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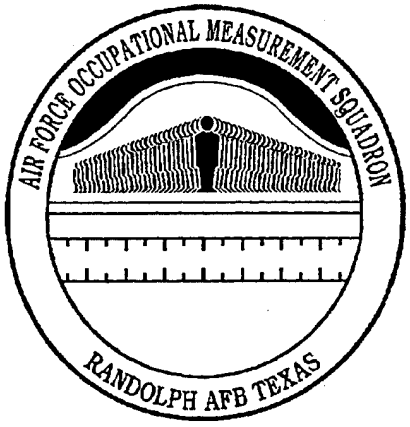

OCCUPATIONAL SURVEY REPORT

CONTRACTING

AFSC 6C0X1

AFPT 90-6C0-050

MARCH 1996

OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
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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. Computer products used in this report are available for use by operations and training officials.

The survey instrument was developed by CMsgt David G. McDaniel, Inventory Development Specialist, with computer programming support furnished by Mrs. Jeanie C. Guesman. Mr. Richard Ramos provided administrative support. Mr. Robert L. Alton, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Mr. Daniel E. Dreher, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to AFOMS, Attention: Chief, Occupational Analysis Flight (OMY), 1550 5th Street East, Randolph Air Force Base, Texas 78150-4449 (DSN 487-6623).

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SUMMARY OF RESULTS

1. *Survey Coverage*: The Contracting career ladder was surveyed to provide current job and task data. Survey results are based on responses from 880 members (77 percent of the total assigned personnel selected for survey). The sample is considered to be an excellent representation of the career ladder population.

2. *Specialty Jobs*: Four clusters and four jobs were identified in the career ladder structure analysis. Two of the clusters represent the primary responsibilities of the career ladder (SMALL PURCHASE BUYERS and CONTRACT ADMINISTRATORS). The other two clusters and four jobs can be categorized as specialized support or staff personnel. Survey data indicate that while there is some degree of diversity in the career ladder, personnel are performing jobs described in the current classification structure.

3. *Career Ladder Progression*: Distinctions between skill-level groups are evident, with personnel in the 3- and 5-skill level groups spending the vast majority of their job time performing technical tasks across a number of different jobs. Although 7-skill level members spend over half of their job time on nonsupervisory tasks, a shift toward supervisory functions is clear. Nine-skill level members, while still involved in technical task performance, are performing predominately supervisory and managerial-type tasks. CEM Code members are the primary managers in the career ladder.

4. *AFMAN 36-2108 Specialty Description*: The description accurately describes the technical and supervisory aspects of jobs at the various levels.

5. *Training Analysis*: The Specialty Training Standard (STS) is generally well supported by survey data. Those few elements not supported were reviewed by training personnel and career ladder subject-matter experts (SMEs) at a recent Utilization and Training Workshop (U&TW) and appropriate adjustments were negotiated. Plan of Instruction (POI) criterion objectives not supported by survey data were also reviewed at the workshop and conferees negotiated changes to the current ABR course utilizing appropriate OSR data.

6. *Implications*: Survey results indicate that the career ladder is somewhat diverse, with multiple jobs and a relatively low number of commonly performed tasks. Even so, the specialty description accurately portrays the various jobs performed. Career ladder training document were generally supported by survey data and adjustments suggested by the OSR data were considered during the November 1995 U&TW.

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

INTRODUCTION

This is a report of an occupational survey of the Contracting career ladder completed by the Air Force Occupational Measurement Squadron (AFOMS). These data will be utilized to evaluate various training documents and the AFMAN 36-2108 *Specialty Description.* The last survey results pertaining to this career ladder were published in October 1991.

Background

As described in the AFMAN 36-2108 *Specialty Description*, dated October 1994, personnel in this career ladder are responsible for the purchasing of equipment, supplies, services, and construction through negotiation or formal advertising methods or both. This field involves soliciting bids; preparing, processing, awarding, and administering contractual documents; maintaining records of obligations, bid deposits, and miscellaneous purchasing transactions; and providing for contract repair services. Contracting tasks also include recognizing, coding, interpreting, and using automated products; providing input and making analysis of output generated by the base contracting automation system; inspecting and evaluating contracting activities.

Entry into the career ladder is from Basic Military Training School and AFSC retraining programs through a new four week formal training course conducted at Lackland AFB, Texas. Current ABR course training covers a broad range of contracting fundamentals prescribed by the Federal Acquisition Regulation (FAR), with special emphasis placed on small purchase policies and procedures. The curriculum provides participants with the competencies necessary to apply ethical principles in performing acquisition duties. Entry into the career ladder currently requires an Armed Services Vocational Aptitude Battery (ASVAB) General score of 70.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) Air Force Personnel Test (AFPT) 90-6C0-050, dated September 1994. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, pertinent tasks from the previous survey instrument, and data from the last OSR. The preliminary task list was refined and validated through personal interviews with 33 subject-matter experts (SMEs) representing the four operational bases and two training units listed below:

BASE	REASON FOR VISIT
Lowry AFB CO	Last 3-skill level class prior to base closure
Lackland AFB TX	New ABR course training location/operational unit
Shaw AFB SC	Typical ACC operational base and contingency contracting operations
Hurlburt Field FL	Contracting squadron supports AFSOC headquarters and base, has a dedicated contingency flight
Keesler AFB MS	Representative base contracting squadron and support for base emergency and disaster preparedness activities
Randolph AFB TX	MAJCOM headquarters operations

The resulting JI contains a comprehensive listing of 539 tasks grouped under 11 duty headings and a background section requesting such information as grade, duty title, organizational level, functional area assigned, training courses completed, certification levels possessed, contracting actions prepared or administered (dollar amounts/categories), contingency activities, and forms used in present job.

Survey Administration

From December 1994 through May 1995, Military Personnel Flights at operational units worldwide administered the inventory to eligible AFSC 6C0X1 personnel. Job incumbents were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Personnel Center, Randolph AFB TX.

Each individual who completed the inventory first completed an identification and biographical information section and then checked each task performed in his or her current job. After checking all tasks performed, each member then rated each of these tasks on a 9-point scale, showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount time spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of his or her time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

Survey Sample

Personnel were selected to participate in this survey so as to ensure an accurate representation across major commands (MAJCOM) and military pay grade groups. All eligible AFSC 6C0X1 personnel were mailed survey booklets. Table 1 reflects the percentage distribution, by MAJCOM, of assigned AFSC 6C0X1 personnel as of December 1994. The 880 respondents in the final sample represent 70 percent of the total assigned personnel and 77 percent of the total personnel surveyed. Table 2 reflects the paygrade distribution for these AFSC 6C0X1 personnel. The survey sample is considered to be an excellent representation of the career ladder population.

Task Factor Administration

While most participants in the survey process completed a USAF JI, selected senior DAFSC 6C0X1 personnel were also asked to complete booklets rendering judgments on task training emphasis (TE) or task difficulty (TD). The TE and TD booklets were processed separately from the JIs. Task factor data is used in various analyses and is a valuable part of the training decision process.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 66 senior AFSC 6C0X1 NCOs who completed a TE booklet were asked to select tasks they felt require some sort of structured training for entry-level personnel and then indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments, mobile training teams, formal OJT, or any other organized training method. There was acceptable agreement among the 66 raters. The average TE rating was 2.32, with a standard deviation of 1.47. Any task with a TE rating of 3.79 and above is considered to have high TE.

TABLE 1

COMMAND DISTRIBUTION OF 6C0X1 PERSONNEL

COMMAND	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
ACC	31	30
AETC	15	16
AMC	14	17
PACAF	12	12
USAFE	8	7
AFMC	7	6
AFSPACECOM	6	6
AFDW	3	2
AFSOC	1	1
OTHER	3	3
TOTAL	100	100

TOTAL ASSIGNED* = 1,255
TOTAL SURVEYED** = 1,145
TOTAL IN SURVEY SAMPLE = 880
PERCENT OF ASSIGNED IN SAMPLE = 70%
PERCENT OF SURVEYED IN SAMPLE = 77%

* Assigned strength as of December 1994
** Excludes personnel in PCS, student, or hospital status, or less than 6 weeks on the job

TABLE 2

PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

GRADE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
AIRMEN	10	9
E-4	20	23
E-5	25	24
E-6	22	21
E-7	18	19
E-8	4	3
E-9	1	1

* Assigned strength as of December 1994

Task Difficulty (TD). TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 70 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was acceptable. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered to have high TD.

When used in conjunction with the primary criterion of percent members performing, TE and TD ratings can provide insight into first-enlistment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting entry-level jobs.

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 the 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 the 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 for a stage in the clustering sequence. In successive stages, new members are added to the initial groups or new groups are formed based on the similarity of tasks performed and time spent. This process continues until as many respondents as possible are included in a group.

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

Overview of Specialty Jobs

The analysis procedure described above identified four clusters and four jobs within the survey sample. These are illustrated in Figure 1, and listed below. The stage (ST) number shown beside each title is a reference to computer-printed information; the number of personnel in each stage (N) is also shown.

I. SMALL PURCHASE BUYERS CLUSTER (ST0064, N=212)

II. FOLLOW-UP CLERKS (ST0098, N=7)

AFSC 6C0X1 SPECIALTY JOBS
(N=880)

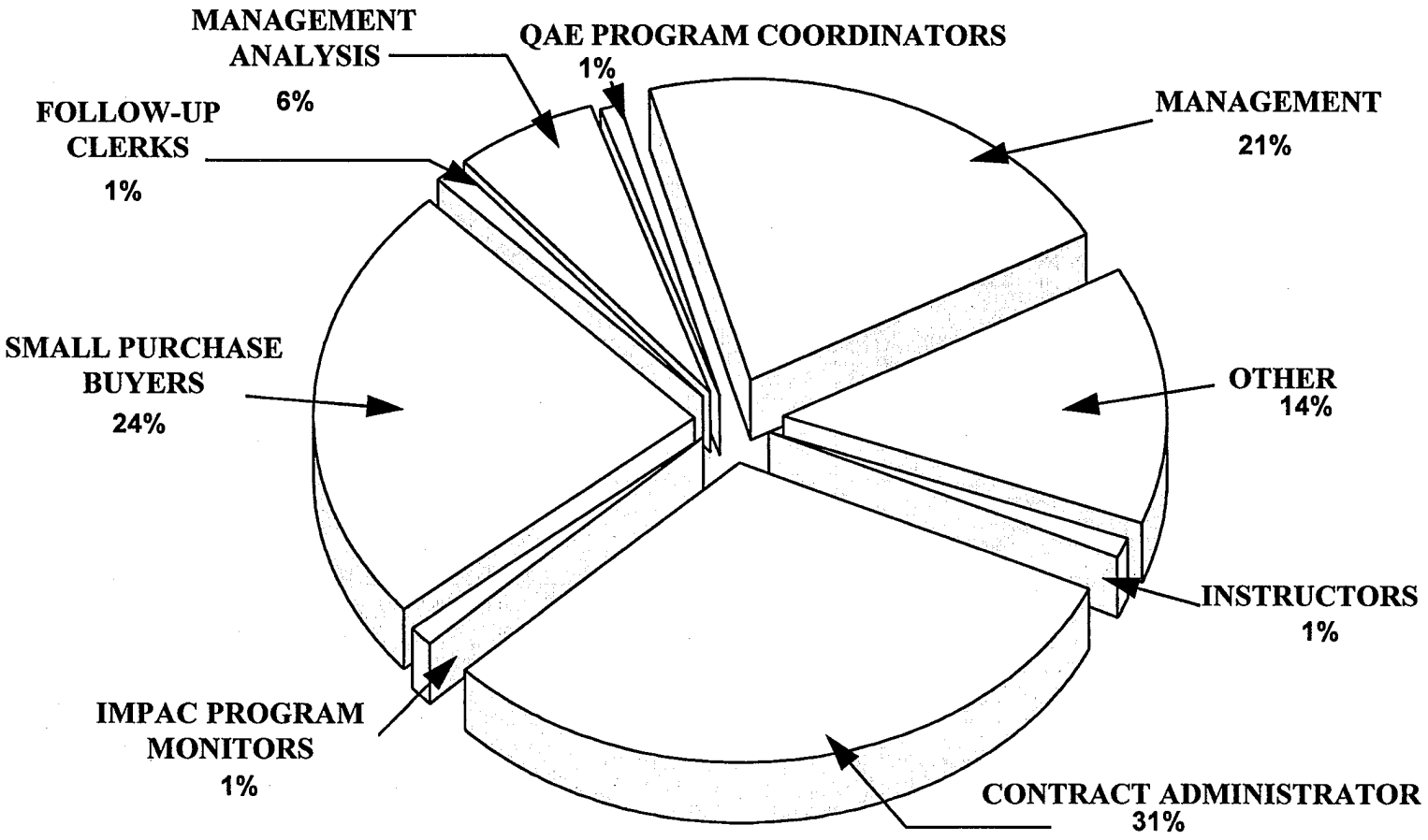

FIGURE 1

III. CONTRACT ADMINISTRATOR CLUSTER (ST0057, N=278)

IV. IMPAC PROGRAM MONITORS (ST0080, N=5)

V. QUALITY ASSURANCE EVALUATION (QAE) PROGRAM COORDINATORS (ST0099, N=10)

VI. MANAGEMENT ANALYSIS CLUSTER (ST0041, N=58)

VII. MANAGEMENT CLUSTER (ST0024, N=184)

VIII. INSTRUCTORS (ST0462, N=5)

The respondents forming these clusters and jobs account for 86 percent of the survey sample. The remaining 14 percent were performing tasks or a series of tasks which did not allow them to be grouped with any of the defined jobs. Job titles given by respondents which were representative of these personnel include Procurement Assistant, System Operator, Deployment Manager, Self-Help Leader, and Training Monitor.

Group Descriptions

The following paragraphs contain brief descriptions of the clusters and jobs identified through the career ladder structure analysis. Table 3 presents the relative time spent on duties by members of these clusters and jobs. Selected background data for members performing the work are provided in Table 4. Representative tasks for all the clusters and jobs are contained in Appendix A.

I. SMALL PURCHASE BUYERS CLUSTER (ST0064). The 212 airmen forming this group constitute 24 percent of the survey sample and are the second largest group identified. They indicate they are primarily responsible for contracting actions involving commodities and services purchases, with the majority of those purchases representing dollar amounts between $1.00 and $25,000. They spend 59 percent of their duty time performing acquisition activities, more time than members of any other cluster or job. Ninety-two percent of these airmen report spending most of their time in either the Commodities Flight or Services Flight functional area. Respondents in this cluster are distinguished by the time they spend performing the following tasks:

prepare POs
prepare DOs
draft or write modifications to POs or DOs

TABLE 3

RELATIVE PERCENT TIME SPENT ON DUTIES BY SPECIALTY JOBS

DUTIES	SMALL PURCHASE BUYERS (N=212)	FOLLOW-UP CLERKS (N=7)	CONTRACT ADMINISTRATOR (N=278)	IMPAC PROGRAM MONITORS (N=5)
A ORGANIZING AND PLANNING	2	3	2	15
B DIRECTING AND IMPLEMENTING	3	1	2	3
C INSPECTING AND EVALUATING	1	2	1	3
D TRAINING	1	0	1	13
E PERFORMING GENERAL CONTRACTING ACTIVITIES	10	18	9	43
F PERFORMING COST OR PRICING ANALYSIS ACTIVITIES	3	1	10	0
G PERFORMING ACQUISITION ACTIVITIES	59	25	41	13
H PERFORMING CONTRACT ADMINISTRATION ACTIVITIES	17	46	30	0
I PERFORMING QUALITY ASSURANCE ACTIVITIES	*	1	3	0
J PERFORMING MANAGEMENT ANALYSIS AND SUPPORT ACTIVITIES	3	3	*	8
K PERFORMING CONTINGENCY AND DEPLOYMENT ACTIVITIES	1	0	10	1

* Denotes less than .5 percent

TABLE 3 (CONTINUED)

RELATIVE PERCENT TIME SPENT ON DUTIES BY SPECIALTY JOBS

DUTIES	QAE PROGRAM MONITORS (N=10)	MANAGEMENT ANALYSIS (N=58)	MANAGEMENT (N=184)	INSTRUCTORS (N=5)
A ORGANIZING AND PLANNING	12	7	13	3
B DIRECTING AND IMPLEMENTING	12	11	25	8
C INSPECTING AND EVALUATING	8	5	14	3
D TRAINING	9	3	7	86
E PERFORMING GENERAL CONTRACTING ACTIVITIES	7	4	7	0
F PERFORMING COST OR PRICING ANALYSIS ACTIVITIES	2	*	3	0
G PERFORMING ACQUISITION ACTIVITIES	7	4	18	0
H PERFORMING CONTRACT ADMINISTRATION ACTIVITIES	12	1	7	0
I PERFORMING QUALITY ASSURANCE ACTIVITIES	27	0	1	0
J PERFORMING MANAGEMENT ANALYSIS AND SUPPORT ACTIVITIES	1	63	1	80
K PERFORMING CONTINGENCY AND DEPLOYMENT ACTIVITIES	3	2	4	0

* Denotes less than .5 percent

TABLE 4

SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

	SMALL PURCHASE BUYERS	FOLLOW-UP CLERKS	CONTRACT ADMINISTRATOR	IMPAC PROGRAM MONITORS
NUMBER IN GROUP	212	7	278	5
PERCENT OF SAMPLE	24%	1%	31%	1%
PERCENT IN CONUS	87%	86%	81%	80%
DAFSC DISTRIBUTION:				
6C031	26%	43%	7%	0%
6C051	60%	43%	54%	80%
6C071	14%	14%	38%	20%
6C091	0%	0%	1%	0%
6C000	0%	0%	0%	0%
PREDOMINANT GRADE(S)	E-4/E-5	E-4/E-5	E-5/E-6	E-5
AVERAGE MONTHS IN CAREER FIELD	57	26	97	119
AVERAGE MONTHS IN SERVICE	95	80	139	142
PERCENT IN FIRST ENLISTMENT (1-48 MOS TAFMS)	36%	28%	10%	0%
PERCENT SUPERVISING	7%	14%	12%	0%
AVERAGE NUMBER OF TASKS PERFORMED	40	22	93	10

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR SPECIALTY JOBS

	QAE PROGRAM COORDINATORS	MANAGEMENT ANALYSIS	MANAGEMENT	INSTRUCTORS
NUMBER IN GROUP	10	58	184	5
PERCENT OF SAMPLE	1%	6%	21%	1%
PERCENT IN CONUS	30%	81%	70%	100%
DAFSC DISTRIBUTION:				
6C031	10%	17%	2%	0%
6C051	40%	41%	9%	40%
6C071	50%	38%	66%	60%
6C091	0%	2%	14%	0%
6C000	0%	2%	9%	0%
PREDOMINANT GRADE(S)	E-5/E-6	E-6/E-5/E-4	E-7/E-6	E-5
AVERAGE MONTHS IN CAREER FIELD	102	96	135	96
AVERAGE MONTHS IN SERVICE	149	138	205	145
PERCENT IN FIRST ENLISTMENT (1-48 MOS TAFMS)	10%	24%	1%	0%
PERCENT SUPERVISING	10	36%	75%	20%
AVERAGE NUMBER OF TASKS PERFORMED	70	49	120	14

evaluate responses to requests for quotations
evaluate vendor proposals
cancel purchase requests (PRs)
determine and document price fair and reasonableness

Members of the two jobs identified within this cluster perform many common tasks. The two jobs were distinguished because one job focused on commodity purchases, while the other included involvement with both commodity and services purchasing activities. These cluster members are the second least experienced group identified in the sample, reporting an average of just under 5 years time in the career field and 86 percent holding either the 3- or 5-skill level.

II. FOLLOW-UP CLERKS (ST0098). These are the least experienced members in the survey sample, as they average just over 2 years in the career field. They perform a very limited job (averaging 22 tasks with only 10 tasks accounting for over 50 percent of their relative job time). They spend 46 percent of their job time performing a few contract administration tasks, more time than members of any other cluster or job. The job performed by these seven airmen is distinguished by the time they spend performing the following tasks:

review follow-up requests, such as automated listings, telephone calls, or letters
investigate customer complaints
draft or write memoranda for record (MFRs)
coordinate PO delinquencies with vendors
initiate unilateral modifications

Five of these incumbents report spending most of their job time working in the Commodities Flight. Three members hold the 3-skill level and 3 hold the 5-skill level.

III. CONTRACT ADMINISTRATOR CLUSTER (ST0057). Members in this cluster represent 31 percent of the survey sample, the largest group identified. These 278 personnel perform an average of 93 tasks that reflect the core of the contracting function. Eighty percent of their relative job time is spent performing acquisition, contract administration, and general contracting activities. They are responsible from reviewing materials involved in construction contract bids to distributing correspondence. Most incumbents report spending their time in either the Construction Flight or the Services Flight functional areas. Tasks which clearly characterize the job performed include:

perform contract closeout procedures
draft or writing notices of awards
analyze contractor cost elements
compute final payments
draft or write price negotiation memoranda (PNMs)

negotiate or prepare contract modifications
draft or write IFBs or RFPs
compare contractor invoices with progress reports

There were three jobs identified within the cluster distinguished by the time members spent on specific tasks. Members performing one job spend more time on only construction contracts, members of the second focus on only services-type contracts, while members with the third job are involved with both construction and services contracts. These predominantly E-5 and E-6 personnel report an average of 8 years experience in the career field, with 54 percent indicating they hold a 5-skill level and 38 percent reporting a 7-skill level.

IV. IMPAC PROGRAM MONITORS (ST0080). The job performed by these 5 airmen is very narrow in scope, as only 6 tasks account for over 50 percent of their relative job time. Unlike members performing the previously discussed jobs, they spend very little time on tasks pertaining to contract administration or routine contracting actions. Instead, they spend 43 percent of their time on a few general contracting activities. Tasks which depict the unique nature of the job include:

issue international merchant purchase authorization cards (IMPACs)
monitor IMPAC card programs
conduct training conferences or briefings
brief commanders or staff agency personnel on matters such as capabilities, procedures, or programs
brief organizations on methods of handling contracting requirements

These predominantly E-5 personnel report an average of almost 10 years time in the career ladder, and 4 of the 5 members hold the 5-skill level.

V. QAE PROGRAM COORDINATORS (ST0099). Quality assurance is a critical part of the contract administration process. The 10 NCOs performing this unique job are responsible for insuring that Quality Assurance Evaluators are properly trained and are performing according to contract administration plans. In this respect, these members spend more time on quality assurance tasks than members of any other job. The focus of the job is clearly shown by the following tasks which members spend most time performing:

conduct quality assurance evaluator (QAE) training
conduct meetings with QA surveillance personnel
evaluate QAE qualifications

analyze QAE inspection reports
coordinate resolutions to surveillance report discrepancies with QAEs
identify QAE deficiencies

Members with the job report having an average of over eight years time in the career ladder and they hold either the 5- or 7-skill level. Seventy percent report being assigned to overseas bases.

VI. MANAGEMENT ANALYSIS CLUSTER (ST0041). There are somewhat senior AFSC 6C0X1 personnel who spend 63 percent of their relative job time on tasks pertaining to management analysis and support activities (see Table 3). The 58 respondents in this cluster are mostly involved with the automated data (computer) systems utilized by career ladder personnel to perform various contracting actions. The focus of the work is shown by the following tasks members with the job spend most time performing:

brief automated data systems users on automated data systems operations
analyze automated procurement systems generated management reports
respond to automated data systems inquiries
conduct customer education programs
tear down, collating, or distributing automated data systems products
file automated data systems listings

There were three jobs identified in this cluster. One job included most of the data processing tasks, one performed by a smaller number of respondents focused more on only data entry, while the third was distinguished by a greater amount of supervisory activity. Most members report holding either the 5- or 7-skill level and reported an average of 8 years time in the career ladder.

VII. MANAGEMENT CLUSTER (ST0024). As with most other career ladders, there are a number of more experienced personnel who spend more time than other members performing supervisory tasks. Seventy-five percent of this group of 184 incumbents report having this supervisory responsibility. They spend 59 percent of their relative job time performing tasks pertaining to general supervisory, managerial, and training duties. They also spend an additional 25 percent of their job time performing tasks related to managerial-level acquisition and general contracting activities. Twenty-nine percent of these respondents also

reported performing the additional duty of First Sergeant for their organizations. Members of this cluster are distinguished by the time they spend performing the following managerial and supervisory tasks:

brief personnel on work priorities
write recommendations for awards and decorations
supervise Contracting Journeymen (AFSC 6C051)
develop or establish work methods or procedures
write EPRs
interpret policies, directives, or procedures for subordinates
conduct on-the-job training (OJT), such as task qualification or proficiency training

These are the most experienced respondents identified in the survey sample, averaging over 11 years in the career ladder. Survey data show there are three distinct jobs. Most members of one job had the title of Squadron Superintendent and were distinguished by the time spent on tasks pertaining to contingency and deployment activities. Members of the other two jobs perform differing numbers of the common supervisory tasks. The predominant paygrades are E-6 and E-7, 66 percent hold the 7-skill level, and an additional 18 percent of these members report holding DAFSC 6C091 or CEM Code 6C000.

VIII. INSTRUCTORS (ST0462). The five personnel forming this job are all assigned to the technical training squadron at Lackland AFB TX. Almost all their duty time is spent performing training tasks. This is clearly shown by the following tasks instructors spend most time performing:

conduct resident classroom training
prepare lesson plans or lectures
administer or score tests
evaluate student critiques
develop performance tests
develop resident course or CDC curriculum materials

Two instructors hold the 5-skill level and three hold the 7-skill level. Members report having an average of 8 years time in the career ladder.

Summary

Four clusters and four independent jobs (IJ) were identified in the career ladder structure analysis. Personnel in two of the clusters performed tasks which represent the primary responsibilities of the career ladder (SMALL PURCHASE BUYERS and CONTRACT ADMINISTRATOR). The remaining clusters and IJs can be generally categorized as specialized support or staff personnel (i.e., FOLLOW-UP CLERKS, QAE PROGRAM COORDINATORS, MANAGEMENT ANALYSIS, etc.).

While members perform a number of common technical tasks, there is a clearly defined distinction among the jobs. These differences reflect some degree of diversity in the career ladder. Survey data do, however, indicate personnel are performing jobs outlined in the current classification structure.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may then be used to evaluate how well career ladder documents, such as the AFMAN 36-2108 *Specialty Description* and the STS, reflect what career ladder personnel are actually doing in the field.

The distribution of skill-level groups across the career ladder jobs is displayed in Table 5, while Table 6 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups. Unlike some career ladders, Contracting personnel do not spend much of their relative job time on duties involving supervisory and managerial tasks until they attain the 7-skill level (see Table 6, Duties A, B, C, and D). Although 7-skill level members do have some supervisory responsibilities, it is clear they are still involved in performing technical tasks. Personnel reporting DAFSC 6C091 and CEM Code 6C000 are more involved with supervisory and managerial responsibilities, although members of both groups also devote more time than members of the other groups to tasks pertaining to contingency and deployment activities.

Skill-Level Descriptions

DAFSC 6C031. The 112 airmen reported holding DAFSC 6C031 (representing 13 percent of the survey sample), performed an average of only 41 tasks. They perform a highly technical job, as 91 percent of their relative job time is devoted to tasks related to the various aspects of contracting activities. As shown in Table 5, personnel in this group are represented in four clusters and two jobs, with the largest number in the SMALL PURCHASE BUYERS

TABLE 5

DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS SPECIALTY JOBS

SPECIALTY JOBS	DAFSC 6C031 (N=112) PERCENT	DAFSC 6C051 (N=394) PERCENT	DAFSC 6C071 (N=324) PERCENT	DAFSC 6C091 (N=32) PERCENT	CEM CODE 6C000 (N=18) PERCENT
I. SMALL PURCHASE BUYERS CLUSTER	47	32	9	0	0
II. FOLLOW-UP CLERKS	3	1	*	0	0
III. CONTRACT ADMINISTRATOR CLUSTER	7	38	33	9	0
IV. IMPAC PROGRAM MONITORS	0	1	*	0	0
V. QAE PROGRAM COORDINATORS	1	1	2	0	0
VI. MANAGEMENT ANALYSIS CLUSTER	9	6	7	3	5
VII. MANAGEMENT CLUSTER	4	4	37	81	95
VIII. INSTRUCTORS	0	1	1	0	0
NOT GROUPED	29	16	11	7	0

* Less than .5 percent

TABLE 6

RELATIVE PERCENT TIME SPENT ON DUTIES BY DAFSC GROUPS

DUTIES	DAFSC 6C031 (N=112)	DAFSC 6C051 (N=394)	DAFSC 6C071 (N=324)	DAFSC 6C091 (N=32)	DAFSC 6C000 (N=18)
A ORGANIZING AND PLANNING	4	3	8	14	17
B DIRECTING AND IMPLEMENTING	3	4	13	28	33
C INSPECTING AND EVALUATING	1	1	7	18	20
D TRAINING	1	2	4	8	11
E PERFORMING GENERAL CONTRACTING ACTIVITIES	8	10	8	6	3
F PERFORMING COST OR PRICING ANALYSIS ACTIVITIES	4	5	5	2	1
G PERFORMING ACQUISITION ACTIVITIES	49	43	29	10	2
H PERFORMING CONTRACT ADMINISTRATION ACTIVITIES	18	23	15	3	1
I PERFORMING QUALITY ASSURANCE ACTIVITIES	1	2	3	*	*
J PERFORMING MANAGEMENT ANALYSIS AND SUPPORT ACTIVITIES	11	6	5	2	3
K PERFORMING CONTINGENCY AND DEPLOYMENT ACTIVITIES	1	1	3	9	9

* Denotes less than .5 percent

CLUSTER. Table 6 shows most duty time is spent performing acquisition activities. Table 7 displays representative tasks performed by the highest percentages of these airmen. A review of all the tasks performed by group members revealed that only 7 tasks are performed by 50 percent or more of these personnel. This low number of common tasks performed by these incumbents suggests a somewhat diverse career ladder.

DAFSC 6C051. Five-skill level personnel (394 airmen, representing 45 percent of the survey sample) perform many tasks in common with 3-skill level members. The scope of the job performed by these airmen is a bit greater than that of the 3-skill level group as they perform an average of 54 tasks versus an average of 41 tasks 3-skill level members perform. Five-skill level incumbents are represented in all clusters and jobs (see Table 5). Ninety percent of these airmen's relative job time is spent on technical tasks covering the range of Contracting career ladder responsibilities. Table 8 displays selected representative tasks performed by the highest percentages of these airmen. Table 9 presents those tasks which reflect differences between the 3-skill and 5-skill groups and shows there is only a slight difference in the work performed by members of the two skill-level groups.

DAFSC 6C071. The 324 7-skill level members perform an average of 96 tasks. With only 47 percent reporting supervisory responsibilities, it is not unusual that only 32 percent of their relative job time is spent on tasks pertaining to the usual supervisory, managerial, and training duties (see Table 6, Duties A, B, C, and D). This low supervisory activity is further highlighted by the fact that only 40 percent of the respondents forming this group are found in the supervisory and staff-type jobs (i.e., MANAGEMENT CLUSTER, QAE PROGRAM COORDINATORS, AND INSTRUCTORS) discussed earlier in the **SPECIALTY JOBS** section (see Table 5). While the display of tasks in Table 10 clearly shows supervisory activity, it also reflects that a high percentage of 7-skill level members perform technical tasks such as preparing POs, performing price analyses, and drafting or writing IFBs or RFPs. Table 11 presents tasks which show differences between 5- and 7-skill level members. The fact that only negative differences are shown means that 7-skill level members perform all the tasks that 5-skill level members do, but a higher percentage of 7-skill level members perform the supervisory tasks listed.

DAFSC 6C091. As is typical of most career ladders, personnel holding the 9-skill level perform primarily nontechnical tasks. Those tasks performed pertained to acquisition or contract administration activities (see Table 6, Duties G and H) and were of the "review" or "approve/disapprove" type indicating managerial responsibilities. These senior personnel performed an average of 107 tasks with 71 tasks accounting for over 50 percent of their relative job time. The most distinguishing feature of this group of NCOs is the fact that these members (along with CEM Code personnel) spent the most time on tasks pertaining to contingency and deployment activities (see Table 6). Table 12 displays representative tasks for the group while

TABLE 7

REPRESENTATIVE TASKS PERFORMED BY 6C031 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=112)
G332	PREPARE POs	69
G331	PREPARE DOs	68
G299	DRAFT OR WRITE MODIFICATIONS TO POs OR DOs	66
G276	DETERMINE AND DOCUMENT PRICE FAIR AND REASONABLENESS	65
G256	CANCEL PURCHASE REQUESTS (PRs)	63
G257	COMPARE ABSTRACTS WITH PRs, SUCH AS AF FORMS 9 (REQUEST FOR PURCHASE)	54
H438	INITIATE UNILATERAL MODIFICATIONS	50
E184	DRAFT OR WRITE MEMORANDA FOR RECORD (MFRs)	49
G319	EVALUATE RESPONSES TO REQUEST FOR QUOTATIONS (RFQs)	46
G335	PREPARE RFQs	45
G275	COORDINATE VERIFICATIONS OF LOW BIDS WITH BIDDERS	41
G320	EVALUATE VENDOR PROPOSALS	38
H444	NEGOTIATE MODIFICATIONS TO POs OR DOs	38
H396	DEOBLIGATE FUNDS	33
G330	PREPARE DELIVERY PICKUP SLIPS FOR WALK-THROUGHS	31
H457	REVIEW FOLLOW-UP REQUESTS, SUCH AS AUTOMATED LISTINGS, TELEPHONE CALLS, OR LETTERS	31
G296	DRAFT OR WRITE CONTRACT AWARD DOCUMENTS	31
H441	NEGOTIATE AND PREPARE CONTRACT MODIFICATIONS	30
H455	REVIEW BPA OR BDO CALL REGISTERS	30
G252	BRIEF CONTRACTORS ON GOVERNMENT POSITION ON BIDDING OR BILLING PROCEDURES	30
H389	COORDINATE PO DELINQUENCIES WITH VENDORS	29
G325	PERFORM ACQUISITIONS UNDER OTHER THAN FULL AND OPEN COMPETITION	29
G295	DRAFT OR WRITE AMENDMENTS TO SOLICITATIONS	29
G329	PLACE CALLS AND ANNOTATE CALL REGISTERS, SUCH AS FOR BPAs OR BDOs	28
G264	COORDINATE AVAILABILITY OF FUNDS WITH CUSTOMERS, PROGRAM MANAGERS, OR FINANCE OFFICES	27
E195	PERFORM ROOM OR AREA SECURITY CHECKS	27
G356	REVIEW SUSPENSION OR DEBARMENT LISTINGS	27
E188	INVESTIGATE CUSTOMERS COMPLAINTS	26

* Average Number of Tasks Performed - 41

TABLE 8

REPRESENTATIVE TASKS PERFORMED BY 6C051 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=394)
E184	DRAFT OR WRITE MEMORANDA FOR RECORD (MFRs)	65
G299	DRAFT OR WRITE MODIFICATIONS TO POs OR DOs	63
G276	DETERMINE AND DOCUMENT PRICE FAIR AND REASONABLENESS	63
G257	COMPARE ABSTRACTS WITH PRs, SUCH AS AF FORMS 9 (REQUEST FOR PURCHASE)	60
G331	PREPARE DOs	60
G256	CANCEL PURCHASE REQUESTS (PRs)	58
G332	PREPARE POs	57
G319	EVALUATE RESPONSES TO REQUESTS FOR QUOTATIONS (RFQs)	49
E182	DISTRIBUTE CORRESPONDENCE	49
E200	REQUEST LEGAL REVIEWS	48
H441	NEGOTIATE AND PREPARE CONTRACT MODIFICATIONS	42
G275	COORDINATE VERIFICATIONS OF LOW BIDS WITH BIDDERS	42
G320	EVALUATE VENDOR PROPOSALS	41
G297	DRAFT OR WRITE IFBs OR RFPs	41
H444	NEGOTIATE MODIFICATIONS TO POs OR DOs	41
H438	INITIATE UNILATERAL MODIFICATIONS	40
G264	COORDINATE AVAILABILITY OF FUNDS WITH CUSTOMERS, PROGRAM MANAGERS, OR FINANCE OFFICES	40
G265	COORDINATE CHANGES TO SOWs, PROJECT SPECIFICATIONS, OR DRAWINGS WITH VENDORS OR CUSTOMERS	40
G295	DRAFT OR WRITE AMENDMENTS TO SOLICITATIONS	38
G296	DRAFT OR WRITE CONTRACT AWARD DOCUMENTS	38
G252	BRIEF CONTRACTORS ON GOVERNMENT POSITION ON BIDDING OR BILLING PROCEDURES	38
G247	ASSEMBLE ACQUISITION FILES, SUCH AS SOLICITATION PACKAGES OR CONTRACT FILES	37
H396	DEOBLIGATE FUNDS	36
G336	PREPARE SYNOPSES, SUCH AS FOR SOLICITATIONS OR CONTRACT AWARDS	36
G289	DRAFT AND WRITE DETERMINATION AND FINDINGS (D&Fs)	36
G262	COORDINATE AMENDMENTS TO SOLICITATIONS WITH CUSTOMERS	36
F215	DRAFT OR WRITE PRICE NEGOTIATION MEMORANDA (PNMs)	36

* Average Number of Tasks Performed - 54

TABLE 9

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 6C031 AND DAFSC 6C051 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 6C031 (N=112	DAFSC 6C051 (N=394	DIFF
G330	PREPARE DELIVERY PICKUP SLIPS FOR WALK-THROUGHS	31	17	+14
J508	MATCH RFQs WITH EXTRACTS	24	11	+13
G291	DRAFT AND WRITE JUSTIFICATIONS FOR BUYING OPEN MARKET ITEMS THAT CAN BE PROCURED BY GSA CONTRACTS	21	8	+13
G332	PREPARE POs	69	57	+12
E200	REQUEST LEGAL REVIEWS	26	48	-22
H447	PERFORM CONTRACT CLOSE-OUT PROCEDURES	13	32	-19
F231	REVIEW GOVERNMENT COST OR PRICE ESTIMATES	16	34	-18
H374	COMPUTE FINAL PAYMENTS	9	26	-17
G289	DRAFT AND WRITE DETERMINATION AND FINDINGS (D&Fs)	21	36	-15

TABLE 10

REPRESENTATIVE TASKS PERFORMED BY 6C071 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=324)
E184	DRAFT OR WRITE MEMORANDA FOR RECORD (MFRs)	71
G276	DETERMINE AND DOCUMENT PRICE FAIR AND REASONABLENESS	61
E200	REQUEST LEGAL REVIEWS	56
E182	DISTRIBUTE CORRESPONDENCE	55
G257	COMPARE ABSTRACTS WITH PRs, SUCH AS AF FORMS 9 (REQUEST FOR PURCHASE)	54
A4	BRIEF ORGANIZATIONS ON METHODS OF HANDLING CONTRACTING REQUIREMENTS	52
G256	CANCEL PURCHASE REQUESTS (PRs)	51
G299	DRAFT OR WRITE MODIFICATIONS TO POs OR DOs	51
B37	BRIEF PERSONNEL ON ADMINISTRATIVE PROCEDURES	47
F222	PERFORM PRICE ANALYSES	47
G320	EVALUATE VENDOR PROPOSALS	46
B38	BRIEF PERSONNEL ON WORK PRIORITIES	46
B42	CONDUCT GENERAL MEETINGS, SUCH AS STAFF MEETINGS OR BRIEFINGS	45
G331	PREPARE DOs	45
B78	PROVIDE RECOGNITION TO UNIT PERSONNEL, SUCH AS VERBAL THANKS OR LETTERS OF APPRECIATION	45
E202	REVIEW AND SIGN CONTRACTUAL ACTIONS	44
B41	COMPILE DATA FOR REPORTS FOR STAFF MEETINGS	44
G297	DRAFT OR WRITE IFBs OR RFPs	43
G265	COORDINATE CHANGES TO SOWs, PROJECT SPECIFICATIONS, OR DRAWINGS WITH VENDORS OR CUSTOMERS	43
H441	NEGOTIATE AND PREPARE CONTRACT MODIFICATIONS	43
G332	PREPARE POs	41
A25	PLAN OR SCHEDULE WORK ASSIGNMENTS OR PRIORITIES	41
C101	CONDUCT FEEDBACK COUNSELING SESSIONS	41
G319	EVALUATE RESPONSES TO REQUEST FOR QUOTATIONS (RFQs)	40
A13	DEVELOP OR ESTABLISH WORK METHODS OR PROCEDURES	40
A3	BRIEF COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS SUCH AS CAPABILITIES, PROCEDURES OR PROGRAMS	39
C140	WRITE EPRs	39
B53	COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MATTERS	37
B92	SUPERVISE CONTRACTING JOURNEYMEN (AFSC 6C051)	36

* Average Number of Tasks Performed - 96

TABLE 11

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

TASKS		DAFSC 6C051 (N=394)	DAFSC 6C071 (N=324)	DIFF
B38	BRIEF PERSONNEL ON WORK PRIORITIES	10	46	-36
C101	CONDUCT FEEDBACK COUNSELING SESSIONS	8	41	-33
B53	COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MATTERS	6	37	-31
B68	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	6	35	-29
A23	PLAN GENERAL MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, OR CONFERENCES	15	42	-27
A13	DEVELOP OR ESTABLISH WORK METHODS OR PROCEDURES	16	40	-24
A27	REVIEW REGULATIONS, MANUALS, OR OTHER UNIT PUBLICATIONS	16	38	-22
A1	ASSIGN PERSONNEL TO DUTY POSITIONS	4	25	-21
A6	DETERMINE OR ESTABLISH LOGISTICS REQUIREMENTS, SUCH AS PERSONNEL, SPACE, EQUIPMENT, TOOLS, OR SUPPLIES	6	27	-21
E172	APPROVE OR DISAPPROVE URGENCY JUSTIFICATION STATEMENTS	5	25	-20
B79	RECOMMEND DISCIPLINARY OR CORRECTIVE ACTIONS, SUCH AS ADMONITIONS OR LETTERS OF REPRIMAND	2	21	-19

TABLE 12

REPRESENTATIVE TASKS PERFORMED BY 6C091 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=32)
B76	PROVIDE INPUTS TO COMMANDERS OR SUPERVISORS ON RECOMMENDATIONS FOR AWARDS, DECORATIONS, OR SEPARATION ACTIONS	84
A3	BRIEF COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	81
C141	WRITE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	81
B78	PROVIDE RECOGNITION TO UNIT PERSONNEL, SUCH AS VERBAL THANKS OR LETTERS OF APPRECIATION	81
B87	REVIEW RECOMMENDATIONS FOR AWARDS, DECORATIONS, OR RECOGNITION	78
A5	COORDINATE REQUIREMENTS FOR PERSONNEL, SPACE, EQUIPMENT, TOOLS, OR SUPPLIES WITH APPROPRIATE AGENCIES	78
A28	SCHEDULE PERSONNEL FOR TEMPORARY DUTY (TDY) ASSIGNMENTS, LEAVES, OR PASSES	75
A2	ASSIGN SPONSORS FOR INCOMING PERSONNEL	75
C136	REVIEW EPRs	72
B53	COUNSEL PERSONNEL ON PERSONAL OR MILITARY-RELATED MATTERS	72
A11	DEVELOP INPUTS TO MOBILITY, DISASTER PREPAREDNESS, UNIT EMERGENCY, OR ALERT PLANS	69
K539	SELECT PERSONNEL FOR DEPLOYMENT	66
B68	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	66
B31	ADMINISTER CORRECTIVE ACTIONS FOR BREACHES OF DISCIPLINE OR STANDARDS	66
A13	DEVELOP OR ESTABLISH WORK METHODS OR PROCEDURES	66
K532	DRAFT OR WRITE INPUTS TO CONTINGENCY CONTRACTING PLANS	66
C140	WRITE EPRs	63
E202	REVIEW AND SIGN CONTRACTUAL ACTIONS	59
K525	COORDINATE CONTRACTING SUPPORT FOR EXERCISES OR DEPLOYMENTS WITH MAJCOM OR PARTICIPATING UNIT PERSONNEL	59
K528	DEVELOP CONTINGENCY CONTRACTING SUPPORT PLANS	59
K535	MAINTAIN CONTINGENCY CONTRACTING SUPPORT KITS	56
A17	DEVELOP UNIT GOALS OR OBJECTIVES	56
K529	DEVELOP LISTS OF LOCAL VENDORS FOR BASE-LEVEL CONTINGENCY PLANS	53
D162	IDENTIFY UNIT TRAINING REQUIREMENTS	53
E184	DRAFT OR WRITE MEMORANDA FOR RECORD (MFRs)	53
C137	REVIEW HOST-TENANT SUPPORT AGREEMENTS	50

* Average Number of Tasks Performed - 107

Table 13 presents tasks which reflect differences between these more senior NCOs and 7-skill level personnel. Higher percentages of 7-skill level personnel perform the technical tasks listed at the top of the table.

CEM CODE 6C000. The 18 senior NCOs forming this group perform an average of 100 tasks with 57 tasks accounting for over 50 percent of their relative duty time. Very much like 9-skill level personnel, these NCOs also are characterized by the performance of predominantly nontechnical tasks with 81 percent of their relative job time devoted to tasks pertaining to supervisory, managerial, and training duties (see Table 6, Duties A, B, C, and D). These members also perform tasks involving contingency and deployment activities (nine percent of their relative duty time). Table 14 presents representative tasks for the group, while Table 15 displays task differences between DAFSC 6C091 and CEM Code 6C000 group members. There is little difference between what members of the two groups do as they are the primary managers of the career ladder.

Summary

Distinctions between most skill level groups are clear with personnel at the 3- and 5-skill levels spending the vast majority of their job time performing technical tasks across a number of different jobs. At the 7-skill level members still spend over half of their relative duty time on nonsupervisory tasks even though there is some involvement in supervisory functions. While 9-skill level personnel are still involved in performing some technical tasks, their focus is on performing predominantly supervisory and managerial tasks. CEM Code 6C000 members are the primary managers in the career ladder.

ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTION*

Survey data were compared to the AFMAN 36-2108 *Specialty Description* for Contracting, dated 31 October 1994. The overall specialty description for the 3-, 5-, 7-, 9-skill levels and CEM accurately describes the technical and supervisory nature of jobs at the various levels. The description also reflects the primary tasks and responsibilities discussed in the **SPECIALTY JOBS** section of this report.

TABLE 13

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 6C071 AND DAFSC 6C091 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 6C071 (N=324)	DAFSC 6C091 (N=32)	DIFF
G276	DETERMINE AND DOCUMENT PRICE FAIR AND REASONABLENESS	61	19	+42
G299	DRAFT OR WRITE MODIFICATIONS TO POs OR DOs	51	9	+42
G256	CANCEL PURCHASE REQUESTS (PRs)	51	16	+35
G319	EVALUATE RESPONSES TO REQUEST FOR QUOTATIONS (RFQs)	40	6	+34
H441	NEGOTIATE AND PREPARE CONTRACT MODIFICATIONS	43	9	+34
A2	ASSIGN SPONSORS FOR INCOMING PERSONNEL	16	75	-59
C136	REVIEW EPRs	18	72	-54
K539	SELECT PERSONNEL FOR DEPLOYMENT	14	66	-52
K532	DRAFT OR WRITE INPUTS TO CONTINGENCY CONTRACTING PLANS	18	66	-48
C141	WRITE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	35	81	-46

TABLE 14

REPRESENTATIVE TASKS PERFORMED BY 6C000 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=18)
B87	REVIEW RECOMMENDATIONS FOR AWARDS, DECORATIONS, OR RECOGNITION	94
A3	BRIEF COMMANDERS OR STAFF AGENCY PERSONNEL ON MATTERS SUCH AS CAPABILITIES, PROCEDURES, OR PROGRAMS	94
B58	IMPLEMENT DIRECTIVES FROM HIGHER HEADQUARTERS	94
C136	REVIEW EPRs	89
B75	PROVIDE INPUTS TO COMMANDERS OR SUPERVISORS ON ENLISTED PERFORMANCE REPORTS (EPRs)	89
A28	SCHEDULE PERSONNEL FOR TEMPORARY DUTY (TDY) ASSIGNMENTS, LEAVES, OR PASSES	89
C112	DRAFT OR WRITE GENERAL CORRESPONDENCE, SUCH AS TALKING PAPERS OR POLICY LETTERS	83
D158	EVALUATE PERSONNEL FOR TRAINING NEEDS	83
C141	WRITE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	83
A11	DEVELOP INPUTS TO MOBILITY, DISASTER PREPAREDNESS, UNIT EMERGENCY, OR ALERT PLANS	83
A1	ASSIGN PERSONNEL TO DUTY POSITIONS	83
D152	DETERMINE FORMAL TRAINING REQUIREMENTS	78
A6	DETERMINE OR ESTABLISH LOGISTICS REQUIREMENTS, SUCH AS PERSONNEL, SPACE, EQUIPMENT, TOOLS, OR SUPPLIES	78
A16	DEVELOP SELF-INSPECTION PROGRAMS	78
B68	INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	72
C123	EVALUATE MANNING OR MANPOWER REQUIREMENTS	72
K539	SELECT PERSONNEL FOR DEPLOYMENT	67
K525	COORDINATE CONTRACTING SUPPORT FOR EXERCISES OR DEPLOYMENTS WITH MAJCOM OR PARTICIPATING UNIT PERSONNEL	67
K524	CONSOLIDATE INPUTS TO EMERGENCY CONTRACTING PLANS	67
K532	DRAFT OR WRITE INPUTS TO CONTINGENCY CONTRACTING PLANS	61
K538	REVIEW UNIT OPLANS AND MISSION STATEMENTS	61
B95	SUPERVISE MILITARY PERSONNEL WITH AFSCs OTHER THAN AFSC 6COX1	56
B39	BRIEF SUBORDINATE UNITS ON CHANGES TO REGULATIONS, MANUALS, OR SUPPLEMENTS	56
A14	DEVELOP ORGANIZATIONAL OR FUNCTIONAL CHARTS	56
B44	COORDINATE CHANGES TO PUBLICATIONS WITH HIGHER HEADQUARTERS	56
C118	EVALUATE ALERT OR EMERGENCY PROCEDURES	56

* Average Number of Tasks Performed - 100

TABLE 15

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 6C091 AND CEM CODE 6C000 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 6C091 (N=32)	CEM CODE 6C000 (N=18)	DIFF
E202	REVIEW AND SIGN CONTRACTUAL ACTIONS	59	28	+31
B30	ADMINISTER ADMONITIONS OR LETTERS OF REPRIMAND	59	33	+26
G252	BRIEF CONTRACTORS ON GOVERNMENT POSITION ON BIDDING OR BILLING PROCEDURES	22	0	+22
F222	PERFORM PRICE ANALYSES	25	6	+19
G350	REVIEW BRAND NAME OR SOLE SOURCE JUSTIFICATIONS	41	22	+19
E193	MONITOR IMPAC CARD PROGRAMS	22	6	+16
D144	APPROVE OR DISAPPROVE REQUESTS FOR FORMAL TRAINING QUOTAS	44	78	-34
D169	REVIEW TRAINING STATUS REPORTS OR RECORDS	19	50	-31
C97	ANALYZE INSPECTION REPORTS OR CHARTS	47	72	-25
C121	EVALUATE JOB OR POSITION DESCRIPTIONS	38	61	-23
A29	WRITE JOB OR POSITION DESCRIPTIONS	44	67	-23
K533	EVALUATE AFTER-ACTION EXERCISE OR DEPLOYMENT PLANS	38	56	-18

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel in their first enlistment. Factors which may be used in evaluating training include the overall description of the job being performed by first-enlistment personnel and their overall distribution across career ladder jobs, percentages of first-job (1-24 months TAFMS) or first-enlistment (1-48 months TAFMS) members performing specific tasks, as well as TE and TD ratings (previously explained in the **SURVEY METHODOLOGY** section).

To assist specifically in evaluation of the STS and the Plan of Instruction (POI), technical school personnel from Lackland AFB matched JI tasks to appropriate sections and subsections of the STS and the POI for Course 3ABR6C031 005. A complete computer listing displaying the percent members performing tasks, TE and TD ratings for each task, along with the STS and POI matchings was used in the November 1995 Utilization and Training Workshop to evaluate and adjust training documents. These data will be used in further detailed reviews of appropriate training documents.

First-Enlistment Personnel

In this study, there are 151 members in their first enlistment (1-48 months TAFMS), representing 17 percent of the total survey sample. The job performed by these personnel is highly technical in nature with approximately 60 percent of their relative duty time spent on tasks pertaining to general contracting and acquisition activities. An additional 18 percent of their relative time is devoted to some contract administration tasks and 10 percent to management analysis and support activities (see Table 16). Distribution of these personnel across the career ladder jobs is displayed in Figure 2, which also displays that by far the largest percentages of first-enlistment airmen are performing in the SMALL PURCHASE BUYERS job. Table 17 displays some of the average 40 tasks performed by the group. Tables 18 through 21 display responses reflecting the functional areas where first-enlistment members spend most of their time, categories of contracting actions prepared or administered, and types of forms used in their present jobs.

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

TE and TD data are secondary factors that can assist technical school personnel in deciding which tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks in the JI considered important for first-enlistment personnel training (TE) (see Table 22 for the top-rated tasks), along with a measure of the difficulty of the tasks (TD) (see selected high rated tasks presented in Table 23). When combined with data on the percentages of first-enlistment personnel performing tasks,

TABLE 16

RELATIVE PERCENT TIME SPENT ON DUTIES BY 6COX1
FIRST-ENLISTMENT PERSONNEL
(N=151)

DUTIES	PERCENT TIME SPENT
A ORGANIZING AND PLANNING	2
B DIRECTING AND IMPLEMENTING	2
C INSPECTING AND EVALUATING	1
D TRAINING	1
E PERFORMING GENERAL CONTRACTING ACTIVITIES	8
F PERFORMING COST OR PRICING ANALYSIS ACTIVITIES	4
G PERFORMING ACQUISITION ACTIVITIES	52
H PERFORMING CONTRACT ADMINISTRATION ACTIVITIES	18
I PERFORMING QUALITY ASSURANCE ACTIVITIES	1
J PERFORMING MANAGEMENT ANALYSIS AND SUPPORT ACTIVITIES	10
K PERFORMING CONTINGENCY AND DEPLOYMENT ACTIVITIES	1

DISTRIBUTION OF 6C0X1 FIRST-ENLISTMENT PERSONNEL ACROSS SPECIALTY JOBS (N=151)

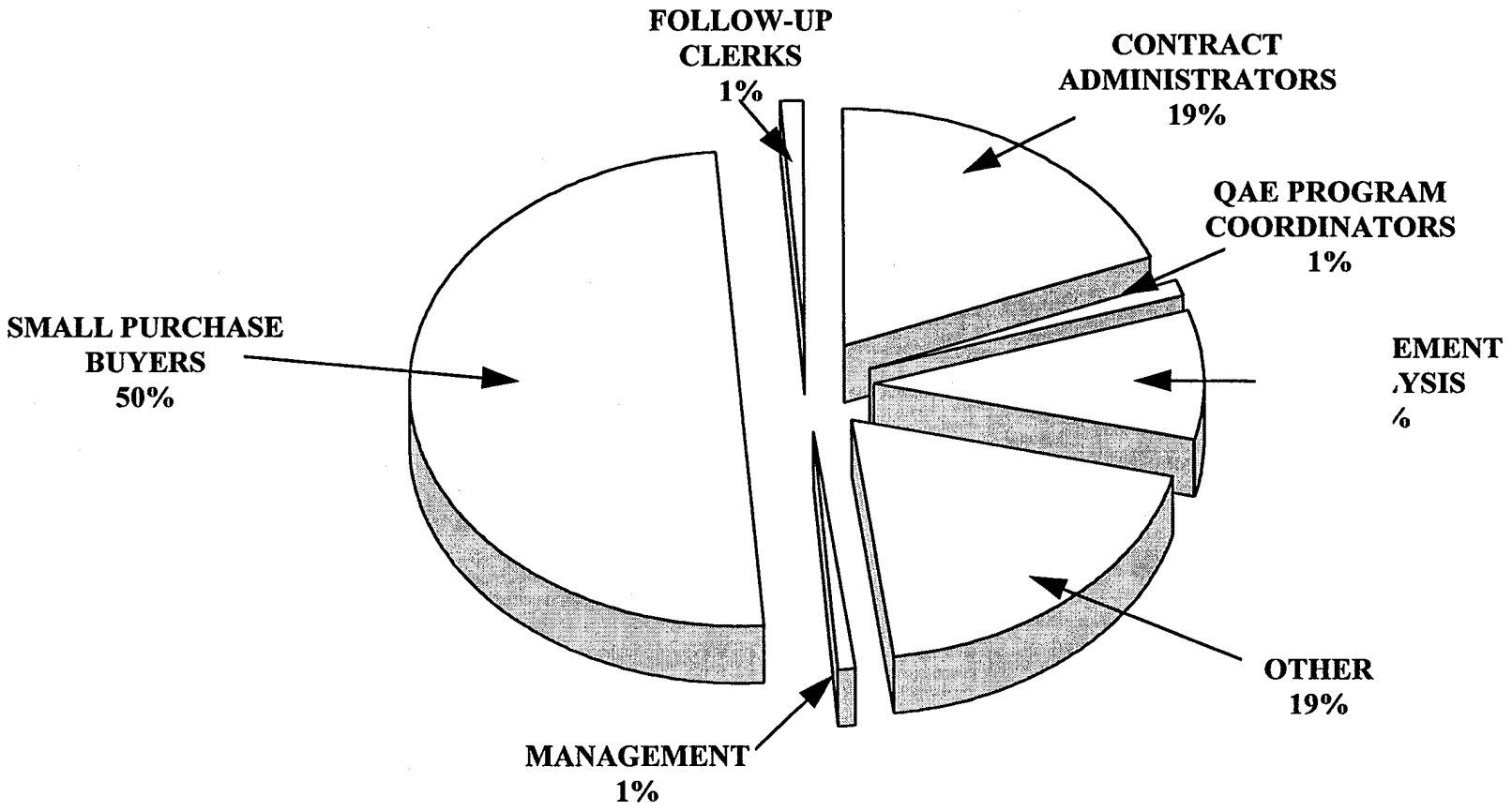

FIGURE 2

TABLE 17

REPRESENTATIVE TASKS PERFORMED BY 6C0X1
FIRST-ENLISTMENT PERSONNEL
(N=151)

TASKS		PERCENT MEMBERS PERFORMING
G332	PREPARE POs	72
G331	PREPARE DOs	67
G256	CANCEL PURCHASE REQUESTS (PRs)	67
G256	DETERMINE AND DOCUMENT PRICE FAIR AND REASONABLENESS	64
G299	DRAFT OR WRITE MODIFICATIONS TO POs OR DOs	63
G257	COMPARE ABSTRACTS WITH PRs, SUCH AS AF FORMS 9 (REQUEST FOR PURCHASE)	61
G331	EVALUATE RESPONSES TO REQUEST FOR QUOTATIONS (RFQs)	53
G335	PREPARE RFQs	50
E184	DRAFT OR WRITE MEMORANDA FOR RECORD (MFRs)	49
G275	COORDINATE VERIFICATIONS OF LOW BIDS WITH BIDDERS	44
G320	EVALUATE VENDOR PROPOSALS	42
H348	INITIATE UNILATERAL MODIFICATIONS	42
H444	NEGOTIATE MODIFICATIONS TO POs OR DOs	35
G252	BRIEF CONTRACTORS ON GOVERNMENT POSITION ON BIDDING OR BILLING PROCEDURES	32
G295	DRAFT OR WRITE AMENDMENTS TO SOLICITATIONS	31
G296	DRAFT OR WRITE CONTRACT AWARD DOCUMENTS	31
G288	DRAFT AND WRITE BLANKET PURCHASE AGREEMENTS (BPAs)	31
G336	PREPARE SYNOPSES, SUCH AS FOR SOLICITATIONS OR CONTRACT AWARDS	30
H455	REVIEW BPA OR BDO CALL REGISTERS	30
H457	REVIEW FOLLOW-UP REQUESTS, SUCH AS AUTOMATED LISTINGS, TELEPHONE CALLS, OR LETTERS	28
H389	COORDINATE PO DELINQUENCIES WITH VENDORS	28
G2664	COORDINATE AVAILABILITY OF FUNDS WITH CUSTOMERS, PROGRAM MANAGERS, OR FINANCE OFFICES	28
G321	IDENTIFY COMPETITIVE RANGE OF PROPOSALS	28
G247	ASSEMBLE ACQUISITION FILES, SUCH AS SOLICITATION PACKAGES OR CONTRACT FILES	28
G325	PERFORM ACQUISITIONS UNDER OTHER THAN FULL AND OPEN COMPETITION	27
G262	COORDINATE AMENDMENTS TO SOLICITATIONS WITH CUSTOMERS	27

Average Number of Tasks Performed - 40

TABLE 18

FUNCTIONAL AREAS WHERE MOST TIME IS SPENT
BY FIRST-ENLISTMENT PERSONNEL
(N=151)

FUNCTIONAL AREA	PERCENT MEMBERS RESPONDING
COMMODITIES FLIGHT	44
SERVICES FLIGHT	32
CONSTRUCTION FLIGHT	12
MANAGEMENT ANALYSIS FLIGHT	10
MANAGEMENT	1
SPECIALIZED FLIGHT	1
CONTINGENCY FLIGHT	0

TABLE 19

TYPES OF CONTRACTING ACTIONS PREPARED OR ADMINISTERED BY FIRST-ENLISTMENT PERSONNEL DURING PAST YEAR
(N=151)

TYPES OF CONTRACTING ACTIONS	PERCENT MEMBERS RESPONDING
FIXED PRICE	77
AGREEMENTS	23
INDEFINITE DELIVERY	11
LABOR HOUR	7
TIME AND MATERIALS	3
LETTER	2
COST REIMBURSEMENT	2
INCENTIVE	0
OTHER	2
NONE	16

TABLE 20

CATEGORIES OF SERVICES OR CONSTRUCTION AND SUPPLIES OR EQUIPMENT FOR WHICH 10 PERCENT OR MORE FIRST-ENLISTMENT PERSONNEL CURRENTLY PREPARE OR ADMINISTER CONTRACTING ACTIONS
(N=151)

CATEGORIES	PERCENT MEMBERS RESPONDING
SERVICES OR CONSTRUCTION:	
NONE	53
MAINTENANCE, REPAIR, AND REBUILDING OF EQUIPMENT	25
LEASE OR RENTAL OF EQUIPMENT	23
INSTALLATION OF EQUIPMENT	18
MEDICAL SERVICES	17
TRAINING SERVICES	14
BASE MAINTENANCE	13
PHOTOGRAPHIC, MAPPING, PRINTING, AND PUBLICATION SERVICES	13
LEASE OR RENTAL OF FACILITIES	11
MODIFICATION OF EQUIPMENT	11
PROFESSIONAL, TECHNICAL, AND MANAGEMENT SERVICES	11
QUALITY CONTROL, TESTING, AND INSPECTION SERVICES	11
TRANSPORTATION AND TRAVEL	10
SUPPLIES OR EQUIPMENT:	
NONE	46
BOOKS, MAPS, AND OTHER PUBLICATIONS	27
OFFICE SUPPLIES AND DEVICES	27
FIRE FIGHTING, RESCUE, AND SAFETY EQUIPMENT	25
RECREATIONAL AND ATHLETIC EQUIPMENT	25
HAND TOOLS	24
CHEMICALS AND CHEMICAL PRODUCTS	23
CLEANING EQUIPMENT AND SUPPLIES	23
GENERAL PURPOSE AUTOMATIC DATA PROCESSING EQUIPMENT (INCLUDING FIRMWARE), SOFTWARE, SUPPLIES, AND SUPPORT EQUIP	23
OFFICE MACHINES, TEXT PROCESSING SYSTEMS, AND VISIBLE RECORD EQUIPMENT	22
FURNITURE	21
CLOTHING, INDIVIDUAL EQUIPMENT, AND INSIGNIA	19
ALARM, SIGNAL, AND SECURITY DETECTION SYSTEMS	19
ELECTRICAL AND ELECTRONIC EQUIPMENT COMPONENTS	19

TABLE 20 (CONTINUED)

CATEGORIES OF SERVICES OR CONSTRUCTION AND SUPPLIES OR EQUIPMENT FOR WHICH 10 PERCENT OR MORE FIRST-ENLISTMENT PERSONNEL CURRENTLY PREPARE OR ADMINISTER CONTRACTING ACTIONS
(N=151)

CATEGORIES	PERCENT MEMBERS RESPONDING
SUPPLIES OR EQUIPMENT (CONTINUED):	
HARDWARE AND ABRASIVES	19
MEDICAL, DENTAL, AND VETERINARY EQUIPMENT AND SUPPLIES	19
PHOTOGRAPHIC EQUIPMENT	19
CONSTRUCTION AND BUILDING MATERIALS	19
LIGHTING FIXTURES AND LAMPS	18
REFRIGERATION, AIR CONDITIONING, AND AIR CIRCULATING EQUIP	18
BRUSHES, PAINTS, SEALERS, AND ADHESIVES	18
ELECTRIC WIRE AND POWER DISTRIBUTION EQUIPMENT	17
FUELS, LUBRICANTS, OILS, AND WAXES	17
HOUSEHOLD AND COMMERCIAL FURNISHINGS AND APPLIANCES	17
INSTRUMENTS AND LABORATORY EQUIPMENT	17
COMMUNICATION, DETECTION, AND COHERENT RADIATION EQUIP	16
MAINTENANCE AND REPAIR SHOP EQUIPMENT	15
TRAINING AIDS AND DEVICES	15
ENGINE ACCESSORIES	14
TIRES AND TUBES	13
BEARINGS	12
FIBER-OPTICS MATERIALS, COMPONENTS, ASSEMBLIES, AND ACCESSORIES	12
MATERIALS HANDLING EQUIPMENT	12
FOOD PREPARATION AND SERVING EQUIPMENT	11
MEASURING TOOLS	11
TOILETRIES	11
VEHICULAR EQUIPMENT COMPONENTS	11

TABLE 21

TYPES OF FORMS USED BY 10 PERCENT OR MORE FIRST-ENLISTMENT PERSONNEL
(N=151)

FORMS USED		PERCENT MEMBERS RESPONDING
AF FORMS:		
AF 9	REQUEST FOR PURCHASE	91
AF 616	FUND CITE AUTHORIZATION (FCA)	44
AF 3062	ABSTRACTS OF PROPOSALS/QUOTATIONS	38
AF 3059	STAFF JUDGE ADVOCATE COORDINATION SHEET PROCUREMENT CONTRACT	31
AF 802	CONTRACT DISCREPANCY REPORT	18
AF 3035	PRE-PERFORMANCE CONFERENCE AND PRE-FINAL PAYMENT CHECKLIST	18
AF 3215	COMMUNICATIONS-COMPUTER SYSTEMS REQUIREMENT DOCUMENT	15
AF 3000	MATERIAL APPROVAL SUBMITTAL	14
AF 3065	CONTRACT PROGRESS REPORT	13
AF 3064	CONTRACT PROGRESS SCHEDULE	12
AF 801	QUALITY ASSURANCE EVALUATOR SCHEDULE	10
AF 3052	CONSTRUCTION COST ESTIMATE BREAKDOWN	10
DD FORMS:		
DD 1155	ORDER FOR SUPPLIES OR SERVICE	83
DD 350	INDIVIDUAL CONTRACTING ACTION REPORT	65
DD 2579	SMALL BUSINESS COORDINATION RECORD	46
DD 250	MATERIAL INSPECTION AND RECEIVING REPORT	36
DD 1149	REQUISITION AND INVOICE/SHIPPING DOCUMENT	23
DD 1348-6	DOD SINGLE LINE ITEM REQUISITION SYSTEM DOCUMENT	19
DD 2051	REQUEST FOR ASSIGNMENT OF A COMMERCIAL AND GOVERNMENT ENTITY (CAGE) CODE	19
DD 1594	CONTRACT COMPLETION STATEMENT	12

TABLE 21 (CONTINUED)

TYPES OF FORMS USED BY 10 PERCENT OR MORE FIRST-ENLISTMENT PERSONNEL
(N=151)

FORMS USED		PERCENT MEMBERS RESPONDING
STANDARD FORMS:		
SF 30	AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT	78
SF 18	REQUEST FOR QUOTATIONS	34
SF 33	SOLICITATION, OFFER AND AWARD	27
SF 129	SOLICITATION MAILING LIST APPLICATION	26
SF 1409	ABSTRACT OF OFFERS	23
SF 26	AWARD/CONTRACT	15
SF 1447	SOLICITATION/CONTRACT	12
SF 1442	SOLICITATION, OFFER AND AWARD (CONSTRUCTION, ALTERATION OR REPAIR	11

TABLE 22

TECHNICAL TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)

TASKS		TNG EMP*	PERCENT MEMBERS PERFORMING 1ST JOB (N=46)	PERCENT MEMBERS PERFORMING 1ST ENL (N=151)	TASK DIFF**
G299	DRAFT OR WRITE MODIFICATIONS TO POs OR DOs	6.95	59	63	4.22
G276	DETERMINE AND DOCUMENT PRICE FAIR AND REASONABLENESS	6.62	52	64	5.32
G332	PREPARE POs	6.55	83	72	3.42
G331	PREPARE DOs	6.52	72	67	3.31
G297	DRAFT OR WRITE IFBs OR RFPs	6.27	13	26	5.66
F215	DRAFT OR WRITE PRICE NEGOTIATION MEMORANDA (PNMs)	6.14	2	12	6.66
E184	DRAFT OR WRITE MEMORANDA FOR RECORD (MFRs)	6.02	28	49	3.60
F222	PERFORM PRICE ANALYSES	5.91	28	25	5.84
G288	DRAFT AND WRITE BLANKET PURCHASE AGREEMENTS (BPAs)	5.83	20	31	4.85
G335	PREPARE RFQs	5.79	43	50	3.82

* Mean TE Rating is 2.32, and Standard Deviation is 1.47 (High TE = 3.79)
** Average TD Rating is 5.00

TABLE 23

SELECTED TASKS RATED HIGH IN DIFFICULTY

TASKS		TASK DIFF*	PERCENT MEMBERS PERFORMING 1ST JOB (N=46)	1ST ENL (N=151)	DAFSC 6C051 (N=394)	DAFSC 6C071 (N=324)
H454	RESOLVE PROTESTS	7.40	2	5	6	14
H443	NEGOTIATE DISPUTE CLAIMS	7.25	2	4	7	12
G285	DEVELOP SOURCE SELECTION EVALUATION CRITERIA	7.17	7	4	2	10
F221	PERFORM COST ANALYSES	7.10	15	16	19	27
A20	ESTABLISH ORGANIZATIONAL POLICIES, SUCH AS OPERATING INSTRUCTIONS (OIs) OR STANDARD OPERATING PROCEDURES (SOPs)	6.88	2	3	5	24
H448	PERFORM TERMINATION ACTIONS	6.83	4	13	7	10
G355	REVIEW SOURCE SELECTION EVALUATION CRITERIA	6.80	7	5	2	9
F220	NEGOTIATE PRICING ASPECTS OF PROPOSALS OR CONTRACTS	6.77	4	9	21	27
F215	DRAFT OR WRITE PRICE NEGOTIATION MEMORANDA (PNMs)	6.66	2	12	36	43
F204	ANALYZE CONTRACTOR COST ELEMENTS	6.54	17	16	22	33
G343	RESOLVE CONTRACT DISPUTES	6.35	9	12	16	27

* Average TD Rating is 5.00

comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings but low percentages performing may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-enlistment personnel but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

To assist technical school personnel, AFOMS has developed a computer program that incorporates these secondary factors and the percentage of first-enlistment personnel performing each task to produce an Automated Training Indicator (ATI) for each task. These indicators correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCR 52-22, and allow course personnel to quickly focus their attention on those tasks which are most likely to qualify for initial resident course consideration.

Various lists of tasks, accompanied by TE and TD ratings, and where appropriate, ATI information, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.)

Specialty Training Standard (STS)

A comprehensive review of STS 6C0X1, dated 1 May 1995, compared STS items to survey data. STS paragraphs containing general knowledge information, mandatory entries, subject-matter knowledge only requirements, or basic supervisory responsibilities were not examined. Task knowledge and performance elements of the STS were compared against the standard set forth in AETCR 52-22 and AFI 36-2623 (i.e., include tasks performed or knowledge required by 20 percent or more of first-job (1-24 months TAFMS), first-enlistment (1-48 months TAFMS), 5-, or 7-skill level members).

Overall, the STS provides very comprehensive coverage of the work performed by personnel in this career ladder with survey data supporting practically all of the essential paragraphs or subparagraphs. Even though some elements did not have high percentages of personnel performing matched tasks, the fact that the supporting tasks were a part of an identifiable job being performed in the career ladder supports the retention of the STS element involving those tasks.

A few elements of the STS were not supported by occupational survey data and were reviewed by training personnel and SMEs during the November 1995 U&TW. Table 24 displays these elements with survey data related to tasks matched to them. Negotiated changes will be reflected in future published changes to the STS. Tasks not matched to any element of the STS are listed at the end of the computer listing. These were reviewed to determine if there were any tasks concentrated around any particular functions or jobs. No tasks were identified that would indicate adjustments are necessary.

TABLE 24

EXAMPLES OF STS ELEMENTS NOT SUPPORTED BY SURVEY DATA
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

STS ITEM	PERCENT MEMBERS PERFORMING 1ST JOB (N=46)	DAFSC 6C031 (N=112	DAFSC 6C051 (N=394)	DAFSC 6C071 (N=324)	TNG EMP*	TSK DIFF**
7.3 MAINTAIN FEDERAL ACQUISITION REGULATIONS						
E196 Post changes to publications	4	7	10	11	3.73	2.56
15.8 LATE BIDS/MODIFICATION/WITHDRAWALS OF BIDS						
G333 Prepare requests for bid or proposal withdrawals	7	7	11	11	3.41	4.34
19.6.3 RULE 4 FILE						
E194 Participate in rule 4 hearings	0	1	1	4	2.09	6.40

* Mean TE Rating is 2.32, and Standard Deviation is 1.47 (High TE = 3.79)
** Average TD Rating is 5.00

Plan of Instruction (POI)

Based on the previously mentioned assistance from technical school SMEs in matching inventory tasks to the POI for course 3ABR6C031 005, dated 1 March 1995, a computer product was generated displaying the results of the matching process. Information furnished for consideration includes percent members performing data for first-job (1-24 months TAFMS) and first-enlistment (1-48 months TAFMS) personnel, as well as TE, TD, and ATI ratings for individual tasks.

POI blocks, units of instruction, and criterion objectives were compared against the standard set forth in Attachment 1, AETCR 52-22, dated 17 February 1989 (30 percent or more of the criterion first-enlistment group performing tasks trained, along with sufficiently high TE and TD ratings on those tasks). Tasks trained in the course which do not meet these criteria must be considered for elimination from the formal course if not justified on some other acceptable basis.

Review of the tasks matched to this training document reveals that most blocks and units of instruction were well supported by survey data based on the percentages of first-job or first-enlistment airmen performing tasks or high TE or TD ratings for pertinent tasks. There were some units, however, which contained objectives that did not appear to be supported by survey data (see examples in Table 25). Additionally, some apparently significant tasks with high TE ratings and 30 percent or more first-job or first-enlistment group members performing were not matched to any POI blocks or units of instruction. This combination of factors generally indicates that formal training may be required and resident technical training could be supported. Table 26 lists a sampling of such tasks. Training personnel and SMEs attending the above mentioned U&TW reviewed both the currently taught unsupported tasks and the tasks not matched. Adjustments agreed to during the conference will be accomplished in future course modifications.

ANALYSIS OF MAJOR COMMANDS (MAJCOM)

Tasks and background data of the 10 MAJCOMs with the largest AFSC 6C0X1 populations were compared to determine whether job content varied as a function of command assignment. Jobs performed across the commands were very similar, with a vast majority of the JI tasks performed in common. The largest percentages of duty time in most commands were involved with performing tasks related to acquisition and contract administration activities (see Duties G and H, Table 27).

TABLE 25

EXAMPLES OF POI BLOCKS REFLECTING LOW FIRST-ENLISTMENT TASK PERFORMANCE
(LESS THAN 30 PERCENT PERFORMING)

POI REFERENCE BLOCK	UNIT	TIME (HOURS)	SELECTED SAMPLE TASKS		PERCENT MEMBERS PERFORMING 1ST JOB (N=46)	PERCENT MEMBERS PERFORMING 1ST ENL (N=151)	TNG EMP*	TSK DIFF**
I	9d	3.4	H447	PERFORM CONTRACT CLOSE-OUT PROCEDURES	4	17	4.49	4.40
			H374	COMPUTE FINAL PAYMENTS	4	8	4.39	4.01
II	3b	1	E196	POST CHANGES TO PUBLICATIONS	4	6	3.73	2.56
II	9c	2	G249	ASSIGN PROCUREMENT SOURCE CODES (PSCs), SUFFIX CODES, OR VENDOR CODES	15	20	4.15	3.40

* Mean TE Rating is 2.32, and Standard Deviation is 1.47 (High TE = 3.79)
** Average TD Rating is 5.00

TABLE 26

SAMPLING OF TASKS NOT REFERENCED TO 3ABR6C031 005 POI BLOCKS
(30 PERCENT OR MORE PERFORMING)

TASKS		PERCENT MEMBERS PERFORMING 1ST JOB (N=46)	PERCENT MEMBERS PERFORMING 1ST ENL (N=151)	TNG EMP*	TSK DIFF**
G321	IDENTIFY COMPETITIVE RANGE OF PROPOSALS	33	28	4.56	5.28
G288	DRAFT AND WRITE BLANKET PURCHASE AGREEMENTS (BPAs)	20	31	5.38	4.85
G252	BRIEF CONTRACTORS ON GOVERNMENT POSITION ON BIDDING OR BILLING PROCEDURES	22	32	3.92	4.63
G297	DRAFT OR WRITE IFBs OR RFPs	13	26	6.27	5.66

* Mean TE Rating is 2.32, and Standard Deviation is 1.47 (High TE = 3.79)
** Average TD Rating is 5.00

TABLE 27

RELATIVE PERCENT TIME SPENT ON DUTIES BY MAJCOM GROUPS

DUTIES	ACC (N=258)	AMC (N=151)	AETC (N=143)	AFMC (N=54)	AFSPACECOM (N=49)
A ORGANIZING AND PLANNING	5	7	5	6	5
B DIRECTING AND IMPLEMENTING	9	9	8	8	9
C INSPECTING AND EVALUATING	4	4	4	3	4
D TRAINING	2	2	7	1	4
E PERFORMING GENERAL CONTRACTING ACTIVITIES	9	8	7	9	10
F PERFORMING COST OR PRICING ANALYSIS ACTIVITIES	5	4	4	6	6
G PERFORMING ACQUISITION ACTIVITIES	39	36	37	41	32
H PERFORMING CONTRACT ADMINISTRATION ACTIVITIES	17	19	17	19	20
I PERFORMING QUALITY ASSURANCE ACTIVITIES	2	2	2	2	1
J PERFORMING MANAGEMENT ANALYSIS AND SUPPORT ACTIVITIES	5	7	7	4	7
K PERFORMING CONTINGENCY AND DEPLOYMENT ACTIVITIES	3	2	2	1	2

* Denotes less than .5 percent

TABLE 27 (CONTINUED)

RELATIVE PERCENT TIME SPENT ON DUTIES BY MAJCOM GROUPS

DUTIES	AFDW (N=19)	AF ELM (N=14)	AFSOC (N=13)	PACAF (N=105)	USAFE (N=64)
A ORGANIZING AND PLANNING	4	12	7	6	6
B DIRECTING AND IMPLEMENTING	6	12	14	8	10
C INSPECTING AND EVALUATING	2	9	7	6	6
D TRAINING	1	2	2	2	3
E PERFORMING GENERAL CONTRACTING ACTIVITIES	9	9	9	10	10
F PERFORMING COST OR PRICING ANALYSIS ACTIVITIES	11	7	2	5	4
G PERFORMING ACQUISITION ACTIVITIES	37	29	32	31	32
H PERFORMING CONTRACT ADMINISTRATION ACTIVITIES	24	14	14	21	18
I PERFORMING QUALITY ASSURANCE ACTIVITIES	0	1	*	3	5
J PERFORMING MANAGEMENT ANALYSIS AND SUPPORT ACTIVITIES	5	5	8	6	4
K PERFORMING CONTINGENCY AND DEPLOYMENT ACTIVITIES	1	*	5	2	2

* Denotes less than .5 percent

Some minor differences were noted. AFSOC personnel spent more duty time on tasks pertaining to contingency and deployment activities. Personnel assigned to Air Force Elements units reported spending a somewhat greater amount of time on managerial, and supervisory tasks than other MAJCOM groups and slightly less time performing acquisition and contract administration activities.

JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators of various groups can give career ladder managers a better understanding of some of the factors which may affect the job performance of airmen in the career ladder. Attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions were included in the survey booklet to provide indications of job satisfaction. Table 28 presents job satisfaction data for AFSC 6C0X1 TAFMS groups together with TAFMS data for a comparative sample of Support career ladders surveyed in 1994. These data can give a relative measure of how the job satisfaction of AFSC 6C0X1 personnel compares with other similar Air Force specialties. Figures in Table 28 reflect that responses from AFSC 6C0X1 TAFMS groups are all very positive (50 percent or more), and almost all are higher than or equal to those of the comparative groups

An indication of how job satisfaction perceptions have changed over time is provided in Table 29, where TAFMS group data for 1994 survey respondents are presented, along with data from respondents in the 1991 occupational survey involving this career ladder. A comparison of job satisfaction responses of the current survey TAFMS groups to those in the 1991 survey indicates that ,while the figures for current groups are very positive, they are notably lower for the 1-48 month TAFMS group in the responses to job interest and sense of satisfaction. Responses for the 49-96 month TAFMS group are lower in the same two categories.

Finally, Table 30 presents job satisfaction responses from personnel in the **SPECIALTY JOBS** discussed. An examination of these data can show how overall job satisfaction may be influenced by the type of job performed. Members of most of the clusters and jobs identified in the **SPECIALTY JOBS** analysis indicate they find their work interesting. Perceived utilization of talents was generally high with positive responses of 60 percent or better. Sense of accomplishment gained from work was also positive for most of the jobs. Expressed reenlistment intention was fairly high with only three jobs reporting less than 60 percent positive reenlistment intent.

When there are serious problems in a career ladder, survey respondents are usually quite free with write-in comments to complain about perceived problems in the field. Twenty-five percent of the survey sample used the write-in feature to convey some type of information, yet only 7

TABLE 28

COMPARISON OF JOB SATISFACTION INDICATORS BY TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS		49-96 MONTHS		97+ MONTHS	
	TAFMS 1995 6C0X1 (N=151)	TAFMS COMP SAMPLE* (N=4,321)	TAFMS 1995 6C0X1 (N=137)	TAFMS COMP SAMPLE* (N=2,878	TAFMS 1995 6C0X1 (N=592)	TAFMS COMP SAMPLE* (N=5,557
EXPRESSED JOB INTEREST:						
INTERESTING	75	69	77	67	84	74
SO-SO	12	18	14	20	11	16
DULL	13	13	9	13	5	10
PERCEIVED UTILIZATION OF TALENTS:						
FAIRLY WELL TO PERFECTLY	77	75	85	76	87	81
LITTLE OR NOT AT ALL	23	25	15	24	13	19
PERCEIVED UTILIZATION OF TRAINING:						
FAIRLY WELL TO PERFECTLY	83	83	85	78	82	78
LITTLE OR NOT AT ALL	17	17	15	22	18	22
SENSE OF ACCOMPLISHMENT GAINED FROM WORK:						
SATISFIED	67	67	69	69	78	71
NEUTRAL	11	15	16	12	7	10
DISSATISFIED	22	18	15	19	15	19
REENLISTMENT INTENTIONS:						
YES, OR PROBABLY YES	61	59	68	73	66	71
NO, OR PROBABLY NO	39	41	32	27	11	10
PLAN TO RETIRE	0	0	0	0	23	19

* Comparative sample of Support career ladders surveyed in 1994 (includes AFSCs 3A0X1, Information Management; 3C2X1, Comm-Computer Systems Control; 3E0X2, Electric Power Production; 3E7X1, Fire Protection; 3E8X1, Explosive Ordnance Disposal; 3M0X1, Services; and 3R0X1, Printing Management)

TABLE 29

COMPARISON OF CURRENT SURVEY AND 1991 TAFMS GROUPS
(PERCENT MEMBERS RESPONDING POSITIVELY)

JOB SATISFACTION INFORMATION	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	1995 (N=151)	1991 (N=166)	1995 (N=137)	1991 (N=213)	1995 (N=592)	1991 (N=752)
JOB FAIRLY INTERESTING OR BETTER	75	85	77	81	84	84
TALENTS UTILIZED FAIRLY WELL OR BETTER	77	80	85	84	87	85
TRAINING UTILIZED FAIRLY WELL OR BETTER	83	81	85	80	82	80
JOB IS SATISFYING	67	77	69	77	78	75
FAVORABLY CONSIDERING REENLISTMENT	61	57	68	73	66	69

TABLE 30

COMPARISONS OF JOB SATISFACTION INDICATORS BY SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

	SMALL PURCHASE BUYERS (N=212)	FOLLOW-UP CLERKS (N=7)	CONTRACT ADMINISTRATOR (N=278)	IMPAC PROGRAM MONITORS (N=5)
EXPRESSED JOB INTEREST:				
INTERESTING	78	86	86	60
SO-SO	14	14	8	20
DULL	8	0	6	20
PERCEIVED UTILIZATION OF TALENTS:				
FAIRLY WELL TO PERFECTLY	82	85	92	60
LITTLE OR NOT AT ALL	18	15	8	40
PERCEIVED UTILIZATION OF TRAINING:				
FAIRLY WELL TO PERFECTLY	83	57	90	40
LITTLE OR NOT AT ALL	17	43	10	60
SENSE OF ACCOMPLISHMENT GAINED FROM WORK:				
SATISFIED	75	86	76	60
NEUTRAL	9	0	10	20
DISSATISFIED	16	14	14	20
REENLISTMENT INTENTIONS:				
YES, OR PROBABLY YES	67	57	70	60
NO, OR PROBABLY NO	24	43	18	40
WILL RETIRE	9	0	12	0

TABLE 30 (CONTINUED)

COMPARISONS OF JOB SATISFACTION INDICATORS BY SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

	QAE PROGRAM COORDINATORS (N=10)	MANAGEMENT ANALYSIS (N=58)	MANAGEMENT (N=184)	INSTRUCTORS (N=5)
EXPRESSED JOB INTEREST:				
INTERESTING	70	69	89	80
SO-SO	10	16	9	20
DULL	20	15	2	0
PERCEIVED UTILIZATION OF TALENTS:				
FAIRLY WELL TO PERFECTLY	80	69	90	80
LITTLE OR NOT AT ALL	20	31	10	20
PERCEIVED UTILIZATION OF TRAINING:				
FAIRLY WELL TO PERFECTLY	80	61	85	80
LITTLE OR NOT AT ALL	20	39	15	20
SENSE OF ACCOMPLISHMENT GAINED FROM WORK:				
SATISFIED	80	66	78	80
NEUTRAL	0	15	4	20
DISSATISFIED	20	19	18	0
REENLISTMENT INTENTIONS:				
YES, OR PROBABLY YES	80	59	57	80
NO, OR PROBABLY NO	20	27	10	20
PLAN TO RETIRE	0	14	33	0

percent of the comments received (representing less than 2 percent of the total sample) could be characterized as complaints pertaining to the career ladder. Of the write-ins that did indicate some type of problems, 40 percent indicated that time spent on additional duties was excessive.

IMPLICATIONS

This survey was initiated to provide current job and task data for use in evaluating the AFMAN 36-2108 *Specialty Description* and appropriate training documents

Survey results indicate that the career ladder is somewhat diverse with several jobs and a relatively low number of commonly performed tasks. Even so, the data supports the present classification structure as described by the specialty descriptions. Career ladder training documents were generally supported by survey data and adjustments suggested by the OSR data were considered during the November 1995 U&TW.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY SPECIALTY JOB GROUPS

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TABLE I

GROUP ID NUMBER AND TITLE: ST0064, SMALL PURCHASE BUYERS CLUSTER
GROUP SIZE: 212 PERCENT OF SAMPLE: 24%
PREDOMINANT GRADE(S): E-4/E-5 AVERAGE TICF: 57 MONTHS
AVERAGE TAFMS: 95 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

	REPRESENTATIVE TASKS	PERCENT MEMBERS PERFORMING
G332	Prepare POs	94
G331	Prepare DOs	83
G256	Cancel purchase requests (PRs)	83
G299	Draft or write modifications to POs or DOs	83
G276	Determine and document price fair and reasonableness	81
G319	Evaluate responses to request for quotations (RFQs)	75
G257	Compare abstracts with PRs, such as AF Forms 9 (Request for Purchase)	72
G335	Prepare RFQs	70
E184	Draft or write memoranda for record (MFRs)	61
H438	Initiate unilateral modifications	54
G320	Evaluate vendor proposals	52
G329	Place calls and annotate call registers, such as for BPAs or BDOs	50
H444	Negotiate modifications to POs or DOs	50
H389	Coordinate PO delinquencies with vendors	48
H455	Review BPA or BDO call registers	45
G288	Draft and write blanket purchase agreements (BPAs)	44
G275	Coordinate verifications of low bids with bidders	44
E182	Distribute correspondence	41
G330	Prepare delivery pickup slips for walk-throughs	40
G264	Coordinate availability of funds with customers, program managers, or finance offices	39
G349	Review BPAs or BDOs	37
G327	Perform PO reviews	37
G317	Evaluate PRs for requirements under existing BPAs or BDOs	35
G350	Review brand name or sole source justifications	34
G318	Evaluate requests for BPAs or BOAs	33
H396	Deobligate funds	32
G278	Determine if commodity requested is covered by existing requirements contracts	31
G356	Review suspension or debarment listings	31
G321	Identify competitive range of proposals	30
H385	Coordinate delivery schedules with contractors or customers	30

TABLE II

GROUP ID NUMBER AND TITLE: ST0098, FOLLOW-UP CLERKS
GROUP SIZE: 7 PERCENT OF SAMPLE: 1%
PREDOMINANT GRADE(S): E-4/E-5 AVERAGE TICF: 26 MONTHS
AVERAGE TAFMS: 80 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

REPRESENTATIVE TASKS		PERCENT MEMBERS PERFORMING
H438	Initiate unilateral modifications	100
H389	Coordinate PO delinquencies with vendors	86
G256	Cancel purchase requests (PRs)	86
E184	Draft or write memoranda for record (MFRs)	71
E188	Investigate customer complaints	71
H457	Review follow-up requests, such as automated listings, telephone calls, or letters	71
H444	Negotiate modifications to POs and DOs	57
G299	Draft or write modifications to POs or DOs	57
G257	Compare abstracts with PRs, such as AF Forms 9 (Request for Purchase)	57
H441	Negotiate and prepare contract modifications	43
H391	Coordinate requirements for accelerated deliveries with local contractors and customers	43
G264	Coordinate availability of funds with customers, program managers, or finance offices	43
E195	Perform room or area security checks	43
G331	Prepare DOs	43
H396	Deobligate funds	29
G249	Assign procurement source codes (PSCs), suffix codes, or vendor codes	29
H463	Verify item discrepancy reports	29
H424	Evaluate contractor responses to follow-up notices or billing procedures	29
H360	Analyze contractor historical performance data	29
G252	Brief contractors on government position on bidding or billing procedures	29
E182	Distribute correspondence	29

TABLE III

GROUP ID NUMBER AND TITLE: ST0057, CONTRACT ADMINISTRATOR CLUSTER
GROUP SIZE: 278 PERCENT OF SAMPLE: 31%
PREDOMINANT GRADE(S): E-5/E-6 AVERAGE TICF: 97 MONTHS
AVERAGE TAFMS: 139 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

	REPRESENTATIVE TASKS	PERCENT MEMBERS PERFORMING
E184	Draft or write memoranda for record (MFRs)	88
G276	Determine and document price fair and reasonableness	85
E200	Request legal reviews	84
F215	Draft or write price negotiation memoranda (PNMs)	81
H441	Negotiate and prepare contract modifications	79
G297	Draft or write IFBs or RFPs	74
G265	Coordinate changes to SOWs, project specifications, or drawings with vendors or customers	74
G299	Draft or write modifications to POs or DOs	73
G295	Draft or write amendments to solicitations	73
G257	Compare abstracts with PRs, such as AF Forms 9 (Request for Purchase)	72
G296	Draft or write contract award documents	71
G289	Draft and write determination and findings (D&Fs)	69
G262	Coordinate amendments to solicitations with customers	68
G275	Coordinate verifications of low bids with bidders	68
G247	Assemble acquisition files, such as solicitation packages or contract files	66
F222	Perform price analyses	65
G336	Prepare synopses, such as for solicitations or contract awards	64
H447	Perform contract close-out procedures	64
G256	Cancel purchase requests (PRs)	63
F231	Review government cost or price estimates	62
G305	Draft or write responses to solicitation or contract review comments	62
G315	Evaluate IFBs or RFPs	61
H382	Coordinate changes to contract schedules with contractors or customers	60
H371	Compare contractor invoices with progress reports	60
G320	Evaluate vendor proposals	58
F210	Conduct prenegotiation meetings	58
G293	Draft and write notices of awards	57
H422	Evaluate contractor performance	55
H362	Annotate progress payment files or ledgers	53
H370	Chart progress of contractors	53

TABLE IV

GROUP ID NUMBER AND TITLE: ST0080, IMPAC PROGRAM MONITORS
GROUP SIZE: 5 PERCENT OF SAMPLE: 1%
PREDOMINANT GRADE: E-5 AVERAGE TICF: 119 MONTHS
AVERAGE TAFMS: 142 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

REPRESENTATIVE TASKS		PERCENT MEMBERS PERFORMING
E193	Monitor IMPAC card programs	100
E189	Issue international merchant purchase authorization cards (IMPACs)	60
D149	Conduct training conferences or briefings	60
A3	Brief commanders or staff agency personnel on matters such as, capabilities, procedures, or programs	60
G332	Prepare POs	60
A4	Brief organizations on ,methods of handling contracting requirements	40
G331	Prepare DOs	40
J490	Conduct customer education programs	20

TABLE V

GROUP ID NUMBER AND TITLE: ST0099, QAE PROGRAM COORDINATORS
GROUP SIZE: 10 PERCENT OF SAMPLE: 1%
PREDOMINANT GRADE(S): E-7/E-6 AVERAGE TICF: 102 MONTHS
AVERAGE TAFMS: 149 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

	REPRESENTATIVE TASKS	PERCENT MEMBERS PERFORMING
I467	Coordinate resolutions to surveillance report discrepancies with QAEs	100
I466	Conduct meetings with QA surveillance personnel	100
I464	Analyze adequacy of contractor corrective actions to QA discrepancies	100
I476	Identify QA deficiencies	100
I475	Evaluate QAE qualifications	100
I465	Analyze QAE inspection reports	90
I477	Perform surveillances to observe QAEs performance	90
D147	Conduct quality assurance evaluator (QAE) training	90
I468	Determine status of contractor progress in correcting QA problems	90
A3	Brief commanders or staff agency personnel on matters such as, capabilities, procedures, or programs	80
I473	Evaluate contractor quality control programs	80
I481	Review justifications for surveillance plan waivers of QAE program requirements	80
I480	Review contractor quality control program documentation	80
A4	Brief organizations on methods of handling contracting requirements	70
I472	Evaluate contractor compliance with inspection procedures	70
I478	Review and approve QA surveillance plans	70
I474	Evaluate corrective action plans to contractor deficiency reports	70
I479	Review contractor documentation for compliance with contract requirements	70
I471	Draft or write QAE performance reports	70
I470	Draft or write justifications for surveillance plan waivers of QAE program requirements	70
E184	Draft or write memoranda for record (MFRs)	60
I482	Verify contractor compliance with corrective action plans to contract deficiency reports	60
I469	Draft and write contract administration surveillance plans	60
A15	Develop quality assurance programs	60
H422	Evaluate contractor performance	50
D149	Conduct training conferences or briefings	50
H440	Issue contract discrepancy reports (CDRs)	50

TABLE VI

GROUP ID NUMBER AND TITLE: ST0041, MANAGEMENT ANALYSIS CLUSTER
GROUP SIZE: 58 PERCENT OF SAMPLE: 6%
PREDOMINANT GRADE(S): E-6/E-5 AVERAGE TICF: 96 MONTHS
AVERAGE TAFMS: 138 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

	REPRESENTATIVE TASKS	PERCENT MEMBERS PERFORMING
J487	Assign passwords or user identifications for automated data systems entries	79
J488	Brief automated data systems users on automated systems operations	79
J483	Analyze automated procurement systems generated management reports	74
J519	Tear down, collate, or distribute automated data systems products	72
J491	Coordinate automated data systems problems with data automation personnel	71
J484	Analyze software changes or updates	71
J502	File automated data systems listings	69
J517	Review or maintain bidders mailing lists	66
J492	Coordinate automated data systems requests or listings problems with customers	66
J490	Conduct customer education programs	66
J505	Implement automated data systems modifications, changes, or conversions	66
J521	Troubleshoot automated data systems software	64
J503	Identify corrective actions for problems noted on automated data systems listings	64
J508	Match RFQs with abstracts	62
J506	Input additions, changes, or deletions to data bases	62
J513	Respond to automated data systems inquiries	60
J493	Coordinate automated data systems requirements with data automation personnel or customers	60
J494	Coordinate Base Contracting Automated System (BCAS) support functions with commanders	57
J512	Prepare quotations or PR folders	55
J489	Code data inputs for entry into automated data systems	55
J514	Review automated data systems reports	55
J520	Test new or revised automated data systems programs	52
J497	Develop procedures for operating automated data systems	52
J496	Develop customer education programs	48
J485	Analyze software trends	48
J500	Evaluate accuracy of data item descriptions	45

TABLE VII

GROUP ID NUMBER AND TITLE: ST0024, MANAGEMENT CLUSTER
GROUP SIZE: 184 PERCENT OF SAMPLE: 21%
PREDOMINANT GRADE(S): E-7/E-6 AVERAGE TICF: 135 MONTHS
AVERAGE TAFMS: 205 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

	REPRESENTATIVE TASKS	PERCENT MEMBERS PERFORMING
B76	Provide inputs to commanders or supervisors on recommendations for awards, decorations, or separation actions	82
B78	Provide recognition to unit personnel, such as verbal thanks or letters of appreciation	82
B75	Provide inputs to commanders or supervisors on EPRs	79
B37	Brief personnel on administrative procedures	79
B42	Conduct general meetings, such as staff meetings or briefings	76
B38	Brief personnel on work priorities	76
C141	Write recommendations for awards or decorations	72
B43	Conduct supervisory orientations of newly assigned personnel	71
C101	Conduct feedback counseling sessions	69
E184	Draft or write memoranda for record (MFRs)	68
B41	Compile data for reports or staff meetings	68
B53	Counsel personnel on personal or military-related matters	68
A3	Brief commanders or staff agency personnel on matters such as, capabilities, procedures, or programs	68
A13	Develop or establish work methods or procedures	68
C140	Write EPRs	66
A28	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	66
B68	Interpret policies, directives, or procedures for subordinates	65
C107	Conduct unit self-inspections	65
B77	Provide inputs to supervisors on techniques to improve job satisfaction for subordinates	65
E202	Review and sign contractual actions	64
A21	Establish performance standards for subordinates	63
B33	Brief civilian supervisors on military personnel matters, such as discipline, evaluations, or recognition	60
C98	Analyze self-inspection reports	59
A5	Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies	59
B80	Recommend or non-recommend personnel for promotion or retention	54
B65	Implement unit policies or procedures	53
E182	Distribute correspondence	51
C97	Analyze inspection reports or charts	50

TABLE VIII

GROUP ID NUMBER AND TITLE: ST0462, INSTRUCTORS
GROUP SIZE: 5 PERCENT OF SAMPLE: 1%
PREDOMINANT GRADE: E-5 AVERAGE TICF: 96 MONTHS
AVERAGE TAFMS: 145 MONTHS

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

	REPRESENTATIVE TASKS	PERCENT MEMBERS PERFORMING
D148	Conduct resident course classroom training	100
D167	Prepare lesson plans or lectures	100
D143	Administer or score tests	100
D153	Develop performance tests	100
D154	Develop resident course or career development course (CDC) curriculum materials	80
D151	Counsel trainees on training progress	60
D160	Evaluate student critiques	60
D157	Evaluate formal training methods or techniques	60
D164	Maintain training records, charts, graphs, or files	40
D168	Procure training aids, space, or equipment	40
D156	Evaluate changes to technical training courses	40
D161	Evaluate unit training methods or techniques	40