>1.59</td>
<td>0.30</td>
<td>0.00</td>
</tr>
<tr>
<td>25</td>
<td>Plan meteorological facilities</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
</tr>
<tr>
<td>15</td>
<td>Provide guidance in establishing weather networks</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
</tr>
<tr>
<td>33</td>
<td>Provide guidance in meteorological training</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
</tr>
<tr>
<td>61</td>
<td>Train local populace in meteorology</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
</tr>
<tr>
<td>7</td>
<td>Provide guidance in constructing or improving civilian airport facilities</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
</tr>
<tr>
<td>4</td>
<td>Instruct aircraft control personnel in coin activities</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
</tr>
<tr>
<td>61</td>
<td>Operate local public welfare project</td>
<td>0.53</td>
<td>0.88</td>
<td>0.00</td>
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<tr>
<td>8</td>
<td>Evaluate effects of U.S. propaganda</td>
<td>1.06</td>
<td>0.41</td>
<td>0.00</td>
</tr>
<tr>
<td>97</td>
<td>Survey crop conditions</td>
<td>1.06</td>
<td>0.39</td>
<td>0.00</td>
</tr>
<tr>
<td>7</td>
<td>Set up systems to make contact with indigenous people</td>
<td>0.53</td>
<td>0.77</td>
<td>0.00</td>
</tr>
<tr>
<td>K</td>
<td>Coordinate infiltration or exfiltration of agents in insurgent areas with host country personnel</td>
<td>0.53</td>
<td>0.77</td>
<td>0.00</td>
</tr>
<tr>
<td>14</td>
<td>Coordinate U.S. action with United States or other commercial or business organizations</td>
<td>1.06</td>
<td>0.38</td>
<td>0.00</td>
</tr>
<tr>
<td>14</td>
<td>Plan propaganda production and dissemination</td>
<td>0.53</td>
<td>0.71</td>
<td>0.00</td>
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<tr>
<td>11</td>
<td>Identify PSYOP target areas or populations</td>
<td>0.53</td>
<td>0.71</td>
<td>0.00</td>
</tr>
<tr>
<td>P</td>
<td>Plan dispersal of mines or booby traps in insurgent areas</td>
<td>0.53</td>
<td>0.71</td>
<td>0.00</td>
</tr>
<tr>
<td>62</td>
<td>Train local populace in national disaster and emergency procedures</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
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<tr>
<td>L</td>
<td>Provide formal upgrade training for PSYOP personnel</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
</tr>
<tr>
<td>42</td>
<td>Prepare requisitions for PSYOP media</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
</tr>
<tr>
<td>53</td>
<td>Provide estimates for propaganda materials</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
</tr>
<tr>
<td>56</td>
<td>Warn indigenous civilians of air raids</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
</tr>
<tr>
<td>T</td>
<td>Instruct transportation personnel in coin activities</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
</tr>
<tr>
<td>V</td>
<td>Interrogate prisoners of war in their native language</td>
<td>0.53</td>
<td>0.70</td>
<td>0.00</td>
</tr>
<tr>
<td>S</td>
<td>Develop or improve ground transportation facilities</td>
<td>0.53</td>
<td>0.65</td>
<td>0.00</td>
</tr>
<tr>
<td>J</td>
<td>Coordinate PSYOP with local civilian or governmental agencies</td>
<td>0.53</td>
<td>0.65</td>
<td>0.00</td>
</tr>
<tr>
<td>U</td>
<td>Operate on-site civilian counterinsurgency agency</td>
<td>0.53</td>
<td>0.65</td>
<td>0.00</td>
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<tr>
<td>30</td>
<td>Develop local cottage industries</td>
<td>0.53</td>
<td>0.64</td>
<td>0.00</td>
</tr>
<tr>
<td>K</td>
<td>Evaluate literacy of PSYOP targets</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>K</td>
<td>Examine enemy material such as ordnance or medical items for PSYOP intelligence information</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>K</td>
<td>Perform qualitative analyses of enemy propaganda</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>K</td>
<td>Pre-test propaganda materials</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>L</td>
<td>Evaluate PSYOP instructors</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>G</td>
<td>Stage physical protection against insurgent penetration such as construction of barbed wire or electronic barriers</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>S</td>
<td>Evaluate coin operations of indigenous Air Force</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>S</td>
<td>Evaluate effect of U.S. civilian units on indigenous coin operations</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>S</td>
<td>Evaluate indigenous coin air base security</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>S</td>
<td>Evaluate inter-service cooperation in planning and performing coin operations and programs</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>S</td>
<td>Evaluate USAF coin programs and training</td>
<td>0.53</td>
<td>0.62</td>
<td>0.00</td>
</tr>
<tr>
<td>G</td>
<td>Operate local public safety project</td>
<td>0.53</td>
<td>0.56</td>
<td>0.00</td>
</tr>
<tr>
<td>F</td>
<td>Provide guidance in transporting school children</td>
<td>0.53</td>
<td>0.49</td>
<td>0.00</td>
</tr>
<tr>
<td>Q</td>
<td>Supervise movement and resettlement of civilians from insurgent areas</td>
<td>0.53</td>
<td>0.49</td>
<td>0.00</td>
</tr>
<tr>
<td>G</td>
<td>Repair, maintain, or extend civilian airport runways, taxiways, or access routes</td>
<td>0.93</td>
<td>0.48</td>
<td>0.00</td>
</tr>
<tr>
<td>X</td>
<td>14 EVALUATE PSYOP COURSE CONTENT MATERIALS</td>
<td>0.53</td>
<td>0.46</td>
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<tr>
<td>K</td>
<td>16 EVALUATE PSYOP PLANS</td>
<td>0.53</td>
<td>0.46</td>
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<td>L</td>
<td>7 EVALUATE PSYOP COURSE CONTENT</td>
<td>0.53</td>
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<tr>
<td>P</td>
<td>6 PLAN PHYSICAL PROTECTION AGAINST INSURGENT PENETRATION SUCH AS BARBED WIRE OR ELECTRONIC BARRIERS</td>
<td>0.53</td>
<td>0.46</td>
<td>0.00</td>
</tr>
<tr>
<td>P</td>
<td>8 PLAN THE USE OF WEATHER PERSONNEL AS COIN AGENTS</td>
<td>0.53</td>
<td>0.46</td>
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</tr>
<tr>
<td>Q</td>
<td>3 PROVIDE GUIDANCE IN DEFENDING AGAINST AIRFIELD ATTACKS</td>
<td>0.53</td>
<td>0.46</td>
<td>0.00</td>
</tr>
<tr>
<td>T</td>
<td>30 TEACH GROUND TACTICS TO INDIGENOUS CIVILIAN PERSONNEL</td>
<td>0.53</td>
<td>0.46</td>
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<tr>
<td>G</td>
<td>41 ESTABLISH GAS PRODUCTION FACILITIES</td>
<td>0.53</td>
<td>0.42</td>
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<tr>
<td>G</td>
<td>40 OPERATE LOCAL PUBLIC TRANSPORTATION PROJECT</td>
<td>0.53</td>
<td>0.36</td>
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<tr>
<td>F</td>
<td>41 PROVIDE GUIDANCE IN THE DESTRUCTION OF LOG JAMS OR OTHER NAVIGATIONAL HAZARDS</td>
<td>0.53</td>
<td>0.31</td>
<td>0.00</td>
</tr>
<tr>
<td>G</td>
<td>28 DESTROY LOG JAMS OR OTHER NAVIGATIONAL HAZARDS</td>
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<td>0.31</td>
<td>0.00</td>
</tr>
<tr>
<td>J</td>
<td>10 COORDINATE WITH US NAVY OR US MARINE CORPS PSYOP</td>
<td>0.53</td>
<td>0.31</td>
<td>0.00</td>
</tr>
<tr>
<td>N</td>
<td>25 PROVIDE GUIDANCE IN CONDUCTING HOST COUNTRY PSYOP CAMPAIGNS</td>
<td>0.53</td>
<td>0.31</td>
<td>0.00</td>
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