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(U) AIR FORCE OCCUPATIONAL MEASUREMENT CENTER RANDOLPH
AFB TX JAN 87

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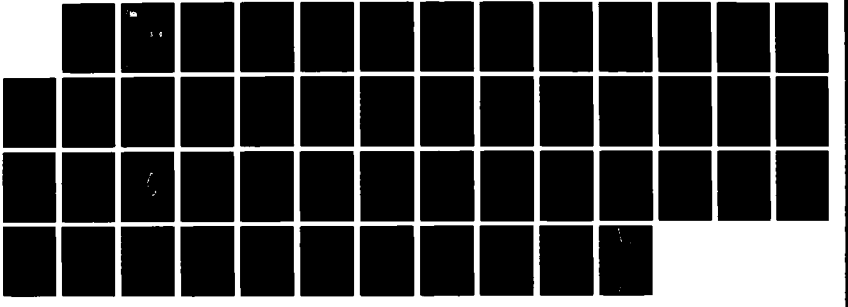

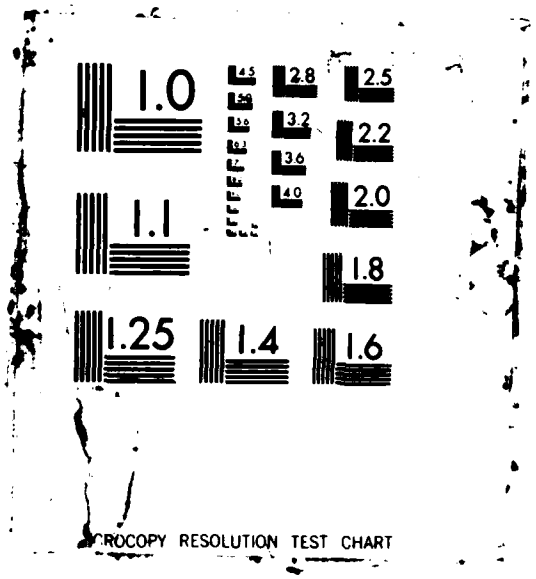
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UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

COST ANALYSIS CAREER LADDER

AFSC 674X0 (FORMERLY 691X0)

AFPT 90-69X-565

JANUARY 1987

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

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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/DPATJ	3		3	
HQ TAC/TTGT	1		1	
HQ USAF/ACC	1		1	
HQ USAF/ACCE	1		1	
HQ USAF/MPPT	1		1	
HQ USAFE/DPAT	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TPI)	1			
NODAC	1			
3700 TCHTW/TTGX (SHEPPARD AFB TX)	6	2	6	4
3700 TCHTW/TTS (SHEPPARD AFB TX)	1		1	
DET 4, USAFOMC (SHEPPARD AFB TX)	1	1	1	1
USAFOMC/OMYXL	10	2m	5	10
3507 ACS/DPKI	1			

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PREFACE

This report presents the results of an Air Force occupational survey of the Cost Analysis career ladder, AFSC 674X0 (formerly Cost and Management Analysis career ladder, AFSC 691X0). Authority for conducting occupational surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Mr Roberto Salinas developed the survey instrument, Mr Wayne Fruce provided computer programming support, and Ms Linda Sutton provided administrative support. Mr Daniel E. Dreher analyzed the data and wrote the final report. This report has been reviewed and approved for release by Lieutenant Colonel Charles D. Gorman, Chief, Airman Analysis Branch, Occupational Analysis Division, USAF Occupational Measurement Center.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be requested from the Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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SUMMARY OF RESULTS

1. Survey Coverage: The analysis was based on responses from 310 AFSC 691X0 personnel, which constitutes 67 percent of the total career ladder.

2. Career Ladder Structure: The Cost Analysis career ladder is very diverse, with many small groups of persons performing a variety of tasks. Five functional groups were identified within the career ladder. The Management Assistance Services (MAS) Personnel group was the largest identified, comprising 45 percent of the sample. Within this group are members with nearly all skill levels and a wide span of time in the career ladder. Information Collection Personnel, HQ MAJCOM Personnel, and Junior Analysts are the smallest groups.

3. Career Ladder Progression: Three- and 5-skill level personnel perform essentially the same technical aspects of the career ladder. AFSC 69170 personnel perform both technical and supervisory tasks, while 9-skill level personnel spend almost half their time in administrative duties. AFSC 69100 personnel are career ladder managers and nearly all are assigned to HQ MAJCOM positions.

4. Training Analysis: The STS is generally supported by survey data. Paragraphs dealing with statistical procedures need to be reviewed. In addition, several tasks performed by more than 20 percent of skill level group members are not matched to any STS elements. These need to be reviewed to determine if they are tasks that should be included in the STS.

Percent members with 1-48 months time in career ladder (TICL) and percent members of the largest functional group (MAS Personnel) were used to evaluate the POI. There are several learning objectives dealing with more complicated statistical procedures that need to be reviewed. There are several tasks with more than 30 percent members performing not matched to objectives that should be reviewed to determine if they deal with material that should be included in the POI.

5. Job Satisfaction: Overall satisfaction indicators for the career ladder are low. This may be a result of the diversity of the career ladder. Career ladder managers need to monitor the satisfaction of the members.

6. Implications: Jobs performed by AFSC 691X0 personnel have remained essentially unchanged over the last 5 years. The STS and POI need only minor revisions.

OCCUPATIONAL SURVEY REPORT
COST AND MANAGEMENT ANALYSIS CAREER LADDER
(AFSC 691X0)

INTRODUCTION

This is a report of an occupational survey of the Cost Analysis career ladder completed by the USAF Occupational Measurement Center in November 1986. The career ladder was previously surveyed in 1981. HQ USAF/ACC requested the present survey to provide data on the recent restructuring of the career ladder, provide data for use by the Comptroller Training Development Team, and collect current data for use in updating the STS and POI.

Background

The Management Analysis career ladder (AFSC 691X0) was created in January 1968 and remained unchanged until October 1978, at which time AFSC 69100, Management Analysis Manager, was created. In 1984, the career ladder became a lateral entry field and the name was changed to Cost and Management Analysis. Effective 31 Oct 86, the career ladder was included in the Financial career field, the AFSC designation changed to 674X0, and the specialty title changed to Cost Analysis. The data in this report are reported using the 691X0 AFSC designator as this is how they were collected.

As outlined in AFR 39-1 Specialty Description, AFSC 691X0 personnel analyze and prepare summaries of statistical, accounting, and related data. They report actual versus planned performance of Air Force activities, such as aircraft use, operating costs, combat-readiness maintenance, transportation, unit and individual training, manning, and morale, to commanders and line managers. They also provide data comparing accomplishments to objectives, establish uniform factors to estimate requirements, recommend standards to evaluate organizational effectiveness, and perform, review, and assist with cost analysis, economic analysis, and program evaluations.

Personnel enter the career ladder by cross training from other AFSCs. Cross trainees must have the 5-skill level in any other AFSC and attend a 9-week course taught at Sheppard AFB.

SURVEY METHODOLOGY

Data for this survey were collected using USAF Job Inventory AFPT 90-69X-565 (Dec 85). The Inventory Developer reviewed career ladder documents, the previous inventory and OSR, and then prepared a tentative task list. The task list was then validated through interviews with 29 subject-matter experts in cost and management analysis units at 9 bases. The bases

were chosen because of the number of AFSC 691X0 personnel assigned, a unique mission, or because MAJCOM functional managers recommended the visit.

BASE	MAJCOM	REASON FOR VISIT
Sheppard AFB TX	ATC	Technical School
Edwards AFB CA	AFSC	Testing the B-1
Beale AFB CA	SAC	Considered to represent SAC well
Malmstrom AFB MT	SAC	Recommended by functional manager
Myrtle Beach AFB SC	TAC	Considered as best TAC base
Charleston AFB SC	MAC	Considered as best MAC base
Tyndall AFB FL	TAC	Recommended by functional manager
Eglin AFB FL	AFSC	Testing base for weapon systems
Williams AFB AZ	ATC	Recommended by functional manager

The resulting inventory listed 418 tasks grouped under 12 duty headings, plus a number of background questions asking for information about organizational level of assignment, duty AFSC, converted AFSC, time in service, time in career ladder, and software and computer system used on the job.

Survey Administration

From March 1986 through June 1986, Consolidated Base Personnel Offices in worldwide operational units administered the surveys to Cost Analysis personnel. Participants were selected from a computer-generated mailing list provided by the Air Force Human Resources Laboratory.

All individuals who filled out an inventory completed an identification and biographical information section first. Next, they went through the booklet and checked each task performed in their current job. Finally, they went back and rated each task they had checked on a 9-point scale reflecting relative time spent on each task compared to all other tasks. Ratings ranged from 1 (indicating a very small amount of time spent) to 9 (indicating a very large amount of time spent). The relative percent of time spent on tasks for each inventory was computed by first totalling all rating values on the inventory. Then the rating for each task was divided by this total and the result multiplied by 100. The percent of time spent ratings from all inventories were combined and used with percent member performing values to describe the various groups in the career ladder.

Survey Sample

Table 1 shows the percentage distribution, by MAJCOM, of the assigned personnel in the career ladder as of May 1986. Also listed is the percent distribution of respondents in the final survey sample. The 310 respondents in the final sample represent 67 percent of the personnel assigned to the career ladder, and were representative of the total assigned population.

TABLE 1

COMMAND REPRESENTATION OF SURVEY SAMPLE

COMMAND	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
SAC	22	23
TAC	19	16
USAFE	13	13
MAC	10	11
ATC	10	11
AFSC	8	6
CMC	5	7
PACAF	5	6
AAC	3	2
USAFACD	1	2
OTHER	4	3

Total AFSC 691X0 Personnel Assigned = 462*
Number of Survey Booklets Mailed = 354
Number AFSC 691X0 Personnel in Sample = 310
Percent of Assigned in Sample = 67%

* Manning figures of May 1986

Data Processing and Analysis

Once the job inventories are received from the field, task responses and background information are optically scanned and become one computer file. Biographical data, such as name, duty AFSC, and time in career ladder, are manually entered to form another file. The two files are then merged to form one complete case record for each respondent. Comprehensive Occupational Data Analysis Programs (CODAP) are used to analyze the records and create a job description for each respondent, as well as composite job descriptions for various groups of respondents.

Task Factor Administration

Job descriptions alone do not provide sufficient data for decisions about career ladder documents or training programs. Task factor information, such as training emphasis and task difficulty ratings, is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected E-6 or E-7 supervisors and officer and civilian ACMs completed either a training emphasis (TE) or task difficulty (TD) booklet. The officer and civilian ACMs were asked to complete the task factor booklets because of a concern that there is a difference between what enlisted supervisors and what officers and civilians feel should be trained and how difficult the various tasks are. Responses from members of each group were evaluated separately and then compared to those of the other groups. There are no differences in the TE or TD ratings for the three groups, indicating enlisted supervisors and officer and civilian ACMs hold the same view as to what is important for training and how difficult the tasks are. Because of this, combined TE ratings and combined TD ratings were used in several analyses discussed later in the report.

Training Emphasis (TE). Training emphasis is the amount of structured training that first-term 691X0 personnel need to successfully perform tasks. Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Seventy senior NCOs and 25 ACM officers and civilians completed TE booklets. They rated the tasks in the inventory on a 10-point scale ranging from no training required (0) to much structured training required (9). Interrater reliability for the combined groups (as assessed through components of variance of standard group means) is .98, indicating very high agreement among enlisted, officer, and civilian raters. Average training emphasis is 2.40, with a standard deviation of 1.69.

When TE ratings are used with other information, such as percent members performing and task difficulty, they can provide insight into training requirements and help validate the need for organized training for the career ladder.

Task Difficulty (TD). Task difficulty is defined as the length of time the average airman takes to learn how to perform a task. Fifty-eight senior NCOs and 22 ACM officers and civilians rated the difficulty of the tasks in the inventory on a 9-point scale ranging from 1 (low amount of time) to 9 (extremely high amount of time). Ratings were adjusted so tasks of average

difficulty would have a value of 5.0. Interrater reliability (as assessed through components of variance of standard group means) is 0.97, indicating very high agreement among enlisted, officer, and civilian raters.

Job Difficulty Index (JDI). The JDI provides a relative measure of job difficulty. The JDI is computed for each group identified by job analysis using an equation which considers the number of tasks performed and the average difficulty per unit time spent (ADPUTS). The JDI may range from 1.0 for very easy jobs to 25.0 for very difficult jobs, with 13.0 as the average.

SPECIALTY JOBS

Overview

CODAP creates an individual job description for each respondent based on the tasks performed and the relative amount of time spent on the tasks. The automated job clustering program locates the two most similar job descriptions and combines them into a group. In successive stages, the program compares job descriptions of all other respondents and combines similar members to form other groups based on tasks performed and time spent performing. The result is a pattern of job groups within the AFSC 691X0 career ladder. Relationships between groups are graphically represented by the CODAP-generated diagram.

The first step of each occupational analysis is to use the diagram to describe the career ladder structure in terms of jobs performed. Job descriptions for the small groups on the diagram, which lists tasks performed by the members, are compared. When members of several small groups perform essentially the same tasks with similar amounts of time, they are combined into one larger functional group. A functional group, then, represents one job performed in the career ladder.

Occupational survey data show the 691X0 career ladder is very diverse, made up of many small groups of personnel performing a variety of tasks. Cost Analysis personnel generally are assigned to the Comptroller functional code on a base, but work in wing, group, or squadron units. At some bases, AFSC 691X0 personnel are assigned to testing organizations or other small tenant units not part of the Comptroller function. The job AFSC 691X0 personnel perform depends on MAJCOM emphasis, mission of the unit they work in, and the desires of the individual base commander. These factors account for the diversity of the jobs performed within the career ladder.

Five major functional groups were identified within the Cost Analysis career ladder (Fig 1). Each is characterized by the tasks members perform and time they spend on duties. These five groups include 70 percent of the sample. The remaining 30 percent of the respondents perform such a variety of tasks that CODAP could not combine them into groups of at least five members. While several groups of less than five members were identified, they will not be discussed in any detail. Representative tasks performed by members of the functional groups are listed in Appendix A. Table 2 presents the relative

AFSC 691X0 CAREER LADDER STRUCTURE

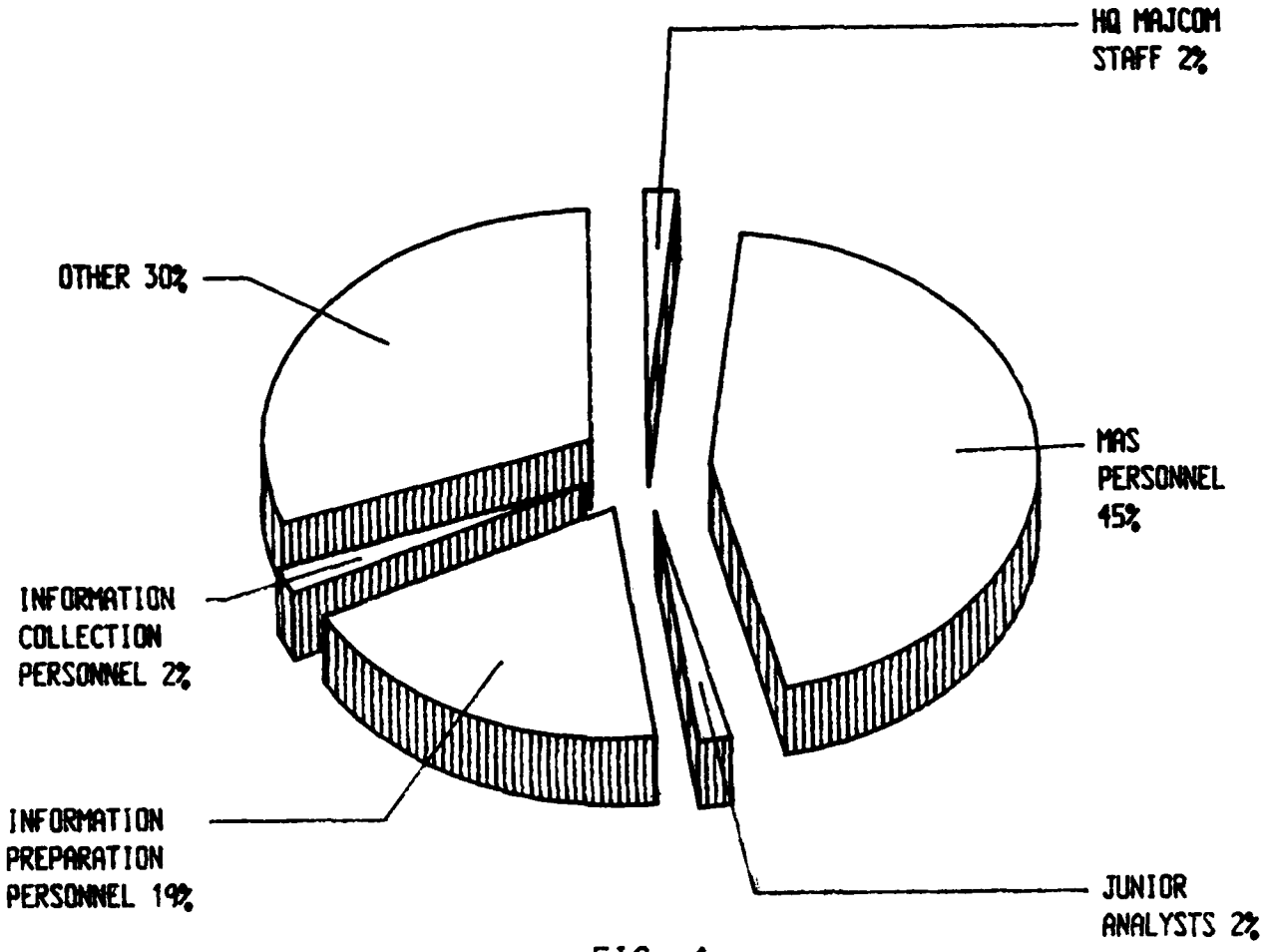

FIG. 1

amount of time functional group members spend on duties, and Table 3 lists selected background data on group members. The following paragraphs present details on the major functional groups and general information on the small groups identified by the analysis.

Career Ladder Structure

I. MANAGEMENT ASSISTANCE SERVICE (MAS) PERSONNEL (GRP082, N=139). This group constitutes 45 percent of the sample. A majority of the members are in paygrades E-5 and E-6, 41 percent hold the 5-skill level, and 50 percent hold the 7-skill level. They perform an average of 124 tasks and have a JDI of 17.3, indicating their job is more difficult than the average. Forty-two percent of the members of this group supervise, and many have the job title of NCOIC. They have an average of 22 months on the job and 90 months in the career ladder. Members of this group are distinguished from those of other groups because they spend more time collecting statistical data related to MAS, writing MAS studies, conducting MAS interviews with clients, and formulating alternatives or recommendations for MAS studies.

There are several subgroups within this large functional area. They are distinguished slightly from each other by just a few unique tasks that members perform or by the amount of time members spend on common tasks. Three of the larger subgroups are discussed below.

One group of 10 MAS personnel are involved with the report of survey program They administer the survey program, coordinate AF Forms 198, maintain log books of AF Forms 198, and make entries on AF Forms 453.

Another small group of five members are involved with OJT. They plan, direct, and implement OJT programs; determine OJT requirements; conduct OJT; and maintain training records, charts, or graphs.

There is also a small group of five administrative MAS personnel who coordinate staff summary sheets, participate in ACM awards programs, and market ACM products and services.

II. INFORMATION PREPARATION PERSONNEL (GRP086, N=60). Members of this group constitute 19 percent of the sample. Twenty-seven percent of the members are in paygrade E-4 and 50 percent are in paygrade E-5. Sixty-seven percent hold the 5-skill level, while 27 percent hold the 7-skill level. Members perform an average of 58 tasks with a JDI of 11.9, indicating their job is easier than the average. Only six members supervise. The average time on the job is 23 months, and the average time in career ladder is 67 months. Members spend 46 percent of their time on MIS or CMS programs, 16 percent on general duties, and 15 percent of their time on MAS duties.

There are two subgroups within this larger functional area. They are distinguished slightly from each other by a few unique tasks that members perform. Each subgroup is discussed below.

TABLE 2

AVERAGE TIME SPENT ON DUTIES BY MEMBERS OF FUNCTIONAL GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	MAS PERSONNEL (N=139)	INFO PREP PERSONNEL (N=60)	JUNIOR ANALYSTS (N=5)	INFO COLLECTION PERSONNEL (N=6)	HQ MAJCOM PERSONNEL (N=6)
A. PLANNING AND ORGANIZING	4	2	2	*	21
B. DIRECTING AND IMPLEMENTING	4	2	*	3	14
C. INSPECTING AND EVALUATING	3	*	1	*	10
D. TRAINING	3	2	2	-	6
E. PERFORMING GENERAL OR ADMINISTRATIVE FUNCTIONS	-	16	18	23	30
F. PERFORMING FINANCIAL ANALYSIS OR BUDGET OPERATIONS	2	*	-	-	*
G. PERFORMING STATISTICAL TECHNIQUES	10	11	23	11	8
H. PERFORMING COST OR ECONOMIC ANALYSIS (EA)	5	2	1	*	1
I. PERFORMING EVALUATION TECHNIQUES	2	2	4	-	3
J. PERFORMING MANAGEMENT ASSISTANCE SERVICES (MAS)	21	15	14	2	6
K. PERFORMING MANAGEMENT INFORMATION SYSTEMS (MIS) OR COMMANDERS MANAGEMENT SYSTEMS (CMS) PROGRAMS	25	46	33	60	*
L. PERFORMING WEAPONS SYSTEM ANALYSIS FUNCTIONS	*	*	2	-	-

* Denotes less than 1 percent
\- Denotes 0 percent

TABLE 3

SELECTED BACKGROUND INFORMATION ON MEMBERS OF FUNCTIONAL GROUPS

	MAS PERSONNEL	INFO PREP PERSONNEL	JUNIOR ANALYSTS	INFO COLLECTION PERSONNEL	HQ MAJCOM PERSONNEL
NUMBER IN GROUP	139	60	5	6	5
PERCENT OF SAMPLE	45%	19%	2%	2%	2%
PERCENT CONUS	63%	62%	100%	33%	100%
DAFSC DISTRIBUTION:					
69130	4%	5%	20%	-	-
69150	41%	67%	60%	83%	-
69170	50%	27%	20%	17%	-
69190	4%	1%	-	-	-
69100	*	-	-	-	100%
PAYGRADE DISTRIBUTION:					
E-3	*	2%	-	-	-
E-4	17%	27%	60%	16%	-
E-5	33%	50%	40%	67%	-
E-6	26%	11%	-	16%	-
E-7	18%	7%	-	-	-
E-8	5%	3%	-	-	-
E-9	*	-	-	-	100%
AVERAGE MONTHS IN JOB	22	23	20	11	44
AVERAGE MONTHS TICL	90	67	28	78	130
PERCENT SUPERVISING	42%	10%	-	-	60%
AVERAGE NUMBER OF TASKS	124	58	41	16	77
JDI	17.3	11.9	9.6	4.5	12.9

* Indicates less than 1 percent
- Indicates 0 percent

One group of 33 members, while performing many common tasks, are distinguished because they spend more time preparing visual aids for MIS or CMS, designing formats for MIS or CMS, developing narratives for presentation of written analysis of MIS or CMS, and developing scripts for MIS or CMS oral briefings.

The second group of 25 members are distinguished by spending more time collecting and analyzing statistical data related to particular MAS; proofreading MAS studies; and requesting, reviewing, and processing input for ERIS.

III. JUNIOR ANALYSTS (GRP058, N=5). This small group of Cost Analysis personnel constitutes 2 percent of the sample. Three are paygrade E-4 and two are paygrade E-5. One member holds the 3-skill level, three hold the 5-skill level, and one holds the 7-skill level. They perform an average of 41 tasks, have a JDI of 9.6, indicating their job is much easier than the average, and do not supervise. They average 20 months on the job and 28 months in the career ladder. Thirty-three percent of their time is spent on MIS or CMS program duties, 23 percent performing statistical functions, and 18 percent on general or administrative duties. They are distinguished from other groups by the amount of time they spend collating, decollating, and stapling publications; participating in combined working analysis groups; formulating alternatives or recommendations for MAS studies; and maintaining training records, charts, or graphs.

IV. INFORMATION COLLECTION PERSONNEL (GRP075, N=6). Members of this junior group also constitute 2 percent of the sample. One member is paygrade E-4, four are paygrade E-5, and one is paygrade E-6. Five hold the 5-skill level and one holds the 7-skill level. They have a very limited job as they perform an average of 16 tasks and have a JDI of 4.5, indicating their job is very easy. None of of these personnel are supervisors. While they have an average of 78 months in the career ladder, they average only 11 months on the job. Sixty percent of their duty time is devoted to MIS or CMS program functions and 23 percent to general or administrative functions. They are distinguished from other groups by the time they spend collecting statistical data pertinent to CMS or MIS, preparing MIS or CMS products using computers, and computing percentages using nonprogrammable calculators.

V. HQ MAJCOM PERSONNEL (GRP111, N=5). This small group of senior enlisted personnel constitutes 2 percent of the sample. All five members are paygrade E-9 and CEMs. They perform an average of 77 tasks and have a JDI of 12.9, indicating their job is of average difficulty. Three members are supervisors. These are the most senior members in the sample, having an average of 44 months on the job and 130 months in the career ladder. They spend 30 percent of their duty time performing general or administrative functions, 21 percent planning and organizing, and 14 percent directing and implementing. They are distinguished from members of other groups by the amount of time they spend directing cost and management analysis operations, participating in staff meetings, marketing ACM products and services, and designing formats for MAS reports.

Other Groups

With respect to the small groups not included in the functional areas, two instructors at Sheppard were identified by the training tasks they perform. Five other respondents assigned to HQ MAJCOMs were identified individually because they spend more time evaluating and selecting cross trainees and working with the ACM newsletter. They also perform such a diversity of other tasks that they could not be included in the other HQ MAJCOM group or grouped with each other.

Four personnel working in the 4200 TES at Edwards AFB and another three in the 4201 TES at Dyess were identified based on the unique tasks they perform dealing with weapons system analysis functions. The remaining respondents could not be grouped because of the diversity of tasks they perform.

Job Difficulty

The difficulty of the career ladder jobs was compared using the job difficulty index (JDI). This value represents relative job difficulty and increasing responsibility as determined by the number of tasks performed and the amount of time spent (see Task Factor Administration section of this report). JDI values for each functional group are shown in Table 3. MAS personnel have the most difficult job, Information Collection personnel have the easiest job, and HQ MAJCOM Personnel have a job of average difficulty.

Summary

The present career ladder structure was compared to that of the 1981 OSR. While both studies show many groups performing a variety of tasks, the current structure contains fewer functional groups.

Many of the tasks in the inventory for the present study are different from those on the 1981 inventory. The current tasks are related specifically to MAS, CMS, and MIS activities. These tasks allowed for more similarity among respondents; thus, fewer jobs noted in the career ladder structure. Overall, the jobs performed by Cost Analysis personnel have not changed much over the last 5 years, but the procedures used and products generated have.

ANALYSIS OF DAFSC GROUPS

After the career ladder structure is outlined, the jobs performed by members of the skill level groups are identified. This is done by examining job descriptions for the DAFSC groups and noting similarities or differences in tasks performed and time spent on duties. The typical pattern is for members of higher skill levels to have more supervisory and administrative rather than technical jobs. Even though this career ladder is very diverse

and relatively few Cost Analysis personnel work in most offices, higher skill level personnel are more involved with the administrative duties. Data in Table 4 show the relative time spent on duties by members of the skill level groups. A pattern of increased time spent in the administrative and supervisory duties (Duties A-E) with increased skill is evident, though not overwhelming until the CEM level. AFSC 69100 personnel spend 79 percent of their time in these duties, while 3- and 5-skill level personnel spend most of their time in the more technical aspects of the job. More detailed descriptions of each skill level follow.

Skill Level Descriptions

DAFSC 69130/50. Members of these two DAFSC groups have 68 percent time-spent overlap, indicating the two groups perform essentially the same job. Because of this, a combined job description was created (Table 5). Tasks performed by members of the two skill levels reflect duty time spent on MIS and CMS functions and and performing statistical functions (Table 4). Data in Table 6 show nearly all AFSC 69130 personnel and 36 percent of AFSC 69150 personnel are in the MAS Personnel and Information Preparation functional groups. Thirteen percent of all 3-skill respondents and 60 percent of all 5-skill respondents are not grouped. This is further evidence of the diversity of the career ladder.

DAFSC 69170. AFSC 69170 personnel comprise 42 percent of the sample. Members average 22 months on the job and 103 months in the career ladder. Seventy percent of 7-skill level personnel are in the MAS functional group (Table 6). Data in Table 4 show that besides spending duty time in MIS, CMS, and MAS functions, 7-skill level Cost Analysis personnel spend 43 percent of their time in the administrative duties (Duties A-E). Representative tasks performed by 7-skill level personnel are listed in Table 7. Forty-seven percent reported having supervisory responsibilities, a higher percentage than any other skill level group. While they perform many technical aspects of the job, they are distinguished from 3- and 5-skill level personnel by supervisory tasks they perform. These tasks include writing APRs; planning work assignments; counseling personnel; and interpreting policies, directives, or procedures for subordinates (Table 8).

DAFSC 69190. The 14 9-skill level personnel comprise 3 percent of the sample. Members average 28 months on the job, 170 months in the career ladder, and spend 46 percent of their time in administrative duties (Table 4). Seventy-nine percent are in the MAS Personnel functional group and 14 percent in the Information Preparation group (Table 6). Representative tasks performed by members of the skill level group are listed in Table 9, and tasks that best distinguish between 7- and 9-skill level personnel are listed in Table 10. These data show AFSC 69190 personnel do less technical aspects of the job and more administrative functions, such as planning TDY requirements, establishing self-inspection programs, and determining unit or functional intraoffice objectives.

TABLE 4

AVERAGE PERCENT TIME SPENT ON DUTIES BY DAFSC GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC 69130 (N=15)	DAFSC 69150 (N=141)	DAFSC 69170 (N=131)	DAFSC 69190 (N=14)	DAFSC 69100 (N=9)
A. PLANNING AND ORGANIZING	3	4	7	8	19
B. DIRECTING AND IMPLEMENTING	2	3	5	5	9
C. INSPECTING AND EVALUATING	*	3	5	6	16
D. TRAINING	*	3	4	5	4
E. PERFORMING GENERAL OR ADMINISTRATIVE FUNCTIONS	19	19	22	22	31
F. PERFORMING FINANCIAL ANALYSIS OR BUDGET OPERATIONS	1	2	2	*	*
G. PERFORMING STATISTICAL TECHNIQUES	22	13	11	10	6
H. PERFORMING COST OR ECONOMIC ANALYSIS (EA)	3	3	4	6	3
I. PERFORMING EVALUATION TECHNIQUES	3	2	2	5	2
J. PERFORMING MANAGEMENT ASSISTANCE SERVICES (MAS)	13	16	14	14	6
K. PERFORMING MANAGEMENT INFORMATION SYSTEMS (MIS) OR COMMANDERS MANAGEMENT SYSTEMS (CMS) PROGRAMS	32	31	24	17	4
L. PERFORMING WEAPONS SYSTEM ANALYSIS FUNCTIONS	*	1	*	*	-

* Denotes less than 1 percent
- Denotes 0 percent
Columns may not add to 100 percent due to rounding

TABLE 5

REPRESENTATIVE TASKS PERFORMED BY AFSC 69130/50 PERSONNEL

	TASKS	PERCENT MEMBERS PERFORMING (N=156)
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	75
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	75
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	72
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	71
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	71
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	70
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	68
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	64
J360	WRITE MAS STUDIES	62
J338	CONDUCT MAS INTERVIEW WITH CLIENTS	62
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	61
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	60
K366	DESIGN FORMATS FOR MIS OR CMS	60
K388	PREPARE VISUAL AIDS FOR MIS OR CMS	60
K374	EVALUATE PERFORMANCE AS RELATED TO STANDARDS OR GOALS	60
K385	PREPARE MIS OR CMS DIGESTS	59
J350	FORMULATE ALTERNATIVES OR RECOMMENDATIONS FOR MAS STUDIES	58
E128	MARKET ACM PRODUCTS AND SERVICES	58
A8	ESTABLISH CONTINUITY FOLDERS	57
K397	REVIEW VISUAL AIDS FOR MIS OR CMS	55
E131	OBTAIN SOURCE MATERIAL FROM BASE ORGANIZATIONS	55
K379	MODIFY VISUAL AIDS FOR MIS OR CMS	55
E135	PARTICIPATE IN STAFF MEETINGS	53
J358	PROOFREAD MAS STUDIES	53
K369	DETERMINE CAUSES OF DEVIATION FROM UNIT OR FUNCTIONAL OBJECTIVES THROUGH DISCUSSIONS OR OBSERVATION WITH OPRS	53
K377	EXPLAIN THE MEANING OF MIS OR CMS STATISTICS TO USERS	52
K370	DEVELOP MIS OR CMS BRIEFINGS	51

TABLE 6

DISTRIBUTION OF DAFSC GROUPS ACROSS CAREER LADDER JOBS
(PERCENT MEMBERS)

JOBS	DAFSC 69130 (N=15)	69150 (N=141)	69170 (N=131)	69190 (N=14)	69100 (N=9)
I. MAS PERSONNEL	40	21	70	43	-
II. INFORMATION PREPARATION PERSONNEL	40	15	24	7	-
III. JUNIOR ANALYSTS	7	2	1	-	-
IV. INFORMATION COLLECTION PERSONNEL	-	2	2	-	-
V. HQ MAJCOM STAFF	-	-	-	-	56
NOT GROUPED	13	60	3	50	44

* Indicates less than 1 percent
- Indicates 0 percent

TABLE 7

REPRESENTATIVE TASKS PERFORMED BY AFSC 69170 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=131)
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	74
A8	ESTABLISH CONTINUITY FOLDERS	72
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	66
K366	DESIGN FORMATS FOR MIS OR CMS	66
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	65
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	64
J360	WRITE MAS STUDIES	63
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	63
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	63
E128	MARKET ACM PRODUCTS AND SERVICES	63
J338	CONDUCT MAS INTERVIEW WITH CLIENTS	63
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	63
J358	PROOFREAD MAS STUDIES	62
E135	PARTICIPATE IN STAFF MEETINGS	62
J350	FORMULATE ALTERNATIVES OR RECOMMENDATIONS FOR MAS STUDIES	60
J354	PREPARE MEMORANDUM FOR RECORDS ON COMPLETED MAS STUDIES	60
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	59
K379	MODIFY VISUAL AIDS FOR MIS OR CMS	58
J345	DEVELOP NARRATIVES FOR PRESENTATION OF WRITTEN MAS STUDIES	56
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	56
E157	WRITE STAFF SUMMARY SHEETS	56
J346	ESTABLISH CONFIDENTIALITY LEVEL WITH CLIENTS OF MAS STUDIES	56
K397	REVIEW VISUAL AIDS FOR MIS OR CMS	55
J340	CREATE AND MAINTAIN DATA BANKS OF INFORMATION USED IN MANAGEMENT STUDIES	55
E106	DEVELOP ADVERTISING BOOKLETS, BROCHURES, OR PAMPHLETS	54
K369	DETERMINE CAUSES OF DEVIATION FROM UNIT OR FUNCTIONAL OBJECTIVES THROUGH DISCUSSIONS OR OBSERVATION WITH OPRS	54

TABLE 8

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 69130/50 AND 69170 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 69130/50 (N=156)	DAFSC 69170 (N=131)	DIFFERENCE
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	71	51	20
G204	COMPUTE PERCENTAGES WITHOUT THE AID OF COMPUTERS OR CALCULATORS	43	28	15
G202	COMPUTE PERCENTAGES USING NON-PROGRAMMABLE CALCULATORS	69	56	13
K382	POST INFORMATION IN COMMANDERS' NOTEBOOKS OR CHARTS	50	38	12
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	75	64	11
C59	WRITE APRS	9	47	-38
A17	PLAN WORK ASSIGNMENTS	14	48	-34
B22	COUNSEL PERSONNEL ON PERSONAL OR JOB-RELATED PROBLEMS	13	46	-33
A20	SCHEDULE LEAVE OR PASSES	10	40	-30
B31	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	14	44	-30
C39	ANALYZE INTRAOFFICE WORKLOAD REQUIREMENTS	11	40	-29

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY AFSC 69190 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=14)
E135	PARTICIPATE IN STAFF MEETINGS	79
A8	ESTABLISH CONTINUITY FOLDERS	79
E157	WRITE STAFF SUMMARY SHEETS	71
A12	ESTABLISH SELF-INSPECTION PROGRAMS	64
E150	REVIEW INSPECTION REPORTS	64
B 22	COUNSEL PERSONNEL ON PERSONAL OR JOB-RELATED PROBLEMS	64
B 31	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	64
A 16	PLAN TDY REQUIREMENTS	64
E130	OBTAIN SOURCE MATERIAL FROM AIR FORCE DIRECTIVES, PUBLICATIONS, OR REPORTS	64
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	64
A5	DETERMINE UNIT OR FUNCTIONAL INTRAOFFICE OBJECTIVES	57
E146	REVIEW ACM NEWSLETTER AND CROSS-FEED INPUTS	57
E104	DETERMINE WHAT SOURCE MATERIAL IS OBTAINABLE FROM AIR FORCE DIRECTIVES, PUBLICATIONS, OR REPORTS	57
C39	ANALYZE INTRAOFFICE WORKLOAD REQUIREMENTS	57
E101	COORDINATE STAFF SUMMARY SHEETS WITH APPROVING OFFICIALS	57
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	57
E114	EXTRACT OR COMPILE INFORMATION FROM SOURCE DOCUMENTS OR INTERVIEWS	50
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	50
K374	EVALUATE PERFORMANCE AS RELATED TO STANDARDS OR GOALS	50
A3	DETERMINE INTRAOFFICE WORK PRIORITIES	50
J344	DEVELOP APPROPRIATE VISUAL AID FORMAT FOR PRESENTATION OF MAS STUDIES	50
D69	DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	50
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	50
A7	DEVELOP WORK METHODS OR PROCEDURES	50
K371	DEVELOP NARRATIVES FOR PRESENTATION OF WRITTEN ANALYSIS FOR MIS OR CMS	50

TABLE 10

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 69170 AND 69190 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 69170 (N=131)	DAFSC 69190 (N=14)	DIFFERENCE
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	63	21	42
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	51	21	30
K385	PREPARE MIS OR CMS DIGESTS	51	21	30
E128	MARKET ACM PRODUCTS AND SERVICES	63	35	28
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MAS	63	36	27
A16	PLAN TDY REQUIREMENTS	17	64	-47
A12	ESTABLISH SELF-INSPECTION PROGRAMS	34	64	-30
A5	DETERMINE UNIT OR FUNCTIONAL INTRA-OFFICE OBJECTIVES	30	57	-27
G220	COMPUTE STANDARD DEVIATIONS WITHOUT THE AID OF COMPUTERS OR CALCULATORS	3	29	-26
C43	EVALUATE AWARDS	12	36	-24

DAFSC 69100. There is a distinction between what 9-skill level and CEM personnel do in this career ladder. AFSC 69100 personnel, constituting 3 percent of the sample, are the most senior members as far as time in the job and total AF service. They spend 79 percent of their time in administrative duties (Table 4). Five are in the HQ MAJCOM functional group. The other four, while not included in other groups, are assigned to HQ MAJCOM positions. Representative tasks performed by these members are listed in Table 11, and tasks that best distinguish between AFSC 69190 and 69100 personnel are listed in Table 12. These data show that members of this group are the managers of the career ladder in that they develop career progression goals and are directly involved with evaluating and selecting cross trainees.

Summary

The fact that 60 percent of all 5-skill level personnel perform jobs that cannot be grouped is further evidence of the diversity of the career ladder. As mentioned earlier, this diversity is a result of the variety of services and products AFSC 691X0 personnel are called upon to provide which varies with the unit of assignment and the requests of the base commander. Because of this, AFSC 691X0 personnel must have a broad range of skills they can draw upon to meet the requirements of their particular job.

Usually, there are few Cost Analysis personnel in an office, and the traditional roles of enlisted supervisor and subordinate do not exist. More often than not, the enlisted Cost Analysis personnel, regardless of skill level, perform the technical aspects of the job under the supervision of either an officer or civilian ACM. This probably explains why such a low percentage of Cost Analysis personnel indicate they are supervisors.

Thus, career ladder progression for this AFSC is somewhat different from that usually seen. The usual increase in supervisory responsibility with accompanying decrease in technical involvement does not exist. Instead, members of all skill level groups are involved with technical aspects of the job (MIS or CMS, MAS, and performing statistical procedures) to some extent as shown in Table 4. Seven-skill level personnel do the majority of supervising, while 9-skill level and CEM level personnel handle the majority of the administrative and managerial duties, respectively. This relationship is best shown by Tables 8, 10, and 12 which list tasks that best differentiate between members of the skill level groups.

SPECIALTY DESCRIPTION ANALYSIS

Job descriptions of DAFSC groups and functional groups identified in the analysis were compared to current AFR 39-1 Specialty Job Descriptions for the Cost Analysis career ladder. Survey data show 3- and 5-skill level personnel perform the more basic data collection, computation, and analysis functions related more to MIS and CMS. Seven-skill level personnel are more involved with MAS functions, more advanced analysis, and supervision. Nine-skill level

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY AFSC 69100 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=9)
E135	PARTICIPATE IN STAFF MEETINGS	89
E155	WRITE AND COORDINATE MESSAGES WITH APPROVING OFFICIALS	89
A4	DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	78
E157	WRITE STAFF SUMMARY SHEETS	78
B30	INITIATE PERSONNEL ACTION REQUESTS	78
E148	REVIEW CROSSFEED REPORTS	78
E150	REVIEW INSPECTION REPORTS	78
A16	PLAN TDY REQUIREMENTS	78
C41	DETERMINE QUALIFICATIONS OF PROSPECTIVE CROSS-TRAINEES	78
C57	RECOMMEND APPROVAL OR DISAPPROVAL OF CROSS-TRAINEE APPLICATIONS	78
E141	PREPARE ACM NEWSLETTER AND CROSS-FEED INPUTS	67
E101	COORDINATE STAFF SUMMARY SHEETS WITH APPROVING OFFICIALS	67
A13	PLAN LAYOUT OF OFFICE	67
A6	DEVELOP CAREER PROGRESSION GOALS	67
B22	COUNSEL PERSONNEL ON PERSONAL OR JOB-RELATED PROBLEMS	67
C43	EVALUATE AWARDS	67
E146	REVIEW ACM NEWSLETTER AND CROSS-FEED INPUTS	67
A1	ASSIGN PERSONNEL TO DUTY POSITIONS	56
A3	DETERMINE INTRAOFFICE WORK PRIORITIES	56
E134	PARTICIPATE IN COST AND MANAGEMENT ANALYSIS (ACM) AWARDS PROGRAM	56
E130	OBTAIN SOURCE MATERIAL FROM AIR FORCE DIRECTIVES, PUBLICATIONS, OR REPORTS	56
A7	DEVELOP WORK METHODS OR PROCEDURES	56
B31	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	56
C46	EVALUATE MAINTENANCE OR USE OF WORK SPACE, EQUIPMENT, OR SUPPLIES	56
A8	ESTABLISH CONTINUITY FOLDERS	56

TABLE 12

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 69190 AND 69100 PERSONNEL
(PERCENT PERFORMING)

TASK		DAFSC 69190 (N=14)	DAFSC 69100 (N=9)	DIFFERENCE
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	64	11	53
B24	DIRECT DEVELOPMENT OR MAINTENANCE OF STATUS BOARDS, GRAPHS, OR CHARTS	50	0	50
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	57	11	46
J346	ESTABLISH CONFIDENTIALITY LEVEL WITH CLIENTS OF MAS STUDIES	43	0	43
D69	DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	50	11	39
A6	DEVELOP CAREER PROGRESSION GOALS	14	67	-53
C41	DETERMINE QUALIFICATIONS OF PROSPECTIVE CROSS-TRAINEES	29	78	-49
E155	WRITE AND COORDINATE MESSAGES WITH APPROVING OFFICIALS	43	89	-46
C57	RECOMMEND APPROVAL OR DISAPPROVAL OF CROSS-TRAINEE APPLICATIONS	36	78	-42
C58	SELECT INDIVIDUALS FOR SPECIALIZED TRAINING	14	56	-42

personnel are administrators, and AFSC 69100 personnel are career ladder managers. This division of responsibilities is consistent with the Specialty Job Descriptions for the skill levels. In addition, job descriptions of the functional groups encompass all duties and tasks outlined in the Specialty Job Descriptions.

In summary, survey data support the current AFR 39-1 Specialty Job Descriptions. Responsibilities and tasks included in the descriptions for the individual skill levels are appropriate.

TRAINING ANALYSIS

Personnel Having 1-48 Months Time In Career Ladder

Job descriptions for personnel having 1-24 months and 1-48 months time in career ladder (TICL) were compared. There is 92 percent overlap between the groups with respect to time spent on tasks, indicating members of the two groups perform essentially the same job. The job description for the 1-48 month TICL group, therefore, was used in further analysis, since it included tasks performed by members of both TICL groups.

Thirty-two percent of the 1-48 months TICL group members are MAS Personnel, 27 percent are Information Collection Personnel, and 36 percent perform such a variety of tasks they could not be included into functional groupings (Fig 2). Thirty-two percent are 3-skill level, 57 percent are 5-skill level, and 12 percent are 7-skill level. Data in Table 13 show these members spend 30 percent of their time in MIS or CMS programs, 20 percent on general or administrative functions, 17 percent performing statistical functions, and 15 percent in MAS functions. Representative tasks performed by these members having 1-48 months in the career ladder are listed in Table 14.

Training Emphasis

Table 15 lists the 25 tasks with highest training emphasis ratings. Most deal with MAS and MIS or CMS functions. Tasks H293, H297, H302, H308, and H311 have a low percentage of 1-48 month TICL members performing. All tasks with the highest TE ratings are matched to STS paragraphs and POI learning objectives.

Training Analysis Overview

Occupational survey data are used to evaluate the specialty training standard (STS) and relevance of the resident training course. The major factor considered is percent of AFSC 691X0 personnel of any skill level performing tasks matched to the elements of the STS and personnel having 1-24 and 1-48 months TICL performing tasks matched to learning objectives of the POI. Secondary factors are TE and TD ratings for these same tasks.

PERSONNEL WITH 1-48 MONTHS TICL IN SPECIALTY JOBS

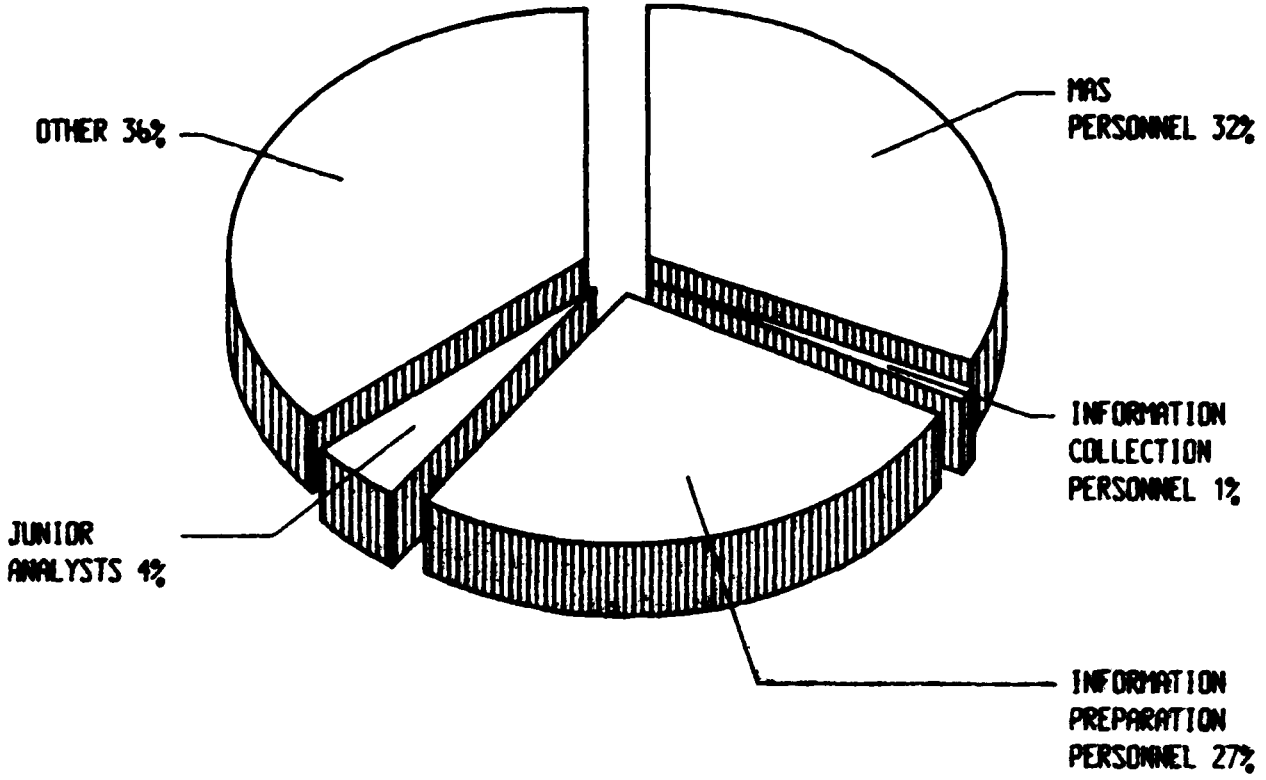

FIG. 2

TABLE 13

AVERAGE TIME SPENT ON DUTIES BY PERSONNEL HAVING
1-48 MONTHS TIME IN CAREER LADDER
(RELATIVE PERCENT OF JOB TIME)

DUTY	PERCENT OF TIME
K. PROVIDING MANAGEMENT INFORMATION SYSTEMS (MIS) OR COMMANDERS MANAGEMENT SYSTEMS (CMS) PROGRAMS	30
E. PERFORMING GENERAL OR ADMINISTRATIVE FUNCTIONS	20
G. PERFORMING STATISTICAL TECHNIQUES	17
J. PERFORMING MANAGEMENT ASSISTANCE SERVICES (MAS)	15
A. ORGANIZING AND PLANNING	4
B. DIRECTING AND IMPLEMENTING	3
H. PERFORMING COST OR ECONOMIC ANALYSIS (EA)	3
I. PERFORMING EVALUATION TECHNIQUES	2
C. INSPECTING AND EVALUATING	2
F. PERFORMING FINANCIAL ANALYSES OR BUDGET OPERATIONS	2
D. TRAINING	2
L. PERFORMING WEAPON SYSTEMS ANALYSIS FUNCTIONS	-

TABLE 14

REPRESENTATIVE TASKS PERFORMED BY MEMBERS HAVING
1-48 MONTHS TIME IN CAREER LADDER

TASK		PERCENT MEMBERS PERFORMING (N=94)
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	74
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	72
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	70
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	70
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	67
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	67
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	65
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	64
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	64
E128	MARKET ACM PRODUCTS AND SERVICES	62
J360	WRITE MAS STUDIES	60
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	59
J350	FORMULATE ALTERNATIVES OR RECOMMENDATIONS FOR MAS STUDIES	59
J338	CONDUCT MAS INTERVIEW WITH CLIENTS	57
K388	PREPARE VISUAL AIDS FOR MIS OR CMS	55
K379	MODIFY VISUAL AIDS FOR MIS OR CMS	55
K374	EVALUATE PERFORMANCE AS RELATED TO STANDARDS OR GOALS	54
E131	OBTAIN SOURCE MATERIAL FROM BASE ORGANIZATIONS	54
K397	REVIEW VISUAL AIDS FOR MIS OR CMS	52
E153	TYPE NARRATIVES, CORRESPONDENCE, OR REPORTS	52
J358	PROOFREAD MAS STUDIES	52
G204	COMPUTE PERCENTAGES WITHOUT THE AID OF COMPUTERS OR CALCULATORS	52
K385	PREPARE MIS OR CMS DIGESTS	52
E135	PARTICIPATE IN STAFF MEETINGS	52
A8	ESTABLISH CONTINUITY FOLDERS	51
K369	DETERMINE CAUSES OF DEVIATION FROM UNIT OR FUNCTIONAL OBJECTIVES THROUGH DISCUSSIONS OR OBSERVATION WITH OPRS	51

TABLE 15

TASKS WITH THE HIGHEST TE RATING

TASK		TRAINING EMPHASIS	PERCENT 1-48 MOS TICL (N=94)
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	6.72	67
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	6.46	72
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	6.41	70
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	6.35	59
J360	WRITE MAS STUDIES	6.32	60
J338	CONDUCT MAS INTERVIEW WITH CLIENTS	6.31	57
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	6.14	67
H292	COMPUTE COST SAVINGS IN ANALYSES	6.12	23
H311	VALIDATE ECONOMIC ANALYSIS	5.94	19
J350	FORMULATE ALTERNATIVES OR RECOMMENDATIONS FOR MAS STUDIES	5.92	59
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	5.87	74
H293	COMPUTE COST-TO-BENEFIT RATIOS	5.81	10
K362	ANALYZE INPUTS TO ECONOMIC RESOURCE IMPACT STATEMENTS (ERIS)	5.81	31
J345	DEVELOP NARRATIVES FOR PRESENTATION OF WRITTEN MAS STUDIES	5.75	39
H308	PERFORM LEASE VERSUS BUY ANALYSIS	5.75	11
K384	PREPARE ERIS	5.64	30
J342	DETERMINE APPROPRIATE MATHEMATICAL METHODS	5.62	50
J343	DETERMINE APPROPRIATE STATISTICAL METHODS FOR MAS STUDIES	5.62	43
H302	DETERMINE COSTS NECESSARY TO ACHIEVE EACH ALTERNATIVE METHOD OF ACCOMPLISHING OBJECTIVES	5.56	16
K368	DETERMINE APPROPRIATE STATISTICAL METHODS FOR MIS OR CMS	5.55	42
K367	DETERMINE APPROPRIATE MATHEMATICAL METHODS FOR MIS OR CMS	5.52	39
K370	DEVELOP MIS OR CMS BRIEFINGS	5.47	43
K366	DESIGN FORMATS FOR MIS OR CMS	5.47	51
H297	COMPUTE UNIFORM ANNUAL COSTS (UAC) USING FORMAT A (EA)	5.47	7
J340	CREATE AND MAINTAIN DATA BANKS OF INFORMATION USED IN MANAGEMENT STUDIES	5.44	47
K371	DEVELOP NARRATIVES FOR PRESENTATION OF WRITTEN ANALYSIS FOR MIS OR CMS	5.42	43

Instructors of the ALR course taught at Sheppard AFB matched inventory tasks to the STS and POI. A computer product was created listing tasks matched to each STS element, the percent of 1-48 months TICL and 5- and 7-skill level members performing the matched tasks, TE, and TD ratings. A similar product was created for the POI listing all learning objectives; percent members having 1-24 and 1-48 months TICL performing the matched tasks, TE, and TD ratings.

Specialty Training Standard

The first five paragraphs of the STS deal with general career ladder knowledge and information, while paragraphs 6-14 deal with technical aspects of the career ladder. Most elements are supported by tasks performed by more than 20 percent members performing. The following paragraphs highlight those elements that are not supported.

STS Paragraph 6: Element 6B(2)(A) - Computer Inquiry Techniques - is not supported by tasks having more than 20 percent members performing, as shown in Table 16. This material may not be appropriate for the STS.

STS Paragraph 12: The Planning, Programming, and Budgeting System. Two elements are not supported, as shown in Table 17. Training managers also need to determine if this material is appropriate for the STS.

There are several tasks with more than 20 percent members performing and high TE not matched to the STS (Table 18). Most of these tasks deal with Economic Resource Impact Statements (ERIS). Training managers need to review these tasks to determine if they constitute material that needs to be added to the STS.

In conclusion, most STS elements are supported by tasks performed by more than 20 percent of AFSC 691X0 personnel of any skill level.

Cost Analysis personnel do only the more basic statistical procedures and use computers more than calculators in their work. Some of the more advanced statistical procedures may not be appropriate for the STS. There are some tasks not matched to the STS that need to be reviewed for possible inclusion.

Plan Of Instruction

The plan of instruction was analyzed in much the same manner as the STS. A computer product was created listing the learning objectives, tasks matched to each objective, and the percent of various TICL group members performing. The product was examined to identify objectives matched to tasks having more than 30 percent members performing. AFR 8-13/ATC Sup 1 directs that tasks having greater than 30 percent members performing be included in resident training. Tasks performed by less than 30 percent normally are not included in resident training unless they have high TE ratings and training managers feel they should be part of the curriculum.

Analysis of the POI reveals 49 objectives matched to inventory tasks. Only 19 of the 49 objectives are supported by tasks performed by more than 30 percent of 1-48 month TICL group members. The low number no doubt is due to the diversity of jobs performed by these members. Because of this diversity, another product was created showing the percent of functional group members performing the matched tasks. The MAS Personnel functional group was selected to evaluate the relevance of POI objectives since 45 percent of the respondents are in this group, it represents the core job of the career ladder, and there is a large percentage of each skill level in this functional group (Table 6).

Using MAS functional group data, 34 of the 49 matched objectives are supported. Table 19 shows two objectives not supported by 1-48 TICL group members but supported by MAS Personnel group members. These data suggest the POI should be evaluated using both 1-48 month TICL and MAS Personnel groups. Most objectives not supported by either group are in Block II - Quantitative Techniques. Training managers need to consider this block of instruction to determine if it should remain in the POI.

An additional issue of this survey was to determine the statistical techniques performed and the method used to perform them. A number of task statements dealing with the use of calculators and statistical procedures were included in the inventory to provide this information. These tasks were matched to learning objectives in block 2 - Quantitative Techniques. Again, percent of 1-48 month TICL members as well as MAS Personnel members performing these tasks, were compared.

Survey data show that only objectives II2C (Compute the measures of central tendency) and II2I (Compute and plot trends from numeric data) are supported by more than 30 percent of either 1-48 months TICL or MAS personnel. Generally, a higher percentage of MAS Personnel perform statistical procedures than TICL group members. Training managers need to evaluate all objectives dealing with statistical procedures taught to determine if they are all necessary. Data suggest that most are more appropriate for OJT.

In summary, because the career ladder is so diverse, POI objectives were evaluated with respect to percent of 1-48 month TICL and MAS Personnel group members performing matched tasks. While only 19 of 49 objectives are supported by more than 30 percent of 1-48 month TICL members, 34 of 49 are supported by more than 30 percent of MAS Personnel. Survey data show AFSC 691X0 personnel use computers more than programmable calculators or hand techniques to perform statistical procedures. Training managers will need to review tasks not referenced having more than 30 percent members performing and high TE (Table 20) to see if there are additional areas that need to be included in the course.

TABLE 16

TASKS MATCHED TO STS ELEMENT 6B(2)(A)

		TNG EMP	PERCENT PEFORMING 69150 (N=141)	69170 (N=131)	TSK DIF
6B(2)(A). COMPUTER INQUIRY TECHNIQUES					
K400	WRITE COMPUTER DATA RETRIEVAL PROGRAMS, OTHER THAN AFOLDS	1.20	7	12	7.09
K399	WRITE AIR FORCE ONLINE DATA SYSTEMS (AFOLDS PROGRAMS)	1.11	*	*	6.67

* Indicates less than 1 percent

TABLE 17

TASKS MATCHED TO STS ELEMENTS 12A AND 12C

			PERCENT PERFORMING		
		TNG EMP	69150 (N=141)	69170 (N=131)	TSK DIF
12A.	THE PLANNING, PROGRAMMING, AND BUDGETING SYSTEM				
F180	PARTICIPATE ON FINANCIAL WORKING GROUPS	1.60	11	14	4.35
F164	ANALYZE OPERATING BUDGET ACCOUNT NUMBER (OBAN) MANAGEMENT REPORT	1.42	4	1	5.44
F179	PARTICIPATE ON FINANCIAL MANAGEMENT BOARDS	1.07	6	6	4.42
E 90	ASSIST WITH END OF YEAR BUDGET CLOSE OUT	1.02	5	10	5.26
F184	PREPARE BUDGET PROJECTIONS	0.92	4	8	5.91
12C.	FINANCIAL MANAGEMENT OF NONAPPROPRIATED FUNDS				
F175	COMPUTE INVENTORY TURNOVER RATIOS OF NONAPPROPRIATED FUNDS	1.78	1	3	5.12
F160	ANALYZE BALANCE SHEETS OR INCOME STATEMENTS OF NONAPPROPRIATED FUNDS	1.77	6	8	5.73
F174	COMPUTE CURRENT RATIOS OF NONAPPROPRIATED FUNDS	1.75	2	4	5.07
F172	COMPUTE ACID TEST RATIOS OF NONAPPROPRIATED FUNDS	1.72	2	5	5.12
F171	COMPARE FINANCIAL RATIOS WITH STANDARDS TO IDENTIFY DEVIATIONS	1.63	4	5	4.94
F161	ANALYZE BUDGET PROJECTIONS	1.37	8	5	5.81
F183	PERFORM VERTICAL ANALYSIS OF NONAPPROPRIATED FUNDS	1.34	1	5	5.35
F182	PERFORM HORIZONTAL ANALYSIS OF NONAPPROPRIATED FUNDS	1.32	1	5	5.32
F173	COMPUTE BUDGET PROJECTIONS	1.28	7	3	5.57

TABLE 18

TASKS WITH MORE THEN 20 PERCENT MEMBERS PERFORMING AND HIGH TE NOT MATCHED TO STS ELEMENTS
(PERCENT MEMBERS PERFORMING)

TASKS		TNG EMP	PERCENT PERFORMING 1-48 (N=94)	69150 (N=141)	69170 (N=131)	TSK DIF
J336	ASSIST WITH IMPLEMENTATION PLANS FOR MAS STUDY RECOMMENDATIONS	5.18	36	37	46	5.39
K395	REVIEW INPUTS TO ERIS	4.75	30	42	45	4.49
K390	PROCESS INPUTS TO ERIS	4.62	26	37	38	4.57
K394	REQUEST INPUTS TO ERIS	4.18	29	38	38	3.94
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	4.08	63	64	74	5.35
K393	RECEIVE INPUTS TO ERIS	3.98	30	43	40	3.62
A8	ESTABLISH CONTINUITY FOLDERS	3.53	51	59	72	5.02

TABLE 19

SAMPLE OF LEARNING OBJECTIVE NOT SUPPORTED BY TICL GROUPS
BUT SUPPORTED BY MAS PERSONNEL FUNCTIONAL GROUP
(PERCENT MEMBERS PERFORMING)

		PERCENT PERFORMING			
		TICL			
	TNG EMP	1-24 (N=60)	1-48 (N=94)	MAS PERS (N=131)	TSK DIF
IV 3A. IDENTIFY THE BASIC CONCEPTS OF FASCAP AND PIF BY ANSWERING 7 OF 10 QUESTIONS CORRECTLY.					
H312 VALIDATE FAST PAYBACK CAPITAL INVESTMENT PROGRAM (FASCAP)	5.30	12	15	45	5.83
H313 VALIDATE PRODUCTIVITY INVESTMENT FUND (PIF)	4.59	10	10	25	5.95
V 3A. STATE THE BASIC CONCEPTS OF OMB CIRCULAR A-123 AND COST AND MANAGEMENT ANALYSIS' ROLE BY ANSWERING 7 OF 10 QUESTIONS.					
E129 MONITOR INTERNAL CONTROL REVIEW REPORTS	3.9	8	10	40	5.03
E97 COORDINATE COMPLIANCE WITH INTERNAL CONTROL REVIEWS (ICR)	3.5	5	6	42	5.08
E151 REVIEW INTERNAL CONTROL REVIEW REPORTS	3.5	7	10	46	4.55
E120 MAINTAIN INTERNAL CONTROL REVIEW REPORTS	3.0	7	9	37	3.90
C 56 MANAGE LOCAL INTERNAL CONTROL SYSTEM PROGRAM	2.0	7	7	32	5.66

TABLE 20

TASKS NOT MATCHED TO POI

TASK		TNG EMP	PERCENT PERFORMING TICL 1-24	PERCENT PERFORMING TICL 1-48	MAS PERS	TSK DIF
H311	VALIDATE ECONOMIC ANALYSIS	5.94	13	19	54	6.13
K366	DESIGN FORMATS FOR MIS OR CMS	5.47	42	51	82	5.07
K365	COORDINATE NEWLY DEVELOPED MIS WITH BASE OPRS PRIOR TO PUBLICATION	5.24	40	46	71	4.58
E117	MAINTAIN DATA BANKS OF FACTORS OR STANDARDS	4.75	35	40	68	3.87
E157	WRITE STAFF SUMMARY SHEETS	4.22	38	49	83	4.59
E106	DEVELOP ADVERTISING BOOKLETS, BROCHURES, OR PAMPHLETS	3.96	35	43	78	5.08
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	3.84	65	70	75	2.65
A8	ESTABLISH CONTINUITY FOLDERS	3.53	42	51	78	5.02

JOB SATISFACTION

Job satisfaction indicators (interest, perceived use of talents and training, and reenlistment intentions) for members of career ladder job groups were compared. As shown in Table 21, HQ MAJCOM personnel have the highest overall indicators. Members of the Information Collection group, on the other hand, have the lowest indicators. This is a group of six junior members, perhaps recent technical school graduates, with a very limited job. Indicators for other groups with more senior members are noticeably higher.

Satisfaction indicators for groups with various amounts of time in the career ladder were compared to those of personnel in a related AFSC surveyed in 1985. Data in Table 22 show while satisfaction indicators are constant across AFSC 691X0 TICL groups, they are considerably lower than those of the comparative AFSC. The most noticeable difference is between the 97+ months TICL groups for both AFSCs where the satisfaction indicators for AFSC 691X0 personnel are considerably lower.

Satisfaction indicators for all members of the present sample were compared to those for all members in the previous survey. Data in Table 23 show the only noticeable change over the last 5 years is an increase in the percentage of Cost Analysis personnel planning to retire and a decrease in the percentage planning to leave the service before retirement.

Summary

Overall job satisfaction for the career ladder is low when compared to members of a related AFSC surveyed in 1985. Members new to the career ladder have rather limited jobs and the lowest satisfaction, while more experienced personnel have noticeably higher satisfaction. This low satisfaction may be a reflection of the diversity of jobs within the career ladder.

IMPLICATIONS

Even though the Cost Analysis career ladder is very diverse, survey data support the Specialty Training Standard and Specialty Job Descriptions. A comparison of the present and previous studies reveals the jobs performed by AFSC 691X0 personnel have remained essentially unchanged over the last five years. While the titles of the products created by Cost Analysis personnel have changed and computers are used to manage data bases and perform statistical procedures, the content of career ladder jobs is unchanged.

The POI will have to be evaluated considering percentage of both 1-48 months TICL group members and MAS Personnel functional group members. Objectives dealing with Cost and Economic Analysis and Financial Management Programs are supported by MAS Personnel members, but not by 1-48 month TICL members. In addition, survey data suggest that most of the statistical procedures taught would be more appropriate for OJT than the basic course.

Overall job satisfaction indicators, while unchanged from the previous study, continue to be noticeably low. This may result from the diversity of jobs, but career ladder managers should continue to monitor the satisfaction of AFSC 691X0 personnel.

TABLE 21

COMPARISON OF JOB SATISFACTION INDICATORS FOR FUNCTIONAL GROUPS
(PERCENT MEMBERS PERFORMING)

	MAS PERSONNEL N=139	INFORMATION PREP PERSONNEL N=60	JUNIOR ANALYSTS N=5	INFORMATION COLLECTION PERSONNEL N=6	HQ MAJCOM PERSONNEL N=5
EXPRESSED JOB INTEREST:					
INTERESTING	76	77	60	16	100
SO-SO	10	15	40	17	-
DULL	13	8	-	67	-
PERCEIVED USE OF TALENTS:					
FAIRLY WELL TO PERFECTLY	81	78	80	17	100
LITTLE OR NOT AT ALL	19	22	20	83	-
PERCEIVED USE OF TRAINING:					
FAIRLY WELL TO PERFECTLY	75	75	60	33	100
LITTLE OR NOT AT ALL	25	25	40	67	-
REENLISTMENT INTENTIONS:					
YES, OR PROBABLY YES	68	71	100	50	100
NO, OR PROBABLY NO	19	18	-	33	-
PLAN TO RETIRE	14	7	-	17	-

- Denotes 0 percent

TABLE 22

COMPARISON OF JOB SATISFACTION INDICATORS BY TICF GROUPS
(PERCENT RESPONDING)

	1-48 MOS TICF		49-96 MOS TICF		97+ MOS TICF	
	COMP 691X0 (N=94)	SAMPLE (N=50)	COMP 691X0 (N=101)	SAMPLE (N=31)	COMP 691X0 (N=114)	SAMPLE (N=19)
EXPRESSED JOB INTEREST:						
INTERESTING	65	80	70	81	70	89
SO-SO	16	14	15	16	16	-
DULL	18	6	15	3	12	11
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECTLY	73	88	75	87	74	90
LITTLE OR NOT AT ALL	26	12	25	13	25	10
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECTLY	69	70	62	77	68	95
LITTLE OR NOT AT ALL	30	30	38	23	32	5
REENLISTMENT INTENTIONS:						
YES, OR PROABABLY YES	59	72	77	87	71	84
NO, OR PROBABLY NO	37	24	12	6	8	-
PLAN TO RETIRE	3	4	9	6	21	16

- Denotes 0 percent

Related AFSC Surveyed in 1985: 791X2

TABLE 23

COMPARISON OF JOB SATISFACTION INDICATORS FOR TOTAL SAMPLE
IN PREVIOUS OSR AND CURRENT STUDY
(PERCENT RESPONDING)

	TOTAL SAMPLE	
	1981 (N=301)	1986 (N=310)
EXPRESSED JOB INTEREST:		
INTERESTING	68	68
SO-SO	14	16
DULL	16	15
PERCEIVED USE OF TALENTS:		
FAIRLY WELL TO PERFECTLY	74	74
LITTLE OR NOT AT ALL	25	25
PERCEIVED USE OF TRAINING:		
FAIRLY WELL TO PERFECTLY	68	66
LITTLE OR NOT AT ALL	31	33
REENLISTMENT INTENTIONS:		
YES, OR PROBABLY YES	60	69
NO, OR PROBABLY NO	37	18
PLAN TO RETIRE	3	12

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY CAREER LADDER FUNCTIONAL GROUPS

TABLE A1

GROUP ID NUMBER AND TITLE: GRP082, MAS PERSONNEL
GROUP SIZE: 139 PERCENT OF SAMPLE: 45%
AVERAGE TIME ON JOB: 22 MONTHS AVERAGE TICF: 90 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	97
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	96
J360	WRITE MAS STUDIES	94
J338	CONDUCT MAS INTERVIEW WITH CLIENTS	93
J346	ESTABLISH CONFIDENTIALITY LEVEL WITH CLIENTS OF MAS STUDIES	91
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	90
J350	FORMULATE ALTERNATIVES OR RECOMMENDATIONS FOR MAS STUDIES	90
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	89
J358	PROOFREAD MAS STUDIES	89
E128	MARKET ACM PRODUCTS AND SERVICES	89
J354	PREPARE MEMORANDUM FOR RECORDS ON COMPLETED MAS STUDIES	89
J340	CREATE AND MAINTAIN DATA BANKS OF INFORMATION USED IN MANAGEMENT STUDIES	87
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	87
J342	DETERMINE APPROPRIATE MATHEMATICAL METHODS	85
J348	EXPLAIN THE MEANING OF MAS STATISTICS TO USERS	85
J341	DESIGN FORMATS FOR MAS REPORTS	84
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	84
J351	IDENTIFY PROBLEM AREAS AND DEVIATIONS FROM UNIT OR FUNCTIONAL OBJECTIVES THROUGH OBSERVATION	83
E157	WRITE STAFF SUMMARY SHEETS	83
K377	EXPLAIN THE MEANING OF MIS OR CMS STATISTICS TO USERS	82
J345	DEVELOP NARRATIVES FOR PRESENTATION OF WRITTEN MAS STUDIES	82
K366	DESIGN FORMATS FOR MIS OR CMS	82
J339	COORDINATE WITH BASE ORGANIZATIONS PRIOR TO PUBLICATION OF MAS STUDY REPORTS	82
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	82
J343	DETERMINE APPROPRIATE STATISTICAL METHODS FOR MAS STUDIES	82

TABLE A2

GROUP ID NUMBER AND TITLE: GRP086, INFORMATION PREPARATION PERSONNEL
GROUP SIZE: 60 PERCENT OF SAMPLE: 19%
AVERAGE TIME ON JOB: 23 MONTHS AVERAGE TICF: 67 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	100
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	98
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	90
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	90
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	88
K366	DESIGN FORMATS FOR MIS OR CMS	80
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	78
K385	PREPARE MIS OR CMS DIGESTS	78
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	76
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	76
K374	EVALUATE PERFORMANCE AS RELATED TO STANDARDS OR GOALS	73
K397	REVIEW VISUAL AIDS FOR MIS OR CMS	73
K388	PREPARE VISUAL AIDS FOR MIS OR CMS	71
K369	DETERMINE CAUSES OF DEVIATION FROM UNIT OR FUNCTIONAL OBJECTIVES THROUGH DISCUSSIONS OR OBSERVATION WITH OPRS	71
K370	DEVELOP MIS OR CMS BRIEFINGS	70
K379	MODIFY VISUAL AIDS FOR MIS OR CMS	70
K371	DEVELOP NARRATIVES FOR PRESENTATION OF WRITTEN ANALYSIS FOR MIS OR CMS	70
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	70
K365	COORDINATE NEWLY DEVELOPED MIS WITH BASE OPRS PRIOR TO PUBLICATION	66
J360	WRITE MAS STUDIES	65
J350	FORMULATE ALTERNATIVES OR RECOMMENDATIONS FOR MAS STUDIES	60
J338	CONDUCT MAS INTERVIEW WITH CLIENTS	60
E128	MARKET ACM PRODUCTS AND SERVICES	58
K382	POST INFORMATION IN COMMANDERS' NOTEBOOKS OR CHARTS	58
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	55
K396	REVIEW MIS OR CMS WITH OPRS AND COMMANDERS	55

TABLE A3

GROUP ID NUMBER AND TITLE: GRP058, JUNIOR ANALYSTS
GROUP SIZE: 5 PERCENT OF SAMPLE: 2%
AVERAGE TIME ON JOB: 20 MONTHS AVERAGE TICF: 28 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	100
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	100
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	100
J337	COLLECT STATISTICAL DATA PERTINENT TO MAS	100
E135	PARTICIPATE IN STAFF MEETINGS	80
K379	MODIFY VISUAL AIDS FOR MIS OR CMS	80
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	80
K388	PREPARE VISUAL AIDS FOR MIS OR CMS	80
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	80
K374	EVALUATE PERFORMANCE AS RELATED TO STANDARDS OR GOALS	80
J335	ANALYZE STATISTICAL DATA RELATING TO PARTICULAR MANAGEMENT ASSISTANCE SERVICES (MAS)	80
K385	PREPARE MIS OR CMS DIGESTS	80
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	80
A8	ESTABLISH CONTINUITY FOLDERS	60
G195	COMPUTE MEASURES OF CENTRAL TENDENCY, SUCH AS MEAN, MEDIAN, OR MODE, WITHOUT AID OF COMPUTERS OR CALCULATORS	60
G225	COMPUTE TRENDS WITH A COMPUTER USING LEAST SQUARES METHOD	60
G280	PERFORM SIMPLE RANDOM SAMPLING WITHOUT THE AID OF COMPUTERS OR CALCULATORS	60
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	60
E91	COLLATE, DECOLLATE, OR STAPLE PUBLICATIONS	60
K397	REVIEW VISUAL AIDS FOR MIS OR CMS	60
G201	COMPUTE PERCENTAGES USING COMPUTERS	60
D79	MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	40
G204	COMPUTE PERCENTAGES WITHOUT THE AID OF COMPUTERS OR CALCULATORS	40
G277	PERFORM SIMPLE RANDOM SAMPLING USING COMPUTERS	40
G192	COMPUTE FREQUENCY DISTRIBUTIONS WITHOUT THE AID OF COMPUTERS OR CALCULATORS	40
G217	COMPUTE STANDARD DEVIATIONS USING COMPUTERS	40

TABLE A4

GROUP ID NUMBER AND TITLE: GRP075, INFORMATION COLLECTION PERSONNEL
GROUP SIZE: 6 PERCENT OF SAMPLE: 2%
AVERAGE TIME ON JOB: 11 MONTHS AVERAGE TICF: 78 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
K364	COLLECT STATISTICAL DATA PERTINENT TO MIS OR CMS	100
G202	COMPUTE PERCENTAGES USING NONPROGRAMMABLE CALCULATORS	100
K386	PREPARE MIS OR CMS PRODUCTS USING COMPUTERS	100
K373	DISTRIBUTE MIS OR CMS PRODUCTS TO BASE ORGANIZATIONS	83
K366	DESIGN FORMATS FOR MIS OR CMS	66
K385	PREPARE MIS OR CMS DIGESTS	66
K381	PERFORM SPECIAL PROJECTS AS REQUESTED	66
K388	PREPARE VISUAL AIDS FOR MIS OR CMS	50
K379	MODIFY VISUAL AIDS FOR MIS OR CMS	50
K363	ANALYZE STATISTICAL DATA PERTINENT TO MIS OR CMS	50
G201	COMPUTE PERCENTAGES USING COMPUTERS	33
K361	ANALYZE COMPILED DATA FOR MIS OR CMS	33
E131	OBTAIN SOURCE MATERIAL FROM BASE ORGANIZATIONS	33
E114	EXTRACT OR COMPILE INFORMATION FROM SOURCE DOCUMENTS OR INTERVIEWS	33
K382	POST INFORMATION IN COMMANDERS' NOTEBOOKS OR CHARTS	33
E91	COLLATE, DECOLLATE, OR STAPLE PUBLICATIONS	33
E117	MAINTAIN DATA BANKS OF FACTORS OR STANDARDS	33
K378	FINALIZE VISUAL AIDS FOR MIS OR CMS	33
E146	REVIEW ACM NEWSLETTER AND CROSS-FEED INPUTS	33
K377	EXPLAIN THE MEANING OF MIS OR CMS STATISTICS TO USERS	33

TABLE A5

GROUP ID NUMBER AND TITLE: GRP111, HQ MAJCOM PERSONNEL
GROUP SIZE: 5 PERCENT OF SAMPLE: 2%
AVERAGE TIME ON JOB: 44 MONTHS AVERAGE TICF: 130 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

TASKS		PERCENT MEMBERS PERFORMING
E135	PARTICIPATE IN STAFF MEETINGS	100
A3	DETERMINE INTRAOFFICE WORK PRIORITIES	100
A6	DEVELOP CAREER PROGRESSION GOALS	100
B22	COUNSEL PERSONNEL ON PERSONAL OR JOB-RELATED PROBLEMS	100
B30	INITIATE PERSONNEL ACTION REQUESTS	100
A4	DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	100
A18	PREPARE JOB DESCRIPTIONS	100
A2	ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL	100
A13	PLAN LAYOUT OF OFFICE	100
E157	WRITE STAFF SUMMARY SHEETS	100
A7	DEVELOP WORK METHODS OR PROCEDURES	100
B3	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	100
E155	WRITE AND COORDINATE MESSAGES WITH APPROVING OFFICIALS	100
E150	REVIEW INSPECTION REPORTS	100
E130	OBTAIN SOURCE MATERIAL FROM AIR FORCE DIRECTIVES, PUBLICATIONS, OR REPORTS	100
A16	PLAN TDY REQUIREMENTS	100
A10	ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	100
E148	REVIEW CROSSFEED REPORTS	100
E146	REVIEW ACM NEWSLETTER AND CROSS-FEED INPUTS	80
E134	PARTICIPATE IN COST AND MANAGEMENT ANALYSIS (ACM) AWARDS PROGRAM	80
A1	ASSIGN PERSONNEL TO DUTY POSITIONS	80
C57	RECOMMEND APPROVAL OR DISAPPROVAL OF CROSS-TRAINEE APPLICATIONS	80
C39	ANALYZE INTRAOFFICE WORKLOAD REQUIREMENTS	80
C58	SELECT INDIVIDUALS FOR SPECIALIZED TRAINING	80
B26	DIRECT UTILIZATION OF EQUIPMENT	80
C41	DETERMINE QUALIFICATIONS OF PROSPECTIVE CROSS-TRAINEES	80

END

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