UNITED STATES
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OCCUPATIONAL

SURVEY REPORT

19960718 081

HEALTH SERVICES MANAGEMENT
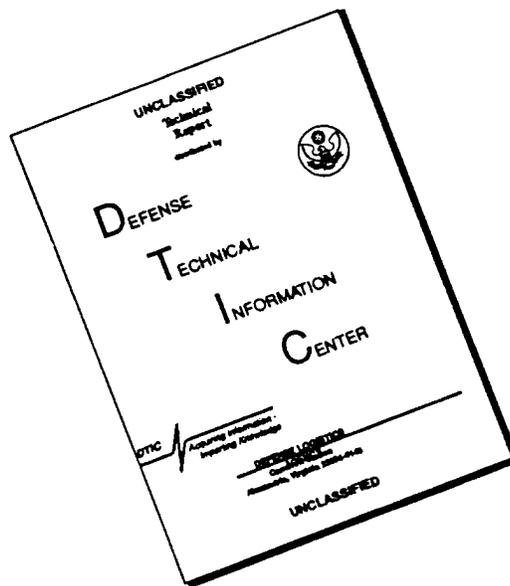
AFSC 4A0X1

AFPT 90-4A0-036

JUNE 1996

OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Health Services Management career ladder (AFSC 4A0X1). Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products upon which this report is based are available for the use of operations and training officials.

The survey instrument was developed by CMSgt David McDaniel, Inventory Development Specialist, with computer programming support furnished by Mr. Wayne Fruge. Mr. Richard Ramos provided administrative support. 1Lt Jeff Voetberg, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Mr. Dan Dreher, Chief, Airman Analysis Section, Occupational Analysis Flight, AF 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), Randolph AFB Texas 78150-4449 (DSN 487-6623).

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SUMMARY OF RESULTS

1. *Survey Coverage*: The Health Services Management career ladder was surveyed to evaluate changes in the 4A0X1 career ladder and to obtain current task and equipment data for use in evaluating current training programs. Fifty percent of eligible specialty members were selected as participants. Results are based on responses from 1,353 respondents (80 percent of the total personnel selected for survey). All major using commands are satisfactorily represented in the survey sample.

2. *Specialty Jobs*: Thirteen clusters and five independent jobs (IJ) were identified in the career ladder structure analysis. All but two clusters and one of the IJs involve the day-to-day technical responsibilities of the specialty. The remaining clusters and job can be categorized as training, staff, or support functions. The technical jobs are quite distinct from each other, yet there is a core of tasks common to most incumbents. The AFMAN 36-2108 *Specialty Description* is complete and generally portrays the nature of the job.

3. *Career Ladder Progression*: Three-skill level personnel devote nearly all their time to technical activities. The 5-skill level jobs were also technically oriented, but had a supervisory aspect. Seven-skill level personnel devote a large majority of their time to supervisory and management activities. The few 9-skill level and CEM personnel are generally involved in HQ AF or MAJCOM level activities.

4. *Training Analysis*: Analysis of the Specialty Training Standard (STS) identified a few areas which were not well supported by the data. These shortcomings remained even after using jobs and clusters as criterion groups. There were only two tasks with high percent members performing, which were not referenced in the STS. The Plan of Instruction (POI) was also fairly well supported, with only five items which were not. There were more tasks not referenced to the POI, though most were general tasks.

5. *Job Satisfaction Analysis*: The job satisfaction measures for the survey sample were generally high. This group of incumbents is about as satisfied as the previous samples and a comparative sample. As might be expected, job satisfaction was higher for the more senior members of the career ladder. Satisfaction was consistent across all but one of the jobs. This job was composed of more junior members, so this finding was not surprising.

6. *Special Analyses*: The 12 DOD Lead Agent Regions were examined for differences. While it was thought that there may be some differences based on the adoption of TriCare, this turned out not to be the case. The members of the regions were similar in terms of the tasks performed, as well as demographic variables.

7. _Implications_: The career ladder structure is very similar to that found in the previous Occupational Survey Report. Career ladder progression is normal, showing a movement away from the technical tasks common at the lower skill levels as the incumbents move toward the 7- and 9-skill levels. Training documents are generally supported, with a few areas in need of review. Job satisfaction is at or near its historic level.

OCCUPATIONAL SURVEY REPORT (OSR)
HEALTH SERVICES MANAGEMENT CAREER LADDER
(AFSC 4A0X1)

INTRODUCTION

This is a report of an occupational survey of the Health Services Management career ladder conducted by the Occupational Analysis Flight, Air Force Occupational Measurement Squadron. The survey was conducted to obtain current job and task data. Data collected through this OSR will be utilized by training development personnel to review courses and related training documents in light of equipment and utilization changes which have occurred since the last OSR. The career ladder was last surveyed as AFSC 906X0 (Medical Administration). The results are summarized in an OSR dated May 1989.

Background

As described in the AFMAN 36-2108 *Specialty Description* for AFSC 4A0X1, dated 31 October 1994, members: perform patient administrative functions; prepare health record copies and abstracts; prepare, file, safeguard, transfer, and retire health records; transcribe physician's orders and prepare requests for diagnostic tests, consultations, and referrals; perform functions to admit, discharge, and transfer patients; manage medical administrative functions; develop work methods and procedures to ensure operations economy and efficiency; counsel individuals on Health Benefits Program; maintain and operate computer systems; perform resource management functions; prepare financial statements, budget estimates, and financial plans, and ensure against over-obligating funds; assist in manpower surveys and developing unit manpower document work sheets; and help develop standards to evaluate manpower performance.

All members are required to attend course J3ABR4A031-000, Health Services Management Apprentice. The course, offered at Sheppard AFB, is 6 weeks and a day long. Four days of the course consist of course J3AQR40030-002, Basic Medical Readiness.

Course J3AZR4A071-012, Medical Expense and Performance Reporting System (MEPRS)/Expense Assignment System (EAS) III, is offered for personnel projected for or assigned to MEPRS or EAS duties. The Health Services Management Craftsman course, J3AZR4A071-013, is 10 days long.

Entry into the career ladder currently requires an Armed Forces Vocational Aptitude Battery minimum score of 43 General, and the strength factor of G (weight lift of 40 lbs) must be met or exceeded.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-2A-030, dated September 1994. The Inventory Developer prepared a tentative task list by reviewing pertinent career ladder publications, directives, and the previous JI and OSR. This task list was further refined and validated through personal interviews with 55 subject-matter experts representing a variety of major commands (MAJCOMs) at the following locations:

BASE	UNIT
Sheppard AFB	380 TSS
Sheppard AFB	82 MG
Keesler AFB	81 MG
Luke AFB	58 MG
Lackland AFB	59 MW
Randolph AFB	12 MG

The resulting JI contained a comprehensive listing of 636 tasks grouped under 20 duty headings with a background section requesting such information as grade, MAJCOM, job title, time in present job, time in service, job satisfaction, functional area, type of facility, organizational level, training completed, and equipment and forms used.

Survey Administration

Base Training Offices at operational bases worldwide administered the inventory to 1,302 DAFSC 4A0X1 personnel holding a 3-, 5-, or 7-skill level. Personnel excluded from taking the survey comprised the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring during the time inventories were administered

to the field; and (4) personnel in their job less than 6 weeks. Participants 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 filled in an identification and biographical information section and then checked each task performed in the member's current job. After checking all tasks performed, respondents then rated each task 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 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 the member's time spent on the job. First, the ratings are summed. Each task rating is then divided by the sum of 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

The final AFSC 4A0X1 survey sample includes responses from 1,353 job incumbents. Table 1 reflects the distribution, by MAJCOM, of assigned AFSC 4A0X1 personnel. As of 7 March 1995, there were 3,658 members assigned to the career ladder. Fifty percent, or 1,681 members, were selected for participation in the survey. The 1,353 respondents represent 37 percent of the assigned population, and 80 percent of those surveyed. Table 2 reflects the distribution by paygrade. The survey sample is fairly even across paygrades and is a good reflection of the assigned population.

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 4A0X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). These booklets were processed separately from the JIs. This information is used in a number of different analyses discussed in more detail within 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 80 senior AFSC 4A0X1 NCOs who completed the TE booklet were asked to select tasks they felt required 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 by

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TABLE 1

MAJCOM REPRESENTATION OF SURVEY SAMPLE

MAJCOM	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
ACC	23	23
AETC	21	23
AFMC	14	15
PACAF	11	13
AMC	15	12
USAFE	8	6
USAFA	1	1
OTHER	6	2

TOTAL ASSIGNED = 3,658
TOTAL SURVEYED = 1,681
TOTAL IN SAMPLE = 1,353
PERCENT OF ASSIGNED IN SAMPLE = 37%
PERCENT OF SURVEYED IN SAMPLE = 80%

* As of March 1995
NOTE: Columns may not add to 100 percent due to rounding

TABLE 2

PAYGRADE DISTRIBUTION OF SAMPLE

PAYGRADE	PERCENT OF ASSIGNED*	PERCENT OF SAMPLE
E-1 TO E-3	22	19
E-4	29	29
E-5	26	28
E-6	13	14
E-7	8	8
E-8	1	1
E-9	1	1

* As of March 1995
NOTE: Columns may not add to 100 percent due to
      rounding

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resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. Due primarily to the diverse nature of the career ladder, the interrater reliability was found to be unacceptably low. Therefore, no TE data are reported in this OSR.

Task Difficulty (TD). Task difficulty is an estimate of the amount of time the average airman needs to learn to perform a task satisfactorily. The 58 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (from extremely low to extremely high). TD data were independently collected from 58 experienced 7-skill level personnel stationed worldwide. Interrater reliability was calculated and found acceptable. Ratings were standardized so tasks have an average difficulty rating of 5.00, with a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered to be difficult to learn. The resulting data yield essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory.

When used in conjunction with the primary criterion of percent members performing, 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 AFS entry-level jobs.

SPECIALTY JOBS
(Career Ladder Structure)

Each Air Force occupational analysis begins with an examination of the career ladder structure. The structure of jobs within the Health Services Management career ladder was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

Each individual in the sample performs a set of tasks called a *Job*. A hierarchical grouping program, which is a basic part of the Comprehensive Occupational Data Analysis Program (CODAP) system, creates an individual job description for each respondent (all the tasks performed by that individual and the relative amount of time spent on those tasks). It then compares each job description to every other job description in terms of tasks performed and the relative amount of time spent on each task in the JI. The automated system locates the two job descriptions with the most similar tasks and percent time ratings and combines them to form a composite job description. In successive stages, the system adds new members to the initial group or forms new groups based on the similarity of tasks performed and similar time ratings in the individual job descriptions.

When there is a substantial degree of similarity between jobs, they are grouped together and identified as a *Cluster*. The job structure resulting from this grouping process (the various jobs and clusters within the career ladder) can be used to evaluate the accuracy of career ladder

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documents (Career Field Education and Training Plans (CFETP), AFMAN 36-2108 *Specialty Description*, and Specialty Training Standards (STS)), and to gain a better understanding of current utilization patterns.

Overview of Specialty Jobs

Based on the similarity of tasks performed and the amount of time spent performing each task, 13 clusters and 5 jobs were identified within the AFSC 4A0X1 survey sample. A listing of these is provided below and illustrated in Figure 1. The stage (ST) number shown beside each title references computer-generated information; the letter "N" stands for the number of personnel in each group.

    I. OUTPATIENT RECORDS CLUSTER (ST147, N=242)

   II. APPOINTMENTS CLUSTER (ST054, N=56)

  III. INPATIENT RECORDS CLUSTER (ST196, N=28)

  IV. ADMISSIONS AND DISPOSITIONS CLUSTER (ST143, N=59)

   V. WARD CLUSTER (ST231, N=12)

  VI. MEDICAL EVALUATION BOARD CLUSTER (ST228, N=16)

 VII. MANAGED CARE CLUSTER (ST144, N=32)

VIII. ADMINISTRATIVE SERVICES CLUSTER (ST064, N=121)

  IX. UNIT TRAINING JOB (ST179, N=6)

   X. SUPERVISORY CLUSTER (ST114, N=223)

  XI. MEDICAL READINESS CLUSTER (ST171, N=67)

 XII. MAJCOM LEVEL RESOURCES MANAGEMENT JOB (ST198, N=5)

XIII. BUDGETING JOB (ST425, N=5)

XIV. PERSONNEL SERVICES CLUSTER (ST106, N=73)

 XV. FACILITIES MANAGEMENT JOB (ST316, N=14)

XVI. MEDICAL INFORMATION SYSTEMS JOB (ST264, N=107)

AFSC 4A0X1 SPECIALTY JOBS
(N=1553)

OUTPATIENT RECORDS 19%

NOT GROUPED 13%

RESOURCES 4%

AEROMED EVAC 4%

INFO SYSTEMS 8%

PERSONNEL SERVICES 5%

MED READINESS 5%

SUPERVISION 17%

ADMIN SERVICES 9%

MANAGED CARE 2%

OTHER 4%

A&D 4%

INPATIENT RECORDS 2%

APPOINTMENTS 4%

other includes:
Ward Personnel Cluster 1%
MEB Personnel Cluster 1%
Unit Training Personnel IJ .4%
MAJCOM Level IJ .4%
Budgeting IJ .4%
Facilities Management IJ 1%

FIGURE 1

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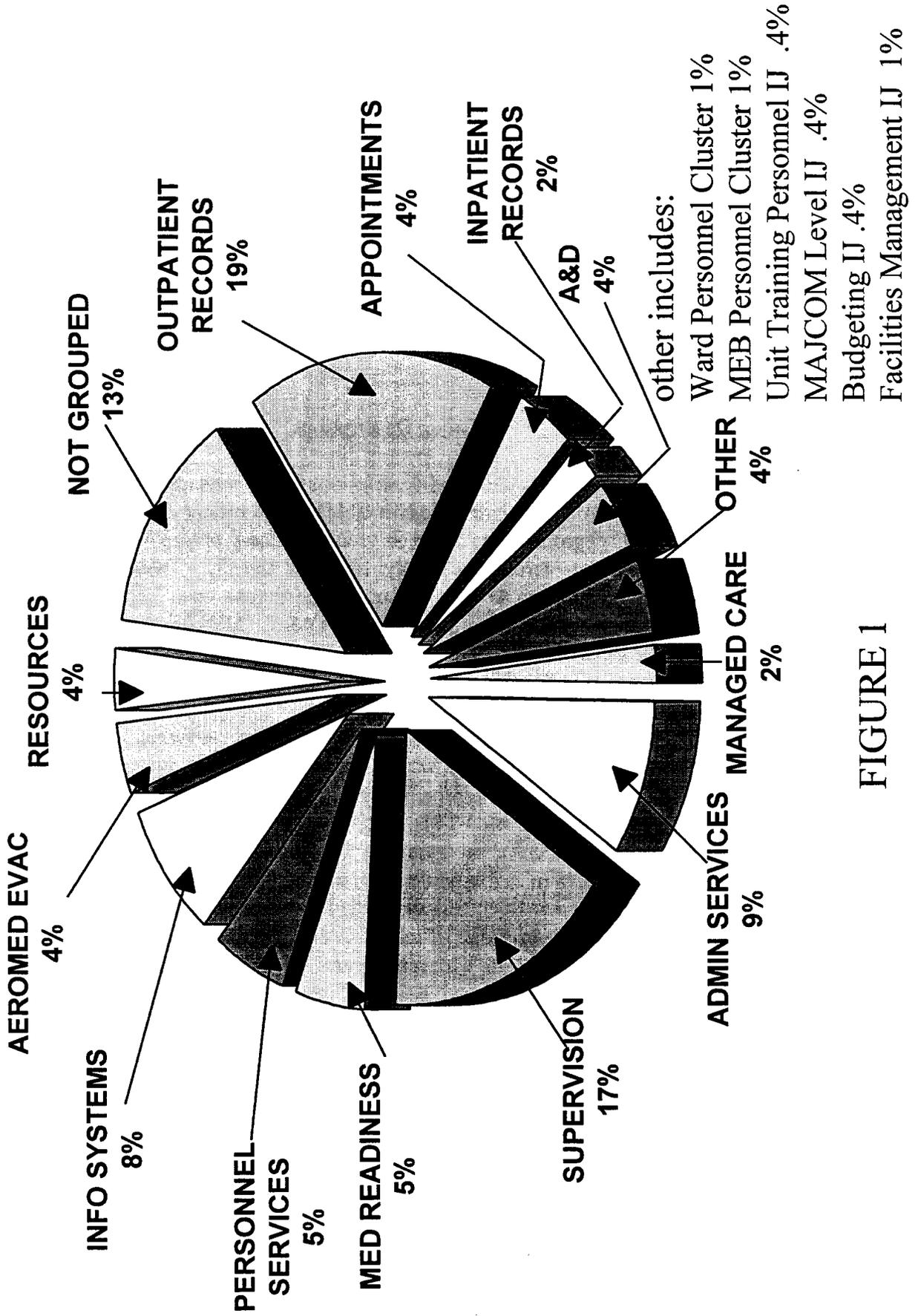
XVII.   AEROMEDICAL EVACUATION CLUSTER (ST125, N=57)

XVIII.   RESOURCES MANAGEMENT CLUSTER (ST037, N=48)

The respondents forming these groups account for 86 percent of the survey sample. The remaining 14 percent are performing tasks or a series of tasks which do not group with any of the defined jobs. Some job titles for these individuals include: Records Release Clerk, Persian Gulf Illness Technician, Correspondence Clerk, NCOIC Career Enhancement, Statistical Manager, and NCOIC Productivity Analysis.

Group Descriptions

The following paragraphs contain brief descriptions of the jobs identified through the career ladder structure analysis. Also presented are two tables which reflect the time incumbents spend on duties and selected background data for each group. Table 3 presents the relative time spent by respondents in each job across each duty listed in the JI. Table 4 displays selected background information, such as DAFSC distributions across each group, average of total months in active military service (i.e., Total Active Federal Military Service (TAFMS)), and average number of tasks performed. Appendix A at the back of this OSR lists representative tasks performed by members of each group.

Another way to illustrate these jobs is to summarize tasks performed into groups of tasks (task modules (TMs)). This allows for a very concise display of where job incumbents spend most of their time and develops a comprehensive overview of each job. Each job/cluster description contains a display of related TMs. This display shows the number of tasks included in a module, the average percent time spent on that module, and an average percentage of members performing the tasks in that module. These modules were identified through CODAP coperformance clustering, which calculates the probability that members who perform one task will also perform a second task or group of related tasks. Representative TMs are listed as part of the job description. The list of TMs with representative tasks is presented in Appendix B.

I.   OUTPATIENT RECORDS CLUSTER (ST147, N=242). Incumbents in this cluster perform an average of 37 tasks. Representing 18 percent of the survey sample, these members spend 65 percent of their time on tasks related to outpatient records (see Table 3). Thirty-nine percent of the members are in their first enlistment with an average TAFMS of 64 months, and the predominant paygrades are E-3 and E-4. Their work maintaining, filing, and retiring outpatient records distinguishes them from other 4A0X1 personnel. Examples of tasks performed include:

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TABLE 3

AVERAGE PERCENT TIME SPENT ON DUTIES BY AFSC 4A0X1 JOB GROUPS
(RELATIVE PERCENT OF JOB TIME)

	OUTPATIENT RECORDS (ST147)	APPTS (ST054)	INPATIENT RECORDS (ST196)	A & D (ST143)	WARD (ST231)	MEB (ST228)
A ORGANIZING AND PLANNING	3	5	4	3	4	3
B DIRECTING AND IMPLEMENTING	6	6	8	6	6	8
C INSPECTING AND EVALUATING	3	*	6	4	*	2
D TRAINING	3	2	4	3	1	1
E PERFORMING ADMINISTRATIVE ACTIONS AT MAJCOM LEVELS	*	*	*	*	*	*
F PERFORMING GENERAL ADMINISTRATION ACTIVITIES	14	42	19	15	24	13
G PERFORMING PATIENT ADMINISTRATION ACTIVITIES	4	21	4	14	6	12
H PERFORMING OUTPATIENT RECORDS ACTIVITIES	65	10	3	6	2	4
I PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	1	3	3	42	11	4
J PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	*	1	2	2	34	*
K PERFORMING INPATIENT RECORDS ACTIVITIES	*	*	46	1	9	*
L PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*	*	*	*	*	48
M PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	*	1	*	3	2	5
N PERFORMING MANAGED CARE ACTIVITIES	*	3	*	*	*	*
O PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	*	*	*	*	*	*
P PERFORMING PATIENT SQUADRON ACTIVITIES	*	*	*	*	*	*
Q PERFORMING RESOURCES MANAGEMENT ACTIVITIES	*	1	*	1	*	*
R PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	*	1	*	*	*	*
S PERFORMING MEDICAL READINESS ACTIVITIES	*	*	*	*	*	*
T PERFORMING FACILITIES MANAGEMENT ACTIVITIES	*	*	*	*	*	*

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

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TABLE 3 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY AFSC 4A0X1 JOB GROUPS
(RELATIVE PERCENT OF JOB TIME)

	MANAGED CARE (ST144)	ADMIN SVCS (ST064)	UNIT TNG (ST179)	SUPER-VISION (ST114)	MEDICAL READINESS (ST171)	MAJCOM LEVEL (ST198)
A ORGANIZING AND PLANNING	3	11	10	15	11	15
B DIRECTING AND IMPLEMENTING	5	10	15	21	14	11
C INSPECTING AND EVALUATING	3	4	28	16	8	8
D TRAINING	1	3	34	8	9	4
E PERFORMING ADMINISTRATIVE ACTIONS AT MAJCOM LEVELS	*	*	*	*	1	21
F PERFORMING GENERAL ADMINISTRATION ACTIVITIES	20	58	10	18	15	15
G PERFORMING PATIENT ADMINISTRATION ACTIVITIES	16	2	*	3	*	*
H PERFORMING OUTPATIENT RECORDS ACTIVITIES	2	*	*	*	*	*
I PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	*	*	*	*	*	*
J PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	*	*	*	*	*	*
K PERFORMING INPATIENT RECORDS ACTIVITIES	*	*	*	*	*	*
L PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*	*	*	1	*	*
M PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	2	*	*	*	*	*
N PERFORMING MANAGED CARE ACTIVITIES	46	*	*	2	*	*
O PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	*	4	*	6	*	*
P PERFORMING PATIENT SQUADRON ACTIVITIES	*	*	*	*	*	*
Q PERFORMING RESOURCES MANAGEMENT ACTIVITIES	*	*	*	4	*	24
R PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	*	2	*	*	*	*
S PERFORMING MEDICAL READINESS ACTIVITIES	*	*	*	*	40	*
T PERFORMING FACILITIES MANAGEMENT ACTIVITIES	*	*	3	*	*	*

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 3 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY AFSC 4A0X1 JOB GROUPS
(RELATIVE PERCENT OF JOB TIME)

	BUDGETING (ST425)	PERS SVCS (ST106)	FACILITIES MGT (ST316)	INFO SYSTEMS (ST264)	AEROMED EVAC (ST125)	RESOURCES MGT (ST037)
A ORGANIZING AND PLANNING	14	7	13	5	4	3
B DIRECTING AND IMPLEMENTING	21	8	8	6	6	5
C INSPECTING AND EVALUATING	16	2	7	5	2	5
D TRAINING	4	2	2	5	2	2
E PERFORMING ADMINISTRATIVE ACTIONS AT MAJCOM LEVELS	*	*	*	*	*	*
F PERFORMING GENERAL ADMINISTRATION ACTIVITIES	13	21	17	9	9	25
G PERFORMING PATIENT ADMINISTRATION ACTIVITIES	*	*	*	*	11	1
H PERFORMING OUTPATIENT RECORDS ACTIVITIES	*	*	*	*	2	*
I PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	*	*	*	*	3	*
J PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	*	*	*	*	*	*
K PERFORMING INPATIENT RECORDS ACTIVITIES	*	*	*	*	*	*
L PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*	*	*	*	*	*
M PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	*	*	*	*	57	*
N PERFORMING MANAGED CARE ACTIVITIES	*	*	*	*	1	*
O PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	*	60	*	*	*	*
P PERFORMING PATIENT SQUADRON ACTIVITIES	*	*	*	*	*	*
Q PERFORMING RESOURCES MANAGEMENT ACTIVITIES	31	*	*	*	*	56
R PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	*	*	*	67	*	1
S PERFORMING MEDICAL READINESS ACTIVITIES	*	*	*	*	*	*
T PERFORMING FACILITIES MANAGEMENT ACTIVITIES	*	*	52	*	*	*

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 4

SELECTED BACKGROUND DATA FOR AFSC 4A0X1 CAREER LADDER JOBS

	OUTPATIENT RECORDS (ST147)	APPTS (ST054)	INPATIENT RECORDS (ST196)	A & D (ST143)	WARD (ST231)	MEB (ST228)
NUMBER IN GROUP	242	56	28	59	12	16
% OF SAMPLE	18	4	2	4	*	1
% IN CONUS	80	80	79	86	83	69
DAFSC % DISTRIBUTION:						
4A031	50	38	11	41	33	6
4A051	43	61	79	49	67	88
4A071	7	2	11	10	0	6
4A091	0	0	0	0	0	0
4A000	0	0	0	0	0	0
PREDOMINANT PAYGRADE(S)	E-3/E-4	E-3/E-4	E-5/E-4	E-3/4/5	E-4	E-5
AVG MONTHS IN SERVICE (TAFMS)	64	81	119	76	75	100
% IN FIRST ENLISTMENT	39	21	4	24	0	0
AVG NUMBER OF TASKS PERFORMED	37	27	35	50	33	41
PERCENT SUPERVISING	33	23	43	39	0	37

* Less than 1 percent

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TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 4A0X1 CAREER LADDER JOBS

	MANAGED CARE (ST144)	ADMIN SERVICES (ST064)	UNIT TRAINING (ST179)	SUPER-VISION (ST114)	MEDICAL READINESS (ST171)	MAJCOM LEVEL (ST198)
NUMBER IN GROUP	32	121	6	223	67	5
% OF SAMPLE	2	9	*	16	5	*
% IN CONUS	94	85	100	78	76	100
DAFSC % DISTRIBUTION:						
4A031	34	26		2	12	0
4A051	66	60	50	35	48	20
4A071	0	14	33	53	39	40
4A091	0	0	0	6	1	20
4A000	0	1	17	3	0	20
PREDOMINANT PAYGRADE(S)	E-4	E-4	E-6	E-5/6/7	E-5	E-7
AVG MONTHS IN SERVICE (TAFMS)	84	91	162	174	137	203
% IN FIRST ENLISTMENT	12	7	0	0	3	0
AVG NUMBER OF TASKS PERFORMED	33	25	37	73	52	29
PERCENT SUPERVISING	25	11	17	92	48	40

* Less than 1 percent

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TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR AFSC 4A0X1 CAREER LADDER JOBS

	BUDGETING (ST425)	PERS SERVICES (ST106)	FACILITIES MGT (ST316)	INFO SYSTEMS (ST264)	AEROMED EVAC (ST125)	RESOURCES MGT (ST037)
NUMBER IN GROUP	5	73	14	107	57	48
% OF SAMPLE	*	5	1	8	4	4
% IN CONUS	40	78	71	79	67	83
DAFSC % DISTRIBUTION:						
4A031	0	34	14	15	23	17
4A051	20	56	64	48	70	77
4A071	80	10	21	37	7	6
4A091	0	0	0	0	0	0
4A000	0	0	0	0	0	0
PREDOMINANT PAYGRADE(S)	E-5/E-6	E-4	E-5	E-5	E-4	E-4
AVG MONTHS IN SERVICE (TAFMS)	156	65	120	123	90	91
% IN FIRST ENLISTMENT	0	17	7	4	7	4
AVG NUMBER OF TASKS PERFORMED	37	34	45	57	56	18
PERCENT SUPERVISING	80	12	7	42	26	17

* Less than 1 percent

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- file forms in outpatient records
- file or charge out outpatient records, other than for mobility processing
- file paperwork using medical record chargeout guides
- search for misplaced outpatient records
- create outpatient records for new patients
- pick up outpatient records from physicians and clinics to return to files
- research incomplete patient identification information

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0022	Outpatient Records	19	56	76
0025	Patient Screening	4	6	44
0021	Supervision	19	7	23
0006	Administrative Services	18	5	17

Members spend over half their time on the tasks in the Outpatient Records module, and a total of 62 percent of their time maintaining records or screening patients. Fewer members spend time on supervisory and administrative tasks.

Of the two jobs identified in the cluster, one was different from the overall cluster description. The six members of this job focused on the Sensitive Duties Program (SDP), spending the largest percentage of their time on tasks related to the SDP. Representative tasks include:

- notify affected agencies of SDP suspensions, such as squadron commanders or military personnel flights (MPFs)
- screen outpatient records of SDP personnel
- identify records of Sensitive Duties Program (SDP) personnel
- review SDP rosters

Members of this job are also more senior, hold higher paygrades, and have more months TAFMS.

II. APPOINTMENTS CLUSTER (ST054, N=56). The personnel in this cluster spend 41 percent of their time performing general administrative activities and focus their time scheduling appointments and greeting patients when they arrive for their appointments. Members average 81 months TAFMS, and 62 percent hold the rank of either E-3 or E-4. Members perform an average of only 27 tasks, indicating that this cluster is somewhat limited in scope. Their work making appointments and screening incoming patients sets them apart from other members of the career ladder. Commonly performed tasks include:

- input patient data into computer terminals
- verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card
- retrieve patient data from computer terminals
- complete patient identification data on medical forms
- maintain provider appointment books
- schedule follow-up treatments

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0025	Patient Screening	4	17	67
0004	Appointment Scheduling	6	10	29
0006	Administrative Services	18	16	24
0021	Supervision	19	8	16

The most commonly performed task modules deal with receiving patients at the medical treatment facility and scheduling initial and follow-up appointments.

Of the four jobs identified in this cluster, only one was distinct from the above cluster description. This job was more supervisory in nature, and members spend less time on the technical tasks other cluster members perform. Members of this job are also more senior in rank, and have more months TAFMS. Two of the other jobs are notable because they perform only 7 and 10 tasks on average, compared to the 27 for the overall cluster. The last job was distinguished by spending more time on administrative support activities.

III. INPATIENT RECORDS CLUSTER (ST196, N=28). Members in this cluster work with inpatient records and spend a large majority of their time (46 percent) on the tasks of that duty. Personnel in this cluster are more senior, having an average of 119 months TAFMS,

and 46 percent of the members hold the rank of E-5. Their work entering information in, reviewing, retiring, and coordinating the completion of inpatient records is what distinguishes this cluster from others. Some of the 35 tasks performed on average include:

- perform inpatient records functions using computer systems
- coordinate completion of inpatient records with physicians or nursing staffs
- review inpatient records for completeness upon disposition of patients
- file medical paperwork in inpatient records
- prepare inpatient records for review by physicians or committees
- retire inpatient records

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0005	Inpatient Records	13	44	78
0025	Patient Screening	4	8	42
0021	Supervision	19	10	27
0006	Administrative Services	18	9	20

The vast majority of the incumbents' time is spent on tasks related to inpatient records, with a smaller amount of time given to the screening of arriving patients.

The two jobs identified within this cluster varied from each other by the amount of supervision accomplished. One group indicated their job title to be Inpatient Records NCOIC, while the other group used the job title Inpatient Records Technician.

IV. ADMISSIONS AND DISPOSITIONS CLUSTER (ST143, N=59). Members of this cluster spend 42 percent of their time performing admissions and dispositions activities. These personnel perform, on average, 50 tasks and average 76 months TAFMS. The ranks of personnel are evenly divided between E-3, E-4, and E-5 (32, 25, and 29 percent, respectively). Sixty-three percent of the members of the cluster identified themselves as Admissions and Dispositions Technicians, while another 20 percent gave Admissions and Dispositions NCOIC as a job title. Members are distinguished from other 4A0X1 personnel by their work admitting or discharging patients and performing other tasks supporting those activities. Some representative tasks for the cluster include:

- admit or discharge patients using computer terminals
- prepare and distribute A&D reports
- notify units concerning admissions of members to quarters or hospital
- prepare medical identification cards or bands for patients
- notify Departments of Army or Navy concerning admissions of Army, Navy, or Marine personnel
- prepare patient locator cards
- notify appropriate agencies of seriously ill, very seriously ill, or incapacitated personnel

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0029	Admissions	15	38	78
0026	Patient Fatalities	4	5	64
0025	Patient Screening	4	7	55
0021	Supervision	19	8	30
0006	Administrative Services	18	6	22

The most common module by far is the admissions TM. A large number of individuals also perform the tasks in the fatalities and screening modules. These three modules account for 50 percent of incumbent's time.

There were two jobs identified in this cluster, differentiated only by the amount of supervision involved. The average member of one job supervises 4 individuals, while 84 percent of the incumbents of the other job do not supervise anyone. The nonsupervising job is narrower in scope, performing 51 fewer tasks on average.

V. WARD CLUSTER (ST231, N=12). Members of this cluster are defined by their work area, as well as the tasks they perform. The members of this small cluster predominately hold the rank of E-4 (58 percent), and average 75 months TAFMS. Their work directly with patients on wards, as well as the paperwork required sets them apart, although there is some similarity between this job and the Inpatient Records Cluster. Some tasks which distinguish this cluster from others include:

- assemble charts prior to discharge of patients
- initiate on-ward admissions of patients
- maintain inpatient records on wards
- file medical paperwork in inpatient records
- complete patient identification on medical forms
- call in patient diets
- maintain bed status charts of patients
- complete lab and X-ray requests

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0015	Wards	13	31	65
0028	Medical Readiness	4	7	48
0029	Admissions	15	11	27
0005	Inpatient Records	13	10	24

The majority of the incumbents' time is spent on tasks related to their work on the wards. Members also perform the tasks in the Inpatient Records module, but spend much less time on those tasks than their counterparts in the Inpatient Records Cluster.

There were two jobs identified in the cluster. One job performed more supervisory tasks and had more seniority. The supervisory job has an average TAFMS of 101 months, and the other has only 48 months.

VI. MEDICAL EVALUATION BOARD CLUSTER (ST228, N=16). Members of this cluster distinguish themselves by spending a majority of their time on a variety of tasks preparing for and participating in medical evaluation boards (MEBs). Members perform an average of 41 tasks and average 100 months TAFMS. All members hold either the paygrade of E-5 (56 percent) or E-4 (38 percent). Some common tasks for this job include:

- compile and review case files of individuals meeting medical boards
- counsel personnel meeting medical boards on rights and benefits
- brief hospital personnel on MEBs or physical evaluation boards (PEBs)

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- obtain personnel and medical records of patients meeting MEBs
- schedule personnel for medical boards
- schedule medical boards

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0017	Medical Boards	17	50	78
0025	Patient Screening	4	2	23
0006	Administrative Services	18	8	22
0021	Supervision	19	7	17

Members spend half their time on the tasks included in the Medical Boards module, leaving only small amounts of time for the other modules.

Two jobs were identified in this cluster. Neither was very different from the above cluster description. The two jobs did differ in scope, however. Incumbents of one job performed twice as many tasks as the other job.

VII. MANAGED CARE CLUSTER (ST144, N=32). Members of this cluster spend their time making outgoing referrals and screening incoming referrals. They also spend a smaller percentage of their time performing health benefits advisor activities. Members perform an average of 33 tasks, and are predominately E-4s (44 percent). The average TAFMS is 84 months. Some representative tasks for this cluster include:

- schedule appointments with civilian providers using health care finder program
- assist beneficiaries in completing claims, appeals, or requests for NASs
- brief beneficiaries on Civilian Health and Medical Programs of the Uniformed Services (CHAMPUS) entitlements
- input referral tracking information in computer systems
- coordinate referral actions with referral nurse, patient, and providers
- screen incoming referrals for correct patient identification and clinical information

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0024	Benefits Counseling	6	16	68
0030	Referrals	5	16	66
0025	Patient Screening	4	8	55
0006	Administrative Services	18	10	22

Members do not spend a great deal of time in any one module, but divide their time among several modules related to managed care.

Two jobs make up the cluster. One job was distinguished by their emphasis on referral activities. The other job had a greater emphasis on health benefits advisor tasks. The health benefits advisor job is further differentiated by being more junior in rank and months TAFMS.

VIII. ADMINISTRATIVE SERVICES CLUSTER (ST064, N=121). Members of this second largest cluster job are responsible for general administrative functions and the day-to-day office operations, such as typing drafts and finals, maintaining files, libraries, and office supplies. The job incumbents average 91 months TAFMS, and the dominate paygrade is E-4. Members perform an average of 25 tasks, some of which are:

- sort and distribute incoming and outgoing correspondence
- type drafts or finals of correspondence
- maintain administrative files
- review incoming and outgoing correspondence
- hand-carry forms to other offices
- establish or maintain suspense systems

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0006	Administrative Services	18	40	45
0020	Forms and Publications	3	5	39
0013	TDY	2	3	23

The three modules are related to administration and account for nearly half of the incumbents' time. Modules 13 and 20 reflect the specialization which distinguishes some of the jobs in the cluster.

There were many jobs identified in this cluster. One job was unique in its emphasis on establishing and maintaining forms and publication libraries. Another job was more involved in the supervisory tasks than the cluster as a whole. Three of the jobs were distinguished by performing 10 less tasks on average than the cluster as a whole. The remaining jobs match the above cluster description. Job titles for these last two jobs include Administrative Specialist, Medical Support Specialist, Administrative Assistant, and TriCare Clerk.

IX. UNIT TRAINING JOB (ST179, N=6). The members of this small job are responsible for training unit personnel and the evaluation of various training programs. Members distinguish themselves by spending 34 percent of their time on tasks related to training. These more senior incumbents have an average of 162 months TAFMS and predominately hold the rank of E-5 (34 percent). They perform an average of 52 tasks such as:

- conduct staff assistance visits
- coordinate training issues with appropriate agencies
- evaluate effectiveness of training programs
- conduct training conferences or briefings
- direct or implement training programs
- analyze work load reporting procedures or requirements
- prepare lesson plans or lectures

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0009	Training	10	21	67
0012	Inspecting	5	7	43
0021	Supervision	19	14	29

These modules show the emphasis on training activities and the degree of similarity to the next cluster. However, the emphasis on training activities sets them apart.

X. <u>SUPERVISORY CLUSTER (ST114, N=223)</u>. Members of this cluster are separated from other 4A0X1 personnel as they spend almost 80 percent of their time on general supervisory, training, and administrative tasks. Personnel in this cluster are among the most experienced, averaging 174 months TAFMS. Members perform an average of 73 tasks, some of which include:

- supervise Health Service Management Journeymen (AFSC 4A051)
- brief personnel on administrative procedures
- counsel personnel on personal or military-related matters
- write EPRs
- brief personnel on work priorities
- conduct feedback counseling sessions

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0021	Supervision	19	25	76
0014	Staffing	4	3	55
0006	Administrative Services	18	12	47
0011	Personnel Services	26	5	14

The tasks in the above modules point to the strong emphasis on supervision.

There were several jobs within this cluster, and the dividing point appears to be the specific function supervised. There is a large core of supervisory tasks, but the jobs are distinguished by time spent on tasks related to the specific function they supervise. For example, one job involved the supervision of members who work in the unit personnel office, while another worked with MEB personnel.

XI. <u>MEDICAL READINESS CLUSTER (ST171, N=67)</u>. Members of this cluster perform tasks related to mobility, readiness, and disaster preparedness. Performing an average of 52 tasks, over half hold the rank of either E-5 or E-6 (34 and 22 percent, respectively). Another indication of their seniority is their average of 137 months TAFMS. Tasks which distinguish this cluster are:

- develop mobility or unit recall rosters
- brief mobility members on duties and responsibilities
- schedule personnel for medical readiness, mobility, or disaster preparedness teams training
- direct operations of medical readiness activities
- brief assigned personnel on disaster preparedness and wartime missions
- conduct continuing medical readiness training
- compile or prepare Status of Resources and Training System (SORTS) reports

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0028	Medical Readiness	19	40	78
0021	Supervision	19	13	41
0006	Administrative Services	18	11	36
0009	Training	10	4	24

The percent time spent and members performing in the modules point to the emphasis of the cluster, as well as to break point between the two jobs in the cluster, as described below.

The two jobs identified varied in the seniority of the members and the amount of supervision. The more junior job was also narrower in scope, performing less than half as many tasks as the more experienced members.

XII. MAJCOM LEVEL RESOURCES MANAGEMENT JOB (ST198, N=5). This unique job involves manpower management at the MAJCOM level. This is the most senior job, with members averaging 203 months TAFMS. The dominate paygrade is E-7. This job is also notable because its members spend 21 percent of their time on the tasks of Duty E, Performing Administrative Activities at MAJCOM levels. Some examples of the average of 29 tasks performed are:

- review or update unit manning documents
- prepare manpower change requests
- conduct manpower price-out change studies
- apply work load standards against actual productivities

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- distribute reports to HQ USAF and subordinate units
- coordinate manpower study reports with appropriate agencies
- review or consolidate reports from subordinate units

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0023	Manpower	6	22	57
0014	Staffing	4	9	50
0001	MAJCOM Level	20	19	23
0006	Administrative Services	18	13	24
0021	Supervision	19	10	24

These modules reflect the primary focus of the job, namely making manpower and staffing decisions at the MAJCOM level.

XIII. BUDGETING JOB (ST425, N=5). This small job, like the above job, is filled with more senior personnel, averaging 156 months TAFMS. The tasks performed are similar to those in the Resources Management Cluster, but this job is distinct from that cluster due to the emphasis on developing and evaluating budgets. This also distinguishes this job from the above job, which deals with manpower and not budgets. Incumbents also develop and manage the cost-center managers program. Examples of commonly performed tasks include:

- evaluate budget requirements
- compare hospital expenditures with accounting and finance office (AFO) reports
- draft budget requirements
- compile and transfer operations and maintenance budgets to MAJCOM
- manage cost-center managers program

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0007	Budgeting	6	29	100
0021	Supervision	19	22	47
0023	Manpower	6	3	27
0006	Administrative Services	18	12	22

The very high percent members performing on the Budgeting module again point to the core of this job.

XIV. PERSONNEL SERVICES CLUSTER (ST106, N=73). This group spends almost 60 percent of their time on tasks related to medical squadron personnel activities. Their main responsibilities, including monitoring the squadron weight and fitness programs, leave administration, and evaluation tracking set them apart from other 4A0X1 personnel. Members have, on average, 65 months TAFMS and most hold the E-3 and E-4 paygrade (a total of 82 percent). Members of this group perform an average of 34 tasks, including:

- assist squadron personnel in updating personal information using personnel Concepts III (PC III) computer
- input PC III updates
- assign leave authorization numbers
- inprocess or outprocess squadron personnel
- monitor enlisted evaluations system (EES) and officer performance report (OPR) programs
- administer body fat testings

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0011	Personnel Services	26	52	53
0006	Administrative Services	18	15	30
0013	TDY	2	2	27
0021	Supervision	19	6	16

The above listing shows the cluster's stress on personnel and administrative services. The other two modules point to the specialization of the jobs within the cluster, as explained below.

Some jobs were found in this cluster, but the difference between them was the scope of the job performed. Two had a very narrow scope, while one was broad and including some supervisory activities. One of the narrow jobs is further distinguished by a specialization in TDY processing.

XV. FACILITIES MANAGEMENT JOB (ST316, N=14). The members of this small job are responsible ensuring the medical facilities are conducive to operations. Incumbents average 120 months TAFMS, half hold the paygrade of E-5, with another 29 percent holding the E-4 paygrade. This job is very similar to the Facility Manager Job found in the Biomedical Equipment specialty (AFSC 4A2X1). Fifty-two percent of the job incumbents' time is spent on tasks related to facilities management, some of which include:

- write work orders or requests for action by facilities management
- transmit service calls to BCEs
- maintain logs of service or minor construction requests
- coordinate maintenance of facilities with appropriate agencies
- monitor building key control programs
- follow up service calls for completed work

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0016	Building Managers	22	43	68
0019	Safety and Security	4	5	61
0006	Administrative Services	18	13	38
0014	Staffing	4	2	30
0021	Supervision	19	7	20

XVI. MEDICAL INFORMATION SYSTEMS JOB (ST264, N=107). Maintaining, managing, and updating the medical treatment facility's information systems is the main responsibility of the members of this cluster and what distinguishes them from their peers. Spending 67 percent of their time on tasks related to computer systems, these airmen average 124 months TAFMS and 81 percent hold paygrades E-4 through E-6. Job incumbents average 57 tasks, some of which are:

- troubleshoot hardware problems, other than printers
- troubleshoot software problems
- troubleshoot printer problems
- install computer systems
- perform software loads
- load computer system software releases or updates
- change computer systems configurations

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0018	Computer Maintenance	32	60	79
0021	Supervision	19	7	31
0006	Administrative Services	18	7	27
0014	Staffing	4	1	26

This information clearly shows the primary focus of their job. Only a small amount of time is spent on activities not related to computer systems.

XVII. AEROMEDICAL EVACUATION CLUSTER (STG125, N=57). This cluster's members are responsible for arranging and coordinating the airlift movement of patients between medical treatment facilities. These predominately E-4 (53 percent) airmen have an average of 90 months TAFMS. They spend 57 percent of their time on tasks related to aeromedical evacuation, and perform an average of 56 tasks. Some representative tasks include:

- confirm final or interim destinations of air evacuation patients
- file air evacuation mission documents
- coordinate patients or attendants movement with Aeromedical Evacuation Coordination Center (AECC)
- direct patient loadings or unloadings
- brief departing air evacuation patients
- obtain flight surgeon approval for air evacuation

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Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0008	Aeromedical Evacuation	55	61	50
0013	TDY	2	1	27
0021	Supervision	19	5	23
0006	Administrative Services	18	5	20

The above data reinforce the fact that these members spend a majority of their time on tasks related to aeromedical evacuation. Note also the large number of tasks in the module, which is consistent with large number of average tasks performed, 56.

Four jobs were found in the cluster. One was notable in the emphasis placed on coordination with other agencies, especially the AECC. Another specialized with the admission and disposition of patients before and after air evacuation. The other two jobs did not differ from the overall cluster description. Common job titles for these two jobs include Air Evacuation Technician or Clerk, Aeromedical Administration Technician, and Medical Evaluation Clerk.

XVIII. RESOURCES MANAGEMENT CLUSTER (ST037, N=48). Personnel in this cluster distinguish themselves by their participation in financial programs and their dealings with billing and collections. In addition, some of their time is spent in data collection and reporting. Members average 91 months TAFMS and 87 percent are in paygrades E-4 or E-5. Members average 18 tasks, the fewest of any job or cluster, including:

- prepare and process reports of patients
- collect payments for treatment provided
- perform audits for reports of patients
- deposit monies collected
- prepare or review medical expense and performance reports (MEPRs)
- maintain change funds
- compile daily inpatient and outpatient work load statistics

Representative TMs for this cluster include:

TM	Module Title	Number of Tasks	% Time Spent	% Members Performing
0010	Reports of Patients	4	12	32
0027	Billing	6	17	43
0025	Patient Screening	4	5	23
0002	3rd Party Care and Billing	7	9	21
0003	Methods Improvement	8	4	9

There were five jobs found in this cluster. As they are dissimilar from each other, they are described in some detail below. The first job is separated from the rest by their work with MEPRs. They spend more time preparing or reviewing MEPRs than on any other task. None of the other four jobs in this cluster perform that task. Members of this job are also unique in analyzing work load reporting procedures or requirements.

The second job is distinguished from the others because of their work with reports of patients. Members perform audits for, prepare, and process reports of patients. These tasks are common with the first job, however, the percent of their job time spent on those tasks is greater for this second job.

The third job deals with alternative care. Almost 20 percent of the incumbents' time is spent verifying centrally managed allotment requests, medical costs incurred by active duty personnel, or civilian medical claims for requested services. This is the only job of the five which performs these tasks.

The fourth job relates to subsistence and the financial transactions occurring in dining facilities. Tasks such as extract data from AF Forms 287 and post to subsistence stock records, compute rations earned by dining facilities, and compare dining hall expenditures against monies earned are what distinguish this job.

Tasks such as turning over deceased patients' valuables to next of kin or estate executor, transferring uncollectable accounts to AFOs, and processing reimbursements for patient overcharges set apart the fifth job from the others.

Comparison of Current Jobs to Previous Survey Findings

The results of the specialty job analysis were compared to those of the last Medical Administration OSR published in 1989. With some variance in the job titles between the two studies, the tasks that personnel performed in the previous OSR are generally found in the current study. As shown in Table 5, the majority of the jobs identified previously were also identified in

TABLE 5

COMPARISON OF JOB GROUPS IN CURRENT STUDY
TO PREVIOUS STUDY

1996 STUDY (AFSC 4A0X1) (N=1,353)	1989 STUDY (AFSC 906X0) (N=1,657)
ADMINISTRATIVE SERVICES CLUSTER	ADMINISTRATIVE SERVICES PERSONNEL CLUSTER MEDICAL REFERENCE LIBRARY PERSONNEL
PERSONNEL SERVICES CLUSTER	PERSONNEL SERVICES CLUSTER
UNIT TRAINING JOB	UNIT TRAINING NCOs
MEDICAL READINESS CLUSTER	MEDICAL READINESS NCOs
SUPERVISORY CLUSTER	SUPERVISORY PERSONNEL CLUSTER
FACILITIES MANAGEMENT JOB	FACILITY MANAGEMENT PERSONNEL
MEDICAL EVALUATION BOARD CLUSTER	MEDICAL EVALUATION BOARD PERSONNEL
MEDICAL INFORMATION SYSTEMS JOB	MEDICAL INFORMATION SYSTEMS PERSONNEL
RESOURCES MANAGEMENT CLUSTER	RESOURCES MANAGEMENT PERSONNEL CLUSTER
MANAGED CARE CLUSTER	HEALTH BENEFITS ADVISORS
APPOINTMENTS CLUSTER	APPOINTMENTS PERSONNEL CLUSTER
OUTPATIENT RECORDS CLUSTER	OUTPATIENT RECORDS PERSONNEL CLUSTER
ADMISSIONS AND DISPOSITIONS CLUSTER	ADMISSIONS AND DISPOSITIONS PERSONNEL CLUSTER
INPATIENT RECORDS CLUSTER	CLINICAL (INPATIENT) RECORDS PERSONNEL CLUSTER
WARD CLUSTER	
AEROMEDICAL EVACUATION CLUSTER	AEROMEDICAL EVACUATION PERSONNEL CLUSTER
	METHODS IMPROVEMENT PROGRAM NCOs
MAJCOM LEVEL RESOURCES MANAGEMENT JOB	

this study, though there are some exceptions. The Medical Reference Library Job found in the last study did not break out as a separate job in the current study; the tasks performed were instead found in the Administrative Services Cluster. The Methods Improvement Job identified in the past study was not found in the current study. The types of tasks in that job are included in the Resources Management Cluster found in the current study. In the current study, the Ward Personnel were identified as a separate cluster; in the previous study they were included in the Inpatient Records Cluster. Lastly, the personnel at the MAJCOM level were not found in the previous study as they were in this study. Examination of the last OSR suggests that those tasks were included in the previous Resource Management Cluster.

Summary

The 5 jobs and 13 clusters identified in the current study describe the diversity of the specialty. The clusters and jobs cleanly differentiate between the personnel in the career ladder. There are a few tasks which are common to most of the clusters and jobs, but the vast majority of the tasks apply to only one or two jobs. The current results closely follow the historical career structure, with no major changes since the last survey.

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 be used to evaluate how well career ladder documents, such as the CFETP, 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 6, while Table 7 offers another perspective by displaying the relative percent time spent on each duty across the skill-level groups.

A typical pattern of progression is noted within the AFSC 4A0X1 career ladder. Personnel at the 3- and 5-skill levels work in the technical jobs of the career ladder and spend most of their time performing general administrative activities and working with outpatient records. As incumbents move up through the 7-skill level to the 9- and CEM-skill level, higher percentages perform supervision and training functions, and they spend much less time on technical activities (see Tables 6 and 7).

TABLE 6

DISTRIBUTION OF SKILL-LEVEL MEMBERS ACROSS CAREER LADDER JOBS (PERCENT)

JOB	DAFSC 4A031 (N=338)	DAFSC 4A051 (N=700)	DAFSC 4A071 (N=285)	DAFSC 4A091 (N=16)	DAFSC 4A000 (N=14)
I. Outpatient Records Cluster	36	15	6	*	*
II. Appointments Cluster	6	5	*	*	*
III. Inpatient Records Cluster	1	3	1	*	*
IV. Admissions and Dispositions Cluster	7	4	2	*	*
V. Ward Cluster	1	1	*	*	*
VI. Medical Evaluation Board Cluster	*	2	*	*	*
VII. Managed Care Cluster	3	3	*	*	*
VIII. Administrative Services Cluster	9	10	6	*	9
IX. Unit Training Job	*	*	1	*	7
X. Supervisory Cluster	1	11	41	84	48
XI. Medical Readiness Cluster	2	5	9	4	*
XII. MAJCOM Level Resources Management Job	*	*	1	6	7
XIII. Budgeting Job	*	*	1	*	*
XIV. Personnel Services Cluster	7	6	3	*	*
XV. Facilities Management Job	1	1	1	*	*
XVI. Medical Information Systems Job	5	7	14	*	*
XVII. Aeromedical Evacuation Cluster	4	6	1	*	*
XVIII. Resources Management Cluster	2	5	1	*	*
Not Grouped	13	15	11	6	29

* Denotes less than 1 percent

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TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF SKILL-LEVEL GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	DAFSC 4A031 (N=338)	DAFSC 4A051 (N=700)	DAFSC 4A071 (N=285)	DAFSC 4A091 (N=16)	DAFSC 4A000 (N=14)
A ORGANIZING AND PLANNING	4	8	12	18	21
B DIRECTING AND IMPLEMENTING	4	9	17	20	24
C INSPECTING AND EVALUATING	1	5	13	17	19
D TRAINING	2	5	7	9	10
E PERFORMING ADMINISTRATIVE ACTIONS AT MAJCOM LEVELS	*	*	2	4	6
F PERFORMING GENERAL ADMINISTRATION ACTIVITIES	25	22	17	16	11
G PERFORMING PATIENT ADMINISTRATION ACTIVITIES	7	5	3	*	1
H PERFORMING OUTPATIENT RECORDS ACTIVITIES	30	11	3	*	*
I PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	5	3	*	*	*
J PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	*	*	*	*	*
K PERFORMING INPATIENT RECORDS ACTIVITIES	*	2	*	*	*
L PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*	1	*	*	*
M PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	3	4	1	*	*
N PERFORMING MANAGED CARE ACTIVITIES	2	3	*	2	2
O PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	6	6	4	5	4
P PERFORMING PATIENT SQUADRON ACTIVITIES	*	*	*	*	*
Q PERFORMING RESOURCES MANAGEMENT ACTIVITIES	3	5	5	4	1
R PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	4	7	9	*	*
S PERFORMING MEDICAL READINESS ACTIVITIES	2	2	4	2	1
T PERFORMING FACILITIES MANAGEMENT ACTIVITIES	1	*	*	*	*

* Denotes less than 1 percent

NOTE: Columns may not add exactly to 100 percent due to rounding

<u>Skill-Level Descriptions</u>

DAFSC 4A031. The 338 airmen in the 3-skill level group, representing 25 percent of the survey sample, spend most of their job time on outpatient records and general administrative functions (see Table 7). Thirty-six percent are working in the Outpatient Records Cluster, with the rest spread across most of the other clusters and jobs (see Table 6). The focus of their job is shown by Table 8, which lists representative tasks performed by 3-skill level incumbents. Most tasks listed relate to Duty H, Performing Outpatient Records Activities, and the rest come from Duty F, Performing General Administrative Activities.

DAFSC 4A051. The 700 airmen in the 5-skill level group represent 52 percent of the total survey sample. As with 3-skill level personnel, the largest percentages of these incumbents are working in the Outpatient Records Cluster; however, the percentage of 5-skill level personnel in this cluster is lower than the percentage of 3-skill level personnel. Time in duties show an increase of time spent on supervisory duties (see Table 7). Members also spend a substantial amount of time on the tasks of Duty F.

Representative tasks performed by 5-skill level incumbents are listed in Table 9. Table 10 reflects those tasks which best differentiate 5-skill level personnel from their 3-skill level counterparts. The tables show a decreased emphasis on the technical tasks, especially those related to outpatient records, and an added emphasis on some supervisory tasks. The information suggests that the 5-skill level members are more evenly spread across all the clusters and jobs, whereas the 3-skill level personnel are concentrated in the Outpatient Records Cluster.

DAFSC 4A071. The 285 7-skill level personnel represent 21 percent of the survey sample. Unlike their junior counterparts at the 3- and 5-skill levels, these personnel spend the largest percentage of their time on supervisory activities (42 percent versus 9 percent and 22 percent for the 3- and 5-skill levels, respectively (see Table 7)). The majority (41 percent) of 7-skill level personnel perform the Supervision Job (see Table 6).

Table 11 lists the most common tasks performed by 7-skill level personnel. Most of these involve supervisory functions; very few tasks performed by 7-skill level personnel are technical. Table 12 shows those tasks which best differentiate the 5- and 7-skill levels. As expected, the key differences are a greater emphasis on supervisory and administrative functions and significantly less emphasis on technical tasks at the 7-skill level. The table also indicates that personnel at the 7-skill level perform many of the same tasks as the 5-skill level members, as no tasks favored the 5-skill level personnel by as much as 20 percent. The data suggest that the 7-skill level personnel are focused primarily on supervision, while still performing tasks in other clusters and jobs.

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TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 4A031 PERSONNEL

	TASKS	PERCENT MEMBERS PERFORMING (N=338)
H248	File forms in outpatient records	40.83
H250	File or charge out outpatient records, other than for mobility processing	41.42
H251	File paperwork using medical record chargeout guides	37.87
H271	Search for misplaced outpatient records	36.69
H247	Create outpatient records for new patients	37.57
F193	Retrieve patient data from computer terminals	32.84
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	34.32
H259	Pick up outpatient records from physicians and clinics to return to files	31.36
F174	Hand-carry forms to other offices	38.46
F175	Input patient data into computer terminals	32.25
H263	Research incomplete patient identification information	31.36
F158	Complete patient identification data on medical forms	29.29
F198	Sort and distribute incoming and outgoing correspondence	24.56
H252	Forward appointment sheets and outpatient records to clinics	26.63
H272	Search worldwide locators for patient identifications and locations	34.02
F180	Maintain administrative files	23.96
H268	Screen incoming outpatient records	26.92
H264	Retire outpatient records annually	29.29
H262	Prepare requests for outpatient records	29.88
H249	File or charge out outpatient records for mobility processing	27.81
H261	Prepare outpatient records for transfer	27.51
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	25.15
F200	Type drafts or finals of correspondence	18.34
F195	Review incoming and outgoing correspondence	23.08
F184	Monitor copier usage	18.34
H246	Create embossed patient identification cards	25.15
F167	Create medical records bar code labels	17.46

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 4A051 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=700)
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	43.86
F195	Review incoming and outgoing correspondence	38.00
F200	Type drafts or finals of correspondence	32.71
F198	Sort and distribute incoming and outgoing correspondence	35.57
F180	Maintain administrative files	35.29
F175	Input patient data into computer terminals	28.29
F174	Hand-carry forms to other offices	31.86
B24	Brief personnel on administrative procedures	39.71
F193	Retrieve patient data from computer terminals	27.57
F154	Backup software	31.57
H248	File forms in outpatient records	22.57
D99	Conduct on-the-job training (OJT)	34.43
A12	Establish work methods or procedures	33.86
H250	File or charge out outpatient records, other than for mobility processing	23.71
F172	Establish or maintain suspense systems	24.29
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	24.43
B47	Edit correspondence	23.43
A19	Review regulations, manuals, or other unit publications	33.57
F158	Complete patient identification data on medical forms	21.71
A13	Plan general meetings, such as staff meetings, briefings, or conferences	28.43
F188	Prepare letters of appointment	28.71
A16	Plan or schedule work assignments or priorities	29.43
H251	File paperwork using medical record chargeout guides	18.57
C91	Write EPRs	31.14
C65	Conduct feedback counseling sessions	28.86
H271	Search for misplaced outpatient records	19.29
F176	Inventory equipment, tools, or supplies	24.14
B60	Supervise Health Services Management Journeymen (AFSC 4A051)	20.86

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TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 4A031 AND DAFSC 4A051 PERSONNEL (PERCENT MEMBERS PERFORMING)

TASKS	4A031 (N=338)	4A051 (N=700)	DIFFERENCE
H0247 Create outpatient records for new patients	37.57	16.43	21.15
H0251 File paperwork using medical records chargeout guides	37.87	18.57	19.30
H0248 File forms in outpatient records	40.83	22.57	18.26
H0250 File or charge out outpatient records, other than for mobility processing	41.42	23.71	17.71
H0271 Search for misplaced outpatient records	36.69	19.29	17.40
H0272 Search worldwide locators for patient identifications and locations	34.02	17.14	16.88
C0091 Write EPRs	4.14	31.14	-27.00
C0065 Conduct feedback counseling sessions	5.33	28.86	-23.53
B0028 Counsel personnel on personal or military-related matters	5.62	29.14	-23.52
B0024 Brief personnel on administrative procedures	16.57	39.71	-23.15
D0099 Conduct on-the-job training (OJT)	12.72	34.43	-21.71
A0010 Establish performance standards for subordinates	4.73	26.00	-21.27

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TABLE 11

REPRESENTATIVE TASKS PERFORMED BY DAFSC 4A071 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=285)
F195	Review incoming and outgoing correspondence	60.35
B60	Supervise Health Services Management Journeymen (AFSC 4A051)	60.35
B47	Edit correspondence	62.11
A16	Plan or schedule work assignments or priorities	68.77
B24	Brief personnel on administrative procedures	67.37
C91	Write EPRs	70.18
F200	Type drafts or finals of correspondence	50.18
C65	Conduct feedback counseling sessions	68.07
A13	Plan general meetings, such as staff meetings, briefings, or conferences	63.16
A19	Review regulations, manuals, or other unit publications	64.21
F198	Sort and distribute incoming and outgoing correspondence	47.02
B25	Brief personnel on work priorities	64.56
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	60.35
A12	Establish work methods or procedures	64.21
D99	Conduct on-the-job training (OJT)	58.95
C74	Evaluate personnel for compliance with performance standards	58.95
B28	Counsel personnel on personal or military-related matters	65.96
A10	Establish performance standards for subordinates	60.70
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	50.53
C92	Write recommendations for awards, decorations, and recognition programs	62.11
B55	Interpret policies, directives, or procedures for subordinates	51.93
B27	Conduct supervisory orientations of newly assigned personnel	57.89
B59	Supervise Health Services Management Apprentices (AFSC 4A031)	36.49
F164	Conduct self-inspections	56.84
A9	Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	52.28

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TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 4A051 AND DAFSC 4A071 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		4A051 (N=700)	4A071 (N=285)	DIFFERENCE
C92	Write recommendations for awards, decorations, and recognition programs	19.86	62.11	-42.25
B60	Supervise Health Services Management Journeymen (AFSC 4A051)	20.86	60.35	-39.49
A16	Plan or schedule work assignments or priorities	29.43	68.77	-39.34
C65	Conduct feedback counseling sessions	28.86	68.07	-39.21
C91	Write EPRs	31.14	70.28	-39.03
B47	Edit correspondence	23.43	62.11	-38.68
C74	Evaluate personnel for compliance with performance standards	20.86	58.95	-38.09
B28	Counsel personnel on personal or military-related matters	29.14	65.96	-36.82

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DAFSC 4A091/00. The 30 members of this group represent only 2 percent of the survey sample. These individuals spend an even greater amount of time on supervisory activities than the 7-skill level personnel. The vast majority of the 9-skill level and CEM personnel are members of the supervisory cluster. Table 13 lists the tasks performed most commonly by members of this group.

Table 14 shows which tasks best show the differences between this group and the 7-skill level group. The tasks performed more commonly by the 4A091/00 group are reflect their position as senior management, as compared to the first-line supervisory tasks seen at the 7-skill level.

Summary

Progression in this career ladder follows a normal pattern of highly technical job focus at the lower skill levels with a broadening into first-line supervision at the 7-skill level and senior management at the 4A091/00 level. At the 3-skill level emphasis is seen in the Outpatient Records Cluster. At the 5-skill level members can be expected to work nearly any job. At the 7-skill level, the work is again more focused with members performing mostly supervisory activities though members are found in other jobs, notably the Medical Information Systems Job. At the most senior level, the work is almost exclusively supervision.

ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTION*

Survey data were compared to the AFMAN 36-2108 *Specialty Description* for Health Services Management, effective 31 October 1994. This specialty description is intended to provide a broad overview of the duties and responsibilities of each skill level. In general, the specialty description covers tasks and jobs performed by career ladder personnel. It should be noted, however, that the AFMAN 36-2108 *Specialty Description* does not specify duties and responsibilities for each skill level, so a detailed analysis is not possible.

TRAINING ANALYSIS

Occupational survey data represent one of many sources of information which are used to assist in the development of training programs for career ladder personnel. OSR data useful to training personnel include job descriptions for the various jobs performed within a career ladder, distribution of personnel across career ladder jobs, percentages of personnel performing specific tasks, and percentages of personnel maintaining specific equipment or systems, as well as the difficulty of tasks and TE ratings gathered from senior members of the career ladder.

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY DAFSC 4A091 AND 4A000 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=30)
A13	Plan general meetings, such as staff meetings, briefings, or conferences	90
B28	Counsel personnel on personal or military-related matters	80
B47	Edit correspondence	77
F195	Review incoming and outgoing correspondence	70
A3	Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies	80
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	77
B55	Interpret policies, directives, or procedures for subordinates	60
B46	Draft or write articles for newsletters, pamphlets, or base newspapers	47
A10	Establish performance standards for subordinates	70
A16	Plan or schedule work assignments or priorities	70
B49	Implement directives from higher headquarters	67
B24	Brief personnel on administrative procedures	70
A19	Review regulations, manuals, or other unit publications	70
C92	Write recommendations for awards, decorations, and recognition programs	77
A9	Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	70
B25	Brief personnel on work priorities	70
A12	Establish work methods or procedures	67
C85	Indorse enlisted performance reports (EPRs)	63
F200	Type drafts or finals of correspondence	47
A1	Assign personnel to duty positions	70
A4	Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	67
C75	Evaluate personnel for promotion, demotion, reclassification, or special awards	60
C91	Write EPRs	70
D104	Coordinate training issues with appropriate agencies	37
C69	Evaluate compliance with Joint Commission on Accreditation of Hospitals Organization (JCAHO) standards	53

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 4A071 AND DAFSC 4A091/00 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		4A071 (N=285)	4A091/00 (N=30)	DIFFERENCE
F154	Backup software	42.46	16.67	25.79
F176	Inventory equipment, tools, or supplies	34.39	10.00	24.39
F193	Retrieve patient data from computer terminals	23.51	.00	23.51
F174	Hand-carry forms to other offices	29.82	6.67	23.16
F175	Input patient data into computer terminals	21.05	.00	21.05
A6	Develop organizational or functional charts	29.12	66.67	-37.79
A5	Develop inputs to mobility, contingency, disaster preparedness, unit emergency, or alert plans	30.88	66.67	-37.54
A3	Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies	47.02	80.00	-32.98
A1	Assign personnel to duty positions	38.25	70.00	-31.75
A18	Plan support services for staff or other associated activities	15.79	46.67	-30.88

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

TE and TD data are secondary factors that can help technical school personnel decide which entry-level training tasks to emphasize. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide training personnel with a rank ordering of those tasks considered important for first-enlistment airman training (TE), and a measure of the difficulty of those tasks (TD). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors (TE and TD), 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. This decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

Table 15 lists the tasks having the highest TD ratings. The percentages of first-job, first-enlistment, 5-, and 7-skill level personnel performing are also included for each task. The majority of tasks with high difficulty are not performed by high percentages of any group and many of the tasks rated highest are managerial. Some tasks relating to computer and computer networks were performed in slightly higher numbers, but most of the tasks related to budgeting, contingency planning, and performing inspections.

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

First-Enlistment Personnel

In this study, there are 378 members in their first enlistment (1-48 months TAFMS), representing 28 percent of the survey sample. As displayed in Table 16, their time is distributed across numerous duties. The table shows that one-third of their time is spent on tasks related to outpatient records, with an additional 24 percent of their time spent on general administrative activities. Figure 2 shows how all first-enlistment personnel are distributed across the jobs identified in the **SPECIALTY JOBS** section of this report. Of the jobs identified, 37 percent of first-enlistment personnel are found in the Outpatient Records Cluster and another 10 percent are in the Administrative Services Cluster.

TABLE 15

DAFSC 4A0X1 TASKS WITH HIGHEST TASK DIFFICULTY RATINGS

		TASK DIFF	PERCENT MEMBERS PERFORMING			
			1ST JOB	1ST ENL	DAFSC 4A051	DAFSC 4A071
E128	Conduct health services management inspections (HSMIs)	7.53	0	0	0	1
D109	Develop resident course or career development course (CDC) curriculum materials	7.52	1	1	1	2
B38	Direct operations of medical information systems activities	7.42	3	3	6	17
C87	Participate on inspector general (IG) teams	7.38	1	1	1	4
R559	Perform computer systems network maintenance	7.36	2	3	6	10
E136	Design or implement MAJCOM staff management information systems	7.33	0	0	1	1
S588	Develop contingency support plans	7.29	1	1	3	10
S589	Develop DCCPs	7.28	1	1	3	8
E151	Write, coordinate, or publish MAJCOM supplements to USAF and Department of Defense directives	7.25	1	1	0	3
A7	Draft budget requirements	7.10	2	2	11	41
B36	Direct operations of managed care activities	7.05	2	2	6	12
N419	Negotiate discounted rates for medical services	7.04	1	1	2	1
E138	Establish policies for MAJCOM unique initiatives	7.03	0	0	0	2
R545	Develop medical information systems computer programs	7.00	2	2	3	9
Q495	Compile and transfer operations and maintenance budgets to MAJCOM	6.93	0	0	1	5
B39	Direct operations of medical readiness activities	6.91	0	1	5	14
R577	Troubleshoot software problems	6.89	2	5	11	17
K320	Research or transcribe disease or surgical coding procedures from International Classification of Diseases (ICD-9-CM)	6.84	0	2	3	3
R575	Troubleshoot hardware problems, other than printers	6.84	2	4	10	17
E129	Coordinate logistical requirements for command sponsored conferences with appropriate agencies	6.80	0	0	0	1
C69	Evaluate compliance with Joint Commission on Accreditation of Hospitals Organization (JCAHO) standards	6.80	1	2	8	28

TD MEAN = 5.00; SD = 1.00

TABLE 16

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY
FIRST-ENLISTMENT AFSC 4A0X1 PERSONNEL
(N=378)

DUTIES		PERCENT TIME SPENT
A	ORGANIZING AND PLANNING	4
B	DIRECTING AND IMPLEMENTING	4
C	INSPECTING AND EVALUATING	*
D	TRAINING	1
E	PERFORMING ADMINISTRATIVE ACTIONS AT MAJOR COMMAND (MAJCOM) LEVELS	*
F	PERFORMING GENERAL ADMINISTRATION ACTIVITIES	24
G	PERFORMING PATIENT ADMINISTRATION ACTIVITIES	7
H	PERFORMING OUTPATIENT RECORDS ACTIVITIES	30
I	PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	5
J	PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	1
K	PERFORMING INPATIENT RECORDS ACTIVITIES	2
L	PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*
M	PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	3
N	PERFORMING MANAGED CARE ACTIVITIES	2
O	PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	7
P	PERFORMING PATIENT SQUADRON ACTIVITIES	*
Q	PERFORMING RESOURCES MANAGEMENT ACTIVITIES	3
R	PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	4
S	PERFORMING MEDICAL READINESS ACTIVITIES	*
T	PERFORMING FACILITIES MANAGEMENT ACTIVITIES	*

* Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

AFSC 4A0X1 FIRST ENLISTMENT SPECIALTY JOBS
(N=378)

ADMIN SERVICES 10%

MANAGED CARE 3%

PERSONNEL SERVICES 2%

INFO SYS 4%

A & D 7%

EVAC 5%

RESOURCES 2%

APPOINTMENTS 6%

OTHER 4%

OUTPATIENT RECORDS 37%

NOT GROUPED 20%
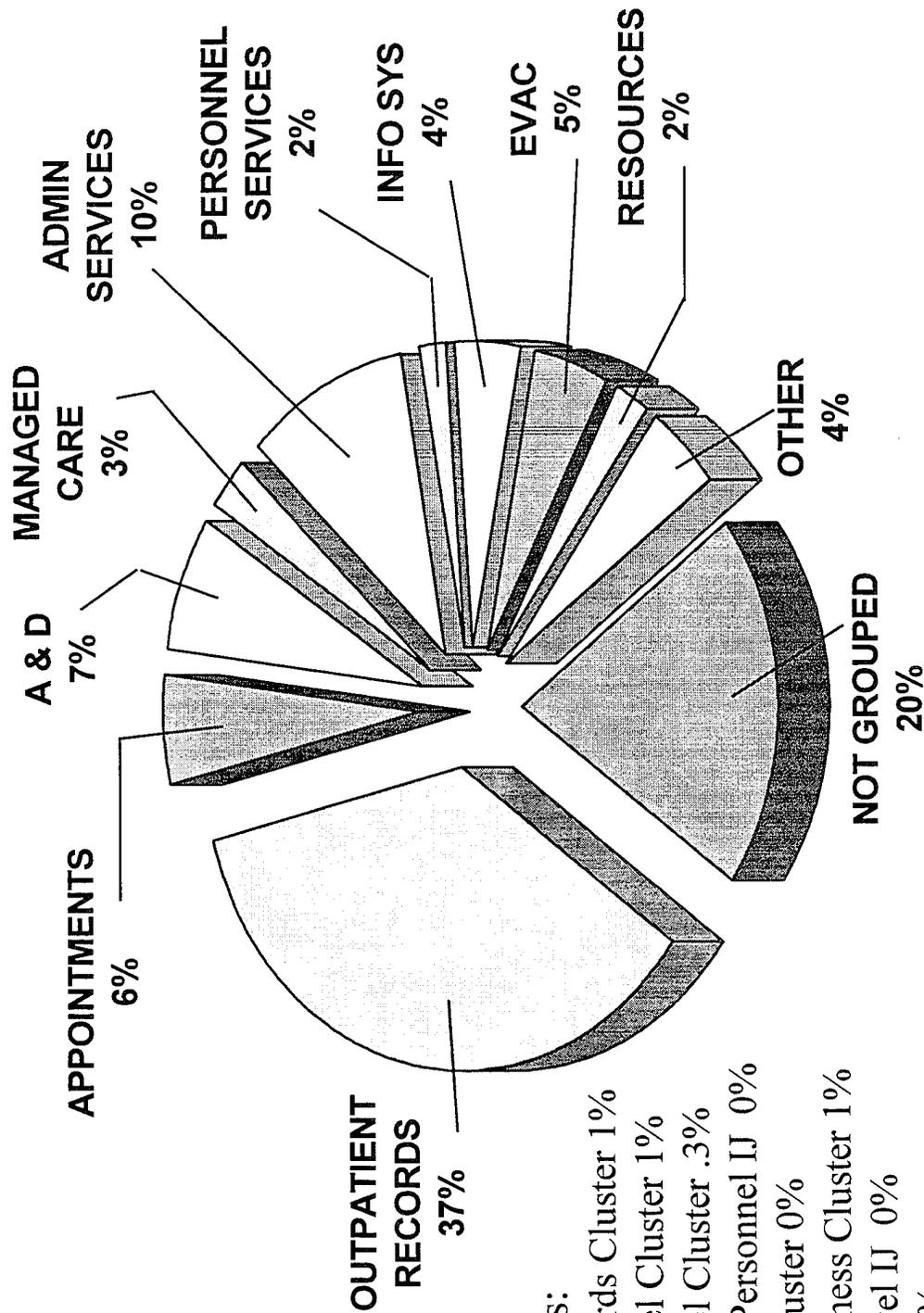
other includes:
Inpatient Records Cluster 1%
Ward Personnel Cluster 1%
MEB Personnel Cluster .3%
Unit Training Personnel IJ 0%
Supervision Cluster 0%
Medical Readiness Cluster 1%
MAJCOM Level IJ 0%
Budgeting IJ 0%
Facilities Management IJ .5%

FIGURE 2

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Table 17 displays commonly performed tasks for first-enlistment personnel. The majority of tasks displayed involve general administrative activities or outpatient records. This supports the data presented in Table 16 and Figure 2. Equipment utilized by 30 percent or more of first-job or first-enlistment personnel is listed in Table 18. This table includes computer software and systems used in addition to office equipment.

Specialty Training Standard (STS)

In November 1995, training personnel from Sheppard AFB matched tasks in the JI to appropriate sections of the STS. A listing of the STS was then produced showing each STS paragraph and subparagraph, tasks matched, and percent criterion group members performing. This listing is included in the Training Extract sent to the school for review. Criteria set forth in ATCR 52-22 Attachment 1, were used to review the relevance of each STS paragraph and subparagraph with matched tasks.

Any STS paragraph or subparagraph with matched tasks performed by 20 percent or more of first-job (1-24 months TAFMS), first-enlistment (1-48 months TAFMS), 5-, or 7-skill level members is considered to be supported and should be retained in the STS. General paragraphs, such as Security, AF Occupational Safety and Health Program, USAF Graduate Evaluation Program, Supervision, and Training (paragraphs 1 through 10) were not reviewed. Paragraphs 11 through 63 were thoroughly reviewed against OSR data. Due to the diverse nature of the career ladder, the standard analysis involving TAFMS and DAFSC groups resulted in a high number of unsupported STS items. Therefore, the STS was evaluated using percent members performing in jobs and clusters as the criterion groups. This resulted in a much higher level of support for the STS. Only a few items had tasks which were not performed by at least 20 percent of the members of one or more job groups. Table 19 lists the STS items and matched tasks which did not meet the criteria. In general, the STS items deal with environmental awareness, market analysis, civilian personnel, subsistence accounting, and medical reference libraries. For ease of reading, only the first-enlistment and DAFSC groups are presented in the table.

Tasks not matched to any element of the STS are listed at the end of the STS computer listing. Only 2 technical tasks performed by more than 20 percent of criterion group members were not matched to the STS. Table 20 shows those two tasks and the percent members performing, as well as the task difficulty. In addition to these technical tasks, there were several supervisory-type tasks which were performed by high percentages of criterion group members. All tasks not referenced should be reviewed to identify areas which may be included in future STSs.

Plan of Instruction (POI)

At the same time the STS was matched to the task list, the POI was also matched in the same way. Any POI paragraph or subparagraph with matched tasks performed by 30 percent or more of first-job (1-24 months TAFMS) or first-enlistment (1-48 months TAFMS) members is

TABLE 17

MOST COMMONLY PERFORMED TASKS FOR
FIRST-ENLISTMENT 4A0X1 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=378)
H250	File or charge out outpatient records, other than for mobility processing	43
H248	File forms in outpatient records	42
H251	File paperwork using medical record chargeout guides	39
H271	Search for misplaced outpatient records	38
H247	Create outpatient records for new patients	38
F174	Hand-carry forms to other offices	38
H272	Search worldwide locators for patient identifications and locations	35
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	34
F175	Input patient data into computer terminals	33
H262	Prepare requests for outpatient records	33
F193	Retrieve patient data from computer terminals	32
H259	Pick up outpatient records from physicians and clinics to return to files	32
H263	Research incomplete patient identification information	31
H264	Retire outpatient records annually	30
F158	Complete patient identification data on medical forms	29
H252	Forward appointment sheets and outpatient records to clinics	28
H261	Prepare outpatient records for transfer	28
H249	File or charge out outpatient records for mobility processing	28
H268	Screen incoming outpatient records	28
F180	Maintain administrative files	27
H246	Create embossed patient identification cards	26
F198	Sort and distribute incoming and outgoing correspondence	25
F195	Review incoming and outgoing correspondence	22
H257	Perform annual inventories of outpatient records	22
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	22
F200	Type drafts or finals of correspondence	19

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TABLE 18

AUTOMATED SYSTEMS OR EQUIPMENT ITEMS USED BY MORE
THAN 30 PERCENT OF FIRST-JOB OR FIRST-ENLISTMENT
AFSC 4A0X1 PERSONNEL

| | PERCENT MEMBERS USING | |
| | 4A0X1 1ST JOB (N=180) | 4A0X1 1ST ENL (N=378) |
EQUIPMENT		
Copying Machines	77	77
Composite Health Care System (CHCS)	71	62
Typewriters, Electric	66	69
Defense Eligibility Enrollment Reporting Systems (DEERS)	57	44
Microsoft Word	44	56
Shredders	44	43
Laser Printers	42	54
Microfiche Equipment	40	29
Bar Code Scanners	39	25
Labeling Machines	38	30
Electronic-Mail Systems	36	38
Facsimile Machines	36	46
Microcomputers	34	38
Microsoft Excel	29	37
Powerpoint	29	35
Perform Pro	26	39
Word for Windows	26	33

TABLE 19

STS ITEMS NOT SUPPORTED BY OSR DATA
(PERCENT MEMBERS PERFORMING)

STS REFERENCE/TASKS	3-LVL COURSE PROF CODE	PERCENT MEMBERS PERFORMING			TSK DIF
		1ST ENL (N=378)	5-LVL (N=700)	7-LVL (N=285)	
15. Environmental Awareness	A				
T626 Monitor disposal methods for pathological or contaminated wastes		1	2	0	5.71
24b(2). Resource assessment	-				
N422 Receive and research primary care provider changes		1	1	1	5.67
24c(1)(a). Prepare marketing products	-				
N410 Develop marketing materials		1	2	4	6.74
24c(2)(a). Prepare marketing products	-				
N410 Develop marketing materials		1	2	4	6.74
24d(1). Negotiations	-				
N419 Negotiate discounted rates for medical services		1	2	1	7.04
24d(2). Update	-				
N422 Receive and research primary care provider changes		1	1	1	5.67
34e. Administer subsistence accounting	-				
Q497 Compute rations earned by dining facilities		1	1	1	5.81
Q493 Compare dining hall expenditures against monies earned		1	2	1	5.74
Q508 Extract data from AF Forms 287 (Subsistence Request) and (Food Issue Record) and post to subsistence stock records		0	1	0	5.74
46. Perform Medical Reference Library Functions	-				
B031 Direct maintenance of medical or reference libraries		3	5	13	5.53
F160 Conduct annual inventories of medical libraries		2	3	6	4.79
F166 Coordinate interlibrary loans with other libraries		1	2	2	4.54
F156 Catalog medical books or journals		3	3	4	4.50
F178 Maintain accountability for medical library items, such as books or journals		3	5	8	4.28
F191 Prepare requisitions for books or journals for medical libraries		2	4	6	3.76

TD MEAN = 5.00; SD = 1.00

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TABLE 20

TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE
GROUP MEMBERS BUT NOT REFERENCED BY STS

| TASKS | | PERCENT MEMBERS PERFORMING | | | | |
		1ST JOB (N=180)	1ST ENL (N=378)	DAFSC 4A051 (N=700)	DAFSC 4A071 (N=285)	TSK DIF
F163	Conduct safety or security inspections	7	9	20	31	4.64
F192	Prepare requisitions for office equipment or supplies	8	10	19	30	4.04

TD MEAN = 5.00; SD = 1.00

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considered to be supported and should be retained in the POI. However, in this diverse specialty, there are several cases where the tasks matched to POI items did not have 30 percent members performing in either of these two groups. To better examine the POI paragraphs, the tasks matched were divided according to job groups. This analysis resulted in better support for the POI. There are only five paragraphs with tasks which do not have 30 percent members performing for at least one job group. These POI paragraphs can be found in Table 21. The first three paragraphs deal with safeguarding medical information and line-of-duty determinations. The percent of members from the Admissions and Dispositions Personnel Cluster (ST143) performing these tasks approached the required 30 percent. The MEPRs task was performed by 20 percent of the Budgeting Job (ST425) personnel and 21 percent of the Resources Management Cluster (ST037), a total of 11 people. The task concerning environmental awareness was not performed by more than 2 percent of any job group.

Tasks not matched to any POI element are listed at the end of the POI computer listing. According to the criteria listed in ATCR 52-22, tasks with a percent members performing greater than 30 percent for either first-job or first-enlistment personnel should be examined closely for inclusion in the POI. There were only a few technical tasks which had greater than 30 percent members performing which were not referenced to the POI. These are listed in Table 22. The majority of the tasks are general in nature, and are probably inherent in other tasks.

JOB SATISFACTION ANALYSIS

An examination of responses to the job satisfaction questions 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. The survey booklet included questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions. The responses of the current survey sample were then analyzed by making several comparisons: (1) among TAFMS groups of the Health Services Management career ladder and a comparative sample of personnel from other Medical career ladders surveyed in 1994 (AFSCs 4C0X1, 4D0X1, 4M0X1, 4N1X1/B/C/D 4U0X1, 4V0X1/A, 4Y0X1, and 4Y0X2); (2) between current and previous survey experience groups; and (3) across specialty groups identified in the **SPECIALTY JOBS** section of the report.

Table 23 compares first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97+ months TAFMS) group data to corresponding enlistment groups from other Medical AFSCs surveyed during the previous calendar year. These data give a relative measure of how the job satisfaction of AFSC 4A0X1 personnel compares with similar Air Force specialties. The first-enlistment and second-enlistment groups report lower job satisfaction for all indicators except reenlistment intentions, especially the first-enlistment group. The job satisfaction indicators for the career group, however, are similar to other Medical AFSCs.

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TABLE 21

POI ITEMS NOT SUPPORTED BY OSR DATA
(PERCENT MEMBERS PERFORMING)

PERCENT MEMBERS PERFORMING

POI REFERENCE/TASKS	ST 147	ST 054	ST 196	ST 143	ST 231	ST 228	ST 144	ST 64	ST 171	ST 425	ST 106	ST 264	ST 125	ST 037
I 7b. Identify procedures and requirements concerning the safeguarding and releasing of medical information with at least 70 percent accuracy. G231 Process requests for release of medical information, such as Freedom of Information Act requests	14	14	18	24	17	0	6	2	0	0	0	0	5	2
II 2a. Identify basic facts and procedures regarding line of duty and misconduct determinations with at least 70 percent accuracy. G235 Review injury logs to initiate line-of-duty determinations	1	13	0	29	0	13	0	1	0	0	0	1	9	0
II 2b. Using the provided scenario, perform line of duty and misconduct determinations with no more than two errors. G235 Review injury logs to initiate line-of-duty determinations	1	13	0	29	0	13	0	1	0	0	0	1	9	0
III 7a. Identify facts about the overall MEPRS coding structure with at least 70 percent accuracy. Q522 Prepare or review medical expense and performance reports (MEPRs)	0	2	0	0	0	0	0	0	0	20	0	3	0	21
IV 9a. Identify facts about various Air Force environmental awareness programs with at least 70 percent accuracy. T626 Monitor disposal methods for pathological or contaminated wastes	0	0	0	0	0	0	0	0	0	0	0	0	2	0

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TABLE 22

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 30 PERCENT OR MORE
GROUP MEMBERS BUT NOT REFERENCED BY POI

PERCENT MEMBERS PERFORMING

TASKS		STG 147	STG 54	STG 196	STG 143	STG 231	STG 228	STG 144	STG 64	STG 171	STG 425	STG 106	STG 264	STG 125	STG 37
F152	Annotate, store, or destroy classified materials	9	13	14	20	42	6	9	24	79	0	19	3	12	0
F167	Create medical records bar code labels	45	2	18	7	0	6	0	2	0	0	1	7	0	0
F170	Develop or update checklists	12	13	11	24	8	31	16	31	49	0	37	23	32	17
F180	Maintain administrative files	15	43	21	24	42	19	25	64	33	20	49	20	28	21
F184	Monitor copier usage	12	16	11	19	0	19	19	37	7	0	27	4	23	6
F188	Prepare letters of appointment	11	14	11	17	8	19	13	47	67	20	41	31	16	21
F192	Prepare requisitions for office equipment or supplies	7	16	18	5	8	6	13	37	30	20	18	29	11	6
F193	Retrieve patient data from computer terminals	43	70	57	47	50	31	50	12	1	0	7	12	30	33
F195	Review incoming and outgoing correspondence	28	39	32	31	25	25	31	69	51	20	41	30	25	25
F198	Sort and distribute incoming and outgoing correspondence	27	32	18	24	33	25	38	73	36	40	36	14	21	27
G234	Research, extract, or secure information from medical records	24	23	25	32	8	38	31	6	1	0	0	1	12	2
O446	Inprocess or outprocess squadron personnel	0	0	0	0	0	0	0	8	1	0	82	0	2	2

TABLE 23

JOB SATISFACTION INDICATORS FOR AFSC 4A0X1 TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
	AFSC 4A0X1 (N=378)	COMP SAMPLE (N=1,384)	AFSC 4A0X1 (N=268)	COMP SAMPLE (N=1,039)	AFSC 4A0X1 (N=704)	COMP SAMPLE (N=1,953)
EXPRESSED JOB INTEREST:						
INTERESTING	49	72	66	72	77	78
SO-SO	27	16	18	16	15	13
DULL	24	11	16	12	9	9
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO VERY WELL	60	78	75	81	84	84
NONE TO VERY LITTLE	40	21	24	18	17	16
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	75	91	71	88	74	86
NONE TO VERY LITTLE	25	9	28	12	26	14
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	54	71	66	72	75	74
NEUTRAL	17	14	15	11	10	9
DISSATISFIED	28	15	19	16	15	17
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	58	57	76	68	74	74
NO OR PROBABLY NO	41	43	23	32	10	9
WILL RETIRE	0	0	0	0	15	18

NOTE: Columns may not add to 100 percent due to rounding or nonresponse
Comparative data are from AFSCs 4C0X1, 4D0X1, 4M0X1, 4N1X1/B/C/D 4U0X1, 4V0X1/A, 4Y0X1, and 4Y0X2 surveyed in 1994

Comparison of job satisfaction indicator responses of the current survey TAFMS groups to TAFMS groups for the previous survey (see Table 24) indicates that generally the 1995 responses are comparable to the 1989 responses, with two exceptions: (1) Consistent with the above analysis, the expressed job interest for first term personnel is lower than reported in 1989, as is the expressed use of talents for the same group; and (2) The lower perceived use of training expressed by the 1-48 months TAFMS group when compared to the comparative sample is seen to be consistent with past results.

An examination of job satisfaction data can also reveal the influences performing certain jobs may have on overall job satisfaction. Table 25 presents job satisfaction data for the jobs identified in the career ladder structure for AFSC 4A0X1. One cluster, Outpatient Records, was lower than the other jobs on all job satisfaction indicators. This is not surprising, however, given that this cluster is generally composed of first-term members, who have historically expressed lower job satisfaction in this AFSC. The jobs and clusters with more experienced personnel, such as the MAJCOM Level Resources Management Job and the Supervisory Cluster have very high expressed job satisfaction.

SPECIAL ANALYSIS

The following analysis was performed at the request of the Career Field Manager. The purpose was to determine the differences in tasks performed between DOD Lead Agent Regions. It was hypothesized that there may be differences due to the adoption of the TriCare system.

Individual AFSC members were assigned to a region on the basis of their assigned base. The 12 regions were then subjected to a series of analyses to determine what differences, if any, existed between them. Contrary to expectation, there were no notable differences between the groups, either in the tasks performed or in the demographic variables. Table 26 shows the percent time spent in the duties for members in each of the regions. Within a few percentage points, the members of each region are spending their time in the same duties.

IMPLICATIONS

As explained in the **INTRODUCTION,** this survey was conducted primarily to provide training personnel with current information on the Health Services Management career ladder for use in reviewing current training programs and training documents. Overall job progression is normal and shows a distinct pattern as one moves from the 3- to the 9-skill and CEM level. AFMAN 36-2108 *Specialty Description* broadly describes the jobs and tasks being performed.

TABLE 24

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 4A0X1
TAFMS GROUPS IN CURRENT STUDY TO PREVIOUS STUDY
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
	1996 4A0X1 (N=378)	1989 906X0 (N=696)	1996 4A0X1 (N=268)	1989 906X0 (N=441)	1996 4A0X1 (N=704)	1989 906X0 (N=520)
EXPRESSED JOB INTEREST:						
INTERESTING	49	65	66	65	77	76
SO-SO	27	20	18	20	15	15
DULL	24	14	16	14	9	9
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	60	71	75	74	84	80
NONE TO VERY LITTLE	40	28	24	26	17	20
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	75	74	71	70	74	77
NONE TO VERY LITTLE	25	24	28	29	26	23
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	54	*	66	*	75	*
NEUTRAL	17	*	15	*	10	*
DISSATISFIED	28	*	19	*	15	*
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	58	64	76	70	74	74
NO OR PROBABLY NO	41	33	23	29	10	8
WILL RETIRE	0	**	0	0	15	17

*   Data unavailable
**   Denotes less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 25

JOB SATISFACTION INDICATORS FOR AFSC 4A0X1 JOB GROUPS
(PERCENT MEMBERS RESPONDING)

	OUTPAT RECORDS CLUSTER (ST147)	APPOINTMTS CLUSTER (ST054)	INPAT RECORDS CLUSTER (ST196)	A & D CLUSTER (ST143)	WARD CLUSTER (ST231)	MEB CLUSTER (ST228)
EXPRESSED JOB INTEREST:						
INTERESTING	37	61	86	56	42	81
SO-SO	25	25	14	24	17	19
DULL	38	11	0	20	42	0
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	48	82	85	63	67	82
NONE TO VERY LITTLE	51	18	14	37	33	19
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	75	79	89	87	84	88
NONE TO VERY LITTLE	25	21	11	14	17	13
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	44	71	75	64	58	75
NEUTRAL	19	9	14	12	17	19
DISSATISFIED	38	20	11	24	25	6
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	61	84	79	68	75	81
NO OR PROBABLY NO	36	14	7	31	25	19
WILL RETIRE	3	2	11	2	0	0

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 25 (CONTINUED)

JOB SATISFACTION INDICATORS FOR AFSC 4A0X1 JOB GROUPS
(PERCENT MEMBERS RESPONDING)

	MANAGED CARE CLUSTER (ST144)	ADMIN SERVICES CLUSTER (ST064)	UNIT TRAINING CLUSTER (ST179)	SUPERVSN CLUSTER (ST114)	MEDICAL READISS CLUSTER (ST171)	MAJCOM RESOURCE JOB (ST198)
EXPRESSED JOB INTEREST:						
INTERESTING	84	64	100	80	78	100
SO-SO	13	24	0	13	12	0
DULL	3	12	0	6	10	0
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	88	70	100	90	85	100
NONE TO VERY LITTLE	13	30	0	11	15	0
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	91	59	50	84	73	60
NONE TO VERY LITTLE	9	40	50	16	25	40
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	78	64	100	78	73	100
NEUTRAL	16	17	0	6	10	0
DISSATISFIED	6	19	0	16	16	0
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	84	64	67	70	87	60
NO OR PROBABLY NO	16	28	0	9	4	0
WILL RETIRE	0	8	17	20	6	40

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE 25 (CONTINUED)

JOB SATISFACTION INDICATORS FOR AFSC 4A0X1 JOB GROUPS
(PERCENT MEMBERS RESPONDING)

	BUDGETING JOB (ST425)	PERSONNEL SERVICES CLUSTER (ST106)	FACILITY MANAGEMT CLUSTER (ST316)	MED INFO SYSTEMS CLUSTER (ST264)	AEROMED EVAC CLUSTER (ST125)	RESOURCE MANAGEMT JOB (ST037)
EXPRESSED JOB INTEREST:						
INTERESTING	100	64	71	95	88	60
SO-SO	0	26	14	4	9	33
DULL	0	10	14	1	4	6
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	80	78	67	96	86	81
NONE TO VERY LITTLE	20	22	36	4	14	19
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	60	71	29	64	72	83
NONE TO VERY LITTLE	40	30	71	36	28	17
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	80	63	64	94	81	69
NEUTRAL	0	15	7	1	11	15
DISSATISFIED	20	22	29	5	9	17
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	80	63	57	77	72	73
NO OR PROBABLY NO	0	36	29	13	25	25
WILL RETIRE	20	1	14	8	4	2

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

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TABLE 26

AVERAGE PERCENT TIME SPENT ON DUTIES BY DOD LEAD AGENT REGION GROUPS
(RELATIVE PERCENT OF JOB TIME)

	Region 1 (N=60)	Region 2 (N=42)	Region 3 (N=81)	Region 4 (N=133)	Region 5 (N=70)	Region 6 (N=279)
A ORGANIZING AND PLANNING	10	9	9	6	10	9
B DIRECTING AND IMPLEMENTING	10	10	10	8	10	10
C INSPECTING AND EVALUATING	5	9	6	6	7	6
D TRAINING	5	5	4	5	5	6
E PERFORMING ADMINISTRATIVE ACTIONS AT MAJCOM LEVELS	*	3	*	*	1	*
F PERFORMING GENERAL ADMINISTRATION ACTIVITIES	20	21	23	18	22	25
G PERFORMING PATIENT ADMINISTRATION ACTIVITIES	4	4	5	5	4	5
H PERFORMING OUTPATIENT RECORDS ACTIVITIES	13	15	15	17	7	11
I PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	1	2	2	6	4	3
J PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	*	1	*	*	2	*
K PERFORMING INPATIENT RECORDS ACTIVITIES	2	1	2	2	2	1
L PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*	*	*	*	2	1
M PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	4	1	1	4	4	2
N PERFORMING MANAGED CARE ACTIVITIES	4	1	2	1	3	2
O PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	7	4	3	6	6	4
P PERFORMING PATIENT SQUADRON ACTIVITIES	*	*	*	*	*	*
Q PERFORMING RESOURCES MANAGEMENT ACTIVITIES	2	5	6	5	1	3
R PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	6	7	7	7	4	6
S PERFORMING MEDICAL READINESS ACTIVITIES	4	2	3	2	4	3
T PERFORMING FACILITIES MANAGEMENT ACTIVITIES	*	*	*	*	1	*

* Denotes Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 26 (CONTINUED)

AVERAGE PERCENT TIME SPENT ON DUTIES BY DOD LEAD AGENT REGION GROUPS
(RELATIVE PERCENT OF JOB TIME)

	Region 7 (N=89)	Region 8 (N=132)	Region 9 (N=70)	Region 10 (N=83)	Region 11 (N=22)	Region 12 (N=28)
A ORGANIZING AND PLANNING	9	8	6	9	6	8
B DIRECTING AND IMPLEMENTING	10	11	10	12	8	12
C INSPECTING AND EVALUATING	5	6	6	8	6	8
D TRAINING	3	5	6	5	4	5
E PERFORMING ADMINISTRATIVE ACTIONS AT MAJCOM LEVELS	*	*	*	*	*	1
F PERFORMING GENERAL ADMINISTRATION ACTIVITIES	20	18	25	23	18	16
G PERFORMING PATIENT ADMINISTRATION ACTIVITIES	9	5	7	3	8	4
H PERFORMING OUTPATIENT RECORDS ACTIVITIES	15	15	16	12	15	18
I PERFORMING ADMISSION AND DISPOSITION ACTIVITIES	2	4	3	2	2	1
J PERFORMING UNIT INPATIENT RECORDS TECHNICIAN ACTIVITIES	2	*	*	*	*	*
K PERFORMING INPATIENT RECORDS ACTIVITIES	*	*	2	2	*	*
L PERFORMING MEDICAL EVALUATION BOARD ACTIVITIES	*	*	2	*	3	3
M PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	2	5	1	*	7	5
N PERFORMING MANAGED CARE ACTIVITIES	5	*	3	*	7	*
O PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	4	4	5	6	2	2
P PERFORMING PATIENT SQUADRON ACTIVITIES	*	*	*	*	*	*
Q PERFORMING RESOURCES MANAGEMENT ACTIVITIES	4	5	2	4	8	6
R PERFORMING MEDICAL INFORMATION SYSTEM ACTIVITIES	6	8	5	9	1	5
S PERFORMING MEDICAL READINESS ACTIVITIES	*	2	*	3	2	4
T PERFORMING FACILITIES MANAGEMENT ACTIVITIES	1	1	1	*	*	*

* Denotes Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

Job satisfaction is fairly high, and no serious problem areas were noted. Analysis of career ladder documents indicate the STS and POI are well supported by survey data, with only a few exceptions.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS

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TABLE A1

OUTPATIENT RECORDS CLUSTER
NUMBER OF MEMBERS: 242
(ST147)

TASKS		PERCENT MEMBERS PERFORMING
H250	File or charge out outpatient records, other than for mobility processing	93.80
H271	Search for misplaced outpatient records	93.80
H247	Create outpatient records for new patients	92.98
H248	File forms in outpatient records	92.15
H251	File paperwork using medical record chargeout guides	91.74
H272	Search worldwide locators for patient identifications and locations	85.95
H259	Pick up outpatient records from physicians and clinics to return to files	83.47
H263	Research incomplete patient identification information	81.40
H264	Retire outpatient records annually	80.99
H262	Prepare requests for outpatient records	75.21
H268	Screen incoming outpatient records	72.31
H249	File or charge out outpatient records for mobility processing	72.31
H261	Prepare outpatient records for transfer	71.49
H252	Forward appointment sheets and outpatient records to clinics	71.07
H257	Perform annual inventories of outpatient records	67.36
H255	Monitor suspenses for charged out outpatient records	58.26
H258	Perform quality control checks of outpatient records	57.44
H243	Annotate sensitivity information on outpatient record folders	54.13
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	51.24
H246	Create embossed patient identification cards	47.93
F167	Create medical records bar code labels	44.63
H269	Screen outpatient records for physicians and clinics	43.80
H253	Forward medical documents to resources management office for billing	43.80
F193	Retrieve patient data from computer terminals	43.39
F158	Complete patient identification data on medical forms	41.74
F175	Input patient data into computer terminals	39.26
G238	Transfer medical records or documents to other agencies	35.54
H254	Identify records of Sensitive Duties Program (SDP) personnel	33.88
B42	Direct operations of outpatient records activities	33.47

TABLE A2

APPOINTMENTS CLUSTER
NUMBER OF MEMBERS: 56
(ST054)

TASKS		PERCENT MEMBERS PERFORMING
F175	Input patient data into computer terminals	73.21
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	71.43
F193	Retrieve patient data from computer terminals	69.64
F174	Hand-carry forms to other offices	57.14
F158	Complete patient identification data on medical forms	55.36
G236	Schedule follow-up treatments	46.43
F180	Maintain administrative files	42.86
F181	Maintain provider appointment books	41.07
F195	Review incoming and outgoing correspondence	39.29
H248	File forms in outpatient records	37.50
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	37.50
G202	Analyze or compile data from patient concerns, complaints, or questionnaires	35.71
F198	Sort and distribute incoming and outgoing correspondence	32.14
G203	Annotate medical or dental records to identify third party liabilities (TPLs)	30.36
G211	Coordinate and monitor medical consults with other medical facilities	30.36
G239	Transmit medical consults by datafax to other medical facilities	30.36
G238	Transfer medical records or documents to other agencies	30.36
F200	Type drafts or finals of correspondence	30.36
H250	File or charge out outpatient records, other than for mobility processing	28.57
A19	Review regulations, manuals, or other unit publications	28.57
A16	Plan or schedule work assignments or priorities	28.57
H267	Schedule patient appointments through central appointments	26.79
A12	Establish work methods or procedures	26.79
G209	Conduct periodic reviews of TPL cases	25.00
B24	Brief personnel on administrative procedures	25.00
H260	Prepare appointment sheets	23.21
H262	Prepare requests for outpatient records	23.21
F171	Develop provider appointment book templates	23.21
G234	Research, extract, or secure information from medical records	23.21
G204	Brief beneficiaries on Civilian Health and Medical Programs of the Uniformed Services (CHAMPUS) entitlements	21.43

TABLE A3

INPATIENT RECORDS CLUSTER
NUMBER OF MEMBERS: 28
(ST196)

TASKS		PERCENT MEMBERS PERFORMING
K316	Perform inpatient records functions using computer systems	100.00
K311	File medical paperwork in inpatient records	100.00
K309	Coordinate completion of inpatient records with physicians or nursing staffs	92.86
K323	Review inpatient records for completeness upon disposition of patients	92.86
K319	Prepare inpatient records for review by physicians or committees	92.86
K318	Prepare inpatient records for audits	89.29
K321	Retire fetal monitor strips	75.00
K310	File fetal monitor strips	71.43
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	60.71
K320	Research or transcribe disease or surgical coding procedures from International Classification of Diseases (ICD-9-CM)	57.14
F193	Retrieve patient data from computer terminals	57.14
F175	Input patient data into computer terminals	57.14
K313	Maintain files of inpatient record cover sheets by register number	53.57
K325	Verify diagnosis or surgical procedure codes	50.00
F158	Complete patient identification data on medical forms	39.29
K314	Maintain inpatient records index files	39.29
B35	Direct operations of inpatient records	39.29
D99	Conduct on-the-job training (OJT)	39.29
A12	Establish work methods or procedures	35.71
B24	Brief personnel on administrative procedures	35.71
C91	Write EPRs	35.71
C65	Conduct feedback counseling sessions	35.71
F195	Review incoming and outgoing correspondence	32.14
C74	Evaluate personnel for compliance with performance standards	32.14
B25	Brief personnel on work priorities	32.14
B28	Counsel personnel on personal or military-related matters	32.14
J293	Assemble charts prior to discharge of patients	28.57
A16	Plan or schedule work assignments or priorities	28.57
D118	Plan OJT	28.57

A3

TABLE A4

ADMISSIONS AND DISPOSITIONS CLUSTER
NUMBER OF MEMBERS: 59
(ST143)

TASKS		PERCENT MEMBERS PERFORMING
I286	Prepare and distribute A&D reports	93.22
I284	Notify units concerning admissions of members to quarters or hospital	93.22
I274	Admit or discharge patients using computer terminals	91.53
I281	Notify higher headquarters concerning admissions of AF Medical Service colonels or key staff personnel	89.83
I282	Notify HQ USAF concerning admissions of active duty or retired Air Force (AF) generals	84.75
I287	Prepare medical identification cards or bands for patients	83.05
I280	Notify Departments of Army or Navy concerning admissions of Army, Navy, or Marine personnel	83.05
I279	Notify appropriate agencies of seriously ill, very seriously ill, or incapacitated personnel	83.05
I277	Maintain rosters of persons seriously ill, very seriously ill, or incapacitated	83.05
I283	Notify HQ USAF concerning admissions of AF line colonels, other service generals, or presidential appointees	81.36
G206	Collect information for notifications of next of kin in event of patient deaths	74.58
G228	Prepare death certificates	74.58
I278	Maintain suspense files on subsistence elsewhere patients	72.88
I275	Coordinate assignment of patients to wards with other hospital offices	67.80
I289	Prepare patient locator cards	64.41
I276	Initiate inpatient records	62.71
I291	Update current bed status	62.71
H246	Create embossed patient identification cards	61.02
F175	Input patient data into computer terminals	61.02
I285	Perform information desk duties	61.02
G226	Prepare certificates of fetal deaths	61.02
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	59.32
F158	Complete patient identification data on medical forms	50.85
F193	Retrieve patient data from computer terminals	47.46
F174	Hand-carry forms to other offices	47.46
B32	Direct operations of admissions and disposition (A&D) activities	44.07
G222	Obtain approval signatures for autopsies	44.07

A4

TABLE A5

WARD CLUSTER
NUMBER OF MEMBERS: 12
(ST231)

TASKS		PERCENT MEMBERS PERFORMING
J301	Initiate on-ward admissions of patients	100.00
J293	Assemble charts prior to discharge of patients	91.67
J304	Maintain inpatient records on wards	83.33
J294	Call in patient diets	75.00
J303	Maintain bed status charts of patients	75.00
K311	File medical paperwork in inpatient records	66.67
J296	Complete lab and x-ray requests	66.67
I276	Initiate inpatient records	66.67
F175	Input patient data into computer terminals	66.67
J300	Deliver mail to patients	66.67
F158	Complete patient identification data on medical forms	58.33
B24	Brief personnel on administrative procedures	58.33
F174	Hand-carry forms to other offices	58.33
J305	Maintain ward suspense files on patients	58.33
J298	Coordinate patient air evacuations with other hospital offices	58.33
I274	Admit or discharge patients using computer terminals	58.33
K309	Coordinate completion of inpatient records with physicians or nursing staffs	58.33
F193	Retrieve patient data from computer terminals	50.00
J306	Orient patients to wards	50.00
G206	Collect information for notifications of next of kin in event of patient deaths	50.00
F180	Maintain administrative files	41.67
J308	Review patient charts to determine if needed appointments are scheduled	41.67
F152	Annotate, store, or destroy classified materials	41.67
J307	Process patient convalescent leaves or passes	41.67
J297	Complete patient diagnostic or consultation treatment forms	41.67
K323	Review inpatient records for completeness upon disposition of patients	33.33
K310	File fetal monitor strips	33.33
J299	Coordinate patient diagnostic or consultation treatment forms with other hospital offices	33.33
I287	Prepare medical identification cards or bands for patients	33.33
K316	Perform inpatient records functions using computer systems	33.33

A5

TABLE A6

MEDICAL EVALUATION BOARD CLUSTER
NUMBER OF MEMBERS: 16
(ST228)

TASKS		PERCENT MEMBERS PERFORMING
L327	Compile and review case files of individuals meeting medical boards	100.00
L326	Brief hospital personnel on MEBs or physical evaluation boards (PEBs)	100.00
L331	Counsel personnel meeting medical boards on rights and benefits	93.75
L334	Obtain personnel and medical records of patients meeting MEBs	93.75
L340	Schedule personnel for medical boards	93.75
L338	Schedule medical boards	87.50
L329	Coordinate medical-hold requests for patients awaiting MEB actions with physicians and appropriate hospital offices	87.50
L333	Notify commanders and MPFs of MEB results	87.50
L328	Compile separation or retirement information on personnel meeting medical boards	87.50
L335	Perform MEB recorder duties	81.25
L339	Schedule personnel for evaluation by specialty clinics	75.00
L341	Schedule personnel to meet PEBs	68.75
L330	Counsel next of kin on rights and benefits of incompetent personnel meeting MEBs	62.50
B37	Direct operations of medical board activities	56.25
G238	Transfer medical records or documents to other agencies	56.25
L336	Process TDY orders for personnel meeting medical boards	56.25
H250	File or charge out outpatient records, other than for mobility processing	56.25
L332	Monitor temporary disability retired list (TDRL) cases	50.00
L343	Transfer results of Tri-Service MEBs to appropriate branch of Armed Services	50.00
F174	Hand-carry forms to other offices	43.75
H248	File forms in outpatient records	43.75
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	43.75
G234	Research, extract, or secure information from medical records	37.50
B43	Direct operations of patient administration activities	37.50
G202	Analyze or compile data from patient concerns, complaints, or questionnaires	37.50

TABLE A7

MANAGED CARE CLUSTER
NUMBER OF MEMBERS: 32
(ST144)

TASKS		PERCENT MEMBERS PERFORMING
N402	Assist beneficiaries in completing claims, appeals, or requests for NASs	87.50
G204	Brief beneficiaries on Civilian Health and Medical Programs of the Uniformed Services (CHAMPUS) entitlements	81.25
N427	Schedule appointments with civilian providers using health care finder program	75.00
N414	Input referral tracking information in computer systems	71.88
N406	Coordinate referral actions with referral nurse, patient, and providers	68.75
N405	Conduct one-on-one managed care health benefits briefings	65.62
N411	Identify problems with incorrect payments for medical services	65.62
F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card	65.62
N429	Screen incoming referrals for correct patient identification and clinical information	62.50
N415	Interview beneficiaries or providers to determine necessity of NAS requests	62.50
N412	Initiate corrective actions to reprocess claims	56.25
G242	Verify which civilian medical facilities provide alternative care	56.25
N408	Coordinate unresolved benefits inquiries with beneficiaries	56.25
N409	Coordinate unresolved benefits inquiries with other agencies, such as claims processors, case managers, or providers	56.25
N424	Research and verify types of referral for payment methods	53.12
F175	Input patient data into computer terminals	53.12
N416	Investigate DEERS discrepancies, such as patient identification information	53.12
G221	Issue nonavailability statements (NASs)	53.12
F193	Retrieve patient data from computer terminals	50.00
F158	Complete patient identification data on medical forms	50.00
F174	Hand-carry forms to other offices	50.00
N403	Brief appeal process to beneficiaries or providers	50.00
G211	Coordinate and monitor medical consults with other medical facilities	46.88
N413	Input NAS data in DEERS	46.88
G236	Schedule follow-up treatments	40.62

A7

TABLE A8

ADMINISTRATIVE SERVICES CLUSTER
NUMBER OF MEMBERS: 121
(ST064)

TASKS		PERCENT MEMBERS PERFORMING
F198	Sort and distribute incoming and outgoing correspondence	72.73
F195	Review incoming and outgoing correspondence	69.42
F180	Maintain administrative files	64.46
F200	Type drafts or finals of correspondence	57.02
F174	Hand-carry forms to other offices	51.24
F188	Prepare letters of appointment	47.11
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	45.45
F173	Establish requirements for publications and forms	44.63
F168	Develop file plans	44.63
F154	Backup software	44.63
F172	Establish or maintain suspense systems	42.98
F182	Maintain publications libraries	41.32
A19	Review regulations, manuals, or other unit publications	41.32
F176	Inventory equipment, tools, or supplies	40.50
F184	Monitor copier usage	37.19
F192	Prepare requisitions for office equipment or supplies	37.19
B47	Edit correspondence	36.36
A13	Plan general meetings, such as staff meetings, briefings, or conferences	36.36
F194	Review file plans	36.36
F189	Prepare meeting minutes	33.06
B24	Brief personnel on administrative procedures	33.06
F186	Perform operator maintenance on office equipment, such as copying machines	33.06
F170	Develop or update checklists	31.40
A11	Establish publication libraries	31.40
F169	Develop local forms	31.40
B45	Direct requisitions of office supplies or equipment	28.93
A21	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	26.45
A12	Establish work methods or procedures	25.62
F199	Type dictated or recorded correspondence	23.97
F152	Annotate, store, or destroy classified materials	23.97

TABLE A9

UNIT TRAINING JOB
NUMBER OF MEMBERS: 6
(ST179)

TASKS		PERCENT MEMBERS PERFORMING
C66	Conduct staff assistance visits	100.00
D104	Coordinate training issues with appropriate agencies	83.33
D112	Evaluate effectiveness of training programs	83.33
D117	Participate in training conferences or briefings	83.33
D102	Conduct training conferences or briefings	83.33
D110	Direct or implement training programs	83.33
D114	Evaluate training methods or techniques	66.67
C64	Analyze work load reporting procedures or requirements	66.67
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	66.67
D119	Prepare lesson plans or lectures	66.67
B47	Edit correspondence	66.67
B49	Implement directives from higher headquarters	66.67
B46	Draft or write articles for newsletters, pamphlets, or base newspapers	66.67
A4	Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	66.67
C67	Conduct staff studies	50.00
C94	Write staff studies, surveys, or special reports, other than training reports	50.00
D99	Conduct on-the-job training (OJT)	50.00
D107	Determine unit training requirements, such as OJT or resident course training requirements	50.00
C71	Evaluate inspection report findings	50.00
C93	Write recommendations for correcting inspection deficiencies	50.00
B48	Implement cost-reduction programs	50.00
C69	Evaluate compliance with Joint Commission on Accreditation of Hospitals Organization (JCAHO) standards	50.00
F200	Type drafts or finals of correspondence	50.00
D113	Evaluate progress of trainees	50.00
D122	Procure training aids, space, equipment, or devices	50.00
A13	Plan general meetings, such as staff meetings, briefings, or conferences	50.00
A21	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	50.00
A19	Review regulations, manuals, or other unit publications	50.00
B24	Brief personnel on administrative procedures	50.00
C72	Evaluate job or position descriptions	50.00

TABLE A10

SUPERVISORY CLUSTER
NUMBER OF MEMBERS: 223
(ST114)

TASKS		PERCENT MEMBERS PERFORMING
C91	Write EPRs	88.79
B25	Brief personnel on work priorities	87.00
B28	Counsel personnel on personal or military-related matters	86.55
B24	Brief personnel on administrative procedures	85.20
C65	Conduct feedback counseling sessions	83.86
A10	Establish performance standards for subordinates	81.61
A16	Plan or schedule work assignments or priorities	81.61
C74	Evaluate personnel for compliance with performance standards	78.48
C92	Write recommendations for awards, decorations, and recognition programs	77.58
A12	Establish work methods or procedures	76.68
A19	Review regulations, manuals, or other unit publications	75.78
B27	Conduct supervisory orientations of newly assigned personnel	75.34
A13	Plan general meetings, such as staff meetings, briefings, or conferences	73.09
B60	Supervise Health Services Management Journeymen (AFSC 4A051)	72.65
B47	Edit correspondence	72.20
D99	Conduct on-the-job training (OJT)	71.30
F195	Review incoming and outgoing correspondence	70.85
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	70.85
B55	Interpret policies, directives, or procedures for subordinates	68.16
F164	Conduct self-inspections	68.16
A9	Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	67.71
C75	Evaluate personnel for promotion, demotion, reclassification, or special awards	63.23
A3	Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies	63.23
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	62.78
A21	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	62.33
F198	Sort and distribute incoming and outgoing correspondence	60.09
F200	Type drafts or finals of correspondence	58.74
A4	Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	58.30
F188	Prepare letters of appointment	56.05
A1	Assign personnel to duty positions	56.05

TABLE A11

MEDICAL READINESS CLUSTER
NUMBER OF MEMBERS: 67
(ST171)

TASKS		PERCENT MEMBERS PERFORMING
S582	Brief mobility members on duties and responsibilities	89.55
S600	Schedule personnel for medical readiness, mobility, or disaster preparedness teams training	89.55
S581	Brief assigned personnel on disaster preparedness and wartime missions	89.55
S585	Conduct continuing medical readiness training	89.55
S590	Develop mobility or unit recall rosters	88.06
S583	Compile or prepare Status of Resources and Training System (SORTS) reports	88.06
S584	Compile or prepare unit exercise reports	85.07
A5	Develop inputs to mobility, contingency, disaster preparedness, unit emergency, or alert plans	83.58
S587	Deploy mobility teams and equipment	82.09
B39	Direct operations of medical readiness activities	80.60
S586	Coordinate exercises or exercise planning with affected base or civilian agencies	80.60
S580	Assign personnel to mobility positions	79.10
F152	Annotate, store, or destroy classified materials	79.10
S591	Evaluate effectiveness of implemented medical readiness and exercise plans	77.61
S588	Develop contingency support plans	73.13
S597	Plan actual or simulated emergency evacuations of patients to alternate facilities	73.13
S598	Plan or direct administrative or logistic support of medical readiness or unit disaster preparedness teams	71.64
S595	Maintain or update classified medical readiness plans	68.66
F188	Prepare letters of appointment	67.16
S589	Develop DCCPs	65.67
A13	Plan general meetings, such as staff meetings, briefings, or conferences	65.67
A19	Review regulations, manuals, or other unit publications	64.18
S601	Write medical annexes to contingency plans, such as field training exercise plans	62.69
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	61.19
S596	Perform site surveys for alternate medical facilities	56.72
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	55.22
B50	Implement facility disaster control programs	53.73
S592	Inventory and secure deployable weapons and ammunition	53.73
F164	Conduct self-inspections	52.24
F195	Review incoming and outgoing correspondence	50.75

TABLE A12

MAJCOM LEVEL RESOURCES MANAGEMENT JOB
NUMBER OF MEMBERS: 5
(ST198)

	TASKS	PERCENT MEMBERS PERFORMING
F200	Type drafts or finals of correspondence	100.00
Q526	Review or update unit manning documents	80.00
Q521	Prepare manpower change requests	80.00
Q498	Conduct manpower price-out change studies	80.00
A3	Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies	80.00
Q489	Apply work load standards against actual productivities	80.00
E137	Distribute reports to HQ USAF and subordinate units	80.00
E131	Coordinate manpower study reports with appropriate agencies	80.00
B47	Edit correspondence	80.00
F198	Sort and distribute incoming and outgoing correspondence	80.00
A6	Develop organizational or functional charts	60.00
C94	Write staff studies, surveys, or special reports, other than training reports	60.00
A13	Plan general meetings, such as staff meetings, briefings, or conferences	60.00
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	60.00
E147	Review or consolidate reports from subordinate units	40.00
E138	Establish policies for MAJCOM unique initiatives	40.00
F195	Review incoming and outgoing correspondence	40.00
E135	Design or conduct personnel studies	40.00
E130	Coordinate manning assistance requests with other agencies	40.00
B49	Implement directives from higher headquarters	40.00
D102	Conduct training conferences or briefings	40.00
A4	Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	40.00
C64	Analyze work load reporting procedures or requirements	40.00
C67	Conduct staff studies	40.00
F174	Hand-carry forms to other offices	40.00
B60	Supervise Health Services Management Journeymen (AFSC 4A051)	40.00
F154	Backup software	40.00
E151	Write, coordinate, or publish MAJCOM supplements to USAF and Department of Defense directives	40.00
A19	Review regulations, manuals, or other unit publications	40.00
C92	Write recommendations for awards, decorations, and recognition programs	40.00

TABLE A13

BUDGETING JOB
NUMBER OF MEMBERS: 5
(ST425)

TASKS		PERCENT MEMBERS PERFORMING
C68	Evaluate budget requirements	100.00
Q494	Compare hospital expenditures with accounting and finance office (AFO) reports	100.00
A7	Draft budget requirements	100.00
Q495	Compile and transfer operations and maintenance budgets to MAJCOM	100.00
Q512	Manage cost-center managers program	100.00
Q506	Develop or publish cost-center managers handbooks	100.00
B24	Brief personnel on administrative procedures	80.00
B60	Supervise Health Services Management Journeymen (AFSC 4A051)	80.00
B26	Conduct general meetings, such as staff meetings, briefings, or conferences	80.00
C64	Analyze work load reporting procedures or requirements	80.00
A19	Review regulations, manuals, or other unit publications	80.00
C92	Write recommendations for awards, decorations, and recognition programs	80.00
Q490	Certify availability of funds for alternative care requests	60.00
B49	Implement directives from higher headquarters	60.00
C91	Write EPRs	60.00
C65	Conduct feedback counseling sessions	60.00
Q520	Prepare management analyses, such as composite work units	60.00
B28	Counsel personnel on personal or military-related matters	60.00
Q510	Maintain change funds	60.00
F174	Hand-carry forms to other offices	40.00
F198	Sort and distribute incoming and outgoing correspondence	40.00
B58	Supervise civilians	40.00
F153	Authenticate TDY orders	40.00
D99	Conduct on-the-job training (OJT)	40.00
B57	Monitor suggestion programs	40.00
A6	Develop organizational or functional charts	40.00
A16	Plan or schedule work assignments or priorities	40.00
B25	Brief personnel on work priorities	40.00
B27	Conduct supervisory orientations of newly assigned personnel	40.00
A9	Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	40.00

TABLE A14

PERSONNEL SERVICES CLUSTER
NUMBER OF MEMBERS: 73
(ST106)

	TASKS	PERCENT MEMBERS PERFORMING
O436	Assist squadron personnel in updating personal information using Personnel Concepts III (PC III) computer	90.41
O435	Assign leave authorization numbers	89.04
O447	Input PC III updates	86.30
O446	Inprocess or outprocess squadron personnel	82.19
O430	Administer body fat testings	76.71
O445	Initiate basic allowance for subsistence (BAS) requests	71.23
O438	Conduct individualized newcomer treatment and orientation (INTRO) programs	61.64
O474	Review personal information files (PIFs)	61.64
O464	Post Daily Register of Transactions (DROTs)	56.16
O443	Coordinate personnel actions concerning assigned personnel with MPFs	54.79
F180	Maintain administrative files	49.32
A2	Assign sponsors for incoming personnel	47.95
O449	Instruct orderly room personnel on PC III operation	47.95
O441	Coordinate commanders' calls with commanders or other agencies	47.95
O433	Administer weight control programs	47.95
O444	Initiate basic allowance for quarters (BAQ) requests	47.95
O457	Monitor enlisted evaluation system (EES) and officer performance report (OPR) programs	43.84
F172	Establish or maintain suspense systems	43.84
O431	Administer drug and urinalysis programs	43.84
O432	Administer ergometric cycle testings	42.47
O455	Monitor awards and decorations programs	42.47
F195	Review incoming and outgoing correspondence	41.10
F188	Prepare letters of appointment	41.10
O450	Issue and control meal cards	39.73
A21	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	39.73
O463	Notify personnel of appointments for miscellaneous testings or medical examinations	39.73
O439	Conduct recognition ceremonies	38.36
F174	Hand-carry forms to other offices	36.99
F170	Develop or update checklists	36.99
B47	Edit correspondence	35.62

TABLE A15

FACILITIES MANAGEMENT JOB
NUMBER OF MEMBERS: 14
(ST316)

TASKS		PERCENT MEMBERS PERFORMING
A23	Write work orders or requests for action by facilities management	100.00
T623	Maintain logs of service or minor construction requests	100.00
T636	Transmit service calls to BCEs	92.86
T612	Coordinate maintenance of facilities with appropriate agencies	92.86
T625	Monitor building key control programs	92.86
T619	Follow up service calls for completed work	92.86
T606	Conduct fire, safety or security inspections for MTFs	92.86
T624	Maintain status logs on approved work requests	85.71
T618	Evaluate maintenance or repair requests received from workcenters	85.71
T621	Inspect in-progress work of in-house or contractor personnel	71.43
F163	Conduct safety or security inspections	71.43
A17	Plan safety or security programs	71.43
F154	Backup software	71.43
T633	Prepare telecommunications work orders for new or existing communications equipment	64.29
T607	Conduct follow-up inspections of maintenance or repair of medical activities	64.29
T627	Monitor emergency generator tests	64.29
T613	Coordinate project alteration requirements with medical and BCE personnel	64.29
T608	Contact applicable agencies to correct fire hazard discrepancies	64.29
C80	Evaluate safety or security programs	64.29
T605	Compile work revision descriptions or justifications	57.14
F200	Type drafts or finals of correspondence	57.14
F195	Review incoming and outgoing correspondence	57.14
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	57.14
A4	Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies	57.14
B34	Direct operations of facilities management activities	50.00
T631	Prepare single-line drawings to accompany work order requests	50.00
F189	Prepare meeting minutes	50.00
T611	Coordinate custodial service requests with contracting office	50.00

TABLE A16

MEDICAL INFORMATION SYSTEMS JOB
NUMBER OF MEMBERS: 107
(ST264)

TASKS		PERCENT MEMBERS PERFORMING
R576	Troubleshoot printer problems	99.07
R575	Troubleshoot hardware problems, other than printers	98.13
R577	Troubleshoot software problems	98.13
R548	Install computer systems	97.20
R562	Perform software loads	97.20
R537	Change computer systems configurations	97.20
R549	Load computer system software releases or updates	91.59
R578	Update system configurations, such as logons or printers	91.59
R565	Remove or replace computer systems components or accessories	90.65
R569	Restore software	90.65
R561	Perform preventive maintenance on computer hardware	88.79
R568	Restart single users after workstation hang-ups	85.98
R579	Update system information, such as system users or passwords	85.98
R574	Troubleshoot communications problems	85.98
R563	Perform system shutdown or start-up procedures	85.98
R551	Monitor computer systems performance	83.18
R547	Initiate requests for computers	78.50
R573	Schedule repairs of computer systems	76.64
F154	Backup software	75.70
R560	Perform full-volume backups or restores	74.77
R559	Perform computer systems network maintenance	73.83
R558	Perform archives or backups of multi-user systems	73.83
R542	Develop backup recovery procedures for computer systems	71.03
D97	Conduct computer systems user training	67.29
R571	Run utilities, such as editor or EZ format	67.29
R550	Maintain computer systems accounts	64.49
R555	Monitor or test uninterruptable power supplies	63.55
R572	Schedule computer training classes	61.68
R556	Monitor utilization of computer resources	61.68
R538	Conduct computer systems users group meetings	61.68

TABLE A17

AEROMEDICAL EVACUATION CLUSTER
NUMBER OF MEMBERS: 57
(ST125)

TASKS		PERCENT MEMBERS PERFORMING
M348	Confirm final or interim destinations of air evacuation patients	89.47
M356	File air evacuation mission documents	87.72
M354	Coordinate patients or attendants movement with Aeromedical Evacuation Coordination Center (AECC)	85.96
M355	Direct patient loadings or unloadings	77.19
M352	Contact medical treatment facilities (MTFs) on changes or problems affecting patient transfers	77.19
M392	Schedule transportation for air evacuation patients from hospital to flightline	71.93
M346	Brief departing air evacuation patients	70.18
M345	Assemble patient records, medical supplies, and equipment for air evacuations	70.18
M347	Brief medical crew directors or other attendants at on-load or off-load points	70.18
M357	Inventory baggage or equipment of air evacuation patients	68.42
M368	Obtain flight surgeon approval for air evacuations	64.91
M363	Manifest patients to be moved from hospital	63.16
M370	Perform antihijacking procedures for outgoing air evacuation patients and attendants	63.16
M353	Coordinate patient hospital designations with ASMRO	63.16
M359	Load or unload baggage or equipment	63.16
M401	Update Defense Medical Reporting Information System (DMRIS) patient files	61.40
B33	Direct operations of aeromedical evacuation activities	57.89
M393	Search patients or baggage prior to boarding aircraft	57.89
M351	Contact hospitals to update mission loads and times	57.89
G218	Coordinate transfers of patients with other medical facilities	54.39
M380	Prepare air evacuation patient baggage records	54.39
M381	Prepare manifest cover sheets	54.39
M390	Research or forward lost or unclaimed air evacuation patient baggage	54.39
G217	Coordinate special handling of urgent or priority patients with appropriate agencies	52.63
M344	Analyze or compile data on patient discrepancies occurring during air evacuation missions	52.63
M379	Prepare air evacuation mission records	50.88
M388	Research air evacuation patient complaints, problems, or inquiries	47.37
M349	Contact Air Terminal Operations Center (ATOC) and identify aircraft configurations	45.61
M369	Order meals for air evacuation patients and attendants	45.61

TABLE A18

RESOURCES MANAGEMENT CLUSTER
NUMBER OF MEMBERS: 48
(ST037)

TASKS		PERCENT MEMBERS PERFORMING
F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)	58.33
Q492	Collect payments for treatment provided	56.25
Q505	Deposit monies collected	45.83
Q491	Collect and secure patient valuables	43.75
Q528	Suspense or follow up unpaid bills	41.67
Q518	Prepare and process reports of patients	39.58
Q516	Perform audits for reports of patients	39.58
Q510	Maintain change funds	37.50
Q533	Verify categories of pay patients	33.33
Q529	Transfer uncollectable accounts to AFOs	33.33
F175	Input patient data into computer terminals	33.33
F193	Retrieve patient data from computer terminals	33.33
F174	Hand-carry forms to other offices	33.33
F154	Backup software	31.25
Q532	Verify and process centrally managed allotment requests	31.25
Q496	Compile daily inpatient and outpatient work load statistics	29.17
Q535	Verify civilian medical costs incurred by active duty military members	29.17
F198	Sort and distribute incoming and outgoing correspondence	27.08
F195	Review incoming and outgoing correspondence	25.00
Q534	Verify civilian medical claims for requested services	22.92
Q525	Process reimbursements for patient overcharges	22.92
Q522	Prepare or review medical expense and performance reports (MEPRs)	20.83
Q531	Validate and authorize payment for alternative care requests	20.83
F180	Maintain administrative files	20.83
Q493	Compare dining hall expenditures against monies earned	18.75
Q500	Confirm total inpatient chargeable days with A&D reports	18.75
Q489	Apply work load standards against actual productivities	18.75
F172	Establish or maintain suspense systems	18.75
C64	Analyze work load reporting procedures or requirements	16.67
Q515	Monitor self-inspection programs	16.67

APPENDIX B

LISTING OF TASK MODULES AND TASK STATEMENTS

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These Task Modules (TMs) were developed in order to organize and summarize the extensive task information for this specialty. The TMs were developed by clustering tasks which are coperformed by the same incumbents. Coperformance is a measure of how probable a task will be performed with another task, based upon the responses of surveyed personnel. For example, if an individual performs one budgeting task, the probability is very high that he or she will perform other budgeting tasks. Thus, the group of budgeting tasks can be considered a "natural group" of associated or related tasks (see TM 0007 below). The statistical clustering generally approximates these "natural groupings."

The title of each TM is a best estimate as to the generic subject content of the group of tasks. The TMs are useful for organizing the task data into meaningful units and as a way to concisely summarize the extensive job data. However, TMs are only one way to organize the information. Other strategies may also be valid.

0001	ST043 - MAJCOM Level	
1	E126	Assess MAJCOM training requirements for medical personnel
2	E127	Audit reports from subordinate medical facilities
3	E130	Coordinate manning assistance requests with other agencies
4	E131	Coordinate manpower study reports with appropriate agencies
5	E132	Coordinate on medical annexes to subordinate base disaster preparedness plans
6	E133	Coordinate on medical publications submitted from subordinate medical facilities
7	E134	Coordinate training requirements with technical training centers
8	E135	Design or conduct personnel studies
9	E137	Distribute reports to HQ USAF and subordinate units
10	E138	Establish policies for MAJCOM unique initiatives
11	E139	Identify medical or dental personnel to fill MAJCOM staff positions
12	E140	Implement changes in training requirements
15	E144	Review MAJCOM-level personnel actions involving medical service personnel
16	E147	Review or consolidate reports from subordinate units
17	E148	Review or evaluate subordinate base-level contingency support plans
18	E149	Review or evaluate subordinate base-level disaster casualty control plans (DCCPs)
19	E150	Review proposed forms submitted from subordinate medical facilities for use within MAJCOM
20	E151	Write, coordinate, or publish MAJCOM supplements to USAF and Department of Defense directives

0002	ST074 - 3rd Party Care and Billing	
1	Q490	Certify availability of funds for alternative care requests
2	Q502	Coordinate and monitor contracts for civilian medical care with other agencies
3	Q517	Perform third party collection program collections
4	Q531	Validate and authorize payment for alternative care requests

0002		ST074 - 3rd Party Care and Billing (Continued)

5	Q532	Verify and process centrally managed allotment requests
6	Q534	Verify civilian medical claims for requested services
7	Q535	Verify civilian medical costs incurred by active duty military members

0003		ST081 - Methods Improvement

1	B52	Implement suggestion programs
2	B57	Monitor suggestion programs
3	C81	Evaluate suggestions
4	Q501	Consolidate methods improvement programs
5	Q503	Coordinate crossfeed items with appropriate sections
6	Q513	Monitor fraud, waste and abuse programs
7	Q514	Monitor methods improvement programs
8	Q515	Monitor self-inspection programs

0004		ST104 - Appointment Scheduling

1	F171	Develop provider appointment book templates
2	F181	Maintain provider appointment books
3	G236	Schedule follow-up treatments
4	H260	Prepare appointment sheets
5	H267	Schedule patient appointments through central appointments
6	N428	Schedule appointments with MTF providers

0005		ST125 - Inpatient Records

1	B35	Direct operations of inpatient records
2	K309	Coordinate completion of inpatient records with physicians or nursing staffs
3	K310	File fetal monitor strips
4	K311	File medical paperwork in inpatient records
5	K313	Maintain files of inpatient record cover sheets by register number
6	K316	Perform inpatient records functions using computer systems
7	K318	Prepare inpatient records for audits
8	K319	Prepare inpatient records for review by physicians or committees
9	K320	Research or transcribe disease or surgical coding procedures from International Classification of Diseases (ICD-9-CM)
10	K321	Retire fetal monitor strips
11	K322	Retire inpatient records
12	K323	Review inpatient records for completeness upon disposition of patients
13	K325	Verify diagnosis or surgical procedure codes

0006	ST131 - Administrative Services

1	B45	Direct requisitions of office supplies or equipment
2	F154	Backup software
3	F164	Conduct self-inspections
4	F168	Develop file plans
5	F170	Develop or update checklists
6	F172	Establish or maintain suspense systems
7	F174	Hand-carry forms to other offices
8	F176	Inventory equipment, tools, or supplies
9	F180	Maintain administrative files
10	F183	Make entries on AF Forms 3078 (Weekly Personnel Time and Salary Distribution Worksheet)
11	F184	Monitor copier usage
12	F186	Perform operator maintenance on office equipment, such as copying machines
13	F188	Prepare letters of appointment
14	F192	Prepare requisitions for office equipment or supplies
15	F194	Review file plans
16	F195	Review incoming and outgoing correspondence
17	F198	Sort and distribute incoming and outgoing correspondence
18	F200	Type drafts or finals of correspondence

0007	ST135 - Budgeting

1	A7	Draft budget requirements
2	C68	Evaluate budget requirements
3	Q494	Compare hospital expenditures with accounting and finance office (AFO) reports
4	Q495	Compile and transfer operations and maintenance budgets to MAJCOM
5	Q506	Develop or publish cost-center managers handbooks
6	Q512	Manage cost-center managers program

0008	ST136 - Aeromedical Evacuation

1	B33	Direct operations of aeromedical evacuation activities
2	G212	Coordinate arrival of incoming air evacuation patients with accepting physicians
3	G214	Coordinate incoming or outgoing patients with other hospital sections
4	G217	Coordinate special handling of urgent or priority patients with appropriate agencies
5	G218	Coordinate transfers of patients with other medical facilities
6	G229	Prepare patient manifests
7	M344	Analyze or compile data on patient discrepancies occurring during air evacuation missions
8	M345	Assemble patient records, medical supplies, and equipment for air evacuations
9	M346	Brief departing air evacuation patients
10	M347	Brief medical crew directors or other attendants at on-load or off-load points

11	M348	Confirm final or interim destinations of air evacuation patients
12	M349	Contact Air Terminal Operations Center (ATOC) and identify aircraft configurations
13	M350	Contact fuels management for aircraft refuelings
14	M351	Contact hospitals to update mission loads and times
15	M352	Contact medical treatment facilities (MTFs) on changes or problems affecting patient transfers
16	M353	Coordinate patient hospital designations with ASMRO
17	M354	Coordinate patients or attendants movement with Aeromedical Evacuation Coordination Center (AECC)
18	M355	Direct patient loadings or unloadings
19	M356	File air evacuation mission documents
20	M357	Inventory baggage or equipment of air evacuation patients
21	M359	Load or unload baggage or equipment
22	M360	Maintain control center status boards
23	M362	Maintain staging flight status boards
24	M363	Manifest patients to be moved from hospital
25	M364	Notify fire department or air terminal of air evacuation aircraft arrival or departure times
26	M365	Notify passenger service of seat release information
27	M366	Notify Scott Command Post of aircraft arrival or departure times
28	M367	Notify transient alert of aircraft arrival times and possible aircraft maintenance needs
29	M368	Obtain flight surgeon approval for air evacuations
30	M369	Order meals for air evacuation patients and attendants
31	M370	Perform antihijacking procedures for outgoing air evacuation patients and attendants
32	M371	Perform crew alert procedures for remaining overnight (RON) aircraft
33	M372	Perform flight-following functions
34	M373	Perform mission status board checks with ASFs or AECC
35	M375	Perform quality control checks on ongoing or completed mission documents
36	M377	Position vehicles for offloading patients or equipment
37	M378	Prepare "24-hour" reports
38	M379	Prepare air evacuation mission records
39	M380	Prepare air evacuation patient baggage records
40	M381	Prepare manifest cover sheets
41	M382	Prepare mission planning schedules
42	M383	Prepare mission tracking and documentation, such as itineraries or patient requirements
43	M384	Prepare or update baggage manifests
44	M386	Process requests for invited medical personnel to fly on air evacuation missions
45	M387	Reconcile patient manifests locally reported with AECC

0008		ST136 - Aeromedical Evacuation (Continued)
46	M388	Research air evacuation patient complaints, problems, or inquiries
47	M389	Research discrepancies in baggage manifests received from AECC
48	M390	Research or forward lost or unclaimed air evacuation patient baggage
49	M392	Schedule transportation for air evacuation patients from hospital to flightline
50	M393	Search patients or baggage prior to boarding aircraft
51	M394	Send patient manifests to ASFs or aeromedical evacuation detachments
52	M395	Set up aircrew transportation and quarters for RON aircraft
53	M396	Store baggage for incoming or outgoing air evacuation patients
54	M398	Transcribe mission patient data to aircraft manifests and mission forms
55	M401	Update Defense Medical Reporting Information System (DMRIS)patient files

0009		ST150 - Training
1	D102	Conduct training conferences or briefings
2	D104	Coordinate training issues with appropriate agencies
3	D107	Determine unit training requirements, such as OJT or resident course training requirements
4	D110	Direct or implement training programs
5	D112	Evaluate effectiveness of training programs
6	D114	Evaluate training methods or techniques
7	D115	Identify OJT certifier or trainer candidates
8	D117	Participate in training conferences or briefings
9	D119	Prepare lesson plans or lectures
10	D122	Procure training aids, space, equipment, or devices

0010		ST164 - Reports of Patients
1	Q496	Compile daily inpatient and outpatient work load statistics
2	Q500	Confirm total inpatient chargeable days with A&D reports
3	Q516	Perform audits for reports of patients
4	Q518	Prepare and process reports of patients

0011		ST174 - Personnel Services
1	A2	Assign sponsors for incoming personnel
2	O430	Administer body fat testings
3	O431	Administer drug and urinalysis programs
4	O432	Administer ergometric cycle testings
5	O433	Administer weight control programs
6	O435	Assign leave authorization numbers
7	O436	Assist squadron personnel in updating personal information using Personnel Concepts III (PC III) computer
8	O438	Conduct individualized newcomer treatment and orientation INTRO) programs

0011	ST174 - Personnel Services (Continued)	

9	O439	Conduct recognition ceremonies
10	O441	Coordinate commanders' calls with commanders or other agencies
11	O443	Coordinate personnel actions concerning assigned personnel with MPFs
12	O444	Initiate basic allowance for quarters (BAQ) requests
13	O445	Initiate basic allowance for subsistence (BAS) requests
14	O446	Inprocess or outprocess squadron personnel
15	O447	Input PC III updates
16	O449	Instruct orderly room personnel on PC III operation
17	O450	Issue and control meal cards
18	O452	Issue and control weighted airman promotion system (WAPS)study materials
19	O455	Monitor awards and decorations programs
20	O457	Monitor enlisted evaluation system (EES) and officer performance report (OPR) programs
21	O460	Monitor squadron off-duty employment programs
22	O463	Notify personnel of appointments for miscellaneous testings or medical examinations
23	O464	Post Daily Register of Transactions (DROTs)
24	O472	Process letters of recommendation for promotion or reenlistment
25	O474	Review personal information files (PIFs)
26	O476	Schedule personnel to meet recognition boards or promotion boards

0012	ST190 - Inspecting	

1	C71	Evaluate inspection report findings
2	C79	Evaluate replies to inspection reports
3	C88	Review inspection reports or procedures
4	C93	Write recommendations for correcting inspection deficiencies
5	C94	Write staff studies, surveys, or special reports, other than training reports

0013	ST205 - TDY	

1	A21	Schedule personnel for temporary duty (TDY) assignments, leaves, or passes
2	F153	Authenticate TDY orders

0014	ST218 - Staffing	

1	A1	Assign personnel to duty positions
2	A3	Coordinate requirements for personnel, space, equipment, tools, or supplies with appropriate agencies
3	A4	Determine or establish logistics requirements, such as personnel, space, equipment, tools, or supplies
4	A6	Develop organizational or functional charts

0015	ST219 - Wards

1	J293	Assemble charts prior to discharge of patients
2	J294	Call in patient diets
3	J296	Complete lab and x-ray requests
4	J297	Complete patient diagnostic or consultation treatment forms
5	J298	Coordinate patient air evacuations with other hospital offices
6	J299	Coordinate patient diagnostic or consultation treatment forms with other hospital offices
7	J300	Deliver mail to patients
8	J301	Initiate on-ward admissions of patients
9	J303	Maintain bed status charts of patients
10	J304	Maintain inpatient records on wards
11	J305	Maintain ward suspense files on patients
12	J306	Orient patients to wards
13	J308	Review patient charts to determine if needed appointments are scheduled

0016	ST226 - Building Managers

1	T605	Compile work revision descriptions or justifications
2	T606	Conduct fire, safety or security inspections for MTFs
3	T607	Conduct follow-up inspections of maintenance or repair of medical activities
4	T608	Contact applicable agencies to correct fire hazard discrepancies
5	T610	Coordinate availability of project funds with BCEs
6	T611	Coordinate custodial service requests with contracting office
7	T612	Coordinate maintenance of facilities with appropriate agencies
8	T613	Coordinate project alteration requirements with medical and BCE personnel
9	T616	Direct grounds maintenance of medical activities
10	T618	Evaluate maintenance or repair requests received from workcenters
11	T619	Follow up service calls for completed work
12	T620	Inspect custodial supplied services
13	T621	Inspect in-progress work of in-house or contractor personnel
14	T623	Maintain logs of service or minor construction requests
15	T624	Maintain status logs on approved work requests
16	T625	Monitor building key control programs
17	T626	Monitor disposal methods for pathological or contaminated wastes
18	T627	Monitor emergency generator tests
19	T630	Prepare contract discrepancy reports for service contracts
20	T632	Prepare specifications for service contracts
21	T633	Prepare telecommunications work orders for new or existing communications equipment
22	T636	Transmit service calls to BCEs

0017		ST254 - Medical Boards

1	B37	Direct operations of medical board activities
2	L326	Brief hospital personnel on MEBs or physical evaluation boards (PEBs)
3	L327	Compile and review case files of individuals meeting medical boards
4	L328	Compile separation or retirement information on personnel meeting medical boards
5	L329	Coordinate medical-hold requests for patients awaiting MEB actions with physicians and appropriate hospital offices
6	L330	Counsel next of kin on rights and benefits of incompetent personnel meeting MEBs
7	L331	Counsel personnel meeting medical boards on rights and benefits
8	L332	Monitor temporary disability retired list (TDRL) cases
9	L333	Notify commanders and MPFs of MEB results
10	L334	Obtain personnel and medical records of patients meeting MEBs
11	L335	Perform MEB recorder duties
12	L336	Process TDY orders for personnel meeting medical boards
13	L338	Schedule medical boards
14	L339	Schedule personnel for evaluation by specialty clinics
15	L340	Schedule personnel for medical boards
16	L341	Schedule personnel to meet PEBs
17	L343	Transfer results of Tri-Service MEBs to appropriate branch of Armed Services

0018		ST257 - Computer Maintenance

1	B38	Direct operations of medical information systems activities
2	D97	Conduct computer systems user training
3	R537	Change computer systems configurations
4	R538	Conduct computer systems users group meetings
5	R541	Create and distribute specialized computer generated reports
6	R542	Develop backup recovery procedures for computer systems
7	R547	Initiate requests for computers
8	R548	Install computer systems
9	R549	Load computer system software releases or updates
10	R550	Maintain computer systems accounts
11	R551	Monitor computer systems performance
12	R555	Monitor or test uninterruptable power supplies
13	R556	Monitor utilization of computer resources
14	R558	Perform archives or backups of multi-user systems
15	R559	Perform computer systems network maintenance
16	R560	Perform full-volume backups or restores
17	R561	Perform preventive maintenance on computer hardware
18	R562	Perform software loads
19	R563	Perform system shutdown or start-up procedures

0018	ST257 - Computer Maintenance (Continued)	

20	R565	Remove or replace computer systems components or accessories
21	R566	Reorganize data bases
22	R568	Restart single users after workstation hang-ups
23	R569	Restore software
24	R571	Run utilities, such as editor or EZ format
25	R572	Schedule computer training classes
26	R573	Schedule repairs of computer systems
27	R574	Troubleshoot communications problems
28	R575	Troubleshoot hardware problems, other than printers
29	R576	Troubleshoot printer problems
30	R577	Troubleshoot software problems
31	R578	Update system configurations, such as logons or printers
32	R579	Update system information, such as system users or passwords

0019	ST258 - Safety and Security	

1	A17	Plan safety or security programs
2	B51	Implement safety or security programs
3	C80	Evaluate safety or security programs
4	F163	Conduct safety or security inspections

0020	ST284 - Forms and Publications	

1	A11	Establish publication libraries
2	F173	Establish requirements for publications and forms
3	F182	Maintain publications libraries

0021	ST291 - Supervision	

1	A9	Establish medical unit policies, such as operating instructions (OIs) or standard operating procedures (SOPs)
2	A10	Establish performance standards for subordinates
3	A12	Establish work methods or procedures
4	A13	Plan general meetings, such as staff meetings, briefings, or conferences
5	A16	Plan or schedule work assignments or priorities
6	A19	Review regulations, manuals, or other unit publications
7	B24	Brief personnel on administrative procedures
8	B25	Brief personnel on work priorities
9	B26	Conduct general meetings, such as staff meetings, briefings, or conferences
10	B27	Conduct supervisory orientations of newly assigned personnel
11	B28	Counsel personnel on personal or military-related matters
12	B59	Supervise Health Services Management Apprentices (AFSC A031)
13	B60	Supervise Health Services Management Journeymen (AFSC A051)

0021　ST291 - Supervision (Continued)

14	C65	Conduct feedback counseling sessions
15	C74	Evaluate personnel for compliance with performance standards
16	C75	Evaluate personnel for promotion, demotion, reclassification, or special awards
17	C91	Write EPRs
18	C92	Write recommendations for awards, decorations, and recognition programs
19	D99	Conduct on-the-job training (OJT)

0022　ST301 - Outpatient Records

1	H243	Annotate sensitivity information on outpatient record folders
2	H247	Create outpatient records for new patients
3	H248	File forms in outpatient records
4	H249	File or charge out outpatient records for mobility processing
5	H250	File or charge out outpatient records, other than for mobility processing
6	H251	File paperwork using medical record chargeout guides
7	H252	Forward appointment sheets and outpatient records to clinics
8	H255	Monitor suspenses for charged out outpatient records
9	H257	Perform annual inventories of outpatient records
10	H258	Perform quality control checks of outpatient records
11	H259	Pick up outpatient records from physicians and clinics to return to files
12	H261	Prepare outpatient records for transfer
13	H262	Prepare requests for outpatient records
14	H263	Research incomplete patient identification information
15	H264	Retire outpatient records annually
16	H268	Screen incoming outpatient records
17	H269	Screen outpatient records for physicians and clinics
18	H271	Search for misplaced outpatient records
19	H272	Search worldwide locators for patient identifications and locations

0023　ST318 - Manpower

1	Q489	Apply work load standards against actual productivities
2	Q498	Conduct manpower price-out change studies
3	Q504	Coordinate work measurement studies with Manpower Engineering Team
4	Q521	Prepare manpower change requests
5	Q526	Review or update unit manning documents
6	Q527	Review or update unit personnel manning rosters

0024   ST335 - Benefits Counseling

1	G204	Brief beneficiaries on Civilian Health and Medical Programs of the Uniformed Services (CHAMPUS) entitlements
2	N402	Assist beneficiaries in completing claims, appeals, or requests for NASs
3	N405	Conduct one-on-one managed care health benefits briefings
4	N408	Coordinate unresolved benefits inquiries with beneficiaries
5	N409	Coordinate unresolved benefits inquiries with other agencies, such as claims processors, case managers, or providers
6	N415	Interview beneficiaries or providers to determine necessity of NAS requests

0025   ST340 - Patient Screening

1	F158	Complete patient identification data on medical forms
2	F175	Input patient data into computer terminals
3	F193	Retrieve patient data from computer terminals
4	F201	Verify patient eligibility using Defense Enrollment Eligibility Reporting System (DEERS) and military identification card

0026   ST341 - Patient Fatalities

1	G206	Collect information for notifications of next of kin in event of patient deaths
2	G222	Obtain approval signatures for autopsies
3	G226	Prepare certificates of fetal deaths
4	G228	Prepare death certificates

0027   ST346 - Billing

1	Q491	Collect and secure patient valuables
2	Q492	Collect payments for treatment provided
3	Q505	Deposit monies collected
4	Q510	Maintain change funds
5	Q528	Suspense or follow up unpaid bills
6	Q529	Transfer uncollectable accounts to AFOs

0028   ST396 - Medical Readiness

1	B39	Direct operations of medical readiness activities
2	S580	Assign personnel to mobility positions
3	S581	Brief assigned personnel on disaster preparedness and wartime missions
4	S582	Brief mobility members on duties and responsibilities
5	S583	Compile or prepare Status of Resources and Training System (SORTS) reports
6	S584	Compile or prepare unit exercise reports
7	S585	Conduct continuing medical readiness training
8	S586	Coordinate exercises or exercise planning with affected base or civilian agencies
9	S587	Deploy mobility teams and equipment

0028 ST396 - Medical Readiness (Continued)

10	S588	Develop contingency support plans
11	S589	Develop DCCPs
12	S590	Develop mobility or unit recall rosters
13	S591	Evaluate effectiveness of implemented medical readiness and exercise plans
14	S595	Maintain or update classified medical readiness plans
15	S596	Perform site surveys for alternate medical facilities
16	S597	Plan actual or simulated emergency evacuations of patients to alternate facilities
17	S598	Plan or direct administrative or logistic support of medical readiness or unit disaster preparedness teams
18	S600	Schedule personnel for medical readiness, mobility, or disaster preparedness teams training
19	S601	Write medical annexes to contingency plans, such as field training exercise plans

0029 ST400 - Admissions

1	I274	Admit or discharge patients using computer terminals
2	I275	Coordinate assignment of patients to wards with other hospital offices
3	I276	Initiate inpatient records
4	I277	Maintain rosters of persons seriously ill, very seriously ill, or incapacitated
5	I278	Maintain suspense files on subsistence elsewhere patients
6	I279	Notify appropriate agencies of seriously ill, very seriously ill, or incapacitated personnel
7	I280	Notify Departments of Army or Navy concerning admissions of Army, Navy, or Marine personnel
8	I281	Notify higher headquarters concerning admissions of AF Medical Service colonels or key staff personnel
9	I282	Notify HQ USAF concerning admissions of active duty or retired Air Force (AF) generals
10	I283	Notify HQ USAF concerning admissions of AF line colonels, other service generals, or presidential appointees
11	I284	Notify units concerning admissions of members to quarters or hospital
12	I286	Prepare and distribute A&D reports
13	I287	Prepare medical identification cards or bands for patients
14	I289	Prepare patient locator cards
15	I291	Update current bed status

0030 ST431 - Referrals

1	N406	Coordinate referral actions with referral nurse, patient, and providers
2	N414	Input referral tracking information in computer systems
3	N424	Research and verify types of referral for payment methods
4	N427	Schedule appointments with civilian providers using health care finder program
5	N429	Screen incoming referrals for correct patient identification and clinical information