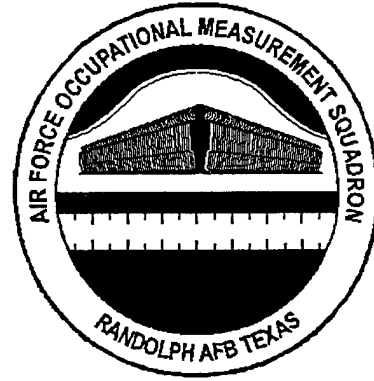# UNITED STATES AIR FORCE

OCCUPATIONAL SURVEY REPORT

CHAPLAIN SERVICE SUPPORT

AFSC 5R0X1

AFPT 90-5R0-087

JANUARY 1997

OCCUPATIONAL MEASUREMENT SQUADRON
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
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PREFACE

This report presents the results of an Air Force Occupational Survey of the Chaplain Service Support (AFSC 5R0X1) career ladder. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

The survey instrument was developed by 1Lt T. Scott Koons, Inventory Development Specialist, with computer programming support furnished by Ms. Jeanie C. Guesman. Mr. Richard G. Ramos provided administrative support. 2Lt Thomas E. Murphy II, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Mr. Daniel E. Dreher, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

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

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SUMMARY OF RESULTS

1. _Survey Coverage_: The Chaplain Service Support (AFSC 5R0X1) career ladder incumbents were surveyed to obtain current task and equipment data for use in examining training programs. Survey results are based on responses from 357 members worldwide.

2. _Career Ladder Structure_: Structure analysis identified one job cluster and four independent jobs (IJ): Chaplain Service Support Job, Chaplain Fund Bookkeeper Job, Supervisory Job Cluster, Resources Support Job, and MAJCOM Functional Manager Job.

3. _Career Ladder Progression_: This career ladder is typical in that 3- and 5-skill level members spend most of their time performing technical tasks related to religious program support, bookkeeping and resource management, while 7-skill level members are typically first-line supervisors performing a mixture of technical and supervisory tasks. Finally, 9-skill level members perform fewer technical tasks and spend more time on supervisory and managerial functions, and CEM personnel tend to be primarily managers.

4. _Training Analysis_: A match of survey data to the AFSC 5R0X1 Specialty Training Standard (STS) shows a very high level of support. The STS paragraph dealing with the preparation and allocation of ecclesiastical reports was unsupported and should be reviewed. Also, there were many technical tasks with high percent members performing which were not referenced to the STS. Career ladder functional managers and training personnel should carefully review these areas to justify their inclusion or deletion from training documents.

5. _Job Satisfaction Analysis_: Job satisfaction for respondents in the present study is higher in some areas than reported for members in a comparative AFSC surveyed in 1995 and lower in others. Overall satisfaction has declined in every TAFMS group over the years when compared to the previous survey in 1991. Members of most jobs report they find their talents and training well used and their jobs interesting. Members of the Chaplain Services Support and Chaplain Fund Bookkeeper Jobs, however, had the lowest satisfaction indicators.

6. _Implications_: The current AFSC 5R0X1 career ladder job structure has changed somewhat with jobs getting broader and encompassing more duties and tasks since the previous job structure identified in the 1991 OSR. The AFMAN 36-2108 _Specialty Descriptions_ accurately describe the jobs and tasks personnel at all skill levels perform. Job satisfaction is generally positive for identified jobs. The training document analysis showed a very high level of support for the tasks matched to the STS, however, there are some technical tasks with high percent members performing not referenced to the STS, which should be considered for inclusion in the STS. Training personnel and career ladder functional managers should review this document to ensure it is complete and appropriate.

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OCCUPATIONAL SURVEY REPORT (OSR)
CHAPLAIN SERVICE SUPPORT CAREER LADDER
(AFSC 5R0X1)

INTRODUCTION

This is an OSR of the Chaplain Service Support (AFSC 5R0X1) career ladder. This survey, completed in 1996, is intended to update the current data base and to identify any changes that may have taken place since the last survey in 1991.

Background

The AFMAN 36-2108 *Specialty Descriptions* for this career ladder state that Chaplain Service Support members organize and direct chaplain services support activities and determine funds, facility, equipment, supply and security requirements for chaplain activities. Members review and coordinate host-tenant support agreement requirements, develop chaplain service manpower requirements, as well as use crisis management skills to identify counseling needs, establish counseling priorities and make referrals when a chaplain is not available. During combat operations, emergencies, exercises, and deployments, personnel serve as support members on Chaplain Readiness Teams.

Chaplain Service Support personnel evaluate chaplain functions and activities, including reviewing and inspecting chaplain operations. Members go on to monitor the implementation and application of chaplain programs and procedures. When problems arise, members initiate corrective actions and develop or revise procedures to improve effectiveness and eliminate deficiencies. Members also provide assistance in resolving complex issues involving the free exercise of religion in the military community.

Finally, Chaplain Service Support personnel analyze financial requirements and determine funding sources. This involves preparing and maintaining appropriated fund budgets and records, serving as resource advisor and equipment custodian. In addition, members serve as chaplain fund custodians, maintain chaplain fund accounts, advise chaplains and laity on availability of funds, and operate the automated fund accounting system.

Entry into the career ladder is from a 28-day training course conducted at Maxwell AFB AL. This course introduces students to world religions, concepts of religious pluralism and faith group requirements, religious education, crisis intervention, and interviewing techniques.

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Operation of computer systems and related software is also covered. Entry into the career ladder currently requires an Armed Services Vocational Aptitude Battery Administrative score of 40 or General score of 43.

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) AFPT 90-5R0-087, dated February 1996. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, and tasks from previous applicable OSRs. The preliminary task list was refined and validated through personal interviews with 19 subject-matter experts (SMEs) selected to cover a variety of major commands (MAJCOMs) at the following locations:

BASE	REASON FOR VISIT
Andrews AFB MD	Command Chaplain's Conference
Lackland AFB TX	37th Training Wing/HC
	59th Medical Wing/HC
Randolph AFB TX	AETC/HC
	12th Flying Training Wing/HC

Others contacted include Air Force Personnel Center (AFPC) classification personnel, training and resource managers, and the Air Force functional manager.

The resulting JI contains a comprehensive listing of 353 tasks grouped under 9 duty titles, with a background section requesting incumbents to answer questions such as their grade, job title, time in present job, time in service, and job satisfaction.

Survey Administration

From February 1996 to July 1996, base training offices at operational bases worldwide administered the inventory to all eligible AFSC 5R0X1 personnel. Members eligible for the survey consisted of the total assigned 3-, 5-, 7-, 9-, and CEM-skill level populations, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring within the time the inventories were administered to the field; and

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(4) personnel in their jobs less than 6 weeks. Participants were selected from a computer-generated mailing list obtained from personnel data tapes maintained by AFPC, Randolph AFB TX.

Each individual completing the inventory first filled in an identification and biographical information section and then checked each task he or she currently performed on the job. After checking tasks performed, each individual rated tasks checked on a 9-point scale showing relative time spent on that task, compared to other tasks performed. The ratings range from 1 (very small amount time spent) to 9 (very large amount time spent).

To determine relative time spent for each task, all incumbent's ratings are assumed to account for 100 percent of job time. The ratings are, therefore, summed and each individual task rating is divided by the total of all task ratings and subsequently multiplied by 100 to provide a relative percentage of time spent on each task.

Survey Sample

Personnel were selected to participate in this study to ensure an accurate representation across MAJCOMs and paygrades. Table 1 reflects the percentage, by MAJCOM, of assigned and sampled AFSC 5R0X1 individuals. The 357 respondents in the final sample represent 82 percent of all eligible AFSC 5R0X1 personnel. These data are displayed showing assigned and sampled populations, based on the current MAJCOM structure. Table 2 reflects the percentage distribution by paygrade groups.

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 5R0X1 personnel (generally E-6 or E-7 craftsmen) also completed a second booklet for either training emphasis (TE) or task difficulty (TD). The TE and TD booklets were processed separately from the JIs. The information gained from these task factor data is used in various analyses and is a valuable part of the training decision process.

Training Emphasis (TE). TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 30 senior AFSC noncommissioned officers (NCO) who completed a 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 at resident technical schools, field training detachments, mobile training teams, formal on-the-job training (OJT), or any other organized training method. There was high agreement among these 30 raters. The average TE rating was 2.74, with a standard deviation of 1.67. Any task with a TE rating of 4.79 or above is considered to have high TE.

TABLE 1

MAJCOM REPRESENTATION IN SAMPLE

COMMAND	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
AETC	23	21
ACC	21	22
AFMC	12	13
AMC	11	11
USAFE	9	6
PACAF	9	10
AFSPACECOM	6	7
OTHER	9	10

TOTAL ASSIGNED = 479
TOTAL ELIGIBLE = 434
TOTAL IN SAMPLE = 357
PERCENT OF ASSIGNED IN SAMPLE = 75%
PERCENT OF ELIGIBLE IN SAMPLE = 82%

TABLE 2

PAYGRADE DISTRIBUTION OF SAMPLE

PAYGRADE	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
E-1 to E-3	29	28
E-4	20	20
E-5	21	22
E-6	14	14
E-7	11	11
E-8	3	3
E-9	2	2

<u>Task Difficulty (TD)</u>. TD is an estimate of the amount of time needed to learn how to do each task satisfactorily. The 35 senior NCOs who completed TD booklets were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was high. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered to be difficult to learn.

SPECIALTY JOBS
(Career Ladder Structure)

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs the respondents perform. The Comprehensive Occupational Data Analysis Programs (CODAP) assist by creating an individual job description for each respondent based on tasks performed and relative amount of time spent on tasks. The CODAP automated job clustering program then compares all individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, CODAP either adds new members to this initial group, or forms new groups based on similarity of tasks and time spent ratings.

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

Overview of Specialty Jobs

Based on analysis of tasks performed and amount of time spent performing each task, four independent jobs (IJ) and one job cluster were identified. Figure 1 illustrates the jobs performed by AFSC 5R0X1 personnel.

A listing of these clusters and IJs is provided below. The stage (STG) number shown beside each title references computer-printed information, while the letter "N" represents the number of personnel in each group.

    I.   CHAPLAIN SERVICES SUPPORT JOB (STG031, N=91)

    II.   CHAPLAIN FUND BOOKKEEPER JOB (STG030, N=55)

    III.   SUPERVISORY JOB CLUSTER (STG023, N=169)

AFSC 5R0X1
CAREER LADDER JOBS

Supervisory Cluster
47%

Resources Support
1%

MAJCOM Functional Manager
3%

Not Grouped
7%

Chaplain Fund Bookkeeper
15%

Chaplain Services Support
25%
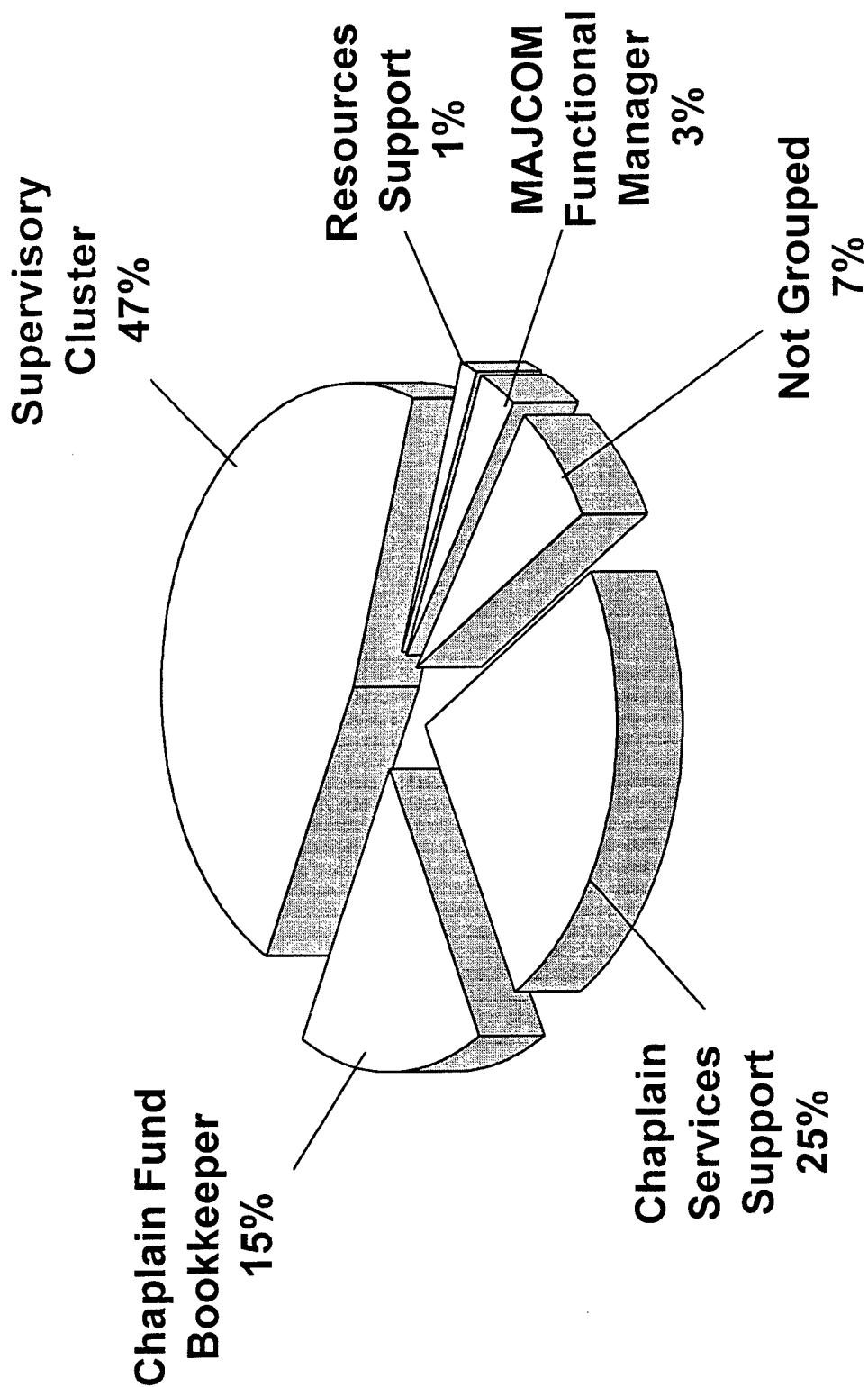
FIGURE 1

IV.   RESOURCES SUPPORT JOB (STG022, N=5)

V.   MAJCOM FUNCTIONAL MANAGER JOB (STG035, N=11)

The respondents forming these groups account for 93 percent of the survey sample. The remaining 7 percent were performing tasks which did not group with any defined jobs. Job titles given by respondents which were representative of these personnel include: Facility Manager, Parish Coordinator, Mobility Technician, Religious Education Coordinator, and Executive Officer.

Group Descriptions

The following paragraphs contain brief descriptions of the job cluster and four IJs identified in the career ladder structure analysis. Appendix A lists representative tasks performed by the identified job cluster and IJs. Table 3 displays time spent on duties, while Table 4 provides demographic information for each job discussed in this report.

I. CHAPLAIN SERVICES SUPPORT JOB (STG031). The 91 members of this job represent 25 percent of the total survey sample. Members of this job spend almost half of their time providing religious support to the chaplains (see Table 4). This support comes in the form of cleaning the chapels between services, preparing the chapel for various denominational worship, preparing and distributing chapel bulletins and operating the sound system. Representative tasks for this job include:

- clean chapel facilities, such as chapel, annex, or kitchen
- prepare facilities for Catholic or Protestant services
- restore chapel facilities after use to a neutral setting
- perform receptionist duties
- prepare facilities for ecumenical or interfaith services or activities
- gather or distribute supplies or equipment for chapel-related programs
- operate or maintain sound systems
- prepare or develop chapel bulletins

The members of this job have fairly little experience and represent entry-level type personnel. Members average under 4 years TAFMS and 98 percent of members hold a 3- or 5- skill level (see Table 4). Members perform an average of 60 tasks while performing the Chaplain Services Support Job and 60 percent hold a paygrade from E-1 to E-3 (see Table 4).

TABLE 3

AVERAGE TIME SPENT ON DUTIES BY CAREER LADDER JOBS

DUTIES	CHAPLAIN SERVICES SUPPORT (STG031)	CHAPLAIN FUND BOOKKEEPER (STG030)	SUPERVISORY CLUSTER (STG023)	RESOURCES SUPPORT (STG022)	MAJCOM FUNCTIONAL MANAGER (STG035)
A PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	9	4	30	28	31
B PERFORMING TRAINING ACTIVITIES	2	1	8	4	3
C PROVIDING RELIGIOUS SUPPORT	45	28	16	11	4
D PROVIDING RESOURCES SUPPORT	1	6	12	37	9
E PROVIDING CHAPLAIN FUND SUPPORT	1	36	5	6	3
F PROVIDING ADMINISTRATIVE SUPPORT	15	6	9	8	21
G PROVIDING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	2	1	3	4	27
H MAINTAINING FACILITIES AND GROUNDS	12	9	6	1	1
I PROVIDING READINESS AND CHAPLAIN READINESS TEAM (CRT) SUPPORT	13	9	9	1	1

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

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TABLE 4

SELECTED BACKGROUND DATA FOR AFSC 5R0X1 CAREER LADDER JOBS

	CHAPLAIN SERVICES SUPPORT	CHAPLAIN FUND BOOKKEEPER	SUPERVISORY CLUSTER	RESOURCES SUPPORT	MAJCOM FUNCTIONAL MANAGER
AVERAGE NUMBER OF TASKS PERFORMED	60	60	144	55	62
DAFSC DISTRIBUTION:					
5R031	57%	69%	5%	0%	0%
5R051	41%	29%	54%	80%	9%
5R071	2%	2%	34%	20%	64%
5R091	0%	0%	5%	0%	9%
5R000	0%	0%	2%	0%	18%
PAYGRADE DISTRIBUTION:					
E-1 to E-3	60%	66%	3%	0%	0%
E-4	26%	25%	17%	20%	0%
E-5	11%	7%	33%	40%	18%
E-6	2%	2%	24%	20%	9%
E-7	0%	0%	18%	0%	55%
E-8	0%	0%	4%	20%	0%
E-9	0%	0%	2%	0%	18%
AVERAGE MONTHS TAFMS	46	39	157	162	219

II. **CHAPLAIN FUND BOOKKEEPER JOB (STG030).** The 55 members of this job account for 15 percent of the survey sample. The members of this job are typical of any bookkeeper or accountant, concerning themselves mainly with coordinating and supporting the chaplain fund (see Table 3). Members do this by preparing purchase orders or expense vouchers, maintaining checkbooks or savings accounts and subsequent accounting records. Representative tasks which distinguish this job from others include:

- prepare chaplain fund purchase orders or expense vouchers
- maintain chaplain fund checkbooks or savings accounts
- prepare chaplain fund receipts for deposit
- prepare and maintain monthly chaplain fund accounting records
- deposit chaplain receipts
- advise requesters on authorized expenditures
- maintain chaplain fund continuity files

Chaplain Fund Bookkeeper personnel perform an average of 60 tasks and are the least experienced in the survey with an average of just over 3 years TAFMS (see Table 4). Nearly 70 percent of members hold a 3-skill level rating and over 90 percent hold a paygrade not higher than E-4 (see Table 4).

III. **SUPERVISORY JOB CLUSTER (STG023).** The 169 members of this cluster of jobs represent the largest group found in this study, accounting for 47 percent of the total survey sample. Members represent the bulk of Chief Chapel Support Activities Personnel, performing duties ranging anywhere from single or multiple chapel managers, NCOICs of chapels and resources to superintendents. Thirty percent of their time deals solely with the performance of various managerial and supervisory activities (see Table 3). Relative tasks for this cluster of jobs include:

- supervise military personnel
- determine or establish work assignments or procedures
- determine or establish logistics requirements
- direct administrative functions
- conduct OJT
- evaluate personnel for compliance with standards
- evaluate workload requirements
- establish performance standards
- determine training requirements

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There were two jobs identified within this cluster. However, the tasks performed were so similar they could not be called IJs. NCOIC of single or multiple chapels was the first job identified. Members perform the duties of a basic building manager, overseeing, evaluating, and inspecting programs and personnel. NCOIC of resources was the second job identified. These supervisors perform the same tasks as the building managers; however, their scope of influence is less. They manage the specific program of resources rather than oversee all chapel programs.

The supervisors present in this cluster are primarily 5- and 7-skill levels with an average of 13 years TAFMS (see Table 4). Members perform the highest number of tasks in the entire sample with 144. This high number can be attributed to the whole scope of responsibility these supervisors have. The paygrade of the supervisors in this group ranges anywhere from E-3 to E-9 (see Table 4).

IV. RESOURCES SUPPORT JOB (STG022). The 5 members of this job group account for 1 percent of the total survey sample. The work associated with this job is focused mainly with the maintaining, coordinating and monitoring of appropriated funds. This job is very similar in nature to the Chapel Fund Manager Job previously identified, with the major difference being the type of funds, appropriated versus chapel, being monitored and accounted for. The emphasis on appropriated funds by Resources Support Job members is made clear by these representative tasks:

- coordinate appropriated fund budget matters with resource advisors
- dispose of excess appropriated fund properties
- monitor status of appropriated funds budgets
- inventory appropriated fund equipment
- maintain appropriated fund equipment custodian records
- prepare appropriated fund requests
- analyze resource management reports
- procure logistical support items
- maintain contract receiving reports
- track supply requisitions

The members of this job group have a fairly high level of experience with an average of 13 years TAFMS. They range from a 5-skill to 7-skill level. Their paygrade ranges from E-4 to E-8. The typical Resources Support Job member performs an average of 55 tasks (see Table 4).

V. MAJCOM FUNCTIONAL MANAGER JOB (STG035). The 11 members of this job account for 3 percent of the survey sample. What distinguishes these managers from those present in the Supervisory Job Cluster are their experience and location. Members of this job are

assigned to MAJCOM or HQ levels. Therefore, their managerial tasks are quite different from chapel managers discussed earlier. They spend 50 percent of their time providing administrative and special program support (see Table 3). Representative tasks of this job include:

- determine funding requirements for conferences, workshops, or DV visits
- determine billeting requirements for conferees or DVs
- plan briefings, conferences or workshops
- compile data for records, reports, logs, or trend analyses
- determine unique protocol requirements
- prepare conference or workshop brochures
- prepare logistical support items
- interpret policies, directives, or procedures for subordinates
- consolidate data for statistical reports

The members of this group have the highest level of experience with an average of over 18 years TAFMS (see Table 4). Command Functional Managers range from the 5- to 9-skill level, with nearly 20 percent of the population holding the level of CEM. Paygrades range from E-5 to E-9, with 62 tasks performed on average (see Table 4).

Comparison to Previous Study

A list of jobs identified in the current survey as compared to those identified in the 1991 survey is provided in Table 5. No major changes have taken place since the 1991 survey. The career ladder is now smaller and more streamlined with 200 fewer personnel assigned and 2 fewer jobs identified than in the 1991 survey. The reason for this is the jobs from the current survey cover a much broader range of tasks and duties than in the previous survey. As a result, the Chaplain Services Support Job represents a combination of the previously identified Facilities Preparation Personnel and Religious Program Support Personnel (see Table 5). The previous Chiefs of Chapel Support Activities and Management and Training Personnel jobs are similarly combined to form the current Supervisory Cluster.

TABLE 5

SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1991 SURVEYS

CURRENT SURVEY	1991 (AFSC 893X0) SURVEY
CHAPLAIN SERVICES SUPPORT	FACILITIES PREPARATION PERSONNEL RELIGIOUS PROGRAM SUPPORT PERSONNEL
CHAPLAIN FUND BOOKKEEPER	CHAPEL BOOKKEEPER

SUPERVISORY CLUSTER	MANAGEMENT AND TRAINING PERSONNEL
	  CLUSTER
	CHIEFS OF CHAPEL SUPPORT ACTIVITIES
	  CLUSTER

RESOURCES SUPPORT	RESOURCE MANAGEMENT PERSONNEL
MAJCOM FUNCTIONAL MANAGER	MAJCOM ADMINISTRATIVE SUPPORT PERSONNEL JOB

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with analysis of the career ladder structure, is an important part of each occupational survey. DAFSC analysis examines differences in tasks performed between skill-level members. This information may then be used to evaluate how well career ladder documents, such as AFMAN 36-2108 *Specialty Descriptions*, reflect what career ladder personnel are doing in the field.

The distribution of AFSC 5R0X1 skill-level groups across career ladder jobs is displayed in Table 6. Notice how a vast majority of 3-skill level personnel are represented in the Chaplain Services Support Job and Chaplain Fund Bookkeeper Job, which can be seen as the entry-level type jobs in the career ladder. Table 6 also shows huge increase of representation in the Supervisory Cluster as DAFSC increases. CEM representation is divided between the Supervisory Cluster and the MAJCOM Functional Manager Job (see Table 6).

Skill-Level Descriptions

DAFSC 5R031. The 104 3-skill level personnel, representing 29 percent of the survey sample, perform an average of 62 tasks, the fewest of any other DAFSC group. The 3-skill level personnel perform 3 jobs with nearly 90 percent in the Chaplain Services Support Job or the Chaplain Fund Bookkeeper Job. A small percentage of 3-skill level personnel is actually present in the Supervisory Cluster as well (see Table 6). They spend 37 percent of their time providing religious support (see Table 7). Table 8 lists representative tasks they perform, demonstrating the basic technical nature of their work.

DAFSC 5R051. The 161 5-skill level personnel, representing 45 percent of the survey sample perform an average of 104 tasks. Nearly 60 percent of 5-skill level personnel work in the Supervisory Cluster (see Table 6). Table 7 shows the fairly even distribution of time spent on duties by 5-skill level personnel, with their highest concentration dealing with providing religious support. Table 9 shows that, like their junior counterparts, 5-skill level personnel perform primarily technical tasks. What distinguishes 5- from 3-skill level personnel are that a higher percentage of 5-skill level personnel perform some basic supervisory functions (see Table 10). Table 10 also shows 5-skill level personnel perform every task a 3-skill level member does, in addition to the supervisory taskings shown. This further explains the high number of average tasks performed.

DAFSC 5R071. The 77 7-skill level personnel, representing 22 percent of the survey sample, perform an average of 138 tasks, more than any other DAFSC. Seventy-five percent of 7-skill level personnel are grouped in the Supervisory Cluster (see Table 6). Table 7 shows they spend over one-third of their time performing management and supervisory activities. Table 11 illustrates this high concentration. Seven-skill level personnel perform fewer tasks related to the

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TABLE 6

DISTRIBUTION OF SKILL LEVEL MEMBERS
ACROSS CAREER LADDER JOBS

JOB	DAFSC 5R031 (N=104)	DAFSC 5R051 (N=161)	DAFSC 5R071 (N=77)	DAFSC 5R091 (N=9)	DAFSC 5R000 (N=6)
CHAPLAIN SERVICES SUPPORT	50	23	3	-	-
CHAPLAIN FUND BOOKKEEPER	37	10	1	-	-
SUPERVISORY CLUSTER	8	57	75	89	50
RESOURCES SUPPORT	-	2	1	-	-
MAJCOM FUNCTIONAL MANAGER	-	1	9	1	33
NOT GROUPED	5	7	11	10	17

- Denotes 0 percent

TABLE 7

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

DUTY		DAFSC 5R031 (N=104)	DAFSC 5R051 (N=161)	DAFSC 5R071 (N=77)	DAFSC 5R091 (N=9)	DAFSC 5R000 (N=6)
A	PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	7	18	36	46	50
B	PERFORMING TRAINING ACTIVITIES	2	5	10	14	16
C	PROVIDING RELIGIOUS SUPPORT	37	25	11	6	1
D	PROVIDING RESOURCES SUPPORT	4	10	11	6	5
E	PROVIDING CHAPLAIN FUND SUPPORT	15	8	3	1	-
F	PROVIDING ADMINISTRATIVE SUPPORT	11	11	10	10	16
G	PROVIDING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	2	3	6	6	9
H	MAINTAINING FACILITIES AND GROUNDS	11	9	5	2	1
I	PROVIDING READINESS AND CHAPLAIN READINESS TEAM (CRT) SUPPORT	12	10	9	9	2

- Denotes 0 percent

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TABLE 8

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R031 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=104)
H298	Clean chapel facilities, such as chapel, annex, or kitchen	94
C147	Prepare facilities to support Catholic services or rites	92
C149	Prepare facilities to support general Protestant services	92
C167	Restore chapel facilities after use to a neutral setting	88
C142	Prepare facilities for ecumenical or interfaith services or activities	83
C151	Prepare facilities to support organizational meetings or functions	80
C148	Prepare facilities to support denominational or other faith group services or rites	78
H306	Operate or maintain sound systems	78
C153	Prepare facilities to support special services	77
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	71
C160	Prepare refreshments for chapel social functions	70
I346	Participate in self-aid or buddy care training	70
C125	Gather or distribute supplies or equipment for chapel-related programs	68
C144	Prepare facilities for memorial services	66
C129	Maintain religious literature displays	65
C145	Prepare facilities for religious education activities	64
F260	Perform receptionist duties	63
I344	Participate in disaster preparedness, deployment, or readiness exercises	63
C143	Prepare facilities for funeral services	63
H301	Maintain ecclesiastical equipment	63
H307	Perform building security, fire, or safety checks	61
I312	Assist with visitation ministries	61
I327	Fire weapons for qualification	61
I337	Operate chapel control center in chapel facilities	57

TABLE 9

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R051 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=161)
C149	Prepare facilities to support general Protestant services	88
C147	Prepare facilities to support Catholic services or rites	86
C167	Restore chapel facilities after use to a neutral setting	82
C142	Prepare facilities for ecumenical or interfaith services or activities	82
C144	Prepare facilities for memorial services	81
F260	Perform receptionist duties	78
C153	Prepare facilities to support special services	77
H307	Perform building security, fire, or safety checks	76
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	76
H306	Operate or maintain sound systems	73
H301	Maintain ecclesiastical equipment	73
C125	Gather or distribute supplies or equipment for chapel-related programs	71
C151	Prepare facilities to support organizational meetings or functions	71
C143	Prepare facilities for funeral services	71
C145	Prepare facilities for religious education activities	68
C148	Prepare facilities to support denominational or other faith group services or rites	
H299	Identify major or minor construction or self-help projects	66
H305	Operate or maintain audiovisual equipment	66
I337	Operate chapel control center in chapel facilities	66
C157	Prepare or process transportation requests	66
C160	Prepare refreshments for chapel social functions	63
I346	Participate in self-aid or buddy care training	63

TABLE 10

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5R031 AND DAFSC 5R051 PERSONNEL (PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 5R031 (N=104)	DAFSC 5R051 (N=161)	DIFFERENCE
A15	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	14	59	-45
A14	Counsel subordinates concerning personal matters	4	46	-42
A48	Evaluate personnel for compliance with performance standards	0	39	-39
B92	Conduct OJT	8	47	-39
A17	Determine or establish work assignments or priorities	9	47	-38
D177	Dispose of excess appropriated fund properties	9	46	-37
A80	Supervise military personnel	2	39	-37
A9	Conduct safety inspections of equipment or facilities	22	57	-35
D175	Develop or prepare annual appropriated fund financial plans	4	39	-35
A36	Establish performance standards for subordinates	1	35	-34
D172	Analyze resource management reports	5	39	-34
D174	Coordinate appropriated fund budget matters with resource advisors	9	42	-33
B118	Schedule personnel for training	6	39	-33

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R071 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=77)
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	91
A82	Write job or position descriptions	82
A17	Determine or establish work assignments or priorities	81
A22	Develop or establish work methods or procedures	81
A62	Interpret policies, directives, or procedures for subordinates	77
A14	Counsel subordinates concerning personal matters	77
A83	Write performance reports or supervisory appraisals	77
A10	Conduct self-inspections or self-assessments	75
B92	Conduct OJT	74
A15	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	74
A42	Evaluate job or position descriptions	74
A80	Supervise military personnel	73
D178	Evaluate chaplain fund procedures	73
A21	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	73
A60	Inspect personnel for compliance with military standards	73
A84	Write recommendations for awards or decorations, other than for lay volunteers	73
A47	Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans	71
A35	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	71
A71	Plan or schedule work assignments or priorities	70
A36	Establish performance standards for subordinates	70
A64	Maintain or update contingency plans, mobility plans, or base support plans	70
A6	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	70
A26	Develop self-inspection or self-assessment program checklists	70
H307	Perform building security, fire, or safety checks	70

providing of religious support than 5-skill level personnel, and distinguish themselves from 5-skill level personnel by the numbers performing supervisory tasks, such as writing job or position descriptions, writing award recommendations, and determining training requirements (see Table 12).

DAFSC 5R091. The 9 9-skill level personnel, representing 3 percent of the survey sample, perform an average of 114 tasks, second only to the 7-skill level personnel. These highly experienced personnel perform the work of the Supervisory Cluster almost exclusively, with nearly 90 percent representation (see Table 6). Sixty percent of their time is spent performing managerial, supervisory and training related duties (see Table 7). Representative tasks performed are listed in Table 13. Nine-skill level personnel distinguish themselves from 7-skill level personnel through the performance of higher level management tasks, such as determining requirements and planning and directing training activities (see Table 14).

DAFSC 5R000. The 6 CEM personnel, representing 2 percent of the survey sample, perform an average 67 tasks. These personnel have the highest experience of any members of the sample and represent the highest level of supervisors/managers in the career ladder. Over 80 percent of the CEMs in the survey are in either the Supervisory Cluster or the MAJCOM Functional Manager Job group (see Table 6). Over 75 percent of their time is spent performing supervisory and/or training related activities (see Table 7). Representative tasks performed are listed in Table 15. CEM personnel distinguish themselves from 9-skill level personnel by placing less emphasis on the middle level manager-type tasks, and focusing more on broader, higher level, and MAJCOM managerial tasks (see Table 16).

Summary

Three- and 5-skill level airmen perform many tasks in common and both groups spend the majority of their relative job time on technical functions. Five-skill level personnel do perform some supervisory tasks but neither group performs many training-type tasks. The 7-skill level personnel, performing the most tasks of any group, perform all aspects of a 5-skill level job in addition to being introduced to many more supervisory functions. At the 9-skill level, members perform some technical functions, but concentrate primarily on supervisory and managerial duties. At the CEM level, the main emphasis is placed on management at the MAJCOM level with its member assigned to HQ bases.

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 5R051 AND DAFSC 5R071 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 5R051 (N=161)	DAFSC 5R071 (N=77)	DIFFERENCE
C137	Post chapel worship schedules	49	21	28
C129	Maintain religious literature displays	55	27	28
H298	Clean chapel facilities, such as chapel, annex, or kitchen	88	61	27
C149	Prepare facilities to support general Protestant activities	88	61	27
H301	Maintain ecclesiastical equipment	73	47	26
C167	Restore chapel facilities after use to a neutral setting	82	57	25
C142	Prepare facilities for ecumenical or interfaith services or activities	82	58	24
A3	Assign sponsors for newly assigned personnel	16	69	-53
A82	Write job or position descriptions	32	82	-50
A40	Evaluate inspection report findings or inspection procedures	16	61	-45
A84	Write recommendations for awards or decorations, other than for lay volunteers	28	73	-45
A47	Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans	28	71	-43
A42	Evaluate job or position descriptions	31	74	-43
A26	Develop self-inspection or self-assessment program checklists	27	70	-43
B94	Determine training requirements	25	68	-43

TABLE 13

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R091 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=9)
A17	Determine or establish work assignments or priorities	100
A15	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	100
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	89
A27	Direct administrative functions	89
A80	Supervise military personnel	89
A22	Develop or establish work methods or procedures	89
A35	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	89
A21	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	89
A64	Maintain or update contingency plans, mobility plans, or base support plans	89
A82	Write job or position descriptions	89
A84	Write recommendations for awards or decorations, other than for lay volunteers	89
B113	Plan or schedule training	89
A83	Write performance reports or supervisory appraisals	89
A14	Counsel subordinates concerning personal matters	89
B97	Develop training materials or aids	89
A24	Develop organizational or functional charts	89
A10	Conduct self-inspections or self-assessments	89
A2	Assign personnel to work areas or duty positions	89
A6	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	89
A12	Conduct supervisory orientations for newly assigned personnel	89
A3	Assign sponsors for newly assigned personnel	89
B92	Conduct OJT	78

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 5R071 AND DAFSC 5R091 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 5R071 (N=77)	DAFSC 5R091 (N=9)	DIFFERENCE
A9	Conduct safety inspections of equipment or facilities	68	11	57
C157	Prepare or process transportation requests	52	11	41
A69	Plan equipment or facility maintenance requirements	62	22	40
C124	Coordinate with lay personnel in support of chapel activities	51	11	40
D198	Process receiving reports, such as chaplain, appropriated, or MWR funds	49	11	38
D192	Prepare appropriated fund requests	49	11	38
C156	Prepare or develop chapel bulletins	38	0	38
A66	Participate in sponsor programs	60	22	38
E206	Advise requesters on procedures for obtaining supplies or services	60	22	38
D197	Prepare statements of work for appropriated fund contracts	47	11	36
B97	Develop training materials or aids	47	89	-42
F265	Prepare or process IMA documentation	38	78	-40
A24	Develop organizational or functional charts	49	89	-40
A28	Direct training functions	64	100	-36
A16	Determine or establish publication requirements	43	78	-35
A54	Indorse performance reports or supervisory appraisals	44	78	-34
B98	Develop training programs, plans, or procedures	45	79	-34
B113	Plan or schedule training	58	89	-31
B93	Conduct training conferences, briefings, or debriefings	36	67	-31
A1	Annotate time and attendance sheets for civilian employees	48	78	-30

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TABLE 15

REPRESENTATIVE TASKS PERFORMED BY DAFSC 5R000 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=6)
A6	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	100
A27	Direct administrative functions	100
A67	Plan briefings, conferences, or workshops	100
A17	Determine or establish work assignments or priorities	100
A82	Write job or position descriptions	100
A42	Evaluate job or position descriptions	100
A84	Write recommendations for awards or decorations, other than for lay volunteers	100
F274	Proofread correspondence for typographical errors	83
B101	Evaluate effectiveness of training programs, plans, or procedures	83
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	83
A75	Review drafts of regulations, manuals, or other directives	83
A8	Conduct pastoral assistance visits or quality of life visits	83
B94	Determine training requirements	83
A62	Interpret policies, directives, or procedures for subordinates	83
A35	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	83
A83	Write performance reports or supervisory appraisals	83
A2	Assign personnel to work areas or duty positions	83
A22	Develop or establish work methods or procedures	83
A24	Develop organizational or functional charts	83
F233	Annotate security forms for facilities or security containers	83
A28	Direct training functions	67

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 5R091 AND DAFSC 5R000 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		DAFSC 5R091 (N=9)	DAFSC 5R000 (N=6)	DIFFERENCE
B97	Develop training materials or aids	89	0	89
A21	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	89	0	89
A64	Maintain or update contingency plans, mobility plans, or base support plans	89	17	72
I323	Develop contingency support plans	67	0	67
A39	Evaluate adequacy of chapel facilities for religious activities	67	0	67
A13	Coordinate host-tenant support agreements (HTSAa) or interservice support agreements (ISSAs) with appropriate agencies	67	0	67
A47	Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans	67	0	67
A16	Determine or establish publication requirements	78	17	61
A68	Plan deployments of equipment or personnel	56	0	56
I337	Operate chapel control center in chapel facilities	56	0	56
A8	Conduct pastoral assistance visits or quality of life visits	22	83	-61
A67	Plan briefings, conferences, or workshops	56	100	-41
A78	Schedule staff assistance wisits, inspections, or audits	11	50	-39
A42	Evaluate job or position descriptions	67	100	-33
B107	Maintain IMA folders	33	66	-33
F250	maintain administrative files	0	33	-33
F233	Annotate security forms for facilities or security containers	56	83	-27
B101	Evaluate effectiveness of training programs, plans, or procedures	56	83	-27
A75	Review drafts of regulations, manuals, or other directives	56	83	-27
F278	Write minutes of briefings, conferences, or meetings	23	50	-27

ANALYSIS OF AFMAN 36-2108 *SPECIALTY DESCRIPTIONS*

Survey data were compared to AFMAN 36-2108 *Specialty Descriptions* for AFSC 5R0X1 Chaplain Service Support, dated 31 October 1994. The descriptions for the 3-, 5-, 7-, 9- and CEM-skill level members were accurate, depicting technical aspects of the job as well as the increase in supervisory responsibilities previously described in the DAFSC analysis. The descriptions also capture the primary responsibilities of work identified in the job structure analysis.

TRAINING ANALYSIS

Occupational surveys provide information which can be used to assist in the development of training programs relevant to needs of personnel in their first enlistment. Factors used to evaluate entry-level AFSC 5R0X1 training include duties performed by members across career ladder jobs, percentages of members performing specific tasks, ratings of how much TE tasks should receive in formal training, and relative TD ratings.

First-Enlistment Personnel

In this study, there are 129 members in their first enlistment (1-48 months TAFMS) representing 36 percent of the survey sample. These personnel work primarily in Chaplain Service Support Job (see Figure 2). Accordingly, nearly 40 percent of their time is spent providing support to the various religious programs to which they are assigned (see Table 17). Table 18 illustrates the tasks performed by first-enlistment personnel. The preparation of facilities for various religious services, operation of sound equipment, gathering of chapel supplies, and maintenance of ecclesiastical equipment are key tasks for first-enlistment personnel to focus on in order to grasp the fundamentals of the career field.

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

TE and TD data are secondary task factors that can help training development personnel decide which tasks to emphasize for entry-level training. These ratings, based on the judgments of senior career ladder NCOs at operational units, provide a rank-ordering of those tasks considered important for airmen with 1-48 months TAFMS. These tasks are ranked in order two ways, important to train (TE) and a measure of the relative difficulty of those tasks (TD). When combined with data on percentages of entry-level 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 be more appropriately planned for new OJT programs. Low task factor ratings

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AFSC 5R0X1
FIRST-ENLISTMENT JOBS
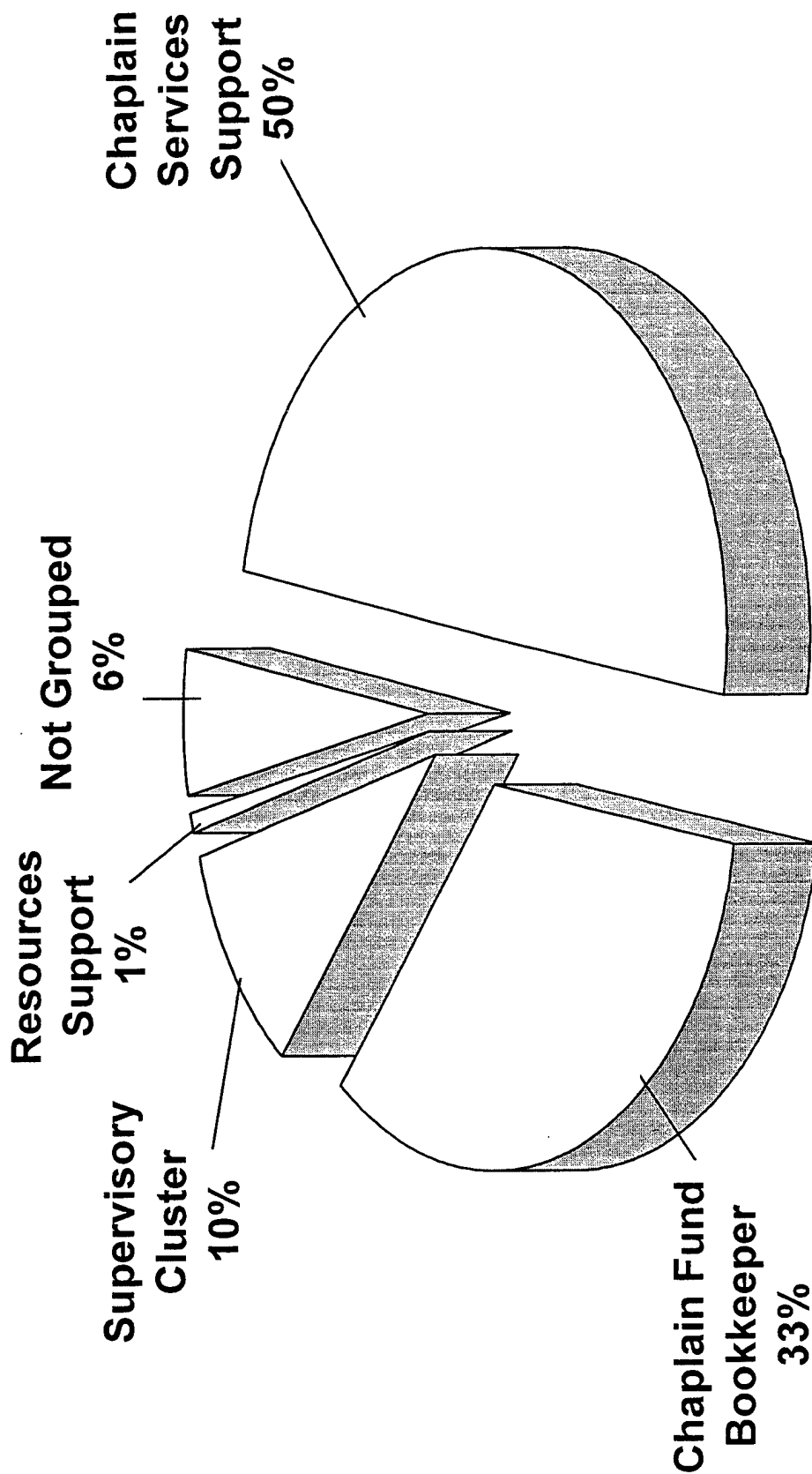
FIGURE 2

TABLE 17

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES BY
FIRST-ENLISTMENT AFSC 5R0X1 PERSONNEL

DUTY AREA	PERCENT TIME SPENT
A PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	7
B PERFORMING TRAINING ACTIVITIES	2
C PROVIDING RELIGIOUS PROGRAM SUPPORT	37
D PROVIDING RESOURCES SUPPORT	4
E PROVIDING CHAPLAIN FUND SUPPORT	14
F PROVIDING ADMINISTRATIVE SUPPORT	11
G PROVIDING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	2
H MAINTAINING FACILITIES AND GROUNDS	10
I PROVIDING READINESS AND CHAPLAIN READINESS TEAM (CRT) SUPPORT	13

TABLE 18

REPRESENTATIVE TASKS PERFORMED BY
FIRST-ENLISTMENT AFSC 5R0X1 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=129)
C149	Prepare facilities to support general Protestant services	94
H298	Clean chapel facilities, such as chapel, annex, or kitchen	92
C147	Prepare facilities to support Catholic services or rites	92
C167	Restore chapel facilities after use to a neutral setting	86
C142	Prepare facilities for ecumenical or interfaith services or activities	81
C151	Prepare facilities to support organizational meetings or functions	79
C153	Prepare facilities to support special services	78
C148	Prepare facilities to support denominational or other faith group services or rites	76
H306	Operate or maintain sound systems	72
C144	Prepare facilities for memorial services	71
C143	Prepare facilities for funeral services	67
C125	Gather or distribute supplies or equipment for chapel-related programs	67
C160	Prepare refreshments for chapel social functions	67
I346	Participate in self-aid or buddy care training	66
C129	Maintain religious literature displays	64
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	64
F260	Perform receptionist duties	63
C145	Prepare facilities for religious education activities	63
H301	Maintain ecclesiastical equipment	62
I344	Participate in disaster preparedness, deployment, or readiness exercises	61
H307	Perform building security, fire, or safety checks	60
I312	Assist with visitation ministries	60

may highlight tasks best omitted from training for new personnel. These decisions must be weighed against percentages of personnel performing tasks, command concerns, and criticality of tasks.

To assist training development personnel, AFOMS developed a computer program that uses these task factors and percentages of 1-48 months TAFMS personnel performing tasks to produce Automated Training Indicators (ATI). ATIs correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 1, AETCR 52-22. ATIs allow training developers to quickly focus attention on those tasks which are most likely to qualify for resident course consideration.

Tasks having the highest TE ratings for AFSC 5R0X1 personnel with 1-48 months TAFMS are listed in Table 19. Included for each task are percentages of 1-24 months TAFMS personnel performing the task (1ST JOB), percentages of 1-48 months TAFMS personnel performing the task (1ST ENL), and TD ratings. As illustrated in the table, tasks with the highest TE deal with the preparation of chapel facilities for various religious services and working with chaplain fund accounting type tasks.

Table 20 lists the tasks having the highest TD ratings. The percentages of 1-24 months TAFMS, 1-48 months TAFMS, 5-skill level, 7-skill level personnel performing, and TE ratings are also included for each task. Many of the tasks with the highest TD ratings involve developing appropriated fund and chapel fund financial plans, course curricula, plans of instruction, and specialty training standards (STSs). Preparing chapel annexes for deployment and disaster preparedness, and developing contingency support plans represent some of the very few technical tasks with high TD ratings.

Various lists of tasks, accompanied by TE and 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 TE and TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.

Specialty Training Standard (STS) Analysis

A comprehensive review of the AFSC 5R0X1 STS was made by comparing survey data to STS elements. SMEs matched JI tasks to appropriate STS sections and subsections. A complete listing, displaying percent members performing tasks, TE and TD ratings for each task, along with STS matching, has been forwarded to the technical school for use in further review of training documents. STS elements with performance objectives were reviewed in terms of TE, TD, and percent members performing information using the guidance provided in AETCI 36-2601. Typically, tasks performed by 20 percent or more personnel in appropriate experience or skill-level groups, such as first-enlistment (1-48 months TAFMS), and 5- and 7-skill level groups, should be considered for inclusion in the STS. Likewise, tasks with less than 20 percent performing in all of the groups should be considered for deletion from the STS.

TABLE 19

TASKS WITH HIGHEST TRAINING EMPHASIS RATINGS

TASKS		PERCENT MEMBERS PERFORMING			
		TNG EMP	1ST JOB	1ST ENL	TSK DIFF
C138	Practice crisis intervention skills	6.67	39	40	6.45
F260	Perform receptionist duties	6.67	63	63	4.04
E225	Prepare monthly chaplain fund accounting records	6.60	37	40	5.27
C149	Prepare facilities to support general Protestant services	6.60	92	94	4.04
C147	Prepare facilities to support Catholic services or rites	6.53	90	92	4.35
E219	Maintain monthly chaplain fund accounting records	6.53	35	42	5.88
C144	Prepare facilities for memorial services	6.47	66	71	4.15
C143	Prepare facilities for funeral services	6.47	65	67	4.21
C142	Prepare facilities for ecumenical or interfaith services or activities	6.37	78	81	3.95
E222	Prepare chaplain fund purchase orders or expense vouchers	6.37	38	42	4.54
I337	Operate chapel control center in chapel facilities	6.27	51	57	5.21
E213	Maintain chaplain fund checkbooks or savings accounts	6.27	38	43	5.61
I347	Perform emergency ministrations, such as in absence of chaplains	6.27	18	19	6.53
E230	Render payments for chaplain fund services or materials	6.17	30	36	4.42
E223	Prepare chaplain fund receipts for deposit	6.13	38	43	4.39
C148	Prepare facilities to support denominational or other faith group services or rites	6.00	73	76	4.18
I312	Assist with visitation ministries	5.97	65	60	4.38
I346	Participate in self-aid or buddy care training	5.97	63	66	4.68
E209	Determine status of outstanding purchase requests	5.83	37	40	4.20
C150	Prepare facilities to support Jewish services or rites	5.83	29	29	4.60
C127	Maintain chapel facility calendars or reservation books	5.77	42	42	5.11
I342	Participate in continuing medical readiness training (CMRT)	5.60	22	26	4.87
C156	Prepare or develop chapel bulletins	5.50	47	46	5.02
E208	Deposit chaplain fund receipts	5.50	38	45	3.58
I344	Participate in disaster preparedness, deployment, or readiness exercises	5.47	61	61	5.45
C146	Prepare facilities for weddings	5.40	56	53	4.18
I343	Participate in deployment exercises, such as Team Spirit or unit deployments	5.33	44	49	5.67
E221	Prepare chaplain fund contracts	5.27	14	18	6.23
C140	Prepare chapel publicity materials	5.27	35	44	4.64
C152	Prepare facilities to support Orthodox services or rites	5.27	13	17	4.88
C167	Restore chapel facilities after use to a neutral setting	5.23	85	86	2.95
E214	Maintain chaplain fund continuity files	5.17	32	33	5.01
D183	Maintain chapel facility supply stock levels	5.13	27	31	4.56

TE MEAN = 2.74; S.D. = 1.67 (HIGH = 4.41)
TD MEAN = 5.00; S.D. = 1.00

TABLE 20

TASKS WITH HIGHEST DIFFICULTY RATINGS

	TASKS	TSK DIFF	1ST JOB	1ST ENL	PERCENT MEMBERS PERFORMING			TNG EMP
					5R031	5R051	5R071	
A7	Conduct MAJCOM inspection visits	7.81	0	1	0	4	14	.80
B95	Develop formal course curricula, plans of instructions(POIs), or specialty training standards (STSs)	7.58	0	0	0	2	8	.37
I323	Develop contingency support plans	7.49	9	9	8	16	49	2.03
A11	Conduct staff assistance visits, inspections, or audits	7.26	3	2	2	6	32	1.23
B96	Develop performance tests	7.16	1	1	0	4	12	.37
A14	Counsel subordinates concerning personal matters	7.12	1	5	4	46	77	1.10
I321	Develop chapel annexes for deployment or readiness plans	7.12	9	10	10	20	53	1.50
I322	Develop chapel annexes for disaster preparedness plans or procedures	7.11	6	7	7	16	48	1.43
D175	Develop or prepare annual appropriated fund financial plans	7.07	3	5	4	39	60	3.53
D176	Develop or prepare annual chaplain fund financial plans	7.03	11	16	15	35	34	3.50
A26	Develop self-inspection or self-assessment program checklists	6.98	9	9	9	27	70	2.30
A19	Develop chapel base-level assessment	6.91	4	3	2	13	45	1.27
A21	Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	6.88	11	10	12	37	73	2.20
A35	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	6.87	3	4	2	34	71	1.60
A84	Write recommendations for awards or decorations, other than for lay volunteers	6.80	0	0	0	28	73	.83
A83	Write performance reports or supervisory appraisals	6.80	0	0	1	34	77	.73
D200	Research data for chaplain function manpower requirements or authorizations	6.78	0	2	0	15	51	1.40

TD MEAN = 5.00; S.D. = 1.00
TE MEAN = 2.74; S.D. = 1.67 (HIGH = 4.41)

The review of the current STS showed a very high level of support. Only one STS paragraph demonstrated a lack of support that should be considered by training personnel for modification or possible deletion from the STS. This unsupported area dealt with ecclesiastical reports. More specifically, the preparation and ordering of ecclesiastical report forms showed a lack of support by all criterion group members.

Tasks not matched to any element of the STS are listed at the end of the computer listing located in associated training documents. These were reviewed to determine if any tasks concentrate around particular functions or jobs. A sample of technical tasks, performed by 20 percent or more criterion group members not referenced to the STS, is listed in Table 21. These tasks were quite varied with a slight emphasis on the preparation of both chapel and nonchapel facilities for activities and the restoration of such facilities after the event has occurred. Tasks such as annotating security forms for security containers and preparing and processing transportation requests were also tasks with a fairly high percent of members performing and not referenced to the STS. Training personnel should review these and other unreferenced tasks to determine if STS inclusion is needed.

JOB SATISFACTION ANALYSIS

An examination of job satisfaction indicators can be very useful for career ladder managers as they attempt to determine possible factors affecting job performance of career ladder airmen. Job satisfaction data can be expanded to provide indications of general attitudes within specific DAFSC groups.

With this in mind, job satisfaction responses for AFSC 5R0X1 personnel were analyzed and provide the following comparisons: (1) among TAFMS groups of the AFSC 5R0X1 career ladder and a comparative sample of command support personnel surveyed in 1995; and (2) between respondents to both current and previous OSRs.

Table 22 shows the comparison of TAFMS group data of AFSC 5R0X1 respondents to a comparative sample of another command support career ladder surveyed the previous year. These data provide a relative measure of how AFSC 5R0X1 personnel job satisfaction responses compare with a similar Air Force specialty. AFSC 5R0X1 personnel show higher satisfaction ratings than the comparative sample in some areas and lower ratings in others. More specifically, AFSC 5R0X1 members have a higher sense of accomplishment from their job than the comparative sample, but also have a lower job interest, perceived use of talents and intent to reenlist (see Table 22).

An indication of changes in job satisfaction perceptions within the career ladder over time is provided in Table 23. Table 23 compares TAFMS group data for current survey respondents to that of previous survey respondents. Current AFSC 5R0X1 members are less satisfied than the previous respondents in 1991 in every category of every TAFMS group. Many ratings have a

TABLE 21

TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE
CRITERION GROUP PERSONNEL AND NOT REFERENCED TO THE STS

TASKS		TNG EMP	ATI	1ST JOB	1ST ENL	5R031	5R051	5R071	TSK DIFF
						PERCENT MEMBERS PERFORMING			
I345	Participate in disaster response force training	5.07	11	19	21	19	24	30	5.17
C157	Prepare or process transportation requests	4.60	13	44	50	49	66	52	3.82
F233	Annotate security forms for facilities or security containers	4.57	10	39	35	40	54	58	3.19
H305	Operate or maintain audiovisual equipment	4.37	5	46	47	49	66	57	3.66
E211	Dispose of excess chaplain fund properties	4.13	7	11	14	13	26	17	5.27
C151	Prepare facilities to support organizational meetings or functions	3.90	8	76	79	80	71	52	3.78
D187	Maintain individual contract case files	3.83	7	8	10	10	36	32	5.12
C154	Prepare nonchapel facilities to support chapel programs, other than outside areas	3.67	15	46	43	45	40	39	4.31
C168	Restore nonchapel facilities after use, other than outside areas	3.60	5	34	36	39	34	35	3.06
C158	Prepare outside areas for special emphasis or religious services	3.20	15	27	34	31	38	35	4.43
F253	Maintain chaplain duty officer books	3.20	7	13	12	10	20	38	4.28
C159	Prepare recognition certificates for lay personnel	3.13	3	16	21	21	32	29	3.66
C130	Maintain resource centers	3.10	3	22	20	19	27	30	3.60
C169	Restore outside areas after use	2.97	5	37	38	40	42	38	3.07
D189	Monitor status of morale welfare and recreation (MWR) fund budgets	2.80	7	3	4	4	21	36	4.82
C160	Prepare refreshments for chapel social functions	2.23	6	71	67	70	63	45	3.03
F237	Destroy classified materials	2.07	1	22	20	19	13	10	3.91
C155	Prepare or develop annual bulletin requirements	1.80	2	24	27	27	22	25	4.10
D190	Participate in financial working groups or financial management boards	1.37	2	1	4	3	20	35	5.52

TD MEAN = 5.00; S.D. = 1.00
TE MEAN = 2.74; S.D. = 1.67 (HIGH = 4.41)

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TABLE 22

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5R0X1
TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
	AFSC 5R0X1 (N=129)	COMP SAMPLE (N=151)	AFSC 5R0X1 (N=45)	COMP SAMPLE (N=137)	AFSC 5R0X1 (N=183)	COMP SAMPLE (N=592)
EXPRESSED JOB INTEREST:						
INTERESTING	62	76	71	77	76	84
SO-SO	23	11	18	14	14	10
DULL	14	13	11	9	10	5
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	78	77	75	85	82	87
NONE TO VERY LITTLE	20	23	24	14	17	12
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	90	83	82	85	87	82
NONE TO VERY LITTLE	9	17	18	14	14	18
SENSE OF ACCOMPLISHMENT FROM JOB:						
SATISFIED	65	61	71	68	72	66
NEUTRAL	15	38	11	31	9	10
DISSATISFIED	19	1	18	-	19	23
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	54	67	76	69	68	78
NO OR PROBABLY NO	43	11	24	15	6	7
WILL RETIRE	1	22	0	15	25	15

* Denotes less than 1 percent

NOTE: Columns may not add to 100 due to rounding or nonresponse
Comparative data are from AFSCs 6C0X1 surveyed in 1995

TABLE 23

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 5R0X1
TAFMS GROUPS IN CURRENT STUDY TO PREVIOUS STUDY
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
	AFSC 5R0X1 (N=129)	1991 AFSC 893X0 (N=109)	AFSC 5R0X1 (N=45)	1991 AFSC 893X0 (N=143)	AFSC 5R0X1 (N=183)	1991 AFSC 893X0 (N=262)
EXPRESSED JOB INTEREST:						
INTERESTING	62	73	71	80	76	83
SO-SO	23	14	18	13	14	12
DULL	14	13	11	6	10	5
PERCEIVED USE OF TALENTS:						
FAIRLY WELL TO PERFECT	78	79	75	85	82	87
NONE TO VERY LITTLE	20	21	24	15	17	13
PERCEIVED USE OF TRAINING:						
FAIRLY WELL TO PERFECT	90	91	82	94	87	88
NONE TO VERY LITTLE	9	9	18	6	14	12
REENLISTMENT INTENTIONS:						
YES OR PROBABLY YES	54	61	76	78	68	72
NO OR PROBABLY NO	43	38	24	22	6	6
WILL RETIRE	1	1	0	0	25	22

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

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relatively small gap between them but some show a fairly high disparity. First-enlistment personnel in the current survey have a much lower job interest than previous survey respondents and are less likely to reenlist. The 49-96 TAFMS respondents of the current survey feel they are not using their talents as much as previous respondents, and the 97+ TAFMS respondents currently have a lower job interest and perceived use of talents than those previously surveyed.

Finally, job satisfaction data for identified jobs are provided in Table 24. Generally, job satisfaction data are high for personnel in identified jobs. Those members of the Supervisory Cluster and the MAJCOM Functional Manager Job seem most satisfied out of all the members in the survey. Members of the Chaplain Services Support and Chaplain Fund Bookkeeper Jobs are the least satisfied overall. Members of the Chaplain Services Support and Resources Support Jobs are the least likely to reenlist.

Summary

AFSC 5R0X1 members are more satisfied with their jobs in some areas as members of a comparative sample of command support career ladder personnel and less in others. However, members of the current sample are generally less satisfied with their jobs than previous AFSC 5R0X1 (formerly 893X0) personnel surveyed in 1991. Job satisfaction data of specific career ladder jobs show most job members are satisfied with their work. Only the Chaplain Service Support and Chaplain Fund Bookkeeper Job members appear genuinely dissatisfied with their work.

IMPLICATIONS

This survey was conducted primarily to provide training personnel with current information on the Chaplain Service Support specialty for use in reviewing current training programs and training documents. Results indicate the jobs have changed somewhat in classification and scope since the last survey in 1991, but current members still follow a typical career progression pattern. The present classification structure, as described in AFMAN 36-2108 *Specialty Descriptions*, accurately portrays the jobs in this study.

Analysis of career ladder documents indicates a very high level of support for the current STS. Only the STS paragraph dealing with the preparation and allocation of ecclesiastical reports was unsupported and in need of review. There were, however, many technical tasks performed by a high percentage of members which could not be matched to the STS. These tasks should be reviewed by career field functional managers and technical training SMEs for inclusion in the STS.

TABLE 24

JOB SATISFACTION INDICATORS FOR AFSC 5R0X1 JOBS
(PERCENT MEMBERS RESPONDING)

	CHAPLAIN SERVICES SUPPORT (N=91)	CHAPLAIN FUND BOOKKEEPER (N=55)	SUPERVISOR CLUSTER (N=169)	RESOURCES SUPPORT (N=5)	MAJCOM FUNCTIONAL MANAGER (N=11)
EXPRESSED JOB INTEREST:					
INTERESTING	67	55	75	80	82
SO-SO	18	29	15	20	9
DULL	15	16	9	0	9
PERCEIVED USE OF TALENTS:					
FAIRLY WELL TO PERFECT	80	71	82	80	82
NONE TO VERY LITTLE	19	27	18	20	18
PERCEIVED USE OF TRAINING:					
FAIRLY WELL TO PERFECT	87	88	88	100	73
NONE TO VERY LITTLE	13	13	11	0	27
SENSE OF ACCOMPLISHMENT FROM JOB:					
SATISFIED	67	62	71	60	73
NEUTRAL	16	16	9	40	0
DISSATISFIED	20	22	19	0	27
REENLISTMENT INTENTIONS:					
YES OR PROBABLY YES	59	65	67	60	82
NO OR PROBABLY NO	37	33	11	20	0
WILL RETIRE	3	0	21	20	18

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

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No serious job satisfaction problems appear to exist in this specialty. AFSC 5R0X1 members are more satisfied in some areas and less satisfied in others when compared to members of a comparative sample of command support career ladder personnel. And although current personnel are less positive about their jobs than previous AFSC 5R0X1 (formerly 893X0) personnel surveyed in 1991, individual job ratings by current personnel indicate they are generally satisfied.

The findings of this OSR come directly from survey data collected from AFSC 5R0X1 personnel worldwide. Much of the data are compiled into extracts which are excellent tools in the decision-making process. These data extracts should be used when training or utilization decisions are made.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS

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TABLE A1

CHAPLAIN SERVICE SUPPORT JOB
(STG031, N=91)

TASKS		PERCENT MEMBERS PERFORMING
H298	Clean chapel facilities, such as chapel, annex, or kitchen	98
C147	Prepare facilities to support Catholic services or rites	97
C149	Prepare facilities to support general Protestant services	95
C167	Restore chapel facilities after use to a neutral setting	91
C142	Prepare facilities for ecumenical or interfaith services or activities	87
C151	Prepare facilities to support organizational meetings or functions	84
C153	Prepare facilities to support special services	82
C148	Prepare facilities to support denominational or other faith group services or rites	79
C144	Prepare facilities for memorial services	78
H306	Operate or maintain sound systems	76
F260	Perform receptionist duties	75
C125	Gather or distribute supplies or equipment for chapel-related programs	75
H301	Maintain ecclesiastical equipment	75
C160	Prepare refreshments for chapel social functions	71
H307	Perform building security, fire, or safety checks	70
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	69
C145	Prepare facilities for religious education activities	69
C129	Maintain religious literature displays	69
C143	Prepare facilities for funeral services	69
I344	Participate in disaster preparedness, deployment, or readiness exercises	66
I346	Participate in self-aid or buddy care training	66
C157	Prepare or process transportation requests	64
C156	Prepare or develop chapel bulletins	62
F267	Prepare or process reprographic requests	60
I312	Assist with visitation ministries	60
C146	Prepare facilities for weddings	60
C127	Maintain chapel facility calendars or reservation books	59
C122	Consolidate data for statistical reports	59
H305	Operate or maintain audiovisual equipment	59

A1

TABLE A2

CHAPLAIN FUND BOOKKEEPER JOB
(STG30, N=55)

	TASKS	PERCENT MEMBERS PERFORMING
E222	Prepare chaplain fund purchase orders or expense vouchers	96
E223	Prepare chaplain fund receipts for deposit	96
H298	Clean chapel facilities, such as chapel, annex, or kitchen	96
E213	Maintain chaplain fund checkbooks or savings accounts	95
E208	Deposit chaplain fund receipts	95
C149	Prepare facilities to support general Protestant services	95
E219	Maintain monthly chaplain fund accounting records	93
E209	Determine status of outstanding purchase requests	93
C147	Prepare facilities to support Catholic services or rites	93
E225	Prepare monthly chaplain fund accounting records	91
C167	Restore chapel facilities after use to a neutral setting	87
E206	Advise requesters on procedures for obtaining supplies or services	84
C142	Prepare facilities for ecumenical or interfaith services or activities	84
E230	Render payments for chaplain fund services or materials	82
C153	Prepare facilities to support special services	82
E205	Advise requesters on authorized expenditures	80
C151	Prepare facilities to support organizational meetings or functions	78
H306	Operate or maintain sound systems	78
C148	Prepare facilities to support denominational or other faith group services or rites	76
E231	Research source data for purchase orders	75
E214	Maintain chaplain fund continuity files	75
C144	Prepare facilities for memorial services	73
C160	Prepare refreshments for chapel social functions	65
C143	Prepare facilities for funeral services	65
I346	Participate in self-aid or buddy care training	64
C145	Prepare facilities for religious education activities	62
E215	Maintain chaplain fund contracts	60
C125	Gather or distribute supplies or equipment for chapel-related programs	60

A2

TABLE A3

SUPERVISORY CLUSTER
(STG023, N=169)

TASKS		PERCENT MEMBERS PERFORMING
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	89
A15	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	83
C149	Prepare facilities to support general Protestant services	83
H298	Clean chapel facilities, such as chapel, annex, or kitchen	82
C147	Prepare facilities to support Catholic services or rites	82
H307	Perform building security, fire, or safety checks	81
C142	Prepare facilities for ecumenical or interfaith services or activities	80
F260	Perform receptionist duties	79
A17	Determine or establish work assignments or priorities	79
C167	Restore chapel facilities after use to a neutral setting	79
I337	Operate chapel control center in chapel facilities	79
C144	Prepare facilities for memorial services	78
A22	Develop or establish work methods or procedures	76
A14	Counsel subordinates concerning personal matters	76
H299	Identify major or minor construction or self-help projects	76
B92	Conduct OJT	75
H306	Operate or maintain sound systems	75
C153	Prepare facilities to support special services	75
A10	Conduct self-inspections or self-assessments	73
A80	Supervise military personnel	72
C125	Gather or distribute supplies or equipment for chapel-related programs	72
H305	Operate or maintain audiovisual equipment	72
I346	Participate in self-aid or buddy care training	72
D178	Evaluate chaplain fund procedures	70
I344	Participate in disaster preparedness, deployment, or readiness exercises	70
A9	Conduct safety inspections of equipment or facilities	70
C143	Prepare facilities for funeral services	70
A48	Evaluate personnel for compliance with performance standards	69
A82	Write job or position descriptions	69
C151	Prepare facilities to support organizational meetings or functions	69

A3

TABLE A4

RESOURCES SUPPORT
(STG022, N=5)

TASKS		PERCENT MEMBERS PERFORMING
D174	Coordinate appropriated fund budget matters with resource advisors	100
D184	Maintain contract receiving reports	100
A15	Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	100
D172	Analyze resource management reports	100
D177	Dispose of excess appropriated fund properties	100
D180	Inventory appropriated fund equipment	100
D204	Track supply requisitions	80
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	80
D188	Monitor status of appropriated fund budgets	80
D182	Maintain appropriated fund properties	80
B92	Conduct OJT	80
D181	Maintain appropriated fund equipment custodian records	80
A45	Evaluate logistics requirements, such as personnel equipment, tools, parts, supplies, or workspace,	60
G295	Procure logistical support items	60
D191	Prepare appropriated fund receiving reports	60
D192	Prepare appropriated fund requests	60
A46	Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace	60
D198	Process receiving reports, such as chaplain, appropriated, or MWR funds	60
F278	Write minutes of briefings, conferences, or meetings	60
F235	Coordinate obtaining TDY orders with appropriate agencies	60
D175	Develop or prepare annual appropriated fund financial plans	60
D187	Maintain individual contract case files	60
D186	Maintain equipment custodian files, other than appropriated fund files	60
A25	Develop resource protection programs	60
A30	Draft inputs for status of resources, training, and supplies (SORTS) program	60
D185	Maintain electronic organ maintenance or historical files	60
A14	Counsel subordinates concerning personal matters	60
A29	Draft agenda for general meetings, such as staff meetings, briefings, conferences, or workshops	60
A35	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	60
E214	Maintain chaplain fund continuity files	60

TABLE A5

MAJCOM FUNCTIONAL MANAGER
(STG035, N=11)

TASKS		PERCENT MEMBERS PERFORMING
G283	Determine funding requirements for conferences, workshops, or DV visits	100
G281	Determine billeting requirements for conferees or DVs	100
G284	Determine transportation requirements for conferences, workshops, or DV visits	100
G279	Confirm travel reservation information for conferees or distinguished visitors (DVs)	100
A65	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	91
A67	Plan briefings, conferences, or workshops	91
G285	Determine unique protocol requirements	91
F234	Compile data for records, reports, logs, or trend analyses	82
G282	Determine entertainment requirements for conferees or DVs	82
G295	Procure logistical support items	82
G280	Coordinate activity itineraries with appropriate agencies	82
F233	Annotate security forms for facilities or security containers	82
F274	Proofread correspondence for typographical errors	73
G288	Prepare conference or workshop brochures	73
G287	Prepare conferee lists	73
G289	Prepare conference, DV, or workshop itineraries	73
F238	Determine or acquire billeting or transportation requirements for TDYs	73
A6	Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	73
G294	Procure facilities for conferences, workshops, or DV visits	73
F260	Perform receptionist duties	64
C122	Consolidate data for statistical reports	64
A22	Develop or establish work methods or procedures	64
F235	Coordinate obtaining TDY orders with appropriate agencies	64
G292	Prepare tentative reservations for future conferences or workshops	64
G290	Prepare or disseminate letters of appreciation (LOAs)	64
A62	Interpret policies, directives, or procedures for subordinates	55
D174	Coordinate appropriated fund budget matters with resource advisors	55
G297	Return unused logistical supplies or equipment	55
A86	Write staff studies, surveys, or routine reports, other than training or inspection reports	55
A75	Review drafts of regulations, manuals, or other directives	55