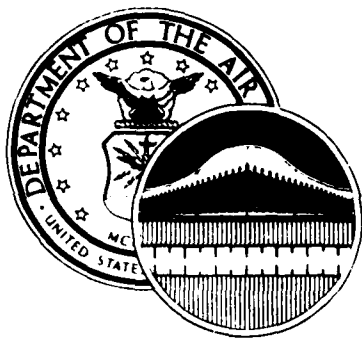


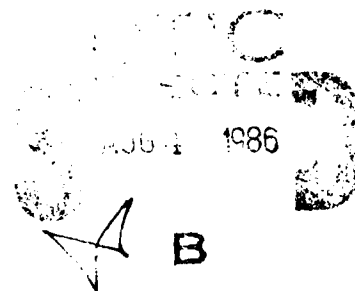
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UNITED STATES AIR FORCE

AD-A170 538

OCCUPATIONAL SURVEY REPORT



SERVICES OFFICER UTILIZATION FIELD

(AFS 62XX

AND

EQUIVALENT-GRADE CIVILIANS)

AFPT 90-62X-537

JUNE 1986

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OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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HQ AFCCMS/XP	5	1	1	
HQ AFESC/DEH	2	2	2	
HQ AFESC/DEMG	1		1	
HQ AILSC/DAP	2			
HQ AFIT/DE	2	2	2	
HQ AFLC/MPCA	3		3	
HQ AFSC/DEMD	1		1	
HQ AFSC/MPAT	3		3	
HQ ATC/DPAE	1		1	
HQ ATC/TTQC	2		1	
HQ ESC/TTGT	1		1	
HQ ESC/DPTE	2		2	
HQ MAC/DPAT	3		3	
HQ MAC/TTGT	1		1	
HQ PACAF/TTGT	1		1	
HQ PACAF/DPAT	3		3	
HQ SAC/DPAT	3		3	
HQ SAC/TTGT	1		1	
HQ TAC/DPALJ	3		3	
HQ TAC/TTGT	1		1	
HQ USAF/LEE	1		1	
HQ USAF/MPPT	1		1	
HQ USAFE/DPAT	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TP1)	1			
NODAC	1			
3400 TCHTW/TTGX (LOWRY AFB CO)	3	1	2	1
3400 TCHTW/TTS (LOWRY AFB CO)	1		1	
DF1 5, USAFOMC (LOWRY AFB CO)	1	1	1	1
USAFOMC/ONYXL	10	2m	5	10
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PREFACE

This report presents the results of an Air Force occupational survey of the Services officer utilization field (AFS 62XX) and equivalent-grade civilians, completed by the Occupational Analysis Division. Authority for conducting occupational surveys is contained in AFP 35-2.

The Occupational Survey Program within the Air Force has been in existence since 1956, when initial research was undertaken by the Air Force Human Resources Laboratory (AFHRL) to develop the methodology for conducting occupational surveys. In 1967, an operational survey program was established within Air Training Command to conduct occupational surveys of enlisted specialties. In late 1976, the program was expanded to include the survey of officer utilization fields, to permit special management applications projects, and to support interservice or joint service occupational analysis.

The survey instrument for this study was developed by Captain John G. Tierney and computer programming support was furnished by Ms Becky Hernandez. First Lieutenant Michael Peart wrote the final report. Administration support was provided by Ms Iva L. Winslow. The report has been reviewed and approved by Dr. L. S. Aslett, Chief, Management Applications Branch, USAF Occupational Measurement Center.

Copies of this report and computer outputs from which this report were produced are available to Air Staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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SUMMARY OF RESULTS

1. PURPOSES OF SURVEY: The purpose of this study was to determine the need for a director specialty within the field and to provide current data to serve as a basis for guiding training decisions.
2. SURVEY COVERAGE: Survey results were based on the responses of 298 Services officers, and 199 civilians in the Services utilization field.
3. SPECIALTY JOBS: Sixteen jobs were identified. These jobs were distributed among three major job groups. There was a clear distinction between the jobs performed by officers and those performed by civilians. Officers performed Command-type jobs, and civilians were concentrated in those jobs involving Commissary management.
4. AFR 36-1 SPECIALTY ANALYSIS: Generally, the data support the AFR 36-1 job descriptions for all 62XX specialties. However, the description for the 622X (Services Operations Officer) specialty summary may be enhanced by including a more definitive description of the supervisory and management responsibilities of this AFSC. The data also indicate a progression, by rank, from the 622X, 623X (Services Sales Officer), and 624X (Food Services Officer) specialties into the the 621X (Services Staff Officer) specialty.
5. ANALYSIS OF CIVILIAN SURVEY SAMPLE: The civilian paygrade analysis revealed that there is a distinct progression among civilians from Intern to Manager. The Job Position Description for the 1144 occupational series (Commissary Officer) is accurate, but does not include a description of the Complex Director/Deputy Complex Director duties.
6. TRAINING ANALYSIS: Analysis of the POI for the Operations/Mortuary Affairs Officer and the Billeting Officer courses showed that, while training generally supported the "technical" requirements of these jobs, enhancement of the training in Supervision and Management duties is indicated.
7. IMPLICATIONS: Survey data does not support a director specialty within the current utilization field structure. Additional training in supervision and management skills for Operations/Mortuary officers is indicated.



A-1

OCCUPATIONAL SURVEY REPORT
SERVICES OFFICER UTILIZATION FIELD
(AFSC 62XX)

INTRODUCTION

The survey of the Services officer utilization field (AFS 62XX) was requested by HQ AFSC/CC to determine the need for a director specialty within the field. HQ ATC/TTQC coordinated on the request, with plans to use current data in guiding training decisions.

Background

The Services utilization field includes all activities relating to the command and management of plans and programs affecting areas such as food services, billeting, dormitories, mortuary affairs, commissaries, and exchanges. The utilization field is composed of four specialties: Services Staff Officer (621X), Services Operations Officer (622X), Services Sales Officer (623X), and Food Service Officer (624X). Services Staff Officers are field grade managers of a wide range of service-related activities. Services Operations Officers are company grade managers of Services activities, such as billeting, laundries, linen exchanges, and base mortuary affairs. Services Sales Officers are company grade managers of activities within the Air Force Commissary Service (AFCOMS). Food Service Officers are company grade managers of food service activities, including dining halls and flight kitchens. The utilization field and specialties have been stable over time, with only relatively minor name and organizational changes over the past 20 years. Table 1 shows the development of the field to its present classification structure. The Food Service Officer specialty was created by the separation of certain services, production, and logistics officers functions in 1957. Three separate shreds were formed for the Supply Services Officer specialty in 1961 to identify certain present-day Services functions from those of Fuels Management Officers. A staff officer specialty was introduced in the same year. In 1964, certain Services functions were realigned, and the resulting structure has endured.

Technical training associated with the specialties is conducted at Lowry Technical Training Center (TTC), Lowry AFB, Colorado. The officer courses are discussed in the TRAINING ANALYSIS section of this report.

SURVEY METHODOLOGY

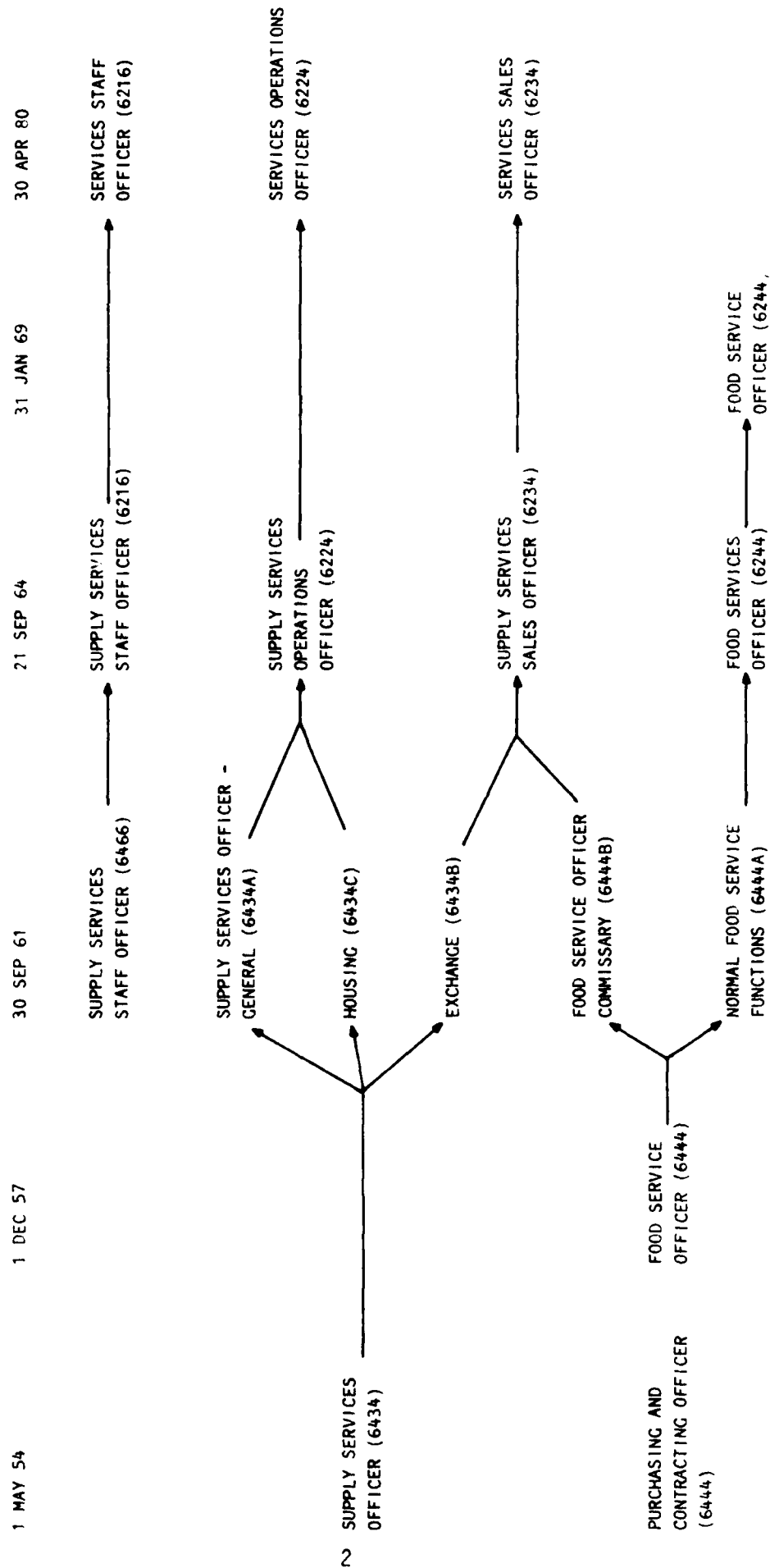
Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-62X-537, dated October 1984. Development of the inventory

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TABLE 1

DEVELOPMENT OF PRESENT 62XX CLASSIFICATION STRUCTURE



began with review of current specialty publications and directives. In June 1983, a workshop was held at USAFOMC with representatives from Air Staff, major commands (MAJCOM), the Technical Training Center (TTC), and separate operating agencies (SOA). Workshop participants developed a tentative list of duties and suggested a list of locations to visit for task list development. The task list was developed between July 1983 and March 1984, based on interviews with officers and civilian personnel at 22 locations in the CONUS and overseas (Table 2). A second workshop was held at USAFOMC in April 1984 to validate the entire survey instrument.

The final job inventory was composed of two sections. The first was a background section used to collect personal information, such as name, grade, time-in-service, and job interest. The second section was a task list composed of 583 tasks related to all aspects of the Services utilization field.

Survey Administration

From January through March 1985, job inventories were administered to all eligible AFSC 62XX officers in the continental United States (CONUS) and overseas by consolidated base personnel offices (CBPO). To be eligible, respondents had to have been in their present job and held the AFSC for at least 6 weeks and not programmed for PCS, retirement, or discharge for at least 90 days. Personnel were identified from Uniform Officer Record data tapes generated by the Air Force Military and Personnel Center (AFMPC) and maintained by the AFHRL.

From February through March 1985, job inventories were administered to officer-equivalent civilians serving in Services positions worldwide. These civilians were identified by personnel listings supplied by the Air Force Civilian Personnel Management Center (AFCPMC). Inventories were mailed directly to these personnel, who returned the completed inventories directly to USAFOMC.

In the task list section of the job inventory, job incumbents were asked to check the tasks they perform in their present job. Participants then rated the tasks checked on the following 9-point scale showing relative amount of time spent on each, as compared to all other tasks checked.

<u>Rating Scale</u>	<u>Amount of Time Spent</u>
1	Very small amount
2	Much below average
3	Below average
4	Slightly below average
5	About average
6	Slightly above average
7	Above average
8	Much above average
9	Very large amount

TABLE 2
LOCATIONS OF JOB INVENTORY TASK LIST
INTERVIEWS

CONUS

Andrews AFB DC
Bolling AFB DC
Dover AFB DE
Eglin AFB FL
Grand Forks AFB ND
Norton AFB CA
Offutt AFB NE
The Pentagon
 Washington DC
Travis AFB CA
Tyndall AFB FL
Wright-Patterson AFB OH

OVERSEAS

RAF Lakenheath UK
RAF Mildenhall UK
Ramstein AB GE
Rhein-Main AB GE
Sembach AB GE
Zwiebrucken AB GE

Clark AB RP
Hickam AFB HI
Kadena AB JA
Osan AB KOR

From a total of 428 officers authorized, 371 met the criteria for inclusion in the survey sample. Completed job inventories were received from 298 officers for a return of 70 percent of the utilization field and 80 percent of those eligible to be surveyed. From a list of 479 civilian personnel supplied by AFCPMC, 384 were surveyed. Completed returns were received from 199 civilians, representing a return of 42 percent of those eligible and 52 percent of those surveyed. Tables 3 through 8 compare the characteristics of the utilization field and the survey sample. The survey sample is generally representative of both civilian and military populations, allowing for valid inferences from the data.

Data Analysis

Once job inventories are returned from the CBPOs or the individuals, the background information and task responses are checked for proper completion. The data are then entered into the computer and a series of related computer programs, the Comprehensive Occupational Data Analysis Programs (CODAP), are applied to the data to aid in analysis. CODAP identifies groups of survey respondents based on the tasks they perform and the relative time spent performing them.

To determine the relative time spent for each task checked by a respondent, all of an incumbent's ratings are assumed to account for 100 percent of his or her time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This time-spent data, along with task performance data, is displayed in computer-generated job descriptions, which may be created on DAFSC, Time in Career Field (TICF), and MAJCOM groups, as well as the various job structure groups identified.

The basic identifying group used in the job structure identification process is called a job group. A job group is a group of individuals who perform many of the same tasks and spend similar amounts of time performing them. When there is a substantial degree of similarity between different job types, they are grouped together and labeled a cluster. If a specialized job type is too dissimilar to others to be grouped into a cluster, it is labeled an independent job type.

Training Emphasis Administration

In addition to completing the job inventory, a selected sample of Services officers were requested to complete a second book containing the same tasks as the job inventory. These officers were asked to rate the tasks on the training emphasis that should be placed on them, using the 9-point scale below.

TABLE 3
 COMMAND REPRESENTATION OF 62XX OFFICERS
 IN SURVEY SAMPLE

<u>COMMAND/ SOA</u>	<u>PERCENT OF ASSIGNED**</u>	<u>PERCENT OF SAMPLE</u>
SAC	18	17
USAFE	13	14
TAC	12	13
MAC	11	11
ATC	8	10
AFCOMS	8	9
PACAF	7	8
AFSC	4	2
AFLC	3	2
AU	3	6
AFESC	3	*
OTHER	<u>10</u>	<u>8</u>
	100	100

Total 62XX Officers Assigned - 428
 Total 62XX Officers Eligible for Survey*** - 371
 Total 62XX Officers in Sample - 298
 Percent of Assigned in Sample - 70%
 Percent of Eligible in Sample - 80%

- * Less than 1 percent
- ** Manning figures as of October 1984
- *** Excludes personnel in PCS status, in hospital, or with less than 6 weeks on the job

TABLE 4
 COMMAND REPRESENTATION OF 62XX CIVILIANS
 IN SURVEY SAMPLE

<u>COMMAND/ SOA</u>	<u>PERCENT OF ASSIGNED*</u>	<u>PERCENT OF SAMPLE</u>
AFCOMS	83	77
TAC	3	4
ESC	2	1
MAC	2	3
USAFE	2	3
ATC	2	4
PACAF	2	3
OTHER	4	5
	<u>100</u>	<u>97</u>

Total 62XX Civilians Assigned - 479
 Total 62XX Civilians Eligible for Survey - 384
 Total 62XX Civilians in Sample - 199
 Percent of Assigned in Sample - 42%
 Percent of eligible in sample - 52%

* Manning figures as of January 1985

TABLE 5
 AFSC MANNING SAMPLE BY MAJCOM

<u>621X</u>		<u>622X</u>		<u>623X</u>		<u>624X</u>	
<u>MAJCOM</u>	<u>PERCENT</u>	<u>MAJCOM</u>	<u>PERCENT</u>	<u>MAJCOM</u>	<u>PERCENT</u>	<u>MAJCOM</u>	<u>PERCENT</u>
SAC	20	USAFE	20	AFCOMS	79	SAC	42
TAC	16	SAC	14	ATC	11	PACAF	16
MAC	12	MAC	11	USAF	4	MAC	11
USAFE	9	TAC	11	OTHER	6	TAC	11
ATC	8	ATC	10			AAC	4
AFCOMS	7	PACAF	8			USAF	4
PACAF	6	AFSC	6			USAFE	4
AFSC	4	AFLO	5			AU	4
AFSC	3	AU	5			AFSC	4
OTHER	10	AAC	3				
		OTHER	7				

TABLE 6
DAFSC REPRESENTATION OF 62XX OFFICERS AND CIVILIANS
IN SURVEY SAMPLE

DAFSC	OFFICERS		CIVILIANS	
	PERCENT OF ASSIGNED	PERCENT OF SAMPLE	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
621X	38	39	4	12
622X	45	43	10	19
623X	6	8	82	56
624X	11	10	4	7

TABLE 7
RANK REPRESENTATION OF 62XX OFFICERS IN SURVEY SAMPLE

RANK	PERCENT OF ASSIGNED	PERCENT OF SAMPLE*
LIEUTENANT	24	22
(2D LT)	(10)	(10)
(1ST LT)	(14)	(12)
CAPTAIN	43	44
MAJOR	18	18
LIEUTENANT COLONEL	13	13
COLONEL	<u>2</u>	<u>2</u>
	100	100

* Total does not equal 100 due to rounding or nonresponse

TABLE 8
TOTAL SAMPLE

AFSC	PERCENT
621X (6211/6216)	38
622X (6221/6224)	45
623X (6231/6234)	6
624X (6241/6244)	11

<u>Rating Scale</u>	<u>Training Emphasis Recommended</u>
BLANK	No structured training required
1	Extremely low training emphasis
2	Very low training emphasis
3	Low training emphasis
4	Below average training emphasis
5	Average training emphasis
6	Above average training emphasis
7	High training emphasis
8	Very high training emphasis
9	Extremely high training emphasis

High ratings were given for those tasks raters felt required some form of structured training for entry-level personnel. Structured training is defined as training by resident technical training school, field training detachments, or formal OJT. Training emphasis (TE) ratings were collected from 43 middle-level Services officers across the specialties. The inter-rater reliability for these personnel suggested a high degree of agreement among raters as to which tasks required some form of structured training and which did not. In this utilization field, tasks rated high in training emphasis have ratings of 4.46 or above, with an average TE of 2.93. When used in conjunction with other factors, these ratings may provide an insight into training requirements and may help validate the lengthening or shortening of specific units of instruction in various training programs.

JOB STRUCTURE ANALYSIS

Overview

For the Services field, 497 individual job descriptions were compared to identify the field structure of jobs. Figure 1 shows the composition of the survey sample in terms of the clusters identified. The analysis identified 16 jobs. Table 9 lists the jobs and the percentage of the total sample in each. Table 10 presents the distribution of officers and civilians in each job.

An early impression from the job data is the diversity of jobs performed by Services personnel. The jobs, however, generally are supervisory duties, depending on grade and AFSC or occupational series.

An indicator of the nature of the jobs is the percent time spent in each duty. For all Services personnel, only 2 duty areas account for nearly 60 percent of their job time. These are Supervision and Management (36 percent) and Command, Administrative, or Advisory Functions (21 percent). There are 46 core tasks performed by at least 50 percent of all Services personnel. Some of these tasks are:

COMPOSITION OF SURVEY SAMPLE
BY MAJOR JOB CLUSTERS

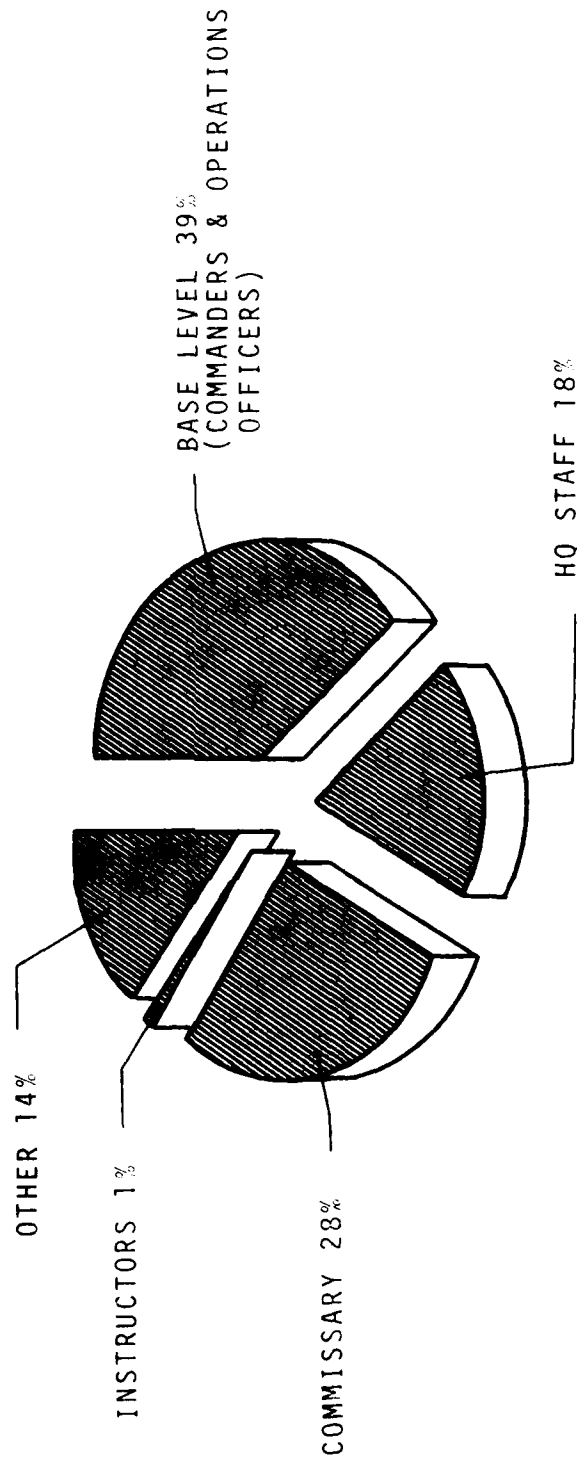


FIGURE 1

TABLE 9
SERVICES JOB STRUCTURE

TITLES	NUMBER	PERCENT OF TOTAL SAMPLE
I. Commanders and Operations Officers (GRP056)	193	39
A. Directors, Chiefs, and Commanders of Services (GRP197)	88	18
B. Billeting Officers (GRP122)	14	13
C. Services Operations Officers (GRP063)	11	2
D. Linen Exchange/Industrial Laundry Supervisors (GRP155)	6	1
E. Exercise and Deployment Officers (GRP104)	5	1
F. Billeting Managers and Supervisors (GRP061)	7	1
II. Food Services and Commissary Supervisors and Managers (GRP047)	138	28
A. Commissary Managers (GRP062)	103	20
P. Food Service Officers (GRP089)	23	5
C. Commissary Management Interns (GRP049)	9	2
D. Laundry/Dry Cleaning Managers (GRP067)		
III. Headquarters Services Officers (GRP030)	91	18
A. Directors and Chiefs of Housing and Services (GRP132)	20	4
B. Headquarters Commissary Management Specialists (GRP050)	15	3
C. Headquarters Commissary Staff Officers (GRP108)	13	3
L. Directors and Chiefs of Plans and Programs (GRP150)	10	2
E. Linen Exchange/Industrial Laundry Staff Officers (GRP068)	5	1
IV. Services Instructors (GRP080)	5	1

TABLE 10
PERSONNEL REPRESENTATION IN EACH JOB

TITLES	PERCENT	
	OFFICERS	CIVILIANS
I. Commanders and Operations Officers (GRP056)	92	0
A. Directors, Chiefs, and Commanders of Services (GRP197)	97	3
B. Billeting Officers (GRP122)	71	29
C. Services Operations Officers (GRP063)	100	3
D. Linen Exchange/Industrial Laundry Supervisors (GRP155)	100	-
E. Exercise and Deployment Officers (GRP104)	40	60
F. Billeting Managers and Supervisors (GRP061)	100	-
II. Food Services and Commissary Supervisors and Managers (GRP047)	9	91
A. Commissary Managers (GRP062)	8	92
B. Food Service Officers (GRP089)	83	17
C. Commissary Management Interns (GRP049)	8	92
D. Laundry/Dry Cleaning Managers (GRP067)	33	67
III. Headquarters Services Officers (GRP030)	69	31
A. Directors and Chiefs of Housing and Services (GRP132)	85	15
B. Headquarters Commissary Management Specialists (GRP050)	47	53
C. Headquarters Commissary Staff Officers (GRP108)	85	15
D. Directors and Chiefs of Plans and Programs (GRP150)	80	20
E. Linen Exchange/Industrial Laundry Staff Officers (GRP068)	60	40
IV. Services Instructors (GRP080)	100	-

- No members represented

Indorse APRs
Draft or write nominations for awards or decorations
Counsel personnel on dependent care responsibilities
Present disciplinary action cases to arbitration boards
Prepare Services' status briefings
Meet with union representatives
Approve or disapprove out-of-cycle request for equipment
Initiate administrative discharges

All of these tasks clearly are applicable to virtually any job a Services officer would perform.

Job Descriptions

This section of the narrative provides details about each of the jobs identified during the structural analysis. The information generally will be limited to a brief description of the individuals who make up the job and some of the tasks which illustrate the nature of their work. For some of the career jobs, an overview of the jobs which are grouped together to form the larger group will be provided.

I. COMMANDERS AND OPERATIONS OFFICERS (GRP056, N=193). This cluster is the largest of the three major groupings of jobs within the utilization field structure and are, primarily, base-level personnel. This cluster accounts for 39 percent of the survey sample and 60 percent of the officers in the survey sample and is comprised of the following smaller jobs:

- A. Directors, Chiefs, and Commanders of Services (GRP197)
- B. Billeting Officers (GRP122)
- C. Services Operations Officers (GRP063)
- D. Linen Exchange/Industrial Laundry Supervisors (GRP155)
- E. Exercise and Deployment Officers (GRP104)
- F. Billeting Managers and Supervisors (GRP061)

The ranks of these officers range from second lieutenant through colonel. Distribution of rank concentrates around captains (38 percent) and majors (19 percent), with colonels accounting for only 1 percent of these officers. The civilians in this cluster hold the grades of GS-9 through GS-12.

Incumbents perform an average of 186 tasks, with the majority of their job time spent performing Supervision and Management duties (40 percent of job time); Command, Administrative, or Advisory Functions (18 percent of job time); and Billeting duties (13 percent of job time). The tasks listed below reflect the type of job performed:

- Indorse APRs
- Initiate manpower change requests
- Draft or write supplement to regulations
- Counsel personnel on work performance
- Evaluate requests for enlistment extensions

The respondents in this major job group indicate assignment to their present job for an average of 20 months and have been in the Services utilization field for an average of 7 years. Responses to the job satisfaction indicators reveal 74 percent of the incumbents find their jobs interesting, 64 percent feel their job utilizes their talents well, 63 percent feel their training is utilized well, and 85 percent are satisfied with the sense of accomplishment gained from their job.

A. DIRECTORS, CHIEFS, AND COMMANDERS OF SERVICES (GRP197, N=88). This group also includes Assistant Directors and Deputy Chiefs of Services for a total representation of 18 percent of the survey sample. The majority of the incumbents (98 percent) are officers. The remaining 2 percent are civilians. The majority of officers generally are spread evenly among captains (33 percent), majors (31 percent), and lieutenant colonels (24 percent).

Incumbents perform an average of 241 tasks, by far the largest number of tasks performed across all of the jobs identified in the structure analysis. The majority of job time (56 percent) is spent performing Supervision and Management functions and Command, Administrative, or Advisory Functions. A small percentage of this group (15 percent) spends a large amount of time (52 percent) in the supervision and management of Billeting functions. Tasks which illustrate the type of job performed include:

- Reconcile accounts receivable with aircrews, MAJCOMs, Reserves, etc.
- Research interior design furnishing selection
- Draft or write responses to suggestions
- Coordinate with protocol on special activities

Personnel performing the Director, Chief, and Commander of Services job report assignment of 22 months to their present job, with an average of slightly less than 9 years (105 months) total time in the Services utilization field. Sixty-seven percent, approximately two-thirds, are assigned to a base or installation inside the CONUS. Job satisfaction indicators are very high, ranging from 73 percent indicating their jobs utilize their training quite well, to 94 percent indicating they find their jobs interesting.

B. BILLETING OFFICERS (GRP122, N=14). The job of Billeting Officers encompasses 3 percent of the survey sample. The majority of incumbents are officers. These officers represent 3 percent of all officer personnel and hold the rank of captain or lower. Civilians performing the Billeting Officer and

Billeting Manager jobs represent 29 percent of job incumbents. These civilians hold the grades GS-9 through GS-12.

Incumbents perform an average of 138 tasks, with the majority of the job time spent performing Supervision and Management tasks (48 percent of work-time) and Billeting tasks (24 percent of worktime). Tasks which reflect the type of job performed include:

- Meet with dormitory residents
- Review inventory of sundry items
- Endorse CPAS evaluations
- Submit requests for funds to NAF Council
- Coordinate with contractors

Personnel assigned to the Billeting Officer job indicate assignment to their current jobs for slightly more than 2 years (29 months), with an average of 4 years experience in the Services utilization field. Slightly less than three-fourths (71 percent) are assigned to locations within the CONUS. Job satisfaction indicators generally are high. Ninety-two percent of respondents find their jobs very interesting, 86 percent of the incumbents feel their job utilizes their talents quite well, 78 percent indicate their training is utilized quite well, and 85 percent of the job incumbents are satisfied with the sense of accomplishment gained from their work.

C. SERVICES OPERATIONS OFFICERS (GRP063, N=11). Personnel performing the Services Operations Officer job represent 2 percent of the survey sample. All of these respondents are officer personnel, with 82 percent assigned to CONUS locations. These officers hold rank from second lieutenant to captain.

Services Operations Officers perform an average of 92 tasks, with the majority of their worktime spent (56 percent) performing Supervision and Management, Billeting (20 percent), and Mortuary Affairs (14 percent). The tasks listed below illustrate the job performed:

- Supervise Honor Guard
- Inspect remains for compliance with contract specifications
- Prepare AF Forms 697A (Dental Identification Charts)
- Certify billeting purchases

Operations Officers report assignment to their current job for an average of slightly more than 1 year (15 months), with an average of slightly more than 3 years (38 months) time in the Services utilization field and an average of 6 years (72 months) total service. Job satisfaction indicators for Operations Officers are above average, overall. Eighty-two percent indicate they find their job fairly interesting, 82 percent feel their job utilizes their talent well, little more than half (55 percent) feel their job

utilizes their training well, and 82 percent feel satisfied with the sense of accomplishment gained from their work.

D. LINEN EXCHANGE/INDUSTRIAL LAUNDRY SUPERVISORS (GRP155, N=6). The incumbents in this job are all operations officers who differ from other operations officers by the type of tasks performed. These officers account for 1 percent of the total sample. All of the respondents are officers. Two officers hold the rank of second lieutenant, 3 are first lieutenants, and there is one captain. Five of these officers are assigned to stateside locations.

Incumbents perform an average of 133 tasks, with the majority (58 percent) of their worktime spent performing standard Supervision and Management duties and Command, Administrative, or Advisory Functions. Linen Exchange/Industrial Laundry duties account for 12 percent of their worktime. The tasks listed below are representative of these incumbents' worktime:

- Designate linen exchange locations
- Review cash controls or cashier functions
- Review AF Forms 9 (Request for Purchase)
- Spotcheck linen exchange or dry cleaning OAE documentation
- Manage surcharge funds

Personnel in the Linen Exchange/Industrial Laundry Supervisor job indicate assignment to their present job for an average of 1 year (12 months), with an average of 19 months Services experience. Responses to the indicators of job satisfaction generally are lower than most other job responses, with 67 percent finding their job interesting, 67 percent thought their job utilizes their talents and training well; however, 86 percent are satisfied with the sense of accomplishment gained from their work. Eighty-three percent of these officers are assigned to CONUS locations.

E. EXERCISE AND DEPLOYMENT OFFICERS (GRP104, N=5). This job includes 1 percent of the survey sample. Three of these incumbents are civilians who hold the grades of GS-7, GS-11, and GS-12. The remaining two are officers who hold the rank of captain.

Incumbents perform an average of 128 tasks. The majority (68 percent) of their time is spent performing Supervision and Management tasks and Command, Administrative, or Advisory Functions. An additional 17 percent of their worktime is spent on Exercise and Deployment Operations. Tasks listed below illustrate the job performed:

- Direct search and recovery teams
- Participate on exercise evaluation teams
- Ensure shelters are stocked
- Develop or review contingency plans

Personnel performing the Exercise and Deployment Officer job indicate an average of slightly less than 3 years (35 months) at their current job, with 68 months total time in the utilization field. Eighty percent of these personnel are assigned to CONUS locations. Job satisfaction indicators are mixed, with 80 percent indicating they find their job interesting, 60 percent feel their job utilizes their training and talents very well, and 80 percent are satisfied with the sense of accomplishment gained from their work.

F. BILLETING MANAGERS AND SUPERVISORS (GRP061, N=7). The job of Billeting Managers and Supervisors encompasses 1 percent of the survey sample and accounts for 2 percent of all officers in the survey. All group members are officers with the following rank distribution: one first lieutenant, four captains, and two majors.

Incumbents perform an average of 86 tasks. The concentration of these tasks are in the Command, Administrative, or Advisory Functions, Supervision and Management, and Billeting. These duties account for 56 percent of the job time spent by these respondents. Some tasks which help define this job group are listed below:

- Ensure quarters are provided with proper amenities
- Draft or write posturing status reports
- Develop local instructions for directives for priority assignment of quarters
- Process theft or damage claims

Personnel performing the Billeting Manager and Supervisor job indicate an average of slightly more than 1 year (14 months) in their present job and an average of approximately 9 years (102 months) in the Services utilization field. Slightly more than one-fourth (28 percent) of these officers are assigned overseas, outside the CONUS. Responses to indicators of job satisfaction revealed that 71 percent find their jobs interesting, and 86 percent are satisfied with the sense of accomplishment gained from their work.

II. FOOD SERVICES AND COMMISSARY SUPERVISORS AND MANAGERS (GRP047, N=138). This cluster is comprised of those groups which perform primarily Commissary and Food Services duties. The personnel within this cluster account for approximately 28 percent of the total survey sample and form the following jobs:

- A. Commissary Managers (GRP062)
- B. Food Service Officers (GRP089)
- C. Commissary Management Interns (GRP049)
- D. Laundry/Dry Cleaning Managers (GRP067)

Civilians account for about 91 percent of this major job group and 62 percent of the civilians in the survey sample. Grade spread for these civilians

range from GS-5 through GM-14, with the GS-11, GS-12, and GM-13 grades accounting for the majority of these personnel (60 percent). The officers represent 4 percent of the officers in the survey sample. These officers hold the ranks of second lieutenant through captain.

Incumbents perform an average of 102 tasks, with the majority of their worktime spent performing typical Services Supervisor and Management tasks (36 percent), and are defined by the Commissary tasks listed below, which account for 30 percent of their work time:

- Quality control vendor stockers
- Quality control processing or packaging of meats
- Quality control processing or packaging of produce
- Respond to refrigeration alarm signals
- Quality control pricing

Personnel in this cluster report just over 2 years (25 months) time in their present job and an average total of 16 years time in the Services utilization field. Nearly 90 percent of these personnel are assigned within AFCOMS, with slightly more than three-fourths assigned to CONUS locations. Job satisfaction is generally high, with the indicators revealing 84 percent find their jobs to be interesting, 79 percent feel their jobs utilize their talents well, 76 percent feel their jobs utilize their training well, and 71 percent are satisfied with the sense of accomplishment gained from their work.

A. COMMISSARY MANAGERS (GRP062, N=103). This job represents 20 percent of all survey respondents. The majority of these respondents are civilians (92 percent) and represent 52 percent of all civilians in the survey sample. The majority of these civilians are GS-11 and GS-12. Officers account for 8 percent of the 103 personnel in the job and represent only 2 percent of all officer personnel. The officers who are Commissary Managers were captains.

The incumbents perform an average of 118 tasks. The majority of the job time is spent on Supervision and Management (39 percent of time) and Commissary (28 percent of time). Tasks which illustrate the type of jobs performed:

- Plan commissary displays
- Certify commissary operating statement*
- Indorse OERs
- Review AF Forms 2440 (Void and Refund Record)

Personnel performing the Commissary Manager job report assignment to their present job of 24 months, on the average, with an average of slightly less than 18 years total time in the Services utilization field (214 months). Slightly more than two-thirds (71 percent) are assigned within the CONUS.

The indicators of job satisfaction are high, with 86 percent reporting their jobs to be very interesting, 91 percent indicating their jobs utilize their talents, and 85 percent report utilization of training quite well. Sixty-eight percent of the respondents are either very satisfied or extremely satisfied in their jobs.

B. FOOD SERVICES OFFICERS (GRP089, N=23). This job represents 4 percent of all survey respondents. The majority of these respondents are officers (83 percent), and they represent 6 percent of all officers in the survey sample. The majority of these officers are captains and lieutenants (78 percent). Civilian personnel account for 17 percent of the personnel in this job and represent 2 percent of all civilian personnel. The majority of these civilian Food Services Officers are GS-12.

Incumbents perform an average of 147 tasks. The majority of the job time spent (57 percent) revolves around Supervision and Management and Command, Administrative, or Advisory Functions, with Food Services tasks accounting for 17 percent of job time spent. These Food Services tasks help to define this group. The list below is an example of some of these tasks:

- Establish temporary feeding facilities
- Review worldwide menus
- Review AF Forms 662 (Food Service Production Log)
- Plan culinary art exhibits

Personnel performing the Food Services Officer job report 18 months in their present job and slightly less than 9 years (106 months) experience in the Services utilization field. Sixty-nine percent of the respondents report being assigned to a base located in the CONUS. The job satisfaction indicators show 91 percent find their job interesting, and 82 percent are satisfied with their sense of accomplishment from their work.

C. COMMISSARY MANAGEMENT INTERNS (GRP049, N=26). The Commissary Management Intern job accounts for 12 percent of the civilian survey respondents. The Commissary Management Intern program is a training program for entry-level civilians in Commissary Management. These interns are brought in as GS-5s and, after 1 year of satisfactory OJT performance, are upgraded to GS-7. After an additional year of OJT, the interns become fully qualified and are upgraded to GS-9. The majority of personnel (58 percent) are GS-11 (35 percent) and GS-5 (23 percent).

Another indicator of the nature of the job is the number of tasks performed. Incumbents in the Commissary Management Intern job perform an average of 46 tasks, approximately 2.5 times less than the Commissary Managers. The majority is spent on Commissary tasks (46 percent) and Furnishings Management tasks (25 percent). Tasks which illustrate the jobs performed include:

Draft or write letters to bad check customers
Review AF Forms 2363 (Customer Suggestions)
Purchase furnishings
Request contracts to lease storage space for furniture

Personnel performing the Commissary Management Intern job indicate assignment to their present job of slightly more than 1 year (13 months) and 10 years (126 months) total experience in the Services field. Ninety-six percent are assigned to a stateside location (within CONUS). Job satisfaction indicators are high: 86 percent indicate they find their jobs interesting; 85 percent said their jobs utilize their talents well; 85 percent are very satisfied with the sense of accomplishment gained from their work; and 81 percent feel their jobs utilize their training very well.

D. LAUNDRY AND DRY CLEANING MANAGERS (GRP067, N=9). The job of Laundry and Dry Cleaning Managers encompasses approximately 2 percent of the survey sample. Six of the incumbents are civilians. These incumbents represent 3 percent of all civilians in the sample. One holds the grade of GS-7, 4 are GS-9, and 1 is GS-11. There are three officers performing this job, two hold the rank of second lieutenant, and one is a first lieutenant.

Incumbents perform an average of 71 tasks. Eighty-four percent of the job time spent by these incumbents is in the areas of Supervision and Management and Command, Administrative, or Advisory Functions. Tasks in these duties are common to all managers and supervisors in the Services field.

Personnel performing the Laundry and Dry Cleaning Managers job indicate an average of 70 months in their current job and an average of 12 years total time in the Services career field. Approximately 78 percent of incumbents are assigned to CONUS locations. Job satisfaction indicators reveal 77 percent of the personnel find their jobs at least fairly interesting, 78 percent feel their job utilizes their talents quite well, and 89 percent feel satisfied with the sense of accomplishment gained from their work.

III. HEADQUARTERS SERVICES OFFICERS (GRP030, N=91). This cluster is comprised of Services personnel assigned to various headquarters-level jobs. The incumbents represent 18 percent of the survey sample. Included within this cluster are the following smaller job groups:

- A. Directors and Chiefs of Housing and Services (GRP132)
- B. Headquarters Commissary Management Specialists (GRP050)
- C. Headquarters Commissary Staff Officers (GRP108)
- D. Directors and Chiefs of Plans and Programs (GRP150)
- E. Linen Exchange/Industrial Laundry Staff Officers (GRP068)

Officers within this cluster represent 21 percent of the officers in the sample and 69 percent of the cluster's members. Ranks range from second

lieutenant through colonel. The highest concentration are captains (33 percent) and majors (14 percent). Civilians represent 13 percent of the civilians in the survey sample and 31 percent of personnel in the cluster. The grades of these civilians ranged from GS-4 to GM-14, with GS-12 being the most prevalent grade.

Incumbents perform an average of 67 tasks, with the majority of job time divided between performing Command, Administrative, or Advisory Functions (39 percent of job time) and Supervision and Management tasks (35 percent of job time). In addition to the common Services tasks, incumbents also perform these tasks which indicate the type of job performed:

- Review base-level requests for billeting increases
- Prepare POM initiatives
- Respond to White House, Congressional, DOD, or higher headquarters inquiries
- Request modification of contracts

Personnel in the Headquarters Staff Officer cluster report assignment to their present job for an average of 20 months and an average total time in the utilization field of just over 12 years. The MAJCOM with the largest single concentration of respondents is AFCOMS. Job satisfaction indicators revealed that 76 percent find their jobs interesting, 70 percent feel their jobs utilize their talents well, 75 percent feel their jobs utilize their training well, and 86 percent are satisfied with the sense of accomplishment gained from their work.

A. DIRECTORS AND CHIEFS OF HOUSING AND SERVICES (GRP132, N=20). The job also includes Deputy Directors of Housing and Services. This job comprises 4 percent of the survey sample. The majority of personnel are officers, 85 percent of those serving as Directors or Chiefs of Housing and Services. These incumbents represent 6 percent of all officers in the utilization field. Civilians performing the Director and Chief of Housing represent 15 percent of the job incumbents. The majority of officers are captains (45 percent) and lieutenant colonels (30 percent). The civilians in the job hold the grade of GS-12.

Incumbents perform an average of 102 tasks, with the majority of job time (71 percent) spent performing Command, Administrative, or Advisory Functions, Supervision and Management, and Commissary tasks. Tasks which reflect the type of job performed include:

- Draft or write responses to Congressional inquiries
- Certify DD Form 707 (Report of Deposits)
- Review man-hours expended on military honors for funerals

Personnel performing the Director or Chief of housing and Services job report slightly more than 2 years (an average of 27 months) assigned to their present job, with an average of slightly less than 13 years (154 months) total time in the Services utilization field. Job satisfaction indicators are very high. One hundred percent reported they find their jobs interesting. Ninety-five percent indicated they are satisfied with the sense of accomplishment from their work. In the area of training utilization, 80 percent feel their jobs utilize their training quite well, and 70 percent indicate their jobs utilize their talents very well. Twenty-five percent of these personnel are assigned overseas.

B. HEADQUARTERS COMMISSARY MANAGEMENT SPECIALISTS (GRP050, N=50). The Headquarters Commissary Management Specialists represent 3 percent of the survey sample. The majority of these incumbents (53 percent) are civilians. These civilians represent slightly less than 2 percent of the civilians in the survey sample. The majority of these civilians hold the grades of GS-11 and GS-12. The remainder of personnel performing the Headquarters Commissary Management Specialist job (47 percent) are officers, and they represent 2 percent of the officer survey sample. Twenty-seven percent of these officers are captains, and 13 percent are second lieutenants.

Incumbents perform an average of 30 tasks, with the majority of job time spent on Command, Administrative, or Advisory; Supervision and Management; and Commissary tasks (22 percent). Tasks which illustrate the job include:

- Draft or write point papers
- Draft or write memoranda
- Certify reports of audits

Personnel performing the Headquarters Commissary Management job report an average of 20 months in their present jobs and an average of slightly more than 13½ years (163 months) in the Services utilization field. Slightly more than one-fourth (27 percent) of these personnel are assigned overseas. Responses to the indicators of job satisfaction reveal generally high levels: 93 percent find their jobs interesting; 87 percent indicate their jobs utilize their talent well; 73 percent feel their jobs utilize their training well; 87 percent are satisfied with the sense of accomplishment from their work.

C. HEADQUARTERS COMMISSARY STAFF OFFICERS (GRP108, N=13). Personnel performing as Headquarters Commissary Staff Officers represent 2 percent of the survey sample. The majority (85 percent) of these individuals are officers. They represent 4 percent of all officers in the survey. The officers' ranks range from captain through colonel. There are no lieutenants performing this job. Civilians account for 15 percent of the job incumbents. These civilians hold the grade of GS-12.

Incumbents perform an average of 51 tasks, the majority of their job time (86 percent) spent performing in the core Command, Administrative, or Advisory Functions and Supervision and Management tasks.

Personnel performing the Headquarters Commissary Staff Officer job indicate assignment to their present job for slightly more than 1 year (14 months), with an average of approximately 8 years (97 months) time in the utilization field. Responses to job satisfaction indicators generally are high, with 85 percent indicating their jobs are interesting, 85 percent feel their jobs utilize their talents well, 77 percent feel their jobs utilize their training well, and 77 percent are very satisfied with the sense of accomplishment from their job.

D. DIRECTORS AND CHIEFS OF PLANS AND PROGRAMS (GRP150, N=10). Directors and Chiefs of Plans and Programs represent 2 percent of the survey sample. The majority of these respondents (80 percent) are officers who accounted for 2 percent of all officers in the survey. The majority of these officers (50 percent) are majors. The others are captains (10 percent) and lieutenant colonels (20 percent). The two civilian incumbents hold the grades of GM-13 and GM-14. The majority of these incumbents (70 percent) are assigned to stateside locations.

Incumbents perform an average of 131 tasks, with the majority (66 percent) of their worktime spent performing Supervision and Management and Command, Administrative, or Advisory Functions. Commissary duties account for an additional 13 percent of their worktime. The tasks listed below indicate the type of work performed:

- Consolidate ration control reports
- Coordinate with other facilities to locate out-of-stock items
- Prepare POM initiatives
- Respond to inquiries from bases

Personnel in the Directors and Chiefs of Plans and Programs job indicate assignment to their present job for an average of 12 months, with an average 12½ years (152 months) in the Services utilization field. Responses to job satisfaction indicators reveal 100 percent find their jobs interesting, 80 percent feel their jobs utilize their talents well, 60 percent indicate their jobs utilize their training well, and 100 percent are satisfied with the sense of accomplishment gained from their work.

E. LINEN EXCHANGE/INDUSTRIAL LAUNDRY STAFF OFFICERS (GRP068, N=5). The job of Linen Exchange/Industrial Laundry Staff Officer encompasses 1 percent of the survey sample. Three of the incumbents are officers. Two hold the rank of captain, and one is a major. The remainder are civilians who hold the grades of GS-11 and GS-12.

Incumbents perform an average of 53 tasks, with the majority (62 percent) of their job time spent performing Command, Administrative, or Advisory Functions and Supervision and Management tasks. Linen Exchange/Industrial Laundry tasks account for an additional 12 percent of their job time. Tasks listed below illustrate the job performed:

Review job inventories
Manage surcharge funds
Review AF Forms 318 (Laundry and Dry Cleaning
Operations Report)
Consolidate inputs for AF Forms 318 (Laundry
and Dry Cleaning Operation Report)

Personnel performing the Linen Exchange/Industrial Laundry Staff Officer job indicate an average of slightly less than 2 years (22 months) in their present job and approximately 16 years (194 months) total time in the Services utilization field. All personnel (100 percent) are assigned to locations within the CONUS. Job satisfaction indicators are low. Forty percent find their jobs interesting, 40 percent feel their job utilizes their talents and training well, and only 40 percent are satisfied with the sense of accomplishment from their work.

IV. SERVICES INSTRUCTORS (GRPO80, N=5). The job of Services Instructors comprise 1 percent of the survey sample. All of these personnel are officers who hold the ranks of captain and first lieutenant. These personnel represent nearly 2 percent of the officers in the utilization field. All of these incumbents are assigned to the Lowry Technical Training Center.

Incumbents perform an average of 22 tasks, and as expected, the majority of their job time is spent performing Training duties (67 percent), with Command, Administrative, or Advisory Functions accounting for an additional 19 percent. The tasks listed below clearly reflect the job performed:

Prepare AF Forms 475 (Education/Training Report)
Select personnel for training
Evaluate instructors' classroom performance
Forecast training requirements
Review course control documents, such as course
charts or POIs

These training personnel have been assigned to their present job for an average of 19 months and have an average of just over 6 years (73 months) time in the Services utilization field. Job satisfaction indicators are mixed. Eighty percent find their job interesting, 60 percent feel their talent is being utilized quite well, while 80 percent feel their training is being utilized well and 60 percent are satisfied with the sense of accomplishment gained from their work.

Summary

Analysis of the structure of jobs performed by Services personnel yields 16 jobs. Fifteen of these jobs fall into one of three clusters, and the

other job is Services Training Instructors. The jobs vary, based on the type of work performed and the number of personnel involved.

Though the Services utilization field appears diverse with the identification of 3 clusters and 16 jobs within these clusters, there is a common theme running through this field. In virtually all jobs, tasks in the Supervision and Management and Command, Administration, or Advisory Functions duties, account for the majority of the incumbents' job time (Table 11). As shown in Tables 12 and 13, the majority of command functions, which include Operations, Billeting, and Director and Commander duties, are performed by officers. The majority of Commissary functions, which include Supervision and Management of Commissary functions, are performed by civilians. There is roughly a 2 to 1 ratio of officers to civilians at the Headquarters Staff level. The Training job is performed exclusively by officers.

Officer personnel in each cluster hold AFSCs which reflect the nature of the job. The types of tasks performed and the AFR 36-1 Classification Summaries are generally consistent.

In terms of experience, jobs such as Billeting Officer, Operations Officer, and Mortuary Affairs Officer in the Command and Operations Cluster, are held by junior officers with an average of less than 4 years time in the utilization field, whereas, the jobs such as Directors, Chiefs, and Commanders of Services, are held by more senior officers with an average of more than 8 years in the utilization field. In the Commissary and Food Services cluster, the lower civilian grades, with a commensurate time in the utilization field, hold jobs such as Management Intern, and the senior grades perform the supervisory duties. In the Headquarters Staff cluster, jobs such as Director of Housing and Services, Director of Plans and Programs, and Chief of Services are performed by senior military officers, and Commissary Manager, Chief Operations Management, and Chief of Services jobs are performed by civilians with grade GS-11 or above.

SPECIALTY ANALYSIS

The purpose of this section is to describe tasks performed by Services personnel based on existing classification structures. In addition, background information on personnel in the specialties is reported and a comparison of the duties and responsibilities from the Officer Classification Regulation (AFR 36-1) to the tasks personnel perform is presented. Tables 14 and 15 show officer rank and civilian distribution across DAFSCs. Table 16 shows the percent of time spent in duty areas by DAFSC. Table 17 shows composition of DAFSC by job, as identified in the job analysis of the survey.

Services Staff Officer, AFSC 621X: There are 116 Staff Officers in the survey sample. The majority of these officers are majors (42 percent) and lieutenant colonels (33 percent). Respondents indicate an average of 17 months in their present job, with an average of 11 years in experience in the

TABLE 11

COMPARISON OF SELECTED JOBS
RELATIVE PERCENTAGE OF TIME SPENT ON DUTIES

	COMDR & OPS OFFS (N=193)	BILLETING OFFICERS (N=14)	DIR, CH, & COMDRS OF SVCS (N=88)	SVCS OPS OFFS (N=11)	COMSY MGT INTERNS (N=138)	COMSY OFFICERS (N=103)	FOOD SVCS & COMSY SUPVRS & MANAGERS (N=26)	HO SVCS OFFICERS (N=91)	DIR/CH HOUSING & SVCS (N=20)	HQ COMSY MGT SPECL (N=15)	SVCS INSTR (N=5)
A FOOD SERVICES	5	*	3	1	3	3	2	3	3	*	3
B MORTUARY AFFAIRS	7	3	8	15	1	1	1	2	2	-	-
C BILLETING	13	24	14	20	*	*	*	2	5	1	-
D SUPERVISION AND MANAGEMENT	40	49	38	36	36	39	18	35	32	30	12
E COMMAND, ADMINISTRATIVE, OR ADVISORY FUNCTIONS	18	16	18	12	15	16	6	39	40	44	18
F COMMISSARY	4	3	5	3	30	28	46	13	12	22	-
G FURNISHINGS MANAGEMENT	*	*	*	-	13	11	26	1	1	1	*
H EXERCISE AND DEPLOYMENT OPERATIONS	5	1	6	3	*	*	*	1	2	*	-
I LINEN EXCHANGE/INDUSTRIAL LAUNDRY	4	1	4	7	*	*	-	2	1	*	-
J TRAINING	3	2	4	2	1	1	*	2	2	1	67

* Less than 1 percent

- No members represented

NOTE: Percentages may not total 100 percent due to rounding

TABLE 12
PERSONNEL REPRESENTATION AS
PERCENT OF SAMPLE

TITLES	PERCENT	
	OFFICERS	CIVILIANS
I. Commanders and Operations Officers (GRP056)	60	3
A. Directors, Chiefs, and Commanders of Services (GRP197)	17	*
B. Billeting Officers (GRP122)	2	1
C. Services Operations Officers (GRP063)	2	-
D. Linen Exchange/Industrial Laundry Supervisors (GRP155)	1	-
E. Exercise and Deployment Officers (GRP104)	*	*
F. Billeting Managers and Supervisors (GRP061)	1	-
II. Food Services and Commissary Supervisors and Managers (GRP047)	3	25
A. Commissary Managers (GRP062)	1	19
B. Food Service Officers (GRP089)	4	*
C. Commissary Management Interns (GRP049)	*	5
D. Laundry/Dry Cleaning Managers (GRP067)	*	1
III. Headquarters Services Officers (GRP030)	13	5
A. Directors and Chiefs of Housing and Services (GRP132)	3	*
B. Headquarters Commissary Management Specialists (GRP050)	1	2
C. Headquarters Commissary Staff Officers (GRP108)	4	*
D. Directors and Chiefs of Plans and Programs (GRP150)	2	*
E. Linen Exchange/Industrial Laundry Staff Officers (GRP068)	*	*
IV. Services Instructors (GRP080)	1	-

* Less than 1 percent
- No members represented

TABLE 13
RANK GROUPS
DISTRIBUTION ACROSS JOBS

JOB TITLES	PERCENT MEMBERS PERFORMING					
	LT (N=66)	CAPT (N=130)	MAJ (N=54)	LT COL (N=40)	COL (N=7)	
I. Commanders and Operations Officers (GRP056)	60	56	67	68	28	
A. Directors, Chiefs, and Commanders of Services (GRP197)	12	22	50	53	-	
B. Billeting Officers (GRP122)	9	3	-	-	-	
C. Services Operations Officers (GRP063)	9	4	-	-	-	
D. Linen Exchange/Industrial Laundry Supervisors (GRP155)	8	1	-	-	-	
E. Exercise and Deployment Officers (GRP104)	-	2	-	-	-	
F. Billeting Managers and Supervisors (GRP061)	1	3	4	-	-	
II. Food Services and Commissary Supervisors and Managers (GRP047)	11	4	2	-	-	
A. Commissary Managers (GRP062)	5	3	2	-	-	
B. Food Service Officers (GRP089)	12	8	2	-	-	
C. Commissary Management Interns (GRP049)	1	*	-	-	-	
D. Laundry/Dry Cleaning Managers (GRP067)	5	-	-	-	-	
III. Headquarters Services Officers (GRP030)	6	23	24	28	71	
A. Directors and Chiefs of Housing and Services (GRP132)	-	7	2	15	14	
B. Headquarters Commissary Management Specialists (GRP050)	3	3	2	-	-	
C. Headquarters Commissary Staff Officers (GRP108)	-	5	2	8	14	
D. Directors and Chiefs of Plans and Programs (GRP150)	-	1	9	5	-	
E. Linen Exchange/Industrial Laundry Staff Officers (GRP068)	-	2	2	-	-	
IV. Services Instructors (GRP080)	1	3	-	-	-	

* Less than 1 percent
- No members represented

TABLE 14
62XX DISTRIBUTION BY RANK
(PERCENTAGES)

<u>RANK</u>	<u>62XX</u>	<u>621X</u>	<u>622X</u>	<u>623X</u>	<u>624X</u>
1ST LT	10	-	14	21	24
2D LT	14	-	19	25	24
1ST-2D LT	24	-	33	46	48
CAPT	43	18	64	54	45
MAJ	18	42	3	-	2
LT COL	13	34	-	-	-
COL	2	6	-	-	-

- No members represented

TABLE 15
CIVILIAN DISTRIBUTION BY OFFICER DAFSC EQUIVALENT

<u>DAFSC</u>	<u>ASSIGNED</u>		<u>SAMPLED</u>	
	<u>TOTAL NUMBER</u>	<u>TOTAL PERCENT</u>	<u>TOTAL NUMBER</u>	<u>TOTAL PERCENT</u>
621X	19	4	24	12
622X	48	10	38	19
623X	395	82	112	56
624X	17	4	13	7
	479	100	187	100

TABLE 16

COMPARISON OF DAFSC
RELATIVE PERCENT TIME SPENT ON DUTIES

DUTIES	DAFSC 621X (N=116)	DAFSC 622X (N=128)	DAFSC 623X (N=25)	DAFSC 624X (N=29)	CIVILIAN (N=199)
A FOOD SERVICES	4	4	1	16	4
B MORTUARY AFFAIRS	4	7	*	11	3
C BILLETING	9	13	*	4	2
D SUPERVISION AND MANAGEMENT	39	35	32	39	24
E COMMAND, ADMINISTRATIVE, OR ADVISORY FUNCTIONS	24	22	21	20	19
F COMMISSARY	8	5	28	3	15
G FURNISHINGS MANAGEMENT	*	*	10	*	10
H EXERCISE AND DEPLOYMENT OPERATIONS	4	4	1	2	1
I LINEN EXCHANGE/INDUSTRIAL LAUNDRY	3	4	1	1	*
J TRAINING	3	5	5	1	1

* Less than 1 percent

NOTE: May not equal 100 percent due to rounding

TABLE 17
DUTY AFSC ACROSS JOBS

JOB TITLES	PERCENT				
	621X	622X	623X	624X	CIVILIANS
I. Commanders and Operations Officers (GRP056)	35	46	*	10	8
A. Directors, Chiefs, and Commanders of Services (GRP197)	57	38	-	-	4
B. Billeting Officers (GRP122)	-	71	-	-	29
C. Services Operations Officers (GRP063)	-	82	-	18	-
D. Linen Exchange/Industrial Laundry Supervisors (GRP155)	-	100	-	-	-
E. Exercise and Deployment Officers (GRP104)	-	20	20	-	60
F. Billeting Managers and Supervisors (GRP061)	43	57	-	-	-
II. Food Services and Commissary Supervisors and Managers (GRP047)	*	*	7	1	91
A. Commissary Managers (GRP062)	1	-	7	-	92
B. Food Service Officers (GRP089)	4	-	70	-	17
C. Commissary Management Interns (GRP049)	-	-	8	-	92
D. Laundry/Dry Cleaning Managers (GRP067)	-	11	-	22	67
III. Headquarters Services Officers (GRP030)	38	22	7	2	31
A. Directors and Chiefs of Housing and Services (GRP132)	45	40	-	-	15
B. Headquarters Commissary Management Specialists (GRP050)	13	20	13	-	53
C. Headquarters Commissary Staff Officers (GRP108)	39	23	15	8	15
D. Directors and Chiefs of Plans and Programs (GRP150)	80	-	-	-	20
E. Linen Exchange/Industrial Laundry Staff Officers (GRP068)	60	-	-	-	40
IV. Services Instructors (GRP080)	-	60	40	-	-

* Less than 1 percent

- No members represented

NOTE: Totals may not equal 100 percent due to rounding and nonresponse

Services utilization field and 17 years total average time in service. The Staff Officers indicate undergraduate specialization in four main areas. These are Business or Management (43 percent), Economics (15 percent), History (10 percent), and Political Science (10 percent). A majority of Staff Officers (56 percent) indicate completion of Master's level work. Professional Military Education (PME) courses completed by Staff Officers include Squadron Officer School (48 percent by correspondence; 54 percent in residence), Air Command and Staff College (40 percent by correspondence; 37 percent in seminar; 11 percent in residence), Air War College (10 percent in seminar; 8 percent by correspondence; 3 percent in residence), and Industrial College of the Armed Forces (18 percent by correspondence). The majority of Staff Officers (79 percent) serve as supervisors, directly supervising an average of 6 subordinates.

Review of the data-based job description for Services Staff Officers indicates they perform an average of 168 tasks. Staff Officer respondents spend the majority of their time performing Supervision, Command, Administrative, or Advisory Functions and Billeting tasks. The tasks listed below serve as examples of the type of work performed:

- Approve or disapprove out-of-cycle requests for equipment
- Indorse APRs
- Counsel personnel on dependent care responsibilities
- Initiate administrative discharges
- Review AF Forms 601 (Equipment Action Requests)

Comparison of the total data-based job description to the AFR 36-1 summary of duties and responsibilities for Services Staff Officers indicates significant agreement. The scope of duties and responsibilities in the regulation's Summary provides an excellent overview of tasks and duties performed by Services Staff Officers.

Services Operations Officers, AFSC 622X: The survey sample includes 128 respondents with a duty AFSC of 622X. The majority of these officers are company grade officers (33 percent are lieutenants and 64 percent are captains). These respondents report an average of 16 months in their present job, with 59 months average in the Services utilization field and 8 years average total service time. The officers indicate undergraduate degrees in a variety of areas, with Business or Management the area selected by the largest number (35 percent). PME courses completed by these officers include SOS (34 percent by correspondence, 26 percent by residence). Additionally, 9 percent report completion of Air Command and Staff College by correspondence. Approximately 50 percent of Operations Officers report functioning as supervisors, directly supervising an average of four subordinates.

Review of the data-based job description for the Operations Officers reveals they perform an average of 128 tasks, with the largest percentage of their job time spent performing Supervision and Management; Command,

Administrative, or Advisory Functions; and Billeting tasks. The jobs with the highest probability of assignment for 622X personnel are Operations Officer and Chief of Services. Listed below are tasks typically performed by Operations Officers:

- Indorse APRs
- Meet with union representatives
- Review AF Forms 601 (Equipment Action Request)
- Prepare Services' status briefings
- Evaluate requests for enlistment extensions

Comparison of the total data-based job description to the AFR 36-1 summary of duties and responsibilities indicates that, though there is agreement on Billeting and Mortuary Affairs responsibility, responsibility is centered in supervisory and command functions.

Services Sales Officers, AFSC 623X: The survey sample contains 25 members. The majority of these respondents (54 percent) are captains who indicate assignment to their present job for an average of 47 months time and an average of 8 years total service time. The Services Sales Officers indicate undergraduate educational specialization in two main areas. These are Business or Management (52 percent) and Biology (12 percent). Professional Military Education (PME) courses completed by Sales Officers include Squadron Officer School in residence (44 percent) and by correspondence (20 percent). Forty-eight percent of respondents indicate they serve as supervisors, directly supervising an average of three subordinates.

Review of the data-based job description for Services Sales Officers indicate they perform an average of 59 tasks. Sales Officer respondents spend the majority of their time performing Supervision and Management; Commissary; and Command, Administrative, and Advisory Functions tasks. The tasks listed below serve as examples of the type of work performed:

- Indorse APRs
- Meet with union representatives
- Quality control vendor stockers
- Quality control processing or packaging of produce
- Counsel personnel on dependent care responsibility

Comparison of the total data-based job description to the AFR 36-1 summary of duties and responsibilities for Services Sales Officers indicates substantial agreement. The array of duties and responsibilities presented in the regulation's Summary provides an excellent overview of the tasks and duties performed by Services Sales Officers.

Food Services Officers, AFSC 624X: The survey sample contains 29 Food Services Officers. The majority of these officers are captains (45 percent) and lieutenants (48 percent). Respondents report an average of 11 months in

their present job, with 51 months average experience in the Services utilization field and slightly more than 7 years time in service. The officers indicate undergraduate degrees in a variety of areas, with Business or Management (35 percent) and Fine and Applied Arts (21 percent) selected by the largest numbers. Sixty-nine percent of these officers report functioning as supervisors, directly supervising an average of five subordinates.

Review of the data-based job description for the Food Services Officers reveals they perform an average of 121 tasks, with the largest percentage of their time spent performing Supervision and Management; Command, Administrative, or Advisory Functions; and Food Services tasks. Listed below are examples of tasks typically performed by Food Services Officers:

- Prepare overtime requests
- Indorse APRs
- Counsel personnel on dependent care responsibilities
- Approve or disapprove upgrade projects
- Approve or disapprove out-of-cycle requests for equipment

Comparison of the total data-based job description to the AFR 36-1 summary of duties and responsibilities indicates general agreement with the jobs and functions described in the specialty description.

Summary

Review of survey responses in the context of the Services specialties reveals these specialties are well organized. Classification summaries from AFR 36-1 generally reflect an accurate picture of the jobs and tasks performed within the 4 officer specialties; however, the 622X summary may be enhanced by including a greater description of the supervisory and management responsibilities of this AFSC.

ANALYSIS OF CIVILIAN SURVEY RESPONSES

The survey sample contains 199 civilian respondents. These personnel hold the grades indicated below:

<u>Grade</u>	<u>Percentage of Sample</u>
GS-5	5
GS-7, 8	5
GS-9	10
GS-10	8
GS-11	26

GS-12	28
GM-13	11
GM-14	6

The civilian respondents report assignment to their present job for an average of 31 months, with an average of more than 16 years Services experience (and 17 years total Federal service). The majority (78 percent) indicate assignment to a stateside location.

GS-5: There are 10 respondents at Grade 5. These personnel work primarily as Commissary Management Interns and indicate assignment to their present jobs for an average of 5 months. One hundred percent of the members of this grade have been in their present job for 12 months or less. These respondents report an average of 56 months in the Services utilization field. The junior grade civilian personnel perform an average of 31 tasks, with the majority of their time spent performing Commissary tasks. The tasks listed below reflect the internship nature of their job.

- Review orders for furniture
- Review proposed model rooms
- Respond to refrigeration alarm signals
- Review AF Forms 2363 (Customer Suggestion)
- Quality control pricing

GS-7, 8: The sample contains 9 members in these grades, 8 are GS-7 and one is GS-8. These personnel work primarily as assistant Commissary managers, with the GS-8 indicating a job title of Billeting Officer. Respondents indicate assignment to their present job for an average of 19 months (GS-7), 47 months (GS-8), and an average of 6 years (GS-7) and 24 years (GS-8) time in the Services utilization field. These civilians perform an average of 88 tasks, with the majority of their time spent performing Supervision and Management; the tasks listed below reflect the Commissary; Command, Administrative, or Advisory Functions; Billeting; and Furnishings Management scope of their jobs:

- Counsel personnel on dependent care responsibilities
- Review inventory of sundry items
- Write nominations for awards and decorations
- Approve or disapprove 601A for deviations from TA
- Indorse APRs

GS-9: There are 19 respondents at Grade 9. These personnel indicate assignment to their present job for an average of 4 years, with an average of 14 years Services experience. They perform primarily in Supervision and Management and Commissary functions. The tasks listed below reflect the type of work performed:

Indorse APRs
Draft or write nominations for awards and
decorations
Inspect milk plant
Evaluate requests for leave extensions
Approve or disapprove AF Forms 9 (Request for Purchase)

GS-10: The survey sample contains 16 members. The majority of these members serve as Commissary Store Managers. Respondents in this grade indicate an average of 24 months in their present job, with an average of 10 years experience in the Services utilization field. The members of this civilian grade perform an average of 79 tasks. Tasks relating to Commissary, Supervision and Management, and Furnishings Management account for the majority of job time. The tasks listed below reflect the type of work performed:

Request contracts to lease storage space
for furniture
Review AF Forms 2359 (Commissary Daily Checker
Record)
Quality Control pricing
Maintain warehousing plan
Implement commissary front-end procedures

GS-11: The survey sample contains 52 members. These personnel perform Supervision and Management, Commissary, and Command, Administrative, or Advisory Function tasks. These incumbents report assignment to their present job for an average of 31 months and an average of 17 years Services experience. The respondents perform an average of 94 tasks related to Supervision and Management and Commissary functions. The tasks listed below reflect the type of work performed:

Indorse APRs
Certify commissary operating statement
Quality control vendor stocker
Quality control processing or packaging of produce
Respond to refrigeration alarm signals

GS-12: The survey sample include 55 respondents at the GS-12 grade. Incumbents indicate assignment to their present job for an average of 34 months, with 19 years experience in the Services utilization field. The respondents in this grade perform an average of 84 tasks. Tasks related to Supervision and Management and Commissary are the most time consuming. There are no tasks substantially different which are representative of the jobs these personnel perform.

GM-13: There are 22 members responding in this grade. Incumbents report assignment to their present job for an average of 24 months, with 21 years Services utilization field experience. The respondents indicate performing an average of 125 tasks. Tasks related to Supervision and Management and Commissary accounted for the majority of time spent in their jobs. The tasks listed below reflect the type of work performed:

- Indorse APRs
- Approve or disapprove out-of-cycle requests for equipment
- Prepare Services' status briefings
- Prepare vendor critique sheet
- Certify timecards

GM-14: There are 11 respondents at Grade GM-14. These personnel indicate assignment to their present job for an average of 27 months, with an average of 25 years experience in the Services field. The civilian managers perform an average of 93 tasks, with the duties of Supervision and Management and Command, Administrative, or Advisory Functions consuming the majority of their job time. The tasks listed below reflect the type of work performed:

- Indorse APRs
- Chair menu planning boards
- Develop or monitor security programs
- Monitor construction or upgrade of facilities
- Monitor contract services

Summary

Responses from civilians show Services personnel are mainly Commissary Managers and Complex Directors. Analysis of grades indicates the scope of their jobs revolves around commissary management at all levels (Table 18). The only exception being those in the Grade GS-5. These personnel represent 5 percent of the total civilian respondents and perform a significant amount of Furnishings Management tasks as Commissary Management Interns. Table 19 shows the comparison of the relative time spent by the total civilian sample with each military rank. Civilians have twice as much time in their present job and 2½ times the length of experience in the field as military members. Comparison of the occupational survey data for civilian respondents to the Civilian Personnel Standard for Commissary Officer, Series 1144 (which accounts for 79 percent of the civilian respondents), reveals there is a general agreement between areas of responsibility and tasks performed. The only significant point of disagreement is a lack of specificity on Complex Director duties. No detailed description of responsibilities is given in the current 1144 job description, though Complex Directors or Deputy Complex Directors account for 19 percent of civilian personnel holding the 1144 Occupational Series.

TABLE 18

COMPARISON OF RANK GROUPS
RELATIVE PERCENTAGE OF TIME SPENT ON DUTIES - CIVILIAN

	GS-5 (N=10)	GS-7 (N=8)	GS-8 (N=11)	GS-9 (N=19)	GS-10 (N=16)	GS-11 (N=52)	GS-12 (N=55)	GM-13 (N=22)	GM-14 (N=11)
A FOOD SERVICES	9	3	-	3	5	4	4	2	5
B MORTUARY AFFAIRS	2	3	-	2	6	5	2	*	5
C BILLETING	*	*	20	*	7	3	2	-	-
D SUPERVISION AND MANAGEMENT	10	29	55	46	28	34	31	40	45
E COMMAND, ADMINISTRATIVE, OR ADVISORY FUNCTIONS	3	20	17	15	10	14	25	21	24
F COMMISSARY	41	22	-	20	24	26	26	26	16
G FURNISHINGS MANAGEMENT	28	15	-	10	14	11	7	8	4
H EXERCISE AND DEPLOYMENT OPERATIONS	3	4	-	*	*	*	*	1	*
I LINEN EXCHANGE/INDUSTRIAL LAUNDRY	-	*	-	*	*	*	*	*	*
J TRAINING	3	3	8	3	5	2	2	1	*

* Less than 1 percent

- No members represented

NOTE: Total percent time spent may not be equal 100 percent due to rounding

TABLE 19
 COMPARISON OF RANK GROUPS
 RELATIVE PERCENT TIME SPENT ON DUTIES - MILITARY/CIVILIAN

DUTIES	LT (N=66)	CAPT (N=130)	MAJ (N=54)	LT COL (N=40)	COL (N=7)	CIV (N=199)
A FOOD SERVICES	7	4	3	4	3	8
B MORTUARY AFFAIRS	8	5	5	5	2	6
C BILLETING	10	9	11	10	7	12
D SUPERVISION AND MANAGEMENT	36	35	39	41	45	37
E COMMAND, ADMINISTRATIVE, OR ADVISORY FUNCTIONS	17	25	24	24	30	20
F COMMISSARY	9	9	6	6	7	27
G FURNISHINGS MANAGEMENT	2	1	*	*	*	13
H EXERCISE AND DEPLOYMENT OPERATIONS	2	4	4	4	2	3
I LINEN EXCHANGE/INDUSTRIAL LAUNDRY	4	3	4	3	2	3
J TRAINING	4	5	3	3	1	5

* Note: Total percent time spent may not equal 100 percent due to rounding

TRAINING ANALYSIS

Technical training for Services officers is conducted by the 3440 Technical Training Group at Lowry Technical Training Center (TTC). Technical School personnel matched inventory tasks to appropriate sections of the course Plans of Instruction (POI), and it is these matchings upon which comparisons are based. Occupational survey data are used to assist in the evaluation of training courses offered there, in terms of their relevance to the needs of personnel working in their respective jobs within the utilization field. Factors which are used in evaluating training are the percent members performing a task, along with the training emphasis rating for the task.

Two Services Officer courses are evaluated. The Services Operations/Mortuary Affairs course (G30BR6221 001, dated 31 October 1983) is the basic course which provides an introduction to the utilization field. The course is 15 days in length, the last 5 days of which are devoted to Mortuary Affairs and may be taken as a separate unit. The course is offered four times per year at Lowry TTC. The Billeting Officer course (G30ZR6221 000, dated 28 February 1985) is an advanced course conducted for Services personnel from all military branches. The course is 15 days in length and is offered eight times per year at Lowry TTC. Additionally, both courses are conducted by Mobile Training Teams (MTT) from Lowry TTC in USAFE and PACAF.

Other courses associated with the 62XX field, but not analyzed, are the Food Service Officer course (G30BR6241 002), which will be discontinued after Fiscal Year 1986 and the new Services Staff Officer course (G30BR6211 001). These courses were undergoing revision during the time the analysis was being accomplished. The Commissary Operations course was cancelled in January 1985 and was not analyzed. New training for the latter is currently being developed and will be included in the enlisted 7-skill level commissary course.

While the content of the Services Operations/Mortuary Affairs Officer course presently addresses the responsibilities of these officers as outlined by AFR 36-1, the need for additional instruction in the Supervision and Management duties performed by officers in this AFSC (622X) is indicated.

Table 20 shows a sample of the tasks not matched with the Services Operations/Mortuary Affairs course POI. These tasks are rated highest in training emphasis (TE) (4.46 or higher) and have the highest percentage of members performing these tasks. As is evident in the Table, these tasks are primarily in the Supervision and Management duty area. Clearly, some of these tasks are more effectively learned via PME. However, the combination of high TE and high percent members performing strongly suggest non-PME tasks, which are not being trained through other means, should be considered for inclusion in formal training. The perceived value of training by the job incumbents should be an additional factor influencing any training decision. As indicated in Table 21, respondents in the Operations Officer job group (GRP063) and in the Command cluster as a whole, show the lowest satisfaction with the training received.

TABLE 20

TASKS RATED HIGHEST IN TRAINING EMPHASIS BY 62XX OFFICERS
(SERVICES OPERATIONS/MORTUARY AFFAIRS POI MATCH)

TASKS	PERCENT MEMBERS PERFORMING			
	TE*	62XX	621X	622X
DRAFT OR WRITE AIRMAN PERFORMANCE REPORTS (APR)	6.30	42	43	30
CONDUCT FUNCTIONAL REVIEW OF BILLETING UPGRADE PROJECTS	6.21	39	34	42
COUNSEL PERSONNEL ON WORK PERFORMANCE	5.39	65	66	63
APPROVE OR DISAPPROVE DD FORMS 1351-5 (GOVERNMENT QUARTERS AND MESS (ACCOUNTABLE FORM)) 5.14	5.5	55	53	
CERTIFY ACCOUNTS RECEIVABLE REPORT	5.14	35	36	33
CERTIFY BILLETING PURCHASES	4.56	51	46	51
ARRANGE SALE OR TRANSFER OF NONAPPROPRIATED FUND(S) (NAF) PROPERTY	4.51	45	43	46

* Tasks rated above 4.46 are high in training emphasis
Mean T. E. = 2.93

TABLE 21

COMPARISON OF SELECTED FUNCTIONAL GROUPS
 JOB ATTITUDES INFORMATION
 (PERCENT RESPONDING)*

	HQ SVCS OFFICERS **(GRPO30)	DIR/CH HOUSING & SVCS (GRP132)	HQ COMSY MGT SPECL (GRPO50)	SVCS INSTR (GRPO80)
<u>EXPRESSED JOB INTEREST:</u>				
INTERESTING	90	100	93	80
SO-SO	2	-	-	20
DULL	8	-	7	-
<u>PERCEIVED USE OF TALENTS:</u>				
FAIRLY WELL TO PERFECTLY	92	95	93	80
LITTLE OR NOT AT ALL	8	5	7	20
<u>PERCEIVED USE OF TRAINING:</u>				
FAIRLY WELL TO PERFECTLY	87	90	93	100
LITTLE OR NOT AT ALL	13	10	7	-
<u>SENSE OF ACCOMPLISHMENT:</u>				
SATISFIED	86	95	87	60
AMBIVALENT	4	-	-	-
DISSATISFIED	10	5	13	40
<u>CAREER INTENTIONS:</u>				
PLAN TO RETIRE	67	80	47	100
PLAN TO SEPARATE WITHOUT RETIREMENT BENEFITS	4	5	-	-

- No members represented

* Columns may not equal 100 percent due to rounding or nonresponse

** Major Job Cluster

TABLE 21 (Continued)

COMPARISON OF SELECTED FUNCTIONAL GROUPS
 JOB ATTITUDES INFORMATION
 (PERCENT RESPONDING)*

	COMDR & OPS OFFS **(GRP056)	BILLETING OFFICERS (GRP122)	DR, CH, & COMDRS OF SVCS (GRP197)
<u>EXPRESSED JOB INTEREST:</u>			
INTERESTING	92	100	94
SU-SO	5	-	5
DULL	3	-	1
<u>PERCEIVED USE OF TALENTS:</u>			
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	94 6	100 -	97 3
<u>PERCEIVED USE OF TRAINING:</u>			
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	77 22	93 7	81 19
<u>SENSE OF ACCOMPLISHMENT:</u>			
SATISFIED	85	86	88
AMBIVALENT	3	-	5
DISSATISFIED	12	14	9
<u>CAREER INTENTIONS:</u>			
PLAN TO RETIRE	86	57	95
PLAN TO SEPARATE WITHOUT RETIREMENT BENEFITS	7	14	1

- No members represented
- * Columns may not equal 100 percent due to rounding or nonresponse
- ** Major Job Cluster

TABLE 21 (Continued)

COMPARISON OF SELECTED FUNCTIONAL GROUPS
 JOB ATTITUDES INFORMATION
 (PERCENT RESPONDING)*

	SVCS OPS OFFICERS (GRPO63)	FOOD SVCS & COMSY SUPVRS & MANAGERS (GRPO47)	COMSY OFFICERS (GRPO62)	COMSY MGT INTERNS (GRPO80)
<u>EXPRESSED JOB INTEREST:</u>				
INTERESTING	82	92	93	89
SO-SO	-	4	3	3
DULL	18	1	1	-
<u>PERCEIVED USE OF TALENTS:</u>				
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	91 9	97 1	96 1	100 -
<u>PERCEIVED USE OF TRAINING:</u>				
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	64 18	91 4	92 3	95 4
<u>SENSE OF ACCOMPLISHMENT:</u>				
SATISFIED	82	88	86	97
AMBIVALENT	-	3	4	-
DISSATISFIED	18	7	7	4
<u>CAREER INTENTIONS:</u>				
PLAN TO RETIRE	82	8	7	4
PLAN TO SEPARATE WITHOUT RETIREMENT BENEFITS	18	2	2	4

- No members represented

* Columns may not equal 100 percent due to rounding or nonresponse

** Major Job Cluster

The Billeting Officer course is divided into three blocks. The first block, Billeting Operations, includes instruction on: Sources of DOD/USAF policy; Utilization and Occupancy of quarters; and Contract Quarters Management. The second block, Resources Management, covers Personnel Management, Housekeeping Management, and Training Management, Front Desk Administration, and Funds Management. The third block of instruction, Facility Management, includes instruction in Equipment and Supply Management, Quarters Improvement Program, and Readiness.

Table 22 shows a sample of the tasks matched with the Billeting Officer course POI. These tasks are rated highest in TE (4.46 or higher) and have the highest percent members performing. As shown in the table, these tasks are primarily in the Mortuary Affairs duty. The combined factors of high TE and high percent members performing strongly suggest these tasks, which are not currently included in the training curriculum, be considered for training.

SUMMARY AND IMPLICATIONS

Analysis of occupational survey data from Services personnel resulted in the description of a variety of jobs performed by respondents. The job structure analysis identified 16 different jobs. The 16 jobs are grouped into broadly defined categories which represent a cross-section of Services operations--Command, Commissary functions, Headquarters Staff, and Training. These jobs, however, are similar in terms of tasks performed and time spent in duty areas. The two duties in which the majority of members spend a great percentage of their worktime are the Supervision and Management and Command, Administrative, or Advisory Functions duties. Some officer respondents are performing in all jobs. The large majority of civilian respondents perform primarily in Commissary-related jobs.

There is general satisfaction by all Services respondents with their jobs, and the career field plans are mostly positive (Table 23). Review of how well their jobs utilizes training indicate generally positive feelings toward the training (Table 21).

The AFR 36-1 specialty description and OPM standard for 1144 Series generally are consistent with the data.

The officers comprising the Command cluster have a paygrade range of second lieutenant through lieutenant colonel, with the higher number of these personnel being company grade officers. The headquarters cluster, however, is almost exclusively field grade officers, with some lieutenants and captains included.

While respondents generally agree that training is adequate, the training analysis shows there is room to enhance the training provided in the area of Supervision and Management for Services Operations/Mortuary Affairs

Officers. This is of significant concern, since the majority of officers who are in the Command area are junior officers with little time in service and relatively little experience in this area. Also, as previously discussed, there are significantly high percentages of Services Staff Officers (621X) and Services Officers, as a whole, performing those tasks not matched. A training program which includes counseling scenarios and other related training, would prove valuable, both in the short-term, for the new Services Officer, and in the long run, when these officers assume higher levels of responsibility.

Analysis of the occupational survey data indicates that the current structure of the Services utilization field does not justify a Director's specialty as defined by AFR 35-1 requirements. However, such a specialty may be appropriate at the HQ AFESC level.

TABLE 22

TASKS RATED HIGHEST IN TRAINING EMPHASIS BY 62XX OFFICERS
(BILLETING COURSE POI MATCH)

TASKS	PERCENT MEMBERS PERFORMING	
	TE*	622X
BRIEF SUMMARY COURTS OFFICER ON REQUIRED DUTIES	7.00	10
ESTABLISH OR MAINTAIN MORTUARY CASE FILES	6.93	25
REVIEW SUMMARY COURTS OFFICER CASE FILE	6.05	42
TRAIN SEARCH AND RECOVERY TEAMS	5.86	28
REVIEW AF FORMS 662 (FGOD SERVICE PRODUCTION LOG)	5.67	39
PREPARE CONTINGENCY PLANS FOR MASS CASUALTIES	5.56	49
COORDINATE MORTUARY AFFAIRS WITH LEGAL OFFICE	5.39	8
COUNSEL PERSONNEL ON WORK PERFORMANCE	5.39	63
CONDUCT SELF-INSPECTIONS	5.12	43
REVIEW AF FORMS 9 (REQUEST FOR PURCHASE)	4.84	54
REQUEST ONE-TIME CONTRACT FOR MORTUARY AFFAIRS SERVICES	4.81	45

* Tasks rated above 4.46 are high in training emphasis
Mean T.E. = 2.93

TABLE 23

JOB ATTITUDE INDICATORS BY PAYGRADE
(PERCENT RESPONDING)*

	LIEUTENANT		CAPTAIN		MAJOR		LIEUTENANT COLONEL		COLONEL	
	62XX (N=66)	SAMPLE** (N=2,593)	62XX (N=130)	SAMPLE** (N=3,290)	62XX (N=54)	SAMPLE** (N=1,899)	62XX (N=40)	SAMPLE** (N=1,453)	62XX (N=7)	SAMPLE** (N=929)
<u>EXPRESSED JOB INTEREST:</u>										
INTERESTING	88	85	88	88	83	90	95	92	100	93
SO-SO	5	7	7	6	11	5	-	4	-	3
DULL	6	8	5	6	6	4	5	4	-	3
<u>PERCEIVED USE OF TALENTS:</u>										
FAIRLY WELL TO PERFECTLY	86	82	90	89	93	92	97	93	100	95
LITTLE OR NOT AT ALL	14	17	10	11	7	8	3	7	-	4
<u>SENSE OF ACCOMPLISHMENT:</u>										
SATISFIED	80	78	82	81	80	82	98	85	100	89
AMBIVALENT	8	5	2	3	7	3	2	3	-	2
DISSATISFIED	12	16	15	16	13	14	-	12	-	6
<u>CAREER INTENTIONS:</u>										
PLAN TO RETIRE	86	78	89	87	100	97	100	99	100	97
PLAN TO SEPARATE WITHOUT RETIREMENT BENEFITS	14	22	10	13	-	2	-	1	-	2

- No members represented

* Columns may not equal 100 percent due to nonresponse or rounding

** Data based on Professional Military Education--Officer (APPT 90-XXX-522, October 1984)

APPENDIX A
REPRESENTATIVE TASKS OF UTILIZATION FIELD JOB GROUPS

TABLE A1

REPRESENTATIVE TASKS PERFORMED BY COMMANDERS AND OPERATIONS OFFICERS
(GRP056)

TASKS	PERCENT MEMBERS PERFORMING (N=193)
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	98
D248 INDORSE APRS	97
D250 INITIATE ADMINISTRATIVE DISCHARGES	96
D259 MEET WITH UNION REPRESENTATIVES	95
D245 EVALUATE REQUESTS FOR ENLISTMENT EXTENSIONS	94
D195 CERTIFY TIMECARDS	93
D231 DRAFT OR WRITE RESPONSES TO SUGGESTIONS	91
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	91
D234 DRAFT OR WRITE SUPPLEMENTS TO REGULATIONS	90
D251 INITIATE MANPOWER CHANGE REQUESTS	90
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	90
E374 PREPARE SERVICES' STATUS BRIEFINGS	90
D216 COUNSEL PERSONNEL ON WORK PERFORMANCE	89
D272 PREPARE OVERTIME REQUESTS	88
D227 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	88
D240 EVALUATE INDIVIDUAL REBUTTALS TO PROPOSED UNFAVORABLE INFORMATION FILE (UIF) OR CONTROL ROSTER ACTIONS	88
E322 APPROVE OR DISAPPROVE UPGRADE PROJECTS	86
D212 COORDINATE WITH PROTOCOL ON SPECIAL ACTIVITIES	85
E318 APPROVE OR DISAPPROVE CONSTRUCTION OF NEW FACILITIES	84
D232 DRAFT OR WRITE SELF-INSPECTION CHECKLISTS	83

TABLE A2

REPRESENTATIVE TASKS PERFORMED BY FOOD SERVICES AND COMMISSARY
SUPERVISORS AND MANAGERS
(GRP047)

TASKS	PERCENT MEMBERS PERFORMING (N=138)
F456 QUALITY CONTROL VENDOR STOCKERS	89
F454 QUALITY CONTROL PROCESSING OR PACKAGING OF MEATS	89
F455 QUALITY CONTROL PROCESSING OR PACKAGING OF PRODUCE	88
F457 RESPOND TO REFRIGERATION ALARM SIGNALS	88
F453 QUALITY CONTROL PRICING	86
F460 REVIEW AF FORMS 2440 (VOID AND REFUND RECORD)	85
D227 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	84
D248 INDORSE APRS	83
F459 REVIEW AF FORMS 2363 (CUSTOMER SUGGESTION)	83
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	82
D250 INITIATE ADMINISTRATIVE DISCHARGES	81
G468 APPROVE OR DISAPPROVE REQUESTS FOR ADDITIONAL WEIGHT ALLOWANCE	79
F425 ENSURE MAINTENANCE OF INVENTORY LEVELS	79
D240 EVALUATE INDIVIDUAL REBUTTALS TO PROPOSED UNFAVORABLE INFORMATION FILE (UIF) OR CONTROL ROSTER ACTIONS	79
G467 APPROVE OR DISAPPROVE ORDERS FOR FURNITURE	78
D195 CERTIFY TIMECARDS	78
E319 APPROVE OR DISAPPROVE DD FORMS 1348-6 (NON-NSN REQUISITION (MANUAL))	75
D249 INDORSE OERS	75
F405 CERTIFY COMMISSARY OPERATING STATEMENT	75
D242 EVALUATE RECOMMENDATIONS FOR ADMINISTRATIVE DISCHARGES OF OFFICER PERSONNEL	75

TABLE A3
 REPRESENTATIVE TASKS PERFORMED BY HEADQUARTERS SERVICES OFFICERS
 (GRP030)

TASKS	PERCENT MEMBERS PERFORMING (N=91)
E374 PREPARE SERVICES' STATUS BRIEFINGS	92
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	88
D248 INDORSE APRS	87
D259 MEET WITH UNION REPRESENTATIVES	86
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	85
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	84
F406 CERTIFY DD FORMS 707 (REPORT OF DEPOSITS)	82
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	82
E373 PREPARE POM INITIATIVES	80
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	78
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	77
E377 REQUEST AUDITS OR INVESTIGATIONS	76
D255 INSPECT MILK PLANT	70
D250 INITIATE ADMINISTRATIVE DISCHARGES	68
E355 DRAFT OR WRITE REGULATIONS	65
D304 REVIEW OAE REPORTS	64
D251 INITIATE MANPOWER CHANGE REQUESTS	63
F407 CERTIFY REPORTS OF AUDIT	62
F405 CERTIFY COMMISSARY OPERATING STATEMENT	58

TABLE A4
 REPRESENTATIVE TASKS PERFORMED BY COMMISSARY MANAGERS
 (GRP062)

TASKS	PERCENT MEMBERS PERFORMING (N=103)
F456 QUALITY CONTROL VENDOR STOCKERS	95
F454 QUALITY CONTROL PROCESSING OR PACKAGING OF MEATS	95
F455 QUALITY CONTROL PROCESSING OR PACKAGING OF PRODUCE	94
D248 INDORSE APRS	93
F457 RESPOND TO REFRIGERATION ALARM SIGNALS	93
D227 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	93
D250 INITIATE ADMINISTRATIVE DISCHARGES	93
F460 REVIEW AF FORMS 2440 (VOID AND REFUND RECORD)	92
F453 QUALITY CONTROL PRICING	92
F425 ENSURE MAINTENANCE OF INVENTORY LEVELS	91
G467 APPROVE OR DISAPPROVE ORDERS FOR FURNITURE	88
G468 APPROVE OR DISAPPROVE REQUESTS FOR ADDITIONAL WEIGHT ALLOWANCE	88
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	88
D240 EVALUATE INDIVIDUAL REBUTTALS TO PROPOSED UNFAVORABLE INFORMATION FILE (UIF) OR CONTROL ROSTER ACTIONS	88
D195 CERTIFY TIMECARDS	88
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	87
F459 REVIEW AF FORMS 2363 (CUSTOMER SUGGESTION)	87
D232 DRAFT OR WRITE SELF-INSPECTION CHECKLISTS	87
D249 INDORSE OERS	87
E318 APPROVE OR DISAPPROVE CONSTRUCTION OF NEW FACILITIES	86

TABLE A5

REPRESENTATIVE TASKS PERFORMED BY DIRECTORS, CHIEFS, AND
 COMMANDERS OF SERVICES
 (GRP197)

TASKS	PERCENT MEMBERS PERFORMING (N=88)	
D248	INDORSE APRS	100
D231	DRAFT OR WRITE RESPONSES TO SUGGESTIONS	100
D214	COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	100
D216	COUNSEL PERSONNEL ON WORK PERFORMANCE	100
D212	COORDINATE WITH PROTOCOL ON SPECIAL ACTIVITIES	100
D250	INITIATE ADMINISTRATIVE DISCHARGES	100
D293	REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
D195	CERTIFY TIMECARDS	100
D234	DRAFT OR WRITE SUPPLEMENTS TO REGULATIONS	99
D272	PREPARE OVERTIME REQUESTS	99
D245	EVALUATE REQUESTS FOR ENLISTMENT EXTENSIONS	99
D259	MEET WITH UNION REPRESENTATIVES	98
D227	DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	98
D230	DRAFT OR WRITE POSITION DESCRIPTIONS	98
C130	ENSURE QUARTERS ARE PROVIDED WITH PROPER AMENITIES	98
B100	REQUEST APPOINTMENT OF SUMMARY COURTS OFFICER	98
C157	PROCESS REQUESTS FOR APPROVAL TO LIVE OFF BASE	97
E322	APPROVE OR DISAPPROVE UPGRADE PROJECTS	97
D232	DRAFT OR WRITE SELF-INSPECTION CHECKLISTS	97
D206	COORDINATE CONSUMER ADVOCACY COMPLAINTS WITH BX OR COMMISSARY	97

TABLE A6

REPRESENTATIVE TASKS PERFORMED BY COMMISSARY MANAGEMENT INTERNS
(GRP049)

TASKS	PERCENT MEMBERS PERFORMING (N=26)
F457 RESPOND TO REFRIGERATION ALARM SIGNALS	100
F459 REVIEW AF FORMS 2363 (CUSTOMER SUGGESTION)	96
F456 QUALITY CONTROL VENDOR STOCKERS	96
F455 QUALITY CONTROL PROCESSING OR PACKAGING OF PRODUCE	96
F454 QUALITY CONTROL PROCESSING OR PACKAGING OF MEATS	96
F453 QUALITY CONTROL PRICING	88
F458 REVIEW AF FORMS 2359 (COMMISSARY DAILY CHECKER RECORD)	88
F460 REVIEW AF FORMS 2440 (VOID AND REFUND RECORD)	85
G485 REQUEST CONTRACTS TO LEASE STORAGE SPACE FOR FURNITURE	81
G484 PURCHASE FURNISHINGS	81
G488 REVIEW ORDERS FOR FURNITURE	73
F423 DRAFT OR WRITE LETTERS TO BAD CHECK CUSTOMERS	73
G482 ORDER ADMINISTRATIVE EQUIPMENT OR FURNITURE FOR SERVICES DIVISION	69
G477 IDENTIFY OR REPORT SERVICEABLE FURNISHINGS EXCESSES FOR REDISTRIBUTION	65
G468 APPROVE OR DISAPPROVE REQUESTS FOR ADDITIONAL WEIGHT ALLOWANCE	65
F435 INSPECT SHELF MARKINGS	65
G489 REVIEW PROPOSED MODEL ROOMS	65
G467 APPROVE OR DISAPPROVE ORDERS FOR FURNITURE	65
F426 ESTABLISH CONTRACTS WITH NEW COMPANIES	65
F428 IMPLEMENT COMMISSARY FRONT-END PROCEDURES	62

TABLE A7
 REPRESENTATIVE TASKS PERFORMED BY FOOD SERVICES OFFICERS
 (GRP089)

TASKS	PERCENT MEMBERS PERFORMING (N=23)
D259 MEET WITH UNION REPRESENTATIVES	96
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	96
A54 REVIEW AF FORMS 662 (FOOD SERVICE PRODUCTION LOG)	96
D245 EVALUATE REQUESTS FOR ENLISTMENT EXTENSIONS	96
A40 PLAN CULINARY ARTS EXHIBITS	96
A28 ESTABLISH TEMPORARY FEEDING FACILITIES	96
B72 BRIEF FLAG PRESENTER	96
D250 INITIATE ADMINISTRATIVE DISCHARGES	96
B78 COORDINATE MORTUARY AFFAIRS WITH MEDICAL AUTHORITIES	96
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	91
D272 PREPARE OVERTIME REQUESTS	91
A34 MODIFY DIETS OR RECIPES	91
D295 REVIEW CASH CONTROLS OR CASHIER FUNCTIONS	91
D251 INITIATE MANPOWER CHANGE REQUESTS	91
B74 BRIEF SUMMARY COURTS OFFICER ON REQUIRED DUTIES	91
D195 CERTIFY TIMECARDS	91
D248 ENDORSE APRS	87
A44 PREPARE SPECIFICATIONS FOR FOOD PURCHASES	87
D231 DRAFT OR WRITE RESPONSES TO SUGGESTIONS	87
A51 REVIEW AF FORMS 287 (SUSPENSE REQUEST)	87

TABLE A8
 REPRESENTATIVE TASKS PERFORMED BY DIRECTORS AND CHIEFS OF
 HOUSING AND SERVICES
 (GRP132)

TASKS	PERCENT MEMBERS PERFORMING (N=20)
F406 CERTIFY DD FORMS 707 (REPORT OF DEPOSITS)	100
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	100
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	100
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	100
E374 PREPARE SERVICES' STATUS BRIEFINGS	100
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	100
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
E356 DRAFT OR WRITE RESPONSES TO CONGRESSIONAL INQUIRIES	95
D304 REVIEW QAE REPORTS	95
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	90
D259 MEET WITH UNION REPRESENTATIVES	90
D303 REVIEW PROCEDURES FOR AUTHORIZING BASIC ALLOWANCE FOR QUARTERS (BAQ)	90
E373 PREPARE POM INITIATIVES	90
E355 DRAFT OR WRITE REGULATIONS	90
F405 CERTIFY COMMISSARY OPERATING STATEMENT	90
E324 APPROVE OR DISAPPROVE 601A FOR DEVIATIONS FROM TA	90
D251 INITIATE MANPOWER CHANGE REQUESTS	90
D248 INDORSE APRS	85
E377 REQUEST AUDITS OR INVESTIGATIONS	85
E379 REQUEST QUOTAS FOR ATC COURSES	85

TABLE A9

REPRESENTATIVE TASKS PERFORMED BY
HEADQUARTERS COMMISSARY MANAGEMENT SPECIALISTS (GRP050)

TASKS	PERCENT MEMBERS PERFORMING (N=15)
D248 INDOPSE APRS	100
E374 PREPARE SERVICES' STATUS BRIEFINGS	93
F406 CERTIFY DD FORMS 707 (REPORT OF DEPOSITS)	87
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	87
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	80
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	73
D259 MEET WITH UNION REPRESENTATIVES	67
E373 PREPARE POM INITIATIVES	67
E377 REQUEST AUDITS OR INVESTIGATIONS	67
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	67
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	60
D255 INSPECT MILK PLANT	60
E349 DRAFT OR WRITE MEMORANDA	53
E352 DRAFT OR WRITE POINT PAPERS	47
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	47
E375 PREPARE TRIP BOOKS	47
F405 CERTIFY COMMISSARY OPERATING STATEMENT	47
D304 REVIEW QAE REPORTS	47
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	47
E355 DRAFT OR WRITE REGULATIONS	47

TABLE A10
 REPRESENTATIVE TASKS PERFORMED BY BILLETING OFFICERS
 (GRP122)

TASKS	PERCENT MEMBERS PERFORMING (N=14)
D248 INDORSE APRS	100
D236 ENDORSE CPAS EVALUATIONS	100
C159 RECONCILE ACCOUNTS RECEIVABLE WITH AIRCREWS, MAJCOMS, RESERVES, ETC.	100
C157 PROCESS REQUESTS FOR APPROVAL TO LIVE OFF BASE	100
C167 SUBMIT REQUESTS FOR FUNDS TO NAF COUNCIL	100
D186 ATTEND MENU PLANNING BOARDS	100
C156 PREPARE UPH SURVEYS	100
E316 APPROVE OR DISAPPROVE BASE-LEVEL DEVIATION FROM REGULATION(S)	100
D295 REVIEW CASH CONTROLS OR CASHIER FUNCTIONS	100
E315 APPROVE OR DISAPPROVE AF FORMS 9 (REQUEST FOR PURCHASE)	100
C135 INSPECT DISTINGUISHED VISITOR (DV) QUARTERS	100
D212 COORDINATE WITH PROTOCOL ON SPECIAL ACTIVITIES	100
D211 COORDINATE WITH CONTRACTORS	100
C163 REVIEW AND PREPARE MILITARY FAMILY HOUSING (MFH) PLANS, PROGRAMS, AND POLICIES	93
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	93
D314 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	93
D250 INITIATE ADMINISTRATIVE DISCHARGES	93
D185 ATTEND HEALTH CONSUMER ADVISORY MEETINGS	93
C142 MEET WITH DORMITORY RESIDENTS	93
F319 APPROVE OR DISAPPROVE DD FORMS 1348-6 (NON-NSN REQUISITION (MANUAL))	93

TABLE A11

REPRESENTATIVE TASKS PERFORMED BY
HEADQUARTERS COMMISSARY STAFF OFFICERS
(GRP108)

TASKS	PERCENT MEMBERS PERFORMING (N=13)
D248 INDORSE APR	100
D259 MEET WITH UNION REPRESENTATIVES	100
F406 CERTIFY DD FORMS 707 (REPORT OF DEPOSITS)	100
E374 PREPARE SERVICES' STATUS BRIEFINGS	100
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	100
E377 REQUEST AUDITS OR INVESTIGATIONS	100
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	92
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	92
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	85
E373 PREPARE POM INITIATIVES	85
D250 INITIATE ADMINISTRATIVE DISCHARGES	85
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	77
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	77
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	77
D287 REQUEST MODIFICATION OF CONTRACTS	69
E355 DRAFT OR WRITE REGULATIONS	69
D251 INITIATE MANPOWER CHANGE REQUESTS	69
D255 INSPECT MILK PLANT	69
E379 REQUEST QUOTAS FOR ATC COURSES	62
F407 CERTIFY REPORTS OF AUDIT	

TABLE A12

REPRESENTATIVE TASKS PERFORMED BY SERVICES OPERATIONS OFFICERS
(GRP063)

TASKS	PERCENT MEMBERS PERFORMING (N=11)
B107 SUPERVISE HONOR GUARD	100
D248 INDORSE APR	91
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	91
B93 INSPECT REMAINS FOR COMPLIANCE WITH CONTRACT SPECIFICATIONS	91
B97 PREPARE AF FORMS 697A (DENTAL IDENTIFICATION CHART)	91
C118 CERTIFY BILLETING PURCHASES	91
C110 APPROVE OR DISAPPROVE DD FORMS 1351-5 (GOVERNMENT QUARTERS AND MESS (ACCOUNTABLE FORM))	91
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	91
C117 CERTIFY ACCOUNTS RECEIVABLE REPORT	91
D259 MEET WITH UNION REPRESENTATIVES	82
D250 INITIATE ADMINISTRATIVE DISCHARGES	82
C119 CERTIFY DD FORMS 139 (PAY ADJUSTMENT AUTHORIZATION)	82
B92 INSPECT MORTUARY FACILITIES OF CONTRACTED AGENCIES	82
I523 CONSOLIDATE INPUTS FOR AF FORMS 318 (LAUNDRY AND DRY CLEANING OPERATION REPORT)	82
D256 INTERVIEW JOB APPLICANTS	82
C111 APPROVE OR DISAPPROVE EXPENDITURES FROM BILLETING PETTY CASH FUND	82
C128 DEVELOP LOCAL INSTRUCTIONS OR DIRECTIVES FOR PRIORITY ASSIGNMENT OF QUARTERS	82
C120 CONDUCT FUNCTIONAL REVIEW OF BILLETING UPGRADE PROJECTS	82
B100 REQUEST APPOINTMENT OF SUMMARY COURTS OFFICER	82
D227 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	73

TABLE A13

REPRESENTATIVE TASKS PERFORMED BY DIRECTORS AND CHIEFS
OF PLANS AND PROGRAMS (GRP150)

TASKS	PERCENT MEMBERS PERFORMING (N=10)
D259 MEET WITH UNION REPRESENTATIVES	100
D248 INDORSE APRS	100
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	100
E374 PREPARE SERVICES' STATUS BRIEFINGS	100
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	100
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	100
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	100
E373 PREPARE POM INITIATIVES	100
F406 CERTIFY DD FORMS 707 (REPORT OF DEPOSITS)	100
E324 APPROVE OR DISAPPROVE 601A FOR DEVIATIONS FROM TA	100
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	100
D232 DRAFT OR WRITE SELF-INSPECTION CHECKLISTS	100
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	100
D255 INSPECT MILK PLANT	100
D254 INSPECT LAUNDRY FACILITIES	100
D250 INITIATE ADMINISTRATIVE DISCHARGES	100
E369 MONITOR RATION CONTROL PROGRAMS	90
E377 REQUEST AUDITS OR INVESTIGATIONS	90
E333 CONSOLIDATE RATION CONTROL REPORTS	90

TABLE A14

REPRESENTATIVE TASKS PERFORMED BY LAUNDRY AND DRY CLEANING
MANAGERS (GRP67)

TASKS	PERCENT MEMBERS PERFORMING (N=9)
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	100
D240 EVALUATE INDIVIDUAL REBUTTALS TO PROPOSED UNFAVORABLE INFORMATION FILE (UIF) OR CONTROL ROSTER ACTIONS	100
D254 INSPECT LAUNDRY FACILITIES	100
D250 INITIATE ADMINISTRATIVE DISCHARGES	100
D195 CERTIFY TIMECARDS	100
D248 INDORSE APRS	89
E318 APPROVE OR DISAPPROVE CONSTRUCTION OF NEW FACILITIES	89
D232 DRAFT OR WRITE SELF-INSPECTION CHECKLISTS	89
E317 APPROVE OR DISAPPROVE CIVILIAN CLOTHING ALLOWANCE	89
D246 EVALUATE REQUESTS FOR LEAVE EXTENSIONS	89
E375 PREPARE TRIP BOOKS	89
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	89
D280 READ PROFESSIONAL JOURNALS	89
D281 RECOMMEND HOURS OF OPERATION FOR SERVICES FACILITIES	89
D227 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	89
E316 APPROVE OR DISAPPROVE BASE-LEVEL DEVIATION FROM REGULATIONS(S)	89
D259 MEET WITH UNION REPRESENTATIVES	78
E313 ALLOCATE QUOTAS FOR ATC COURSES	78
E322 APPROVE OR DISAPPROVE UPGRADE PROJECTS	78
D294 REVIEW AF FORMS 9 (REQUEST FOR PURCHASE)	78

TABLE A15
 REPRESENTATIVE TASKS PERFORMED BY BILLETING MANAGERS AND
 SUPERVISORS (GRP061)

TASKS	PERCENT MEMBERS PERFORMING (N=7)
C157 PROCESS REQUESTS FOR APPROVAL TO LIVE OFF BASE	100
C159 RECONCILE ACCOUNTS RECEIVABLE WITH AIRCREWS, MAJCOMS, RESERVES, ETC.	100
H503 ENSURE SHELTERS ARE STOCKED	100
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
A54 REVIEW AF FORMS 662 (FOOD SERVICE PRODUCTION LOG)	100
J559 DRAFT OR WRITE INPUTS TO COURSE CONTROL DOCUMENTS, SUCH AS COURSE CHARTS OR POIS	100
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	100
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	86
C160 RESEARCH INTERIOR DESIGN FURNISHING SELECTIONS	86
H511 PLAN OR ESTABLISH FIELD OPERATIONS	86
H502 DRAFT OR WRITE POSTURING STATUS REPORTS	86
D259 MEET WITH UNION REPRESENTATIVES	86
J560 DRAFT OR WRITE INPUTS TO CTSS OR STSS	86
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	86
C128 DEVELOP LOCAL INSTRUCTIONS OR DIRECTIVES FOR PRIORITY ASSIGNMENT OF QUARTERS	86
C130 ENSURE QUARTERS ARE PROVIDED WITH PROPER AMENITIES	86
J556 DEVELOP FORMAL CLASSROOM TRAINING PROGRAMS	86
E374 PREPARE SERVICES' STATUS BRIEFINGS	86
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	86
J562 DRAFT OR WRITE TEST ITEMS	71

TABLE A16

REPRESENTATIVE TASKS PERFORMED BY LINEN EXCHANGE/INDUSTRIAL LAUNDRY
SUPERVISORS (GRP155)

TASKS	PERCENT MEMBERS PERFORMING (N=6)
D295 REVIEW CASH CONTROLS OR CASHIER FUNCTIONS	100
D248 INDORSE APRS	100
E269 MONITOR RATION CONTROL PROGRAMS	100
E375 PREPARE TRIP BOOKS	100
E381 RESPOND TO IG INSPECTION	100
D259 MEET WITH UNION REPRESENTATIVES	100
1538 SPOTCHECK LINEN EXCHANGE OR DRY CLEANING QAE DOCUMENTATION	100
D256 INTERVIEW JOB APPLICANTS	100
D227 DRAFT OR WRITE NOMINATIONS FOR AWARDS OR DECORATIONS	100
F405 CERTIFY COMMISSARY OPERATING STATEMENT	100
D258 MANAGE SURCHARGE FUNDS	100
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
D205 CONTROL SERVICES' VEHICLES	100
D234 DRAFT OR WRITE SUPPLEMENTS TO REGULATIONS	100
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	100
F406 CERTIFY DD FORMS 707 (REPORT OF DEPOSITS)	100
D216 COUNSEL PERSONNEL ON WORK PERFORMANCE	100
E374 PREPARE SERVICES' STATUS BRIEFINGS	100
D240 EVALUATE INDIVIDUAL REBUTTALS TO PROPOSED UNFAVORABLE INFORMATION FILE (UIF) OR CONTROL ROSTER ACTIONS	100
E318 APPROVE OR DISAPPROVE CONSTRUCTION OF NEW FACILITIES	100

TABLE A17

REPRESENTATIVE TASKS PERFORMED BY EXERCISE AND
DEPLOYMENT OFFICERS (GRP104)

TASKS	PERCENT MEMBERS PERFORMING (N=5)
I248 INHERSE APR	100
D287 REQUEST MODIFICATION OF CONTRACTS	100
D259 MEET WITH UNION REPRESENTATIVES	100
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	100
E373 PREPARE POM INITIATIVES	100
H510 PARTICIPATE ON EXERCISE EVALUATION TEAMS	100
H503 ENSURE SHELTERS ARE STOCKED	100
D303 REVIEW PROCEDURES FOR AUTHORIZING BASIC ALLOWANCE FOR QUARTERS (BAQ)	100
H499 DEVELOP OR REVIEW CONTINGENCY PLANS	100
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	100
H512 POSTURE PRIME RIBS TEAMS FOR WORLDWIDE DEPLOYMENT	100
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
H295 COORDINATE WITH AFCOMS ON RATIONS FOR EXERCISES OR DEPLOYMENTS	100
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	100
H507 DIRECT SEARCH AND RECOVERY TEAMS	100
E317 APPROVE OR DISAPPROVE CIVILIAN CLOTHING ALLOWANCE	100
D250 INITIATE ADMINISTRATIVE DISCHARGES	100
F403 CERTIFY COMMISSARY OPERATING STATEMENT	100
D240 EVALUATE INDIVIDUAL REBUTTALS TO PROPOSED UNFAVORABLE INFORMATION FILE (JIF) OR CONTROL ROSTER ACTIONS	100
D284 REQUEST CONTRACT SERVICES	100

TABLE A18

REPRESENTATIVE TASKS PERFORMED BY LINEN EXCHANGE/INDUSTRIAL LAUNDRY
STAFF OFFICERS (GRP068)

TASKS	PERCENT MEMBERS PERFORMING (N=5)
E374 PREPARE SERVICES' STATUS BRIEFINGS	100
D258 MANAGE SURCHARGE FUNDS	100
D293 REVIEW AF FORMS 601 (EQUIPMENT ACTION REQUEST)	100
E384 REVIEW AF FORMS 318 (LAUNDRY AND DRY CLEANING OPERATION REPORT)	100
F391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	100
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	100
D214 COUNSEL PERSONNEL ON DEPENDENT CARE RESPONSIBILITIES	100
D248 INDORSE APRS	80
E379 REQUEST QUOTAS FOR ATC COURSES	80
E376 PRESENT DISCIPLINARY ACTION CASES TO ARBITRATION BOARDS	80
E373 PREPARE POM INITIATIVES	80
E383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	80
E355 DRAFT OR WRITE REGULATIONS	80
E369 MONITOR RATION CONTROL PROGRAMS	80
E377 REQUEST AUDITS OR INVESTIGATIONS	80
D256 INTERVIEW JOB APPLICANTS	80
D250 INITIATE ADMINISTRATIVE DISCHARGES	80
A25 DIRECT LAUNCH CONTROL FACILITY FEEDING OPERATIONS	80
D247 EVALUATE REQUESTS FOR OFF-DUTY EMPLOYMENT	60
A50 REVIEW AF FORMS 200 (BASIC DAILY FOOD ALLOWANCE COMPUTATION)	60

TABLE A19

REPRESENTATIVE TASKS PERFORMED BY SERVICES INSTRUCTORS
(GRP080)

TASKS	PERCENT MEMBERS PERFORMING (N=5)
J570 PREPARE AF FORMS 475 (EDUCATION/TRAINING REPORT)	100
J582 SELECT PERSONNEL FOR TRAINING	100
J563 EVALUATE INSTRUCTORS' CLASSROOM PERFORMANCE	100
J566 FORECAST TRAINING REQUIREMENTS	100
J575 REVIEW COURSE CONTROL DOCUMENTS, SUCH AS COURSE CHARTS OR POIS	100
J580 SELECT COURSE SUPERVISORS	80
J583 VALIDATE TESTS OR TEST ITEMS	80
J579 SCORE TESTS	80
J564 EVALUATE LESSON PLANS	80
J567 MAINTAIN TRAINING RECORDS OR CHARTS	80
J571 PREPARE INPUTS TO CTS OR STS	60
J574 REVIEW AF FORMS 475 (EDUCATION/TRAINING REPORT)	60
E385 REVIEW BASE-LEVEL REQUEST FOR BILLETING RATE INCREASES	60
F383 RESPOND TO WHITE HOUSE, CONGRESSIONAL, DOD, OR HIGHER HEADQUARTERS INQUIRIES	60
J568 OBTAIN TRAINING AIDS, SPACE, OR EQUIPMENT	60
E391 REVIEW MAN-HOURS EXPENDED ON MILITARY HONORS FOR FUNERALS	40
D259 MEET WITH UNION REPRESENTATIVES	40
E321 APPROVE OR DISAPPROVE OUT-OF-CYCLE REQUESTS FOR EQUIPMENT	40
D251 INITIATE MANPOWER CHANGE REQUESTS	40
E373 PREPARE POM INITIATIVES	40

END

DTIC

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