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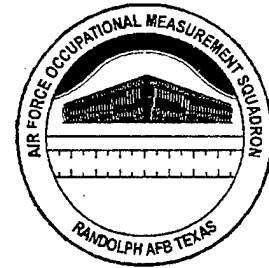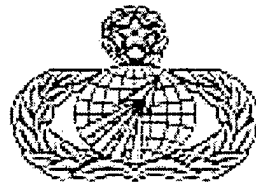
OCCUPATIONAL SURVEY REPORT

CONTRACTING
AFSC 6C0X1

OSSN 2333

March 1999

OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
1550 5th STREET EAST
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PREFACE

This report presents the results of an Air Force Occupational Survey of the Contracting career ladder, Air Force Specialty Code (AFSC) 6C0X1. Authority for conducting occupational surveys is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Functional Manager, the technical training location, all using major commands (MAJCOMs), and other interested operations and training officials.

Mr. Michael Brosnan, Inventory Development Specialist developed the survey instrument, with computer programming support from Mr. Tyrone Hill. First Lieutenant David A. Huber, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Roger W. Barnes, Chief, Airmen Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Additional copies of this report can be obtained by writing to AFOMS/OMYXI, 1550 5th Street East, Randolph AFB Texas 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our web site at http://www.omsq.af.mil.

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SUMMARY OF RESULTS

1. **Survey Coverage**: Survey results are based on responses from 1,328 Contracting personnel, which represents 41 percent of the total assigned AFSC 6C0X1 population. The sample includes active duty (AD) military personnel and GS-5 through GS-12 civilian personnel in job series 1102. Incumbents were surveyed across all major commands (MAJCOMs).

2. **Specialty Jobs**: In this analysis, seven jobs and three clusters were identified. The Simplified Acquisition and Major Acquisition Clusters are the core technical functions of this career ladder. Other technical functions include the Cost/Price Analyst Job, Plans, Programs, Policy (PPP) Job, Quality Assurance Evaluator Program Coordinator (QAEPC) Job, IMPAC Program Monitor Cluster, and Management Analyst Job. There were also non-technical functions that included the Supervisor Job, Contracting Superintendent Job, and Instructor Job.

3. **Career Ladder Progression**: Distinctions between military skill level and civilian paygrade groups are evident, with military personnel at the 3-, 5-, and 7-skill levels spending the vast majority of their time performing technical tasks across a number of different jobs. Military personnel at the 9- and 00-skill levels are almost solely in non-technical administrative or supervisory positions. Civilian personnel in the GS-5, GS-7, GS-9, and GS-11 paygrades are primarily in technical jobs. Though some members of the GS-12 paygrade group are in non-technical administrative or supervisory positions, most are still in technical jobs.

4. **Training Analysis**: The AFSC 6C0X1 Specialty Training Standard (STS) and Plan of Instruction (POI) documents were well supported by survey data. There were a few STS elements requiring review by experienced subject-matter experts for possible deletion or revision. The 3-skill level course POI was well supported. Learning objectives with matched inventory tasks were well supported. However, there were numerous learning objectives without matched tasks.

5. **Job Satisfaction Analysis**: Group incumbents indicate high job satisfaction across the career ladder. Members in the Simplified Acquisition and Major Acquisition Clusters (the two core jobs of the AFSC) express high job satisfaction. Job satisfaction ratings are generally higher than those of similar Command Support AFSCs. In general, civilian personnel express higher job satisfaction than AD military members.

6. **Implications**: Survey data for AFSC 6C0X1 reflect a well-functioning career ladder. The career ladder structure is similar to that found in the previous OSR; the career ladder has remained stable over time. Career ladder managers should review information contained in this survey report for possible use in future utilization and training decisions.

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OCCUPATIONAL SURVEY REPORT (OSR)
CONTRACTING CAREER LADDER
(AFSC 6C0X1)

INTRODUCTION

This report presents the results of an occupational survey of the Contracting career ladder completed by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron, in January 1999. The Functional Manager requested this survey. The previous survey was completed in 1996.

Background

The AFSC 6C0X1 OSR can assist technical training personnel in updating their training programs and evaluating the current classification structure. The need for specialized training for certain major command or skill-level groups can be determined through interpretation of the data.

According to AFMAN 36-2108, *Airman Classification,* 31 October 1997, *Specialty Summary* for AFSC 6C0X1, effective 31 October 1997, Contracting personnel manage, perform, and administer purchasing and contracting functions for commodities, services, and construction. Members use the base contracting automation system (BCAS) to prepare, process, and analyze transactions and products. For entry into this specialty an ASVAB score of General 70 is required. Also, one must demonstrate the ability to speak distinctly and must never have been convicted by courts-martial or never have received nonjudicial punishment for dereliction in the performance of duties involving contracting activities, or larceny or misappropriation of government funds or property. Furthermore, for AFSC 6C0X1, the strength factor is "G," indicating a required weight lift of 40 lbs.

The current AFSC 6C0X1 technical school is located at Lackland AFB TX. The L3ABR6C031-005 *Contracting Apprentice* course is 4 academic weeks long. The course instructs students to complete a detailed study of small purchase procedures and regulations as outlined in the Federal Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS). The course also includes instruction on the Air Force contracting mission, the contracting environment, and actual hands-on experience with real-time awards through the use of small and simplified purchasing procedures.

The L3ACR6C071-000 *Contracting Craftsman* course is four academic weeks long. This course provides instruction in preaward and postaward issues in depth for service, construction, and commodity contracts at the Air Force level. It includes review of specifications, preparation of invitation for bids, requests for proposal, basic purchasing agreements, types of contracts, clearance process, protests, disputes, post-orientation conferences, labor laws, modifications, negotiations, payments, contract closeout, simplified acquisition, environmental contracts,

requirements contracts, architect and engineering contracts, base engineering requirements contracts, and contingency contracting.

The L3OZR64P1-007 *Base Level Quality Assurance Evaluation Program Coordinator* course is one week and four days long. This course provides extensive knowledge of quality assurance and contractor surveillance policies and procedures, with specific attention given to the complete understanding of the performance work statement and varying degrees of quality assurance requirements.

The L3AZR6C071-009 *Base Contracting Automated System (BCAS)* course is three weeks and one day long. It provides instruction in the knowledge and skills needed for an overall understanding of systems administrator operations, setup, and maintenance. The course introduces students to the virtual storage (VS) system, its components, configuration, storage, and processing capabilities.

SURVEY METHODOLOGY

Inventory Development

Data for this survey were collected by administering USAF Job Inventory (JI) OSSN 2333, dated April 1998. During the initial inventory development, 59 subject-matter experts (SMEs) from 7 operational bases and 1 training unit were interviewed. The developer reviewed pertinent career ladder documents, the previous inventory, and the previous OSR to prepare a task list. Bases visited during the development included:

BASE	UNIT	REASON FOR VISIT
Lackland AFB TX	345 TRS	Technical training base
Randolph AFB TX	12 CONS	AETC base
Schriever AFB CO	50 CONS	AFSPC base
Nellis AFB NV	99 CONS	ACC base
Hurlburt Field FL	16 CONS	AFSOC base
Tyndall AFB FL	325 CONS	AETC base
MacDill AFB FL	6 CONS	AMC base
Malmstrom AFB MT	341 CONS	AFSPC base

The resulting JI lists 613 tasks, grouped into 11 duty categories. The inventory also contains a number of background questions relating to duty AFSC (DAFSC), time in present job, total active military service (TAFMS), work area assigned, job title, APDP courses taken since certification, type of warrant possessed, and job satisfaction information.

Survey Administration

From April 1998 through November 1998, the inventory disks were administered to personnel eligible for the survey. Base training offices located worldwide gave survey disks to 1102-series civilians and AFSC 6C0X1 personnel with DAFSCs of 6C031, 6C051, 6C071, 6C091, and 6C000. The respondents were picked from a computer-generated mailing list from the Air Force Personnel Center. Personnel not considered eligible to take part in the survey were those in transition to a permanent change of station, those retiring at the time of the survey, those hospitalized, and those who had not been in their present job for a period of six weeks.

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

Survey Sample

The job inventory disks mailed to participants in the survey were monitored to ensure the final survey sample would be representative of MAJCOM and paygrade groups. Table 1 lists the percentage distribution by MAJCOM of assigned personnel in the career ladder as of April 1998. Also shown in Table 1 is the percentage distribution by MAJCOM of the final population. Table 2 shows the survey sample representation across paygrades. These tables reflect that the sample is a true representation of the career ladder population. The 1,328 respondents included in the survey are AD military and 1102-series civilian personnel, which represent 41% of the total 3,243 AFSC 6C0X1 and 1102-series civilian personnel assigned to the career ladder (as of April 1998).

TABLE 1
COMMAND DISTRIBUTION OF AFSC 6C0X1 PERSONNEL

COMMAND	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
ACC	19	16
AETC	16	21
AFCCTA	7	4
AFCEE	1	3
AFMC	2	6
AFRC UNIT	3	3
AFSOC	1	2
AFSPC	10	12
AIA	1	1
AMC	15	13
OTEC	1	1
PACAF	10	12
USAFE	6	5
OTHER	8	1

TOTAL ASSIGNED**-3,243
TOTAL NUMBER ELIGIBLE**- 3,077
TOTAL IN SAMPLE- 1,328
PERCENT OF ASSIGNED- 41%
PERCENT OF ELIGIBLE- 43%

*As of April 1998

TABLE 2
PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

PAYGRADE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
E-1 through E-3	4	5
E-4	8	8
E-5	12	14
E-6	7	8
E-7	6	6
E-8	1	1
E-9	1	-
GS-5	2	1
GS-7	7	6
GS-9	16	17
GS-11	17	19
GS-12	15	15
OTHER†	4	-

* As of April 1998
  - Indicates less than 1 percent
  † Other includes members holding civilian paygrades other than those listed above

Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 6C0X1 personnel (generally E-6 or E-7 craftsmen) also completed a second disk for either Training Emphasis (TE) or Task Difficulty (TD). These disks were processed separately from the job inventories. This information is used in a number of different analyses discussed in more detail in the report.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry level training. The 37 senior AFSC 6C0X1 NCOs who completed disks were asked to select tasks they felt should be taught to entry level personnel in some sort of structured training and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal on the job training (OJT), or any other organized training method. In this survey, the average TE rating is 2.33 with a standard deviation of 1.43. As such, any rating of 3.76 or above is considered to have high training emphasis.

Task Difficulty (TD). TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 46 senior NCOs who completed TD disks were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was high. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered difficult to learn.

SPECIALTY JOBS
(Career Ladder Structure)

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs performed by respondents. Comprehensive Occupational Data Analysis Programs (CODAP) assist by creating an individual job description for each respondent based on the tasks performed and relative amount of time spent on those tasks. A hierarchical clustering program compares all the individual job descriptions, locates those with the most similar tasks performed and time spent on tasks, and combines them to form a group in the clustering sequence. The computer program then finds all other individuals that are similar and adds them to the group. The program continues until all members of the survey are grouped. The result is a pattern of jobs that makes up the AFSC 6C0X1 career ladder.

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

Overview of Specialty Jobs

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

I. COST/PRICE ANALYST JOB (ST185, N=25)

II. SIMPLIFIED ACQUISITION CLUSTER (GP63, N=215)
        Junior-Level Simplified Acquisition
        Senior-Level Simplified Acquisition

III. MAJOR ACQUISITION CLUSTER (ST145, N=626)
        Junior-Level Major Acquisition
        Mid-Level Major Acquisition
        Senior-Level Major Acquisition

IV. PLANS, PROGRAMS, POLICY (PPP) JOB (ST164, N=16)

V. SUPERVISOR JOB (ST131, N=66)

VI. QUALITY ASSURANCE EVALUATION PROGRAM COORDINATOR (QAEPC) JOB (ST182, N=17)

VII. CONTRACTING SUPERINTENDENT JOB (ST222, N=30)

VIII. IMPAC PROGRAM MONITOR CLUSTER (ST83, N=41)
Junior-Level IMPAC Program Monitor
Senior-Level IMPAC Program Monitor

IX. INSTRUCTOR JOB (ST311, N=12)

X. MANAGEMENT ANALYST JOB (ST163, N=57)

The AFSC 6C0X1 personnel forming these jobs and clusters account for 83 percent of the survey sample (see Figure 1). The remaining 17 percent are listed as "not grouped." These 223 personnel perform sets of tasks that differ from those tasks performed by the identified groups. Examples of job titles identified by these survey respondents include Agency Program Coordinator, Functional Analyst, Electronic Data Interchange (EDI) Team Leader, and LAN/Internet Administrator. Because of the differences in tasks performed, these personnel could not be grouped into any identifiable job.

Two tables in this section provide background information about the jobs and clusters mentioned. Table 3 displays the relative amount of time spent across each of the 11 duties for the identified groups. The data in Table 4 detail background information, such as DAFSC and paygrade distributions across each group, average number of tasks performed, and the percentage of group members currently supervising others. Also included in this report is an Appendix A, listing tasks performed by members in each of the job groups identified.

Job Descriptions

I. COST/PRICE ANALYST JOB (ST185, N=25) There are 25 personnel in the Cost/Price Analyst Job, accounting for 2 percent of the survey sample. These personnel are identified by their performance of cost and price analysis tasks. Over 52 percent of their duty time is spent performing tasks within Duty B (*Cost/Price Analysis Activities*), nearly 5 times more than any other group (see Table 3). Members review and develop government price estimates and prepare price analysis reports. Representative tasks performed by members of the Cost/Price Analyst Job include:

Formulate prenegotiation price positions
Prepare PNMs
Review contractor pricing data
Analyze contractor cost elements
Negotiate pricing aspects of proposals or contracts
Compare contractor-proposed cost factors with field reports or
    DCAS or Defense Contract Audit Agency(DCAA) recommendations
Prepare automated pricing spreadsheets

TABLE 3
RELATIVE TIME SPENT ON DUTIES BY SPECIALTY JOBS

		COST/PRICE ANALYST JOB (N=25)	SIMPLIFIED ACQUISITION CLUSTER (N=215)	MAJOR ACQUISITION CLUSTER (N=626)	PPP JOB (N=16)	SUPERVISOR JOB (N=66)
A	General Contracting Activities	6	11	8	11	10
B	Cost/Price Analysis Activities	52	4	10	12	6
C	Acquisition Activities	21	51	38	35	31
D	Contract Administration Activities	12	21	30	7	14
E	Quality Assurance Activities	1	1	4	3	2
F	Management Analysis Activities	1	2	1	1	2
G	Mobility/Contingency Activities	-	3	1	-	2
H	Management/Supervisory Activities	1	3	2	16	23
I	Training Activities	1	1	1	8	6
J	General Administrative Activities	4	2	2	7	3
K	Supply/Equipment Activities	-	-	-	0	-

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

TABLE 3 (CONTINUED)
RELATIVE TIME SPENT ON DUTIES BY SPECIALTY JOBS

	QAEPC JOB (N=17)	CONTRACTING SUPERINTENDENT JOB (N=30)	IMPAC PROGRAM MONITOR CLUSTER (N=41)	INSTRUCTOR JOB (N=12)	MANAGEMENT ANALYST JOB (N=57)
A General Contracting Activities	7	3	35	-	5
B Cost/Price Analysis Activities	5	1	2	-	-
C Acquisition Activities	19	3	8	0	4
D Contract Administration Activities	10	1	6	1	1
E Quality Assurance Activities	27	-	1	-	1
F Management Analysis Activities	1	-	1	0	63
G Mobility/Contingency Activities	1	31	2	3	2
H Management/Supervisory Activities	11	41	11	-	12
I Training Activities	14	13	25	8	5
J General Administrative Activities	5	6	7	67	4
K Supply/Equipment Activities	-	1	-	12	4

* Columns may not add to 100 percent due to rounding

- Indicates less than 1 percent

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TABLE 4
SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

	COST/PRICE ANALYST JOB	SIMPLIFIED ACQUISITION CLUSTER	MAJOR ACQUISITION CLUSTER	PPP JOB	SUPERVISOR JOB
NUMBER IN GROUP	25	215	626	16	66
PERCENT OF SAMPLE	2%	17%	47%	1%	5%
PERCENT IN CONUS	96%	80%	86%	94%	73%
MILITARY DAFSC DISTRIBUTION					
6C031	0 members	29 members	8 members	0 members	0 members
6C051	0 members	72 members	96 members	0 members	0 members
6C071	0 members	21 members	72 members	0 members	14 members
6C091/00	0 members	0 members	2 members	0 members	1 member
MILITARY PAYGRADE DISTRIBUTION*					
E-1 through E-3	0 members	19 members	9 members	0 members	0 members
E-4	0 members	32 members	31 members	0 members	0 members
E-5	0 members	47 members	72 members	0 members	0 members
E-6	0 members	17 members	37 members	0 members	6 members
E-7	0 members	7 members	29 members	0 members	8 members
E-8	0 members	0 members	0 members	0 members	1 member
E-9	0 members	0 members	0 members	0 members	0 members
CIVILIAN PAYGRADE DISTRIBUTION*					
GS-5	0 members	9 members	4 members	0 members	0 members
GS-7	2 members	30 members	21 members	0 members	0 members
GS-9	5 members	37 members	137 members	0 members	1 member
GS-11	8 members	13 members	159 members	0 members	17 members
GS-12	9 members	1 member	118 members	15 members	33 members
PREDOMINATE GRADES (military/civilian)	GS-11,GS-12	E-5, GS-9	E-5, GS-11	GS-12	E-7, GS-12
PERCENT SUPERVISING	0%	10%	16%	0%	95%
AVERAGE TASKS PERFORMED	50	74	176	80	130

* Military and civilian paygrade columns may not add to number in group due to representation from other paygrade groups not referenced (e.g., GS-08 personnel)

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TABLE 4 (CONTINUED)
SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

	QAEPC JOB	CONTRACTING SUPERINTENDENT JOB	IMPAC PROGRAM MONITOR CLUSTER	INSTRUCTOR JOB	MANAGEMENT ANALYST JOB
NUMBER IN GROUP	17	30	41	12	57
PERCENT OF SAMPLE	1%	2%	3%	1%	4%
PERCENT IN CONUS	82%	77%	71%	75%	79%
MILITARY DAFSC DISTRIBUTION					
6C031	0 members	0 members	2 members	0 members	4 members
6C051	2 members	1 member	10 members	6 members	11 members
6C071	2 members	14 members	6 members	5 members	8 members
6C091/00	0 members	15 members	0 members	0 members	0 members
MILITARY PAYGRADE DISTRIBUTION*					
E-1 through E-3	0 members	0 members	3 members	0 members	2 members
E-4	0 members	0 members	3 members	0 members	9 members
E-5	2 members	0 members	10 members	6 members	7 members
E-6	1 member	3 members	1 member	5 members	4 members
E-7	1 member	16 members	1 member	0 members	1 member
E-8	0 members	10 members	0 members	0 members	0 members
E-9	0 members	1 member	0 members	0 members	0 members
CIVILIAN PAYGRADE DISTRIBUTION*					
GS-5	0 members	0 members	2 members	0 members	0 members
GS-7	0 members	0 members	7 members	0 members	5 members
GS-9	1 member	0 members	9 members	0 members	13 members
GS-11	10 members	0 members	5 members	0 members	13 members
GS-12	2 members	0 members	0 members	1 member	3 members
PREDOMINATE GRADES (military/civilian)	E-5, GS-11	E-7	E-5, GS-9	E-5, GS-12	E-4/5, GS-9/11
PERCENT SUPERVISING	24%	60%	17%	25%	47%
AVERAGE TASKS PERFORMED	116	87	26	31	71

* Military and civilian paygrade columns may not add to number in group due to representation from other paygrade groups not referenced (e.g., GS-08 personnel)

All 25 members of this job are civilian personnel primarily in the GS-11 and GS-12 paygrades. They average nearly 10 years Total Federal Civil Service (TFCS), of which 5 have been spent in the occupational series. Personnel perform an average of 51 tasks during their duty time, the third fewest of any identified job group. No member currently supervises others.

II. SIMPLIFIED ACQUISITION CLUSTER (GP63, N=215) The 215 personnel that make this cluster account for 16 percent of the survey sample. These members perform a variety of acquisition tasks as they make smaller dollar purchases that are generally at or below the Simplified Acquisition Threshold (SAT). Sixty-four percent of all members in this cluster indicate the average dollar amount they spend on contracting actions and modifications is $100,000 or less. Personnel spend 51 percent of their duty time performing tasks from Duty C, *Acquisition Activities*, more than any other job or cluster (see Table 3). These Simplified Acquisition personnel are found performing tasks that are indicative of simplified acquisitions duties, such as issuing purchase order modifications, performing simplified acquisition followups, and preparing delivery order or tasking order modifications. Most members are assigned to their squadron's services or commodities flight. Representative tasks performed by personnel from this cluster include:

> Prepare PO modifications
> Prepare purchase orders (POs)
> Prepare memoranda for record (MFRs)
> Prepare DD Forms 350
> Prepare RFQs
> Cancel PRs
> Compare abstracts with purchase requests (PRs), such as
>   AF Forms 9, Request for Purchase
> Perform market research

Members of this cluster perform 74 tasks on average. These 215 personnel (122 military, 93 civilian) are primarily in the E-4, E-5, GS-7, and GS-9 paygrades. Military members average 9 years TAFMS, and civilian members average 12 years TFCS. Most military members hold the 5-skill level. Only 10% of all members supervise others (see Table 4).

Within this cluster there are two jobs. These two jobs are separated solely because of the average number of tasks performed by the personnel and their seniority. The first job consists of **Junior-Level Simplified Acquisition** personnel. These personnel perform an average of 47 tasks during their duty time as they prepare purchase order modifications, prepare purchase orders, and prepare memoranda for record. Most members are in the E-4, E-5, GS-7, or GS-9 paygrade.

There are also **Senior-Level Simplified Acquisition** personnel. These personnel are also found performing tasks that epitomize the Simplified Acquisition Cluster, such as

preparing memoranda for record, preparing purchase order modifications, and performing market research. However, these Senior-Level Simplified Acquisition personnel are more experienced and are found performing more tasks than their junior counterparts. These members perform 107 tasks on average, over twice as many as the junior members of this cluster. They are mostly E-5s, E-6s, GS-7s, and GS-9s.

III. MAJOR ACQUISITION CLUSTER (ST145, N=626) The 626 personnel in this cluster (47 percent of the survey sample) represent the core job of this AFSC. These members are contracting large dollar items and are participating in negotiations and sealed bidding activities to do so. Seventy-five percent of all personnel indicate the average dollar amount they spend on contracting actions and modifications is $100,001 or more. These personnel are mostly found in three flights: construction, services, and specialized. They spend 30 percent of their time on tasks from Duty D, *Contract Administration Activities*, and another 38 percent of their time on tasks from Duty C, *Acquisition Activities* (see Table 3). These members work on the acquisition process from beginning to end as they conduct prenegotiation meetings, negotiate contract modifications, and perform contract closeout procedures. Representative tasks performed by these members include:

> Prepare memoranda for record (MFRs)
> Prepare PNMs
> Request legal reviews
> Prepare DD Forms 350
> Prepare contract award documents
> Coordinate changes to SOWs, SONs, PWSs, SOOs, project
>   specifications, or drawings with contractors or customers
> Issue contract modifications

Members (178 military, 448 civilian) perform an average of 176 tasks (the most of any job or cluster), illustrating the intricate nature of major acquisition projects. These members, as a whole, are more senior in rank than are the members of the Simplified Acquisition Cluster. Many military personnel are E-5s, hold either the 5- or 7-skill level, and average nearly 12 years TAFMS. Civilian members are primarily GS-9s, GS-11s, or GS-12s, and average over 14 years TFCS. Sixteen percent of all members in this cluster supervise others (see Table 4).

In this cluster there are three distinct jobs. Similar to the Simplified Acquisition Cluster, these jobs are identified by incumbents' task performance and seniority. **Junior-Level Major Acquisition** personnel perform technical tasks associated with major acquisitions, such as preparing memoranda for record, requesting legal reviews, and preparing DD Forms 350. These members are mostly GS-9 and GS-11 civilians. They perform an average of 83 tasks during their duty time. Most of these personnel are in a services flight at the squadron level.

The second group within this cluster consists of **Mid-Level Major Acquisition** personnel. They are still performing technical tasks as they prepare memoranda for record, prepare notice-to-proceed letters, and issue contract modifications. These members perform 123 tasks on average. These Mid-Level Major Acquisition personnel are found largely in a construction flight at the squadron level. Members are largely E-4s, E-5s, and GS-9s, and GS-11s.

The final job within this cluster consists of **Senior-Level Major Acquisition** personnel. These members are found preparing memoranda for record, requesting legal reviews, and evaluating contractor proposals. These members perform 200 tasks on average, illustrating increased responsibilities and a thorough competence in their position. They are primarily found in either a services or construction flight at the squadron, flight, or wing level. These personnel are mostly E-5s, E-6s, E-7s, GS-11s, and GS-12s, further illustrating their senior status.

IV. PLANS, PROGRAMS, POLICY (PPP) JOB (ST164, N=16) The 16 members of this job (1 percent of the survey sample) are identified by their emphasis on tasks relating to research, review, and interpretation of policies. They are found reviewing urgency justification statements, researching acquisition policies (other than FAR), and establishing organizational policies (such as operational instructions or standard operating procedures). Nearly one out of every three members is found at the MAJCOM level. This job is almost solely administrative, as 94 percent of all members indicate they do not issue contracts. Representative tasks performed by members of this job include:

Review IFBs or RFPs
Research FAR
Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings
Interpret policies, directives, or procedures for subordinates
Research acquisition policies, other than Federal Acquisition
    Regulation (FAR)
Review PNMs
Review source selection evaluation criteria

These personnel perform an average of 80 tasks. All 16 members of this job are civilians, and all but one are GS-12s (see Table 4). These personnel average over 18 years TFCS, the most of any job or cluster. No member supervises others, further illustrating the administrative nature of the job.

V. SUPERVISOR JOB (ST131, N=66) The 66 members who comprise this job (5 percent of the survey sample) mostly perform non technical work indicative of senior Air Force personnel. These members spend 23 percent of their duty time performing tasks from Duty H, *Management and Supervisory Activities* (see Table 3). Incumbents supervise junior personnel as they determine or establish work assignments or priorities,

write or endorse civilian performance appraisals, and establish performance standards for subordinates. Representative tasks performed by members of the Supervisor Job include:

> Evaluate personnel for compliance with performance standards
> Counsel subordinates concerning personal matters
> Conduct supervisory performance feedback sessions
> Conduct supervisory orientations for newly assigned personnel
> Assign suspense dates
> Approve or disapprove urgency justification statements
> Write recommendations for awards or decorations

These personnel (15 military, 51 civilians) perform an average of 130 tasks (second only to the Major Acquisition Cluster), illustrating their increased responsibilities. They are primarily E-7s and GS-12s. Most military members hold the 7-skill level. Military personnel average nearly 18 years TAFMS, and civilian members average over 17 years TFCS. Ninety-five percent of all members in this job supervise others (see Table 4).

VI. QUALITY ASSURANCE EVALUATION PROGRAM COORDINATOR (QAEPC) JOB (ST182, N=17) A Quality Assurance Evaluation Program Coordinator plays a paramount role in the contracting process as he is responsible for ensuring the government gets what it paid for: a reliable, working product. These personnel are maintaining technical competencies and performing surveillance of contracts to ensure a well functioning acquisition process. As such, the 17 members of this job (1 percent of the survey sample) spend 27 percent of their time performing tasks from Duty E, *Quality Assurance Activities*. They spend nearly seven times more time performing tasks within this Duty than any other identified group, thus distinguishing them from all others (see Table 3). Representative tasks performed by members of this job include:

> Analyze QAE inspection reports
> Evaluate QAE documentation
> Coordinate contract and QAE requirements with functional
>   area chiefs (FACs)
> Conduct meetings with QA surveillance personnel
> Coordinate resolutions to surveillance report discrepancies with QAEs
> Research FAR
> Maintain training records or files

These 17 personnel (4 military, 13 civilians) perform an average of 116 tasks, the third highest of any group. They are senior personnel as both military and civilian members average 16 years TAFMS and TFCS, respectively. They are primarily GS-11s. Only 24 percent of all members supervise others (see Table 4).

VII. CONTRACTING SUPERINTENDENT JOB (ST222, N=30) As described in CDC 6C051A *Contracting Journeyman-Simplified Acquisition*, a Contracting Superintendent oversees many areas, including various training programs, contingency

contracting, and advisory programs. Members of the Contracting Superintendent Job (two percent of the survey sample) exemplify this description as they conduct retrainee interviews, determine training requirements, and prepare inputs to contingency contract planning. They spend over 70 percent of their time performing tasks from Duty G, *Mobility and Contingency Activities*, and Duty H, *Management and Supervisory Activities* (see Table 3). Eighty percent of all members indicate being assigned to a managerial functional area. Representative tasks performed by members of this job include:

> Write recommendations for awards or decorations
> Review mobility, contingency, disaster preparedness, or unit
>   emergency or alert plans
> Inspect personnel for compliance with military standards
> Counsel subordinates concerning personal matters
> Develop contingency contracting support plans
> Develop inputs to mobility, contingency, disaster preparedness,
>   or unit emergency or alert plans
> Conduct self-inspections or self-assessments

All 30 members of this job are military personnel. They are mostly E-7s and E-8s, and mostly hold the 7- or 9-skill level. They are the most senior, as they average 19 years TAFMS. These members perform an average of 87 tasks. Sixty percent of all members supervise others (see Table 4).

VIII. <u>IMPAC PROGRAM MONITOR CLUSTER (ST83, N=41)</u> Within the past few years, the government has relied more heavily upon the use of government issued International Merchant Purchase Authorization Cards (IMPACs) for micro-purchases (generally below $2,500 for supplies or services and below $2,000 for construction). The 41 personnel within this cluster (3 percent of the survey sample) monitor training programs for the IMPACs and develop or procure training materials or aids, prepare official responses to Freedom of Information Act (FOIA) requests, and prepare delegation of authority letters. Representative tasks performed by members of this cluster include:

> Monitor IMPAC programs
> Issue international merchants purchase authorization cards (IMPACs)
> Conduct IMPAC training
> Prepare memoranda for record (MFR)
> Coordinate requests for release of information under
> Freedom of Information Act (FOIA) with contractors
>   or other offices
> Maintain training records or files
> Investigate customer complaints

Work performed by members of this cluster is confined to a handful of tasks. Members only perform 26 tasks on average (the fewest of any job or cluster), illustrating

their limited responsibilities. Military members are primarily E-5s, hold a 5-skill level, and average 10 years TAFMS. Civilian members are primarily GS-7s and GS-9s, and average nearly 15 years TFCS. Only 17 percent of all members supervise others, further depicting the narrowness of the work performed (see Table 4).

Within this cluster there are two jobs. There are **Junior-Level IMPAC Program Monitor** personnel. These members are very junior and perform very few tasks on average (only 17) as they start their Air Force careers. They are found monitoring IMPAC programs, conducting IMPAC training, and preparing memoranda for record. These Junior-Level IMPAC Program Monitor personnel are mostly E-3s, E-4s, E-5s, GS-5s, and GS-7s.

There are also **Senior-Level IMPAC Program Monitor** personnel. These personnel, while still performing IMPAC training as their core job, are identified by their senior status and increased number of tasks performed. They are found monitoring IMPAC programs, preparing memoranda for record, and developing or procuring training materials or aids. These members perform 40 tasks on average. They are mostly E-5s, E-7s, GS-9s, and GS-11s, further exemplifying their senior status.

IX. INSTRUCTOR JOB (ST311, N=12) In almost any Air Force specialty, there needs to exist a cadre of experienced training personnel to provide quality entry level and on-the-job training. The 12 members of the Instructor Job (1 percent of the survey sample) are found at Kaiserluatern AB Germany, RAF Lakenheath England, and Lackland AFB TX. Ten of these members are located at Lackland AFB TX and are providing formal classroom instruction while the other two perform similar on-the-job training. These 12 members develop written tests, counsel trainees on training progress, and maintain training records or files. They spend 67 percent of their time performing tasks from Duty I, *Training Activities*, nearly 3 times more than any other job or cluster (see Table 3). Representative tasks performed by members of this job include:

> Personalize lesson plans
> Evaluate progress of trainees
> Develop or procure training materials or aids
> Conduct formal course classroom training
> Research FAR
> Develop formal course curricula, plans of instruction (POIs),
>   or specialty training standards (STSs)
> Inspect training materials or aids for operation or suitability

The 12 members of this job (11 military, 1 civilian) perform 31 tasks on average, the second fewest of any job or cluster. The military members are E-5s and E-6s, and hold either the 5- or 7-skill level. They average over 14 years TAFMS. The civilian instructor is a GS-12 and has over 27 years TFCS. Twenty-five percent of all instructors supervise others (see Table 4).

X. <u>MANAGEMENT ANALYST JOB (ST163, N=57)</u> The 57 personnel in this job account for four percent of the survey sample. They are identified by their emphasis on tasks relating to Management Analysis and sustainment of the Base Contracting Automated Systems (BCASs). These members are coordinating BCAS requests or listings problems with customers, troubleshooting BCAS software, and implementing BCAS modifications, changes, or conversions. Personnel spend 63 percent of their time performing tasks in Duty F, *Management Analysis and Support Activities*, 21 times more than any other group (see Table 3). Eighty-four percent of all members in this job are working in a Management Analysis Flight. Representative tasks performed by members of this job include:

> Administer base contracting automated systems (BCASs)
> Brief automated data systems users on automated data systems operations
> Analyze BCAS-generated management reports
> Coordinate BCAS problems with data automation personnel
> Identify corrective actions for problems noted on BCAS listings
> Analyze software changes or updates
> Generate BCAS reports, other than 1015 or 7106 reports

The 57 members of this job (23 military, 34 civilian) perform an average of 71 tasks. Military members are mostly E-4s and E-5s, hold a 5- or 7-skill level, and average over 10 years TAFMS. The civilian members are mostly GS-9s and GS-11s, and average over 17 years TFCS. Forty-seven percent of all members supervise others (see Table 4).

<u>Comparisons of Specialty Jobs-1999 and 1996</u>

Table 5 compares jobs identified in the current study to those identified in 1996. These comparisons show that the career ladder structure has remained very stable over time as the jobs identified in the current study are nearly identical to those identified three years prior. Some new jobs were identified in the 1999 study, such as the Cost/Price Analyst Job, the PPP Job, and the Contract Superintendent Job. Likewise, there were jobs from the 1996 study that were not identified in the current study. However, the core jobs of the AFSC (Simplified and Major Acquisition) have remained stable over time as incumbents' primary responsibilities are to contract services, commodities, and construction for Air Force utilization.

AFSC 6C0X1
CAREER LADDER JOBS
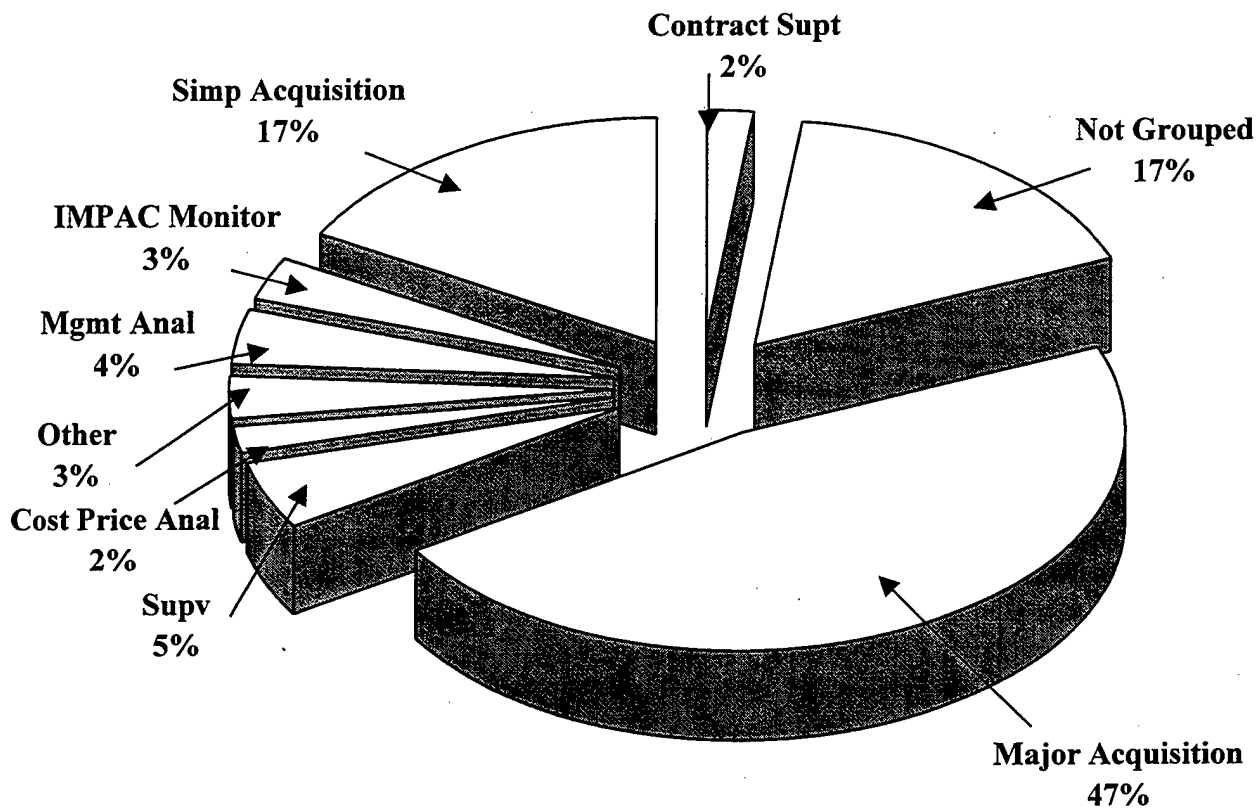
OTHER INCLUDES: PPP JOB,
QAEPC JOB, AND INSTRUCTORS

FIGURE 1

TABLE 5
SPECIALTY JOB COMPARISON BETWEEN CURRENT AND 1996 SURVEYS

1999 JOBS	1996 JOBS
Cost/Price Analyst Job	No similar job identified
Simplified Acquisition Cluster	Small Purchase Buyers Cluster
Major Acquisition Cluster	Contract Administrator Cluster
Plans, Programs, Policy (PPP) Job	No similar job identified
Supervisor Job	Management Cluster
Quality Assurance Evaluation Program Coordinator (QAEPC) Job	QAE Program Coordinators Job
Contracting Superintendent Job	No similar job identified
IMPAC Program Monitor Cluster	IMPAC Program Monitors Job
Instructor Job	Instructors Job
Management Analyst Job	Management Analysis Cluster
No similar job identified	Follow-Up Clerks Job

ANALYSIS OF CAREER LADDER PROGRESSION

An analysis of DAFSC groups, along with a study of the career ladder structure, is an integral aspect in analyzing each occupational survey. DAFSC analysis helps to identify both similarities and differences in task and duty performance at the skill levels. All this information may then be used to evaluate how well AFMAN 36-2108 *Specialty Summary* and the Specialty Training Standard (STS) reflect what is being accomplished in the career ladder.

The study has been divided into an AD and civilian sample. The AD group contains members holding 3, 5-, 7-, and 9/00-skill levels (personnel holding a skill level of either 9- or 00- were placed into one group because of small group sizes and the similarity of work performed). The civilian sample contains 1102-series Civilians in the GS-5, GS-7, GS-9, GS-11, and GS-12 paygrade groups. Certain civilian paygrades, such as GS-6 and GS-8, were not reported because of small group size (generally less than five members in any group).

Skill-Level Descriptions

DAFSC 6C031. The 67 personnel in the 3-skill level group perform numerous technical tasks. They are found in only four jobs: Simplified Acquisition Cluster, Major Acquisition Cluster, Management Analyst Job, and IMPAC Program Monitor Cluster (see Table 6). They spend over half their time performing tasks in Duty Areas A (*General Contracting Activities*), C (*Acquisition Activities*), and D (*Contract Administration Activities*), further illustrating their emphasis on technical work (see Table 7). They are found preparing memoranda for record, preparing DD forms 350, and preparing purchase orders (see Table 8). Personnel in this group perform an average of 61 tasks, the fewest of any DAFSC/paygrade group, military or civilian. They average over 5 years TAFMS, of which 1 1/2 years have been spent in the career field. Only six percent of all 3-skill level members supervise others.

DAFSC 6C051. There are 267 military members with a 5-skill level. They account for 20 percent of the survey sample. These 267 members are found primarily in the Simplified Acquisition and Major Acquisition Clusters (see Table 6). They are very similar to 3-skill level personnel as they dedicate their time to technical tasks, such as preparing memoranda for record, preparing DD forms 350, and preparing purchase orders (see Table 9). Personnel perform an average of 85 tasks. They average nearly 9 years TAFMS, of which 5 have been spent in the career field. Thirteen percent of these members supervise others. Table 10 lists tasks that best differentiate AD 3-skill level members and 5-skill level members. This table shows both skill level groups are performing technical tasks , however, slightly more 5-skill level members are performing tasks associated with major acquisitions.

DAFSC 6C071. There are 183 AD 7-skill level members, accounting for 14 percent of the survey sample. These 7-skill level personnel are found largely in the Simplified and Major Acquisition Clusters, however, these personnel are beginning to assume supervisory positions as 8 percent are in the Supervisor Job and another 8 percent are in the Contracting Superintendent Job (see Table 6). They spend most of their duty time performing technical tasks, such as preparing memoranda for record, researching the FAR, and writing minutes of briefings, conferences, or meetings (see Table 11). Members of this group perform an average of 119 tasks. They average 16 years TAFMS, of which just over 10 have been spent in the career field. Table 12 displays tasks that best differentiate 5-skill level members from 7-skill level members. This table reflects more 7-skill level members performing supervisory tasks than 5-skill level members, further illustrating the 7-skill level members' increased managerial responsibilities.

DAFSC 6C091/00. The 22 members who make up this group (1 percent of the survey sample) are almost solely in managerial positions. Nearly three out of every four members are in either the Supervisor Job or the Contracting Superintendent Job (see Table 6). These members spend over half their time performing mobility, supervisory, or training activities (see Table 7). Their non-technical nature is further illustrated by the specific tasks they perform. They are found writing recommendations for awards or decorations, inspecting personnel for compliance with military standards, and counseling subordinates concerning personal matters (see Table 13). These 22 personnel perform an average of 84 tasks. They average nearly 21 years TAFMS, of which two-thirds have been spent in the career field. Forty-five percent of all group members supervise others. Table 14 displays tasks that best differentiate 7-skill level members from 9/00-skill level members. This table reflects that few, if any, 9/00-skill level members are performing specific technical tasks, while many are performing supervisory and managerial tasks.

TABLE 6
DISTRIBUTION OF ACTIVE DUTY DAFSC GROUP MEMBERS ACROSS SPECIALTY JOBS
(PERCENT RESPONDING)

	DAFSC 6C031 (N=67)	DAFSC 6C051 (N=267)	DAFSC 6C071 (N=183)	DAFSC 6C091/00 (N=22)
I. Cost/Price Analyst Job	0	0	0	0
II. Simplified Acquisition Cluster	43	27	12	0
III. Major Acquisition Cluster	12	36	39	9
IV. PPP Job	0	0	0	0
V. Supervisor Job	0	0	8	5
VI. QAEPC Job	0	1	1	0
VII. Contracting Superintendent Job	0	-	8	68
VIII. IMPAC Program Monitor Cluster	3	4	3	0
IX. Instructor Job	0	2	3	0
X. Management Analyst Job	6	4	4	0
XI. Not Grouped	36	26	22	18

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

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TABLE 7
RELATIVE TIME SPENT ON DUTIES BY ACTIVE DUTY DAFSC GROUPS
(PERCENT TIME SPENT)

		DAFSC 6C031 (N=67)	DAFSC 6C051 (N=267)	DAFSC 6C071 (N=183)	DAFSC 6C091/00 (N=22)
A	General Contracting Activities	14	14	10	5
B	Cost/Price Analysis Activities	3	5	5	2
C	Acquisition Activities	43	33	26	7
D	Contract Administration Activities	20	24	17	4
E	Quality Assurance Activities	1	3	4	2
F	Management Analysis Activities	9	7	7	-
G	Mobility/Contingency Activities	3	4	7	25
H	Management/Supervisory Activities	2	3	11	38
I	Training Activities	2	4	8	11
J	General Administrative Activities	3	3	4	5
K	Supply/Equipment Activities	-	1	1	1

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

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TABLE 8
REPRESENTATIVE TASKS PERFORMED BY DAFSC 6C031 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=67)
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	74
A29	Prepare memoranda for record (MFRs)	73
A28	Prepare DD Forms 350	70
C183	Prepare purchase orders (POs)	67
C113	Cancel PRs	65
C185	Prepare PO modifications	64
C164	Perform market research	59
C188	Prepare RFQs	58
C173	Prepare contract award documents	52
A18	Investigate customer complaints	49
C138	Determine and document price fairness and reasonableness	49
C230	Send out solicitations over EC	49
A5	Assign suspense dates	49
D306	Issue PO modifications	47
J603	Research FAR	47
D319	Perform simplified acquisition followups	46
D296	Issue contract modifications	44
C228	Review adequacy of item descriptions	41
C202	Receive quotes to solicitations over electronic commerce (EC)	38
C102	Assemble acquisition files, such as solicitation packages or contract files	37

TABLE 9
REPRESENTATIVE TASKS PERFORMED BY DAFSC 6C051 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=267)
A29	Prepare memoranda for record (MFRs)	81
A28	Prepare DD Forms 350	76
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	67
C183	Prepare purchase orders (POs)	62
C185	Prepare PO modifications	61
C173	Prepare contract award documents	61
D270	Deobligate funds	60
J603	Research FAR	59
C113	Cancel PRs	59
D296	Issue contract modifications	58
C164	Perform market research	57
A5	Assign suspense dates	56
A9	Compare government cost estimates with project requirements	54
C138	Determine and document price fairness and reasonableness	52
C150	Evaluate contractor proposals	51
C188	Prepare RFQs	51
A11	Conduct site visits, other than to contractor subcontracting units	49
A18	Investigate customer complaints	47
B60	Prepare PNMs	46
D306	Issue PO modifications	45
D319	Perform simplified acquisition followups	42

TABLE 10
TASKS THAT BEST DIFFERENTIATE BETWEEN
DAFSC 6C031 AND DAFSC 6C051 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 6C031 (N=67)	DAFSC 6C051 (N=267)	DIFFERENCE
C320	Perform termination actions	49	25	24
C202	Receive quotes to solicitations over electronic commerce (EC)	39	18	21
A21	Maintain commercial commodity catalogs	34	14	20
C215	Review brand name or sole-source justifications	42	25	17
C121	Coordinate justifications with mandatory sources for buying open-market items that can be procured by mandatory sources	27	13	14
F434	Match RFQs with abstracts	30	19	11
C139	Determine if commodity requested is covered by existing contracts	34	24	10
B60	Prepare PNMs	10	47	-37
D318	Perform contract closeout procedures	10	45	-35
A36	Request legal reviews	19	52	-33
D270	Deobligate funds	30	61	-31
A10	Conduct contractor orientations	9	36	-27
B49	Conduct prenegotiation meetings	9	33	-24
C178	Prepare IFBs or RFPs	25	49	-24
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	24	47	-23
C105	Assist customers in development of statements of work (SOWs), statements of need (SONs), performance work statements (PWSs), statements of objectives (SOOs), or project specifications	15	38	-23

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY DAFSC 6C071 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=183)
A29	Prepare memoranda for record (MFRs)	81
J603	Research FAR	72
A5	Assign suspense dates	63
J604	Write minutes of briefings, conferences, or meetings	61
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	57
C138	Determine and document price fairness and reasonableness	55
A9	Compare government cost estimates with project requirements	54
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	53
A28	Prepare DD Forms 350	53
H520	Conduct self-inspections or self-assessments	52
A18	Investigate customer complaints	50
C225	Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings	50
D296	Issue contract modifications	50
I585	Maintain training records or files	45
I572	Conduct on-the-job training (OJT)	45
C164	Perform market research	45
C105	Assist customers in development of statements of work (SOWs), statements of need (SONs), performance work statements (PWSs), statements of objectives (SOOs), or project specifications	44
I573	Counsel trainees on training progress	44
B60	Prepare PNMs	44
I583	Evaluate progress of trainees	40
H549	Interpret policies, directives, or procedures for subordinates	38
I574	Determine training requirements	37
H553	Research acquisition policies, other than Federal Acquisition Regulation (FAR)	36

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 6C051 AND DAFSC 6C071 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 6C051 (N=267)	DAFSC 6C071 (N=183)	DIFFERENCE
A28	Prepare DD Forms 350	76	54	22
C183	Prepare purchase orders (POs)	63	42	21
C185	Prepare PO modifications	61	42	19
C173	Prepare contract award documents	61	44	17
C178	Prepare IFBs or RFPs	49	36	13
D270	Deobligate funds	61	48	13
C188	Prepare RFQs	51	39	12
C164	Perform market research	57	46	11
C192	Prepare synopses, such as for sources sought, solicitations, or contract awards	43	32	11
A11	Conduct site visits, other than to contractor subcontracting units	50	39	11
H525	Counsel subordinates concerning personal matters	12	46	-34
H563	Write recommendations for awards or decorations	8	41	-33
I583	Evaluate progress of trainees	9	41	-32
H522	Conduct supervisory performance feedback sessions	6	38	-32
H562	Write or indorse military performance reports	7	39	-32
I573	Counsel trainees on training progress	13	44	-31
I585	Maintain training records or files	15	45	-30
H542	Evaluate personnel for compliance with performance standards	7	37	-30
H548	Inspect personnel for compliance with military standards	15	44	-29
H527	Determine or establish work assignments or priorities	10	38	-28

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TABLE 13
REPRESENTATIVE TASKS PERFORMED BY DAFSC 6C091/00 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=22)
H563	Write recommendations for awards or decorations	81
H549	Interpret policies, directives, or procedures for subordinates	81
H556	Review drafts of supplements or changes to directives, such as policy directives, instructions, or manuals	81
H548	Inspect personnel for compliance with military standards	81
H525	Counsel subordinates concerning personal matters	77
H555	Review mobility, contingency, disaster preparedness, or unit emergency or alert plans	77
H517	Assign personnel to work areas or duty positions	77
G482	Inspect mobility bags or kits	77
I574	Determine training requirements	72
H543	Evaluate personnel for promotion, demotion, reclassification, or special awards	72
H520	Conduct self-inspections or self-assessments	72
H546	Initiate personnel action requests	72
H531	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	72
G466	Coordinate mobility or contingency requirements with appropriate agencies	72
G471	Develop contingency contracting support plans	72
G463	Coordinate contracting support for exercises or deployments with MAJCOM or participating unit personnel	72
I566	Brief personnel concerning training programs or matters	68
J604	Write minutes of briefings, conferences, or meetings	68
G508	Prepare inputs to contingency contracting plans	68
H557	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	68
G513	Select personnel for deployment	68
G485	Maintain contingency contracting support kits	68
H537	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	68
H530	Develop self-inspection or self-assessment program checklists	68

TABLE 14
TASKS THAT BEST DIFFERENTIATE BETWEEN
DAFSC 6C071 AND DAFSC 6C091/00 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 6C071 (N=183)	DAFSC 6C091/00 (N=22)	DIFFERENCE
C113	Cancel PRs	58	5	53
C138	Determine and document price fairness and reasonableness	55	9	46
A28	Prepare DD Forms 350	54	9	45
C183	Prepare purchase orders (POs)	42	0	42
C174	Prepare D&Fs	42	0	42
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	54	14	40
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	58	18	40
C128	Coordinate availability of funds with customers, program managers, or finance offices	44	5	39
A36	Request legal reviews	57	18	39
D270	Deobligate funds	48	9	39
H556	Review drafts of supplements or changes to directives, such as policy directives, instructions, or manuals	26	82	-56
G513	Select personnel for deployment	14	68	-54
H517	Assign personnel to work areas or duty positions	23	77	-54
G463	Coordinate contracting support for exercises or deployments with MAJCOM or participating unit personnel	19	73	-54
H519	Conduct retrainee interviews	14	68	-54
H546	Initiate personnel action requests	20	73	-53
G471	Develop contingency contracting support plans	20	73	-53

Civilian Pay Grade Descriptions

GS-5. Eighteen personnel make the GS-5 group, accounting for one percent of the survey sample. These members are very junior and perform technical work. Members work in only three jobs, the Simplified Acquisition Cluster, the Major Acquisition Cluster, and the IMPAC Program Monitor Cluster (see Table 15). Over half of their time is spent performing acquisition and contracting administration tasks, further illustrating their technical functions (see Table 16). They are found preparing memoranda for record, determining and documenting price fairness and reasonableness, and canceling purchase requests (see Table 17). These GS-5 members perform an average of 71 tasks. They average 13 years TFCS, of which half has been spent in the occupational series. No GS-5 member supervises others.

GS-7. There are 78 personnel who make up the GS-7 group, accounting for 6 percent of the survey sample. These 78 members are very similar to the GS-5 personnel as they are still almost solely in technical positions. Two out of every three GS-7 members are found in either the Simplified Acquisition Cluster or the Major Acquisition Cluster, the core jobs of the AFSC (see Table 15). They are preparing memoranda for record, preparing contract award documents, and preparing purchase order modifications (see Table 18). Table 19 displays tasks that best differentiate GS-5 personnel from GS-7 personnel. This table shows that both paygrade groups are performing technical tasks from many duty areas and there are only minor differences between the two. These GS-7 personnel perform an average of 84 tasks. They average 11 years TFCS and 3 in the occupational series. Only three percent of all members supervise others.

GS-9. The 228 GS-9 personnel account for 17 percent of the survey sample. Personnel in this group begin to exhibit career progression as they gain job knowledge. Unlike the GS-5 and GS-7 personnel, the majority of GS-9 personnel are working in the Major Acquisition Cluster and are responsible for higher dollar contracting programs. There are also members, although few, in the Supervisor Job, a job that no GS-5 or GS-7 member occupies (see Table 15). Tasks performed by GS-9 personnel include preparing memoranda for record, preparing DD Forms 350, and preparing contract award documents (see Table 20). Table 21 displays tasks that best differentiate between GS-7 and GS-9 personnel. This table reflects that there are only two tasks performed by higher percentages of GS-7 personnel than GS-9 personnel, whereas there are many tasks performed by higher percentages of GS-9 personnel than GS-7 personnel. The GS-9 members perform an average of 128 tasks. They average over 13 years TFCS and almost 7 years in the occupational series. Four percent of all members supervise others.

GS-11. The 246 GS-11 personnel account for 19 percent of the survey sample and comprise the largest DAFSC/paygrade group. Most members work in the Major Acquisition Cluster (see Table 15). They are found preparing memoranda for record, requesting legal reviews, and preparing price negotiation memoranda (see Table 22). Table 23 lists representative tasks which best differentiate between GS-9 and GS-11

personnel. It shows that higher percentages of GS-9 members are performing tasks commonly associated with work performed by members in the Simplified Acquisition Cluster, such as preparing purchase orders, preparing purchase order modifications, and performing simplified acquisition followups. These GS-11 members perform an average of 154 tasks, the highest of any DAFSC/paygrade group. They average nearly 14 years TFCS, of which 10 years have been spent in the occupational series. Twenty-six percent of all GS-11 members supervise others, illustrating their senior status and increased responsibilities.

GS-12. One hundred and ninety-five personnel are in the GS-12 paygrade group, accounting for 15 percent of the survey sample. Many senior personnel are found performing high dollar contracting activities in the Major Acquisition Cluster as well as performing non-technical work in the Plans, Programs, Policy Job and the Supervisor Job (see Table 15). These personnel request legal reviews, research the FAR, and review government cost or price estimates (see Table 24). Table 25 lists representative tasks that best differentiate between GS-11 and GS-12 personnel. This table reflects that higher percentages of GS-12 personnel are performing tasks that involve reviews of policies, reports, and selection criteria. These tasks are commonly performed in the non-technical Supervisor and Plans, Programs, Policy Jobs. These members perform an average of 152 tasks. They average nearly 17 years TFCS and 14 years in the occupational series. Twenty-eight percent of all personnel supervise others.

TABLE 15
DISTRIBUTION OF CIVILIAN MEMBERS ACROSS
CAREER LADDER JOBS

		GS-5 (N=18)	GS-7 (N=78)	GS-9 (N=228)	GS-11 (N=246)	GS-12 (N=195)
I.	Cost/Price Analyst Job	0	3	2	3	5
II.	Simplified Acquisition Cluster	50	39	16	5	1
III.	Major Acquisition Cluster	22	27	60	65	61
IV.	PPP Job	0	0	0	0	8
V.	Supervisor Job	0	0	-	7	17
VI.	QAEPC Job	0	0	-	4	1
VII.	Contracting Superintendent Job	0	0	0	0	0
VIII.	IMPAC Program Monitor Cluster	11	9	4	2	0
IX.	Instructor Job	0	0	0	0	1
X.	Management Analyst Job	0	6	6	5	2
XI	Not Grouped	17	16	12	9	4

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

TABLE 16
RELATIVE TIME SPENT ON DUTIES BY CIVILIAN PAYGRADE GROUPS
(PERCENT TIME SPENT)

		GS-5 (N=18)	GS-7 (N=78)	GS-9 (N=228)	GS-11 (N=246)	GS-12 (N=195)
A	General Contracting Activities	17	12	10	9	8
B	Cost/Price Analysis Activities	2	7	8	12	14
C	Acquisition Activities	46	40	37	34	36
D	Contract Administration Activities	23	24	28	23	20
E	Quality Assurance Activities	1	2	4	6	4
F	Management Analysis Activities	2	6	5	3	2
G	Mobility/Contingency Activities	0	-	-	-	-
H	Management/Supervisory Activities	3	3	2	5	9
I	Training Activities	3	3	2	3	3
J	General Administrative Activities	4	3	3	3	3
K	Supply/Equipment Activities	0	-	-	-	-

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

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TABLE 17

REPRESENTATIVE TASKS PERFORMED BY CIVILIAN GS-5 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=18)
A29	Prepare memoranda for record (MFRs)	94
C138	Determine and document price fairness and reasonableness	72
C113	Cancel PRs	72
C183	Prepare purchase orders (POs)	66
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	66
D296	Issue contract modifications	66
C185	Prepare PO modifications	66
D270	Deobligate funds	66
A28	Prepare DD Forms 350	66
J603	Research FAR	61
C157	Evaluate responses to requests for quotations (RFQs)	61
C128	Coordinate availability of funds with customers, program managers, or finance offices	61
C173	Prepare contract award documents	61
C189	Prepare solicitation mailing lists	61
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	55
C102	Assemble acquisition files, such as solicitation packages or contract files	55
C192	Prepare synopses, such as for sources sought, solicitations, or contract awards	55
A18	Investigate customer complaints	50
C164	Perform market research	50
C150	Evaluate contractor proposals	50
A5	Assign suspense dates	50
C188	Prepare RFQs	44
A11	Conduct site visits, other than to contractor subcontracting units	38
J604	Write minutes of briefings, conferences, or meetings	38

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TABLE 18
REPRESENTATIVE TASKS PERFORMED BY CIVILIAN GS-7 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=78)
A29	Prepare memoranda for record (MFRs)	85
A28	Prepare DD Forms 350	76
C173	Prepare contract award documents	71
C185	Prepare PO modifications	69
C183	Prepare purchase orders (POs)	67
C164	Perform market research	66
A18	Investigate customer complaints	61
D296	Issue contract modifications	61
J603	Research FAR	61
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	61
C138	Determine and document price fairness and reasonableness	60
C113	Cancel PRs	60
D270	Deobligate funds	57
C102	Assemble acquisition files, such as solicitation packages or contract files	55
C169	Prepare amendments to solicitations	53
D319	Perform simplified acquisition followups	52
C188	Prepare RFQs	52
C150	Evaluate contractor proposals	51
D318	Perform contract closeout procedures	50
C157	Evaluate responses to requests for quotations (RFQs)	47
D357	Resolve invoice or voucher queries	47
C228	Review adequacy of item descriptions	46
D306	Issue PO modifications	46
B60	Prepare PNMs	44
C178	Prepare IFBs or RFPs	43
C177	Prepare DOs or tasking orders	41
C210	Research sources for potential contractors, such as buyer guides or trade publications	38

TABLE 19
TASKS THAT BEST DIFFERENTIATE BETWEEN CIVILIAN
GS-5 AND GS-7 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASK		GS-5 (N=18)	GS-7 (N=78)	DIFFERENCE
C189	Prepare solicitation mailing lists	61	37	24
D241	Certify invoices for payment	39	17	22
A35	Request equal employment opportunity (EEO) compliance certifications from U.S. Department of Labor	28	6	22
C168	Postpone bid openings	28	9	19
C122	Coordinate preaward inquiries with customers	44	26	18
C160	Issue delivery order (DO) or tasking order classifications	44	27	17
C132	Coordinate verifications of low bids with bidders	56	38	18
D240	Certify BPA or BDO call registers	22	6	16
J602	Prepare administrative or classified materials or documents for mailing, transporting, or issue	22	8	14
B56	Negotiate pricing aspects of proposals or contracts	6	32	-26
D357	Resolve invoice or voucher queries	22	47	-25
C163	Perform acquisitions under other than full and open competition	22	47	-25
C166	Perform verifications of contractor proposals	17	41	-24
C177	Prepare DOs or tasking orders	17	41	-24
B55	Formulate prenegotiation price positions	0	24	-24
D265	Coordinate changes to contract schedules with contractors or customers	17	40	-23
B60	Prepare PNMs	22	45	-23
D287	Exercise options or extensions to contracts	17	38	-21
B71	Review government cost or price estimates	17	38	-21

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TABLE 20
REPRESENTATIVE TASKS PERFORMED BY CIVILIAN GS-9 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=228)
A29	Prepare memoranda for record (MFRs)	89
A28	Prepare DD Forms 350	82
C173	Prepare contract award documents	78
A36	Request legal reviews	78
D296	Issue contract modifications	75
B60	Prepare PNMs	72
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	71
C150	Evaluate contractor proposals	70
D318	Perform contract closeout procedures	70
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	70
C178	Prepare IFBs or RFPs	69
C138	Determine and document price fairness and reasonableness	68
C164	Perform market research	68
C169	Prepare amendments to solicitations	68
A9	Compare government cost estimates with project requirements	66
J603	Research FAR	65
D357	Resolve invoice or voucher queries	65
C128	Coordinate availability of funds with customers, program managers, or finance offices	65
C102	Assemble acquisition files, such as solicitation packages or contract files	64
D311	Negotiate contract modifications	64
C183	Prepare purchase orders (POs)	62
C185	Prepare PO modifications	62
B71	Review government cost or price estimates	58
A18	Investigate customer complaints	58
J604	Write minutes of briefings, conferences, or meetings	57
C176	Prepare DO or tasking order modifications	56
C188	Prepare RFQs	56

TABLE 21
TASKS THAT BEST DIFFERENTIATE BETWEEN CIVILIAN
GS-7 AND GS-9 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASK		GS-7 (N=78)	GS-9 (N=228)	DIFFERENCE
D319	Perform simplified acquisition followups	53	39	14
F434	Match RFQs with abstracts	28	18	10
A36	Request legal reviews	44	79	-35
C168	Postpone bid openings	9	43	-34
D252	Conduct postaward conferences	13	44	-31
C116	Conduct prebid or preproposal conferences	19	50	-31
D253	Conduct progress meetings	19	50	-31
D259	Coordinate option year requirements with customers	31	59	-28
B60	Prepare PNMs	45	73	-28
B49	Conduct prenegotiation meetings	27	55	-28
C182	Prepare notices of awards	28	56	-28
A4	Arrange support for site visit participants	29	57	-28
A6	Assist in preparing or prepare legal reviews	23	50	-27
C154	Evaluate option year requirements	33	60	-27
C151	Evaluate contractor responsibility data	31	57	-26
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	45	71	-26
A5	Assign suspense dates	41	68	-27
C112	Cancel invitation for bid (IFB) or RFP solicitations	19	45	-26
D333	Prepare letters of concern regarding deficient contract performance	18	44	-26

TABLE 22
REPRESENTATIVE TASKS PERFORMED BY CIVILIAN GS-11 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=246)
A29	Prepare memoranda for record (MFRs)	87
A36	Request legal reviews	80
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	78
B60	Prepare PNMs	75
J603	Research FAR	74
A9	Compare government cost estimates with project requirements	74
A5	Assign suspense dates	73
C105	Assist customers in development of statements of work (SOWs), statements of need (SONs), performance work statements (PWSs), statements of objectives (SOOs), or project specifications	72
C138	Determine and document price fairness and reasonableness	71
C150	Evaluate contractor proposals	71
B71	Review government cost or price estimates	71
A28	Prepare DD Forms 350	71
D311	Negotiate contract modifications	69
B41	Analyze contractor cost elements	69
D296	Issue contract modifications	67
B56	Negotiate pricing aspects of proposals or contracts	67
C128	Coordinate availability of funds with customers, program managers, or finance offices	67
J604	Write minutes of briefings, conferences, or meetings	66
C225	Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings	66
A18	Investigate customer complaints	66
C154	Evaluate option year requirements	65
C173	Prepare contract award documents	64
B55	Formulate prenegotiation price positions	64
B68	Review contractor pricing data	63
C102	Assemble acquisition files, such as solicitation packages or contract files	56

TABLE 23

TASKS THAT BEST DIFFERENTIATE BETWEEN CIVILIAN
GS-9 AND GS-11 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASK		GS-9 (N=228)	GS-11 (N=246)	DIFFERENCE
C183	Prepare purchase orders (POs)	63	40	23
C185	Prepare PO modifications	62	41	21
C188	Prepare RFQs	57	37	20
D319	Perform simplified acquisition followups	39	24	15
D255	Conduct site visits to contractor subcontracting units	31	16	15
C173	Prepare contract award documents	79	64	15
C209	Request verifications of low bids	56	44	12
C157	Evaluate responses to requests for quotations (RFQs)	56	44	12
A28	Prepare DD Forms 350	82	72	10
C132	Coordinate verifications of low bids with bidders	59	49	10
C169	Prepare amendments to solicitations	68	58	10
B44	Approve or disapprove price negotiation memoranda(PNMs)	9	38	-29
B74	Review PNMs	26	52	-26
C106	Assist customers in development of technical evaluation plans	24	48	-24
C92	Approve or disapprove determination and findings (D&Fs)	9	33	-24
B77	Review responses to pricing proposal evaluations	25	47	-22
B55	Formulate prenegotiation price positions	43	65	-22
H564	Write replies to inspection reports	8	30	-22
C218	Review IFBs or RFPs	30	52	-22
C96	Approve or disapprove notices, such as cure notices	4	26	-22
C218	Review IFBs or RFPs	30	52	-22
C96	Approve or disapprove notices, such as cure notices	4	26	-22

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TABLE 24
REPRESENTATIVE TASKS PERFORMED BY CIVILIAN GS-12 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=195)
A29	Prepare memoranda for record (MFRs)	88
A36	Request legal reviews	81
C225	Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings	80
J603	Research FAR	79
B71	Review government cost or price estimates	73
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	72
B41	Analyze contractor cost elements	72
C150	Evaluate contractor proposals	71
C105	Assist customers in development of statements of work (SOWs), statements of need (SONs), performance work statements (PWSs), statements of objectives (SOOs), or project specifications	70
B68	Review contractor pricing data	70
B60	Prepare PNMs	69
B74	Review PNMs	69
D296	Issue contract modifications	67
C138	Determine and document price fairness and reasonableness	66
B56	Negotiate pricing aspects of proposals or contracts	66
D311	Negotiate contract modifications	66
B55	Formulate prenegotiation price positions	64
C125	Coordinate small business contracting matters with Small Business Administration (SBA)	64
C131	Coordinate review or approval of solicitations or contracts with approval authorities	63
B76	Review pricing proposal evaluations	63
C218	Review IFBs or RFPs	62
B67	Review contractor cost data	62
J604	Write minutes of briefings, conferences, or meetings	61
C102	Assemble acquisition files, such as solicitation packages or contract files	54
H553	Research acquisition policies, other than Federal Acquisition Regulation (FAR)	46

TABLE 25
TASKS THAT BEST DIFFERENTIATE BETWEEN CIVILIAN
GS-11 AND GS-12 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASK		GS-11 (N=246)	GS-12 (N=195)	DIFFERENCE
C157	Evaluate responses to requests for quotations (RFQs)	44	23	21
C188	Prepare RFQs	37	17	20
D356	Request release of claims from contractors	45	26	19
D263	Coordinate warranty work with contractors	36	17	19
C132	Coordinate verifications of low bids with bidders	49	31	18
A4	Arrange support for site visit participants	52	35	17
C183	Prepare purchase orders (POs)	40	24	16
A15	Coordinate access of contractors or visitors to controlled or secure areas with security forces	44	28	16
D357	Resolve invoice or voucher queries	59	42	17
C222	Review prime contractor subcontracting plans	28	55	-27
C224	Review source selection evaluation criteria	33	57	-24
D273	Develop inputs to contractor award fees	9	32	-23
D247	Compute proposed award fees	10	30	-20
J596	Initiate requests for TDY orders	11	30	-19
C212	Review audit reports	43	62	-19
A39	Review urgency justification statements	46	65	-19
C217	Review D&Fs	45	63	-18
B75	Review price analysis reports	34	51	-17
B74	Review PNMs	52	70	-18
B47	Compare contractor-proposed cost factors with field reports or DCAS or Defense Contract Audit Agency(DCAA) recommendations	41	58	-17

SUMMARY

The work performed by the AD 3-, 5-, and 7-skill level members is almost solely technical. Most members of these skill level groups are found in the Simplified and Major Acquisition Clusters, which epitomize the core jobs of the career ladder. Members holding the 9- and 00-skill levels are found performing non-technical administrative and supervisory jobs. These personnel are found largely in the Contracting Superintendent and Supervisor Jobs. Civilian personnel, in general, perform more technical work than Active Duty members. The majority of members in all paygrade groups are found largely in the Simplified and Major Acquisition Clusters. Even civilian personnel in the senior paygrade groups (GS-11 and GS-12) are primarily in the Major acquisition Cluster performing technical tasks.

ANALYSIS OF MAJCOM GROUPS

In this survey, the various MAJCOMs were cross-referenced for differences in tasks performed by members to perform duties. The Cost/Price Analyst and Plans Programs, Policy (PPP) Jobs consisted of civilian personnel only. Likewise, the Contracting Superintendent Job consisted of Active Duty military personnel only. There were also MAJCOM groups that performed slightly different or fewer tasks than other MAJCOM groups. For example, AFSOC personnel indicated performing only one task (maintaining vendor mailing lists) within Duty F, *Performing Management Analysis and Support Activities*, while all other MAJCOM members perform management analysis tasks with regularity. However, in general, differences in tasks performed by MAJCOM groups were small, indicating a homogeneous career ladder.

TRAINING ANALYSIS

Occupational survey data can be an integral source of information used to modify training programs. Modification of these training programs can assist first-enlistment personnel in many ways (content easier to understand, more relevant, etc.). Factors that are useful in evaluating training can be jobs performed by first-enlistment personnel, distribution of first-enlistment personnel across the career ladder, percentages of first-enlistment personnel performing specific tasks, and TE and TD ratings provided by experienced personnel in the AFSC 6C0X1 career ladder (see **SURVEY METHODOLOGY**). To assist in the examination of the AFSC 6C0X1 CFETP, technical training personnel from Lackland AFB TX matched tasks from the JI to appropriate sections of the STS and POI documents. The following information reports on first-enlistment personnel who are on Active Duty status.

First-enlistment Personnel

There were 105 personnel in their first-enlistment (personnel considered to be in their first-enlistment are Active Duty members who have 1-48 months TAFMS), 8 percent of the survey population. Thirty-one percent of all first-enlistment members are found in the Simplified Acquisition Cluster, with another 24 percent found in the Major Acquisition Cluster. First-enlistment members are also found in other technical jobs, such as the Management Analyst Job and IMPAC Program Monitor Cluster (see Figure 2). Representative tasks performed by first-enlistment personnel include preparing DD Forms 350, preparing memoranda for record, and comparing abstracts with purchase requests, such as AF Forms 9 (see Table 26). Examining task performance by first-enlistment personnel can assist training personnel to determine what instructional guidance entry-level members may require to perform satisfactorily in their jobs.

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

TE and TD ratings, coupled with percentages of first-enlistment personnel performing tasks, serve as good tools when determining changes or adjustments in training. When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. Training Emphasis and Task Difficulty ratings reflect opinions from numerous AFSC 6C0X1 personnel who perform these tasks on a daily basis. As such, training personnel may examine these ratings to determine difficult tasks and provide more comprehensive training on them. For a more complete description of TE and TD ratings, see the Task Factor Administration section in **SURVEY METHODOLOGY**.

The tasks with the highest TE ratings were largely from Duty C, *Acquisition Activities*. Personnel found in the Simplified Acquisition Cluster, a core job of the career ladder, commonly perform many of these tasks. Examples of these tasks with high TE ratings include preparing purchase orders, preparing purchase order modifications, and preparing invitations for bids or requests for proposals. High first-enlistment task performance and high TE ratings suggest a need for these tasks to be taught in the entry-level classes. Training experts should review these TE ratings for training decision support. A more thorough listing of tasks rated high in TE can be found in Table 27.

The tasks with the highest TD ratings were largely from Duty A, *General Contracting Activities*. Examples of these tasks with high TD ratings include participating in Circular A-76 studies, participating in Rule 4 hearings, and preparing alternate dispute resolution files. Few, if any, first-job or first-enlistment personnel perform these tasks, indicating they are suited for senior, more experienced personnel. High TD ratings, accompanied by low task performance by first-job and first-enlistment personnel and substantially low TE ratings, indicates these tasks should not be instructed in the entry-level course. Training personnel should evaluate these Task Difficulty ratings to determine instructional need. A more thorough listing of tasks with high TD ratings can be found in Table 28.

To assist training personnel to focus on tasks which are most appropriate for entry-level training, an additional factor, the Automated Training Indicator (ATI), was assigned to all 613 tasks in the inventory. A computer program considered percent first-enlistment members performing tasks, TE and TD ratings, and the Course Training Decision Table found in AETCI 36-2601 to determine the ATI. Numbered on an 18 point scale (with 1 being the lowest level of training indicated) an ATI reading of 8 or less leads to a training decision of OJT only. For example, if a task has low TE and TD ratings and a low percentage of first-enlistment members performing, then a low ATI is assigned to that task. Training personnel should focus on tasks with an ATI of 18, suggesting these tasks should be in the entry-level course. Table 29 lists tasks with the highest ATI ratings. Tasks with high ATI ratings are from numerous duty areas and many have high TE ratings. Because large percentages of first-enlistment personnel are performing these tasks it is recommended that these be considered for training in the entry-level course.

Specialty Training Standard (STS)

AETCI 36-2601 states that "tasks performed by 20 percent or more of any criterion group should be considered for inclusion in the STS." Normally, STS elements with matched tasks that are performed by at least 20 percent of personnel in appropriate experience or skill-level groups (such as first-job, first-enlistment and 5- and 7-skill level groups) are considered supported and should be recognized for retention in the STS. Likewise, elements having tasks with less than 20 percent members performing across all the criterion groups should be considered for deletion from the STS (see Table 30). Using this standard, few STS (dated April 1998) elements were considered unsupported. Of those considered unsupported, many were marked with a "-" proficiency code in the 3-skill level course, indicating no formal training is available, and the task will be taught by on-the-job-training (OJT) if required for a member's current duty position. As such, data indicate the STS is well supported by members' task performance. Training personnel should carefully review all areas of the STS to determine which areas, if any, are suitable for deletion.

Table 31 displays representative tasks that were not matched to any STS elements. Many of the tasks that were not matched to an STS element have moderate to high TE and TD ratings. High percentages of members are performing these tasks, which indicate these non-matched tasks are best suited for instruction in a formalized setting, and should be considered for insertion into the STS.

3-Skill Level Course Plan of Instruction (POI)

AETCI 36-2203 states "Use OSR data, when available, to determine which tasks are performed in each skill level of the AFSC. Consider, for inclusion, the tasks performed or knowledge required by 30 percent or more of the personnel in each skill level of the AFSC." In this study, tasks (that are currently instructed in the entry-level course) were matched to the 3-skill level course POI (ABR6C031) learning objectives. Any POI learning objective with low percentages of criterion group members (in this study, first-job, first-enlistment, and

3-skill level members were used) performing matched tasks was considered unsupported. Using this standard, there were only a few POI learning objectives that went unsupported. Examples of these unsupported POI learning objectives are found in Table 32. Many of these unsupported POI learning objectives cover the use BCASs, which are generally most used by senior personnel. With low percentages of criterion group members performing these matched tasks, and moderate to low TE and TD ratings, these areas of the POI should be carefully reviewed by training personnel to determine which areas, if any, are suitable for deletion.

Table 33 displays tasks that were not matched to any POI learning objective, yet have moderate to high TE and TD ratings and high performance by criterion group members. Members of the Simplified Acquisition and Major Acquisition Clusters (the two core jobs of the AFSC) perform many of these tasks. These unmatched tasks should be considered for inclusion into the POI, if not already taught in a formalized setting.

FIRST-ENLISTMENT AFSC 6C0X1 CAREER LADDER JOBS
(N=105)

Simp Acquisition 31%

Not Grouped 36%

IMPAC Monitor 4%

Mgmt Anal 5%

Major Acquisition 24%
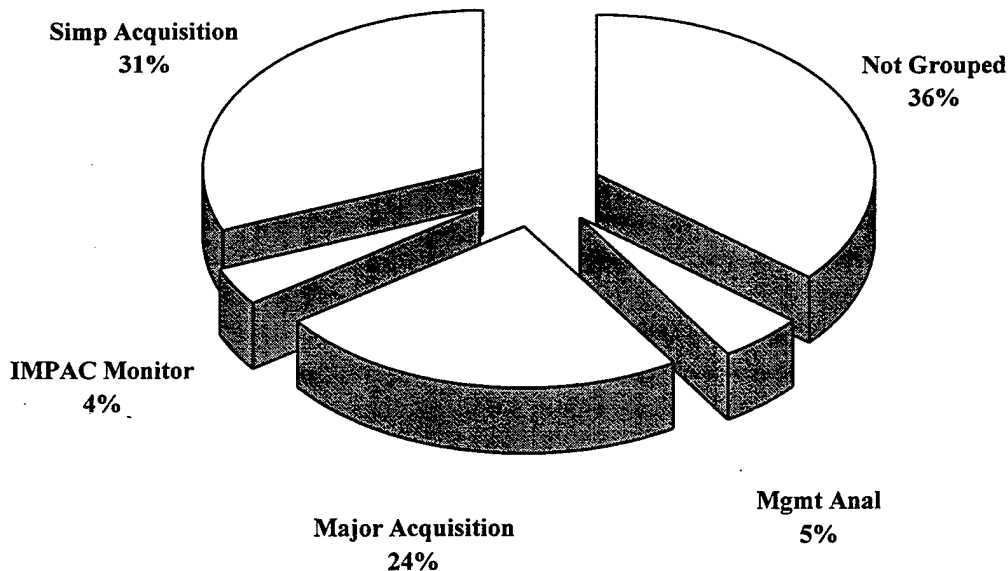
FIGURE 2

TABLE 26
REPRESENTATIVE TASKS PERFORMED BY
FIRST-ENLISTMENT PERSONNEL

TASK		PERCENT MEMBERS PERFORMING (N=105)
A28	Prepare DD Forms 350	77
A29	Prepare memoranda for record (MFRs)	76
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	73
C185	Prepare PO modifications	63
C183	Prepare purchase orders (POs)	62
C113	Cancel PRs	60
C173	Prepare contract award documents	57
C188	Prepare RFQs	55
A5	Assign suspense dates	53
D296	Issue contract modifications	52
C164	Perform market research	51
D270	Deobligate funds	51
C138	Determine and document price fairness and reasonableness	50
A9	Compare government cost estimates with project requirements	49
J603	Research FAR	48
D306	Issue PO modifications	44
A11	Conduct site visits, other than to contractor subcontracting units	44
A18	Investigate customer complaints	43
C178	Prepare IFBs or RFPs	42
C150	Evaluate contractor proposals	41
D319	Perform simplified acquisition followups	40
C102	Assemble acquisition files, such as solicitation packages or contract files	37
F441	Prepare PR folders	30

TABLE 27

TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASK		TRAINING EMPHASIS*	PERCENT PERFORMING		TASK DIFFICULTY†
			FIRST JOB** (N=32)	FIRST ENLISTMENT** (N=105)	
C183	Prepare purchase orders (POs)	6.68	59	63	3.74
C185	Prepare PO modifications	6.65	59	64	3.79
C178	Prepare IFBs or RFPs	6.51	19	43	5.89
C164	Perform market research	6.35	50	51	5.35
J603	Research FAR	6.35	47	49	4.63
A29	Prepare memoranda for record (MFRs)	6.24	56	76	2.92
C138	Determine and document price fairness and reasonableness	6.08	44	50	5.45
C188	Prepare RFQs	6.05	41	55	4.21
C173	Prepare contract award documents	6.03	53	57	4.76
C174	Prepare D&Fs	5.81	25	36	5.55
C172	Prepare BPAs	5.68	3	19	4.07
C230	Send out solicitations over EC	5.65	28	30	4.39
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	5.59	66	73	.91
C105	Assist customers in development of statements of work (SOWs), statements of need (SONs), performance work statements (PWSs), statements of objectives (SOOs), or project specifications	5.46	3	24	6.47
A28	Prepare DD Forms 350	5.43	56	77	4.78
C192	Prepare synopses, such as for sources sought, solicitations, or contract awards	5.41	22	33	4.57

* Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)
** First-job and First-enlistment data reflect Active Duty members only
† Task Difficulty (TD) has an average of 5.00 and a standard deviation of 1.00 (high TD ratings are 6.00 and above)

TABLE 28
TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

TASK		TASK DIFFICULTY*	PERCENT PERFORMING		TRAINING EMPHASIS†
			FIRST JOB** (N=32)	FIRST ENLISTMENT** (N=105)	
A24	Participate in Circular A-76, Performance of Commercial Activities, studies	7.84	0	0	.92
A25	Participate in Rule 4 hearings	7.53	0	1	.76
A26	Prepare ADR files	7.42	0	0	1.19
C144	Develop source selection evaluation criteria	7.38	6	7	1.62
A23	Participate in alternate dispute resolution (ADR) hearings	7.37	0	0	.70
C211	Resolve contract protests	7.21	3	7	2.35
A32	Prepare Rule 4 files	7.13	0	2	1.95
F407	Administer local area networks (LANs)	7.11	6	9	1.03
B54	Evaluate adequacy of cost accounting disclosure statements	7.09	0	2	.65
D327	Prepare cost settlements or liabilities on terminated contracts	7.02	0	3	1.73
D312	Negotiate cost settlements or liabilities on terminated contracts	7.01	0	4	1.65
B66	Review contractor cost accounting systems	7.00	0	4	.68
B57	Perform weighted-guideline analyses	7.00	0	6	2.03
D325	Prepare contracting officer final decisions	6.99	3	7	2.73

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

** First-job and First-enlistment data reflect Active Duty members only

† Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)

TABLE 29
TASKS WITH HIGHEST AUTOMATED TRAINING INDICATOR RATINGS

TASKS		FIRST ENLISTMENT* (N=105)	PERCENT PERFORMING TRAINING EMPHASIS**	TASK DIFFICULTY†	ATI‡
C173	Prepare contract award documents	57	6.03	4.76	18
C138	Determine and document price fairness and reasonableness	50	6.08	5.45	18
C164	Perform market research	51	6.35	5.35	18
D296	Issue contract modifications	52	4.38	4.85	18
A28	Prepare DD Forms 350	77	5.43	4.78	18
C188	Prepare RFQs	55	6.05	4.21	18
C107	Brief contractors on government bidding procedures	35	3.51	4.85	15
C118	Coordinate amendments to solicitations with customers	30	3.73	4.33	15
A18	Investigate customer complaints	44	3.08	4.22	15
C113	Cancel PRs	61	5.05	2.12	13
C183	Prepare purchase orders (POs)	63	6.68	3.74	13
A9	Compare government cost estimates with project requirements	50	4.38	3.76	13
A29	Prepare memoranda for record (MFRs)	76	6.24	2.92	13
C185	Prepare PO modifications	64	6.65	3.79	13

* First-enlistment data reflect Active Duty members only

** Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)

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

‡ Automated Training Indicator (ATI) ratings are based on high percent members performing for first-enlistment members, high Training Emphasis (TE), and sufficient Task Difficulty (TD)

TABLE 30
EXAMPLE OF UNSUPPORTED STS ELEMENTS
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

STS ELEMENT/MATCHED TASKS	3-SKILL LEVEL COURSE CODE	TRAIN EMPH*	PERCENT MEMBERS PERFORMING				TASK DIFF†
			FIRST JOB** (N=32)	FIRST ENLIST** (N=105)	DAFSC 6C051** (N=267)	DAFSC 6C071** (N=183)	
8.1.4 Management Analysis Reports	A						
D338 Prepare PO trend analysis reports		1.51	0	1	3	3	5.62
F419 Coordinate results of PO trend analyses with management		1.22	3	3	3	4	4.75
11.1.7 Select Lease vs. purchase	a						
C81 Analyze lease or buy options		2.54	0	16	15	16	5.47
D365 Review lease agreements		2.38	0	8	9	11	4.79
13.8.2 Governmentwide Commercial Purchase Card/3rd Party Draft	A						
A19 Issue international merchants purchase authorization cards (IMPACs)		2.14	3	4	8	7	3.81
A22 Monitor IMPAC programs		3.19	9	10	9	14	4.91
15.2.4 Late bids/modification/withdrawals of bids	-						
C186 Prepare RFB withdrawals		3.32	0	3	9	7	4.34

* Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)
** First-job, First-enlistment, and DAFSC data reflect Active Duty members only
† Task Difficulty (TD) has an average of 5.00 and a standard deviation of 1.00 (high TD ratings are 6.00 and above)

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TABLE 31

EXAMPLE OF TASKS PERFORMED BY MORE THAN 20 PERCENT MEMBERS PERFORMING NOT MATCHED TO STS ELEMENTS

TASKS NOT REFERENCED	TRAINING EMPHASIS*	PERCENT MEMBERS PERFORMING				TASK DIFF†
		FIRST JOB** (N=32)	FIRST ENLIST** (N=105)	DAFSC 6C051** (N=267)	DAFSC 6C071** (N=183)	
J603 Research FAR	6.35	47	49	60	72	4.63
J604 Write minutes of briefings, conferences, or meetings	4.70	9	28	42	61	4.42
G477 Don or doff chemical warfare personal protective clothing	4.65	9	22	41	48	4.02
C153 Evaluate justifications for preventive maintenance agreements (PMAs)	4.24	3	9	10	14	4.75
D263 Coordinate warranty work with contractors	4.14	6	25	31	31	4.30
D370 Review receiving reports	4.00	19	36	39	35	3.79
C201 Prepare responses to solicitation or contract review comments	3.97	6	11	21	30	4.84
C213 Review awards of other-than-low	3.62	0	12	12	25	5.98
C175 Prepare delivery pickup slips for walk-throughs	3.41	6	10	12	5	3.22
C207 Request transportation control numbers (TCNs) for POs	3.11	3	6	7	10	3.47

* Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)

** First-job, First-enlistment, and DAFSC data reflect Active Duty members only

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

TABLE 32

EXAMPLE OF UNSUPPORTED POI LEARNING OBJECTIVES
(LESS THAN 30 PERCENT MEMBERS PERFORMING)

POI ELEMENT/MATCHED TASKS	TRAIN EMPH*	PERCENT MEMBERS PERFORMING			TASK DIFF†
		FIRST JOB** (N=32)	FIRST ENLIST** (N=105)	DAFSC 6C031** (N=67)	
I.21.a Given a simplified acquisition award, FAR and DFARS guidance, identify appropriate administrative action in response to changing contract post-award circumstances.					
C158 Inform potential contractors of stoppage of awards due to protests	2.84	0	10	9	4.46
II.8.b Given a study guide and a workbook, and a BCAS workstation, demonstrate the ability to perform item files maintenance with limited instructor assistance					
C103 Assign procurement source codes (PSCs), suffix codes, or vendor codes	4.05	16	18	21	3.28
F433 Maintain vendor mailing lists	3.38	19	10	15	4.13
III.3.c Given quotation responses to a solicitation for an unpriced purchase order and BCAS workstation, evaluate the responses and accomplish an award to the correct contractor with limited instructor assistance					
C193 Prepare unpriced actions	3.19	9	11	10	4.36

* Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)

** First-job, First-enlistment, and DAFSC data reflect Active Duty members only

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

TABLE 33
EXAMPLE OF TASKS PERFORMED BY MORE THAN 30 PERCENT MEMBERS
NOT MATCHED TO POI LEARNING OBJECTIVES

TASKS NOT REFERENCED	TRAINING EMPHASIS*	PERCENT MEMBERS PERFORMING			TASK DIFF†
		FIRST JOB** (N=32)	FIRST ENLIST** (N=105)	DAFSC 6C031** (N=67)	
J603 Research FAR	6.35	47	49	48	4.63
C138 Determine and document price fairness and reasonableness	6.08	44	50	49	5.45
A8 Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	5.59	66	73	75	.91
A28 Prepare DD Forms 350	5.43	56	77	70	4.78
C157 Evaluate responses to requests for quotations (RFQs)	5.14	25	40	43	4.15
C102 Assemble acquisition files, such as solicitation packages or contract files	4.95	25	37	37	5.23
B71 Review government cost or price estimates	4.76	22	33	30	5.51
D296 Issue contract modifications	4.38	34	52	45	4.85
D306 Issue PO modifications	4.32	38	45	48	3.81
A18 Investigate customer complaints	3.08	50	44	49	4.22

* Training Emphasis (TE) has an average of 2.33 and a standard deviation of 1.43 (high TE ratings are 3.76 and above)

** First-job, First-enlistment, and DAFSC data reflect Active Duty members only

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

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JOB SATISFACTION ANALYSIS

A critical tool in examining any career ladder's success is personal job satisfaction. Data from job satisfaction studies can be used by career ladder managers to gain a better understanding of what factors affect job performance. This OSR examined five job satisfaction variables: job interest, utilization of talents, utilization of training, sense of accomplishment, and reenlistment intentions.

Table 34 displays job satisfaction indicators for AFSC 6C0X1 TAFMS groups and a comparative sample group consisting of similar AFSC personnel interviewed in 1996. Data indicate personnel in all TAFMS groups in the AFSC 6C0X1 career ladder are generally more content with their current jobs than are those of the comparative sample group. However, reenlistment intentions for all AFSC 6C0X1 TAFMS groups are lower than those of the comparative sample group.

Table 35 compares job satisfaction between the jobs and clusters. The data are useful in examining the career ladder for any deficiencies in training or job placement. By locating these deficiencies, if any, career ladder experts can make necessary adjustment to training or job placement. Members of the Simplified Acquisition and Major Acquisition Clusters, the two largest groups of the survey sample, expressed relatively high job satisfaction, particularly perceived utilization of training. All other job groups also expressed high job satisfaction. Reenlistment intentions, except for those expressed by members of the Quality Assurance Evaluator Job, were high, indicating a well functioning career ladder.

Table 36 compares job satisfaction between the AD and civilian samples. Overall, the two component groups expressed high job satisfaction. The civilian group expressed higher job satisfaction in all categories. These data indicate members from both component groups perceive they are generally well trained and are relatively satisfied with their current duties.

TABLE 34
COMPARISON OF JOB SATISFACTION DATA FOR AFSC 6C0X1
TAFMS GROUPS AND A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
	1999 (N=105)	COMP SAMPLE (N=1,206)	1999 (N=72)	COMP SAMPLE (N=957)	1999 (N=362)	COMP SAMPLE (N=2,864)
EXPRESSED JOB INTEREST:						
INTERESTING	78	66	89	66	81	75
SO-SO	10	22	7	23	11	16
DULL	11	12	4	11	8	8
PERCEIVED UTILIZATION OF TALENTS:						
FAIRLY WELL TO PERFECTLY	85	77	92	80	86	86
LITTLE OR NOT AT ALL	15	22	8	20	14	14
PERCEIVED UTILIZATION OF TRAINING:						
FAIRLY WELL TO PERFECTLY	83	84	92	81	83	81
LITTLE OR NOT AT ALL	17	15	8	19	17	19
SENSE OF ACCOMPLISHMENT:						
SATISFIED	75	69	81	70	78	74
NEUTRAL	6	15	6	13	8	10
DISSATISFIED	19	16	14	17	14	16
REENLISTMENT INTENTIONS:						
YES, OR PROBABLY YES	42	63	49	71	65	73
NO, OR PROBABLY NO	58	36	50	28	14	5
PLAN TO RETIRE	0	0	1	0	22	21

* Comparative sample consists of similar Command Support AFSCs (e.g., Personnel and Chaplain Services Support)

† Columns may not add to 100 percent due to rounding

TABLE 35
COMPARISON OF JOB SATISFACTION DATA FOR MEMBERS OF CLUSTERS AND JOBS
(PERCENT MEMBERS RESPONDING)*†

	Cost/Price Analyst Job (N=25)	Simplified Acquisition Cluster (N=215)	Major Acquisition Cluster (N=626)	PPP Job (N=16)	Supervisor Job (N=66)
EXPRESSED JOB INTEREST:					
INTERESTING	92	81	88	100	91
SO-SO	4	10	8	0	6
DULL	4	8	4	0	3
PERCEIVED UTILIZATION OF TALENTS:					
FAIRLY WELL TO PERFECTLY	92	86	92	100	95
LITTLE OR NOT AT ALL	8	14	8	0	5
PERCEIVED UTILIZATION OF TRAINING:					
FAIRLY WELL TO PERFECTLY	92	86	94	100	95
LITTLE OR NOT AT ALL	8	14	6	0	5
SENSE OF ACCOMPLISHMENT:					
SATISFIED	88	76	83	75	94
NEUTRAL	4	8	7	19	0
DISSATISFIED	8	16	10	6	6
REENLISTMENT INTENTIONS:					
YES, OR PROBABLY YES	N/A	62	61	N/A	33
NO, OR PROBABLY NO	N/A	32	22	N/A	20
PLAN TO RETIRE	N/A	6	17	N/A	47

* Columns may not add to 100 percent due to rounding

† Reenlistment intentions reflect Active Duty members only

TABLE 35 (CONTINUED)
COMPARISON OF JOB SATISFACTION DATA FOR MEMBERS OF CLUSTERS AND JOBS
(PERCENT MEMBERS RESPONDING)*†

	QAEPC Job (N=17)	Contracting Superintendent Job (N=30)	IMPAC Program Monitor Cluster (N=41)	Instructor Job (N=12)	Management Analyst Job (N=57)
EXPRESSED JOB INTEREST:					
INTERESTING	94	100	83	92	88
SO-SO	6	0	12	8	9
DULL	0	0	5	0	4
PERCEIVED UTILIZATION OF TALENTS:					
FAIRLY WELL TO PERFECTLY	100	93	93	92	96
LITTLE OR NOT AT ALL	0	7	7	8	4
PERCEIVED UTILIZATION OF TRAINING:					
FAIRLY WELL TO PERFECTLY	88	87	83	100	86
LITTLE OR NOT AT ALL	12	13	17	0	14
SENSE OF ACCOMPLISHMENT:					
SATISFIED	100	93	85	83	88
NEUTRAL	0	3	7	8	4
DISSATISFIED	0	3	7	8	9
REENLISTMENT INTENTIONS:					
YES, OR PROBABLY YES	25	53	67	64	48
NO, OR PROBABLY NO	25	17	22	9	43
PLAN TO RETIRE	50	30	11	27	9

* Columns may not add to 100 percent due to rounding

† Reenlistment intentions reflect Active Duty members only

TABLE 36

COMPARISON OF JOB SATISFACTION DATA FOR AFSC 6C0X1
AND CIVILIAN PERSONNEL
(PERCENT MEMBERS RESPONDING)*†

	ACTIVE DUTY (N=539)	CIVILIAN (N=789)
EXPRESSED JOB INTEREST:		
INTERESTING	81	89
SO-SO	11	7
DULL	8	3
PERCEIVED UTILIZATION OF TALENTS:		
FAIRLY WELL TO PERFECTLY	86	92
LITTLE OR NOT AT ALL	14	8
PERCEIVED UTILIZATION OF TRAINING:		
FAIRLY WELL TO PERFECTLY	84	92
LITTLE OR NOT AT ALL	16	8
SENSE OF ACCOMPLISHMENT:		
SATISFIED	78	84
NEUTRAL	7	6
DISSATISFIED	15	10
REENLISTMENT INTENTIONS:†		
YES, OR PROBABLY YES	58	N/A
NO, OR PROBABLY NO	27	N/A
PLAN TO RETIRE	15	N/A

* Columns may not add to 100 percent due to rounding
† Reenlistment intentions reflect Active Duty personnel only

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IMPLICATIONS

In terms of tasks performed and relative time spent on duties, the Contracting structure appears to have changed very little since the previous study conducted in 1996 (see Table 5) as core jobs remain similar. DAFSC 6C031, 6C051, and 6C071 members are performing technical tasks during their duty time as they are found in the Simplified Acquisition and Major Acquisition Clusters, although members advancing to the 7-skill level begin to take on supervisory roles. The 9-/00-skill level personnel are managerial in nature and spend their time performing supervisory activities. Civilian personnel are performing many technical tasks as they are found largely in the two core jobs, regardless of paygrade. Members in the senior paygrades, however, do begin to perform supervisory tasks and oversee the work of junior personnel. As such, both military and civilian personnel exhibit a typical career ladder progression as they perform technical tasks in the junior skill levels and paygrades, and perform supervisory and administrative tasks at the senior skill levels and paygrades.

Analysis of the AFSC 6C0X1 CFETP reflected support for most elements of the STS and most learning objectives of the 3-skill level course POI. Most tasks with high percent members performing not matched to STS elements or POI learning objectives had only moderate attached TE and TD ratings, further illustrating a well-supported CFETP. The CFETP document should be thoroughly examined to determine if elements and learning objectives should be retained, deleted, or revised in future Utilization and Training Workshops (U&TWs). Some training elements may be critical to retain due to certain safety of mission essential functions though performance indicators are low. The tasks with high percentages of members performing should be examined for inclusion into the CFETP document.

The personnel of the AFSC 6C0X1 career ladder expressed high job satisfaction. Reenlistment intentions were high throughout most job and component groups. This indicates members feel they are well trained and their skills are properly applied to their jobs.

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APPENDIX A

REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF SPECIALTY JOB GROUPS

TABLE A1
REPRESENTATIVE TASKS PERFORMED BY COST/PRICE ANALYST JOB

TASK		PERCENT MEMBERS PERFORMING (N=25)
B55	Formulate prenegotiation price positions	96
B60	Prepare PNMs	96
B68	Review contractor pricing data	92
B41	Analyze contractor cost elements	92
B56	Negotiate pricing aspects of proposals or contracts	88
B47	Compare contractor-proposed cost factors with field reports or DCAS or Defense Contract Audit Agency(DCAA) recommendations	88
B58	Prepare automated pricing spreadsheets	84
B52	Develop target-price positions	84
B57	Perform weighted-guideline analyses	84
B45	Assist in development of government cost or price estimates	80
B71	Review government cost or price estimates	80
B72	Review historical pricing position data	80
B67	Review contractor cost data	76
B51	Develop government cost or price estimates	76
A29	Prepare memoranda for record (MFRs)	76
B42	Analyze pricing support inputs, such as data from Defense Contract Administration Service (DCAS)	72
B59	Prepare cost analysis reports	72
J603	Research FAR	68
C150	Evaluate contractor proposals	64
C138	Determine and document price fairness and reasonableness	64
A9	Compare government cost estimates with project requirements	64
B46	Brief customers or users regarding negotiations pricing	64
D311	Negotiate contract modifications	60
B61	Prepare price analysis reports	60
B50	Coordinate required assistance with technical representatives or DCAA	60
B49	Conduct prenegotiation meetings	60
B53	Evaluate contractor indirect cost business management procedures	56
C212	Review audit reports	52
B76	Review pricing proposal evaluations	52

TABLE A2
REPRESENTATIVE TASKS PERFORMED BY SIMPLIFIED ACQUISISTION CLUSTER

TASK		PERCENT MEMBERS PERFORMING (N=215)
C185	Prepare PO modifications	94
C183	Prepare purchase orders (POs)	93
A29	Prepare memoranda for record (MFRs)	92
A28	Prepare DD Forms 350	86
C188	Prepare RFQs	81
C113	Cancel PRs	81
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	80
C164	Perform market research	78
C138	Determine and document price fairness and reasonableness	76
C173	Prepare contract award documents	75
D306	Issue PO modifications	72
D319	Perform simplified acquisition followups	71
C157	Evaluate responses to requests for quotations (RFQs)	69
D296	Issue contract modifications	66
J603	Research FAR	62
D270	Deobligate funds	62
C150	Evaluate contractor proposals	59
C228	Review adequacy of item descriptions	59
C215	Review brand name or sole-source justifications	58
A5	Assign suspense dates	58
C163	Perform acquisitions under other than full and open competition	58
C149	Evaluate contractor past performance	55
A18	Investigate customer complaints	53
C226	Review suspension or debarment listings	52
C128	Coordinate availability of funds with customers, program managers, or finance offices	52
C192	Prepare synopses, such as for sources sought, solicitations, or contract awards	49
C108	Brief contractors on government billing procedures	49
C230	Send out solicitations over EC	47
C102	Assemble acquisition files, such as solicitation packages or contract files	46

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TABLE A3
REPRESENTATIVE TASKS PERFORMED BY MAJOR ACQUISITION CLUSTER

TASK		PERCENT MEMBERS PERFORMING (N=626)
A29	Prepare memoranda for record (MFRs)	97
B60	Prepare PNMs	93
A36	Request legal reviews	93
A28	Prepare DD Forms 350	92
C173	Prepare contract award documents	91
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	91
D296	Issue contract modifications	90
C150	Evaluate contractor proposals	88
D311	Negotiate contract modifications	88
C178	Prepare IFBs or RFPs	85
A9	Compare government cost estimates with project requirements	85
C138	Determine and document price fairness and reasonableness	85
C174	Prepare D&Fs	84
D270	Deobligate funds	84
C169	Prepare amendments to solicitations	83
D318	Perform contract closeout procedures	83
B49	Conduct prenegotiation meetings	82
C149	Evaluate contractor past performance	80
C118	Coordinate amendments to solicitations with customers	79
D287	Exercise options or extensions to contracts	78
C192	Prepare synopses, such as for sources sought, solicitations, or contract awards	78
J603	Research FAR	78
B71	Review government cost or price estimates	78
C154	Evaluate option year requirements	77
B56	Negotiate pricing aspects of proposals or contracts	77
C108	Brief contractors on government billing procedures	77
C113	Cancel PRs	76
C164	Perform market research	76
A8	Compare abstracts with purchase requests (PRs), such as AF Forms 9, Request for Purchase	75

TABLE A4
REPRESENTATIVE TASKS PERFORMED BY PLANS, PROGRAMS, POLICY (PPP) JOB

		PERCENT MEMBERS PERFORMING (N=16)
C217	Review D&Fs	100
C225	Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings	93
A37	Research contracting inquiries from Air Staff, government agencies, or field activities	93
C219	Review J&As	93
A39	Review urgency justification statements	93
H553	Research acquisition policies, other than Federal Acquisition Regulation (FAR)	87
C224	Review source selection evaluation criteria	87
H556	Review drafts of supplements or changes to directives, such as policy directives, instructions, or manuals	87
H537	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	81
A36	Request legal reviews	81
H549	Interpret policies, directives, or procedures for subordinates	75
H536	Draft supplements or changes to directives, such as policy directives, instructions, or manuals	75
C221	Review notices of awards	75
I568	Conduct customer education training	75
A16	Coordinate requests for release of information under Freedom of Information Act (FOIA) with contractors or other offices	75
A24	Participate in Circular A-76, Performance of Commercial Activities, studies	75
C215	Review brand name or sole-source justifications	75
A29	Prepare memoranda for record (MFRs)	68
C213	Review awards of other-than-low	62
I579	Develop or procure training materials or aids	62
I577	Develop training programs, plans, or procedures, other than automated or nonautomated customer education programs	56
C105	Assist customers in development of statements of work (SOWs), statements of need (SONs), performance work statements (PWSs), statements of objectives (SOOs), or project specifications	56
H560	Write staff studies, surveys, or routine reports, other than training or inspection reports	56

TABLE A5
REPRESENTATIVE TASKS PERFORMED BY SUPERVISOR JOB

TASK		PERCENT MEMBERS PERFORMING (N=66)
H542	Evaluate personnel for compliance with performance standards	89
H525	Counsel subordinates concerning personal matters	89
H522	Conduct supervisory performance feedback sessions	87
H524	Conduct supervisory orientations for newly assigned personnel	87
A5	Assign suspense dates	87
A2	Approve or disapprove urgency justification statements	87
H563	Write recommendations for awards or decorations	86
A39	Review urgency justification statements	86
H549	Interpret policies, directives, or procedures for subordinates	84
C90	Approve or disapprove brand name or sole-source justifications	84
J603	Research FAR	83
C225	Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings	83
H527	Determine or establish work assignments or priorities	83
H561	Write or indorse civilian performance appraisals	83
H538	Establish performance standards for subordinates	83
C92	Approve or disapprove determination and findings (D&Fs)	83
H543	Evaluate personnel for promotion, demotion, reclassification, or special awards	81
C217	Review D&Fs	81
C218	Review IFBs or RFPs	80
B74	Review PNMs	80
H520	Conduct self-inspections or self-assessments	77
A29	Prepare memoranda for record (MFRs)	75
A18	Investigate customer complaints	75
H562	Write or indorse military performance reports	74
H546	Initiate personnel action requests	74
I572	Conduct on-the-job training (OJT)	72
H553	Research acquisition policies, other than Federal Acquisition Regulation (FAR)	71
H532	Develop or establish work methods or procedures	69
I574	Determine training requirements	66

TABLE A6
REPRESENTATIVE TASKS PERFORMED BY QUALITY ASSURANCE
EVALUATION PROGRAM COORDINATOR (QAEPC) JOB

TASK		PERCENT MEMBERS PERFORMING (N=17)
E377	Analyze QAE inspection reports	100
E394	Evaluate QAE documentation	100
E384	Coordinate contract and QAE requirements with functional area chiefs (FACs)	100
E383	Conduct meetings with QA surveillance personnel	100
E385	Coordinate resolutions to surveillance report discrepancies with QAEs	100
J603	Research FAR	94
I585	Maintain training records or files	94
I571	Conduct QA program training	88
E404	Review QASPs	88
E395	Evaluate QAE qualifications	88
E396	Identify QA deficiencies	88
E393	Evaluate contractor QC programs	88
E401	Review contractor QC program documentation	88
C225	Review SOWs, SONs, PWSs, SOOs, project specifications, or drawings	82
E382	Collect and report metrics	82
E376	Analyze adequacy of contractor corrective actions to quality assurance (QA) discrepancies	82
E397	Perform joint surveillance of QAE performance	82
D367	Review performance evaluation reports with contractors, quality assurance evaluators (QAEs), inspectors, or customers	82
E381	Assist with QAE payment computations	82
I579	Develop or procure training materials or aids	82
E398	Prepare annual QA program and services contract status reports	82
H553	Research acquisition policies, other than Federal Acquisition Regulation (FAR)	76
A29	Prepare memoranda for record (MFRs)	76
I586	Personalize lesson plans	76
E399	Review CDRs	76
E386	Determine status of contractor progress in correcting QA problems	76
E400	Review contractor documentation for compliance with contract requirements	76
C129	Coordinate changes to SOWs, SONs, PWSs, SOOs, project specifications, or drawings with contractors or customers	70

TABLE A7
REPRESENTATIVE TASKS PERFORMED BY CONTRACTING SUPERINTENDENT JOB

TASK		PERCENT MEMBERS PERFORMING (N=30)
H563	Write recommendations for awards or decorations	100
H555	Review mobility, contingency, disaster preparedness, or unit emergency or alert plans	100
H548	Inspect personnel for compliance with military standards	100
H525	Counsel subordinates concerning personal matters	96
G471	Develop contingency contracting support plans	96
H531	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	96
H520	Conduct self-inspections or self-assessments	93
H549	Interpret policies, directives, or procedures for subordinates	93
H557	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	93
H519	Conduct retrainee interviews	93
G512	Review unit OPLANs and mission statements	93
G482	Inspect mobility bags or kits	93
I574	Determine training requirements	90
H543	Evaluate personnel for promotion, demotion, reclassification, or special awards	90
G508	Prepare inputs to contingency contracting plans	90
G513	Select personnel for deployment	90
H518	Assign sponsors for newly assigned personnel	90
G466	Coordinate mobility or contingency requirements with appropriate agencies	90
G487	Maintain accountability of personnel selected to fill OPLAN requirements	90
G463	Coordinate contracting support for exercises or deployments with MAJCOM or participating unit personnel	90
H564	Write replies to inspection reports	86
H530	Develop self-inspection or self-assessment program checklists	86
G453	Assign personnel to mobility or contingency positions	86
H556	Review drafts of supplements or changes to directives, such as policy directives, instructions, or manuals	86
G505	Prepare contracting inputs to annexes for operations plans (OPLANs), exercises, or deployment plans	86
I566	Brief personnel concerning training programs or matters	83
G485	Maintain contingency contracting support kits	83
H546	Initiate personnel action requests	83

TABLE A8
REPRESENTATIVE TASKS PERFORMED BY IMPAC PROGRAM MONITOR CLUSTER

TASK		PERCENT MEMBERS PERFORMING (N=41)
A22	Monitor IMPAC programs	100
A19	Issue international merchants purchase authorization cards (IMPACs)	95
I570	Conduct IMPAC training	87
A29	Prepare memoranda for record (MFRs)	75
A16	Coordinate requests for release of information under Freedom of Information Act (FOIA) with contractors or other offices	56
I585	Maintain training records or files	51
A18	Investigate customer complaints	48
I579	Develop or procure training materials or aids	48
A30	Prepare official responses to FOIA requests	46
D329	Prepare delegation of authority letters	43
J603	Research FAR	43
I568	Conduct customer education training	41
H521	Conduct staff assistance visits, inspections, or audits	39
J589	Compile data for records, reports, logs, or trend analyses	39
A20	Issue tax exemption certificates	39
D299	Issue delegation of authority letters	34
J598	Maintain administrative files	34
I566	Brief personnel concerning training programs or matters	34
I574	Determine training requirements	31
E382	Collect and report metrics	31
I584	Inspect training materials or aids for operation or suitability	29
A27	Prepare articles for publications concerning contracting activities	29
I582	Evaluate effectiveness of training programs, plans, or procedures	29

TABLE A9
REPRESENTATIVE TASKS PERFORMED BY INSTRUCTOR JOB

TASK		PERCENT MEMBERS PERFORMING (N=12)
I586	Personalize lesson plans	100
I583	Evaluate progress of trainees	100
I579	Develop or procure training materials or aids	100
I569	Conduct formal course classroom training	91
J603	Research FAR	91
I576	Develop formal course curricula, plans of instruction (POIs), or specialty training standards (STSs)	91
I584	Inspect training materials or aids for operation or suitability	91
I578	Develop written tests	91
I573	Counsel trainees on training progress	91
I580	Establish or maintain study reference files	91
I585	Maintain training records or files	91
I567	Complete student entry or withdrawal forms	83
I581	Evaluate training methods or techniques of instructors	66
I582	Evaluate effectiveness of training programs, plans, or procedures	66
I574	Determine training requirements	66
I565	Administer or score tests	66
K613	Pick up, deliver, or store equipment, tools, parts, or supplies	66
K608	Identify and report equipment or supply problems	66
K609	Initiate requisitions for equipment, tools, parts, or supplies	58
K607	Evaluate serviceability of equipment, tools, parts, or supplies	58
J589	Compile data for records, reports, logs, or trend analyses	50
J598	Maintain administrative files	50
I566	Brief personnel concerning training programs or matters	50
J604	Write minutes of briefings, conferences, or meetings	50
I568	Conduct customer education training	41

TABLE A10
REPRESENTATIVE TASKS PERFORMED BY MANAGEMENT ANALYST JOB

TASK		PERCENT MEMBERS PERFORMING (N=57)
F406	Administer base contracting automated systems (BCASs)	98
F412	Brief automated data systems users on automated data systems operations	98
F408	Analyze BCAS-generated management reports	96
F415	Coordinate BCAS problems with data automation personnel	96
F428	Identify corrective actions for problems noted on BCAS listings	96
F409	Analyze software changes or updates	94
F427	Generate BCAS reports, other than 1015 or 7106 reports	92
F416	Coordinate BCAS requests or listings problems with customers	92
F411	Assign passwords or user identifications for automated data systems entries	92
F422	Ensure maintenance operations of systems hardware or software	91
F417	Coordinate BCAS requirements with data automation personnel or customers	91
F450	Troubleshoot ADPE equipment, such as personal computers (PCs) or printers	89
F451	Troubleshoot BCAS software	89
F430	Implement BCAS modifications, changes, or conversions	87
F426	Generate 7106 reports	85
F425	Generate 1015 reports	85
F445	Review formats of BCAS output products	84
F431	Input additions, changes, or deletions to data bases	84
F424	File BCAS listings	82
F418	Coordinate BCAS support functions with commanders	82
F423	Evaluate BCAS products for trends	80
F421	Develop operating procedures for automated data systems	78
F410	Analyze software trends	78
F420	Determine automated data processing equipment (ADPE) requirements	77
F432	Install computer system components, such as peripherals, cables, or wiring	75
F452	Troubleshoot LANs	73
F448	Tear down, collate, or distribute BCAS products	73
F443	Prepare or conduct monthly critiques	71
F429	Identify operating locations of new ADPE	71

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