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# SURVEY OF AIR FORCE OFFICER MANAGEMENT ACTIVITIES AND EVALUATION OF PROFESSIONAL MILITARY EDUCATION REQUIREMENTS

By

Joseph E. Morsh

PERSONNEL RESEARCH DIVISION
Lackland Air Force Base, Texas

December 1969

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PERSONNEL RESEARCH DIVISION
AIR FORCE HUMAN RESOURCES LABORATORY
AIR FORCE SYSTEMS COMMAND
Lackland Air Force Base, Texas

## FOREWORD

The Air Force officer management survey was carried out under Project 7734, Development of Methods for Describing, Evaluating, and Structuring Air Force Occupations; Task 773401, Development of Methods for Collecting, Analyzing, and Reporting Information Describing Air Force Specialties.

Colonel Vasco E. Gulino and Mr. Nicholas A. Adams, Data Application Division, Data Services Center, Headquarters USAF, arranged for the administration of the survey instrument. Colonel John P. Lisack, Director, and Lieutenant Colonel Harold R. Decker, Deputy Technical Director, Air Force Educational Requirements Board Secretariat, and Dr. Kenneth Groves, Evaluation Services, Air University, developed the list of professional military education requirements topics and reviewed the management task statements.

The computer programs used in analyzing the inventory data were designed by Dr. Raymond E. Christal and were written by Computer Sciences Corporation, Houston, Texas, under Contracts No. AF 41(609)-1982 and AF 41(609)-2387.

This report has been reviewed and is approved.

John G. Dailey, Colonel, USAF
Commander

## ABSTRACT

The main purpose of the officer management survey was to identify functions which all officers perform as distinct from work specific to a particular specialty and to determine the relationships of managerial responsibility to grade, career area, or other variables. A further aim was to obtain an evaluation of topics of professional military education requirements in terms of job performance or as contributory to an effective Air Force career. The world-wide survey sample consisted of 10,242 Air Force officers in grades second lieutenant through colonel. An officer management inventory was administered in 19 major commands using conventional sample survey procedures through the cooperation of the Data Application Division, Data Services Center, Headquarters USAF. In the subsequent analysis by means of the Personnel Research Division job-clustering program, management job types were not clearly differentiated. The extent of managerial responsibility, however, was shown to be directly related to grade. Field-grade officers performed, on the average, approximately four times as many managerial tasks as company-grade officers. Consolidated descriptions of management tasks performed were published for staff, field-grade, and company-grade officers in each of nine career areas. While some differences in emphasis were found, officers in the several career areas tended to allocate more or less the same percentage of their jobs to tasks falling in each of the management categories. Group difference descriptions were computed to highlight some of the major career ladder managerial differences. In evaluating 128 professional military education requirements topics, officers of all grades indicated a substantial need on the job for principles and techniques of leadership; oral and written communication; techniques of logical and of creative thinking; problem solving procedures; officer ethics; discipline and morale; military customs, courtesies, and ceremonies; and security of classified military documents and equipment.

## SUMMARY

Morsh, Joseph E. *Survey of Air Force officer management activities and evaluation of professional military education requirements.* AFHRL-TR-69-38. Lackland AFB, Tex.: Personnel Research Division, Air Force Human Resources Laboratory, December 1969.

### Problem

The main purpose of the officer management survey was to identify functions which all officers perform as distinct from work specific to a particular specialty and to determine the relationships of managerial responsibility to grade, career area, or other variables. A further aim was to obtain an evaluation of professional military education requirements in terms of job performance or as contributing to an effective Air Force career.

### Approach

An officer management inventory was administered in 19 major air commands using conventional sample survey procedures through the cooperation of the Data Application Division, Data Services Center, Headquarters USAF. The survey instrument consisted of a background information section, a listing of 299 management tasks and military duties under 9 functional categories, and a list of 126 topics of professional military education. The inventory was completed by 10,242 Air Force officers in grades second lieutenant through colonel. On an 8-point scale, officers rated the extent to which each task is a part of their jobs. Then, again using 8-point scales, they rated each professional military education topic in terms of "need-on-job" and "need-to-know."

Responses to the task statements were analyzed by means of the Personnel Research Division job clustering program in order to identify managerial job types. Consolidated job descriptions were computed for each of the six grades of officers included in the survey. Group job descriptions were also published for staff, field-grade, and company-grade officers in each of nine career areas. Mean and standard deviations were computed for ratings of each professional military education topic as recorded by officers in each grade, and by staff, field-grade, and company-grade officers in each of the career areas.

### Results

Forty-three managerial job types were identified but few of these could be clearly differentiated. For the most part the job types showed considerable similarity in the kinds of tasks performed but differed in the part of job allocated to the various duty categories.

The extent of managerial responsibility is directly related to officer grade. The higher the grade, the larger the percentage of the job devoted to commanding and directing tasks. On the other hand, tasks and duties assigned by special orders are inversely related to grade. Field-grade officers perform, on the average, approximately four times as many managerial tasks as company-grade officers. Officers in the Command and Management career area devote more of their job to management tasks than do members of any other area. Intelligence and Security staff officer jobs emphasize coordinating. However, officers in several career areas allocate more or less the same percentage of their jobs to each of the management categories under which tasks were listed.

Officers of all grades indicated a "substantial need on job" for topics concerned with leadership, communication, creative and logical thinking, problem solving, officer ethics, discipline and morale, military customs, and security. They reported a "substantial need to know" topics related to military organization, characteristics of leaders, administration and management, code of conduct, personal survival, and physical fitness.

### Conclusions

1. It is extremely difficult to differentiate clearly significant managerial job types without knowledge of the context in which the management tasks are performed.

2. Managerial responsibility is directly related to grade.

3. Kinds of management cannot effectively be differentiated where managerial activities are stated in general terms.

4. Certain professional military education topics in present curricula appear to have little practical value to officers or officers have not been made aware of their usefulness.

5. Some professional military education topics are pertinent to particular career areas but are of only marginal importance to other areas.

This summary was prepared by J.E. Morsh, Occupational and Career Development Branch, Personnel Research Division, Air Force Human Resources Laboratory.

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# SURVEY OF AIR FORCE OFFICER MANAGEMENT ACTIVITIES AND EVALUATION OF PROFESSIONAL MILITARY EDUCATION REQUIREMENTS

## I. INTRODUCTION

The rationale for surveying Air Force officer management activities is based on the fundamental concept that all officers perform many activities in common regardless of their fields of specialization. Most of these managerial functions, as distinct from work specific to particular specialties, may be classified into such categories as planning, organizing, controlling, evaluating, inspecting, directing, monitoring, supervising, implementing, and coordinating.

The purpose of this survey was to identify duties and tasks common to all officers; to identify tasks and duties performed by officers which are associated with grade, career area, or other variable; to determine allocation of time to various managerial and military duties and tasks; to obtain officers' ratings of the usefulness of certain professional military education subject matter in the actual performance of their jobs; and to obtain officers' ratings of the contribution of certain professional military education subject matter to the effective career of an Air Force officer even though the subject matter is not directly used on the job. It was anticipated that the results would (*a*) provide guidance for personnel planning and for determination of career management policy, particularly at Headquarters United States Air Force and major command level, (*b*) aid in the determination of educational requirements of officer specialties by the Air Force Educational Requirements Board, and (*c*) provide data for development of curricula for precommission schools, such as Officer Training School, Air Force Reserve Officers Training Corps, and the Air Force Academy.

In planning the officer management survey it was decided to follow essentially the same procedures used in surveying officer utilization fields and airman career ladders. This involved constructing an inventory composed of managerial duties and tasks that might be performed by an officer in any specialty, but in which tasks having reference to a specific specialty would be omitted. The inventory would be reviewed by senior officers acting as subject-matter specialists and would be administered in a field tryout and revised before being used in the survey proper.

## II. DEVELOPMENT OF THE PRELIMINARY OFFICER MANAGEMENT INVENTORY

The preliminary form of the Officer Management Inventory was constructed in March 1961. Besides a Background Information section, the inventory consisted of 146 task statements grouped under eight duties: Planning, Directing, Supervising, Implementing, Coordinating, Evaluating, Communicating, and Performing. The following primary sources were used in developing the inventory:

1. Air Force Manual 36-1. *Officer Classification Manual.*
2. Command and Staff College Correspondence Course 3A Study Guides, Extension Course Institute, Air University Command, September 1960.
3. Hemphill, John K. *Dimensions of Executive Positions.* Columbus, Ohio: Ohio State University, 1960.
4. Mee, John F. (Ed.). *Personnel Handbook.* New York: Ronald Press, 1952.
5. Spriegel, William R. *Top Management Organization and Control.* Unpublished manuscript.
6. Zaccaria, Michael A., Driskill, Walter E., Ceely, Col. William D., and Tribble, Virginia A. *Minimum Essentials of Officer Education.* LMTC-OTA-60-3. Lackland Military Training Center, Air Training Command, 1960-62.
7. Miscellaneous textbooks, training course outlines, and other published materials.

The inventory was reviewed by 14 officers in the Personnel Laboratory (later designated Personnel Research Laboratory and currently Personnel Research Division) ranging in grade from second lieutenant through colonel and by 9 senior officers who were members of the Educational Requirements Board Professional Military Education Working Task Group.

At this stage the preliminary inventory was completely revised. The revision was based on review comments, officer course curricula, and management materials from civilian sources. The revised inventory which was assembled in July

1962 consisted of 233 task statements organized under 10 duty categories. The original Planning duty was separated into two duties, Planning and Organizing, and the Performing duty was divided into Performing Operational Functions and Performing Military Functions. The Background Information section was also revised to obtain data on organizational level and the number of persons commanded, directed, or supervised. Instructions for completing the inventory were modified and included as part of the inventory booklet.

### III. PRELIMINARY SURVEY OF OFFICER MANAGEMENT ACTIVITIES

Copies of the revised Officer Management Job Inventory were mailed to Test Control Officers in seven major Air Force commands for distribution to a selected sample of officers. The commands included Air Defense Command, Air Force Logistics Command, Air Training Command, Military Airlift Command, Tactical Air Command, and Strategic Air Command. The utilization fields represented were Operations (10-19), Scientific and Development Engineering (25-28), Electronics and Maintenance Engineering (55-57), Materiel (60, 63-66), Comptroller (67, 68), and Administration (70-75). Of the 204 inventories returned, 18 were completed by colonels, 35 by lieutenant colonels, 44 by majors, 36 by captains, 43 by first lieutenants, and 28 by second lieutenants.

The data obtained in the preliminary survey were analyzed in order to obtain an indication of results that might be expected in a more comprehensive survey. Consolidated managerial job descriptions were computed for each grade and printed out with the tasks in descending order of time spent on them. These descriptions showed the percentage of officers in each grade who performed each task, the average percentage of time spent on each task by officers in each grade who perform the task, the average percentage of time spent on each task by all officers in each grade, and the cumulative percentages of those last percentages.

The data were tabulated so that tasks performed and time spent on them by officers in the six grades could be readily compared. These tables indicated that certain management tasks are typical of each grade, while other tasks tend to be performed by all officers regardless of grade. For example, colonels in the preliminary survey typically perform such tasks as "Formulate plans for operations two or more years in advance," "Manage a staff activity or agency," and "Assign priorities for programs or projects." Captains in the preliminary study more often perform such tasks as "Fix responsibility" and "Evaluate adequacy of facilities and equipment," while second lieutenants typically "Exercise direct supervision of work in a career area" and "Coordinate the implementation of directives." The preliminary survey indicated that such tasks as "Provide commander with technical advice, plans, or recommendations," "Schedule planning to meet requirements of an operational situation," and "Coordinate action required to resolve specific problems within an organization" are performed about equally as often by all officers regardless of rank.

The professional military education topics were rated in terms of their usefulness to an officer in the performance of his job. When rated by the 204 officers on a 9-point scale, the following topics received an average rating of 6 or above:

| | |
|---|---|
| Oral Communication | 7.5 |
| Written Communication | 7.2 |
| Responsibility | 7.0 |
| Leadership | 6.8 |
| Briefing Techniques | 6.3 |
| Principles of Management | 6.2 |
| Authority and Delegation of Authority | 6.1 |
| Human Relations | 6.0 |
| Problem Solving Procedures | 6.0 |

By way of contrast, the following topics received average ratings of less than 2 in terms of their usefulness in the performance of an officer's job:

| | |
|---|---|
| Organization of Navy | 1.9 |
| Sino-Soviet Alliances | 1.9 |
| Unconventional Warfare Tactics | 1.9 |
| New Nations of Asia and Africa | 1.8 |
| Roles of Neutral Nations | 1.8 |
| Alliances and Pacts (General) | 1.7 |
| Geopolitical Theory | 1.7 |
| Targeting | 1.7 |
| Army Doctrine | 1.6 |
| Navy Doctrine | 1.6 |
| Chemistry | 0.8 |

While not used in the performance of a specific job, knowledge of many of these topics would obviously be valuable to an officer. Consequently, provision was made in the revised inventory for rating each topic in terms of its usefulness in the performance of the job and also in terms of its contribution to the overall effectiveness of a career officer.

## IV. DEVELOPMENT OF THE FINAL OFFICER MANAGEMENT INVENTORY

Recommendations made during joint conferences of Personnel Research Laboratory and Educational Requirements Board personnel held at Maxwell Air Force Base (18-20 September 1962) and at Lackland Air Force Base (8-9 January 1963) were considered in further revising the Officer Management Inventory. Modifications suggested by the Curriculum Committee of the Officer Training School were also incorporated.

The final Officer Management Inventory was arranged in three sections.[1] In order to facilitate responding and to reduce key-punching error, the items were precoded wherever possible. The first section required response to the following items of background information:

1. Air Force base or installation
2. Organization
3. Name or title of your job
4. Air Force Service Number
5. Primary AFSC
6. Duty AFSC
7. Total months in Duty AFSC
8. Total months in utilization field
9. Total hours per week you normally work
10. Of the above, how many hours per week do you normally spend working on additional duties and tasks?
11. How many years of active federal military service have you completed?
12. Your rating and flying status
13. Your present grade
14. Grade of your immediate supervisor
15. Your major field of study
16. Your education
17. Type of your present duty
18. Your major command
19. Level of your organization
20. Level of your unit or element within your organization
21. Management level of your assignment
22. Original source of commission

The second section was the job inventory proper. It consisted of 299 management tasks and military duties listed under 9 categories as follows:

| Duty | Tasks |
|---|---|
| A. Commanding and Directing | 35 |
| B. Supervising | 26 |
| C. Planning | 39 |
| D. Organizing | 14 |
| E. Evaluating | 36 |
| F. Coordinating | 26 |
| G. Communicating | 42 |
| H. Implementing | 17 |
| I. Other Tasks and Military Duties | 64 |

The officer incumbent was asked to rate each task statement by making a judgment concerning the extent to which the task is a part of his job. He was to base his judgment of each task upon its importance, the frequency with which he performs it, the time he spends on it, its critical nature with respect to job success, or any other relevant factor. Using a scale adapted from Hemphill (1960), the officer was directed to relate each task to his job as follows:

0 Definitely not a part of my job; does not apply
1
2
3
4 A substantial part of my job
5
6
7 A most significant part of my job

The third section of the inventory consisted of 126 topics of professional military education listed under 5 headings as follows:

| Course Category | Topics |
|---|---|
| J. Military Strategy and Employment | 20 |
| K. National Security Policy and Strategy | 13 |
| L. International Relations and Economics | 29 |
| M. Management | 42 |
| N. Individual Skills and Knowledge | 22 |

The officer incumbent was asked to rate each topic twice on a scale from 0 to 7. First he rated the extent to which he actually needed knowledge of the topic to perform his present duties. He then rated the extent to which any officer in the Air Force needs to know the topic for an effective career. The following rating scale was used for both ratings:

0 No need
1 Minor need
2
3
4 Substantial need
5
6
7 Great need

[1] The survey instrument is available to qualified users upon request to Personnel Research Division (PAOA), Lackland Air Force Base, Texas 78236.

## V. THE SURVEY SAMPLE

As originally planned, the sample to be used in the officer management survey was to consist of 2,000 Air Force officers selected from all utilization fields and all major commands. However, members of the Air Force Educational Requirements Board Secretariat were interested in obtaining data from a much larger sample, approximately ten percent of all officers in the Air Force. An attempt was made to insure statistical adequacy of the survey data by obtaining a stratified sample across the 49 utilization fields. For those fields with the largest populations, a 2, 3, or 5 percent sample was used. For fields with intermediate populations, 10, 20, or 30 percent samples were selected. For those fields with the smallest populations, a 50 percent sample was used. Within a utilization field, the sample was randomly selected by surveying officers with appropriate last digits in their service numbers. Data for final analysis were obtained from 10,242 Air Force Force officers in six grades as follows:

| | |
|---|---|
| Colonel | 1,145 |
| Lieutenant Colonel | 1,752 |
| Major | 3,686 |
| Captain | 2,025 |
| First Lieutenant | 1,221 |
| Second Lieutenant | 413 |

## VI. THE WORLD-WIDE SURVEY

In order to administer a survey of the proposed magnitude, cooperation was sought from the Data Application Division, Data Services Center, Headquarters United States Air Force. Since it was agreed that the sample survey procedures of that agency would be used for administration of the inventory, several format and procedural changes were made. It was necessary to put the inventory in a format familiar to those who usually key punch Sample Survey data. The title on the cover sheet was changed to read "Management Education Requirements of Air Force Officers" in order more accurately to reflect the content of the inventory. The words "Headquarters USAF," the date 30 June 1964, and RCS number AF-P774(OT) also appeared on the cover. Master mats were then released to the appropriate commands who reproduced and distributed the inventories for completion by the desired sample of officers. The data were then key punched using command facilities, and the completed inventories and data card decks were sent to Air University. After running some preliminary distribution analyses, Air University forwarded the inventory booklets and data card decks to the Personnel Research Laboratory. The following commands and organizations participated in the survey:

Headquarters United States Air Force
Headquarters Command
Air Force Accounting and Finance Center
Officer of Aerospace Research
Air University
United States Air Force Academy
Continental Air Command
Alaskan Air Command
United States Air Forces Southern Command
Air Defense Command
Air Training Command
Air Force Communications Service
Air Force Systems Command
Air Force Logistics Command
Strategic Air Command
Tactical Air Command
Military Air Transport Service
Pacific Air Force
United States Air Forces in Europe

## VII. ANALYSIS OF OFFICER MANAGEMENT SURVEY

Preliminary analyses of the survey data were made by the Secretariat of the Air Force Educational Requirements Board early in 1965. These analyses consisted primarily of tabulations of responses to the professional military education section of the inventory which were of particular interest to the Board. Copies of the tabulations were distributed within Air University Command, Headquarters United States Air Force, the Air Force Academy, Air Training Command, and the Personnel Research Laboratory. It was thought that the tabulations would "provide invaluable information to persons responsible for planning the curriculums of pre-commissioning and professional military education programs."

## VIII. OFFICER MANAGEMENT JOB TYPES

In initiating the present study, it was hypothesized that there probably were differences in the kinds of management activities performed by officers which would be reflected in officer management job types that could be identified by an automated job-clustering program. Since the survey sample of 10,308 cases was well beyond the 2,000-case limit of the computer job-clustering program, a stratified subsample of 1,873 cases was

selected. The subsample was chosen so as to insure at least 200 cases in each grade and, by random sampling within grade and DAFSC, representativeness of all utilization fields. It was found, however, that the clustering program generated a "snowball" effect. One comparatively large group was formed, and the smaller groups produced during later stages of the program were successively combined with the large group. There was no tendency to form significant identifiable clusters of job types usually found in other surveys. The entire sample also showed considerable homogeneity. The job description of all 1,873 cases could be used to describe the job of any individual member with an average accuracy of approximately 46 percent.

In an attempt to facilitate the identification of managerial job types, responses made on the 8-point rating scale, 0 through 7, were rescored so that all entries below 3 (that is, entries 0 through 2) were scored as 0. The job-clustering program was then reapplied. Forty-five cases with no entries of 3 or above dropped out of the analysis, leaving 1,828 cases to be grouped. The chief effect of using the 6-point rating scale instead of the original 8-point scale was to reduce the index of homogeneity. For example, the job description of the 1,828-case total sample described the job of any individual member with an accuracy of only about 26 percent instead of the 46 percent for the total sample found in the first grouping analysis. However, the snow-balling effect was not eliminated.

Forty-three managerial job types were identified by the clustering program. One of these, consisting of 281 members, tended to form a nucleus with which were combined the relatively small job types identified at later stages in the program. For the most part the job types showed considerable similarity in the kinds of tasks performed. The members of all but seven performed some tasks in every duty category. They differed in the distribution of time among the various duties. A few of the job types could be readily differentiated. For example, for members of three job types, 60, 62, and 66 percent of their jobs respectively was devoted to supervisory tasks, while 63 percent of the managerial activities of another job type was concerned with tasks and duties assigned by special orders. Commanding and directing tasks made up 50 and 59 percent respectively of two other job types, and evaluating tasks formed 53 percent of the managerial work of another job type. Communicating tasks constituted the major managerial part of two job types.

For the most part, however, it was found to be extremely difficult to differentiate clearly significant managerial job types out of context or without knowledge of the situation in which the management tasks were performed. On the basis of this survey, there was also no way of determining what proportion of a particular officer's job is made up of management tasks. For these reasons, it was decided to exclude officer management job type descriptions from the present report. Appropriate tasks, some of which were taken from the inventory used in the officer management survey, have been included in instruments used in subsequent surveys of officer utilization fields.

## IX. SPECIAL JOB DESCRIPTIONS

Each job inventory completed according to the Air Force procedure is, in a sense, the description of an individual's job in that it specifies his work activities and shows how his time is distributed across the tasks listed. Thus each individual in an Air Force occupational survey generates a separate job description.

In most surveys using the Air Force method of occupational analysis, tasks are rated in terms of relative time spent. As a first step in the analysis, the computer converts each individual's relative time spent responses to percentages. All of an incumbent's time spent entries are summed. The total obtained is taken as contributing 100 percent of his job. Each entry is then divided by the total, and the quotient is multiplied by 100 to give a percentage of the job for each task. Any person performing one or more tasks in a duty is said to perform the duty. The percentage of the job spent by an incumbent in each duty is obtained by summing the percentages for all his tasks in that duty.

The computer has been programmed to generate composite job descriptions, made up of tasks performed, for any group of incumbents defined in terms of background variables. In the printout, the tasks are listed in descending order of the percentage of work time spent on them. Job descriptions are also published which show in descending order the percentage of time spent on duties.

In the present survey, tasks were rated in terms of part of the job instead of being rated on ralative time spent. An earlier study had shown by means of a regression equation that the Hemphill part-of-the-position scale reflected a combination of importance, criticality, and time spent (Cragun &

McCormick, 1967). It was also reported that the scale had satisfactory reliability and was more favorably received by officer respondents than either importance or time spent scales.

The part-of-the-job ratings obtained in the present survey were analyzed by the computer in exactly the same way as the usual relative time spent ratings. In the printouts of the consolidated job descriptions, the designation "time spent" must be interpreted as "part of the job." An officer may have assigned a high rating to a task because he considered the task important or critical rather than more time-consuming than other tasks. It should be kept in mind also that "part of the job" refers to the managerial part of the officer's job only and not to his entire job.

Group job descriptions were computed for 31 special groups which included groupings by officer grade and career area.

## X. GRADE GROUP JOB DESCRIPTIONS

In Appendix 1 appear the job descriptions for the six grades included in the survey of the Air Force officer management activities. The officer grade groups and the number included in each group are as follows:

| Number | Grade Group | N |
|---|---|---|
| SPL001 | Colonel | 413 |
| SPL002 | Lieutenant Colonel | 1,221 |
| SPL003 | Major | 2,025 |
| SPL004 | Captain | 3,686 |
| SPL005 | First Lieutenant | 1,752 |
| SPL006 | Second Lieutenant | 1,145 |

Each job description reported consists of two parts. The first part is a job description in terms of duties performed by the particular group, and the second is a job description based on tasks. The task job description printout contains the number of cases surveyed (10,308), the number of tasks in the inventory (299), the number of duties in the inventory (9), the number of members in the group, and the group identification (Colonel, Lieutenant Colonel, etc.).

Tasks are listed in descending order of percentage of job or of time spent on them by members of each group as follows:

1. Percentage of the members of the group who perform each task.
2. Average percentage of time spent on each task by those members of the group who perform the task.
3. Average percentage of time spent on each task by all members of the group.
4. Cumulative average percentage of time spent on tasks by all members of the group.

Each task description printout is preceded by a duty description. The duty description printout contains the same preliminary information that appears in the task job description. Duties are listed in descending order of percentage of job or of time spent on them in the same format as that used in the task description printout.

Table 1 summarizes for the six officer grade groups the number of management tasks making up 25, 50, 75, 90, and 100 percent of the management activities performed. Thus half of the managerial effort of second lieutenants is spent on 59 tasks. All 299 tasks in the inventory are performed by each of the officer grade groups.

One hundred eighty-one tasks are performed by a larger percentage of colonels than that of any other grade. Similarly, 59 tasks are performed by a larger percentage of lieutenant colonels, 21 tasks by a larger percentage of majors, 8 tasks by a larger percentage of captains, 17 tasks by a larger percentage of first lieutenants, and 13 tasks by a larger percentage of second lieutenants than that of any other grade.

*Table 1.* **Number of Tasks Accounting for Management Activities by Officer Grade Group**

| Grade | Number of Tasks Accounting for Given Percentage of Management | | | | |
|---|---|---|---|---|---|
| | 25% | 50% | 75% | 90% | 100% |
| Colonel | 30 | 74 | 134 | 186 | 299 |
| Lt Colonel | 31 | 77 | 139 | 195 | 299 |
| Major | 30 | 76 | 139 | 198 | 299 |
| Captain | 22 | 66 | 133 | 197 | 299 |
| 1st Lieutenant | 23 | 67 | 135 | 201 | 299 |
| 2d Lieutenant | 16 | 59 | 128 | 194 | 299 |

The extent of managerial responsibility is directly related to officer grade. This is shown by the number of management tasks performed by 50 percent or more members in each grade as follows:

| | |
|---|---|
| Colonel | 181 |
| Lieutenant Colonel | 171 |
| Major | 146 |
| Captain | 52 |
| First Lieutenant | 45 |
| Second Lieutenant | 24 |

There appears also a striking difference in homogeneity of management task performance between field-grade officers as compared with company-grade officers.

Table 2 presents a summary of the average percentage of management tasks performed in each duty by officers in each grade. Duty A, Commanding and Directing, is directly related to grade; the higher the grade, the larger the percentage of job devoted to this duty. On the other hand, Duty I, Other Tasks and Duties (assigned by special orders), is inversely related to grade; the higher the grade, the smaller the percentage of job allocated to these activities. By comparing cell entries with entries in the column designated "Percentage of Tasks in Duty," it can be seen whether or not officers of a particular grade devote more or less time to a duty than would be expected if time were equally distributed across all duties. For example, Duty E, Evaluating, forms a larger part of the job of all officer groups than would be expected.

*Table 2.* **Average Percentage of Management Tasks Performed in Each Duty by Grade**

| Duty | Nr. of Tasks in Duty | Percentage of Tasks in Duty | Average Percentage of Tasks Performed by Officer Group | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Col | LtCol | Maj | Capt | 1st Lt | 2d Lt |
| A Commanding and Directing | 35 | 11.71 | 20.29 | 18.65 | 17.38 | 16.02 | 14.92 | 13.52 |
| B Supervising | 26 | 8.70 | 10.71 | 11.71 | 12.51 | 13.56 | 12.78 | 10.30 |
| C Planning | 39 | 13.04 | 13.64 | 12.91 | 12.00 | 10.60 | 10.91 | 9.48 |
| D Organizing | 14 | 4.68 | 4.18 | 4.48 | 4.40 | 3.68 | 3.99 | 3.62 |
| E Evaluating | 36 | 12.04 | 14.64 | 14.78 | 14.50 | 12.41 | 12.88 | 13.51 |
| F Coordinating | 26 | 8.70 | 11.79 | 10.85 | 9.99 | 7.80 | 7.33 | 6.62 |
| G Communicating | 42 | 14.05 | 17.21 | 16.93 | 17.75 | 20.02 | 18.13 | 18.10 |
| H Implementing | 17 | 5.69 | 4.78 | 5.03 | 5.27 | 5.58 | 5.91 | 4.83 |
| I Other Tasks and Duties | 64 | 21.40 | 2.69 | 4.58 | 6.13 | 10.27 | 13.12 | 19.98 |

## XI. CAREER AREA JOB DESCRIPTIONS

Because of the large number of officer specialties surveyed, it was not feasible to compute composite specialty job descriptions nor utilization field job descriptions. Instead, specialties were grouped into nine career areas, and job descriptions were published for staff, field-grade, and company-grade officers in each of the career areas.

The following list gives the title and number for the officer career area groups for whom job descriptions were computed:

| Number | Group Title | N |
|---|---|---|
| SPL007 | Command and Management Officer | 261 |
| SPL008 | Pilot - Company Grade | 749 |
| SPL009 | Pilot - Field Grade | 156 |
| SPL010 | Air Operations - Company Grade | 937 |
| SPL011 | Air Operations - Field Grade | 228 |
| SPL024 | Air Operations - Staff | 336 |
| SPL012 | Scientific - Company Grade | 386 |
| SPL013 | Scientific - Field Grade | 100 |
| SPL025 | Scientific - Staff | 125 |
| SPL014 | Maintenance Engineer and Civil Engineer - Company Grade | 636 |
| SPL015 | Maintenance Engineer and Civil Engineer - Field Grade | 146 |
| SPL026 | Maintenance Engineer and Civil Engineer - Staff | 344 |
| SPL016 | Material and Comptroller - Company Grade | 558 |
| SPL017 | Materiel and Comptroller - Field Grade | 117 |
| SPL027 | Materiel and Comptroller - Staff | 326 |
| SPL018 | Administration and Support - Company Grade | 564 |
| SPL019 | Administration and Support - Field Grade | 115 |
| SPL028 | Administration and Support - Staff | 313 |
| SPL020 | Intelligence and Security - Company Grade | 508 |
| SPL021 | Intelligence and Security - Field Grade | 72 |
| SPL029 | Intelligence and Security Staff | 236 |
| SPL022 | Professional - Company Grade | 1,262 |
| SPL023 | Professional - Field Grade | 208 |
| SPL030 | Professional - Staff | 285 |
| SPL031 | Officer Management - Total Sample | 9,981 |

Table 3 shows the average percentage of management tasks performed in each duty by staff, field-grade, and company-grade officer groups for nine career areas. Among staff officers, Duty A, Commanding and Directing, accounts for a larger percentage of management (20.47 percent) by Command and Management officers than that for any other career area group. On the other hand, Duty I, Other Tasks and Duties (assigned by special orders), form the least part (2.95 percent) of Command and Management officers' managerial activities. Intelligence and Security staff officers devote more time (12.06 percent) to Duty F, Coordinating, than do members of any other career field group.

As is evident from Table 3, field-grade pilots allocate a larger percentage of their job (19.02 percent) to Duty B, Supervising, than do officers in any other career area group. Field-grade professional officers devote a larger percentage (5.24 percent) of their jobs to Duty D, Organizing, than do officers in any other career area group. Scientific field-grade officers allocate a larger percentage of management tasks (21.14 percent) to Duty G, Communicating, than do members of any other career area group.

Among company-grade officers, pilots devote the largest percentage of management (22.04 percent) to Duty I, Other Tasks and Duties (assigned by special orders). Air Operations company-grade officers devote more management (6.67 percent) to Duty H, Implementing, than do other career area groups. Company-grade Scientific officers devote more management to Duty C, Planning (15.01 percent), and to Duty G, Communicating (24.99 percent), than do other career area groups. Materiel and Comptroller company-grade officers devote a larger percentage of their job (18.53 percent) to Duty E, Evaluating, than do any other career area groups.

While some of the highlights in Table 3 have been pointed out, the chief finding is that officers in the several career areas devote more or less the same percentage of their jobs to the various management activities as categorized under the different duties. Again, as mentioned earlier, it appears that kinds of management cannot be effectively differentiated when managerial activities are stated in general terms. In order to detect kinds of management, or differences in management among career areas, the context in which management is performed must be specified.[2]

[2] Essentially the same conclusions were drawn from the results of several other analyses of the data. Group differences were computed; job descriptions were summarized task by task; and similarities among groups were analyzed. A brief explanation of the computer programs and the procedures for these analyses is given in Appendix II. The computer printouts of the data are not reproduced in this report; however, they are available to qualified requesters on a loan basis from the Personnel Research Division (PAOA), Lackland Air Force Base, Texas 78236.

*Table 3.* **Average Percentage of Management Tasks Performed in Each Duty By Staff, Field-Grade, and Company-Grade Officers for Nine Career Areas[a]**

| Duty | Nr. of Tasks | Percentage of Tasks in Duty | Average Percentage of Tasks Performed by Career Area | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Comd & Mgmt | Pilot | Air Ops | Scien-tific | ME & CE | Mat & Compt | Admin & Spt | Intel & Scty | Profes-sional |
| **Staff Officers** | | | | | | | | | | | |
| A Commanding and Directing | 35 | 11.71 | 20.47 | | 18.64 | 18.14 | 18.54 | 18.24 | 19.63 | 17.71 | 17.08 |
| B Supervising | 26 | 8.70 | 10.36 | | 10.19 | 10.48 | 10.98 | 11.37 | 11.29 | 10.97 | 14.51 |
| C Planning | 39 | 13.04 | 13.21 | | 12.97 | 13.57 | 13.00 | 13.69 | 12.08 | 12.22 | 11.98 |
| D Organizing | 14 | 4.68 | 4.82 | | 4.00 | 4.10 | 4.47 | 4.74 | 4.75 | 4.76 | 4.62 |
| E Evaluating | 36 | 12.04 | 15.05 | | 15.62 | 15.28 | 16.83 | 16.06 | 12.63 | 15.02 | 13.15 |
| F Coordinating | 26 | 8.07 | 11.48 | | 10.92 | 10.77 | 10.73 | 10.65 | 10.70 | 12.06 | 10.77 |
| G Communicating | 42 | 14.05 | 16.56 | | 17.80 | 18.56 | 15.95 | 16.22 | 18.18 | 17.31 | 18.20 |
| H Implementing | 17 | 5.69 | 5.02 | | 4.90 | 4.42 | 5.27 | 5.15 | 5.32 | 5.37 | 4.96 |
| I Other Tasks and Duties | 64 | 21.40 | 2.95 | | 4.90 | 4.61 | 4.15 | 3.79 | 5.35 | 4.50 | 4.66 |
| **Field-Grade Officers** | | | | | | | | | | | |
| A Commanding and Directing | 35 | 11.71 | | 15.52 | 16.10 | 19.03 | 18.65 | 17.66 | 17.72 | 15.14 | 17.93 |
| B Supervising | 26 | 8.70 | | 19.02 | 15.16 | 8.24 | 13.20 | 11.77 | 12.62 | 13.44 | 16.07 |
| C Planning | 39 | 13.04 | | 8.39 | 9.27 | 14.64 | 12.39 | 14.16 | 11.48 | 11.59 | 12.94 |
| D Organizing | 14 | 4.68 | | 3.82 | 3.01 | 4.08 | 4.64 | 4.90 | 5.04 | 4.76 | 5.24 |
| E Evaluating | 36 | 12.04 | | 12.81 | 15.30 | 14.25 | 15.57 | 16.18 | 11.40 | 13.26 | 12.23 |
| F Coordinating | 26 | 8.70 | | 6.97 | 8.78 | 11.38 | 9.12 | 9.94 | 8.91 | 10.75 | 8.44 |
| G Communicating | 42 | 14.05 | | 16.96 | 17.27 | 21.14 | 14.55 | 15.94 | 17.58 | 18.45 | 17.01 |
| H Implementing | 17 | 5.69 | | 4.96 | 5.42 | 4.18 | 5.91 | 5.25 | 5.87 | 5.84 | 5.58 |
| I Other Tasks and Duties | 64 | 21.40 | | 11.49 | 9.63 | 3.01 | 5.90 | 4.13 | 9.32 | 6.70 | 4.51 |
| **Company-Grade Officers** | | | | | | | | | | | |
| A Commanding and Directing | 35 | 11.71 | | 13.23 | 15.45 | 16.23 | 15.35 | 16.19 | 16.09 | 14.26 | 16.58 |
| B Supervising | 26 | 8.70 | | 13.34 | 14.38 | 6.38 | 12.60 | 11.31 | 12.71 | 11.47 | 17.40 |
| C Planning | 39 | 13.04 | | 6.63 | 8.56 | 15.01 | 12.21 | 12.19 | 10.87 | 10.98 | 10.42 |
| D Organizing | 14 | 4.68 | | 2.61 | 2.32 | 2.72 | 4.20 | 4.43 | 5.06 | 4.77 | 4.56 |
| E Evaluating | 36 | 12.04 | | 10.15 | 12.74 | 14.94 | 14.33 | 18.53 | 11.08 | 14.11 | 10.09 |
| F Coordinating | 26 | 8.70 | | 5.37 | 6.38 | 7.70 | 8.07 | 8.83 | 9.74 | 10.16 | 6.93 |
| G Communicating | 42 | 14.05 | | 21.60 | 19.65 | 24.99 | 16.34 | 16.08 | 16.88 | 17.57 | 18.63 |
| H Implementing | 17 | 5.69 | | 5.00 | 6.67 | 4.45 | 5.15 | 5.59 | 5.96 | 6.11 | 6.29 |
| I Other Tasks and Duties | 64 | 21.40 | | 22.04 | 13.81 | 7.55 | 11.69 | 6.80 | 11.54 | 10.50 | 9.05 |

[a]Pilot career area is not applicable for staff officers; Command and Management career area is not applicable for field-grade and company-grade officers.

## XII. PROFESSIONAL MILITARY EDUCATION REQUIREMENTS

In the last section of the inventory, officers were asked to rate a list of 128 professional military education topics on two 8-point scales to indicate the direct relevance of the topics to the job (i.e., need-on-the-job rating) and their more general relevance to overall professional enhancement (i.e., need-to-know rating). These topics had been selected with extreme care by panels of high-ranking officers working with the Air Force Educational Requirements Board. It was anticipated that officer ratings of the topics could be used as guidance in developing curricula for courses at Air University and other officer training units.

Table 4 shows the number of topics in each category with an average need-on-the-job and need-to-know rating of 4 ("substantial need") and above. In general, many topics concerned with management or with individual skills and knowledge received high ratings, while topics related to military strategy and employment, national security policy and strategy, and international relations and economics tended to receive low ratings.

In Table 5 in Appendix III, the mean ratings are given for each of the topics as recorded by 413 colonels, 1,221 lieutenant colonels, 2,025 majors, 3,686 captains, 1,752 first lieutenants, and 1,145 second lieutenants. All mean ratings of 4 or more indicating a "substantial need" have been printed in heavy type. Greatest need was expressed for certain topics concerning "Individual Skills and Knowledge" and "Management." The least need was shown for officer education in topics pertaining to "International Relations and Economics."

Officers of all grades indicated a "substantial need on the job" for the following 11 topics of professional military education:

- Principles of leadership
- Techniques of leadership
- Communication, oral
- Communication, written
- Techniques of logical thinking
- Techniques of creative thinking
- Problem solving procedures
- Officer ethics
- Discipline and morale
- Military customs, courtesies, and ceremonies
- Security of classified military documents and equipment

In addition to these topics, officers of all grades indicated a "substantial need to know" the following topics of professional military education:

- Principles of military organization
- Organization and functions of the U.S. Air Force
- How organizations at squadron, group, wing, and division levels function
- Principles and concepts of command
- Characteristics of leaders
- Role of the NCO
- Personnel administration and management
- Conference and committee techniques
- Code of conduct
- Personal survival under emergency conditions
- Physical fitness as related to unit effectiveness

The distribution of topic ratings shown in Table 5 is intended to show differences among grades regardless of career area. In Table 6 in Appendix III, average ratings of topics are given for officers in nine career areas. It will be seen that there is considerable agreement among company-grade, field-grade, and staff officers within career area, but some differences appear in the way topics are rated by officers in different career areas.

Fourteen topics received unanimous average need-to-know ratings of 4 of more ("substantial need") by staff, field-grade, or company-grade officers regardless of career area. These topics were as follows:

- Principles of leadership
- Techniques of leadership
- Characteristics of leaders
- Role of the NCO
- Communication, oral (e.g., briefing, critiquing)
- Communication, written (e.g., correspondence, reports, staff studies, plans)
- Techniques of logical thinking
- Techniques of creative thinking
- Conference and committee techniques
- Problem solving procedures
- Officer ethics
- Discipline and morale
- Military customs, courtesies, and ceremonies
- Code of conduct

*Table 4.* **Number of Topics in Each Subject-Matter Category with Need-on-the-Job (noj) and Need-to-Know (ntk) Mean Ratings of 4 or More, Shown by Career Area Groups**
*(Ratings of 4 or more indicote "Substantial Need")*

| | Number of Topics in Category Rated 4 or More | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Military Strategy and Employment (20 Topics) | | National Security Policy & Strategy (13 Topics) | | International Relations and Economics (29 Topics) | | Management (42 Topics) | | Individual Skills and Knowledge (22 Topics) | |
| Career Area Group | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| Command and Management Officer | 0 | 9 | 0 | 5 | 0 | 1 | 14 | 20 | 11 | 14 |
| Pilot - Company Grade | 0 | 10 | 0 | 6 | 0 | 6 | 2 | 8 | 11 | 16 |
| Pilot - Field Grade | 0 | 6 | 0 | 3 | 0 | 1 | 3 | 7 | 11 | 14 |
| Air Operations - Company Grade | 0 | 8 | 0 | 4 | 0 | 2 | 2 | 8 | 11 | 16 |
| Air Operations - Field Grade | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 7 | 12 | 15 |
| Air Operations - Staff | 1 | 9 | 0 | 5 | 0 | 0 | 5 | 13 | 11 | 15 |
| Scientific - Company Grade | 0 | 4 | 0 | 2 | 0 | 0 | 0 | 6 | 8 | 13 |
| Scientific - Field Grade | 0 | 11 | 0 | 3 | 0 | 0 | 0 | 10 | 10 | 13 |
| Scientific - Staff | 1 | 6 | 0 | 0 | 0 | 0 | 2 | 9 | 10 | 12 |
| Maintenance Engineer and Civil Engineer - Company Grade | 0 | 5 | 0 | 3 | 0 | 2 | 4 | 17 | 9 | 18 |
| Maintenance Engineer and Civil Engineer - Field Grade | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 13 | 11 | 15 |
| Maintenance Engineer and Civil Engineer - Staff | 0 | 3 | 0 | 2 | 0 | 0 | 7 | 18 | 11 | 17 |
| Materiel and Comptroller - Company Grade | 0 | 0 | 0 | 2 | 0 | 3 | 4 | 12 | 8 | 16 |
| Materiel and Comptroller - Field Grade | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 13 | 11 | 11 |
| Materiel and Comptroller - Staff | 0 | 1 | 0 | 0 | 0 | 0 | 7 | 18 | 11 | 13 |
| Administration and Support - Company Grade | 0 | 4 | 0 | 5 | 0 | 5 | 8 | 14 | 10 | 17 |
| Administration and Support - Field Grade | 0 | 2 | 0 | 4 | 0 | 2 | 10 | 14 | 12 | 16 |
| Administration and Support - Staff | 0 | 6 | 0 | 4 | 0 | 2 | 8 | 16 | 11 | 15 |
| Intelligence and Security - Company Grade | 0 | 3 | 2 | 4 | 0 | 6 | 5 | 9 | 10 | 16 |
| Intelligence and Security - Field Grade | 3 | 6 | 2 | 3 | 2 | 4 | 4 | 9 | 10 | 14 |
| Intelligence and Security - Staff | 1 | 5 | 2 | 3 | 0 | 1 | 5 | 10 | 11 | 14 |
| Professional - Company Grade | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 7 | 14 |
| Professional - Field Grade | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 7 | 10 | 14 |
| Professional - Staff | 0 | 0 | 0 | 0 | 0 | 1 | 5 | 12 | 13 | 18 |

In addition the following topics received almost unanimous need-to-know ratings of 4 or more:

Principles of military organization
Organization and functions of the U.S. Air Force
Security of classified military documents and equipment
Personal survival under emergency conditions

On the other hand, of the 126 topics presented, 54 failed to achieve an average need-on-the-job or need-to-know rating of 4 by staff, field-grade, or company-grade officers for any career area. Forty of these low-rated topics were included in the "International Relations and Economics" and "Management" categories. Either many of these topics are of little practical value to officers, or officers have not been made aware of their importance.

Certain topics are pertinent to particular career areas but are of only marginal importance in other areas. For example, company-grade, field-grade, and staff officers in the Intelligence and Security career area indicate substantial need on the job for "National security policy," "Sino-Soviet Bloc threat and Free World vulnerability," and "How the intelligence system operates." However, officers in no other career area report significant need on the job for these topics. Similarly, company-grade, field-grade, and staff Administration and Support officers report a substantial need on the job for "Principles of military organization" and "Organization and functions of the U.S. Air Force." This degree of need is not shown by officers in other career areas.

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*APPENDIX I.* GROUP JOB DESCRIPTIONS FOR OFFICER GRADES SECOND LIEUTENANT THROUGH COLONEL

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

DUTY JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 413
OFFICERS IN GRADE OF COLONEL

| D-TSK | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|
| A | COMMANDING AND DIRECTING | 98.79 | 20.54 | 20.29 | 20.29 |
| G | COMMUNICATING TASKS | 99.76 | 17.25 | 17.21 | 37.50 |
| E | EVALUATING TASKS | 98.06 | 14.93 | 14.64 | 52.14 |
| C | PLANNING TASKS | 97.58 | 13.97 | 13.64 | 65.77 |
| F | COORDINATING TASKS | 98.79 | 11.93 | 11.79 | 77.56 |
| B | SUPERVISING | 94.92 | 11.28 | 10.71 | 88.27 |
| H | IMPLEMENTING TASKS | 93.70 | 5.10 | 4.78 | 93.05 |
| D | ORGANIZING TASKS | 91.28 | 4.58 | 4.18 | 97.23 |
| I | OTHER TASKS AND DUTIES | 93.70 | 2.87 | 2.69 | 99.92 |

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

TASK JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 413
OFFICERS IN GRADE OF COLONEL

| D-TSK | | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|---|
| A | 15 | INTERPRET CONCEPTS OR POLICIES. | 96.13 | 1.35 | 1.30 | 1.30 |
| A | 16 | INTERPRET OR SUPPLEMENT ORDERS, DIRECTIVES, OR PROCEDURES. | 94.19 | 1.18 | 1.11 | 2.41 |
| A | 12 | DIRECT PREPARATION OF STUDIES, SUMMARIES, OR REPORTS. | 92.25 | 1.11 | 1.03 | 3.43 |
| G | 9 | PARTICIPATE IN CONFERENCES OR BRIEFINGS. | 96.85 | 1.05 | 1.02 | 4.45 |
| A | 23 | MANAGE A STAFF ACTIVITY OR AGENCY. | 80.87 | 1.25 | 1.01 | 5.46 |
| A | 21 | MAKE INDEPENDENT MANAGERIAL DECISIONS. | 90.31 | 1.11 | 1.01 | 6.47 |
| G | 6 | GIVE ORAL REPORTS OR BRIEFINGS TO SUPERIOR OFFICERS. | 96.61 | 0.99 | 0.95 | 7.42 |
| G | 2 | DRAFT CORRESPONDENCE FOR OFFICIAL SIGNATURE. | 93.70 | 0.96 | 0.90 | 8.32 |
| C | 37 | PROVIDE COMMANDER WITH TECHNICAL ADVICE, PLANS, OR RECOMMENDATIONS. | 85.47 | 1.00 | 0.85 | 9.18 |
| G | 17 | PREPARE ORAL AND WRITTEN BRIEFINGS. | 93.95 | 0.88 | 0.82 | 10.00 |
| E | 3 | ANALYZE REPORTS. | 91.28 | 0.90 | 0.82 | 10.82 |
| A | 18 | ISSUE DIRECTIVES, ORDERS, LETTERS, SCHEDULES, OR MANUALS. | 85.23 | 0.96 | 0.82 | 11.65 |
| B | 9 | FIX RESPONSIBILITY. | 86.92 | 0.94 | 0.82 | 12.47 |
| A | 30 | PRESCRIBE OFFICIAL POLICIES, METHODS, OR PROCEDURES. | 86.68 | 0.95 | 0.82 | 13.29 |
| F | 1 | COORDINATE ACTION REQUIRED TO RESOLVE SPECIFIC PROBLEMS WITHIN AN ORGANIZATION. | 89.10 | 0.92 | 0.82 | 14.10 |
| A | 3 | ASSIGN AND ADJUST PRIORITIES. | 87.89 | 0.92 | 0.81 | 14.91 |
| G | 33 | REVIEW OUTGOING CORRESPONDENCE. | 91.53 | 0.86 | 0.79 | 15.70 |
| F | 26 | SERVE ON A COMMITTEE. | 90.07 | 0.87 | 0.79 | 16.49 |
| B | 11 | MAINTAIN CONTROL THROUGH PERSONAL OBSERVATION. | 88.86 | 0.88 | 0.78 | 17.27 |
| A | 17 | ISSUE ORDERS AND INSTRUCTIONS IN THE NAME OF THE COMMANDER. | 77.00 | 1.00 | 0.77 | 18.04 |
| G | 22 | RECOMMEND PLANS OR POLICIES. | 91.53 | 0.83 | 0.76 | 18.80 |
| C | 19 | FORMULATE POLICIES FOR YOUR ORGANIZATION. | 87.89 | 0.86 | 0.75 | 19.56 |
| A | 5 | CONDUCT STAFF MEETINGS. | 88.86 | 0.84 | 0.74 | 20.30 |
| A | 14 | IDENTIFY KEY POINTS OF CONTROL THAT REQUIRE CLOSE SUPERVISION. | 84.02 | 0.87 | 0.73 | 21.04 |

| | | | | | | |
|---|---|---|---|---|---|---|
| B | 3 | COUNSEL SUBORDINATES ON PERFORMANCE OR PROFESSIONAL DEVELOPMENT. | 89.10 | 0.82 | 0.73 | 21.77 |
| B | 6 | EVALUATE INDIVIDUALS FOR PROMOTION AND UPGRADING. | 88.14 | 0.81 | 0.72 | 22.49 |
| G | 1 | BRIEF SUBORDINATE PERSONNEL. | 90.07 | 0.79 | 0.71 | 23.20 |
| A | 9 | DIRECT A SPECIAL PROJECT. | 78.21 | 0.91 | 0.71 | 23.91 |
| [illegible] | 13 | EVALUATE COMPLETENESS, RELIABILITY, AND SIGNIFICANCE OF INFORMATION. | 83.05 | 0.86 | 0.71 | 24.62 |
| A | 19 | MAINTAIN CONTROL THROUGH ANALYSIS OF REPORTS. | 83.29 | 0.85 | 0.71 | 25.33 |
| E | 22 | EVALUATE OVER-ALL EFFECTIVENESS OF A PROGRAM OR PROJECT. | 84.02 | 0.84 | 0.70 | 26.03 |
| [illegible] | 23 | EVALUATE PLANS FOR IMPLEMENTATION OF ESTABLISHED POLICY. | 86.44 | 0.80 | 0.69 | 26.72 |
| B | 25 | SUPERVISE OTHER SUPERVISORS. | 76.76 | 0.89 | 0.69 | 27.41 |
| E | 2 | ANALYZE PLANS FOR CONFORMITY WITH ESTABLISHED POLICY. | 85.47 | 0.79 | 0.67 | 28.08 |
| B | 8 | EXERCISE DIRECT SUPERVISION OF WORK IN CAREER AREA. | 75.06 | 0.89 | 0.67 | 28.75 |
| G | 20 | PROVIDE INFORMATION AND ADVICE ON OFFICIAL POLICIES AND PROCEDURES. | 86.44 | 0.77 | 0.67 | 29.41 |
| F | 25 | SERVE AS THE CHAIRMAN OF A COMMITTEE OR CONFERENCE. | 86.92 | 0.75 | 0.66 | 30.07 |
| G | 21 | READ TECHNICAL PERIODICALS, REPORTS, OR BOOKS. | 85.47 | 0.75 | 0.64 | 30.71 |
| A | 8 | DIRECT A PHASE OF AN AIR FORCE PROGRAM. | 67.31 | 0.95 | 0.64 | 31.35 |
| F | 6 | COORDINATE PLAN AND POLICY FORMULATION WITH HIGHER ECHELONS. | 83.78 | 0.75 | 0.63 | 31.98 |
| E | 25 | EVALUATE PROGRESS TOWARD UNIT OBJECTIVES. | 80.87 | 0.77 | 0.62 | 32.60 |
| B | 16 | PREPARE OFFICER EFFECTIVENESS REPORTS. | 84.99 | 0.72 | 0.61 | 33.21 |
| C | 36 | PREPARE PLANS FOR APPROVAL BY SUPERIORS. | 85.71 | 0.70 | 0.60 | 33.82 |
| F | 20 | PARTICIPATE IN STAFF VISITS. | 82.57 | 0.72 | 0.60 | 34.41 |
| A | 26 | MONITOR AN AIR FORCE PROGRAM OR PROJECT. | 65.86 | 0.91 | 0.60 | 35.01 |
| A | 1 | ACT IN PLACE OF COMMANDER OR DIRECTOR. | 65.86 | 0.89 | 0.58 | 35.59 |
| F | 7 | COORDINATE PLANNING AND PREPARATION OF REPORTS. | 83.29 | 0.69 | 0.57 | 36.17 |
| H | 1 | ASSIGN PRIORITIES FOR PROGRAMS OR PROJECTS. | 82.57 | 0.69 | 0.57 | 36.74 |
| [illegible] | 4 | ANALYZE QUANTITATIVE INFORMATION. | 80.39 | 0.71 | 0.57 | 37.31 |
| E | 1 | ANALYZE DATA REFLECTING OPERATIONAL EFFECTIVENESS. | 73.61 | 0.77 | 0.57 | 37.88 |
| C | 14 | FORMULATE IN-HOUSE STUDIES. | 77.97 | 0.72 | 0.56 | 38.44 |
| E | 16 | EVALUATE UTILIZATION OF RESOURCES. | 80.87 | 0.69 | 0.55 | 39.00 |
| F | 2 | COORDINATE ADMINISTRATIVE ACTIONS WITH PARALLEL ORGANIZATIONS. | 79.42 | 0.70 | 0.55 | 39.55 |
| E | 8 | DETECT OPERATING DEFICIENCIES. | 77.00 | 0.72 | 0.55 | 40.10 |
| F | 14 | MAINTAIN LIAISON BETWEEN AF UNIT AND OTHER U.S. GOVERNMENT AGENCIES. | 69.49 | 0.78 | 0.54 | 40.64 |
| E | 26 | EVALUATE PROPOSALS FOR INCREASING UNIT EFFECTIVENESS. | 77.48 | 0.70 | 0.54 | 41.18 |
| G | 27 | REVIEW MINUTES OF CONFERENCES OR OFFICIAL PROCEEDINGS. | 88.14 | 0.61 | 0.54 | 41.72 |
| C | 7 | DEVELOP METHODS FOR OBTAINING AND REPORTING INFORMATION. | 73.85 | 0.73 | 0.54 | 42.25 |

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| C | 16 | FORMULATE PLANS AND DIRECTIVES FOR IMPLEMENTING SHORT-TERM OPERATIONS. | 81.36 | 0.66 | 0.53 | 42.79 |
| F | 18 | MAINTAIN LIAISON WITH OTHER COMMANDS. | 79.42 | 0.66 | 0.52 | 43.31 |
| F | 31 | EVALUATE UNIT COMPLIANCE WITH PLANS OR POLICIES. | 78.45 | 0.66 | 0.52 | 43.83 |
| H | 12 | IMPLEMENT DIRECTED PLANS. | 77.97 | 0.66 | 0.52 | 44.35 |
| G | 28 | REVIEW OR REVISE DIRECTIVES OR REGULATIONS. | 85.96 | 0.60 | 0.51 | 44.86 |
| A | 31 | PRESCRIBE RELATIONSHIPS BETWEEN DIRECTORATES, DIVISIONS, OR OTHER STAFF GROUPS. | 66.59 | 0.77 | 0.51 | 45.37 |
| E | 24 | EVALUATE PROGRAMS IN TERMS OF AVAILABLE FUNDS. | 73.85 | 0.69 | 0.51 | 45.88 |
| G | 18 | PREPARE STAFF STUDIES. | 81.36 | 0.62 | 0.50 | 46.39 |
| F | 11 | COORDINATE THE IMPLEMENTATION OF DIRECTIVES. | 82.81 | 0.60 | 0.50 | 46.89 |
| C | 15 | FORMULATE OFFICE INSTRUCTIONS AND PROCEDURES. | 84.50 | 0.59 | 0.50 | 47.39 |
| H | 2 | ASSIGN PRIORITIES FOR THE COMPLETION OF UNITS OF WORK. | 77.48 | 0.64 | 0.50 | 47.88 |
| F | 10 | COORDINATE PROGRAM OR PROJECT IMPLEMENTATION WITH HIGHER ECHELONS. | 78.21 | 0.64 | 0.50 | 48.38 |
| A | 7 | DEVELOP STANDARDS OR SPECIFICATIONS. | 68.77 | 0.72 | 0.50 | 48.88 |
| F | 16 | MAINTAIN LIAISON BETWEEN ECHELONS. | 74.82 | 0.66 | 0.49 | 49.37 |
| G | 26 | RELAY COMMANDER'S PLANS TO SUBORDINATE UNITS. | 73.61 | 0.67 | 0.49 | 49.86 |
| C | 17 | FORMULATE PLANS FOR OPERATIONS TWO OR MORE YEARS IN ADVANCE. | 74.82 | 0.66 | 0.49 | 50.36 |
| D | 1 | ALLOCATE UNIT RESOURCES (PERSONNEL, MATERIEL, AND FACILITIES). | 72.40 | 0.68 | 0.49 | 50.85 |
| G | 3 | EDIT COPY FOR PUBLICATION. | 74.58 | 0.65 | 0.49 | 51.33 |
| C | 2 | DETERMINE NEED FOR STAFF STUDIES. | 79.90 | 0.61 | 0.48 | 51.82 |
| H | 11 | IMPLEMENT A DIRECTED PROJECT OR PROGRAM. | 76.27 | 0.63 | 0.48 | 52.30 |
| H | 14 | IMPLEMENT POLICIES BY ORDER OR REGULATION. | 78.93 | 0.61 | 0.48 | 52.78 |
| E | 21 | EVALUATE OPERATIONAL PROCEDURES. | 72.15 | 0.65 | 0.47 | 53.26 |
| B | 18 | REVIEW PERSONNEL PERFORMANCE AND EFFECTIVENESS REPORTS. | 77.24 | 0.61 | 0.47 | 53.72 |
| C | 38 | SCHEDULE PLANNING TO MEET HIGHER HEADQUARTERS REQUIREMENTS. | 73.37 | 0.64 | 0.47 | 54.19 |
| A | 2 | APPOINT COMMITTEES TO STUDY PROBLEMS. | 78.45 | 0.59 | 0.47 | 54.66 |
| A | 27 | MONITOR MANAGEMENT IMPROVEMENT STUDIES. | 72.15 | 0.64 | 0.46 | 55.12 |
| B | 4 | COUNSEL SUBORDINATES ON PERSONAL AFFAIRS OR PROBLEMS. | 84.75 | 0.54 | 0.46 | 55.58 |
| B | 12 | MAKE PERSONNEL ASSIGNMENTS. | 72.40 | 0.63 | 0.46 | 56.04 |
| F | 24 | REPRESENT THE COMMANDER OUTSIDE THE ORGANIZATION. | 72.88 | 0.62 | 0.46 | 56.49 |
| A | 34 | REVIEW COMPLAINTS AND ACTION REQUESTS OF SUBORDINATE COMMANDERS. | 64.65 | 0.70 | 0.45 | 56.95 |
| F | 5 | COORDINATE MANNING OR PERSONNEL REQUIREMENTS. | 78.21 | 0.58 | 0.45 | 57.40 |
| E | 20 | EVALUATE OPERATING OR PERFORMANCE REPORTS. | 74.82 | 0.59 | 0.44 | 57.84 |
| F | 12 | COORDINATE THE IMPLEMENTATION OF METHODS AND PROCEDURES. | 78.69 | 0.55 | 0.44 | 58.27 |
| D | 14 | SET UP UNIT POLICIES OR REGULATIONS. | 72.88 | 0.60 | 0.44 | 58.71 |
| B | 24 | SUPERVISE PREPARATION OF PROGRESS OR ACTIVITY REPORTS. | 77.24 | 0.56 | 0.43 | 59.14 |

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| A | 24 | MANAGE FACILITIES OR EQUIPMENT. | 58.60 | 0.74 | 0.43 | 59.58 |
| G | 24 | RECOMMEND REVISIONS OF DIRECTIVES. | 84.50 | 0.51 | 0.43 | 60.00 |
| G | 5 | GIVE LECTURES. | 74.58 | 0.58 | 0.43 | 60.43 |
| H | 19 | STUDY WORK FLOW FOR WORK SIMPLIFICATION AND ECONOMY. | 76.76 | 0.56 | 0.43 | 60.86 |
| C | 39 | SCHEDULE PLANNING TO MEET REQUIREMENTS OF OPERATIONAL SITUATION. | 66.10 | 0.64 | 0.43 | 61.29 |
| C | 9 | DEVELOP PROCEDURES FOR EVALUATING EFFECTIVENESS AND ECONOMY OF ACTIVITIES. | 73.61 | 0.58 | 0.42 | 61.71 |
| G | 25 | RECOMMEND SPECIAL PROJECTS OR PROGRAMS. | 81.11 | 0.52 | 0.42 | 62.14 |
| A | 32 | PRESCRIBE RELATIONSHIPS OF STAFF AND SUBORDINATE COMMANDS. | 60.53 | 0.70 | 0.42 | 62.56 |
| G | 36 | REVIEW SERVICE AND ACTION REQUESTS OF LATERAL AND HIGHER ECHELONS. | 72.15 | 0.59 | 0.42 | 62.96 |
| A | 20 | MAINTAIN A CURRENT STATUS ACCOUNT ON INSPECTIONS AND SURVEYS. | 64.89 | 0.65 | 0.42 | 63.40 |
| E | 5 | COLLECT DATA THAT REFLECT PERFORMANCE OF ORGANIZATION. | 69.98 | 0.60 | 0.42 | 63.82 |
| G | 35 | REVIEW REPORTS OF STAFF STUDIES. | 81.11 | 0.51 | 0.42 | 64.24 |
| G | 37 | SCREEN ELECTRICALLY TRANSMITTED MESSAGES. | 68.28 | 0.61 | 0.42 | 64.66 |
| E | 28 | EVALUATE SIGNIFICANCE OF DEVIATIONS FROM STANDARDS. | 71.19 | 0.57 | 0.41 | 65.07 |
| F | 22 | PREPARE MEMORANDA FOR THE CHIEF OF STAFF. | 53.03 | 0.76 | 0.40 | 65.47 |
| A | 11 | DIRECT PREPARATION OF BUDGETS. | 64.41 | 0.63 | 0.40 | 65.87 |
| E | 19 | EVALUATE IMPLEMENTATION OF SECURITY MEASURES. | 70.94 | 0.57 | 0.40 | 66.28 |
| B | 5 | DEAL DIRECTLY WITH DISCIPLINE PROBLEMS. | 74.58 | 0.54 | 0.40 | 66.68 |
| F | 17 | MAINTAIN LIAISON BETWEEN UNITS IN AN ORGANIZATION. | 66.34 | 0.60 | 0.40 | 67.08 |
| E | 17 | EVALUATE IMPACT OF LEGISLATION UPON OBJECTIVES AND PROGRAMS. | 60.29 | 0.66 | 0.40 | 67.48 |
| C | 11 | DISCOVER AND APPLY METHODS TO FACILITATE PERFORMANCE. | 70.94 | 0.55 | 0.39 | 67.87 |
| E | 9 | EVALUATE BUDGET ESTIMATES. | 64.65 | 0.60 | 0.39 | 68.26 |
| G | 13 | PREPARE AND SUBMIT PROGRESS REPORTS ON SPECIAL PROJECTS. | 77.24 | 0.50 | 0.39 | 68.65 |
| B | 10 | INTERVIEW PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT. | 74.58 | 0.52 | 0.39 | 69.04 |
| E | 15 | EVALUATE METHODS OR PROCEDURES FOR OPERATION OR TRAINING. | 65.86 | 0.59 | 0.39 | 69.43 |
| C | 27 | PLAN MEETINGS ON NEW PROJECTS. | 76.51 | 0.51 | 0.39 | 69.81 |
| D | 5 | MODIFY ORGANIZATIONAL STRUCTURE TO MEET NEW REQUIREMENTS. | 76.27 | 0.50 | 0.38 | 70.20 |
| G | 4 | EXTRACT MANAGEMENT AND OPERATING INFORMATION FROM REPORTS AND STUDIES. | 72.64 | 0.52 | 0.38 | 70.58 |
| C | 30 | PLAN PROGRESS REPORTS TO HIGHER ECHELONS. | 74.82 | 0.51 | 0.38 | 70.96 |
| C | 3 | DETERMINE REQUIREMENTS FOR MATERIEL OR EQUIPMENT. | 67.07 | 0.56 | 0.38 | 71.33 |
| D | 12 | ORGANIZE WORK OF UNIT AND SCHEDULE WORK FLOW. | 61.99 | 0.61 | 0.38 | 71.71 |
| E | 10 | EVALUATE FACILITIES AND EQUIPMENT. | 62.71 | 0.59 | 0.37 | 72.08 |
| G | 11 | PREPARE AGENDA FOR MEETINGS. | 75.06 | 0.49 | 0.37 | 72.45 |
| A | 22 | MANAGE A SERVICE ACTIVITY. | 42.13 | 0.88 | 0.37 | 72.82 |

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| B | 15 | PREPARE CIVILIAN PERFORMANCE RATINGS. | 79.66 | 0.46 | 0.37 | 73.19 |
| A | 10 | DIRECT AN AIR FORCE PROGRAM. | 46.25 | 0.79 | 0.37 | 73.55 |
| A | 28 | MONITOR PROGRESS AND CONDUCT OF TESTS. | 57.14 | 0.62 | 0.36 | 73.91 |
| C | 20 | MAKE PLANS BASED ON OOD TRENDS TOWARD UNIFIED RESPONSIBILITY AND MANAGEMENT. | 55.69 | 0.64 | 0.36 | 74.26 |
| H | 5 | DRAFT PROCEDURES TO IMPLEMENT POLICIES. | 71.91 | 0.49 | 0.35 | 74.62 |
| A | 35 | SPECIFY COMPONENT PARTS OF MISSION. | 55.93 | 0.63 | 0.35 | 74.97 |
| D | 3 | ESTIMATE UNIT MANNING REQUIREMENTS. | 71.43 | 0.49 | 0.35 | 75.32 |
| E | 29 | EVALUATE STATISTICAL REPORTS. | 69.98 | 0.50 | 0.35 | 75.66 |
| D | 11 | ORGANIZE THE PROCESSING OF INFORMATION. | 63.68 | 0.54 | 0.35 | 76.01 |
| B | 26 | SUPERVISE TRAINING. | 63.68 | 0.54 | 0.35 | 76.36 |
| E | 32 | INSPECT FACILITIES OR EQUIPMENT. | 64.41 | 0.54 | 0.35 | 76.70 |
| F | 4 | COORDINATE FACILITY OR EQUIPMENT REQUIREMENTS. | 66.83 | 0.52 | 0.34 | 77.05 |
| C | 25 | PLAN FISCAL PROGRAM. | 61.99 | 0.55 | 0.34 | 77.39 |
| C | 23 | PLAN PERSONNEL ALLOCATION. | 69.73 | 0.49 | 0.34 | 77.73 |
| G | 7 | GIVE ORAL REPORTS TO MILITARY ORGANIZATIONS OUTSIDE IMMEDIATE CHAIN OF COMMAND. | 63.20 | 0.54 | 0.34 | 78.07 |
| D | 6 | ORGANIZE EQUIPMENT AND FACILITIES TO ACCOMPLISH UNIT MISSION. | 63.44 | 0.53 | 0.34 | 78.41 |
| H | 13 | IMPLEMENT IMPROVEMENTS IN WORK STANDARDS OR PROCEDURES. | 67.80 | 0.49 | 0.33 | 78.74 |
| G | 40 | WRITE REPORTS OF STAFF STUDIES OR SPECIAL INVESTIGATIONS. | 67.31 | 0.49 | 0.33 | 79.07 |
| C | 33 | PLAN UNIT WORK FLOW, SCHEDULES, AND PROCEDURES. | 66.59 | 0.49 | 0.33 | 79.40 |
| C | 35 | PREPARE BUDGET ESTIMATES. | 63.92 | 0.51 | 0.33 | 79.73 |
| G | 29 | REVIEW OR REVISE OPERATING REPORTS OR STATEMENTS. | 72.64 | 0.43 | 0.32 | 80.04 |
| G | 39 | WRITE REGULATIONS, DIRECTIVES, OR SOPS. | 70.22 | 0.45 | 0.32 | 80.36 |
| G | 19 | PRESENT TECHNICAL INFORMATION TO HIGHER ECHELONS. | 59.32 | 0.53 | 0.31 | 80.68 |
| F | 3 | COORDINATE BUDGET ESTIMATES. | 61.74 | 0.50 | 0.31 | 80.98 |
| F | 21 | PARTICIPATE IN TECHNICAL ASSISTANCE VISITS. | 54.72 | 0.56 | 0.31 | 81.29 |
| C | 34 | PLAN USE OF FACILITIES OR EQUIPMENT. | 63.44 | 0.48 | 0.31 | 81.60 |
| E | 30 | EVALUATE TRAINING METHODS. | 59.81 | 0.50 | 0.30 | 81.90 |
| F | 9 | COORDINATE PLANS OR PROCEDURES FOR ESTABLISHING, DISCONTINUING, OR TRANSFERRING ACTIVITIES. | 64.89 | 0.46 | 0.30 | 82.19 |
| D | 4 | GROUP PARTS OF AN ORGANIZATION ACCORDING TO FUNCTION. | 65.86 | 0.45 | 0.30 | 82.49 |
| F | 8 | COORDINATE PLANNING OR CONDUCT OF TRAINING. | 62.95 | 0.46 | 0.29 | 82.78 |
| F | 19 | OBTAIN CONCURRENCE FROM PARALLEL ORGANIZATIONS ON USE OF FACILITIES OR RESOURCES. | 62.47 | 0.47 | 0.29 | 83.07 |
| H | 15 | IMPLEMENT WORK STANDARDS, SYSTEMS, OR REQUIREMENTS. | 62.95 | 0.46 | 0.29 | 83.36 |
| C | 23 | PLAN CONTROL SYSTEMS AND PROCEDURES FOR SPECIALTY AREA. | 52.06 | 0.53 | 0.28 | 83.64 |
| G | 10 | PARTICIPATE IN SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 46.49 | 0.59 | 0.27 | 83.91 |
| A | 4 | COMMAND AN AIR FORCE UNIT. | 28.57 | 0.95 | 0.27 | 84.19 |
| A | 13 | DIRECT TEST PLANNING AND SCHEDULING. | 47.46 | 0.57 | 0.27 | 84.46 |

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| B | 7 | EVALUATE PERFORMANCE OF CONTRACTORS. | 40.92 | 0.66 | 0.27 | 84.73 |
| F | 13 | COORDINATE WORK STANDARDS OR PERFORMANCE CRITERIA. | 60.53 | 0.44 | 0.27 | 85.00 |
| B | 1 | ASSIGN FACILITIES AND EQUIPMENT. | 53.27 | 0.50 | 0.27 | 85.26 |
| H | 10 | IMPLEMENT A CONTROL SYSTEM. | 58.84 | 0.45 | 0.27 | 85.53 |
| H | 3 | CONDUCT ADMINISTRATIVE INVESTIGATIONS AND INQUIRIES. | 56.66 | 0.47 | 0.27 | 85.80 |
| E | 27 | EVALUATE REQUESTS FOR EMERGENCY FUNDS. | 54.96 | 0.48 | 0.26 | 86.06 |
| B | 21 | SUPERVISE INSPECTIONS OF PERSONNEL, FACILITIES, AND EQUIPMENT. | 50.85 | 0.51 | 0.26 | 86.32 |
| E | 18 | EVALUATE IMPLEMENTATION OF SAFETY MEASURES | 53.51 | 0.49 | 0.26 | 86.58 |
| E | 6 | CONDUCT INSPECTIONS ON SPECIAL SUBJECTS FOR INVESTIGATION. | 54.96 | 0.47 | 0.26 | 86.84 |
| B | 13 | PERFORM PERSONNEL INSPECTIONS. | 50.12 | 0.51 | 0.25 | 87.09 |
| A | 33 | PROVIDE CONTRACTORS WITH TECHNICAL INFORMATION AND GUIDANCE. | 42.62 | 0.58 | 0.25 | 87.34 |
| C | 26 | PLAN ITEMS TO BE USED AS INDICATORS OF OPERATIONAL STATUS. | 50.36 | 0.49 | 0.25 | 87.59 |
| C | 6 | DEVELOP IDEAS FOR NEW SERVICES. | 52.54 | 0.46 | 0.24 | 87.83 |
| C | 32 | PLAN TRAINING PROGRAMS. | 52.06 | 0.47 | 0.24 | 88.08 |
| C | 4 | DEVELOP FORMATS AND CHARTS FOR MANAGEMENT DATA BOOK. | 54.48 | 0.44 | 0.24 | 88.31 |
| D | 2 | DRAFT ORGANIZATIONAL CHARTS. | 65.13 | 0.37 | 0.24 | 88.55 |
| C | 29 | PLAN PROCUREMENT OF MAJOR FACILITIES OR EQUIPMENT. | 46.25 | 0.51 | 0.24 | 88.79 |
| C | 21 | PLAN ANALYSIS OF QUANTITATIVE DATA. | 48.67 | 0.49 | 0.24 | 89.03 |
| C | 10 | DEVELOP PROCEDURES OR TECHNIQUES FOR TECHNICAL OPERATIONS. | 46.25 | 0.50 | 0.23 | 89.26 |
| D | 7 | ORGANIZE REPRODUCTION AND DISTRIBUTION OF DATA OR REPORTS. | 56.90 | 0.41 | 0.23 | 89.49 |
| G | 23 | RECOMMEND RESEARCH STUDIES. | 51.57 | 0.45 | 0.23 | 89.72 |
| I | 9 | PARTICIPATE IN INDIVIDUAL SPORTS. | 59.56 | 0.38 | 0.23 | 89.95 |
| C | 12 | FORMULATE AND DISSEMINATE COMMAND PROGRAM AUTHORIZATIONS. | 44.31 | 0.50 | 0.22 | 90.17 |
| C | 13 | FORMULATE FORMAL TRAINING POLICIES. | 43.58 | 0.51 | 0.22 | 90.39 |
| I | 1 | ADMINISTER DISCIPLINARY MEASURES. | 59.81 | 0.36 | 0.22 | 90.61 |
| D | 13 | SCHEDULE USE OF FACILITIES. | 50.12 | 0.43 | 0.21 | 90.82 |
| C | 22 | PLAN AND ALLOCATE RESOURCES FOR EVALUATION OF NEW IDEAS. | 52.54 | 0.41 | 0.21 | 91.04 |
| E | 12 | EVALUATE UNIT SERVICES. | 47.46 | 0.44 | 0.21 | 91.25 |
| G | 12 | PREPARE AND SUBMIT MANAGEMENT IMPROVEMENT REPORTS. | 57.38 | 0.36 | 0.21 | 91.46 |
| F | 15 | MAINTAIN LIAISON BETWEEN AN AF UNIT AND FOREIGN AGENCIES. | 33.90 | 0.60 | 0.20 | 91.66 |
| A | 5 | CONDUCT SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 38.26 | 0.53 | 0.20 | 91.86 |
| A | 25 | MANAGE REAL PROPERTY. | 32.69 | 0.61 | 0.20 | 92.06 |
| I | 2 | ATTEND DUTY FORMATIONS | 50.85 | 0.39 | 0.20 | 92.26 |
| G | 30 | REVIEW OR REVISE TECHNICAL ARTICLES OR MANUSCRIPTS. | 46.97 | 0.42 | 0.20 | 92.46 |
| D | 8 | ORGANIZE SCHEDULING AND PHASING OF TRAINING PROGRAMS. | 48.91 | 0.40 | 0.20 | 92.66 |
| E | 11 | EVALUATE RESEARCH SUPPORT. | 39.95 | 0.49 | 0.19 | 92.85 |
| A | 29 | MONITOR SERVICE CONTRACTS | 38.50 | 0.49 | 0.19 | 93.04 |
| B | 23 | SUPERVISE PREPARATION OF FISCAL SUMMARY REPORTS. | 41.89 | 0.45 | 0.19 | 93.23 |
| G | 16 | PREPARE REPORTS ON UNIT MANAGEMENT AND OPERATION. | 51.82 | 0.35 | 0.18 | 93.41 |

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| B | 14 | PREPARE AIRMAN PERFORMANCE REPORTS. | 45.76 | 0.39 | 0.18 | 93.59 |
| E | 14 | EVALUATE CONTRACT PROPUSALS. | 39.47 | 0.45 | 0.18 | 93.77 |
| G | 34 | REVIEW PRESS RELEASES FOR TECHNICAL ACCURACY. | 45.28 | 0.39 | 0.18 | 93.94 |
| C | 24 | PLAN DEFENSE AND DISASTER CONTROL PROGRAMS. | 42.37 | 0.40 | 0.17 | 94.11 |
| D | 10 | ORGANIZE THE PERSONNEL FUNCTIONS OF A UNIT OR ACTIVITY. | 43.34 | 0.39 | 0.17 | 94.28 |
| G | 14 | PREPARE INSTRUCTIONAL MATERIALS. | 36.08 | 0.47 | 0.17 | 94.45 |
| B | 17 | REVIEW COURTS-MARTIAL OR COURTS OF INQUIRY INVESTIGATIONS. | 23.73 | 0.68 | 0.16 | 94.61 |
| C | 18 | FORMULATE POLICIES FOR DATA PROCESSING PROGRAMS. | 38.26 | 0.42 | 0.16 | 94.77 |
| F | 23 | REPORT INTELLIGENCE INFORMATION TO APPROPRIATE AGENCIES. | 26.39 | 0.60 | 0.16 | 94.93 |
| E | 33 | INSPECT MATERIALS TO DETERMINE QUALITY, QUANTITY, OR COMPLIANCE WITH STANDARDS. | 38.50 | 0.40 | 0.15 | 95.09 |
| E | 35 | MAKE MANPOWER SURVEYS. | 38.50 | 0.40 | 0.15 | 95.24 |
| C | 31 | PLAN RECRUITMENT OF PERSONNEL. | 38.98 | 0.39 | 0.15 | 95.40 |
| C | 5 | DEVELOP IDEAS FOR NEW EQUIPMENT. | 38.01 | 0.39 | 0.15 | 95.55 |
| G | 31 | REVIEW OR REVISE TECHNICAL ORDERS OR MANUALS. | 39.95 | 0.36 | 0.14 | 95.69 |
| I | 18 | ACT AS CERTIFYING OFFICER. | 42.86 | 0.33 | 0.14 | 95.83 |
| B | 2 | CONDUCT TESTS OR EXAMINATIONS OF PERSONNEL. | 34.38 | 0.42 | 0.14 | 95.98 |
| C | 8 | DEVELOP PRACTICAL APPLICATIONS OF BASIC DESIGNS, IDEAS, OR DISCOVERIES. | 34.14 | 0.42 | 0.14 | 96.12 |
| G | 15 | PREPARE MATERIALS FOR MANUALS. | 39.23 | 0.36 | 0.14 | 96.26 |
| B | 22 | SUPERVISE MAINTENANCE OF CENTRAL DOCUMENTATION FILES. | 36.80 | 0.38 | 0.14 | 96.40 |
| G | 32 | REVIEW OR REVISE TRAINING MANUALS OR SYLLABUSES. | 40.92 | 0.34 | 0.14 | 96.54 |
| H | 16 | INITIATE REQUISITIONS FOR MINOR MATERIALS OR EQUIPMENT. | 40.44 | 0.31 | 0.13 | 96.67 |
| E | 36 | PERFORM RECORDS INSPECTIONS. | 35.59 | 0.35 | 0.12 | 96.79 |
| G | 41 | WRITE TECHNICAL ARTICLES. | 30.75 | 0.40 | 0.12 | 96.91 |
| H | 8 | ESTABLISH OR DISCONTINUE A SERVICE ACTIVITY. | 34.62 | 0.34 | 0.12 | 97.03 |
| I | 19 | ACT AS CHARITY DRIVES PROJECT OFFICER (AF AID, RED CROSS, UNITED FUND). | 38.26 | 0.31 | 0.12 | 97.15 |
| D | 9 | ORGANIZE SERVICE ACTIVITIES IN UNIT. | 34.87 | 0.33 | 0.12 | 97.27 |
| I | 8 | PARTICIPATE IN GROUP SPORTS. | 37.77 | 0.31 | 0.12 | 97.38 |
| I | 47 | ACT AS PROMOTION BOARD MEMBER. | 41.40 | 0.27 | 0.11 | 97.50 |
| I | 6 | EXPLAIN AND INTERPRET UCMJ TO OTHERS. | 23.24 | 0.48 | 0.11 | 97.61 |
| H | 4 | CONDUCT CLASSROOM OR ON-THE-JOB TRAINING. | 30.51 | 0.36 | 0.11 | 97.72 |
| H | 17 | INITIATE REQUISITIONS INVOLVING VALUES OF $5000 OR MORE. | 28.57 | 0.36 | 0.10 | 97.82 |
| I | 11 | PARTICIPATE IN MILITARY CEREMONIES (RETREAT, ETC.). | 35.11 | 0.30 | 0.10 | 97.92 |
| H | 9 | ESTABLISH OR DISCONTINUE AN INSTALLATION OR FACILITY. | 25.91 | 0.38 | 0.10 | 98.02 |
| E | 7 | CONDUCT TESTS OF MATERIALS OR EQUIPMENT. | 26.63 | 0.35 | 0.09 | 98.11 |
| H | 6 | ESTABLISH A SCHOOL OR FORMAL TRAINING ACTIVITY. | 22.28 | 0.37 | 0.08 | 98.20 |
| H | 7 | ESTABLISH EQUIPMENT STANDARDS. | 26.15 | 0.31 | 0.08 | 98.28 |
| I | 56 | ACT AS STAFF DUTY OFFICER. | 21.31 | 0.38 | 0.08 | 98.36 |
| I | 12 | PREFER CHARGES UNDER UCMJ. | 25.18 | 0.30 | 0.08 | 98.43 |

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| B | 20 | SUPERVISE CONTRACT PERSONNEL. | 18.64 | 0.40 | 0.08 | 98.51 |
| I | 7 | LEAD MILITARY CEREMONIES. | 25.67 | 0.29 | 0.08 | 98.58 |
| I | 5 | CONDUCT REVIEW OF DRILLS, FORMATIONS, CEREMONIES. | 24.46 | 0.28 | 0.07 | 98.65 |
| I | 21 | ACT AS CLASSIFIED DOCUMENTS CUSTODIAN. | 17.68 | 0.39 | 0.07 | 98.72 |
| C | 1 | DESIGN, BUILD, OR MODIFY EQUIPMENT. | 17.43 | 0.39 | 0.07 | 98.79 |
| I | 54 | ACT AS SECURITY OFFICER. | 12.11 | 0.53 | 0.06 | 98.86 |
| G | 8 | GIVE RADIO OR TELEVISION PRESENTATIONS. | 22.03 | 0.29 | 0.06 | 98.92 |
| I | 13 | ACT AS ACCIDENT INVESTIGATION BOARD MEMBER. | 17.92 | 0.34 | 0.06 | 98.98 |
| I | 31 | ACT AS INFORMATION OFFICER. | 8.96 | 0.65 | 0.06 | 99.04 |
| I | 37 | ACT AS MEMBER OF COURTS MARTIAL. | 23.24 | 0.25 | 0.06 | 99.10 |
| I | 25 | ACT AS DISCHARGE BOARD MEMBER. | 6.54 | 0.88 | 0.06 | 99.15 |
| I | 35 | ACT AS INVESTIGATION OFFICER (LOD, SPECIAL INVESTIGATIONS, ETC.). | 13.56 | 0.35 | 0.05 | 99.20 |
| I | 30 | ACT AS INCENTIVE AWARDS COMMITTEE MEMBER. | 17.92 | 0.26 | 0.05 | 99.25 |
| I | 40 | ACT AS OFFICERS CLUB BOARD OF GOVERNORS MEMBER. | 16.95 | 0.27 | 0.05 | 99.29 |
| I | 22 | ACT AS CLASSIFIED MATERIALS DESTRUCTION OFFICER. | 12.11 | 0.32 | 0.04 | 99.33 |
| E | 34 | MAKE FINANCIAL AUDITS. | 13.08 | 0.30 | 0.04 | 99.37 |
| G | 38 | WRITE CONTRACTS FOR BIDDING BY CIVILIAN AGENCIES. | 10.41 | 0.37 | 0.04 | 99.41 |
| I | 24 | ACT AS DISASTER CONTROL OFFICER. | 9.93 | 0.37 | 0.04 | 99.45 |
| I | 10 | PARTICIPATE IN MARCHING FORMATIONS. | 15.74 | 0.23 | 0.04 | 99.48 |
| I | 60 | ACT AS TOP SECRET CONTROL OFFICER. | 9.20 | 0.39 | 0.04 | 99.52 |
| I | 20 | ACT AS CLASSIFICATION BOARD MEMBER. | 13.56 | 0.23 | 0.03 | 99.55 |
| I | 4 | CONDUCT DUTY FORMATIONS. | 12.35 | 0.24 | 0.03 | 99.58 |
| I | 33 | ACT AS INSTRUCTOR PILOT (FLIGHT EXAMINER). | 6.54 | 0.44 | 0.03 | 99.61 |
| I | 29 | ACT AS HISTORICAL OFFICER | 7.26 | 0.31 | 0.02 | 99.63 |
| I | 23 | ACT AS CONSERVATION OFFICER. | 6.05 | 0.31 | 0.02 | 99.65 |
| I | 58 | ACT AS SUPPLY OFFICER. | 3.87 | 0.48 | 0.02 | 99.67 |
| G | 42 | WRITE TECHNICAL ORDERS. | 8.72 | 0.21 | 0.02 | 99.69 |
| I | 28 | ACT AS GROUND SAFETY OFFICER. | 4.84 | 0.37 | 0.02 | 99.71 |
| I | 48 | ACT AS PROPERTY (BUILDING, EQUIPMENT) CUSTODIAN. | 5.57 | 0.27 | 0.01 | 99.72 |
| I | 26 | ACT AS FLYING TRAINING OFFICER. | 2.42 | 0.52 | 0.01 | 99.73 |
| I | 50 | ACT AS RECORDS MANAGEMENT OFFICER. | 4.36 | 0.28 | 0.01 | 99.75 |
| I | 3 | CONDUCT DRILL. | 4.60 | 0.25 | 0.01 | 99.76 |
| I | 51 | ACT AS REPORT OF SURVEY OFFICER. | 4.12 | 0.28 | 0.01 | 99.77 |
| I | 57 | ACT AS STANDARDIZATION BOARD MEMBER. | 2.91 | 0.39 | 0.01 | 99.78 |
| I | 52 | ACT AS SAVINGS BOND PROJECT OFFICER. | 4.84 | 0.23 | 0.01 | 99.79 |
| I | 32 | ACT AS INSPECTOR, EMERGENCY MEDICAL TREATMENT UNIT. | 3.39 | 0.31 | 0.01 | 99.80 |
| I | 63 | ACT AS UNIT RETENTION OFFICER. | 3.87 | 0.26 | 0.01 | 99.81 |
| I | 62 | ACT AS UNIT FUND CUSTODIAN. | 3.63 | 0.26 | 0.01 | 99.82 |
| I | 17 | ACT AS CBR TEAM COMMANDER. | 2.91 | 0.29 | 0.01 | 99.83 |
| I | 45 | ACT AS PHYSICAL TRAINING OFFICER. | 1.94 | 0.41 | 0.01 | 99.84 |

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|---|---|---|---|---|---|
| I 42 ACT AS OJT OFFICER. | 3.39 | 0.22 | 0.01 | 99.85 |
| I 36 ACT AS LIBRARY OFFICER. | 1.69 | 0.44 | 0.01 | 99.85 |
| I 61 ACT AS UNIT FIRE WARDEN (MARSHALL) | 2.42 | 0.31 | 0.01 | 99.86 |
| I 49 ACT AS PUBLICATIONS AND DISTRIBUTION OFFICER. | 3.87 | 0.19 | 0.01 | 99.87 |
| I 34 ACT AS INVENTORY OFFICER. | 2.42 | 0.26 | 0.01 | 99.87 |
| I 15 ACT AS ATHLETIC OR RECREATION OFFICER. | 1.94 | 0.28 | 0.01 | 99.88 |
| I 38 ACT AS MOBILITY OFFICER. | 2.42 | 0.21 | 0.01 | 99.88 |
| I 41 ACT AS OFFICER OF THE DAY. | 2.42 | 0.19 | 0.00 | 99.89 |
| I 59 ACT AS TEST CONTROL OFFICER. | 1.69 | 0.24 | 0.00 | 99.89 |
| I 55 ACT AS SMALL ARMS MARKSMANSHIP TRAINING OFFICER. | 1.69 | 0.24 | 0.00 | 99.90 |
| I 43 ACT AS PAY OFFICER (CLASS 'A' AGENT). | 1.94 | 0.21 | 0.00 | 99.90 |
| I 64 ACT AS VOTING OFFICER. | 2.42 | 0.16 | 0.00 | 99.91 |
| I 16 ACT AS BILLETING OFFICER. | 1.21 | 0.33 | 0.00 | 99.91 |
| I 27 ACT AS FOOD SERVICES OFFICER. | 1.45 | 0.24 | 0.00 | 99.91 |
| I 44 ACT AS PERSONAL AFFAIRS OFFICER. | 1.69 | 0.15 | 0.00 | 99.92 |
| I 53 ACT AS SECRETARY-TREASURER, OFFICERS OPEN MESS. | 1.21 | 0.21 | 0.00 | 99.92 |
| I 14 ACT AS AIRDRUME OFFICER. | 0.97 | 0.19 | 0.00 | 99.92 |
| I 39 ACT AS MORTUARY (CASUALTY) OFFICER. | 0.73 | 0.14 | 0.00 | 99.92 |
| I 46 ACT AS POSTAL OFFICER. | 0.48 | 0.08 | 0.00 | 99.92 |

SPL002

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

DUTY JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 1221
OFFICERS IN GRADE OF LT COLONEL

| D-TSK | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.... | PERCENT OF MEMBERS PERFORMING..... |
|---|---|---|---|---|---|
| A | COMMANDING AND DIRECTING | 99.18 | 18.80 | 18.65 | 18.65 |
| G | COMMUNICATING TASKS | 99.92 | 16.95 | 16.93 | 35.58 |
| E | EVALUATING TASKS | 98.44 | 15.02 | 14.78 | 50.37 |
| C | PLANNING TASKS | 98.12 | 13.16 | 12.91 | 63.28 |
| B | SUPERVISING | 97.79 | 11.98 | 11.71 | 74.99 |
| F | COORDINATING TASKS | 98.61 | 11.00 | 10.85 | 85.84 |
| H | IMPLEMENTING TASKS | 95.09 | 5.29 | 5.03 | 90.86 |
| I | OTHER TASKS AND DUTIES | 97.71 | 4.69 | 4.58 | 95.44 |
| D | ORGANIZING TASKS | 92.38 | 4.85 | 4.48 | 99.92 |

SPL002

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

TASK JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 1221
OFFICERS IN GRADE OF LT COLONEL

| D-TSK | | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.... | PERCENT OF MEMBERS PERFORMING..... |
|---|---|---|---|---|---|---|
| A | 15 | INTERPRET CONCEPTS OR POLICIES. | 94.59 | 1.22 | 1.16 | 1.16 |
| A | 16 | INTERPRET OR SUPPLEMENT ORDERS, DIRECTIVES, OR PROCEDURES. | 93.61 | 1.18 | 1.10 | 2.26 |
| G | 2 | DRAFT CORRESPONDENCE FOR OFFICIAL SIGNATURE. | 94.76 | 1.07 | 1.01 | 3.27 |
| A | 21 | MAKE INDEPENDENT MANAGERIAL DECISIONS. | 89.60 | 1.09 | 0.98 | 4.25 |
| C | 37 | PROVIDE COMMANDER WITH TECHNICAL ADVICE, PLANS, OR RECOMMENDATIONS. | 87.06 | 1.04 | 0.91 | 5.15 |
| A | 23 | MANAGE A STAFF ACTIVITY OR AGENCY. | 71.33 | 1.26 | 0.90 | 6.05 |
| G | 9 | PARTICIPATE IN CONFERENCES OR BRIEFINGS. | 95.90 | 0.92 | 0.89 | 6.94 |
| G | 6 | GIVE ORAL REPORTS OR BRIEFINGS TO SUPERIOR OFFICERS. | 95.17 | 0.93 | 0.88 | 7.82 |
| A | 12 | DIRECT PREPARATION OF STUDIES, SUMMARIES, OR REPORTS. | 88.78 | 1.00 | 0.88 | 8.71 |
| G | 1 | BRIEF SUBORDINATE PERSONNEL. | 92.38 | 0.91 | 0.84 | 9.55 |
| B | 11 | MAINTAIN CONTROL THROUGH PERSONAL OBSERVATION. | 85.34 | 0.98 | 0.84 | 10.39 |
| B | 9 | FIX RESPONSIBILITY. | 85.01 | 0.99 | 0.84 | 11.23 |
| B | 3 | COUNSEL SUBORDINATES ON PERFORMANCE OR PROFESSIONAL DEVELOPMENT. | 87.63 | 0.94 | 0.83 | 12.05 |
| F | 1 | COORDINATE ACTION REQUIRED TO RESOLVE SPECIFIC PROBLEMS WITHIN AN ORGANIZATION. | 89.03 | 0.93 | 0.82 | 12.88 |
| A | 18 | ISSUE DIRECTIVES, ORDERS, LETTERS, SCHEDULES, OR MANUALS. | 84.44 | 0.97 | 0.82 | 13.69 |
| G | 33 | REVIEW OUTGOING CORRESPONDENCE. | 90.09 | 0.89 | 0.81 | 14.50 |
| B | 8 | EXERCISE DIRECT SUPERVISION OF WORK IN CAREER AREA. | 77.15 | 1.04 | 0.80 | 15.30 |
| A | 3 | ASSIGN AND ADJUST PRIORITIES. | 83.78 | 0.95 | 0.79 | 16.09 |
| B | 6 | EVALUATE INDIVIDUALS FOR PROMOTION AND UPGRADING. | 85.59 | 0.89 | 0.76 | 16.85 |
| G | 21 | READ TECHNICAL PERIODICALS, REPORTS, OR BOOKS. | 85.01 | 0.89 | 0.75 | 17.61 |
| A | 14 | IDENTIFY KEY POINTS OF CONTROL THAT REQUIRE CLOSE SUPERVISION. | 81.74 | 0.91 | 0.75 | 18.35 |
| G | 17 | PREPARE ORAL AND WRITTEN BRIEFINGS. | 92.06 | 0.80 | 0.74 | 19.09 |
| A | 17 | ISSUE ORDERS AND INSTRUCTIONS IN THE NAME OF THE COMMANDER. | 73.55 | 0.99 | 0.73 | 19.82 |
| E | 3 | ANALYZE REPORTS. | 87.55 | 0.82 | 0.72 | 20.53 |

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|---|---|---|---|---|---|---|
| C | 19 | FORMULATE POLICIES FOR YOUR ORGANIZATION. | 83.21 | 0.83 | 0.69 | 21.22 |
| A | 19 | MAINTAIN CONTROL THROUGH ANALYSIS OF REPORTS. | 80.84 | 0.84 | 0.68 | 21.90 |
| A | 30 | PRESCRIBE OFFICIAL POLICIES, METHODS, OR PROCEDURES. | 78.21 | 0.86 | 0.67 | 22.58 |
| E | 13 | EVALUATE COMPLETENESS, RELIABILITY, AND SIGNIFICANCE OF INFORMATION. | 78.21 | 0.86 | 0.67 | 23.25 |
| A | 9 | DIRECT A SPECIAL PROJECT. | 72.40 | 0.91 | 0.66 | 23.91 |
| E | 22 | EVALUATE OVER-ALL EFFECTIVENESS OF A PROGRAM OR PROJECT. | 79.93 | 0.81 | 0.65 | 24.56 |
| G | 22 | RECOMMEND PLANS OR POLICIES. | 87.22 | 0.74 | 0.65 | 25.21 |
| B | 16 | PREPARE OFFICER EFFECTIVENESS REPORTS. | 78.21 | 0.82 | 0.64 | 25.85 |
| E | 8 | DETECT OPERATING DEFICIENCIES. | 78.38 | 0.80 | 0.63 | 26.48 |
| C | 36 | PREPARE PLANS FOR APPROVAL BY SUPERIORS. | 82.39 | 0.75 | 0.62 | 27.10 |
| F | 26 | SERVE ON A COMMITTEE. | 87.63 | 0.70 | 0.61 | 27.72 |
| E | 2 | ANALYZE PLANS FOR CONFORMITY WITH ESTABLISHED POLICY. | 78.87 | 0.78 | 0.61 | 28.33 |
| B | 4 | COUNSEL SUBORDINATES ON PERSONAL AFFAIRS OR PROBLEMS. | 81.65 | 0.75 | 0.61 | 28.94 |
| E | 25 | EVALUATE PROGRESS TOWARD UNIT OBJECTIVES. | 77.15 | 0.78 | 0.60 | 29.54 |
| B | 25 | SUPERVISE OTHER SUPERVISORS. | 67.90 | 0.88 | 0.60 | 30.14 |
| A | 6 | CONDUCT STAFF MEETINGS. | 79.69 | 0.74 | 0.59 | 30.73 |
| A | 8 | DIRECT A PHASE OF AN AIR FORCE PROGRAM. | 60.20 | 0.97 | 0.58 | 31.32 |
| A | 26 | MONITOR AN AIR FORCE PROGRAM OR PROJECT. | 60.77 | 0.96 | 0.58 | 31.90 |
| C | 15 | FORMULATE OFFICE INSTRUCTIONS AND PROCEDURES. | 85.42 | 0.68 | 0.58 | 32.48 |
| E | 23 | EVALUATE PLANS FOR IMPLEMENTATION OF ESTABLISHED POLICY. | 78.21 | 0.74 | 0.58 | 33.06 |
| E | 31 | EVALUATE UNIT COMPLIANCE WITH PLANS OR POLICIES. | 77.23 | 0.74 | 0.58 | 33.64 |
| E | 21 | EVALUATE OPERATIONAL PROCEDURES. | 75.35 | 0.76 | 0.57 | 34.[illegible]1 |
| F | 11 | COORDINATE THE IMPLEMENTATION OF DIRECTIVES. | 86.32 | 0.66 | 0.57 | 34.78 |
| G | 20 | PROVIDE INFORMATION AND ADVICE ON OFFICIAL POLICIES AND PROCEDURES. | 80.67 | 0.70 | 0.57 | 35.35 |
| E | 16 | EVALUATE UTILIZATION OF RESOURCES. | 78.54 | 0.72 | 0.57 | 35.91 |
| A | 1 | ACT IN PLACE OF COMMANDER OR DIRECTOR. | 64.05 | 0.87 | 0.56 | 36.47 |
| G | 3 | EDIT COPY FOR PUBLICATION. | 75.43 | 0.73 | 0.55 | 37.02 |
| A | 7 | DEVELOP STANDARDS OR SPECIFICATIONS. | 70.19 | 0.78 | 0.55 | 37.57 |
| F | 2 | COORDINATE ADMINISTRATIVE ACTIONS WITH PARALLEL ORGANIZATIONS. | 74.77 | 0.72 | 0.54 | 38.11 |
| F | 20 | PARTICIPATE IN STAFF VISITS. | 76.66 | 0.70 | 0.54 | 38.64 |
| E | 1 | ANALYZE DATA REFLECTING OPERATIONAL EFFECTIVENESS. | 71.66 | 0.75 | 0.53 | 39.18 |
| E | 26 | EVALUATE PROPOSALS FOR INCREASING UNIT EFFECTIVENESS. | 76.41 | 0.70 | 0.53 | 3[illegible] 71 |
| F | 7 | COORDINATE PLANNING AND PREPARATION OF REPORTS. | 82.15 | 0.63 | 0.52 | 40.23 |
| H | 12 | IMPLEMENT DIRECTED PLANS. | 76.09 | 0.68 | 0.52 | 40.75 |
| E | 4 | ANALYZE QUANTITATIVE INFORMATION. | 74.45 | 0.69 | 0.51 | 41.26 |
| H | 1 | ASSIGN PRIORITIES FOR PROGRAMS OR PROJECTS. | 75.59 | 0.68 | 0.51 | 41.77 |
| B | 19 | STUDY WORK FLOW FOR WORK SIMPLIFICATION AND ECONOMY. | 76.58 | 0.67 | 0.51 | 42.28 |
| F | 12 | COORDINATE THE IMPLEMENTATION OF METHODS AND PROCEDURES. | 81.33 | 0.62 | 0.51 | 42.79 |

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| F | [illegible] | COORDINATE PLAN AND POLICY FORMULATION WITH HIGHER ECHELONS. | 74.04 | 0.68 | 0.50 | 43.29 |
| G | 28 | REVIEW OR REVISE DIRECTIVES OR REGULATIONS. | 84.85 | 0.59 | 0.50 | 43.80 |
| I | 20 | EVALUATE OPERATING OR PERFORMANCE REPORTS. | 74.04 | 0.68 | 0.50 | 44.30 |
| B | 5 | DEAL DIRECTLY WITH DISCIPLINE PROBLEMS. | 68.88 | 0.73 | 0.50 | 44.80 |
| F | 16 | MAINTAIN LIAISON BETWEEN ECHELONS. | 72.65 | 0.69 | 0.50 | 45.30 |
| C | 38 | SCHEDULE PLANNING TO MEET HIGHER HEADQUARTERS REQUIREMENTS. | 70.27 | 0.71 | 0.50 | 45.80 |
| E | 5 | COLLECT DATA THAT REFLECT PERFORMANCE OF ORGANIZATION. | 71.42 | 0.69 | 0.49 | 46.29 |
| H | 14 | IMPLEMENT POLICIES BY ORDER OR REGULATION. | 77.15 | 0.64 | 0.49 | 46.79 |
| G | 27 | REVIEW MINUTES OF CONFERENCES OR OFFICIAL PROCEEDINGS. | 83.95 | 0.59 | 0.49 | 47.28 |
| D | 14 | SET UP UNIT POLICIES OR REGULATIONS. | 72.15 | 0.68 | 0.49 | 47.77 |
| H | 2 | ASSIGN PRIORITIES FOR THE COMPLETION OF UNITS OF WORK. | 74.77 | 0.65 | 0.49 | 48.26 |
| A | 24 | MANAGE FACILITIES OR EQUIPMENT. | 58.48 | 0.84 | 0.49 | 48.75 |
| G | 39 | WRITE REGULATIONS, DIRECTIVES, OR SOPS. | 82.23 | 0.59 | 0.48 | 49.23 |
| C | 16 | FORMULATE PLANS AND DIRECTIVES FOR IMPLEMENTING SHORT-TERM OPERATIONS. | 73.87 | 0.64 | 0.47 | 49.70 |
| C | 7 | DEVELOP METHODS FOR OBTAINING AND REPORTING INFORMATION. | 74.53 | 0.64 | 0.47 | 50.18 |
| A | 20 | MAINTAIN A CURRENT STATUS ACCOUNT ON INSPECTIONS AND SURVEYS. | 66.67 | 0.71 | 0.47 | 50.65 |
| H | 11 | IMPLEMENT A DIRECTED PROJECT OR PROGRAM. | 72.56 | 0.65 | 0.47 | 51.12 |
| F | 17 | MAINTAIN LIAISON BETWEEN UNITS IN AN ORGANIZATION. | 69.70 | 0.67 | 0.47 | 51.59 |
| F | 5 | COORDINATE MANNING OR PERSONNEL REQUIREMENTS. | 76.41 | 0.61 | 0.47 | 52.05 |
| C | 39 | SCHEDULE PLANNING TO MEET REQUIREMENTS OF OPERATIONAL SITUATION. | 64.86 | 0.72 | 0.47 | 52.52 |
| C | 33 | PLAN UNIT WORK FLOW, SCHEDULES, AND PROCEDURES. | 71.58 | 0.65 | 0.46 | 52.98 |
| E | 19 | EVALUATE IMPLEMENTATION OF SECURITY MEASURES. | 71.42 | 0.64 | 0.46 | 53.44 |
| G | 24 | RECOMMEND REVISIONS OF DIRECTIVES. | 82.64 | 0.55 | 0.46 | 53.89 |
| E | 32 | INSPECT FACILITIES OR EQUIPMENT. | 68.22 | 0.67 | 0.46 | 54.35 |
| G | 4 | EXTRACT MANAGEMENT AND OPERATING INFORMATION FROM REPORTS AND STUDIES. | 75.84 | 0.60 | 0.46 | 54.81 |
| B | 18 | REVIEW PERSONNEL PERFORMANCE AND EFFECTIVENESS REPORTS. | 66.91 | 0.68 | 0.45 | 55.26 |
| D | 12 | ORGANIZE WORK OF UNIT AND SCHEDULE WORK FLOW. | 69.62 | 0.65 | 0.45 | 55.71 |
| B | 24 | SUPERVISE PREPARATION OF PROGRESS OR ACTIVITY REPORTS. | 72.65 | 0.62 | 0.45 | 56.16 |
| E | 15 | EVALUATE METHODS OR PROCEDURES FOR OPERATION OR TRAINING. | 68.63 | 0.65 | 0.45 | 56.61 |
| G | 26 | RELAY COMMANDER'S PLANS TO SUBORDINATE UNITS. | 68.71 | 0.65 | 0.44 | 57.05 |
| B | 26 | SUPERVISE TRAINING. | 63.72 | 0.69 | 0.44 | 57.49 |
| E | 28 | EVALUATE SIGNIFICANCE OF DEVIATIONS FROM STANDARDS. | 69.78 | 0.62 | 0.43 | 57.92 |
| D | 1 | ALLOCATE UNIT RESOURCES (PERSONNEL, MATERIEL, AND FACILITIES). | 65.68 | 0.66 | 0.43 | 58.36 |
| G | 37 | SCREEN ELECTRICALLY TRANSMITTED MESSAGES. | 65.03 | 0.67 | 0.43 | 58.79 |

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| C | 9 | DEVELOP PROCEDURES FOR EVALUATING EFFECTIVENESS AND ECONOMY OF ACTIVITIES. | 69.45 | 0.62 | 0.43 | 59.22 |
| F | 14 | MAINTAIN LIAISON BETWEEN AF UNIT AND OTHER U.S. GOVERNMENT AGENCIES. | 58.56 | 0.73 | 0.43 | 59.65 |
| F | 19 | MAINTAIN LIAISON WITH OTHER COMMANDS. | 64.70 | 0.65 | 0.42 | 60.07 |
| F | 10 | COORDINATE PROGRAM OR PROJECT IMPLEMENTATION WITH HIGHER ECHELONS. | 70.02 | 0.60 | 0.42 | 60.50 |
| G | 18 | PREPARE STAFF STUDIES. | 76.82 | 0.55 | 0.42 | 60.92 |
| C | 14 | FORMULATE IN-HOUSE STUDIES. | 67.57 | 0.62 | 0.42 | 61.34 |
| A | 34 | REVIEW COMPLAINTS AND ACTION REQUESTS OF SUBORDINATE COMMANDERS. | 54.38 | 0.77 | 0.42 | 61.75 |
| H | 13 | IMPLEMENT IMPROVEMENTS IN WORK STANDARDS OR PROCEDURES. | 73.87 | 0.56 | 0.41 | 62.17 |
| H | 5 | DRAFT PROCEDURES TO IMPLEMENT POLICIES. | 76.49 | 0.54 | 0.41 | 62.58 |
| G | 13 | PREPARE AND SUBMIT PROGRESS REPORTS ON SPECIAL PROJECTS. | 76.90 | 0.54 | 0.41 | 62.99 |
| C | 11 | DISCOVER AND APPLY METHODS TO FACILITATE PERFORMANCE. | 68.39 | 0.60 | 0.41 | 63.41 |
| F | 25 | SERVE AS THE CHAIRMAN OF A COMMITTEE OR CONFERENCE. | 72.48 | 0.56 | 0.41 | 63.81 |
| G | 5 | GIVE LECTURES. | 68.39 | 0.58 | 0.40 | 64.21 |
| E | 24 | EVALUATE PROGRAMS IN TERMS OF AVAILABLE FUNDS. | 61.59 | 0.64 | 0.39 | 64.60 |
| A | 27 | MONITOR MANAGEMENT IMPROVEMENT STUDIES. | 62.98 | 0.62 | 0.39 | 64.99 |
| C | 3 | DETERMINE REQUIREMENTS FOR MATERIEL OR EQUIPMENT. | 66.26 | 0.59 | 0.39 | 65.38 |
| H | 10 | INTERVIEW PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT. | 69.21 | 0.56 | 0.39 | 65.77 |
| H | 12 | MAKE PERSONNEL ASSIGNMENTS. | 59.95 | 0.64 | 0.39 | 66.16 |
| F | 8 | COORDINATE PLANNING OR CONDUCT OF TRAINING. | 65.60 | 0.59 | 0.38 | 66.54 |
| A | 22 | MANAGE A SERVICE ACTIVITY. | 37.76 | 1.01 | 0.38 | 66.93 |
| C | 34 | PLAN USE OF FACILITIES OR EQUIPMENT. | 65.85 | 0.58 | 0.38 | 67.31 |
| F | 4 | COORDINATE FACILITY OR EQUIPMENT REQUIREMENTS. | 67.90 | 0.56 | 0.38 | 67.68 |
| G | 36 | REVIEW SERVICE AND ACTION REQUESTS OF LATERAL AND HIGHER ECHELONS. | 65.85 | 0.57 | 0.38 | 68.06 |
| E | 10 | EVALUATE FACILITIES AND EQUIPMENT. | 66.26 | 0.57 | 0.38 | 68.44 |
| D | 3 | ESTIMATE UNIT MANNING REQUIREMENTS. | 69.86 | 0.54 | 0.38 | 68.82 |
| D | 6 | ORGANIZE EQUIPMENT AND FACILITIES TO ACCOMPLISH UNIT MISSION. | 63.64 | 0.59 | 0.37 | 69.19 |
| A | 2 | APPOINT COMMITTEES TO STUDY PROBLEMS. | 67.40 | 0.55 | 0.37 | 69.56 |
| E | 30 | EVALUATE TRAINING METHODS. | 60.44 | 0.60 | 0.36 | 69.93 |
| D | 11 | ORGANIZE THE PROCESSING OF INFORMATION. | 64.13 | 0.57 | 0.36 | 70.29 |
| C | 2 | DETERMINE NEED FOR STAFF STUDIES. | 70.02 | 0.52 | 0.36 | 70.65 |
| G | 25 | RECOMMEND SPECIAL PROJECTS OR PROGRAMS. | 72.89 | 0.50 | 0.36 | 71.02 |
| E | 29 | EVALUATE STATISTICAL REPORTS. | 67.73 | 0.53 | 0.36 | 71.37 |
| H | 15 | IMPLEMENT WORK STANDARDS, SYSTEMS, OR REQUIREMENTS. | 64.70 | 0.55 | 0.36 | 71.73 |
| C | 30 | PLAN PROGRESS REPORTS TO HIGHER ECHELONS. | 66.83 | 0.53 | 0.35 | 72.08 |

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| C | 17 | FORMULATE PLANS FOR OPERATIONS TWO OR MORE YEARS IN ADVANCE. | 56.27 | 0.62 | 0.35 | 72.43 |
| G | 11 | PREPARE AGENDA FOR MEETINGS. | 71.83 | 0.49 | 0.35 | 72.78 |
| A | 28 | MONITOR PROGRESS AND CONDUCT OF TESTS. | 53.73 | 0.65 | 0.35 | 73.13 |
| B | 21 | SUPERVISE INSPECTIONS OF PERSONNEL, FACILITIES, AND EQUIPMENT. | 54.71 | 0.63 | 0.35 | 73.48 |
| F | 24 | REPRESENT THE COMMANDER OUTSIDE THE ORGANIZATION. | 60.61 | 0.57 | 0.34 | 73.82 |
| B | 14 | PREPARE AIRMAN PERFORMANCE REPORTS. | 59.87 | 0.57 | 0.34 | 74.17 |
| G | 35 | REVIEW REPORTS OF STAFF STUDIES. | 71.25 | 0.48 | 0.34 | 74.51 |
| E | 6 | CONDUCT INSPECTIONS ON SPECIAL SUBJECTS FOR INVESTIGATION. | 57.49 | 0.59 | 0.34 | 74.85 |
| E | 18 | EVALUATE IMPLEMENTATION OF SAFETY MEASURES | 57.00 | 0.59 | 0.34 | 75.19 |
| F | 13 | COORDINATE WORK STANDARDS OR PERFORMANCE CRITERIA. | 63.39 | 0.53 | 0.34 | 75.52 |
| D | 5 | MODIFY ORGANIZATIONAL STRUCTURE TO MEET NEW REQUIREMENTS. | 66.67 | 0.50 | 0.33 | 75.86 |
| C | 27 | PLAN MEETINGS ON NEW PROJECTS. | 65.03 | 0.50 | 0.33 | 76.18 |
| B | 15 | PREPARE CIVILIAN PERFORMANCE RATINGS. | 61.75 | 0.52 | 0.32 | 76.51 |
| G | 29 | REVIEW OR REVISE OPERATING REPORTS OR STATEMENTS. | 68.22 | 0.46 | 0.32 | 76.82 |
| A | 31 | PRESCRIBE RELATIONSHIPS BETWEEN DIRECTORATES, DIVISIONS, OR OTHER STAFF GROUPS. | 48.73 | 0.64 | 0.31 | 77.13 |
| A | 11 | DIRECT PREPARATION OF BUDGETS. | 49.80 | 0.63 | 0.31 | 77.45 |
| C | 35 | PREPARE BUDGET ESTIMATES. | 54.71 | 0.56 | 0.31 | 77.76 |
| G | 40 | WRITE REPORTS OF STAFF STUDIES OR SPECIAL INVESTIGATIONS. | 64.54 | 0.47 | 0.30 | 78.06 |
| C | 32 | PLAN TRAINING PROGRAMS. | 53.97 | 0.56 | 0.30 | 78.36 |
| G | 19 | PRESENT TECHNICAL INFORMATION TO HIGHER ECHELONS. | 54.95 | 0.55 | 0.30 | 78.66 |
| E | 9 | EVALUATE BUDGET ESTIMATES. | 51.92 | 0.57 | 0.30 | 78.96 |
| B | 13 | PERFORM PERSONNEL INSPECTIONS. | 49.88 | 0.59 | 0.30 | 79.26 |
| A | 13 | DIRECT TEST PLANNING AND SCHEDULING. | 45.45 | 0.64 | 0.29 | 79.55 |
| E | 17 | EVALUATE IMPACT OF LEGISLATION UPON OBJECTIVES AND PROGRAMS. | 43.73 | 0.66 | 0.29 | 79.84 |
| C | 28 | PLAN PERSONNEL ALLOCATION. | 57.58 | 0.50 | 0.29 | 80.13 |
| I | 9 | PARTICIPATE IN INDIVIDUAL SPORTS. | 58.80 | 0.49 | 0.29 | 80.42 |
| F | 19 | OBTAIN CONCURRENCE FROM PARALLEL ORGANIZATIONS ON USE OF FACILITIES OR RESOURCES. | 58.48 | 0.49 | 0.28 | 80.70 |
| A | 10 | DIRECT AN AIR FORCE PROGRAM. | 35.05 | 0.81 | 0.28 | 80.98 |
| D | 7 | ORGANIZE REPRODUCTION AND DISTRIBUTION OF DATA OR REPORTS. | 58.31 | 0.48 | 0.28 | 81.26 |
| F | 21 | PARTICIPATE IN TECHNICAL ASSISTANCE VISITS. | 50.70 | 0.55 | 0.28 | 81.55 |
| F | 9 | COORDINATE PLANS OR PROCEDURES FOR ESTABLISHING, DISCONTINUING, OR TRANSFERRING ACTIVITIES. | 56.92 | 0.49 | 0.28 | 81.83 |
| D | 4 | GROUP PARTS OF AN ORGANIZATION ACCORDING TO FUNCTION. | 58.64 | 0.47 | 0.28 | 82.10 |
| I | 2 | ATTEND DUTY FORMATIONS | 58.07 | 0.47 | 0.27 | 82.37 |
| F | 22 | PREPARE MEMORANDA FOR THE CHIEF OF STAFF. | 40.46 | 0.67 | 0.27 | 82.65 |

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| G | 7 | GIVE ORAL REPORTS TO MILITARY ORGANIZATIONS OUTSIDE IMMEDIATE CHAIN OF COMMAND. | 52.01 | 0.52 | 0.27 | 82.92 |
| B | 1 | ASSIGN FACILITIES AND EQUIPMENT. | 47.99 | 0.56 | 0.27 | 83.19 |
| F | 3 | COORDINATE BUDGET ESTIMATES. | 51.84 | 0.52 | 0.27 | 83.46 |
| B | 2 | CONDUCT TESTS OR EXAMINATIONS OF PERSONNEL. | 40.05 | 0.67 | 0.27 | 83.72 |
| O | 13 | SCHEDULE USE OF FACILITIES. | 53.56 | 0.50 | 0.27 | 83.99 |
| A | 32 | PRESCRIBE RELATIONSHIPS OF STAFF AND SUBORDINATE COMMANDS. | 43.00 | 0.61 | 0.26 | 84.25 |
| C | 10 | DEVELOP PROCEDURES OR TECHNIQUES FOR TECHNICAL OPERATIONS. | 45.54 | 0.57 | 0.26 | 84.51 |
| H | 3 | CONDUCT ADMINISTRATIVE INVESTIGATIONS AND INQUIRIES. | 57.00 | 0.45 | 0.26 | 84.77 |
| O | 2 | DRAFT ORGANIZATIONAL CHARTS. | 63.55 | 0.40 | 0.25 | 85.02 |
| H | 10 | IMPLEMENT A CONTROL SYSTEM. | 55.28 | 0.46 | 0.25 | 85.28 |
| C | 25 | PLAN FISCAL PROGRAM. | 46.93 | 0.54 | 0.25 | 85.53 |
| D | 8 | ORGANIZE SCHEDULING AND PHASING OF TRAINING PROGRAMS. | 50.53 | 0.50 | 0.25 | 85.78 |
| A | 35 | SPECIFY COMPONENT PARTS OF MISSION. | 42.42 | 0.59 | 0.25 | 86.03 |
| A | 33 | PROVIDE CONTRACTORS WITH TECHNICAL INFORMATION AND GUIDANCE. | 37.67 | 0.65 | 0.25 | 86.27 |
| G | 16 | PREPARE REPORTS ON UNIT MANAGEMENT AND OPERATION. | 55.36 | 0.44 | 0.25 | 86.52 |
| C | 4 | DEVELOP FORMATS AND CHARTS FOR MANAGEMENT DATA BOOK. | 51.35 | 0.48 | 0.25 | 86.77 |
| B | 7 | EVALUATE PERFORMANCE OF CONTRACTORS. | 35.63 | 0.66 | 0.23 | 87.00 |
| C | 6 | DEVELOP IDEAS FOR NEW SERVICES. | 50.20 | 0.47 | 0.23 | 87.23 |
| E | 12 | EVALUATE UNIT SERVICES. | 45.70 | 0.51 | 0.23 | 87.47 |
| A | 4 | COMMAND AN AIR FORCE UNIT. | 23.18 | 1.00 | 0.23 | 87.70 |
| C | 23 | PLAN CONTROL SYSTEMS AND PROCEDURES FOR SPECIALTY AREA. | 42.75 | 0.54 | 0.23 | 87.93 |
| A | 25 | MANAGE REAL PROPERTY. | 33.91 | 0.68 | 0.23 | 88.16 |
| I | 1 | ADMINISTER DISCIPLINARY MEASURES. | 49.63 | 0.46 | 0.23 | 88.39 |
| C | 20 | MAKE PLANS BASED ON ODO TRENDS TOWARD UNIFIED RESPONSIBILITY AND MANAGEMENT. | 40.38 | 0.55 | 0.22 | 88.61 |
| C | 21 | PLAN ANALYSIS OF QUANTITATIVE DATA. | 42.34 | 0.52 | 0.22 | 88.83 |
| C | 26 | PLAN ITEMS TO BE USED AS INDICATORS OF OPERATIONAL STATUS. | 43.41 | 0.51 | 0.22 | 89.05 |
| H | 16 | INITIATE REQUISITIONS FOR MINOR MATERIALS OR EQUIPMENT. | 50.70 | 0.43 | 0.22 | 89.27 |
| G | 12 | PREPARE AND SUBMIT MANAGEMENT IMPROVEMENT REPORTS. | 59.21 | 0.37 | 0.22 | 89.49 |
| E | 36 | PERFORM RECORDS INSPECTIONS. | 45.70 | 0.46 | 0.21 | 89.70 |
| G | 14 | PREPARE INSTRUCTIONAL MATERIALS. | 45.45 | 0.46 | 0.21 | 89.91 |
| C | 13 | FORMULATE FORMAL TRAINING POLICIES. | 39.97 | 0.51 | 0.21 | 90.11 |
| G | 10 | PARTICIPATE IN SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 36.53 | 0.55 | 0.20 | 90.32 |
| D | 10 | ORGANIZE THE PERSONNEL FUNCTIONS OF A UNIT OR ACTIVITY. | 44.55 | 0.45 | 0.20 | 90.52 |
| C | 29 | PLAN PROCUREMENT OF MAJOR FACILITIES OR EQUIPMENT. | 38.66 | 0.52 | 0.20 | 90.72 |
| A | 29 | MONITOR SERVICE CONTRACTS | 35.71 | 0.55 | 0.20 | 90.91 |
| I | 19 | ACT AS CHARITY DRIVES PROJECT OFFICER (AF AID, RED CROSS, UNITED FUND). | 53.73 | 0.37 | 0.20 | 91.11 |

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| G | 30 | REVIEW OR REVISE TECHNICAL ARTICLES OR MANUSCRIPTS. | 42.42 | 0.46 | 0.20 | 91.30 |
| E | 14 | EVALUATE CONTRACT PROPOSALS. | 35.54 | 0.55 | 0.19 | 91.50 |
| I | 21 | ACT AS CLASSIFIED DOCUMENTS CUSTODIAN. | 35.87 | 0.54 | 0.19 | 91.69 |
| G | 31 | REVIEW OR REVISE TECHNICAL ORDERS OR MANUALS. | 39.64 | 0.43 | 0.19 | 91.89 |
| I | 6 | EXPLAIN AND INTERPRET UCMJ TO OTHERS. | 30.30 | 0.63 | 0.19 | 92.08 |
| E | 33 | INSPECT MATERIALS TO DETERMINE QUALITY, QUANTITY, OR COMPLIANCE WITH STANDARDS. | 39.48 | 0.47 | 0.19 | 92.26 |
| H | 4 | CONDUCT CLASSROOM OR ON-THE-JOB TRAINING. | 37.51 | 0.49 | 0.18 | 92.45 |
| I | 18 | ACT AS CERTIFYING OFFICER. | 46.03 | 0.40 | 0.18 | 92.63 |
| B | 22 | SUPERVISE MAINTENANCE OF CENTRAL DOCUMENTATION FILES. | 39.07 | 0.47 | 0.18 | 92.81 |
| E | 27 | EVALUATE REQUESTS FOR EMERGENCY FUNDS. | 41.28 | 0.44 | 0.18 | 92.99 |
| G | 15 | PREPARE MATERIALS FOR MANUALS. | 39.23 | 0.46 | 0.18 | 93.17 |
| C | 24 | PLAN DEFENSE AND DISASTER CONTROL PROGRAMS. | 38.98 | 0.46 | 0.18 | 93.35 |
| C | 12 | FORMULATE AND DISSEMINATE COMMAND PROGRAM AUTHORIZATIONS. | 34.23 | 0.52 | 0.18 | 93.53 |
| A | 5 | CONDUCT SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 27.35 | 0.64 | 0.18 | 93.70 |
| I | 56 | ACT AS STAFF DUTY OFFICER. | 40.21 | 0.43 | 0.17 | 93.88 |
| G | 23 | RECOMMEND RESEARCH STUDIES. | 37.02 | 0.47 | 0.17 | 94.05 |
| B | 17 | REVIEW COURTS-MARTIAL OR COURTS OF INQUIRY INVESTIGATIONS. | 18.92 | 0.90 | 0.17 | 94.22 |
| E | 35 | MAKE MANPOWER SURVEYS. | 40.05 | 0.42 | 0.17 | 94.39 |
| G | 32 | REVIEW OR REVISE TRAINING MANUALS OR SYLLABUSES. | 37.18 | 0.44 | 0.16 | 94.55 |
| C | 22 | PLAN AND ALLOCATE RESOURCES FOR EVALUATION OF NEW IDEAS. | 40.13 | 0.40 | 0.16 | 94.71 |
| I | 22 | ACT AS CLASSIFIED MATERIALS DESTRUCTION OFFICER. | 31.78 | 0.48 | 0.15 | 94.86 |
| C | 5 | DEVELOP IDEAS FOR NEW EQUIPMENT. | 35.79 | 0.42 | 0.15 | 95.01 |
| F | 23 | REPORT INTELLIGENCE INFORMATION TO APPROPRIATE AGENCIES. | 23.67 | 0.63 | 0.15 | 95.16 |
| F | 15 | MAINTAIN LIAISON BETWEEN AN AF UNIT AND FOREIGN AGENCIES. | 23.18 | 0.63 | 0.15 | 95.31 |
| C | 8 | DEVELOP PRACTICAL APPLICATIONS OF BASIC DESIGNS, IDEAS, OR DISCOVERIES. | 32.02 | 0.46 | 0.15 | 95.45 |
| B | 23 | SUPERVISE PREPARATION OF FISCAL SUMMARY REPORTS. | 31.29 | 0.44 | 0.14 | 95.59 |
| E | 11 | EVALUATE RESEARCH SUPPORT. | 26.78 | 0.51 | 0.14 | 95.73 |
| I | 8 | PARTICIPATE IN GROUP SPORTS. | 38.08 | 0.35 | 0.13 | 95.86 |
| D | 9 | ORGANIZE SERVICE ACTIVITIES IN UNIT. | 34.15 | 0.38 | 0.13 | 95.99 |
| I | 33 | ACT AS INSTRUCTOR PILOT (FLIGHT EXAMINER). | 9.09 | 1.42 | 0.13 | 96.12 |
| I | 54 | ACT AS SECURITY OFFICER. | 28.26 | 0.45 | 0.13 | 96.25 |
| G | 34 | REVIEW PRESS RELEASES FOR TECHNICAL ACCURACY. | 28.67 | 0.44 | 0.13 | 96.38 |
| E | 7 | CONDUCT TESTS OF MATERIALS OR EQUIPMENT. | 29.58 | 0.41 | 0.12 | 96.50 |
| C | 31 | PLAN RECRUITMENT OF PERSONNEL. | 27.52 | 0.44 | 0.12 | 96.62 |
| I | 47 | ACT AS PROMOTION BOARD MEMBER. | 35.14 | 0.34 | 0.12 | 96.74 |
| I | 11 | PARTICIPATE IN MILITARY CEREMONIES (RETREAT, ETC.). | 41.93 | 0.28 | 0.12 | 96.86 |
| C | 18 | FORMULATE POLICIES FOR DATA PROCESSING PROGRAMS. | 24.41 | 0.46 | 0.11 | 96.97 |
| H | 6 | ESTABLISH A SCHOOL OR FORMAL TRAINING ACTIVITY. | 24.82 | 0.45 | 0.11 | 97.09 |
| G | 41 | WRITE TECHNICAL ARTICLES. | 25.80 | 0.43 | 0.11 | 97.20 |

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| I | 37 | ACT AS MEMBER OF COURTS MARTIAL. | 27.03 | 0.39 | 0.11 | 97.30 |
| I | 35 | ACT AS INVESTIGATION OFFICER (LOO, SPECIAL INVESTIGATIONS, ETC.). | 24.73 | 0.41 | 0.10 | 97.41 |
| H | 17 | INITIATE REQUISITIONS INVOLVING VALUES OF $5000 OR MORE. | 25.47 | 0.40 | 0.10 | 97.51 |
| I | 13 | ACT AS ACCIDENT INVESTIGATION BOARD MEMBER. | 22.44 | 0.44 | 0.10 | 97.61 |
| H | 20 | SUPERVISE CONTRACT PERSONNEL. | 19.74 | 0.48 | 0.09 | 97.70 |
| I | 60 | ACT AS TOP SECRET CONTROL OFFICER. | 18.10 | 0.52 | 0.09 | 97.79 |
| I | 12 | PREFER CHARGES UNDER UCMJ. | 22.60 | 0.41 | 0.09 | 97.89 |
| H | 7 | ESTABLISH EQUIPMENT STANDARDS. | 23.75 | 0.37 | 0.09 | 97.97 |
| H | 8 | ESTABLISH OR DISCONTINUE A SERVICE ACTIVITY. | 25.39 | 0.33 | 0.08 | 98.06 |
| C | 1 | DESIGN, BUILD, OR MODIFY EQUIPMENT. | 19.57 | 0.40 | 0.08 | 98.14 |
| I | 7 | LEAD MILITARY CEREMONIES. | 24.82 | 0.30 | 0.07 | 98.21 |
| I | 48 | ACT AS PROPERTY (BUILDING, EQUIPMENT) CUSTODIAN. | 18.84 | 0.39 | 0.07 | 98.29 |
| I | 4 | CONDUCT DUTY FORMATIONS. | 19.33 | 0.38 | 0.07 | 98.36 |
| I | 24 | ACT AS DISASTER CONTROL OFFICER. | 17.28 | 0.41 | 0.07 | 98.43 |
| I | 10 | PARTICIPATE IN MARCHING FORMATIONS. | 25.63 | 0.28 | 0.07 | 98.50 |
| I | 5 | CONDUCT REVIEW OF DRILLS, FORMATIONS, CEREMONIES. | 22.36 | 0.31 | 0.07 | 98.57 |
| I | 20 | ACT AS CLASSIFICATION BOARD MEMBER. | 21.95 | 0.31 | 0.07 | 98.64 |
| I | 31 | ACT AS INFORMATION OFFICER. | 11.06 | 0.59 | 0.07 | 98.70 |
| I | 30 | ACT AS INCENTIVE AWARDS COMMITTEE MEMBER. | 18.18 | 0.34 | 0.06 | 98.77 |
| H | 9 | ESTABLISH OR DISCONTINUE AN INSTALLATION OR FACILITY. | 17.36 | 0.35 | 0.06 | 98.83 |
| I | 57 | ACT AS STANDARDIZATION BOARD MEMBER. | 7.29 | 0.83 | 0.06 | 98.89 |
| I | 29 | ACT AS HISTORICAL OFFICER | 17.44 | 0.32 | 0.06 | 98.94 |
| I | 42 | ACT AS OJT OFFICER. | 13.10 | 0.39 | 0.05 | 98.99 |
| I | 28 | ACT AS GROUND SAFETY OFFICER. | 9.99 | 0.50 | 0.05 | 99.04 |
| I | 40 | ACT AS OFFICERS CLUB BOARD OF GOVERNORS MEMBER. | 12.29 | 0.37 | 0.05 | 99.09 |
| G | 38 | WRITE CONTRACTS FOR BIDDING BY CIVILIAN AGENCIES. | 9.66 | 0.47 | 0.05 | 99.14 |
| I | 50 | ACT AS RECORDS MANAGEMENT OFFICER. | 13.35 | 0.33 | 0.04 | 99.18 |
| I | 26 | ACT AS FLYING TRAINING OFFICER. | 5.49 | 0.80 | 0.04 | 99.22 |
| I | 23 | ACT AS CONSERVATION OFFICER. | 12.45 | 0.35 | 0.04 | 99.27 |
| I | 52 | ACT AS SAVINGS BOND PROJECT OFFICER. | 13.35 | 0.30 | 0.04 | 99.31 |
| E | 34 | MAKE FINANCIAL AUDITS. | 11.79 | 0.34 | 0.04 | 99.35 |
| I | 61 | ACT AS UNIT FIRE WARDEN (MARSHALL) | 8.76 | 0.45 | 0.04 | 99.39 |
| G | 8 | GIVE RADIO OR TELEVISION PRESENTATIONS. | 12.53 | 0.30 | 0.04 | 99.42 |
| I | 25 | ACT AS DISCHARGE BOARD MEMBER. | 8.44 | 0.41 | 0.03 | 99.46 |
| I | 63 | ACT AS UNIT RETENTION OFFICER. | 9.09 | 0.38 | 0.03 | 99.49 |
| I | 38 | ACT AS MOBILITY OFFICER. | 5.00 | 0.66 | 0.03 | 99.53 |
| I | 58 | ACT AS SUPPLY OFFICER. | 5.98 | 0.55 | 0.03 | 99.56 |
| I | 49 | ACT AS PUBLICATIONS AND DISTRIBUTION OFFICER. | 7.62 | 0.41 | 0.03 | 99.59 |
| G | 42 | WRITE TECHNICAL ORDERS. | 7.94 | 0.34 | 0.03 | 99.62 |

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| I | 41 ACT AS OFFICER OF THE DAY. | 6.14 | 0.42 | 0.03 | 99.64 |
| I | 59 ACT AS TEST CONTROL OFFICER. | 3.85 | 0.68 | 0.03 | 99.67 |
| I | 64 ACT AS VOTING OFFICER. | 6.96 | 0.37 | 0.03 | 99.70 |
| I | 62 ACT AS UNIT FUND CUSTODIAN. | 4.34 | 0.59 | 0.02 | 99.72 |
| I | 3 CONDUCT DRILL. | 8.35 | 0.29 | 0.02 | 99.75 |
| I | 51 ACT AS REPORT OF SURVEY OFFICER. | 8.52 | 0.26 | 0.02 | 99.77 |
| I | 34 ACT AS INVENTORY OFFICER. | 6.88 | 0.25 | 0.02 | 99.79 |
| I | 44 ACT AS PERSONAL AFFAIRS OFFICER. | 4.91 | 0.33 | 0.02 | 99.80 |
| I | 45 ACT AS PHYSICAL TRAINING OFFICER. | 4.01 | 0.33 | 0.01 | 99.81 |
| I | 32 ACT AS INSPECTOR, EMERGENCY MEDICAL TREATMENT UNIT. | 3.44 | 0.37 | 0.01 | 99.83 |
| I | 17 ACT AS CBR TEAM COMMANDER. | 3.44 | 0.36 | 0.01 | 99.84 |
| I | 14 ACT AS AIRDROME OFFICER. | 2.54 | 0.42 | 0.01 | 99.85 |
| I | 15 ACT AS ATHLETIC OR RECREATION OFFICER. | 4.26 | 0.25 | 0.01 | 99.86 |
| I | 55 ACT AS SMALL ARMS MARKSMANSHIP TRAINING OFFICER. | 2.78 | 0.38 | 0.01 | 99.87 |
| I | 36 ACT AS LIBRARY OFFICER. | 2.62 | 0.38 | 0.01 | 99.88 |
| I | 43 ACT AS PAY OFFICER (CLASS 'A' AGENT). | 3.36 | 0.29 | 0.01 | 99.89 |
| I | 46 ACT AS POSTAL OFFICER. | 2.21 | 0.41 | 0.01 | 99.90 |
| I | 39 ACT AS MORTUARY (CASUALTY) OFFICER. | 2.05 | 0.40 | 0.01 | 99.91 |
| I | 27 ACT AS FOOD SERVICES OFFICER. | 1.72 | 0.40 | 0.01 | 99.91 |
| I | 16 ACT AS BILLETING OFFICER. | 2.29 | 0.27 | 0.01 | 99.92 |
| I | 53 ACT AS SECRETARY-TREASURER, OFFICERS OPEN MESS. | 0.66 | 0.48 | 0.00 | 99.92 |

SPL003

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

DUTY JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 2025
OFFICERS IN GRADE OF MAJOR

| O-TSK | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|
| G | COMMUNICATING TASKS | 99.51 | 17.84 | 17.75 | 17.75 |
| A | COMMANDING AND DIRECTING | 97.14 | 17.90 | 17.38 | 35.13 |
| E | EVALUATING TASKS | 95.90 | 15.12 | 14.50 | 49.63 |
| B | SUPERVISING | 95.51 | 13.09 | 12.51 | 62.14 |
| C | PLANNING TASKS | 96.05 | 12.50 | 12.00 | 74.14 |
| F | COORDINATING TASKS | 95.65 | 10.45 | 9.99 | 84.14 |
| I | OTHER TASKS AND DUTIES | 97.93 | 6.26 | 6.13 | 90.26 |
| H | IMPLEMENTING TASKS | 93.19 | 5.65 | 5.27 | 95.53 |
| D | ORGANIZING TASKS | 88.79 | 4.96 | 4.40 | 99.93 |

SPL003

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

TASK JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 2025
OFFICERS IN GRADE OF MAJOR

| D-TSK | | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.... | PERCENT OF MEMBERS PERFORMING..... |
|---|---|---|---|---|---|---|
| G | 21 | READ TECHNICAL PERIODICALS, REPORTS, OR BOOKS. | 86.86 | 1.65 | 1.44 | 1.44 |
| A | 16 | INTERPRET OR SUPPLEMENT ORDERS, DIRECTIVES, OR PROCEDURES. | 88.99 | 1.29 | 1.15 | 2.59 |
| A | 15 | INTERPRET CONCEPTS OR POLICIES. | 86.07 | 1.23 | 1.06 | 3.64 |
| G | 2 | DRAFT CORRESPONDENCE FOR OFFICIAL SIGNATURE. | 88.94 | 1.17 | 1.04 | 4.68 |
| G | 1 | BRIEF SUBORDINATE PERSONNEL. | 89.09 | 1.17 | 1.04 | 5.73 |
| G | 6 | GIVE ORAL REPORTS OR BRIEFINGS TO SUPERIOR OFFICERS. | 92.64 | 1.10 | 1.02 | 6.75 |
| B | 8 | EXERCISE DIRECT SUPERVISION OF WORK IN CAREER AREA. | 74.12 | 1.36 | 1.01 | 7.75 |
| B | 11 | MAINTAIN CONTROL THROUGH PERSONAL OBSERVATION. | 80.59 | 1.19 | 0.96 | 8.71 |
| A | 21 | MAKE INDEPENDENT MANAGERIAL DECISIONS. | 81.58 | 1.17 | 0.95 | 9.66 |
| B | 3 | COUNSEL SUBORDINATES ON PERFORMANCE OR PROFESSIONAL DEVELOPMENT. | 82.07 | 1.15 | 0.95 | 10.61 |
| C | 37 | PROVIDE COMMANDER WITH TECHNICAL ADVICE, PLANS, OR RECOMMENDATIONS. | 81.88 | 1.10 | 0.90 | 11.52 |
| G | 9 | PARTICIPATE IN CONFERENCES OR BRIEFINGS. | 90.32 | 0.97 | 0.87 | 12.39 |
| B | 9 | FIX RESPONSIBILITY. | 79.01 | 1.08 | 0.86 | 13.25 |
| A | 12 | DIRECT PREPARATION OF STUDIES, SUMMARIES, OR REPORTS. | 79.01 | 1.08 | 0.85 | 14.10 |
| B | 6 | EVALUATE INDIVIDUALS FOR PROMOTION AND UPGRADING. | 78.27 | 1.08 | 0.84 | 14.94 |
| F | 1 | COORDINATE ACTION REQUIRED TO RESOLVE SPECIFIC PROBLEMS WITHIN AN ORGANIZATION. | 82.37 | 1.01 | 0.83 | 15.77 |
| G | 17 | PREPARE ORAL AND WRITTEN BRIEFINGS. | 84.69 | 0.91 | 0.77 | 16.54 |
| A | 18 | ISSUE DIRECTIVES, ORDERS, LETTERS, SCHEDULES, OR MANUALS. | 74.57 | 1.01 | 0.76 | 17.30 |
| E | 3 | ANALYZE REPORTS. | 80.05 | 0.94 | 0.75 | 18.05 |
| A | 14 | IDENTIFY KEY POINTS OF CONTROL THAT REQUIRE CLOSE SUPERVISION. | 75.16 | 0.99 | 0.74 | 18.79 |
| G | 33 | REVIEW OUTGOING CORRESPONDENCE. | 80.89 | 0.87 | 0.70 | 19.49 |
| B | 4 | COUNSEL SUBORDINATES ON PERSONAL AFFAIRS OR PROBLEMS. | 77.09 | 0.91 | 0.70 | 20.20 |
| A | 3 | ASSIGN AND ADJUST PRIORITIES. | 73.09 | 0.95 | 0.69 | 20.89 |
| E | 8 | DETECT OPERATING DEFICIENCIES. | 74.12 | 0.93 | 0.69 | 21.58 |

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|---|---|---|---|---|---|---|
| A | 23 | MANAGE A STAFF ACTIVITY OR AGENCY. | 55.65 | 1.24 | 0.69 | 22.27 |
| A | 17 | ISSUE ORDERS AND INSTRUCTIONS IN THE NAME OF THE COMMANDER. | 65.19 | 1.05 | 0.68 | 22.95 |
| A | 9 | DIRECT A SPECIAL PROJECT. | 65.28 | 1.02 | 0.66 | 23.62 |
| A | 19 | MAINTAIN CONTROL THROUGH ANALYSIS OF REPORTS. | 71.75 | 0.92 | 0.66 | 24.28 |
| E | 13 | EVALUATE COMPLETENESS, RELIABILITY, AND SIGNIFICANCE OF INFORMATION. | 70.07 | 0.94 | 0.66 | 24.94 |
| B | 16 | PREPARE OFFICER EFFECTIVENESS REPORTS. | 62.07 | 1.06 | 0.66 | 25.60 |
| A | 24 | MANAGE FACILITIES OR EQUIPMENT. | 57.43 | 1.09 | 0.63 | 26.22 |
| B | 26 | SUPERVISE TRAINING. | 65.68 | 0.94 | 0.62 | 26.84 |
| C | 36 | PREPARE PLANS FOR APPROVAL BY SUPERIORS. | 74.57 | 0.83 | 0.62 | 27.46 |
| E | 21 | EVALUATE OPERATIONAL PROCEDURES. | 70.91 | 0.87 | 0.62 | 28.07 |
| A | 7 | DEVELOP STANDARDS OR SPECIFICATIONS. | 66.72 | 0.90 | 0.60 | 28.67 |
| G | 22 | RECOMMEND PLANS OR POLICIES. | 78.62 | 0.76 | 0.59 | 29.26 |
| A | 30 | PRESCRIBE OFFICIAL POLICIES, METHODS, OR PROCEDURES. | 66.72 | 0.88 | 0.59 | 29.85 |
| E | 22 | EVALUATE OVER-ALL EFFECTIVENESS OF A PROGRAM OR PROJECT. | 68.89 | 0.85 | 0.58 | 30.43 |
| C | 15 | FORMULATE OFFICE INSTRUCTIONS AND PROCEDURES. | 78.32 | 0.74 | 0.58 | 31.02 |
| G | 3 | EDIT COPY FOR PUBLICATION. | 68.30 | 0.84 | 0.57 | 31.59 |
| E | 31 | EVALUATE UNIT COMPLIANCE WITH PLANS OR POLICIES. | 69.14 | 0.82 | 0.57 | 32.16 |
| B | 5 | DEAL DIRECTLY WITH DISCIPLINE PROBLEMS. | 64.94 | 0.87 | 0.57 | 32.72 |
| E | 25 | EVALUATE PROGRESS TOWARD UNIT OBJECTIVES. | 69.04 | 0.82 | 0.56 | 33.29 |
| H | 12 | IMPLEMENT DIRECTED PLANS. | 71.65 | 0.78 | 0.56 | 33.85 |
| F | 26 | SERVE ON A COMMITTEE. | 75.90 | 0.73 | 0.56 | 34.41 |
| C | 19 | FORMULATE POLICIES FOR YOUR ORGANIZATION. | 71.70 | 0.77 | 0.55 | 34.96 |
| F | 11 | COORDINATE THE IMPLEMENTATION OF DIRECTIVES. | 76.25 | 0.73 | 0.55 | 35.52 |
| E | 2 | ANALYZE PLANS FOR CONFORMITY WITH ESTABLISHED POLICY. | 69.53 | 0.79 | 0.55 | 36.07 |
| A | 26 | MONITOR AN AIR FORCE PROGRAM OR PROJECT. | 52.74 | 1.04 | 0.55 | 36.61 |
| E | 4 | ANALYZE QUANTITATIVE INFORMATION. | 65.93 | 0.83 | 0.55 | 37.16 |
| F | 12 | COORDINATE THE IMPLEMENTATION OF METHODS AND PROCEDURES. | 74.42 | 0.72 | 0.54 | 37.70 |
| I | 2 | ATTEND DUTY FORMATIONS | 65.63 | 0.81 | 0.53 | 38.23 |
| E | 1 | ANALYZE DATA REFLECTING OPERATIONAL EFFECTIVENESS. | 63.95 | 0.83 | 0.53 | 38.77 |
| H | 14 | IMPLEMENT POLICIES BY ORDER OR REGULATION. | 71.06 | 0.75 | 0.53 | 39.30 |
| F | 7 | COORDINATE PLANNING AND PREPARATION OF REPORTS. | 73.48 | 0.72 | 0.53 | 39.83 |
| E | 16 | EVALUATE UTILIZATION OF RESOURCES. | 70.12 | 0.75 | 0.53 | 40.36 |
| A | 8 | DIRECT A PHASE OF AN AIR FORCE PROGRAM. | 51.21 | 1.02 | 0.52 | 40.88 |
| G | 5 | GIVE LECTURES. | 65.93 | 0.79 | 0.52 | 41.39 |
| G | 39 | WRITE REGULATIONS, DIRECTIVES, OR SOPS. | 76.44 | 0.68 | 0.52 | 41.91 |
| E | 32 | INSPECT FACILITIES OR EQUIPMENT. | 63.16 | 0.80 | 0.51 | 42.42 |
| B | 25 | SUPERVISE OTHER SUPERVISORS. | 56.00 | 0.91 | 0.51 | 42.92 |
| E | 5 | COLLECT DATA THAT REFLECT PERFORMANCE OF ORGANIZATION. | 65.43 | 0.77 | 0.51 | 43.43 |
| C | 33 | PLAN UNIT WORK FLOW, SCHEDULES, AND PROCEDURES. | 65.43 | 0.77 | 0.51 | 43.94 |
| E | 15 | EVALUATE METHODS OR PROCEDURES FOR OPERATION OR TRAINING. | 65.04 | 0.78 | 0.51 | 44.44 |

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| O | 12 | ORGANIZE WORK OF UNIT AND SCHEDULE WORK FLOW. | 63.21 | 0.80 | 0.50 | 44.95 |
| F | 2 | COORDINATE ADMINISTRATIVE ACTIONS WITH PARALLEL ORGANIZATIONS. | 65.53 | 0.77 | 0.50 | 45.45 |
| B | 19 | STUDY WORK FLOW FOR WORK SIMPLIFICATION AND ECONOMY. | 67.70 | 0.74 | 0.50 | 45.95 |
| G | 20 | PROVIDE INFORMATION AND ADVICE ON OFFICIAL POLICIES AND PROCEDURES. | 67.46 | 0.74 | 0.50 | 46.45 |
| F | 20 | PARTICIPATE IN STAFF VISITS. | 63.36 | 0.76 | 0.48 | 46.93 |
| E | 23 | EVALUATE PLANS FOR IMPLEMENTATION OF ESTABLISHED POLICY. | 67.11 | 0.72 | 0.48 | 47.41 |
| E | 26 | EVALUATE PROPOSALS FOR INCREASING UNIT EFFECTIVENESS. | 68.10 | 0.70 | 0.48 | 47.89 |
| B | 14 | PREPARE AIRMAN PERFORMANCE REPORTS. | 61.53 | 0.78 | 0.48 | 48.37 |
| G | 28 | REVIEW OR REVISE DIRECTIVES OR REGULATIONS. | 72.40 | 0.66 | 0.48 | 48.85 |
| H | 11 | IMPLEMENT A DIRECTED PROJECT OR PROGRAM. | 65.58 | 0.72 | 0.47 | 49.32 |
| F | 17 | MAINTAIN LIAISON BETWEEN UNITS IN AN ORGANIZATION. | 63.46 | 0.74 | 0.47 | 49.80 |
| C | 11 | DISCOVER AND APPLY METHODS TO FACILITATE PERFORMANCE. | 64.15 | 0.73 | 0.47 | 50.26 |
| C | 16 | FORMULATE PLANS AND DIRECTIVES FOR IMPLEMENTING SHORT-TERM OPERATIONS. | 66.12 | 0.71 | 0.47 | 50.73 |
| E | 20 | EVALUATE OPERATING OR PERFORMANCE REPORTS. | 65.38 | 0.71 | 0.47 | 51.19 |
| H | 2 | ASSIGN PRIORITIES FOR THE COMPLETION OF UNITS OF WORK. | 66.57 | 0.70 | 0.47 | 51.66 |
| F | 16 | MAINTAIN LIAISON BETWEEN ECHELONS. | 61.19 | 0.76 | 0.46 | 52.13 |
| C | 39 | SCHEDULE PLANNING TO MEET REQUIREMENTS OF OPERATIONAL SITUATION. | 57.98 | 0.80 | 0.46 | 52.59 |
| C | 3 | DETERMINE REQUIREMENTS FOR MATERIEL OR EQUIPMENT. | 63.65 | 0.72 | 0.46 | 53.04 |
| A | 1 | ACT IN PLACE OF COMMANDER OR DIRECTOR. | 50.91 | 0.89 | 0.45 | 53.50 |
| A | 20 | MAINTAIN A CURRENT STATUS ACCOUNT ON INSPECTIONS AND | 57.23 | 0.78 | 0.45 | 53.95 |
| E | 28 | EVALUATE SIGNIFICANCE OF DEVIATIONS FROM STANDARDS. | 62.67 | 0.71 | 0.45 | 54.39 |
| D | 14 | SET UP UNIT POLICIES OR REGULATIONS. | 63.51 | 0.71 | 0.45 | 54.84 |
| E | 19 | EVALUATE IMPLEMENTATION OF SECURITY MEASURES. | 61.63 | 0.72 | 0.44 | 55.29 |
| E | 10 | EVALUATE FACILITIES AND EQUIPMENT. | 61.43 | 0.72 | 0.44 | 55.73 |
| G | 4 | EXTRACT MANAGEMENT AND OPERATING INFORMATION FROM REPORTS AND STUDIES. | 65.38 | 0.68 | 0.44 | 56.17 |
| A | 28 | MONITOR PROGRESS AND CONDUCT OF TESTS. | 49.73 | 0.89 | 0.44 | 56.61 |
| A | 6 | CONDUCT STAFF MEETINGS. | 60.59 | 0.72 | 0.44 | 57.05 |
| C | 34 | PLAN USE OF FACILITIES OR EQUIPMENT. | 62.17 | 0.70 | 0.44 | 57.49 |
| H | 13 | IMPLEMENT IMPROVEMENTS IN WORK STANDARDS OR PROCEDURES. | 67.56 | 0.65 | 0.44 | 57.92 |
| B | 24 | SUPERVISE PREPARATION OF PROGRESS OR ACTIVITY REPORTS. | 62.77 | 0.69 | 0.43 | 58.36 |
| C | 7 | DEVELOP METHODS FOR OBTAINING AND REPORTING INFORMATION. | 63.26 | 0.68 | 0.43 | 58.79 |
| G | 24 | RECOMMEND REVISIONS OF DIRECTIVES. | 73.88 | 0.58 | 0.43 | 59.22 |
| G | 13 | PREPARE AND SUBMIT PROGRESS REPORTS ON SPECIAL PROJECTS. | 67.85 | 0.63 | 0.43 | 59.65 |
| I | 9 | PARTICIPATE IN INDIVIDUAL SPORTS. | 60.99 | 0.70 | 0.43 | 60.07 |
| C | 38 | SCHEDULE PLANNING TO MEET HIGHER HEADQUARTERS REQUIREMENTS. | 58.27 | 0.73 | 0.42 | 60.50 |
| B | 2 | CONDUCT TESTS OR EXAMINATIONS OF PERSONNEL. | 45.93 | 0.92 | 0.42 | 60.92 |

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| H | 5 | DRAFT PROCEDURES TO IMPLEMENT POLICIES. | 68.44 | 0.61 | 0.42 | 61.34 |
| E | 30 | EVALUATE TRAINING METHODS. | 58.67 | 0.71 | 0.42 | 61.75 |
| O | 1 | ALLOCATE UNIT RESOURCES (PERSONNEL, MATERIEL, AND FACILITIES). | 57.14 | 0.73 | 0.42 | 62.17 |
| F | 5 | COORDINATE MANNING OR PERSONNEL REQUIREMENTS. | 65.33 | 0.62 | 0.41 | 62.57 |
| H | 1 | ASSIGN PRIORITIES FOR PROGRAMS OR PROJECTS. | 61.68 | 0.66 | 0.40 | 62.98 |
| F | 8 | COORDINATE PLANNING OR CONDUCT OF TRAINING. | 60.15 | 0.67 | 0.40 | 63.38 |
| G | 27 | REVIEW MINUTES OF CONFERENCES OR OFFICIAL PROCEEDINGS. | 70.02 | 0.57 | 0.40 | 63.78 |
| F | 4 | COORDINATE FACILITY OR EQUIPMENT REQUIREMENTS. | 61.28 | 0.64 | 0.39 | 64.17 |
| D | 6 | ORGANIZE EQUIPMENT AND FACILITIES TO ACCOMPLISH UNIT MISSION. | 58.42 | 0.68 | 0.39 | 64.57 |
| G | 26 | RELAY COMMANDER'S PLANS TO SUBORDINATE UNITS. | 56.35 | 0.70 | 0.39 | 64.96 |
| F | 6 | COORDINATE PLAN AND POLICY FORMULATION WITH HIGHER ECHELONS. | 60.15 | 0.65 | 0.39 | 65.35 |
| G | 37 | SCREEN ELECTRICALLY TRANSMITTED MESSAGES. | 53.88 | 0.72 | 0.39 | 65.74 |
| A | 22 | MANAGE A SERVICE ACTIVITY. | 33.73 | 1.15 | 0.39 | 66.13 |
| F | 18 | MAINTAIN LIAISON WITH OTHER COMMANDS. | 54.37 | 0.71 | 0.38 | 66.51 |
| E | 18 | EVALUATE IMPLEMENTATION OF SAFETY MEASURES | 53.14 | 0.72 | 0.38 | 66.90 |
| B | 21 | SUPERVISE INSPECTIONS OF PERSONNEL, FACILITIES, AND EQUIPMENT. | 49.09 | 0.78 | 0.38 | 67.28 |
| B | 18 | REVIEW PERSONNEL PERFORMANCE AND EFFECTIVENESS REPORTS. | 51.36 | 0.73 | 0.38 | 67.65 |
| O | 11 | ORGANIZE THE PROCESSING OF INFORMATION. | 57.19 | 0.65 | 0.37 | 68.03 |
| H | 4 | CONDUCT CLASSROOM OR ON-THE-JOB TRAINING. | 45.58 | 0.81 | 0.37 | 68.40 |
| H | 15 | IMPLEMENT WORK STANDARDS, SYSTEMS, OR REQUIREMENTS. | 60.10 | 0.61 | 0.37 | 68.76 |
| C | 9 | DEVELOP PROCEDURES FOR EVALUATING EFFECTIVENESS AND ECONOMY OF ACTIVITIES. | 57.53 | 0.63 | 0.36 | 69.13 |
| F | 14 | MAINTAIN LIAISON BETWEEN AF UNIT AND OTHER U.S. GOVERNMENT AGENCIES. | 47.06 | 0.76 | 0.36 | 69.49 |
| C | 32 | PLAN TRAINING PROGRAMS. | 53.88 | 0.66 | 0.35 | 69.84 |
| B | 12 | MAKE PERSONNEL ASSIGNMENTS. | 47.46 | 0.74 | 0.35 | 70.19 |
| F | 13 | COORDINATE WORK STANDARDS OR PERFORMANCE CRITERIA. | 57.38 | 0.61 | 0.35 | 70.54 |
| E | 6 | CONDUCT INSPECTIONS ON SPECIAL SUBJECTS FOR INVESTIGATION. | 53.33 | 0.65 | 0.35 | 70.89 |
| C | 30 | PLAN PROGRESS REPORTS TO HIGHER ECHELONS. | 57.38 | 0.60 | 0.34 | 71.23 |
| C | 14 | FORMULATE IN-HOUSE STUDIES. | 53.23 | 0.63 | 0.34 | 71.57 |
| G | 18 | PREPARE STAFF STUDIES. | 63.46 | 0.53 | 0.34 | 71.91 |
| F | 10 | COORDINATE PROGRAM OR PROJECT IMPLEMENTATION WITH HIGHER ECHELONS. | 57.04 | 0.59 | 0.34 | 72.24 |
| G | 29 | REVIEW OR REVISE OPERATING REPORTS OR STATEMENTS. | 60.25 | 0.55 | 0.33 | 72.57 |
| A | 27 | MONITOR MANAGEMENT IMPROVEMENT STUDIES. | 53.28 | 0.62 | 0.33 | 72.90 |
| B | 3 | ESTIMATE UNIT MANNING REQUIREMENTS. | 57.48 | 0.57 | 0.33 | 73.23 |

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| B | 10 | INTERVIEW PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT. | 51.16 | 0.63 | 0.32 | 73.56 |
| G | 14 | PREPARE INSTRUCTIONAL MATERIALS. | 48.35 | 0.67 | 0.32 | 73.88 |
| G | 25 | RECOMMEND SPECIAL PROJECTS OR PROGRAMS. | 59.26 | 0.54 | 0.32 | 74.20 |
| G | 19 | PRESENT TECHNICAL INFORMATION TO HIGHER ECHELONS. | 50.22 | 0.64 | 0.32 | 74.52 |
| A | 13 | DIRECT TEST PLANNING AND SCHEDULING. | 41.19 | 0.77 | 0.32 | 74.84 |
| F | 25 | SERVE AS THE CHAIRMAN OF A COMMITTEE OR CONFERENCE. | 53.73 | 0.58 | 0.31 | 75.15 |
| F | 21 | PARTICIPATE IN TECHNICAL ASSISTANCE VISITS. | 47.16 | 0.66 | 0.31 | 75.46 |
| E | 29 | EVALUATE STATISTICAL REPORTS. | 53.73 | 0.58 | 0.31 | 75.77 |
| B | 13 | PERFORM PERSONNEL INSPECTIONS. | 44.94 | 0.69 | 0.31 | 76.08 |
| D | 7 | ORGANIZE REPRODUCTION AND DISTRIBUTION OF DATA OR REPORTS. | 52.20 | 0.58 | 0.30 | 76.38 |
| A | 34 | REVIEW COMPLAINTS AND ACTION REQUESTS OF SUBORDINATE COMMANDERS. | 39.01 | 0.78 | 0.30 | 76.68 |
| G | 11 | PREPARE AGENDA FOR MEETINGS. | 58.17 | 0.52 | 0.30 | 76.99 |
| H | 16 | INITIATE REQUISITIONS FOR MINOR MATERIALS OR EQUIPMENT. | 54.32 | 0.55 | 0.30 | 77.29 |
| G | 40 | WRITE REPORTS OF STAFF STUDIES OR SPECIAL INVESTIGATIONS. | 53.98 | 0.55 | 0.30 | 77.59 |
| D | 13 | SCHEDULE USE OF FACILITIES. | 50.42 | 0.59 | 0.30 | 77.88 |
| D | 8 | ORGANIZE SCHEDULING AND PHASING OF TRAINING PROGRAMS. | 49.53 | 0.60 | 0.30 | 78.18 |
| G | 36 | REVIEW SERVICE AND ACTION REQUESTS OF LATERAL AND HIGHER ECHELONS. | 51.51 | 0.58 | 0.30 | 78.48 |
| A | 33 | PROVIDE CONTRACTORS WITH TECHNICAL INFORMATION AND GUIDANCE. | 35.41 | 0.81 | 0.29 | 78.76 |
| F | 24 | REPRESENT THE COMMANDER OUTSIDE THE ORGANIZATION. | 46.77 | 0.61 | 0.29 | 79.05 |
| E | 24 | EVALUATE PROGRAMS IN TERMS OF AVAILABLE FUNDS. | 45.53 | 0.62 | 0.28 | 79.33 |
| A | 25 | MANAGE REAL PROPERTY. | 32.64 | 0.86 | 0.28 | 79.62 |
| F | 19 | OBTAIN CONCURRENCE FROM PARALLEL ORGANIZATIONS ON USE OF FACILITIES OR RESOURCES. | 50.42 | 0.56 | 0.28 | 79.90 |
| B | 1 | ASSIGN FACILITIES AND EQUIPMENT. | 42.52 | 0.66 | 0.28 | 80.18 |
| C | 10 | DEVELOP PROCEDURES OR TECHNIQUES FOR TECHNICAL OPERATIONS. | 42.22 | 0.66 | 0.28 | 80.45 |
| A | 2 | APPOINT COMMITTEES TO STUDY PROBLEMS. | 50.22 | 0.55 | 0.27 | 80.73 |
| D | 5 | MODIFY ORGANIZATIONAL STRUCTURE TO MEET NEW REQUIREMENTS. | 52.64 | 0.52 | 0.27 | 81.00 |
| C | 17 | FORMULATE PLANS FOR OPERATIONS TWO OR MORE YEARS IN ADVANCE. | 44.00 | 0.61 | 0.27 | 81.27 |
| I | 19 | ACT AS CHARITY DRIVES PROJECT OFFICER (AF AID, RED CROSS, UNITED FUND). | 56.69 | 0.47 | 0.27 | 81.54 |
| G | 16 | PREPARE REPORTS ON UNIT MANAGEMENT AND OPERATION. | 49.38 | 0.54 | 0.27 | 81.80 |
| C | 27 | PLAN MEETINGS ON NEW PROJECTS. | 52.49 | 0.50 | 0.26 | 82.07 |
| I | 21 | ACT AS CLASSIFIED DOCUMENTS CUSTODIAN. | 38.91 | 0.67 | 0.26 | 82.33 |
| G | 30 | REVIEW OR REVISE TECHNICAL ARTICLES OR MANUSCRIPTS. | 38.52 | 0.65 | 0.25 | 82.58 |
| G | 10 | PARTICIPATE IN SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 30.27 | 0.83 | 0.25 | 82.83 |

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| G | 7 | GIVE ORAL REPORTS TO MILITARY ORGANIZATIONS OUTSIDE IMMEDIATE CHAIN OF COMMAND. | 41.88 | 0.60 | 0.25 | 83.08 |
| B | 15 | PREPARE CIVILIAN PERFORMANCE RATINGS. | 41.63 | 0.60 | 0.25 | 83.33 |
| H | 10 | IMPLEMENT A CONTROL SYSTEM. | 45.98 | 0.54 | 0.25 | 83.58 |
| B | 7 | EVALUATE PERFORMANCE OF CONTRACTORS. | 32.20 | 0.77 | 0.25 | 83.82 |
| C | 2 | DETERMINE NEED FOR STAFF STUDIES. | 51.51 | 0.48 | 0.25 | 84.07 |
| G | 35 | REVIEW REPORTS OF STAFF STUDIES. | 51.41 | 0.47 | 0.24 | 84.31 |
| G | 31 | REVIEW OR REVISE TECHNICAL ORDERS OR MANUALS. | 39.85 | 0.61 | 0.24 | 84.56 |
| C | 4 | DEVELOP FORMATS AND CHARTS FOR MANAGEMENT DATA BOOK. | 43.75 | 0.55 | 0.24 | 84.80 |
| E | 33 | INSPECT MATERIALS TO DETERMINE QUALITY, QUANTITY, OR COMPLIANCE WITH STANDARDS. | 38.27 | 0.63 | 0.24 | 85.03 |
| I | 22 | ACT AS CLASSIFIED MATERIALS DESTRUCTION OFFICER. | 41.33 | 0.58 | 0.24 | 85.27 |
| A | 4 | COMMAND AN AIR FORCE UNIT. | 20.10 | 1.18 | 0.24 | 85.51 |
| I | 1 | ADMINISTER DISCIPLINARY MEASURES. | 44.30 | 0.53 | 0.24 | 85.74 |
| C | 35 | PREPARE BUDGET ESTIMATES. | 42.57 | 0.55 | 0.23 | 85.98 |
| H | 3 | CONDUCT ADMINISTRATIVE INVESTIGATIONS AND INQUIRIES. | 48.05 | 0.48 | 0.23 | 86.21 |
| I | 33 | ACT AS INSTRUCTOR PILOT (FLIGHT EXAMINER). | 11.06 | 2.10 | 0.23 | 86.44 |
| F | 9 | COORDINATE PLANS OR PROCEDURES FOR ESTABLISHING, DISCONTINUING, OR TRANSFERRING ACTIVITIES. | 45.09 | 0.51 | 0.23 | 86.67 |
| E | 12 | EVALUATE UNIT SERVICES. | 41.38 | 0.55 | 0.23 | 86.90 |
| C | 6 | DEVELOP IDEAS FOR NEW SERVICES. | 42.77 | 0.53 | 0.23 | 87.13 |
| E | 36 | PERFORM RECORDS INSPECTIONS. | 42.57 | 0.53 | 0.23 | 87.36 |
| C | 28 | PLAN PERSONNEL ALLOCATION. | 44.49 | 0.51 | 0.23 | 87.58 |
| A | 29 | MONITOR SERVICE CONTRACTS | 31.31 | 0.72 | 0.23 | 87.81 |
| I | 18 | ACT AS CERTIFYING OFFICER. | 45.28 | 0.49 | 0.22 | 88.03 |
| D | 2 | DRAFT ORGANIZATIONAL CHARTS. | 52.94 | 0.42 | 0.22 | 88.25 |
| A | 11 | DIRECT PREPARATION OF BUDGETS. | 37.19 | 0.58 | 0.22 | 88.47 |
| C | 23 | PLAN CONTROL SYSTEMS AND PROCEDURES FOR SPECIALTY AREA. | 37.68 | 0.57 | 0.22 | 88.69 |
| D | 4 | GROUP PARTS OF AN ORGANIZATION ACCORDING TO FUNCTION. | 43.85 | 0.49 | 0.22 | 88.90 |
| A | 10 | DIRECT AN AIR FORCE PROGRAM. | 26.22 | 0.81 | 0.21 | 89.12 |
| C | 21 | PLAN ANALYSIS OF QUANTITATIVE DATA. | 34.37 | 0.62 | 0.21 | 89.33 |
| C | 13 | FORMULATE FORMAL TRAINING POLICIES. | 36.44 | 0.58 | 0.21 | 89.54 |
| G | 12 | PREPARE AND SUBMIT MANAGEMENT IMPROVEMENT REPORTS. | 49.78 | 0.42 | 0.21 | 89.75 |
| I | 56 | ACT AS STAFF DUTY OFFICER. | 41.32 | 0.51 | 0.21 | 89.96 |
| E | 9 | EVALUATE BUDGET ESTIMATES. | 37.04 | 0.56 | 0.21 | 90.17 |
| G | 15 | PREPARE MATERIALS FOR MANUALS. | 37.93 | 0.54 | 0.20 | 90.37 |
| G | 32 | REVIEW OR REVISE TRAINING MANUALS OR SYLLABUSES. | 36.49 | 0.56 | 0.20 | 90.58 |
| I | 8 | PARTICIPATE IN GROUP SPORTS. | 41.23 | 0.49 | 0.20 | 90.78 |
| E | 14 | EVALUATE CONTRACT PROPOSALS. | 28.59 | 0.70 | 0.20 | 90.98 |
| A | 31 | PRESCRIBE RELATIONSHIPS BETWEEN DIRECTORATES, DIVISIONS, OR OTHER STAFF GROUPS. | 32.54 | 0.62 | 0.20 | 91.18 |

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| F | 3 | COORDINATE BUDGET ESTIMATES. | 38.52 | 0.52 | 0.20 | 91.38 |
| A | 35 | SPECIFY COMPONENT PARTS OF MISSION. | 32.74 | 0.59 | 0.19 | 91.57 |
| D | 10 | ORGANIZE THE PERSONNEL FUNCTIONS OF A UNIT OR ACTIVITY. | 36.25 | 0.52 | 0.19 | 91.76 |
| C | 25 | PLAN FISCAL PROGRAM. | 35.11 | 0.54 | 0.19 | 91.95 |
| A | 5 | CONDUCT SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 22.77 | 0.83 | 0.19 | 92.14 |
| C | 26 | PLAN ITEMS TO BE USED AS INDICATORS OF OPERATIONAL STATUS. | 36.20 | 0.50 | 0.18 | 92.32 |
| E | 7 | CONDUCT TESTS OF MATERIALS OR EQUIPMENT. | 31.16 | 0.58 | 0.18 | 92.51 |
| G | 23 | RECOMMEND RESEARCH STUDIES. | 31.80 | 0.56 | 0.18 | 92.68 |
| I | 54 | ACT AS SECURITY OFFICER. | 29.58 | 0.57 | 0.17 | 92.85 |
| C | 5 | DEVELOP IDEAS FOR NEW EQUIPMENT. | 32.54 | 0.51 | 0.17 | 93.02 |
| A | 32 | PRESCRIBE RELATIONSHIPS OF STAFF AND SUBORDINATE COMMANDS. | 27.65 | 0.60 | 0.17 | 93.18 |
| C | 29 | PLAN PROCUREMENT OF MAJOR FACILITIES OR EQUIPMENT. | 29.83 | 0.55 | 0.16 | 93.35 |
| C | 24 | PLAN DEFENSE AND DISASTER CONTROL PROGRAMS. | 29.68 | 0.54 | 0.16 | 93.51 |
| B | 22 | SUPERVISE MAINTENANCE OF CENTRAL DOCUMENTATION FILES. | 30.17 | 0.53 | 0.16 | 93.67 |
| E | 17 | EVALUATE IMPACT OF LEGISLATION UPON OBJECTIVES AND PROGRAMS. | 27.90 | 0.55 | 0.15 | 93.82 |
| I | 11 | PARTICIPATE IN MILITARY CEREMONIES (RETREAT, ETC.). | 39.56 | 0.38 | 0.15 | 93.97 |
| I | 6 | EXPLAIN AND INTERPRET UCMJ TO OTHERS. | 28.64 | 0.52 | 0.15 | 94.12 |
| I | 57 | ACT AS STANDARDIZATION BOARD MEMBER. | 9.19 | 1.62 | 0.15 | 94.27 |
| C | 8 | DEVELOP PRACTICAL APPLICATIONS OF BASIC DESIGNS, IDEAS, OR DISCOVERIES. | 29.14 | 0.51 | 0.15 | 94.42 |
| E | 35 | MAKE MANPOWER SURVEYS. | 30.86 | 0.48 | 0.15 | 94.57 |
| G | 41 | WRITE TECHNICAL ARTICLES. | 23.46 | 0.63 | 0.15 | 94.72 |
| F | 23 | REPORT INTELLIGENCE INFORMATION TO APPROPRIATE AGENCIES. | 19.95 | 0.73 | 0.15 | 94.86 |
| F | 22 | PREPARE MEMORANDA FOR THE CHIEF OF STAFF. | 21.48 | 0.66 | 0.14 | 95.00 |
| M | 6 | ESTABLISH A SCHOOL OR FORMAL TRAINING ACTIVITY. | 24.05 | 0.59 | 0.14 | 95.15 |
| C | 20 | MAKE PLANS BASED ON DOD TRENDS TOWARD UNIFIED RESPONSIBILITY AND MANAGEMENT. | 26.32 | 0.53 | 0.14 | 95.29 |
| D | 9 | ORGANIZE SERVICE ACTIVITIES IN UNIT. | 29.23 | 0.48 | 0.14 | 95.42 |
| C | 12 | FORMULATE AND DISSEMINATE COMMAND PROGRAM AUTHORIZATIONS. | 25.23 | 0.53 | 0.13 | 95.56 |
| E | 11 | EVALUATE RESEARCH SUPPORT. | 23.41 | 0.57 | 0.13 | 95.69 |
| B | 23 | SUPERVISE PREPARATION OF FISCAL SUMMARY REPORTS. | 24.84 | 0.53 | 0.13 | 95.82 |
| I | 35 | ACT AS INVESTIGATION OFFICER (LOD, SPECIAL INVESTIGATIONS, ETC.). | 27.16 | 0.47 | 0.13 | 95.95 |
| F | 15 | MAINTAIN LIAISON BETWEEN AN AF UNIT AND FOREIGN AGENCIES. | 18.42 | 0.58 | 0.13 | 96.08 |
| I | 13 | ACT AS ACCIDENT INVESTIGATION BOARD MEMBER. | 24.35 | 0.50 | 0.12 | 96.20 |
| I | 60 | ACT AS TOP SECRET CONTROL OFFICER. | 16.05 | 0.74 | 0.12 | 96.32 |
| C | 22 | PLAN AND ALLOCATE RESOURCES FOR EVALUATION OF NEW IDEAS. | 31.90 | 0.37 | 0.12 | 96.44 |
| I | 4 | CONDUCT DUTY FORMATIONS. | 20.94 | 0.57 | 0.12 | 96.55 |
| I | 48 | ACT AS PROPERTY (BUILDING, EQUIPMENT) CUSTODIAN. | 26.12 | 0.45 | 0.12 | 96.67 |
| E | 27 | EVALUATE REQUESTS FOR EMERGENCY FUNDS. | 25.68 | 0.45 | 0.11 | 96.79 |

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| I | 37 | ACT AS MEMBER OF COURTS MARTIAL. | 25.88 | 0.41 | 0.11 | 96.89 |
| H | 17 | INITIATE REQUISITIONS INVOLVING VALUES OF $5000 OR MORE. | 22.62 | 0.47 | 0.11 | 97.00 |
| B | 20 | SUPERVISE CONTRACT PERSONNEL. | 16.15 | 0.65 | 0.11 | 97.10 |
| I | 47 | ACT AS PROMOTION BOARD MEMBER. | 28.54 | 0.36 | 0.10 | 97.21 |
| H | 7 | ESTABLISH EQUIPMENT STANDARDS. | 23.65 | 0.42 | 0.10 | 97.31 |
| C | 18 | FORMULATE POLICIES FOR DATA PROCESSING PROGRAMS. | 17.68 | 0.56 | 0.10 | 97.41 |
| I | 10 | PARTICIPATE IN MARCHING FORMATIONS. | 28.94 | 0.34 | 0.10 | 97.50 |
| B | 17 | REVIEW COURTS-MARTIAL OR COURTS OF INQUIRY INVESTIGATIONS. | 13.98 | 0.68 | 0.09 | 97.60 |
| I | 42 | ACT AS OJT OFFICER. | 20.64 | 0.45 | 0.09 | 97.69 |
| C | 1 | DESIGN, BUILD, OR MODIFY EQUIPMENT. | 18.12 | 0.51 | 0.09 | 97.79 |
| I | 24 | ACT AS DISASTER CONTROL OFFICER. | 18.17 | 0.51 | 0.09 | 97.88 |
| G | 34 | REVIEW PRESS RELEASES FOR TECHNICAL ACCURACY. | 19.16 | 0.46 | 0.09 | 97.97 |
| I | 20 | ACT AS CLASSIFICATION BOARD MEMBER. | 24.64 | 0.33 | 0.08 | 98.05 |
| C | 31 | PLAN RECRUITMENT OF PERSONNEL. | 18.02 | 0.43 | 0.08 | 98.13 |
| I | 12 | PREFER CHARGES UNDER UCMJ. | 21.04 | 0.37 | 0.08 | 98.20 |
| I | 26 | ACT AS FLYING TRAINING OFFICER. | 7.31 | 0.99 | 0.07 | 98.28 |
| I | 28 | ACT AS GROUND SAFETY OFFICER. | 12.40 | 0.57 | 0.07 | 98.35 |
| I | 5 | CONDUCT REVIEW OF DRILLS, FORMATIONS, CEREMONIES. | 18.02 | 0.38 | 0.07 | 98.42 |
| H | 8 | ESTABLISH OR DISCONTINUE A SERVICE ACTIVITY. | 18.12 | 0.35 | 0.06 | 98.48 |
| I | 29 | ACT AS HISTORICAL OFFICER | 15.95 | 0.40 | 0.06 | 98.54 |
| I | 41 | ACT AS OFFICER OF THE DAY. | 11.06 | 0.56 | 0.06 | 98.61 |
| I | 14 | ACT AS AIRDROME OFFICER. | 8.74 | 0.69 | 0.06 | 98.67 |
| I | 31 | ACT AS INFORMATION OFFICER. | 8.15 | 0.74 | 0.06 | 98.73 |
| I | 7 | LEAD MILITARY CEREMONIES. | 19.56 | 0.30 | 0.06 | 98.79 |
| G | 8 | GIVE RADIO OR TELEVISION PRESENTATIONS. | 10.02 | 0.59 | 0.06 | 98.85 |
| I | 50 | ACT AS RECORDS MANAGEMENT OFFICER. | 15.26 | 0.38 | 0.06 | 98.90 |
| E | 34 | MAKE FINANCIAL AUDITS. | 10.52 | 0.52 | 0.05 | 98.96 |
| I | 52 | ACT AS SAVINGS BOND PROJECT OFFICER. | 15.31 | 0.36 | 0.05 | 99.01 |
| I | 25 | ACT AS DISCHARGE BOARD MEMBER. | 8.10 | 0.66 | 0.05 | 99.07 |
| I | 49 | ACT AS PUBLICATIONS AND DISTRIBUTION OFFICER. | 9.53 | 0.55 | 0.05 | 99.12 |
| G | 38 | WRITE CONTRACTS FOR BIDDING BY CIVILIAN AGENCIES. | 8.10 | 0.62 | 0.05 | 99.17 |
| I | 34 | ACT AS INVENTORY OFFICER. | 13.88 | 0.36 | 0.05 | 99.22 |
| I | 64 | ACT AS VOTING OFFICER. | 8.84 | 0.52 | 0.05 | 99.27 |
| H | 9 | ESTABLISH OR DISCONTINUE AN INSTALLATION OR FACILITY. | 12.00 | 0.37 | 0.04 | 99.31 |
| I | 58 | ACT AS SUPPLY OFFICER. | 7.75 | 0.55 | 0.04 | 99.35 |
| I | 51 | ACT AS REPORT OF SURVEY OFFICER. | 11.80 | 0.33 | 0.04 | 99.39 |
| I | 61 | ACT AS UNIT FIRE WARDEN (MARSHALL) | 9.88 | 0.39 | 0.04 | 99.43 |
| I | 23 | ACT AS CONSERVATION OFFICER. | 11.95 | 0.32 | 0.04 | 99.47 |
| I | 30 | ACT AS INCENTIVE AWARDS COMMITTEE MEMBER. | 11.80 | 0.31 | 0.04 | 99.50 |
| I | 40 | ACT AS OFFICERS CLUB BOARD OF GOVERNORS MEMBER. | 8.99 | 0.38 | 0.03 | 99.54 |
| I | 3 | CONDUCT DRILL. | 9.48 | 0.36 | 0.03 | 99.57 |

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| G | 42 | WRITE TECHNICAL ORDERS. | 8.40 | 0.38 | 0.03 | 99.61 |
| I | 63 | ACT AS UNIT RETENTION OFFICER. | 8.64 | 0.36 | 0.03 | 99.64 |
| I | 59 | ACT AS TEST CONTROL OFFICER. | 5.19 | 0.59 | 0.03 | 99.67 |
| I | 15 | ACT AS ATHLETIC OR RECREATION OFFICER. | 6.52 | 0.46 | 0.03 | 99.70 |
| I | 62 | ACT AS UNIT FUND CUSTODIAN. | 6.17 | 0.45 | 0.03 | 99.72 |
| I | 38 | ACT AS MOBILITY OFFICER. | 6.02 | 0.44 | 0.03 | 99.75 |
| I | 43 | ACT AS PAY OFFICER (CLASS 'A' AGENT). | 4.69 | 0.49 | 0.02 | 99.77 |
| I | 45 | ACT AS PHYSICAL TRAINING OFFICER. | 5.04 | 0.44 | 0.02 | 99.80 |
| I | 44 | ACT AS PERSONAL AFFAIRS OFFICER. | 5.04 | 0.40 | 0.02 | 99.82 |
| I | 55 | ACT AS SMALL ARMS MARKSMANSHIP TRAINING OFFICER. | 4.44 | 0.43 | 0.02 | 99.84 |
| I | 17 | ACT AS CBR TEAM COMMANDER. | 4.00 | 0.44 | 0.02 | 99.85 |
| I | 46 | ACT AS POSTAL OFFICER. | 2.32 | 0.70 | 0.02 | 99.87 |
| I | 27 | ACT AS FOOD SERVICES OFFICER. | 1.38 | 1.05 | 0.01 | 99.88 |
| I | 36 | ACT AS LIBRARY OFFICER. | 2.42 | 0.55 | 0.01 | 99.90 |
| I | 39 | ACT AS MORTUARY (CASUALTY) OFFICER. | 2.22 | 0.59 | 0.01 | 99.91 |
| I | 32 | ACT AS INSPECTOR, EMERGENCY MEDICAL TREATMENT UNIT. | 2.86 | 0.42 | 0.01 | 99.92 |
| I | 16 | ACT AS BILLETING OFFICER. | 1.98 | 0.37 | 0.01 | 99.93 |
| I | 53 | ACT AS SECRETARY-TREASURER, OFFICERS OPEN MESS. | 0.54 | 0.51 | 0.00 | 99.93 |

SPL004

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

DUTY JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 3686
OFFICERS IN GRADE OF CAPTAIN

| D-TSK | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.... | PERCENT OF MEMBERS PERFORMING..... |
|---|---|---|---|---|---|
| G | COMMUNICATING TASKS | 97.78 | 20.47 | 20.02 | 20.02 |
| A | COMMANDING AND DIRECTING | 91.48 | 17.51 | 16.02 | 36.03 |
| B | SUPERVISING | 89.96 | 15.08 | 13.57 | 49.61 |
| E | EVALUATING TASKS | 86.25 | 14.38 | 12.41 | 62.01 |
| C | PLANNING TASKS | 86.92 | 12.20 | 10.60 | 72.62 |
| I | OTHER TASKS AND DUTIES | 95.14 | 10.79 | 10.27 | 82.88 |
| F | COORDINATING TASKS | 84.70 | 9.21 | 7.80 | 90.69 |
| H | IMPLEMENTING TASKS | 84.02 | 6.65 | 5.58 | 96.27 |
| D | ORGANIZING TASKS | 72.73 | 5.06 | 3.68 | 99.95 |

SPL004

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES) 6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

TASK JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 3686
OFFICERS IN GRADE OF CAPTAIN

| D-TSK | | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|---|
| G | 21 | READ TECHNICAL PERIODICALS, REPORTS, OR BOOKS. | 79.11 | 4.02 | 3.18 | 3.18 |
| G | 1 | BRIEF SUBORDINATE PERSONNEL. | 77.48 | 1.74 | 1.35 | 4.53 |
| B | 3 | COUNSEL SUBORDINATES ON PERFORMANCE OR PROFESSIONAL DEVELOPMENT. | 72.76 | 1.85 | 1.34 | 5.88 |
| I | 2 | ATTEND DUTY FORMATIONS | 62.05 | 2.14 | 1.33 | 7.20 |
| G | 6 | GIVE ORAL REPORTS OR BRIEFINGS TO SUPERIOR OFFICERS. | 80.44 | 1.62 | 1.30 | 8.50 |
| A | 8 | EXERCISE DIRECT SUPERVISION OF WORK IN CAREER AREA. | 61.04 | 1.96 | 1.19 | 9.70 |
| G | 9 | PARTICIPATE IN CONFERENCES OR BRIEFINGS. | 75.61 | 1.50 | 1.14 | 10.83 |
| B | 11 | MAINTAIN CONTROL THROUGH PERSONAL OBSERVATION. | 66.25 | 1.68 | 1.11 | 11.94 |
| A | 16 | INTERPRET OR SUPPLEMENT ORDERS, DIRECTIVES, OR PROCEDURES. | 69.91 | 1.57 | 1.10 | 13.04 |
| A | 15 | INTERPRET CONCEPTS OR POLICIES. | 68.04 | 1.53 | 1.04 | 14.08 |
| B | 4 | COUNSEL SUBORDINATES ON PERSONAL AFFAIRS OR PROBLEMS. | 67.15 | 1.49 | 1.00 | 15.08 |
| G | 17 | PREPARE ORAL AND WRITTEN BRIEFINGS. | 69.83 | 1.43 | 1.00 | 16.09 |
| G | 5 | GIVE LECTURES. | 62.94 | 1.55 | 0.98 | 17.06 |
| A | 21 | MAKE INDEPENDENT MANAGERIAL DECISIONS. | 63.54 | 1.48 | 0.94 | 18.00 |
| I | 9 | PARTICIPATE IN INDIVIDUAL SPORTS. | 54.86 | 1.69 | 0.93 | 18.93 |
| A | 12 | DIRECT PREPARATION OF STUDIES, SUMMARIES, OR REPORTS. | 62.10 | 1.47 | 0.92 | 19.85 |
| B | 6 | EVALUATE INDIVIDUALS FOR PROMOTION AND UPGRADING. | 60.82 | 1.50 | 0.91 | 20.76 |
| A | 24 | MANAGE FACILITIES OR EQUIPMENT. | 52.22 | 1.70 | 0.89 | 21.64 |
| G | 2 | DRAFT CORRESPONDENCE FOR OFFICIAL SIGNATURE. | 66.93 | 1.32 | 0.88 | 22.53 |
| H | 4 | CONDUCT CLASSROOM OR ON-THE-JOB TRAINING. | 49.76 | 1.77 | 0.88 | 23.41 |
| B | [illegible] | FIX RESPONSIBILITY. | 61.80 | 1.38 | 0.86 | 24.26 |
| B | 2 | CONDUCT TESTS OR EXAMINATIONS OF PERSONNEL. | 43.73 | 1.88 | 0.82 | 25.08 |
| B | 26 | SUPERVISE TRAINING. | 55.67 | 1.46 | 0.81 | 25.90 |
| C | 37 | PROVIDE COMMANDER WITH TECHNICAL ADVICE, PLANS, OR RECOMMENDATIONS. | 63.70 | 1.26 | 0.80 | 26.70 |
| G | 10 | PARTICIPATE IN SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 31.55 | 2.42 | 0.76 | 27.47 |
| B | 5 | DEAL DIRECTLY WITH DISCIPLINE PROBLEMS. | 58.46 | 1.29 | 0.76 | 28.22 |

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|---|---|---|---|---|---|---|
| A | 9 | DIRECT A SPECIAL PROJECT. | 52.71 | 1.35 | 0.71 | 28.94 |
| F | 1 | COORDINATE ACTION REQUIRED TO RESOLVE SPECIFIC PROBLEMS WITHIN AN ORGANIZATION. | 61.42 | 1.13 | 0.70 | 29.63 |
| E | 8 | DETECT OPERATING DEFICIENCIES. | 56.62 | 1.20 | 0.68 | 30.31 |
| I | 41 | ACT AS OFFICER OF THE DAY. | 33.45 | 1.99 | 0.67 | 30.98 |
| E | 13 | EVALUATE COMPLETENESS, RELIABILITY, AND SIGNIFICANCE OF INFORMATION. | 51.11 | 1.26 | 0.65 | 31.62 |
| E | 3 | ANALYZE REPORTS. | 55.29 | 1.13 | 0.63 | 32.25 |
| A | 7 | DEVELOP STANDARDS OR SPECIFICATIONS. | 52.71 | 1.15 | 0.61 | 32.86 |
| A | 18 | ISSUE DIRECTIVES, ORDERS, LETTERS, SCHEDULES, OR MANUALS. | 53.99 | 1.12 | 0.61 | 33.46 |
| A | 17 | ISSUE ORDERS AND INSTRUCTIONS IN THE NAME OF THE COMMANDER. | 48.59 | 1.24 | 0.60 | 34.07 |
| F | 26 | SERVE ON A COMMITTEE. | 56.86 | 1.06 | 0.60 | 34.67 |
| H | 12 | IMPLEMENT DIRECTED PLANS. | 53.42 | 1.13 | 0.60 | 35.27 |
| I | 8 | PARTICIPATE IN GROUP SPORTS. | 43.62 | 1.37 | 0.60 | 35.87 |
| A | 14 | IDENTIFY KEY POINTS OF CONTROL THAT REQUIRE CLOSE SUPERVISION. | 53.55 | 1.11 | 0.60 | 36.47 |
| A | 1 | ACT IN PLACE OF COMMANDER OR DIRECTOR. | 41.75 | 1.42 | 0.59 | 37.06 |
| A | 3 | ASSIGN AND ADJUST PRIORITIES. | 51.90 | 1.14 | 0.59 | 37.65 |
| E | 21 | EVALUATE OPERATIONAL PROCEDURES. | 53.23 | 1.06 | 0.56 | 38.22 |
| C | 36 | PREPARE PLANS FOR APPROVAL BY SUPERIORS. | 56.76 | 0.99 | 0.56 | 38.78 |
| E | 4 | ANALYZE QUANTITATIVE INFORMATION. | 44.90 | 1.24 | 0.56 | 39.34 |
| H | 14 | IMPLEMENT POLICIES BY ORDER OR REGULATION. | 53.09 | 1.03 | 0.55 | 39.88 |
| B | 14 | PREPARE AIRMAN PERFORMANCE REPORTS. | 47.80 | 1.14 | 0.55 | 40.43 |
| C | 11 | DISCOVER AND APPLY METHODS TO FACILITATE PERFORMANCE. | 51.25 | 1.06 | 0.54 | 40.97 |
| B | 16 | PREPARE OFFICER EFFECTIVENESS REPORTS. | 35.27 | 1.49 | 0.53 | 41.50 |
| C | 15 | FORMULATE OFFICE INSTRUCTIONS AND PROCEDURES. | 55.62 | 0.94 | 0.52 | 42.02 |
| E | 32 | INSPECT FACILITIES OR EQUIPMENT. | 48.40 | 1.06 | 0.51 | 42.53 |
| A | 8 | DIRECT A PHASE OF AN AIR FORCE PROGRAM. | 38.99 | 1.30 | 0.51 | 43.04 |
| A | 5 | CONDUCT SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 23.71 | 2.13 | 0.51 | 43.54 |
| I | 19 | ACT AS CHARITY DRIVES PROJECT OFFICER (AF AID, RED CROSS, UNITED FUND). | 50.00 | 1.01 | 0.50 | 44.05 |
| G | 22 | RECOMMEND PLANS OR POLICIES. | 58.68 | 0.86 | 0.50 | 44.55 |
| G | 33 | REVIEW OUTGOING CORRESPONDENCE. | 55.26 | 0.91 | 0.50 | 45.05 |
| G | 14 | PREPARE INSTRUCTIONAL MATERIALS. | 42.62 | 1.15 | 0.49 | 45.54 |
| C | 3 | DETERMINE REQUIREMENTS FOR MATERIEL OR EQUIPMENT. | 50.62 | 0.97 | 0.49 | 46.03 |
| F | 12 | COORDINATE THE IMPLEMENTATION OF METHODS AND PROCEDURES. | 56.16 | 0.87 | 0.49 | 46.52 |
| C | 33 | PLAN UNIT WORK FLOW, SCHEDULES, AND PROCEDURES. | 49.89 | 0.98 | 0.49 | 47.01 |
| E | 15 | EVALUATE METHODS OR PROCEDURES FOR OPERATION OR TRAINING. | 49.65 | 0.97 | 0.48 | 47.48 |
| D | 12 | ORGANIZE WORK OF UNIT AND SCHEDULE WORK FLOW. | 46 36 | 1.01 | 0.47 | 47.95 |
| F | 7 | COORDINATE PLANNING AND PREPARATION OF REPORTS. | 53.85 | 0.87 | 0.47 | 48.42 |
| A | 19 | MAINTAIN CONTROL THROUGH ANALYSIS OF REPORTS. | 47.61 | 0.97 | 0.46 | 48.88 |

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| C | 34 | PLAN USE OF FACILITIES OR EQUIPMENT. | 49.46 | 0.93 | 0.46 | 49.34 |
| E | 10 | EVALUATE FACILITIES AND EQUIPMENT. | 48.13 | 0.95 | 0.46 | 49.80 |
| F | 8 | COORDINATE PLANNING OR CONDUCT OF TRAINING. | 47.59 | 0.96 | 0.45 | 50.25 |
| H | 13 | IMPLEMENT IMPROVEMENTS IN WORK STANDARDS OR PROCEDURES. | 52.77 | 0.86 | 0.45 | 50.70 |
| H | 16 | INITIATE REQUISITIONS FOR MINOR MATERIALS OR EQUIPMENT. | 48.02 | 0.93 | 0.45 | 51.15 |
| A | 25 | MANAGE REAL PROPERTY. | 31.66 | 1.40 | 0.44 | 51.59 |
| H | 11 | IMPLEMENT A DIRECTED PROJECT OR PROGRAM. | 46.28 | 0.96 | 0.44 | 52.04 |
| A | 26 | MONITOR AN AIR FORCE PROGRAM OR PROJECT. | 37.76 | 1.16 | 0.44 | 52.48 |
| E | 22 | EVALUATE OVER-ALL EFFECTIVENESS OF A PROGRAM OR PROJECT. | 48.59 | 0.90 | 0.44 | 52.91 |
| A | 28 | MONITOR PROGRESS AND CONDUCT OF TESTS. | 38.66 | 1.11 | 0.43 | 53.34 |
| C | 32 | PLAN TRAINING PROGRAMS. | 44.25 | 0.96 | 0.42 | 53.77 |
| F | 11 | COORDINATE THE IMPLEMENTATION OF DIRECTIVES. | 52.85 | 0.80 | 0.42 | 54.19 |
| E | 30 | EVALUATE TRAINING METHODS. | 45.25 | 0.94 | 0.42 | 54.62 |
| G | 3 | EDIT COPY FOR PUBLICATION. | 45.82 | 0.92 | 0.42 | 55.04 |
| G | 39 | WRITE REGULATIONS, DIRECTIVES, OR SOPS. | 53.15 | 0.79 | 0.42 | 55.46 |
| E | 25 | EVALUATE PROGRESS TOWARD UNIT OBJECTIVES. | 48.43 | 0.85 | 0.41 | 55.87 |
| H | 15 | IMPLEMENT WORK STANDARDS, SYSTEMS, OR REQUIREMENTS. | 45.85 | 0.89 | 0.41 | 56.28 |
| F | 17 | MAINTAIN LIAISON BETWEEN UNITS IN AN ORGANIZATION. | 45.74 | 0.89 | 0.41 | 56.69 |
| D | 6 | ORGANIZE EQUIPMENT AND FACILITIES TO ACCOMPLISH UNIT MISSION. | 45.20 | 0.89 | 0.40 | 57.09 |
| E | 18 | EVALUATE IMPLEMENTATION OF SAFETY MEASURES | 42.70 | 0.94 | 0.40 | 57.49 |
| B | 19 | STUDY WORK FLOW FOR WORK SIMPLIFICATION AND ECONOMY. | 46.77 | 0.86 | 0.40 | 57.89 |
| C | 19 | FORMULATE POLICIES FOR YOUR ORGANIZATION. | 49.54 | 0.81 | 0.40 | 58.30 |
| E | 31 | EVALUATE UNIT COMPLIANCE WITH PLANS OR POLICIES. | 46.72 | 0.86 | 0.40 | 58.70 |
| G | 20 | PROVIDE INFORMATION AND ADVICE ON OFFICIAL POLICIES AND PROCEDURES. | 46.26 | 0.86 | 0.40 | 59.09 |
| E | 16 | EVALUATE UTILIZATION OF RESOURCES. | 48.29 | 0.82 | 0.40 | 59.49 |
| C | 39 | SCHEDULE PLANNING TO MEET REQUIREMENTS OF OPERATIONAL SITUATION. | 41.59 | 0.94 | 0.39 | 59.88 |
| E | 5 | COLLECT DATA THAT REFLECT PERFORMANCE OF ORGANIZATION. | 44.11 | 0.89 | 0.39 | 60.27 |
| G | 28 | REVIEW OR REVISE DIRECTIVES OR REGULATIONS. | 48.81 | 0.80 | 0.39 | 60.66 |
| A | 30 | PRESCRIBE OFFICIAL POLICIES, METHODS, OR PROCEDURES. | 43.95 | 0.88 | 0.39 | 61.05 |
| E | 2 | ANALYZE PLANS FOR CONFORMITY WITH ESTABLISHED POLICY. | 46.07 | 0.83 | 0.38 | 61.43 |
| I | 33 | ACT AS INSTRUCTOR PILOT (FLIGHT EXAMINER). | 12.13 | 3.16 | 0.38 | 61.81 |
| B | 24 | SUPERVISE PREPARATION OF PROGRESS OR ACTIVITY REPORTS. | 44.09 | 0.86 | 0.38 | 62.20 |
| C | 7 | DEVELOP METHODS FOR OBTAINING AND REPORTING INFORMATION. | 45.60 | 0.82 | 0.37 | 62.57 |
| E | 19 | EVALUATE IMPLEMENTATION OF SECURITY MEASURES. | 41.92 | 0.88 | 0.37 | 62.94 |
| A | 22 | MANAGE A SERVICE ACTIVITY. | 25.64 | 1.44 | 0.37 | 63.31 |
| E | 1 | ANALYZE DATA REFLECTING OPERATIONAL EFFECTIVENESS. | 41.29 | 0.89 | 0.37 | 63.67 |
| G | 4 | EXTRACT MANAGEMENT AND OPERATING INFORMATION FROM REPORTS AND STUDIES. | 43.08 | 0.85 | 0.37 | 64.04 |

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|---|---|---|---|---|---|---|
| C | 16 | FORMULATE PLANS AND DIRECTIVES FOR IMPLEMENTING SHORT-TERM OPERATIONS. | 44.90 | 0.81 | 0.36 | 64.40 |
| B | 21 | SUPERVISE INSPECTIONS OF PERSONNEL, FACILITIES, AND EQUIPMENT. | 37.25 | 0.97 | 0.36 | 64.76 |
| G | 41 | WRITE TECHNICAL ARTICLES. | 20.56 | 1.75 | 0.36 | 65.12 |
| H | 2 | ASSIGN PRIORITIES FOR THE COMPLETION OF UNITS OF WORK. | 44.87 | 0.80 | 0.36 | 65.48 |
| F | 2 | COORDINATE ADMINISTRATIVE ACTIONS WITH PARALLEL ORGANIZATIONS. | 43.16 | 0.83 | 0.36 | 65.84 |
| E | 26 | EVALUATE PROPOSALS FOR INCREASING UNIT EFFECTIVENESS. | 46.99 | 0.76 | 0.36 | 66.20 |
| D | 14 | SET UP UNIT POLICIES OR REGULATIONS. | 44.63 | 0.79 | 0.35 | 66.55 |
| B | 25 | SUPERVISE OTHER SUPERVISORS. | 36.06 | 0.98 | 0.35 | 66.91 |
| G | 13 | PREPARE AND SUBMIT PROGRESS REPORTS ON SPECIAL PROJECTS. | 47.34 | 0.75 | 0.35 | 67.26 |
| G | 24 | RECOMMEND REVISIONS OF DIRECTIVES. | 52.33 | 0.67 | 0.35 | 67.61 |
| A | 23 | MANAGE A STAFF ACTIVITY OR AGENCY. | 30.11 | 1.17 | 0.35 | 67.96 |
| A | 13 | DIRECT TEST PLANNING AND SCHEDULING. | 33.78 | 1.03 | 0.35 | 68.31 |
| C | 10 | DEVELOP PROCEDURES OR TECHNIQUES FOR TECHNICAL OPERATIONS. | 33.97 | 1.02 | 0.35 | 68.66 |
| E | 28 | EVALUATE SIGNIFICANCE OF DEVIATIONS FROM STANDARDS. | 41.13 | 0.84 | 0.35 | 69.00 |
| G | 27 | REVIEW MINUTES OF CONFERENCES OR OFFICIAL PROCEEDINGS. | 46.77 | 0.74 | 0.34 | 69.35 |
| I | 21 | ACT AS CLASSIFIED DOCUMENTS CUSTODIAN. | 27.21 | 1.23 | 0.33 | 69.68 |
| G | 31 | REVIEW OR REVISE TECHNICAL ORDERS OR MANUALS. | 32.01 | 1.02 | 0.33 | 70.01 |
| F | 4 | COORDINATE FACILITY OR EQUIPMENT REQUIREMENTS. | 42.67 | 0.76 | 0.33 | 70.33 |
| A | 20 | MAINTAIN A CURRENT STATUS ACCOUNT ON INSPECTIONS AND SURVEYS. | 38.58 | 0.84 | 0.32 | 70.66 |
| E | 7 | CONDUCT TESTS OF MATERIALS OR EQUIPMENT. | 29.73 | 1.09 | 0.32 | 70.98 |
| F | 13 | COORDINATE WORK STANDARDS OR PERFORMANCE CRITERIA. | 42.54 | 0.76 | 0.32 | 71.30 |
| E | 20 | EVALUATE OPERATING OR PERFORMANCE REPORTS. | 42.32 | 0.76 | 0.32 | 71.62 |
| D | 11 | ORGANIZE THE PROCESSING OF INFORMATION. | 39.56 | 0.81 | 0.32 | 71.94 |
| D | 1 | ALLOCATE UNIT RESOURCES (PERSONNEL, MATERIEL, AND FACILITIES). | 39.07 | 0.81 | 0.32 | 72.26 |
| B | 13 | PERFORM PERSONNEL INSPECTIONS. | 35.76 | 0.88 | 0.32 | 72.58 |
| C | 38 | SCHEDULE PLANNING TO MEET HIGHER HEADQUARTERS REQUIREMENTS. | 37.95 | 0.83 | 0.31 | 72.89 |
| C | 14 | FORMULATE IN-HOUSE STUDIES. | 31.93 | 0.98 | 0.31 | 73.20 |
| E | 23 | EVALUATE PLANS FOR IMPLEMENTATION OF ESTABLISHED POLICY. | 42.92 | 0.73 | 0.31 | 73.52 |
| F | 16 | MAINTAIN LIAISON BETWEEN ECHELONS. | 38.44 | 0.80 | 0.31 | 73.82 |
| D | 13 | SCHEDULE USE OF FACILITIES. | 38.82 | 0.79 | 0.31 | 74.13 |
| D | 8 | ORGANIZE SCHEDULING AND PHASING OF TRAINING PROGRAMS. | 38.28 | 0.80 | 0.31 | 74.43 |
| A | 6 | CONDUCT STAFF MEETINGS. | 37.38 | 0.81 | 0.30 | 74.74 |
| F | 20 | PARTICIPATE IN STAFF VISITS. | 36.79 | 0.81 | 0.30 | 75.04 |
| H | 5 | DRAFT PROCEDURES TO IMPLEMENT POLICIES. | 45.36 | 0.66 | 0.30 | 75.33 |
| E | 33 | INSPECT MATERIALS TO DETERMINE QUALITY, QUANTITY, OR COMPLIANCE WITH STANDARDS. | 32.18 | 0.92 | 0.30 | 75.63 |

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| G | 26 | RELAY COMMANDER'S PLANS TO SUBORDINATE UNITS. | 37.38 | 0.78 | 0.29 | 75.92 |
| H | 1 | ASSIGN PRIORITIES FOR PROGRAMS OR PROJECTS. | 40.67 | 0.71 | 0.29 | 76.21 |
| G | 30 | REVIEW OR REVISE TECHNICAL ARTICLES OR MANUSCRIPTS. | 29.25 | 0.99 | 0.29 | 76.50 |
| E | 6 | CONDUCT INSPECTIONS ON SPECIAL SUBJECTS FOR INVESTIGATION. | 37.19 | 0.77 | 0.29 | 76.78 |
| B | 18 | REVIEW PERSONNEL PERFORMANCE AND EFFECTIVENESS REPORTS. | 33.94 | 0.84 | 0.28 | 77.07 |
| I | 1 | ADMINISTER DISCIPLINARY MEASURES. | 38.06 | 0.75 | 0.28 | 77.35 |
| C | 9 | DEVELOP PROCEDURES FOR EVALUATING EFFECTIVENESS AND ECONOMY OF ACTIVITIES. | 38.17 | 0.74 | 0.28 | 77.64 |
| G | 11 | PREPARE AGENDA FOR MEETINGS. | 37.49 | 0.75 | 0.28 | 77.92 |
| G | 32 | REVIEW OR REVISE TRAINING MANUALS OR SYLLABUSES. | 30.85 | 0.90 | 0.28 | 78.20 |
| G | 19 | PRESENT TECHNICAL INFORMATION TO HIGHER ECHELONS. | 35.54 | 0.77 | 0.27 | 78.47 |
| G | 29 | REVIEW OR REVISE OPERATING REPORTS OR STATEMENTS. | 40.37 | 0.67 | 0.27 | 78.74 |
| F | 5 | COORDINATE MANNING OR PERSONNEL REQUIREMENTS. | 39.01 | 0.68 | 0.27 | 79.00 |
| B | 12 | MAKE PERSONNEL ASSIGNMENTS. | 29.33 | 0.90 | 0.26 | 79.27 |
| G | 25 | RECOMMEND SPECIAL PROJECTS OR PROGRAMS. | 42.05 | 0.62 | 0.26 | 79.53 |
| G | 37 | SCREEN ELECTRICALLY TRANSMITTED MESSAGES. | 29.60 | 0.87 | 0.26 | 79.79 |
| I | 26 | ACT AS FLYING TRAINING OFFICER. | 10.77 | 2.35 | 0.25 | 80.04 |
| F | 14 | MAINTAIN LIAISON BETWEEN AF UNIT AND OTHER U.S. GOVERNMENT AGENCIES. | 29.82 | 0.85 | 0.25 | 80.29 |
| C | 6 | DEVELOP IDEAS FOR NEW SERVICES. | 33.51 | 0.75 | 0.25 | 80.54 |
| B | 1 | ASSIGN FACILITIES AND EQUIPMENT. | 32.42 | 0.77 | 0.25 | 80.79 |
| E | 36 | PERFORM RECORDS INSPECTIONS. | 31.82 | 0.79 | 0.25 | 81.04 |
| E | 29 | EVALUATE STATISTICAL REPORTS. | 33.29 | 0.75 | 0.25 | 81.29 |
| I | 18 | ACT AS CERTIFYING OFFICER. | 32.58 | 0.76 | 0.25 | 81.54 |
| A | 33 | PROVIDE CONTRACTORS WITH TECHNICAL INFORMATION AND GUIDANCE. | 23.68 | 1.05 | 0.25 | 81.79 |
| C | 30 | PLAN PROGRESS REPORTS TO HIGHER ECHELONS. | 37.25 | 0.66 | 0.25 | 82.04 |
| C | 5 | DEVELOP IDEAS FOR NEW EQUIPMENT. | 29.95 | 0.82 | 0.25 | 82.28 |
| F | 24 | REPRESENT THE COMMANDER OUTSIDE THE ORGANIZATION. | 33.02 | 0.74 | 0.24 | 82.53 |
| F | 6 | COORDINATE PLAN AND POLICY FORMULATION WITH HIGHER ECHELONS. | 36.84 | 0.66 | 0.24 | 82.77 |
| I | 11 | PARTICIPATE IN MILITARY CEREMONIES (RETREAT, ETC.). | 36.08 | 0.67 | 0.24 | 83.01 |
| G | 40 | WRITE REPORTS OF STAFF STUDIES OR SPECIAL INVESTIGATIONS. | 32.75 | 0.74 | 0.24 | 83.25 |
| G | 18 | PREPARE STAFF STUDIES. | 37.03 | 0.64 | 0.24 | 83.49 |
| I | 6 | EXPLAIN AND INTERPRET UCMJ TO OTHERS. | 24.25 | 0.96 | 0.23 | 83.72 |
| G | 7 | GIVE ORAL REPORTS TO MILITARY ORGANIZATIONS OUTSIDE IMMEDIATE CHAIN OF COMMAND. | 28.97 | 0.79 | 0.23 | 83.96 |
| D | 7 | ORGANIZE REPRODUCTION AND DISTRIBUTION OF DATA OR REPORTS. | 33.99 | 0.67 | 0.23 | 84.18 |
| A | 4 | COMMAND AN AIR FORCE UNIT. | 15.57 | 1.46 | 0.23 | 84.41 |
| B | 10 | INTERVIEW PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT. | 30.66 | 0.74 | 0.23 | 84.64 |

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| I | 22 | ACT AS CLASSIFIED MATERIALS DESTRUCTION OFFICER. | 28.49 | 0.78 | 0.22 | 84.86 |
| F | 25 | SERVE AS THE CHAIRMAN OF A COMMITTEE OR CONFERENCE. | 31.58 | 0.70 | 0.22 | 85.08 |
| B | 7 | EVALUATE PERFORMANCE OF CONTRACTORS. | 22.79 | 0.96 | 0.22 | 85.30 |
| F | 10 | COORDINATE PROGRAM OR PROJECT IMPLEMENTATION WITH HIGHER ECHELONS. | 34.70 | 0.63 | 0.22 | 85.51 |
| C | 13 | FORMULATE FORMAL TRAINING POLICIES. | 29.54 | 0.72 | 0.21 | 85.73 |
| F | 19 | OBTAIN CONCURRENCE FROM PARALLEL ORGANIZATIONS ON USE OF FACILITIES OR RESOURCES. | 34.21 | 0.62 | 0.21 | 85.94 |
| C | 8 | DEVELOP PRACTICAL APPLICATIONS OF BASIC DESIGNS, IDEAS, OR DISCOVERIES. | 24.20 | 0.88 | 0.21 | 86.15 |
| G | 16 | PREPARE REPORTS ON UNIT MANAGEMENT AND OPERATION. | 34.29 | 0.62 | 0.21 | 86.36 |
| A | 2 | APPOINT COMMITTEES TO STUDY PROBLEMS. | 33.51 | 0.63 | 0.21 | 86.58 |
| I | 14 | ACT AS AIRDROME OFFICER. | 14.35 | 1.46 | 0.21 | 86.79 |
| D | 3 | ESTIMATE UNIT MANNING REQUIREMENTS. | 34.02 | 0.61 | 0.21 | 86.99 |
| F | 21 | PARTICIPATE IN TECHNICAL ASSISTANCE VISITS. | 29.08 | 0.71 | 0.21 | 87.20 |
| F | 18 | MAINTAIN LIAISON WITH OTHER COMMANDS. | 28.05 | 0.74 | 0.21 | 87.41 |
| H | 3 | CONDUCT ADMINISTRATIVE INVESTIGATIONS AND INQUIRIES. | 31.44 | 0.65 | 0.20 | 87.61 |
| A | 27 | MONITOR MANAGEMENT IMPROVEMENT STUDIES. | 31.96 | 0.63 | 0.20 | 87.81 |
| E | 24 | EVALUATE PROGRAMS IN TERMS OF AVAILABLE FUNDS. | 27.78 | 0.72 | 0.20 | 88.01 |
| A | 29 | MONITOR SERVICE CONTRACTS | 20.92 | 0.95 | 0.20 | 88.21 |
| I | 10 | PARTICIPATE IN MARCHING FORMATIONS. | 29.16 | 0.67 | 0.20 | 88.41 |
| G | 15 | PREPARE MATERIALS FOR MANUALS. | 25.39 | 0.76 | 0.19 | 88.60 |
| E | 14 | EVALUATE CONTRACT PROPOSALS. | 19.37 | 0.98 | 0.19 | 88.79 |
| H | 10 | IMPLEMENT A CONTROL SYSTEM. | 30.11 | 0.63 | 0.19 | 88.98 |
| C | 21 | PLAN ANALYSIS OF QUANTITATIVE DATA. | 21.00 | 0.90 | 0.19 | 89.17 |
| A | 10 | DIRECT AN AIR FORCE PROGRAM. | 19.72 | 0.96 | 0.19 | 89.36 |
| C | 35 | PREPARE BUDGET ESTIMATES. | 25.77 | 0.70 | 0.18 | 89.54 |
| G | 23 | RECOMMEND RESEARCH STUDIES. | 24.15 | 0.74 | 0.18 | 89.72 |
| D | 10 | ORGANIZE THE PERSONNEL FUNCTIONS OF A UNIT OR ACTIVITY. | 25.85 | 0.69 | 0.18 | 89.90 |
| C | 1 | DESIGN, BUILD, OR MODIFY EQUIPMENT. | 19.94 | 0.89 | 0.18 | 90.07 |
| A | 34 | REVIEW COMPLAINTS AND ACTION REQUESTS OF SUBORDINATE COMMANDERS. | 20.89 | 0.85 | 0.18 | 90.25 |
| D | 5 | MODIFY ORGANIZATIONAL STRUCTURE TO MEET NEW REQUIREMENTS. | 32.58 | 0.54 | 0.18 | 90.43 |
| C | 27 | PLAN MEETINGS ON NEW PROJECTS. | 31.58 | 0.55 | 0.18 | 90.60 |
| E | 12 | EVALUATE UNIT SERVICES. | 28.30 | 0.62 | 0.17 | 90.78 |
| G | 36 | REVIEW SERVICE AND ACTION REQUESTS OF LATERAL AND HIGHER ECHELONS. | 28.81 | 0.60 | 0.17 | 90.95 |
| I | 54 | ACT AS SECURITY OFFICER. | 21.19 | 0.81 | 0.17 | 91.12 |
| A | 11 | DIRECT PREPARATION OF BUDGETS. | 22.11 | 0.77 | 0.17 | 91.29 |
| H | 6 | ESTABLISH A SCHOOL OR FORMAL TRAINING ACTIVITY. | 20.65 | 0.82 | 0.17 | 91.46 |
| I | 57 | ACT AS STANDARDIZATION BOARD MEMBER. | 9.85 | 1.71 | 0.17 | 91.63 |

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|---|---|---|---|---|---|---|
| I | 42 | ACT AS OJT OFFICER. | 20.54 | 0.82 | 0.17 | 91.80 |
| C | 23 | PLAN CONTROL SYSTEMS AND PROCEDURES FOR SPECIALTY AREA. | 23.82 | 0.70 | 0.17 | 91.96 |
| F | 23 | REPORT INTELLIGENCE INFORMATION TO APPROPRIATE AGENCIES. | 14.27 | 1.15 | 0.16 | 92.13 |
| I | 48 | ACT AS PROPERTY (BUILDING, EQUIPMENT) CUSTODIAN. | 22.95 | 0.71 | 0.16 | 92.29 |
| I | 4 | CONDUCT DUTY FORMATIONS. | 19.80 | 0.81 | 0.16 | 92.45 |
| I | 35 | ACT AS INVESTIGATION OFFICER (LOD, SPECIAL INVESTIGATIONS, ETC.). | 21.95 | 0.73 | 0.16 | 92.61 |
| B | 15 | PREPARE CIVILIAN PERFORMANCE RATINGS. | 20.46 | 0.77 | 0.16 | 92.77 |
| A | 35 | SPECIFY COMPONENT PARTS OF MISSION. | 21.49 | 0.72 | 0.16 | 92.93 |
| I | 13 | ACT AS ACCIDENT INVESTIGATION BOARD MEMBER. | 19.15 | 0.81 | 0.16 | 93.08 |
| I | 56 | ACT AS STAFF DUTY OFFICER. | 20.29 | 0.76 | 0.15 | 93.23 |
| C | 4 | DEVELOP FORMATS AND CHARTS FOR MANAGEMENT DATA BOOK. | 25.56 | 0.60 | 0.15 | 93.39 |
| D | 2 | DRAFT ORGANIZATIONAL CHARTS. | 32.28 | 0.47 | 0.15 | 93.54 |
| C | 17 | FORMULATE PLANS FOR OPERATIONS TWO OR MORE YEARS IN ADVANCE. | 24.42 | 0.62 | 0.15 | 93.69 |
| G | 12 | PREPARE AND SUBMIT MANAGEMENT IMPROVEMENT REPORTS. | 30.14 | 0.49 | 0.15 | 93.84 |
| O | 9 | ORGANIZE SERVICE ACTIVITIES IN UNIT. | 21.68 | 0.65 | 0.14 | 93.98 |
| E | 11 | EVALUATE RESEARCH SUPPORT. | 17.72 | 0.79 | 0.14 | 94.12 |
| F | 9 | COORDINATE PLANS OR PROCEDURES FOR ESTABLISHING, DISCONTINUING, OR TRANSFERRING ACTIVITIES. | 26.02 | 0.53 | 0.14 | 94.26 |
| C | 2 | DETERMINE NEED FOR STAFF STUDIES. | 27.24 | 0.51 | 0.14 | 94.40 |
| C | 28 | PLAN PERSONNEL ALLOCATION. | 25.04 | 0.55 | 0.14 | 94.54 |
| E | 9 | EVALUATE BUDGET ESTIMATES. | 20.73 | 0.65 | 0.14 | 94.67 |
| C | 25 | PLAN FISCAL PROGRAM. | 21.30 | 0.62 | 0.13 | 94.80 |
| C | 24 | PLAN DEFENSE AND DISASTER CONTROL PROGRAMS. | 20.94 | 0.63 | 0.13 | 94.94 |
| B | 17 | REVIEW COURTS-MARTIAL OR COURTS OF INQUIRY INVESTIGATIONS. | 11.10 | 1.16 | 0.13 | 95.06 |
| B | 22 | SUPERVISE MAINTENANCE OF CENTRAL DOCUMENTATION FILES. | 19.86 | 0.63 | 0.13 | 95.19 |
| F | 3 | COORDINATE BUDGET ESTIMATES. | 20.46 | 0.61 | 0.13 | 95.32 |
| D | 4 | GROUP PARTS OF AN ORGANIZATION ACCORDING TO FUNCTION. | 24.77 | 0.50 | 0.12 | 95.44 |
| C | 29 | PLAN PROCUREMENT OF MAJOR FACILITIES OR EQUIPMENT. | 19.83 | 0.61 | 0.12 | 95.56 |
| G | 35 | REVIEW REPORTS OF STAFF STUDIES. | 25.39 | 0.47 | 0.12 | 95.68 |
| E | 17 | EVALUATE IMPACT OF LEGISLATION UPON OBJECTIVES AND PROGRAMS. | 17.23 | 0.69 | 0.12 | 95.80 |
| B | 20 | SUPERVISE CONTRACT PERSONNEL. | 13.40 | 0.87 | 0.12 | 95.91 |
| C | 26 | PLAN ITEMS TO BE USED AS INDICATORS OF OPERATIONAL STATUS. | 21.84 | 0.53 | 0.12 | 96.03 |
| H | 7 | ESTABLISH EQUIPMENT STANDARDS. | 19.99 | 0.57 | 0.11 | 96.14 |
| I | 24 | ACT AS DISASTER CONTROL OFFICER. | 15.52 | 0.74 | 0.11 | 96.26 |
| I | 5 | CONDUCT REVIEW OF DRILLS, FORMATIONS, CEREMONIES. | 15.44 | 0.69 | 0.11 | 96.37 |
| I | 34 | ACT AS INVENTORY OFFICER. | 20.13 | 0.53 | 0.11 | 96.47 |
| G | 42 | WRITE TECHNICAL ORDERS. | 8.38 | 1.22 | 0.10 | 96.57 |
| F | 15 | MAINTAIN LIAISON BETWEEN AN AF UNIT AND FOREIGN AGENCIES. | 12.21 | 0.82 | 0.10 | 96.68 |

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| B | 23 | SUPERVISE PREPARATION OF FISCAL SUMMARY REPORTS. | 16.06 | 0.62 | 0.10 | 96.78 |
| I | 52 | ACT AS SAVINGS BOND PROJECT OFFICER. | 15.03 | 0.66 | 0.10 | 96.87 |
| C | 18 | FORMULATE POLICIES FOR DATA PROCESSING PROGRAMS. | 11.42 | 0.86 | 0.10 | 96.97 |
| H | 17 | INITIATE REQUISITIONS INVOLVING VALUES OF $5000 OR MORE. | 16.68 | 0.58 | 0.10 | 97.07 |
| I | 37 | ACT AS MEMBER OF COURTS MARTIAL. | 14.92 | 0.64 | 0.10 | 97.16 |
| A | 31 | PRESCRIBE RELATIONSHIPS BETWEEN DIRECTORATES, DIVISIONS, OR OTHER STAFF GROUPS. | 16.55 | 0.57 | 0.09 | 97.26 |
| C | 22 | PLAN AND ALLOCATE RESOURCES FOR EVALUATION OF NEW IDEAS. | 19.91 | 0.46 | 0.09 | 97.35 |
| I | 28 | ACT AS GROUND SAFETY OFFICER. | 11.26 | 0.80 | 0.09 | 97.44 |
| I | 60 | ACT AS TOP SECRET CONTROL OFFICER. | 9.22 | 0.98 | 0.09 | 97.53 |
| A | 32 | PRESCRIBE RELATIONSHIPS OF STAFF AND SUBORDINATE COMMANDS. | 14.35 | 0.61 | 0.09 | 97.62 |
| I | 7 | LEAD MILITARY CEREMONIES. | 16.06 | 0.51 | 0.08 | 97.70 |
| I | 58 | ACT AS SUPPLY OFFICER. | 8.00 | 1.01 | 0.08 | 97.78 |
| I | 3 | CONDUCT DRILL. | 11.39 | 0.69 | 0.08 | 97.86 |
| I | 15 | ACT AS ATHLETIC OR RECREATION OFFICER. | 10.39 | 0.74 | 0.08 | 97.94 |
| I | 47 | ACT AS PROMOTION BOARD MEMBER. | 16.55 | 0.46 | 0.08 | 98.01 |
| I | 49 | ACT AS PUBLICATIONS AND DISTRIBUTION OFFICER. | 9.14 | 0.83 | 0.08 | 98.09 |
| I | 20 | ACT AS CLASSIFICATION BOARD MEMBER. | 15.36 | 0.49 | 0.07 | 98.17 |
| C | 12 | FORMULATE AND DISSEMINATE COMMAND PROGRAM AUTHORIZATIONS. | 13.89 | 0.53 | 0.07 | 98.24 |
| E | 35 | MAKE MANPOWER SURVEYS. | 16.41 | 0.45 | 0.07 | 98.31 |
| E | 27 | EVALUATE REQUESTS FOR EMERGENCY FUNDS. | 14.49 | 0.50 | 0.07 | 98.39 |
| I | 64 | ACT AS VOTING OFFICER. | 9.09 | 0.78 | 0.07 | 98.46 |
| C | 20 | MAKE PLANS BASED ON DOD TRENDS TOWARD UNIFIED RESPONSIBILITY AND MANAGEMENT. | 13.73 | 0.47 | 0.07 | 98.52 |
| I | 12 | PREFER CHARGES UNDER UCMJ. | 12.75 | 0.51 | 0.06 | 98.59 |
| I | 29 | ACT AS HISTORICAL OFFICER | 11.48 | 0.55 | 0.06 | 98.65 |
| I | 50 | ACT AS RECORDS MANAGEMENT OFFICER. | 11.77 | 0.53 | 0.06 | 98.71 |
| I | 31 | ACT AS INFORMATION OFFICER. | 7.87 | 0.79 | 0.06 | 98.77 |
| I | 62 | ACT AS UNIT FUND CUSTODIAN. | 7.33 | 0.84 | 0.06 | 98.83 |
| I | 51 | ACT AS REPORT OF SURVEY OFFICER. | 12.59 | 0.48 | 0.06 | 98.90 |
| C | 31 | PLAN RECRUITMENT OF PERSONNEL. | 10.15 | 0.59 | 0.06 | 98.95 |
| E | 34 | MAKE FINANCIAL AUDITS. | 8.17 | 0.69 | 0.06 | 99.01 |
| F | 22 | PREPARE MEMORANDA FOR THE CHIEF OF STAFF. | 8.82 | 0.63 | 0.06 | 99.07 |
| G | 8 | GIVE RADIO OR TELEVISION PRESENTATIONS. | 7.27 | 0.75 | 0.05 | 99.12 |
| I | 40 | ACT AS OFFICERS CLUB BOARD OF GOVERNORS MEMBER. | 7.03 | 0.78 | 0.05 | 99.18 |
| G | 34 | REVIEW PRESS RELEASES FOR TECHNICAL ACCURACY. | 10.23 | 0.53 | 0.05 | 99.23 |
| H | 8 | ESTABLISH OR DISCONTINUE A SERVICE ACTIVITY. | 12.34 | 0.43 | 0.05 | 99.28 |
| G | 38 | WRITE CONTRACTS FOR BIDDING BY CIVILIAN AGENCIES. | 6.73 | 0.78 | 0.05 | 99.34 |
| I | 43 | ACT AS PAY OFFICER (CLASS 'A' AGENT). | 7.43 | 0.66 | 0.05 | 99.38 |
| I | 61 | ACT AS UNIT FIRE WARDEN (MARSHALL) | 8.38 | 0.57 | 0.05 | 99.43 |
| I | 45 | ACT AS PHYSICAL TRAINING OFFICER. | 7.60 | 0.60 | 0.05 | 99.48 |

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| I | 38 | ACT AS MOBILITY OFFICER. | 5.24 | 0.83 | 0.04 | 99.52 |
| I | 59 | ACT AS TEST CONTROL OFFICER. | 5.70 | 0.75 | 0.04 | 99.56 |
| I | 36 | ACT AS LIBRARY OFFICER. | 3.23 | 1.20 | 0.04 | 99.60 |
| I | 23 | ACT AS CONSERVATION OFFICER. | 6.62 | 0.57 | 0.04 | 99.64 |
| I | 55 | ACT AS SMALL ARMS MARKSMANSHIP TRAINING OFFICER. | 5.37 | 0.64 | 0.03 | 99.68 |
| I | 32 | ACT AS INSPECTOR, EMERGENCY MEDICAL TREATMENT UNIT. | 4.96 | 0.69 | 0.03 | 99.71 |
| I | 25 | ACT AS DISCHARGE BOARD MEMBER. | 4.69 | 0.72 | 0.03 | 99.74 |
| I | 17 | ACT AS CBR TEAM COMMANDER. | 4.58 | 0.70 | 0.03 | 99.78 |
| I | 30 | ACT AS INCENTIVE AWARDS COMMITTEE MEMBER. | 6.81 | 0.[illegible]6 | 0.03 | 99.81 |
| H | 9 | ESTABLISH OR DISCONTINUE AN INSTALLATION OR FACILITY. | 6.78 | 0.44 | 0.03 | 99.84 |
| I | 63 | ACT AS UNIT RETENTION OFFICER. | 6.08 | 0.45 | 0.03 | 99.86 |
| I | 27 | ACT AS FOOD SERVICES OFFICER. | 1.95 | 1.12 | 0.02 | 99.89 |
| I | 44 | ACT AS PERSONAL AFFAIRS OFFICER. | 4.23 | 0.44 | 0.02 | 99.90 |
| I | 39 | ACT AS MORTUARY (CASUALTY) OFFICER. | 2.98 | 0.59 | 0.02 | 99.92 |
| I | 46 | ACT AS POSTAL OFFICER. | 2.74 | 0.52 | 0.01 | 99.94 |
| I | 16 | ACT AS BILLETING OFFICER. | 1.82 | 0.53 | 0.01 | 99.95 |
| I | 53 | ACT AS SECRETARY-TREASURER, OFFICERS OPEN MESS. | 0.90 | 0.50 | 0.00 | 99.95 |

SPL005

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

DUTY JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 1752
OFFICERS IN GRADE OF 1ST LIEUTENANT

| O-TSK | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS..... | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING.... | PERCENT OF MEMBERS PERFORMING..... |
|---|---|---|---|---|---|
| G | COMMUNICATING TASKS | 96.52 | 18.78 | 18.13 | 18.13 |
| A | COMMANDING AND DIRECTING | 89.16 | 16.73 | 14.92 | 33.05 |
| I | OTHER TASKS AND DUTIES | 95.72 | 13.70 | 13.12 | 46.17 |
| E | EVALUATING TASKS | 87.04 | 14.79 | 12.88 | 59.04 |
| B | SUPERVISING | 88.18 | 14.49 | 12.78 | 71.82 |
| C | PLANNING TASKS | 86.76 | 12.57 | 10.91 | 82.73 |
| F | COORDINATING TASKS | 84.42 | 8.68 | 7.33 | 90.05 |
| H | IMPLEMENTING TASKS | 83.85 | 7.05 | 5.91 | 95.96 |
| D | ORGANIZING TASKS | 74.26 | 5.37 | 3.99 | 99.95 |

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

TASK JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 1752
OFFICERS IN GRADE OF 1ST LIEUTENANT

| D-TSK | | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|---|
| G | 21 | READ TECHNICAL PERIODICALS, REPORTS, OR BOOKS. | 73.06 | 3.52 | 2.57 | 2.57 |
| G | 1 | BRIEF SUBORDINATE PERSONNEL. | 77.11 | 2.07 | 1.60 | 4.17 |
| G | 6 | GIVE ORAL REPORTS OR BRIEFINGS TO SUPERIOR OFFICERS. | 76.83 | 2.00 | 1.54 | 5.71 |
| I | 2 | ATTEND DUTY FORMATIONS | 58.39 | 2.61 | 1.52 | 7.23 |
| B | 8 | EXERCISE DIRECT SUPERVISION OF WORK IN CAREER AREA. | 60.50 | 2.08 | 1.26 | 8.49 |
| B | 11 | MAINTAIN CONTROL THROUGH PERSONAL OBSERVATION. | 66.55 | 1.79 | 1.19 | 9.68 |
| B | 3 | COUNSEL SUBORDINATES ON PERFORMANCE OR PROFESSIONAL DEVELOPMENT. | 67.41 | 1.66 | 1.12 | 10.80 |
| A | 16 | INTERPRET OR SUPPLEMENT ORDERS, DIRECTIVES, OR PROCEDURES. | 67.18 | 1.63 | 1.09 | 11.89 |
| A | 15 | INTERPRET CONCEPTS OR POLICIES. | 66.38 | 1.62 | 1.07 | 12.96 |
| G | 9 | PARTICIPATE IN CONFERENCES OR BRIEFINGS. | 67.29 | 1.57 | 1.06 | 14.02 |
| I | 9 | PARTICIPATE IN INDIVIDUAL SPORTS. | 50.34 | 1.97 | 0.99 | 15.01 |
| G | 17 | PREPARE ORAL AND WRITTEN BRIEFINGS. | 63.76 | 1.54 | 0.98 | 16.00 |
| I | 8 | PARTICIPATE IN GROUP SPORTS. | 46.86 | 2.06 | 0.97 | 16.96 |
| G | 2 | DRAFT CORRESPONDENCE FOR OFFICIAL SIGNATURE. | 64.10 | 1.43 | 0.92 | 17.88 |
| A | 21 | MAKE INDEPENDENT MANAGERIAL DECISIONS. | 64.90 | 1.40 | 0.91 | 18.79 |
| A | 24 | MANAGE FACILITIES OR EQUIPMENT. | 54.39 | 1.66 | 0.90 | 19.69 |
| H | 4 | CONDUCT CLASSROOM OR ON-THE-JOB TRAINING. | 44.63 | 1.98 | 0.88 | 20.57 |
| B | 9 | FIX RESPONSIBILITY. | 59.47 | 1.44 | 0.86 | 21.43 |
| E | 8 | DETECT OPERATING DEFICIENCIES. | 57.13 | 1.41 | 0.80 | 22.24 |
| C | 37 | PROVIDE COMMANDER WITH TECHNICAL ADVICE, PLANS, OR RECOMMENDATIONS. | 60.56 | 1.32 | 0.80 | 23.03 |
| A | 9 | DIRECT A SPECIAL PROJECT. | 54.22 | 1.44 | 0.78 | 23.81 |
| B | 4 | COUNSEL SUBORDINATES ON PERSONAL AFFAIRS OR PROBLEMS. | 62.27 | 1.23 | 0.77 | 24.58 |
| A | 12 | DIRECT PREPARATION OF STUDIES, SUMMARIES, OR REPORTS. | 58.11 | 1.32 | 0.77 | 25.34 |
| B | 6 | EVALUATE INDIVIDUALS FOR PROMOTION AND UPGRADING. | 55.54 | 1.31 | 0.73 | 26.07 |
| G | 5 | GIVE LECTURES. | 51.83 | 1.39 | 0.72 | 26.79 |
| B | 5 | DEAL DIRECTLY WITH DISCIPLINE PROBLEMS. | 57.71 | 1.24 | 0.72 | 27.51 |

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| B | 26 | SUPERVISE TRAINING. | 52.74 | 1.34 | 0.71 | 28.21 |
| I | 41 | ACT AS OFFICER OF THE DAY. | 46.00 | 1.54 | 0.71 | 28.92 |
| E | 13 | EVALUATE COMPLETENESS, RELIABILITY, AND SIGNIFICANCE OF INFORMATION. | 51.88 | 1.31 | 0.68 | 29.60 |
| I | 19 | ACT AS CHARITY DRIVES PROJECT OFFICER (AF AID, RED CROSS, UNITED FUND). | 54.05 | 1.21 | 0.65 | 30.26 |
| E | 3 | ANALYZE REPORTS. | 56.96 | 1.15 | 0.65 | 30.91 |
| F | 1 | COORDINATE ACTION REQUIRED TO RESOLVE SPECIFIC PROBLEMS WITHIN AN ORGANIZATION. | 57.88 | 1.13 | 0.65 | 31.56 |
| E | 32 | INSPECT FACILITIES OR EQUIPMENT. | 49.14 | 1.31 | 0.64 | 32.21 |
| C | 36 | PREPARE PLANS FOR APPROVAL BY SUPERIORS. | 58.39 | 1.06 | 0.62 | 32.82 |
| H | 12 | IMPLEMENT DIRECTED PLANS. | 50.46 | 1.20 | 0.61 | 33.43 |
| A | 14 | IDENTIFY KEY POINTS OF CONTROL THAT REQUIRE CLOSE SUPERVISION. | 52.05 | 1.16 | 0.60 | 34.03 |
| E | 4 | ANALYZE QUANTITATIVE INFORMATION. | 45.38 | 1.32 | 0.60 | 34.63 |
| A | 26 | MONITOR AN AIR FORCE PROGRAM OR PROJECT. | 39.84 | 1.48 | 0.59 | 35.22 |
| A | 7 | DEVELOP STANDARDS OR SPECIFICATIONS. | 50.46 | 1.15 | 0.58 | 35.80 |
| H | 14 | IMPLEMENT POLICIES BY ORDER OR REGULATION. | 51.08 | 1.11 | 0.57 | 36.37 |
| G | 33 | REVIEW OUTGOING CORRESPONDENCE. | 52.63 | 1.08 | 0.57 | 36.94 |
| C | 11 | DISCOVER AND APPLY METHODS TO FACILITATE PERFORMANCE. | 51.43 | 1.09 | 0.56 | 37.50 |
| H | 16 | INITIATE REQUISITIONS FOR MINOR MATERIALS OR EQUIPMENT. | 50.00 | 1.10 | 0.55 | 38.05 |
| B | 14 | PREPARE AIRMAN PERFORMANCE REPORTS. | 49.37 | 1.11 | 0.55 | 38.59 |
| B | 2 | CONDUCT TESTS OR EXAMINATIONS OF PERSONNEL. | 37.79 | 1.45 | 0.55 | 39.14 |
| C | 15 | FORMULATE OFFICE INSTRUCTIONS AND PROCEDURES. | 54.17 | 1.01 | 0.55 | 39.69 |
| I | 10 | PARTICIPATE IN MARCHING FORMATIONS. | 32.53 | 1.67 | 0.54 | 40.23 |
| A | 17 | ISSUE ORDERS AND INSTRUCTIONS IN THE NAME OF THE COMMANDER. | 44.58 | 1.20 | 0.53 | 40.77 |
| C | 3 | DETERMINE REQUIREMENTS FOR MATERIEL OR EQUIPMENT. | 50.57 | 1.05 | 0.53 | 41.30 |
| E | 21 | EVALUATE OPERATIONAL PROCEDURES. | 48.86 | 1.08 | 0.53 | 41.83 |
| A | 18 | ISSUE DIRECTIVES, ORDERS, LETTERS, SCHEDULES, OR MANUALS. | 48.74 | 1.07 | 0.52 | 42.35 |
| F | 26 | SERVE ON A COMMITTEE. | 53.20 | 0.97 | 0.51 | 42.86 |
| D | 12 | ORGANIZE WORK OF UNIT AND SCHEDULE WORK FLOW. | 46.00 | 1.11 | 0.51 | 43.37 |
| F | 12 | COORDINATE THE IMPLEMENTATION OF METHODS AND PROCEDURES. | 54.11 | 0.94 | 0.51 | 43.88 |
| G | 22 | RECOMMEND PLANS OR POLICIES. | 55.14 | 0.92 | 0.51 | 44.38 |
| A | 3 | ASSIGN AND ADJUST PRIORITIES. | 47.66 | 1.06 | 0.51 | 44.89 |
| A | 19 | MAINTAIN CONTROL THROUGH ANALYSIS OF REPORTS. | 47.83 | 1.05 | 0.50 | 45.39 |
| A | 1 | ACT IN PLACE OF COMMANDER OR DIRECTOR. | 35.90 | 1.40 | 0.50 | 45.89 |
| H | 13 | IMPLEMENT IMPROVEMENTS IN WORK STANDARDS OR PROCEDURES. | 53.25 | 0.94 | 0.50 | 46.40 |
| C | 33 | PLAN UNIT WORK FLOW, SCHEDULES, AND PROCEDURES. | 48.97 | 1.01 | 0.50 | 46.89 |
| F | 7 | COORDINATE PLANNING AND PREPARATION OF REPORTS. | 52.40 | 0.94 | 0.49 | 47.39 |
| A | 25 | MANAGE REAL PROPERTY. | 31.79 | 1.55 | 0.49 | 47.88 |
| C | 34 | PLAN USE OF FACILITIES OR EQUIPMENT. | 49.94 | 0.98 | 0.49 | 48.37 |

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| I | 21 | ACT AS CLASSIFIED DOCUMENTS CUSTODIAN. | 29.00 | 1.67 | 0.48 | 48.85 |
| E | 19 | EVALUATE IMPLEMENTATION OF SECURITY MEASURES. | 44.75 | 1.08 | 0.48 | 49.33 |
| E | 10 | EVALUATE FACILITIES AND EQUIPMENT. | 45.21 | 1.04 | 0.47 | 49.80 |
| B | 25 | SUPERVISE OTHER SUPERVISORS. | 37.16 | 1.21 | 0.45 | 50.25 |
| H | 11 | IMPLEMENT A DIRECTED PROJECT OR PROGRAM. | 44.35 | 1.01 | 0.45 | 50.70 |
| B | 19 | STUDY WORK FLOW FOR WORK SIMPLIFICATION AND ECONOMY. | 48.46 | 0.92 | 0.45 | 51.15 |
| H | 15 | IMPLEMENT WORK STANDARDS, SYSTEMS, OR REQUIREMENTS. | 46.12 | 0.96 | 0.44 | 51.59 |
| I | 11 | PARTICIPATE IN MILITARY CEREMONIES (RETREAT, ETC.). | 38.87 | 1.13 | 0.44 | 52.03 |
| D | 6 | ORGANIZE EQUIPMENT AND FACILITIES TO ACCOMPLISH UNIT MISSION. | 45.83 | 0.95 | 0.44 | 52.47 |
| E | 1 | ANALYZE DATA REFLECTING OPERATIONAL EFFECTIVENESS. | 40.18 | 1.07 | 0.43 | 52.90 |
| C | 7 | DEVELOP METHODS FOR OBTAINING AND REPORTING INFORMATION. | 45.78 | 0.94 | 0.43 | 53.33 |
| E | 15 | EVALUATE METHODS OR PROCEDURES FOR OPERATION OR TRAINING. | 45.66 | 0.94 | 0.43 | 53.75 |
| A | 8 | DIRECT A PHASE OF AN AIR FORCE PROGRAM. | 36.82 | 1.16 | 0.43 | 54.18 |
| E | 5 | COLLECT DATA THAT REFLECT PERFORMANCE OF ORGANIZATION. | 42.07 | 1.00 | 0.42 | 54.60 |
| G | 3 | EDIT COPY FOR PUBLICATION. | 39.78 | 1.04 | 0.41 | 55.02 |
| F | 17 | MAINTAIN LIAISON BETWEEN UNITS IN AN ORGANIZATION. | 43.66 | 0.94 | 0.41 | 55.43 |
| E | 2 | ANALYZE PLANS FOR CONFORMITY WITH ESTABLISHED POLICY. | 44.63 | 0.91 | 0.41 | 55.83 |
| E | 18 | EVALUATE IMPLEMENTATION OF SAFETY MEASURES | 40.58 | 1.00 | 0.41 | 56.24 |
| F | 11 | COORDINATE THE IMPLEMENTATION OF DIRECTIVES. | 48.86 | 0.83 | 0.41 | 56.65 |
| G | 14 | PREPARE INSTRUCTIONAL MATERIALS. | 35.39 | 1.13 | 0.40 | 57.05 |
| F | 8 | COORDINATE PLANNING OR CONDUCT OF TRAINING. | 42.87 | 0.93 | 0.40 | 57.44 |
| B | 13 | PERFORM PERSONNEL INSPECTIONS. | 39.44 | 1.01 | 0.40 | 57.84 |
| B | 24 | SUPERVISE PREPARATION OF PROGRESS OR ACTIVITY REPORTS. | 42.69 | 0.93 | 0.40 | 58.24 |
| E | 22 | EVALUATE OVER-ALL EFFECTIVENESS OF A PROGRAM OR PROJECT. | 45.55 | 0.87 | 0.39 | 58.63 |
| I | 1 | ADMINISTER DISCIPLINARY MEASURES. | 40.87 | 0.96 | 0.39 | 59.02 |
| A | 28 | MONITOR PROGRESS AND CONDUCT OF TESTS. | 35.05 | 1.11 | 0.39 | 59.41 |
| G | 39 | WRITE REGULATIONS, DIRECTIVES, OR SOPS. | 47.89 | 0.80 | 0.38 | 59.80 |
| E | 25 | EVALUATE PROGRESS TOWARD UNIT OBJECTIVES. | 45.32 | 0.84 | 0.38 | 60.18 |
| E | 31 | EVALUATE UNIT COMPLIANCE WITH PLANS OR POLICIES. | 44.75 | 0.85 | 0.38 | 60.56 |
| C | 39 | SCHEDULE PLANNING TO MEET REQUIREMENTS OF OPERATIONAL SITUATION. | 40.24 | 0.95 | 0.38 | 60.94 |
| H | 2 | ASSIGN PRIORITIES FOR THE COMPLETION OF UNITS OF WORK. | 43.38 | 0.88 | 0.38 | 61.32 |
| A | 20 | MAINTAIN A CURRENT STATUS ACCOUNT ON INSPECTIONS AND SURVEYS. | 39.44 | 0.96 | 0.38 | 61.70 |
| E | 16 | EVALUATE UTILIZATION OF RESOURCES. | 46.46 | 0.81 | 0.38 | 62.08 |
| F | 2 | COORDINATE ADMINISTRATIVE ACTIONS WITH PARALLEL ORGANIZATIONS. | 42.01 | 0.89 | 0.37 | 62.45 |
| C | 19 | FORMULATE POLICIES FOR YOUR ORGANIZATION. | 45.55 | 0.82 | 0.37 | 62.82 |
| B | 12 | MAKE PERSONNEL ASSIGNMENTS. | 32.93 | 1.13 | 0.37 | 63.19 |
| G | 13 | PREPARE AND SUBMIT PROGRESS REPORTS ON SPECIAL PROJECTS. | 45.43 | 0.82 | 0.37 | 63.56 |

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| B | 21 | SUPERVISE INSPECTIONS OF PERSONNEL, FACILITIES, AND EQUIPMENT. | 38.07 | 0.97 | 0.37 | 63.93 |
| F | 4 | COORDINATE FACILITY OR EQUIPMENT REQUIREMENTS. | 42.12 | 0.86 | 0.36 | 64.30 |
| G | 4 | EXTRACT MANAGEMENT AND OPERATING INFORMATION FROM REPORTS AND STUDIES. | 41.50 | 0.88 | 0.36 | 64.66 |
| E | 7 | CONDUCT TESTS OF MATERIALS OR EQUIPMENT. | 28.71 | 1.26 | 0.36 | 65.02 |
| D | 11 | ORGANIZE THE PROCESSING OF INFORMATION. | 40.01 | 0.89 | 0.36 | 65.38 |
| G | 20 | PROVIDE INFORMATION AND ADVICE ON OFFICIAL POLICIES AND PROCEDURES. | 41.67 | 0.85 | 0.35 | 65.73 |
| C | 32 | PLAN TRAINING PROGRAMS. | 40.81 | 0.87 | 0.35 | 66.09 |
| D | 14 | SET UP UNIT POLICIES OR REGULATIONS. | 42.29 | 0.84 | 0.35 | 66.44 |
| G | 10 | PARTICIPATE IN SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 22.03 | 1.60 | 0.35 | 66.79 |
| E | 30 | EVALUATE TRAINING METHODS. | 40.41 | 0.87 | 0.35 | 67.15 |
| A | 33 | PROVIDE CONTRACTORS WITH TECHNICAL INFORMATION AND GUIDANCE. | 25.17 | 1.39 | 0.35 | 67.49 |
| E | 28 | EVALUATE SIGNIFICANCE OF DEVIATIONS FROM STANDARDS. | 39.95 | 0.87 | 0.35 | 67.84 |
| C | 16 | FORMULATE PLANS AND DIRECTIVES FOR IMPLEMENTING SHORT-TERM OPERATIONS. | 42.24 | 0.82 | 0.35 | 68.19 |
| C | 10 | DEVELOP PROCEDURES OR TECHNIQUES FOR TECHNICAL OPERATIONS. | 32.82 | 1.05 | 0.34 | 68.53 |
| E | 20 | EVALUATE OPERATING OR PERFORMANCE REPORTS. | 41.38 | 0.82 | 0.34 | 68.87 |
| A | 30 | PRESCRIBE OFFICIAL POLICIES, METHODS, OR PROCEDURES. | 38.98 | 0.87 | 0.34 | 69.21 |
| I | 22 | ACT AS CLASSIFIED MATERIALS DESTRUCTION OFFICER. | 33.45 | 1.00 | 0.34 | 69.55 |
| E | 26 | EVALUATE PROPOSALS FOR INCREASING UNIT EFFECTIVENESS. | 44.35 | 0.75 | 0.33 | 69.88 |
| B | 18 | REVIEW PERSONNEL PERFORMANCE AND EFFECTIVENESS REPORTS. | 35.73 | 0.92 | 0.33 | 70.21 |
| B | 7 | EVALUATE PERFORMANCE OF CONTRACTORS. | 23.46 | 1.40 | 0.33 | 70.54 |
| D | 1 | ALLOCATE UNIT RESOURCES (PERSONNEL, MATERIEL, AND FACILITIES). | 38.87 | 0.84 | 0.33 | 70.86 |
| F | 13 | COORDINATE WORK STANDARDS OR PERFORMANCE CRITERIA. | 41.04 | 0.79 | 0.33 | 71.19 |
| E | 33 | INSPECT MATERIALS TO DETERMINE QUALITY, QUANTITY, OR COMPLIANCE WITH STANDARDS. | 30.99 | 1.01 | 0.31 | 71.50 |
| A | 22 | MANAGE A SERVICE ACTIVITY. | 24.94 | 1.24 | 0.31 | 71.81 |
| A | 13 | DIRECT TEST PLANNING AND SCHEDULING. | 30.99 | 0.99 | 0.31 | 72.12 |
| G | 31 | REVIEW OR REVISE TECHNICAL ORDERS OR MANUALS. | 26.03 | 1.18 | 0.31 | 72.42 |
| I | 54 | ACT AS SECURITY OFFICER. | 24.83 | 1.22 | 0.30 | 72.72 |
| D | 13 | SCHEDULE USE OF FACILITIES. | 37.44 | 0.81 | 0.30 | 73.03 |
| H | 1 | ASSIGN PRIORITIES FOR PROGR S OR PROJECTS. | 38.53 | 0.78 | 0.30 | 73.33 |
| F | 5 | COORDINATE MANNING OR PERSONNEL REQUIREMENTS. | 39.44 | 0.75 | 0.30 | 73.62 |
| G | 28 | REVIEW OR REVISE DIRECTIVES OR REGULATIONS. | 39.21 | 0.75 | 0.29 | 73.92 |
| C | 38 | SCHEDULE PLANNING TO MEET HIGHER HEADQUARTERS REQUIREMENTS. | 36.64 | 0.80 | 0.29 | 74.21 |
| C | 1 | DESIGN, BUILD, OR MODIFY EQUIPMENT. | 20.72 | 1.41 | 0.29 | 74.50 |
| G | 27 | REVIEW MINUTES OF CONFERENCES OR OFFICIAL PROCEEDINGS. | 38.70 | 0.75 | 0.29 | 74.79 |

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| G | 24 | RECOMMEND REVISIONS OF DIRECTIVES. | 41.95 | 0.69 | 0.29 | 75.08 |
| E | 6 | CONDUCT INSPECTIONS ON SPECIAL SUBJECTS FOR INVESTIGATION. | 36.36 | 0.80 | 0.29 | 75.37 |
| I | 6 | EXPLAIN AND INTERPRET UCMJ TO OTHERS. | 24.26 | 1.19 | 0.29 | 75.66 |
| C | 9 | DEVELOP PROCEDURES FOR EVALUATING EFFECTIVENESS AND ECONOMY OF ACTIVITIES. | 36.64 | 0.79 | 0.29 | 75.95 |
| G | 19 | PRESENT TECHNICAL INFORMATION TO HIGHER ECHELONS. | 32.36 | 0.89 | 0.29 | 76.24 |
| B | 1 | ASSIGN FACILITIES AND EQUIPMENT. | 32.88 | 0.88 | 0.29 | 76.53 |
| I | 48 | ACT AS PROPERTY (BUILDING, EQUIPMENT) CUSTODIAN. | 28.77 | 0.99 | 0.28 | 76.81 |
| D | 7 | ORGANIZE REPRODUCTION AND DISTRIBUTION OF DATA OR REPORTS. | 35.50 | 0.80 | 0.28 | 77.09 |
| E | 29 | EVALUATE STATISTICAL REPORTS. | 33.11 | 0.85 | 0.28 | 77.37 |
| G | 26 | RELAY COMMANDER'S PLANS TO SUBORDINATE UNITS. | 34.42 | 0.81 | 0.28 | 77.65 |
| H | 5 | DRAFT PROCEDURES TO IMPLEMENT POLICIES. | 42.29 | 0.66 | 0.28 | 77.93 |
| G | 37 | SCREEN ELECTRICALLY TRANSMITTED MESSAGES. | 26.54 | 1.05 | 0.28 | 78.21 |
| C | 30 | PLAN PROGRESS REPORTS TO HIGHER ECHELONS. | 38.41 | 0.72 | 0.28 | 78.49 |
| D | 8 | ORGANIZE SCHEDULING AND PHASING OF TRAINING PROGRAMS. | 35.96 | 0.77 | 0.28 | 78.76 |
| E | 23 | EVALUATE PLANS FOR IMPLEMENTATION OF ESTABLISHED POLICY. | 40.58 | 0.68 | 0.27 | 79.04 |
| C | 21 | PLAN ANALYSIS OF QUANTITATIVE DATA. | 23.29 | 1.16 | 0.27 | 79.31 |
| C | 8 | DEVELOP PRACTICAL APPLICATIONS OF BASIC DESIGNS, IDEAS, OR DISCOVERIES. | 25.11 | 1.07 | 0.27 | 79.58 |
| C | 14 | FORMULATE IN-HOUSE STUDIES. | 28.65 | 0.92 | 0.26 | 79.84 |
| C | 6 | DEVELOP IDEAS FOR NEW SERVICES. | 32.42 | 0.80 | 0.26 | 80.10 |
| C | 5 | DEVELOP IDEAS FOR NEW EQUIPMENT. | 28.20 | 0.91 | 0.26 | 80.36 |
| I | 56 | ACT AS STAFF DUTY OFFICER. | 19.75 | 1.28 | 0.25 | 80.61 |
| F | 16 | MAINTAIN LIAISON BETWEEN ECHELONS. | 32.25 | 0.78 | 0.25 | 80.86 |
| A | 23 | MANAGE A STAFF ACTIVITY OR AGENCY. | 22.83 | 1.10 | 0.25 | 81.11 |
| I | 18 | ACT AS CERTIFYING OFFICER. | 28.71 | 0.86 | 0.25 | 81.36 |
| A | 29 | MONITOR SERVICE CONTRACTS | 19.63 | 1.26 | 0.25 | 81.61 |
| E | 14 | EVALUATE CONTRACT PROPOSALS. | 18.78 | 1.30 | 0.24 | 81.85 |
| F | 14 | MAINTAIN LIAISON BETWEEN AF UNIT AND OTHER U.S. GOVERNMENT AGENCIES. | 25.29 | 0.95 | 0.24 | 82.09 |
| G | 29 | REVIEW OR REVISE OPERATING REPORTS OR STATEMENTS. | 36.36 | 0.66 | 0.24 | 82.33 |
| G | 32 | REVIEW OR REVISE TRAINING MANUALS OR SYLLABUSES. | 23.74 | 0.99 | 0.23 | 82.57 |
| E | 36 | PERFORM RECORDS INSPECTIONS. | 29.62 | 0.79 | 0.23 | 82.80 |
| D | 3 | ESTIMATE UNIT MANNING REQUIREMENTS. | 34.59 | 0.67 | 0.23 | 83.03 |
| H | 10 | IMPLEMENT A CONTROL SYSTEM. | 30.88 | 0.74 | 0.23 | 83.26 |
| F | 19 | OBTAIN CONCURRENCE FROM PARALLEL ORGANIZATIONS ON USE OF FACILITIES OR RESOURCES. | 33.85 | 0.68 | 0.23 | 83.49 |
| G | 25 | RECOMMEND SPECIAL PROJECTS OR PROGRAMS. | 35.84 | 0.62 | 0.22 | 83.71 |
| G | 30 | REVIEW OR REVISE TECHNICAL ARTICLES OR MANUSCRIPTS. | 24.37 | 0.90 | 0.22 | 83.93 |
| I | 42 | ACT AS UJT OFFICER. | 23.63 | 0.92 | 0.22 | 84.15 |
| O | 10 | ORGANIZE THE PERSONNEL FUNCTIONS OF A UNIT OR ACTIVITY. | 27.17 | 0.80 | 0.22 | 84.37 |

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| F | 6 | COORDINATE PLAN AND POLICY FORMULATION WITH HIGHER ECHELONS. | 34.08 | 0.63 | 0.22 | 84.58 |
| H | 3 | CONDUCT ADMINISTRATIVE INVESTIGATIONS AND INQUIRIES. | 30.31 | 0.71 | 0.21 | 84.80 |
| D | 2 | DRAFT ORGANIZATIONAL CHARTS. | 34.19 | 0.62 | 0.21 | 85.01 |
| F | 10 | COORDINATE PROGRAM OR PROJECT IMPLEMENTATION WITH HIGHER ECHELONS. | 32.65 | 0.63 | 0.21 | 85.22 |
| F | 21 | PARTICIPATE IN TECHNICAL ASSISTANCE VISITS. | 23.74 | 0.86 | 0.20 | 85.42 |
| F | 24 | REPRESENT THE COMMANDER OUTSIDE THE ORGANIZATION. | 27.57 | 0.74 | 0.20 | 85.63 |
| I | 34 | ACT AS INVENTORY OFFICER. | 27.85 | 0.72 | 0.20 | 85.83 |
| D | 5 | MODIFY ORGANIZATIONAL STRUCTURE TO MEET NEW REQUIREMENTS. | 33.22 | 0.60 | 0.20 | 86.03 |
| F | 20 | PARTICIPATE IN STAFF VISITS. | 25.63 | 0.76 | 0.19 | 86.22 |
| B | 10 | INTERVIEW PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT. | 27.28 | 0.71 | 0.19 | 86.41 |
| F | 23 | REPORT INTELLIGENCE INFORMATION TO APPROPRIATE AGENCIES. | 12.50 | 1.55 | 0.19 | 86.61 |
| G | 16 | PREPARE REPORTS ON UNIT MANAGEMENT AND OPERATION. | 29.91 | 0.65 | 0.19 | 86.80 |
| C | 13 | FORMULATE FORMAL TRAINING POLICIES. | 26.31 | 0.72 | 0.19 | 86.99 |
| C | 35 | PREPARE BUDGET ESTIMATES. | 21.52 | 0.88 | 0.19 | 87.18 |
| A | 6 | CONDUCT STAFF MEETINGS. | 28.77 | 0.65 | 0.19 | 87.37 |
| G | 40 | WRITE REPORTS OF STAFF STUDIES OR SPECIAL INVESTIGATIONS. | 25.74 | 0.73 | 0.19 | 87.56 |
| G | 7 | GIVE ORAL REPORTS TO MILITARY ORGANIZATIONS OUTSIDE IMMEDIATE CHAIN OF COMMAND. | 22.03 | 0.85 | 0.19 | 87.75 |
| I | 4 | CONDUCT DUTY FORMATIONS. | 22.03 | 0.84 | 0.19 | 87.93 |
| I | 35 | ACT AS INVESTIGATION OFFICER (LOD, SPECIAL INVESTIGATIONS, ETC.). | 22.15 | 0.84 | 0.18 | 88.12 |
| E | 24 | EVALUATE PROGRAMS IN TERMS OF AVAILABLE FUNDS. | 23.74 | 0.77 | 0.18 | 88.30 |
| C | 27 | PLAN MEETINGS ON NEW PROJECTS. | 31.11 | 0.58 | 0.18 | 88.48 |
| I | 52 | ACT AS SAVINGS BOND PROJECT OFFICER. | 20.83 | 0.86 | 0.18 | 88.66 |
| A | 27 | MONITOR MANAGEMENT IMPROVEMENT STUDIES. | 27.34 | 0.65 | 0.18 | 88.83 |
| G | 11 | PREPARE AGENDA FOR MEETINGS. | 27.91 | 0.63 | 0.18 | 89.01 |
| G | 41 | WRITE TECHNICAL ARTICLES. | 12.79 | 1.36 | 0.17 | 89.18 |
| I | 24 | ACT AS DISASTER CONTROL OFFICER. | 18.84 | 0.91 | 0.17 | 89.36 |
| I | 28 | ACT AS GROUND SAFETY OFFICER. | 11.70 | 1.45 | 0.17 | 89.53 |
| H | 17 | INITIATE REQUISITIONS INVOLVING VALUES OF $5000 OR MORE. | 16.38 | 1.03 | 0.17 | 89.69 |
| G | 36 | REVIEW SERVICE AND ACTION REQUESTS OF LATERAL AND HIGHER ECHELONS. | 25.17 | 0.66 | 0.17 | 89.86 |
| G | 18 | PREPARE STAFF STUDIES. | 26.08 | 0.64 | 0.17 | 90.03 |
| C | 28 | PLAN PERSONNEL ALLOCATION. | 26.94 | 0.62 | 0.17 | 90.19 |
| A | 4 | COMMAND AN AIR FORCE UNIT. | 13.13 | 1.24 | 0.16 | 90.36 |
| C | 24 | PLAN DEFENSE AND DISASTER CONTROL PROGRAMS. | 21.86 | 0.74 | 0.16 | 90.52 |
| A | 10 | DIRECT AN AIR FORCE PROGRAM. | 18.44 | 0.88 | 0.16 | 90.68 |
| G | 23 | RECOMMEND RESEARCH STUDIES. | 20.43 | 0.79 | 0.16 | 90.84 |

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| C | 4 | DEVELOP FORMATS AND CHARTS FOR MANAGEMENT DATA BOOK. | 24.49 | 0.66 | 0.16 | 91.00 |
| I | 26 | ACT AS FLYING TRAINING OFFICER. | 3.94 | 4.07 | 0.16 | 91.16 |
| B | 22 | SUPERVISE MAINTENANCE OF CENTRAL DOCUMENTATION FILES. | 22.03 | 0.72 | 0.16 | 91.32 |
| A | 11 | DIRECT PREPARATION OF BUDGETS. | 19.18 | 0.81 | 0.16 | 91.48 |
| E | 12 | EVALUATE UNIT SERVICES. | 25.57 | 0.60 | 0.15 | 91.63 |
| I | 64 | ACT AS VOTING OFFICER. | 14.90 | 1.02 | 0.15 | 91.78 |
| I | 33 | ACT AS INSTRUCTOR PILOT (FLIGHT EXAMINER). | 2.97 | 5.13 | 0.15 | 91.94 |
| O | 9 | ORGANIZE SERVICE ACTIVITIES IN UNIT. | 23.63 | 0.64 | 0.15 | 92.09 |
| C | 23 | PLAN CONTROL SYSTEMS AND PROCEDURES FOR SPECIALTY AREA. | 21.75 | 0.69 | 0.15 | 92.24 |
| G | 15 | PREPARE MATERIALS FOR MANUALS. | 18.89 | 0.79 | 0.15 | 92.39 |
| A | 2 | APPOINT COMMITTEES TO STUDY PROBLEMS. | 28.20 | 0.53 | 0.15 | 92.54 |
| I | 15 | ACT AS ATHLETIC OR RECREATION OFFICER. | 14.61 | 1.01 | 0.15 | 92.68 |
| E | 11 | EVALUATE RESEARCH SUPPORT. | 16.55 | 0.88 | 0.15 | 92.83 |
| F | 25 | SERVE AS THE CHAIRMAN OF A COMMITTEE OR CONFERENCE. | 23.06 | 0.63 | 0.15 | 92.98 |
| F | 18 | MAINTAIN LIAISON WITH OTHER COMMANDS. | 20.43 | 0.70 | 0.14 | 93.12 |
| F | 9 | COORDINATE PLANS OR PROCEDURES FOR ESTABLISHING, DISCONTINUING, OR TRANSFERRING ACTIVITIES. | 25.17 | 0.57 | 0.14 | 93.26 |
| A | 34 | REVIEW COMPLAINTS AND ACTION REQUESTS OF SUBORDINATE COMMANDERS. | 16.50 | 0.87 | 0.14 | 93.41 |
| I | 58 | ACT AS SUPPLY OFFICER. | 9.13 | 1.56 | 0.14 | 93.55 |
| I | 51 | ACT AS REPORT OF SURVEY OFFICER. | 20.95 | 0.68 | 0.14 | 93.69 |
| A | 35 | SPECIFY COMPONENT PARTS OF MISSION. | 17.52 | 0.81 | 0.14 | 93.83 |
| I | 31 | ACT AS INFORMATION OFFICER. | 11.59 | 1.22 | 0.14 | 93.97 |
| G | 12 | PREPARE AND SUBMIT MANAGEMENT IMPROVEMENT REPORTS. | 26.37 | 0.53 | 0.14 | 94.11 |
| G | 38 | WRITE CONTRACTS FOR BIDDING BY CIVILIAN AGENCIES. | 8.45 | 1.64 | 0.14 | 94.25 |
| C | 25 | PLAN FISCAL PROGRAM. | 17.12 | 0.81 | 0.14 | 94.39 |
| H | 6 | ESTABLISH A SCHOOL OR FORMAL TRAINING ACTIVITY. | 16.61 | 0.82 | 0.14 | 94.53 |
| O | 4 | GROUP PARTS OF AN ORGANIZATION ACCORDING TO FUNCTION. | 25.40 | 0.53 | 0.14 | 94.66 |
| B | 16 | PREPARE OFFICER EFFECTIVENESS REPORTS. | 12.50 | 1.08 | 0.13 | 94.80 |
| A | 5 | CONDUCT SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 14.55 | 0.92 | 0.13 | 94.93 |
| I | 7 | LEAD MILITARY CEREMONIES. | 18.95 | 0.70 | 0.13 | 95.06 |
| B | 20 | SUPERVISE CONTRACT PERSONNEL. | 12.16 | 1.09 | 0.13 | 95.20 |
| B | 15 | PREPARE CIVILIAN PERFORMANCE RATINGS. | 16.84 | 0.77 | 0.13 | 95.32 |
| B | 23 | SUPERVISE PREPARATION OF FISCAL SUMMARY REPORTS. | 17.52 | 0.74 | 0.13 | 95.45 |
| E | 34 | MAKE FINANCIAL AUDITS. | 9.36 | 1.37 | 0.13 | 95.58 |
| C | 29 | PLAN PROCUREMENT OF MAJOR FACILITIES OR EQUIPMENT. | 19.69 | 0.65 | 0.13 | 95.71 |
| H | 7 | ESTABLISH EQUIPMENT STANDARDS. | 20.66 | 0.61 | 0.13 | 95.83 |
| E | 9 | EVALUATE BUDGET ESTIMATES. | 18.26 | 0.68 | 0.12 | 95.96 |
| I | 3 | CONDUCT DRILL. | 13.64 | 0.83 | 0.11 | 96.07 |
| C | 17 | FORMULATE PLANS FOR OPERATIONS TWO OR MORE YEARS IN ADVANCE. | 19.46 | 0.58 | 0.11 | 96.18 |

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| E | 35 | MAKE MANPOWER SURVEYS. | 17.29 | 0.64 | 0.11 | 96.29 |
| F | 3 | COORDINATE BUDGET ESTIMATES. | 16.89 | 0.66 | 0.11 | 96.41 |
| I | 60 | ACT AS TOP SECRET CONTROL OFFICER. | 7.65 | 1.45 | 0.11 | 96.52 |
| C | 26 | PLAN ITEMS TO BE USED AS INDICATORS OF OPERATIONAL STATUS. | 20.21 | 0.54 | 0.11 | 96.62 |
| I | 29 | ACT AS HISTORICAL OFFICER | 12.44 | 0.87 | 0.11 | 96.73 |
| I | 5 | CONDUCT REVIEW OF DRILLS, FORMATIONS, CEREMONIES. | 15.53 | 0.67 | 0.10 | 96.84 |
| I | 61 | ACT AS UNIT FIRE WARDEN (MARSHALL) | 12.84 | 0.81 | 0.10 | 96.94 |
| I | 62 | ACT AS UNIT FUND CUSTODIAN. | 7.59 | 1.36 | 0.10 | 97.04 |
| C | 2 | DETERMINE NEED FOR STAFF STUDIES. | 18.32 | 0.56 | 0.10 | 97.15 |
| C | 22 | PLAN AND ALLOCATE RESOURCES FOR EVALUATION OF NEW IDEAS. | 21.00 | 0.48 | 0.10 | 97.25 |
| E | 17 | EVALUATE IMPACT OF LEGISLATION UPON OBJECTIVES AND PROGRAMS. | 15.01 | 0.67 | 0.10 | 97.35 |
| B | 17 | REVIEW COURTS-MARTIAL OR COURTS OF INQUIRY INVESTIGATIONS. | 7.59 | 1.20 | 0.09 | 97.44 |
| I | 14 | ACT AS AIRDROME OFFICER. | 5.25 | 1.72 | 0.09 | 97.53 |
| G | 34 | REVIEW PRESS RELEASES FOR TECHNICAL ACCURACY. | 10.16 | 0.88 | 0.09 | 97.62 |
| I | 49 | ACT AS PUBLICATIONS AND DISTRIBUTION OFFICER. | 8.05 | 1.11 | 0.09 | 97.71 |
| I | 20 | ACT AS CLASSIFICATION BOARD MEMBER. | 13.81 | 0.64 | 0.09 | 97.80 |
| I | 45 | ACT AS PHYSICAL TRAINING OFFICER. | 9.82 | 0.90 | 0.09 | 97.89 |
| A | 31 | PRESCRIBE RELATIONSHIPS BETWEEN DIRECTORATES, DIVISIONS, OR OTHER STAFF GROUPS. | 14.21 | 0.62 | 0.09 | 97.97 |
| I | 13 | ACT AS ACCIDENT INVESTIGATION BOARD MEMBER. | 12.33 | 0.71 | 0.09 | 98.06 |
| I | 47 | ACT AS PROMOTION BOARD MEMBER. | 15.41 | 0.57 | 0.09 | 98.15 |
| C | 18 | FORMULATE POLICIES FOR DATA PROCESSING PROGRAMS. | 11.02 | 0.78 | 0.09 | 98.23 |
| G | 35 | REVIEW REPORTS OF STAFF STUDIES. | 17.92 | 0.47 | 0.08 | 98.32 |
| I | 43 | ACT AS PAY OFFICER (CLASS 'A' AGENT). | 10.84 | 0.77 | 0.08 | 98.40 |
| C | 12 | FORMULATE AND DISSEMINATE COMMAND PROGRAM AUTHORIZATIONS. | 13.58 | 0.61 | 0.08 | 98.48 |
| I | 12 | PREFER CHARGES UNDER UCMJ. | 13.98 | 0.58 | 0.08 | 98.57 |
| E | 27 | EVALUATE REQUESTS FOR EMERGENCY FUNDS. | 12.61 | 0.61 | 0.08 | 98.64 |
| F | 15 | MAINTAIN LIAISON BETWEEN AN AF UNIT AND FOREIGN AGENCIES. | 9.08 | 0.83 | 0.07 | 98.72 |
| I | 37 | ACT AS MEMBER OF COURTS MARTIAL. | 10.67 | 0.70 | 0.07 | 98.79 |
| I | 50 | ACT AS RECORDS MANAGEMENT OFFICER. | 11.07 | 0.64 | 0.07 | 98.86 |
| I | 32 | ACT AS INSPECTOR, EMERGENCY MEDICAL TREATMENT UNIT. | 7.31 | 0.94 | 0.07 | 98.93 |
| A | 32 | PRESCRIBE RELATIONSHIPS OF STAFF AND SUBORDINATE COMMANDS. | 10.56 | 0.64 | 0.07 | 99.00 |
| C | 20 | MAKE PLANS BASED ON DOD TRENDS TOWARD UNIFIED RESPONSIBILITY AND MANAGEMENT. | 14.61 | 0.46 | 0.07 | 99.07 |
| I | 55 | ACT AS SMALL ARMS MARKSMANSHIP TRAINING OFFICER. | 5.82 | 1.13 | 0.07 | 99.13 |
| G | 8 | GIVE RADIO OR TELEVISION PRESENTATIONS. | 5.31 | 0.93 | 0.05 | 99.18 |
| C | 31 | PLAN RECRUITMENT OF PERSONNEL. | 8.62 | 0.55 | 0.05 | 99.23 |
| I | 16 | ACT AS BILLETING OFFICER. | 2.34 | 2.01 | 0.05 | 99.28 |
| I | 36 | ACT AS LIBRARY OFFICER. | 3.82 | 1.21 | 0.05 | 99.32 |
| I | 57 | ACT AS STANDARDIZATION BOARD MEMBER. | 2.80 | 1.66 | 0.05 | 99.37 |

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| I | 23 | ACT AS CONSERVATION OFFICER. | 6.56 | 0.70 | 0.05 | 99.42 |
| H | 8 | ESTABLISH OR DISCONTINUE A SERVICE ACTIVITY. | 10.45 | 0.42 | 0.04 | 99.46 |
| I | 63 | ACT AS UNIT RETENTION OFFICER. | 6.68 | 0.65 | 0.04 | 99.50 |
| I | 25 | ACT AS DISCHARGE BOARD MEMBER. | 3.54 | 1.21 | 0.04 | 99.55 |
| I | 27 | ACT AS FOOD SERVICES OFFICER. | 2.80 | 1.47 | 0.04 | 99.59 |
| I | 44 | ACT AS PERSONAL AFFAIRS OFFICER. | 5.25 | 0.77 | 0.04 | 99.63 |
| I | 38 | ACT AS MOBILITY OFFICER. | 5.88 | 0.68 | 0.04 | 99.67 |
| I | 59 | ACT AS TEST CONTROL OFFICER. | 4.79 | 0.82 | 0.04 | 99.71 |
| I | 46 | ACT AS POSTAL OFFICER. | 5.08 | 0.73 | 0.04 | 99.74 |
| I | 40 | ACT AS OFFICERS CLUB BOARD OF GOVERNORS MEMBER. | 4.05 | 0.90 | 0.04 | 99.78 |
| I | 17 | ACT AS CBR TEAM COMMANDER. | 4.45 | 0.80 | 0.04 | 99.82 |
| I | 39 | ACT AS MORTUARY (CASUALTY) OFFICER. | 3.88 | 0.85 | 0.03 | 99.85 |
| H | 9 | ESTABLISH OR DISCONTINUE AN INSTALLATION OR FACILITY. | 5.82 | 0.50 | 0.03 | 99.88 |
| F | 22 | PREPARE MEMORANDA FOR THE CHIEF OF STAFF. | 4.74 | 0.61 | 0.03 | 99.91 |
| G | 42 | WRITE TECHNICAL ORDERS. | 4.39 | 0.49 | 0.02 | 99.93 |
| I | 30 | ACT AS INCENTIVE AWARDS COMMITTEE MEMBER. | 3.94 | 0.52 | 0.02 | 99.95 |
| I | 53 | ACT AS SECRETARY-TREASURER, OFFICERS OPEN MESS. | 0.57 | 0.77 | 0.00 | 99.95 |

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

DUTY JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 1145
OFFICERS IN GRADE OF 2ND LIEUTENANT

| D-TSK | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|
| I | OTHER TASKS AND DUTIES | 94.85 | 21.07 | 19.98 | 19.98 |
| G | COMMUNICATING TASKS | 90.48 | 20.01 | 18.10 | 38.09 |
| A | COMMANDING AND DIRECTING | 78.86 | 17.14 | 13.52 | 51.60 |
| E | EVALUATING TASKS | 80.26 | 16.83 | 13.51 | 65.11 |
| B | SUPERVISING | 77.03 | 13.37 | 10.30 | 75.41 |
| C | PLANNING TASKS | 75.46 | 12.56 | 9.48 | 84.88 |
| F | COORDINATING TASKS | 73.36 | 9.02 | 6.62 | 91.50 |
| H | IMPLEMENTING TASKS | 71.00 | 6.81 | 4.83 | 96.34 |
| D | ORGANIZING TASKS | 65.41 | 5.54 | 3.62 | 99.96 |

JOB DESCRIPTION FOR OFF MGT INV (TOTAL CASES)

6570TH PERS RSCH LAB (AFSC)
LACKLAND AFB, TEXAS 78236

TASK JOB DESCRIPTION,CASES=10308,TASKS= 299,DUTIES= 9,MBRS= 1145
OFFICERS IN GRADE OF 2ND LIEUTENANT

| D-TSK | | DUTY/TASK TITLE | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING | PERCENT OF MEMBERS PERFORMING |
|---|---|---|---|---|---|---|
| G | 21 | READ TECHNICAL PERIODICALS, REPORTS, OR BOOKS. | 67.95 | 6.79 | 4.62 | 4.62 |
| I | 2 | ATTEND DUTY FORMATIONS | 59.04 | 5.32 | 3.14 | 7.76 |
| I | 8 | PARTICIPATE IN GROUP SPORTS. | 49.43 | 4.83 | 2.39 | 10.15 |
| I | 10 | PARTICIPATE IN MARCHING FORMATIONS. | 40.52 | 4.80 | 1.94 | 12.09 |
| I | 9 | PARTICIPATE IN INDIVIDUAL SPORTS. | 51.62 | 3.64 | 1.88 | 13.97 |
| I | 11 | PARTICIPATE IN MILITARY CEREMONIES (RETREAT, ETC.). | 47.25 | 3.92 | 1.85 | 15.82 |
| G | 9 | PARTICIPATE IN CONFERENCES OR BRIEFINGS. | 62.45 | 2.19 | 1.37 | 17.18 |
| G | 6 | GIVE ORAL REPORTS OR BRIEFINGS TO SUPERIOR OFFICERS. | 65.94 | 1.65 | 1.09 | 18.27 |
| G | 1 | BRIEF SUBORDINATE PERSONNEL. | 63.49 | 1.68 | 1.07 | 19.34 |
| I | 41 | ACT AS OFFICER OF THE DAY. | 48.30 | 1.99 | 0.96 | 20.31 |
| B | 11 | MAINTAIN CONTROL THROUGH PERSONAL OBSERVATION. | 56.16 | 1.66 | 0.93 | 21.24 |
| G | 17 | PREPARE ORAL AND WRITTEN BRIEFINGS. | 54.41 | 1.67 | 0.91 | 22.14 |
| A | 24 | MANAGE FACILITIES OR EQUIPMENT. | 48.21 | 1.82 | 0.88 | 23.02 |
| A | 12 | DIRECT PREPARATION OF STUDIES, SUMMARIES, OR REPORTS. | 53.45 | 1.63 | 0.87 | 23.89 |
| B | 8 | EXERCISE DIRECT SUPERVISION OF WORK IN CAREER AREA. | 50.39 | 1.70 | 0.86 | 24.75 |
| A | 16 | INTERPRET OR SUPPLEMENT ORDERS, DIRECTIVES, OR PROCEDURES. | 57.55 | 1.47 | 0.85 | 25.60 |
| A | 15 | INTERPRET CONCEPTS OR POLICIES. | 56.94 | 1.49 | 0.85 | 26.45 |
| A | 9 | DIRECT A SPECIAL PROJECT. | 52.84 | 1.51 | 0.80 | 27.25 |
| B | 3 | COUNSEL SUBORDINATES ON PERFORMANCE OR PROFESSIONAL DEVELOPMENT. | 54.24 | 1.45 | 0.79 | 28.03 |
| E | 13 | EVALUATE COMPLETENESS, RELIABILITY, AND SIGNIFICANCE OF INFORMATION. | 49.96 | 1.54 | 0.77 | 28.80 |
| A | 21 | MAKE INDEPENDENT MANAGERIAL DECISIONS. | 56.86 | 1.33 | 0.76 | 29.56 |
| H | 4 | CONDUCT CLASSROOM OR ON-THE-JOB TRAINING. | 34.24 | 2.14 | 0.73 | 30.29 |
| G | 2 | DRAFT CORRESPONDENCE FOR OFFICIAL SIGNATURE. | 53.80 | 1.34 | 0.72 | 31.01 |
| F | 3 | ANALYZE REPORTS. | 51.18 | 1.40 | 0.72 | 31.73 |
| E | 4 | ANALYZE QUANTITATIVE INFORMATION. | 45.24 | 1.57 | 0.71 | 32.44 |
| E | 8 | DETECT OPERATING DEFICIENCIES. | 50.48 | 1.39 | 0.70 | 33.14 |

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| B | 9 | FIX RESPONSIBILITY. | 51.97 | 1.30 | 0.67 | 33.81 |
| F | 1 | COORDINATE ACTION REQUIRED TO RESOLVE SPECIFIC PROBLEMS WITHIN AN ORGANIZATION. | 53.89 | 1.25 | 0.67 | 34.48 |
| B | 4 | COUNSEL SUBORDINATES ON PERSONAL AFFAIRS OR PROBLEMS. | 51.35 | 1.27 | 0.65 | 35.14 |
| C | 37 | PROVIDE COMMANDER WITH TECHNICAL ADVICE, PLANS, OR RECOMMENDATIONS. | 52.93 | 1.19 | 0.63 | 35.77 |
| C | 11 | DISCOVER AND APPLY METHODS TO FACILITATE PERFORMANCE. | 47.69 | 1.28 | 0.61 | 36.38 |
| E | 32 | INSPECT FACILITIES OR EQUIPMENT. | 47.25 | 1.28 | 0.61 | 36.98 |
| E | 30 | EVALUATE TRAINING METHODS. | 35.55 | 1.59 | 0.56 | 37.55 |
| A | 26 | MONITOR AN AIR FORCE PROGRAM OR PROJECT. | 39.56 | 1.41 | 0.56 | 38.10 |
| G | 5 | GIVE LECTURES. | 40.09 | 1.38 | 0.55 | 38.66 |
| C | 36 | PREPARE PLANS FOR APPROVAL BY SUPERIORS. | 51.00 | 1.06 | 0.54 | 39.20 |
| B | 5 | DEAL DIRECTLY WITH DISCIPLINE PROBLEMS. | 48.65 | 1.11 | 0.54 | 39.74 |
| B | 6 | EVALUATE INDIVIDUALS FOR PROMOTION AND UPGRADING. | 46.29 | 1.16 | 0.54 | 40.28 |
| B | 26 | SUPERVISE TRAINING. | 39.30 | 1.36 | 0.53 | 40.81 |
| H | 12 | IMPLEMENT DIRECTED PLANS. | 45.24 | 1.15 | 0.52 | 41.33 |
| B | 13 | PERFORM PERSONNEL INSPECTIONS. | 40.44 | 1.28 | 0.52 | 41.85 |
| I | 19 | ACT AS CHARITY DRIVES PROJECT OFFICER (AF AID, RED CROSS, UNITED FUND). | 43.32 | 1.15 | 0.50 | 42.35 |
| B | 14 | PREPARE AIRMAN PERFORMANCE REPORTS. | 41.66 | 1.20 | 0.50 | 42.84 |
| A | 25 | MANAGE REAL PROPERTY. | 32.49 | 1.53 | 0.50 | 43.34 |
| A | 14 | IDENTIFY KEY POINTS OF CONTROL THAT REQUIRE CLOSE SUPERVISION. | 46.46 | 1.06 | 0.49 | 43.84 |
| G | 10 | PARTICIPATE IN SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 14.76 | 3.34 | 0.49 | 44.33 |
| E | 15 | EVALUATE METHODS OR PROCEDURES FOR OPERATION OR TRAINING. | 40.79 | 1.21 | 0.49 | 44.82 |
| E | 21 | EVALUATE OPERATIONAL PROCEDURES. | 44.89 | 1.10 | 0.49 | 45.31 |
| A | 19 | MAINTAIN CONTROL THROUGH ANALYSIS OF REPORTS. | 44.72 | 1.08 | 0.49 | 45.80 |
| A | 17 | ISSUE ORDERS AND INSTRUCTIONS IN THE NAME OF THE COMMANDER. | 41.14 | 1.17 | 0.48 | 46.28 |
| E | 10 | EVALUATE FACILITIES AND EQUIPMENT. | 43.32 | 1.11 | 0.48 | 46.76 |
| F | 7 | COORDINATE PLANNING AND PREPARATION OF REPORTS. | 48.30 | 0.99 | 0.48 | 47.24 |
| E | 5 | COLLECT DATA THAT REFLECT PERFORMANCE OF ORGANIZATION. | 41.48 | 1.12 | 0.46 | 47.70 |
| F | 26 | SERVE ON A COMMITTEE. | 45.50 | 1.02 | 0.46 | 48.16 |
| E | 16 | EVALUATE UTILIZATION OF RESOURCES. | 44.19 | 1.04 | 0.46 | 48.62 |
| G | 33 | REVIEW OUTGOING CORRESPONDENCE. | 45.59 | 1.01 | 0.46 | 49.08 |
| G | 22 | RECOMMEND PLANS OR POLICIES. | 48.47 | 0.94 | 0.46 | 49.54 |
| I | 7 | LEAD MILITARY CEREMONIES. | 23.84 | 1.88 | 0.45 | 49.99 |
| E | 22 | EVALUATE OVER-ALL EFFECTIVENESS OF A PROGRAM OR PROJECT. | 42.01 | 1.07 | 0.45 | 50.44 |
| A | 7 | DEVELOP STANDARDS OR SPECIFICATIONS. | 40.17 | 1.11 | 0.45 | 50.88 |
| E | 19 | EVALUATE IMPLEMENTATION OF SECURITY MEASURES. | 41.05 | 1.09 | 0.45 | 51.33 |
| A | 18 | ISSUE DIRECTIVES, ORDERS, LETTERS, SCHEDULES, OR MANUALS. | 44.10 | 1.01 | 0.44 | 51.77 |
| C | 3 | DETERMINE REQUIREMENTS FOR MATERIEL OR EQUIPMENT. | 41.31 | 1.06 | 0.44 | 52.21 |

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| B | 25 | SUPERVISE OTHER SUPERVISORS. | 35.81 | 1.22 | 0.44 | 52.65 |
| A | 8 | DIRECT A PHASE OF AN AIR FORCE PROGRAM. | 35.20 | 1.23 | 0.43 | 53.08 |
| B | 19 | STUDY WORK FLOW FOR WORK SIMPLIFICATION AND ECONOMY. | 44.28 | 0.98 | 0.43 | 53.51 |
| H | 16 | INITIATE REQUISITIONS FOR MINOR MATERIALS OR EQUIPMENT. | 41.83 | 1.03 | 0.43 | 53.95 |
| H | 13 | IMPLEMENT IMPROVEMENTS IN WORK STANDARDS OR PROCEDURES. | 45.15 | 0.95 | 0.43 | 54.38 |
| H | 11 | IMPLEMENT A DIRECTED PROJECT OR PROGRAM. | 40.35 | 1.06 | 0.43 | 54.80 |
| H | 14 | IMPLEMENT POLICIES BY ORDER OR REGULATION. | 41.57 | 1.02 | 0.43 | 55.23 |
| E | 1 | ANALYZE DATA REFLECTING OPERATIONAL EFFECTIVENESS. | 38.17 | 1.11 | 0.42 | 55.65 |
| C | 7 | DEVELOP METHODS FOR OBTAINING AND REPORTING INFORMATION. | 41.48 | 1.01 | 0.42 | 56.07 |
| E | 2 | ANALYZE PLANS FOR CONFORMITY WITH ESTABLISHED POLICY. | 41.22 | 1.02 | 0.42 | 56.49 |
| F | 12 | COORDINATE THE IMPLEMENTATION OF METHODS AND PROCEDURES. | 46.11 | 0.90 | 0.41 | 56.91 |
| F | 17 | MAINTAIN LIAISON BETWEEN UNITS IN AN ORGANIZATION. | 41.31 | 0.99 | 0.41 | 57.32 |
| C | 15 | FORMULATE OFFICE INSTRUCTIONS AND PROCEDURES. | 43.49 | 0.92 | 0.40 | 57.72 |
| A | 1 | ACT IN PLACE OF COMMANDER OR DIRECTOR. | 34.32 | 1.16 | 0.40 | 58.12 |
| D | 6 | ORGANIZE EQUIPMENT AND FACILITIES TO ACCOMPLISH UNIT MISSION. | 40.00 | 0.98 | 0.39 | 58.51 |
| C | 33 | PLAN UNIT WORK FLOW, SCHEDULES, AND PROCEDURES. | 40.00 | 0.97 | 0.39 | 58.90 |
| C | 34 | PLAN USE OF FACILITIES OR EQUIPMENT. | 39.56 | 0.96 | 0.38 | 59.28 |
| A | 20 | MAINTAIN A CURRENT STATUS ACCOUNT ON INSPECTIONS AND SURVEYS. | 37.47 | 1.01 | 0.38 | 59.66 |
| G | 13 | PREPARE AND SUBMIT PROGRESS REPORTS ON SPECIAL PROJECTS. | 40.52 | 0.93 | 0.37 | 60.03 |
| E | 25 | EVALUATE PROGRESS TOWARD UNIT OBJECTIVES. | 42.10 | 0.89 | 0.37 | 60.40 |
| A | 22 | MANAGE A SERVICE ACTIVITY. | 26.20 | 1.41 | 0.37 | 60.77 |
| E | 20 | EVALUATE OPERATING OR PERFORMANCE REPORTS. | 40.70 | 0.90 | 0.37 | 61.14 |
| E | 18 | EVALUATE IMPLEMENTATION OF SAFETY MEASURES | 37.21 | 0.98 | 0.36 | 61.50 |
| H | 15 | IMPLEMENT WORK STANDARDS, SYSTEMS, OR REQUIREMENTS. | 39.74 | 0.91 | 0.36 | 61.86 |
| D | 12 | ORGANIZE WORK OF UNIT AND SCHEDULE WORK FLOW. | 37.99 | 0.94 | 0.36 | 62.22 |
| F | 11 | COORDINATE THE IMPLEMENTATION OF DIRECTIVES. | 42.71 | 0.84 | 0.36 | 62.58 |
| G | 3 | EDIT COPY FOR PUBLICATION. | 32.31 | 1.10 | 0.36 | 62.93 |
| I | 42 | ACT AS OJT OFFICER. | 21.31 | 1.67 | 0.36 | 63.29 |
| F | 2 | COORDINATE ADMINISTRATIVE ACTIONS WITH PARALLEL ORGANIZATIONS. | 39.65 | 0.89 | 0.35 | 63.64 |
| E | 6 | CONDUCT INSPECTIONS ON SPECIAL SUBJECTS FOR INVESTIGATION. | 35.72 | 0.98 | 0.35 | 63.99 |
| E | 36 | PERFORM RECORDS INSPECTIONS. | 32.58 | 1.07 | 0.35 | 64.34 |
| E | 31 | EVALUATE UNIT COMPLIANCE WITH PLANS OR POLICIES. | 39.91 | 0.88 | 0.35 | 64.69 |
| A | 3 | ASSIGN AND ADJUST PRIORITIES. | 37.12 | 0.94 | 0.35 | 65.04 |
| B | 21 | SUPERVISE INSPECTIONS OF PERSONNEL, FACILITIES, AND EQUIPMENT. | 36.86 | 0.93 | 0.34 | 65.38 |
| D | 1 | ALLOCATE UNIT RESOURCES (PERSONNEL, MATERIEL, AND FACILITIES). | 37.64 | 0.91 | 0.34 | 65.73 |

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| S | 26 | EVALUATE PROPOSALS FOR INCREASING UNIT EFFECTIVENESS. | 42.10 | 0.81 | 0.34 | 66.07 |
| E | 28 | EVALUATE SIGNIFICANCE OF DEVIATIONS FROM STANDARDS. | 36.68 | 0.93 | 0.34 | 66.41 |
| C | 19 | FORMULATE POLICIES FOR YOUR ORGANIZATION. | 40.61 | 0.83 | 0.34 | 66.74 |
| B | 2 | CONDUCT TESTS OR EXAMINATIONS OF PERSONNEL. | 27.86 | 1.21 | 0.34 | 67.08 |
| I | 54 | ACT AS SECURITY OFFICER. | 22.79 | 1.47 | 0.33 | 67.41 |
| O | 11 | ORGANIZE THE PROCESSING OF INFORMATION. | 36.77 | 0.90 | 0.33 | 67.75 |
| I | 3 | CONDUCT DRILL. | 16.33 | 2.03 | 0.33 | 68.08 |
| G | 4 | EXTRACT MANAGEMENT AND OPERATING INFORMATION FROM REPORTS AND STUDIES. | 38.69 | 0.86 | 0.33 | 68.41 |
| I | 56 | ACT AS STAFF DUTY OFFICER. | 15.81 | 2.07 | 0.33 | 68.74 |
| A | 28 | MONITOR PROGRESS AND CONDUCT OF TESTS. | 30.22 | 1.08 | 0.33 | 69.07 |
| C | 16 | FORMULATE PLANS AND DIRECTIVES FOR IMPLEMENTING SHORT-TERM OPERATIONS. | 38.08 | 0.83 | 0.32 | 69.38 |
| A | 30 | PRESCRIBE OFFICIAL POLICIES, METHODS, OR PROCEDURES. | 33.89 | 0.93 | 0.31 | 69.70 |
| B | 24 | SUPERVISE PREPARATION OF PROGRESS OR ACTIVITY REPORTS. | 37.03 | 0.84 | 0.31 | 70.01 |
| E | 7 | CONDUCT TESTS OF MATERIALS OR EQUIPMENT. | 23.93 | 1.30 | 0.31 | 70.32 |
| D | 7 | ORGANIZE REPRODUCTION AND DISTRIBUTION OF DATA OR REPORTS. | 34.93 | 0.88 | 0.31 | 70.63 |
| I | 4 | CONDUCT DUTY FORMATIONS. | 22.79 | 1.35 | 0.31 | 70.94 |
| F | 13 | COORDINATE WORK STANDARDS OR PERFORMANCE CRITERIA. | 37.90 | 0.80 | 0.31 | 71.24 |
| E | 33 | INSPECT MATERIALS TO DETERMINE QUALITY, QUANTITY, OR COMPLIANCE WITH STANDARDS. | 31.18 | 0.97 | 0.30 | 71.54 |
| G | 26 | RELAY COMMANDER'S PLANS TO SUBORDINATE UNITS. | 35.02 | 0.87 | 0.30 | 71.85 |
| F | 4 | COORDINATE FACILITY OR EQUIPMENT REQUIREMENTS. | 35.98 | 0.84 | 0.30 | 72.15 |
| C | 39 | SCHEDULE PLANNING TO MEET REQUIREMENTS OF OPERATIONAL SITUATION. | 35.26 | 0.86 | 0.30 | 72.45 |
| B | 12 | MAKE PERSONNEL ASSIGNMENTS. | 29.52 | 1.02 | 0.30 | 72.75 |
| I | 1 | ADMINISTER DISCIPLINARY MEASURES. | 37.29 | 0.80 | 0.30 | 73.05 |
| G | 20 | PROVIDE INFORMATION AND ADVICE ON OFFICIAL POLICIES AND PROCEDURES. | 34.59 | 0.86 | 0.30 | 73.35 |
| A | 13 | DIRECT TEST PLANNING AND SCHEDULING. | 29.08 | 1.02 | 0.30 | 73.65 |
| B | 18 | REVIEW PERSONNEL PERFORMANCE AND EFFECTIVENESS REPORTS. | 31.79 | 0.93 | 0.30 | 73.94 |
| F | 14 | MAINTAIN LIAISON BETWEEN AF UNIT AND OTHER U.S. GOVERNMENT AGENCIES. | 22.53 | 1.30 | 0.29 | 74.23 |
| I | 22 | ACT AS CLASSIFIED MATERIALS DESTRUCTION OFFICER. | 26.55 | 1.10 | 0.29 | 74.52 |
| F | 8 | COORDINATE PLANNING OR CONDUCT OF TRAINING. | 33.62 | 0.86 | 0.29 | 74.81 |
| I | 5 | CONDUCT REVIEW OF DRILLS, FORMATIONS, CEREMONIES. | 18.60 | 1.56 | 0.29 | 75.10 |
| C | 10 | DEVELOP PROCEDURES OR TECHNIQUES FOR TECHNICAL OPERATIONS. | 23.58 | 1.21 | 0.29 | 75.39 |
| C | 30 | PLAN PROGRESS REPORTS TO HIGHER ECHELONS. | 35.55 | 0.80 | 0.28 | 75.67 |
| E | 29 | EVALUATE STATISTICAL REPORTS. | 31.53 | 0.89 | 0.28 | 75.95 |
| A | 33 | PROVIDE CONTRACTORS WITH TECHNICAL INFORMATION AND GUIDANCE. | 22.01 | 1.27 | 0.28 | 76.23 |

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|---|---|---|---|---|---|---|
| B | 1 | ASSIGN FACILITIES AND EQUIPMENT. | 31.27 | 0.89 | 0.28 | 76.51 |
| I | 15 | ACT AS ATHLETIC OR RECREATION OFFICER. | 14.67 | 1.90 | 0.28 | 76.79 |
| G | 14 | PREPARE INSTRUCTIONAL MATERIALS. | 26.38 | 1.06 | 0.28 | 77.07 |
| I | 35 | ACT AS INVESTIGATION OFFICER (LOO, SPECIAL INVESTIGATIONS, ETC.). | 18.08 | 1.54 | 0.28 | 77.35 |
| H | 2 | ASSIGN PRIORITIES FOR THE COMPLETION OF UNITS OF WORK. | 35.20 | 0.79 | 0.28 | 77.63 |
| E | 23 | EVALUATE PLANS FOR IMPLEMENTATION OF ESTABLISHED POLICY. | 37.55 | 0.74 | 0.28 | 77.90 |
| C | 9 | DEVELOP PROCEDURES FOR EVALUATING EFFECTIVENESS AND ECONOMY OF ACTIVITIES. | 33.54 | 0.82 | 0.28 | 78.18 |
| D | 14 | SET UP UNIT POLICIES OR REGULATIONS. | 36.86 | 0.74 | 0.27 | 78.45 |
| F | 5 | COORDINATE MANNING OR PERSONNEL REQUIREMENTS. | 35.37 | 0.76 | 0.27 | 78.72 |
| C | 8 | DEVELOP PRACTICAL APPLICATIONS OF BASIC DESIGNS, IDEAS, OR DISCOVERIES. | 23.67 | 1.12 | 0.27 | 78.99 |
| G | 28 | REVIEW OR REVISE DIRECTIVES OR REGULATIONS. | 33.36 | 0.78 | 0.26 | 79.25 |
| I | 48 | ACT AS PROPERTY (BUILDING, EQUIPMENT) CUSTODIAN. | 26.99 | 0.97 | 0.26 | 79.51 |
| G | 39 | WRITE REGULATIONS, DIRECTIVES, OR SOPS. | 35.28 | 0.74 | 0.26 | 79.77 |
| C | 32 | PLAN TRAINING PROGRAMS. | 30.57 | 0.85 | 0.26 | 80.03 |
| C | 21 | PLAN ANALYSIS OF QUANTITATIVE DATA. | 22.62 | 1.14 | 0.26 | 80.29 |
| C | 6 | DEVELOP IDEAS FOR NEW SERVICES. | 30.74 | 0.84 | 0.26 | 80.55 |
| D | 13 | SCHEDULE USE OF FACILITIES. | 33.10 | 0.77 | 0.25 | 80.80 |
| C | 5 | DEVELOP IDEAS FOR NEW EQUIPMENT. | 23.93 | 1.06 | 0.25 | 81.06 |
| F | 19 | OBTAIN CONCURRENCE FROM PARALLEL ORGANIZATIONS ON USE OF FACILITIES OR RESOURCES. | 33.10 | 0.76 | 0.25 | 81.31 |
| C | 1 | DESIGN, BUILD, OR MODIFY EQUIPMENT. | 16.86 | 1.49 | 0.25 | 81.56 |
| G | 27 | REVIEW MINUTES OF CONFERENCES OR OFFICIAL PROCEEDINGS. | 31.35 | 0.79 | 0.25 | 81.81 |
| B | 7 | EVALUATE PERFORMANCE OF CONTRACTORS. | 20.35 | 1.21 | 0.25 | 82.05 |
| G | 29 | REVIEW OR REVISE OPERATING REPORTS OR STATEMENTS. | 32.66 | 0.75 | 0.25 | 82.30 |
| D | 3 | ESTIMATE UNIT MANNING REQUIREMENTS. | 29.00 | 0.83 | 0.24 | 82.54 |
| H | 5 | DRAFT PROCEDURES TO IMPLEMENT POLICIES. | 34.24 | 0.70 | 0.24 | 82.78 |
| I | 21 | ACT AS CLASSIFIED DOCUMENTS CUSTODIAN. | 20.35 | 1.18 | 0.24 | 83.02 |
| G | 19 | PRESENT TECHNICAL INFORMATION TO HIGHER ECHELONS. | 25.24 | 0.94 | 0.24 | 83.26 |
| C | 38 | SCHEDULE PLANNING TO MEET HIGHER HEADQUARTERS REQUIREMENTS. | 30.22 | 0.77 | 0.23 | 83.49 |
| E | 14 | EVALUATE CONTRACT PROPOSALS. | 16.77 | 1.37 | 0.23 | 83.72 |
| G | 16 | PREPARE REPORTS ON UNIT MANAGEMENT AND OPERATION. | 28.65 | 0.78 | 0.22 | 83.94 |
| G | 31 | REVIEW OR REVISE TECHNICAL ORDERS OR MANUALS. | 19.30 | 1.14 | 0.22 | 84.16 |
| G | 24 | RECOMMEND REVISIONS OF DIRECTIVES. | 33.54 | 0.65 | 0.22 | 84.38 |
| G | 30 | REVIEW OR REVISE TECHNICAL ARTICLES OR MANUSCRIPTS. | 19.83 | 1.07 | 0.21 | 84.59 |
| I | 28 | ACT AS GROUND SAFETY OFFICER. | 11.53 | 1.81 | 0.21 | 84.80 |
| I | 31 | ACT AS INFORMATION OFFICER. | 11.00 | 1.89 | 0.21 | 85.01 |
| D | 8 | ORGANIZE SCHEDULING AND PHASING OF TRAINING PROGRAMS. | 27.60 | 0.75 | 0.21 | 85.22 |

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|---|---|---|---|---|---|---|
| G | 18 | PREPARE STAFF STUDIES. | 20.61 | 1.00 | 0.21 | 85.42 |
| G | 32 | REVIEW OR REVISE TRAINING MANUALS OR SYLLABUSES. | 18.34 | 1.11 | 0.20 | 85.63 |
| A | 23 | MANAGE A STAFF ACTIVITY OR AGENCY. | 18.78 | 1.08 | 0.20 | 85.83 |
| O | 10 | ORGANIZE THE PERSONNEL FUNCTIONS OF A UNIT OR ACTIVITY. | 26.90 | 0.75 | 0.20 | 86.03 |
| F | 6 | COORDINATE PLAN AND POLICY FORMULATION WITH HIGHER ECHELONS. | 28.38 | 0.71 | 0.20 | 86.23 |
| D | 5 | MODIFY ORGANIZATIONAL STRUCTURE TO MEET NEW REQUIREMENTS. | 30.04 | 0.66 | 0.20 | 86.43 |
| F | 16 | MAINTAIN LIAISON BETWEEN ECHELONS. | 28.30 | 0.70 | 0.20 | 86.63 |
| H | 1 | ASSIGN PRIORITIES FOR PROGRAMS OR PROJECTS. | 29.61 | 0.66 | 0.20 | 86.83 |
| G | 37 | SCREEN ELECTRICALLY TRANSMITTED MESSAGES. | 20.87 | 0.93 | 0.19 | 87.02 |
| I | 18 | ACT AS CERTIFYING OFFICER. | 22.97 | 0.84 | 0.19 | 87.21 |
| G | 25 | RECOMMEND SPECIAL PROJECTS OR PROGRAMS. | 30.13 | 0.64 | 0.19 | 87.41 |
| H | 3 | CONDUCT ADMINISTRATIVE INVESTIGATIONS AND INQUIRIES. | 26.46 | 0.73 | 0.19 | 87.60 |
| A | 27 | MONITOR MANAGEMENT IMPROVEMENT STUDIES. | 24.02 | 0.79 | 0.19 | 87.79 |
| C | 13 | FORMULATE FORMAL TRAINING POLICIES. | 20.26 | 0.94 | 0.19 | 87.98 |
| H | 10 | IMPLEMENT A CONTROL SYSTEM. | 26.29 | 0.72 | 0.19 | 88.17 |
| A | 10 | DIRECT AN AIR FORCE PROGRAM. | 21.05 | 0.90 | 0.19 | 88.36 |
| D | 2 | DRAFT ORGANIZATIONAL CHARTS. | 30.31 | 0.62 | 0.19 | 88.55 |
| A | 29 | MONITOR SERVICE CONTRACTS | 16.77 | 1.09 | 0.18 | 88.73 |
| B | 22 | SUPERVISE MAINTENANCE OF CENTRAL DOCUMENTATION FILES. | 22.62 | 0.81 | 0.18 | 88.91 |
| F | 24 | REPRESENT THE COMMANDER OUTSIDE THE ORGANIZATION. | 23.14 | 0.79 | 0.18 | 89.09 |
| G | 40 | WRITE REPORTS OF STAFF STUDIES OR SPECIAL INVESTIGATIONS. | 21.57 | 0.84 | 0.18 | 89.26 |
| F | 10 | COORDINATE PROGRAM OR PROJECT IMPLEMENTATION WITH HIGHER ECHELONS. | 28.82 | 0.62 | 0.18 | 89.45 |
| C | 14 | FORMULATE IN-HOUSE STUDIES. | 22.10 | 0.79 | 0.17 | 89.63 |
| E | 12 | EVALUATE UNIT SERVICES. | 25.85 | 0.67 | 0.17 | 89.80 |
| B | 10 | INTERVIEW PERSONNEL FOR SELECTION, PLACEMENT, OR REASSIGNMENT. | 22.10 | 0.78 | 0.17 | 89.97 |
| A | 4 | COMMAND AN AIR FORCE UNIT. | 15.98 | 1.07 | 0.17 | 90.15 |
| I | 34 | ACT AS INVENTORY OFFICER. | 24.37 | 0.70 | 0.17 | 90.31 |
| G | 11 | PREPARE AGENDA FOR MEETINGS. | 24.02 | 0.70 | 0.17 | 90.48 |
| E | 34 | MAKE FINANCIAL AUDITS. | 10.22 | 1.63 | 0.17 | 90.65 |
| C | 28 | PLAN PERSONNEL ALLOCATION. | 25.15 | 0.66 | 0.17 | 90.81 |
| I | 24 | ACT AS DISASTER CONTROL OFFICER. | 16.33 | 1.02 | 0.17 | 90.98 |
| F | 20 | PARTICIPATE IN STAFF VISITS. | 23.06 | 0.71 | 0.16 | 91.14 |
| G | 7 | GIVE ORAL REPORTS TO MILITARY ORGANIZATIONS OUTSIDE IMMEDIATE CHAIN OF COMMAND. | 18.25 | 0.90 | 0.16 | 91.31 |
| C | 27 | PLAN MEETINGS ON NEW PROJECTS. | 26.29 | 0.62 | 0.16 | 91.47 |
| F | 23 | REPORT INTELLIGENCE INFORMATION TO APPROPRIATE AGENCIES. | 10.13 | 1.62 | 0.16 | 91.64 |
| A | 6 | CONDUCT STAFF MEETINGS. | 24.10 | 0.68 | 0.16 | 91.80 |
| D | 9 | ORGANIZE SERVICE ACTIVITIES IN UNIT. | 20.61 | 0.78 | 0.16 | 91.96 |

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| D | 4 | GROUP PARTS OF AN ORGANIZATION ACCORDING TO FUNCTION. | 25.07 | 0.64 | 0.16 | 92.12 |
| E | 24 | EVALUATE PROGRAMS IN TERMS OF AVAILABLE FUNDS. | 21.92 | 0.73 | 0.16 | 92.28 |
| G | 36 | REVIEW SERVICE AND ACTION REQUESTS OF LATERAL AND HIGHER ECHELONS. | 23.93 | 0.66 | 0.16 | 92.44 |
| F | 9 | COORDINATE PLANS OR PROCEDURES FOR ESTABLISHING, DISCONTINUING, OR TRANSFERRING ACTIVITIES. | 24.10 | 0.62 | 0.15 | 92.59 |
| A | 2 | APPOINT COMMITTEES TO STUDY PROBLEMS. | 27.60 | 0.55 | 0.15 | 92.74 |
| I | 45 | ACT AS PHYSICAL TRAINING OFFICER. | 10.74 | 1.39 | 0.15 | 92.89 |
| G | 23 | RECOMMEND RESEARCH STUDIES. | 18.95 | 0.77 | 0.15 | 93.04 |
| C | 35 | PREPARE BUDGET ESTIMATES. | 17.64 | 0.83 | 0.15 | 93.18 |
| A | 11 | DIRECT PREPARATION OF BUDGETS. | 16.42 | 0.88 | 0.14 | 93.33 |
| I | 6 | EXPLAIN AND INTERPRET UCMJ TO OTHERS. | 21.31 | 0.67 | 0.14 | 93.47 |
| I | 64 | ACT AS VOTING OFFICER. | 15.37 | 0.93 | 0.14 | 93.61 |
| F | 21 | PARTICIPATE IN TECHNICAL ASSISTANCE VISITS. | 19.74 | 0.72 | 0.14 | 93.76 |
| C | 4 | DEVELOP FORMATS AND CHARTS FOR MANAGEMENT DATA BOOK. | 18.60 | 0.76 | 0.14 | 93.90 |
| G | 12 | PREPARE AND SUBMIT MANAGEMENT IMPROVEMENT REPORTS. | 21.92 | 0.63 | 0.14 | 94.04 |
| I | 52 | ACT AS SAVINGS BOND PROJECT OFFICER. | 17.29 | 0.79 | 0.14 | 94.17 |
| E | 35 | MAKE MANPOWER SURVEYS. | 18.60 | 0.73 | 0.14 | 94.31 |
| A | 34 | REVIEW COMPLAINTS AND ACTION REQUESTS OF SUBORDINATE COMMANDERS. | 15.63 | 0.87 | 0.14 | 94.45 |
| A | 35 | SPECIFY COMPONENT PARTS OF MISSION. | 18.08 | 0.75 | 0.14 | 94.58 |
| E | 9 | EVALUATE BUDGET ESTIMATES. | 16.42 | 0.81 | 0.13 | 94.71 |
| J | 12 | PREFER CHARGES UNDER UCMJ. | 13.97 | 0.94 | 0.13 | 94.85 |
| G | 23 | SUPERVISE PREPARATION OF FISCAL SUMMARY REPORTS. | 17.82 | 0.73 | 0.13 | 94.98 |
| I | 58 | ACT AS SUPPLY OFFICER. | 9.08 | 1.41 | 0.13 | 95.10 |
| E | 11 | EVALUATE RESEARCH SUPPORT. | 16.33 | 0.77 | 0.13 | 95.23 |
| C | 29 | PLAN PROCUREMENT OF MAJOR FACILITIES OR EQUIPMENT. | 17.64 | 0.71 | 0.12 | 95.35 |
| A | 5 | CONDUCT SCIENTIFIC MEETINGS AND SYMPOSIUMS. | 11.70 | 1.05 | 0.12 | 95.48 |
| C | 24 | PLAN DEFENSE AND DISASTER CONTROL PROGRAMS. | 17.12 | 0.69 | 0.12 | 95.60 |
| F | 18 | MAINTAIN LIAISON WITH OTHER COMMANDS. | 17.73 | 0.67 | 0.12 | 95.71 |
| H | 17 | INITIATE REQUISITIONS INVOLVING VALUES OF $5000 OR MORE. | 14.50 | 0.81 | 0.12 | 95.83 |
| G | 38 | WRITE CONTRACTS FOR BIDDING BY CIVILIAN AGENCIES. | 6.38 | 1.80 | 0.11 | 95.95 |
| B | 20 | SUPERVISE CONTRACT PERSONNEL. | 13.10 | 0.85 | 0.11 | 96.06 |
| H | 7 | ESTABLISH EQUIPMENT STANDARDS. | 18.52 | 0.60 | 0.11 | 96.17 |
| C | 22 | PLAN AND ALLOCATE RESOURCES FOR EVALUATION OF NEW IDEAS. | 20.09 | 0.55 | 0.11 | 96.28 |
| F | 25 | SERVE AS THE CHAIRMAN OF A COMMITTEE OR CONFERENCE. | 18.52 | 0.58 | 0.11 | 96.39 |
| I | 51 | ACT AS REPORT OF SURVEY OFFICER. | 15.81 | 0.66 | 0.10 | 96.49 |
| C | 23 | PLAN CONTROL SYSTEMS AND PROCEDURES FOR SPECIALTY AREA. | 17.90 | 0.58 | 0.10 | 96.60 |
| G | 15 | PREPARE MATERIALS FOR MANUALS. | 13.62 | 0.76 | 0.10 | 96.70 |
| C | 18 | FORMULATE POLICIES FOR DATA PROCESSING PROGRAMS. | 10.39 | 0.96 | 0.10 | 96.80 |
| I | 61 | ACT AS UNIT FIRE WARDEN (MARSHALL) | 10.57 | 0.94 | 0.10 | 96.90 |

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| B | 15 | PREPARE CIVILIAN PERFORMANCE RATINGS. | 13.89 | 0.70 | 0.10 | 97.00 |
| I | 29 | ACT AS HISTORICAL OFFICER | 11.27 | 0.87 | 0.10 | 97.10 |
| C | 26 | PLAN ITEMS TO BE USED AS INDICATORS OF OPERATIONAL STATUS. | 18.08 | 0.54 | 0.10 | 97.19 |
| F | 3 | COORDINATE BUDGET ESTIMATES. | 13.80 | 0.70 | 0.10 | 97.29 |
| G | 41 | WRITE TECHNICAL ARTICLES. | 7.42 | 1.29 | 0.10 | 97.39 |
| E | 17 | EVALUATE IMPACT OF LEGISLATION UPON OBJECTIVES AND PROGRAMS. | 14.50 | 0.66 | 0.10 | 97.48 |
| A | 31 | PRESCRIBE RELATIONSHIPS BETWEEN DIRECTORATES, DIVISIONS, OR OTHER STAFF GROUPS. | 14.06 | 0.68 | 0.10 | 97.58 |
| E | 27 | EVALUATE REQUESTS FOR EMERGENCY FUNDS. | 13.97 | 0.65 | 0.09 | 97.67 |
| C | 17 | FORMULATE PLANS FOR OPERATIONS TWO OR MORE YEARS IN ADVANCE. | 14.67 | 0.60 | 0.09 | 97.75 |
| C | 20 | MAKE PLANS BASED ON DOD TRENDS TOWARD UNIFIED RESPONSIBILITY AND MANAGEMENT. | 16.33 | 0.52 | 0.08 | 97.84 |
| H | 6 | ESTABLISH A SCHOOL OR FORMAL TRAINING ACTIVITY. | 11.88 | 0.70 | 0.08 | 97.92 |
| C | 25 | PLAN FISCAL PROGRAM. | 12.84 | 0.64 | 0.08 | 98.00 |
| C | 12 | FORMULATE AND DISSEMINATE COMMAND PROGRAM AUTHORIZATIONS. | 14.06 | 0.56 | 0.08 | 98.08 |
| C | 2 | DETERMINE NEED FOR STAFF STUDIES. | 14.32 | 0.55 | 0.08 | 98.16 |
| A | 32 | PRESCRIBE RELATIONSHIPS OF STAFF AND SUBORDINATE COMMANDS. | 11.79 | 0.66 | 0.08 | 98.24 |
| I | 50 | ACT AS RECORDS MANAGEMENT OFFICER. | 10.31 | 0.75 | 0.06 | 98.32 |
| G | 35 | REVIEW REPORTS OF STAFF STUDIES. | 15.02 | 0.50 | 0.08 | 98.39 |
| G | 34 | REVIEW PRESS RELEASES FOR TECHNICAL ACCURACY. | 8.82 | 0.85 | 0.07 | 98.47 |
| I | 43 | ACT AS PAY OFFICER (CLASS 'A' AGENT). | 8.30 | 0.87 | 0.07 | 98.54 |
| I | 38 | ACT AS MOBILITY OFFICER. | 5.76 | 1.19 | 0.07 | 98.61 |
| I | 13 | ACT AS ACCIDENT INVESTIGATION BOARD MEMBER. | 11.88 | 0.57 | 0.07 | 98.68 |
| I | 47 | ACT AS PROMOTION BOARD MEMBER. | 10.31 | 0.63 | 0.06 | 98.74 |
| I | 62 | ACT AS UNIT FUND CUSTODIAN. | 8.12 | 0.77 | 0.06 | 98.80 |
| I | 37 | ACT AS MEMBER OF COURTS MARTIAL. | 9.00 | 0.66 | 0.06 | 98.86 |
| H | 8 | ESTABLISH OR DISCONTINUE A SERVICE ACTIVITY. | 11.27 | 0.51 | 0.06 | 98.92 |
| G | 8 | GIVE RADIO OR TELEVISION PRESENTATIONS. | 4.45 | 1.25 | 0.06 | 98.98 |
| I | 27 | ACT AS FOOD SERVICES OFFICER. | 2.18 | 2.39 | 0.05 | 99.03 |
| I | 55 | ACT AS SMALL ARMS MARKSMANSHIP TRAINING OFFICER. | 5.24 | 0.91 | 0.05 | 99.07 |
| B | 16 | PREPARE OFFICER EFFECTIVENESS REPORTS. | 5.59 | 0.83 | 0.05 | 99.12 |
| I | 32 | ACT AS INSPECTOR, EMERGENCY MEDICAL TREATMENT UNIT. | 7.07 | 0.65 | 0.05 | 99.17 |
| I | 20 | ACT AS CLASSIFICATION BOARD MEMBER. | 8.82 | 0.52 | 0.05 | 99.21 |
| I | 40 | ACT AS OFFICERS CLUB BOARD OF GOVERNORS MEMBER. | 4.37 | 1.04 | 0.05 | 99.26 |
| I | 14 | ACT AS AIRDROME OFFICER. | 4.72 | 0.93 | 0.04 | 99.30 |
| I | 49 | ACT AS PUBLICATIONS AND DISTRIBUTION OFFICER. | 7.34 | 0.59 | 0.04 | 99.35 |
| H | 9 | ESTABLISH OR DISCONTINUE AN INSTALLATION OR FACILITY. | 6.11 | 0.70 | 0.04 | 99.39 |
| F | 15 | MAINTAIN LIAISON BETWEEN AN AF UNIT AND FOREIGN AGENCIES. | 5.33 | 0.80 | 0.04 | 99.43 |
| B | 17 | REVIEW COURTS-MARTIAL OR COURTS OF INQUIRY INVESTIGATIONS. | 7.69 | 0.52 | 0.04 | 99.47 |

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| C | 31 | PLAN RECRUITMENT OF PERSONNEL. | 7.95 | 0.50 | 0.04 | 99.51 |
| I | 26 | ACT AS FLYING TRAINING OFFICER. | 1.14 | 3.43 | 0.04 | 99.55 |
| I | 44 | ACT AS PERSONAL AFFAIRS OFFICER. | 6.29 | 0.62 | 0.04 | 99.59 |
| I | 23 | ACT AS CONSERVATION OFFICER. | 6.90 | 0.54 | 0.04 | 99.63 |
| I | 59 | ACT AS TEST CONTROL OFFICER. | 4.37 | 0.84 | 0.04 | 99.66 |
| I | 63 | ACT AS UNIT RETENTION OFFICER. | 6.55 | 0.56 | 0.04 | 99.70 |
| I | 46 | ACT AS POSTAL OFFICER. | 4.37 | 0.68 | 0.03 | 99.73 |
| I | 30 | ACT AS INCENTIVE AWARDS COMMITTEE MEMBER. | 5.24 | 0.50 | 0.03 | 99.76 |
| I | 39 | ACT AS MORTUARY (CASUALTY) OFFICER. | 3.67 | 0.69 | 0.03 | 99.78 |
| G | 42 | WRITE TECHNICAL ORDERS. | 3.84 | 0.63 | 0.02 | 99.81 |
| I | 16 | ACT AS BILLETING OFFICER. | 3.23 | 0.73 | 0.02 | 99.83 |
| I | 36 | ACT AS LIBRARY OFFICER. | 2.97 | 0.77 | 0.02 | 99.85 |
| I | 17 | ACT AS CBR TEAM COMMANDER. | 3.41 | 0.59 | 0.02 | 99.87 |
| I | 60 | ACT AS TOP SECRET CONTROL OFFICER. | 3.67 | 0.54 | 0.02 | 99.89 |
| F | 22 | PREPARE MEMORANDA FOR THE CHIEF OF STAFF. | 3.23 | 0.59 | 0.02 | 99.91 |
| I | 57 | ACT AS STANDARDIZATION BOARD MEMBER. | 2.01 | 0.69 | 0.01 | 99.92 |
| I | 53 | ACT AS SECRETARY-TREASURER, OFFICERS OPEN MESS. | 1.31 | 0.99 | 0.01 | 99.94 |
| I | 33 | ACT AS INSTRUCTOR PILOT (FLIGHT EXAMINER). | 0.70 | 1.77 | 0.01 | 99.95 |
| I | 25 | ACT AS DISCHARGE BOARD MEMBER. | 2.62 | 0.36 | 0.01 | 99.96 |

## *APPENDIX II.* FURTHER ANALYSES OF OFFICER MANAGEMENT SURVEY DATA

Three additional kinds of analyses were computed in the present study: a group difference analysis, a summary of job description data by task, and a group similarity analysis. The computer programs and the kinds of information produced by these programs are explained briefly. Although the printouts are not presented in this report, the data are available for loan to qualified users upon request to the Personnel Research Division (PAOA), Lackland Air Force Base, Texas 78236.

### Group Difference Analysis

A computer program has been devised to compute differences, in terms of members performing and in terms of average percentage of time spent on each task, between any two groups defined by background variables or identified as job types. All tasks in the inventory are ordered according to the magnitude of the differences in the percentage of members performing between the two groups compared. The table begins with the greatest positive difference, proceeds through zero difference, and ends with the greatest negative difference. In the printout, the two groups being compared are designated by group identification numbers and by group titles. The number of members in each group is also given. In this study, for example, the following information appeared in the group difference table designated GPDIF1:

SPL001 MEMBERS = 413 OFFICERS IN GRADE OF COLONEL
SPL002 MEMBERS = 1221 OFFICERS IN GRADE OF LT COLONEL

In the difference descriptions, six columns of numerical data provide information with respect to the two groups being compared. For example:

1. SPL002 PERCENT MEMBERS PERFORMING
2. SPL002 AVERAGE PERCENT TIME BY ALL GROUP MEMBERS
3. SPL001 PERCENT MEMBERS PERFORMING
4. SPL001 AVERAGE PERCENT TIME BY ALL GROUP MEMBERS
5. PERCENT MEMBERS PERFORMING - DIFFERENCE, SPL001 MINUS SPL002
6. AVERAGE PERCENT TIME BY ALL GROUP MEMBERS - SPL001 MINUS SPL002

In these analyses, "percent time" in items 2, 4, and 6 are interpreted as "part of the job."

If a greater percentage of colonels (SPL001) than of lieutenant colonels (SPL002) performs a task, the value in Column 5 will be positive. Similarly, if a greater percentage of lieutenant colonels than of colonels performs a task, then the value in Column 5 will be negative. The tasks are arranged in descending order of magnitude of the entries in Column 5 beginning with the highest positive value.

In the present study, ten group difference descriptions were computed. Five of these showed differences between officer grade groups, and five dealt with differences between certain career area groups where it was anticipated that the differences would be greatest. The difference descriptions which were computed compared the following groups:

GPDIF 1: SPL001, Officers in grade of Colonel, *vs.* SPL002, Officers in grade of Lieutenant Colonel

GPDIF 2: SPL002, Officers in grade of Lieutenant Colonel, *vs.* SPL003, Officers in grade of Major

GPDIF 3: SPL003, Officers in grade of Major, *vs.* SPL004, Officers in grade of Captain

GPDIF 4: SPL004, Officers in grade of Captain, *vs.* SPL005, Officers in grade of First Lieutenant

GPDIF 5: SPL005, Officers in grade of First Lieutenant, *vs.* SPL006, Officers in grade of Second Lieutenant

GPDIF 6: SPL008, Pilot - Company Grade, *vs.* SPL016, Materiel and Comptroller - Company Grade

GPDIF 7: SPL010, Air Operations - Company Grade, *vs.* SPL012, Scientific - Company Grade

GPDIF 8: SPL007, Command and Management - Field Grade, *vs.* SPL021, Intelligence and Security - Field Grade

GPDIF 9: SPL009, Pilot - Field Grade, *vs.* SPL013, Scientific - Field Grade

GPDIF 10: SPL028, Administration and Support - Staff, *vs.* SPL029, Intelligence and Security - Staff

**Consolidation of Group Information by Task**

A computer program has been developed which summarizes job description data task by task. Tasks are listed in inventory order showing the percentage of the members of a group who perform each task. The group may be the entire sample surveyed or any job type or subgroup specified. In order to facilitate comparison, as many as 12 groups may be shown in the same table.

Three group summary tables were computed in this study to show the percentage of group members performing each task. The first of these tables, GPSUM2, included the officer grade groups and the total sample, as follows:

SPL001 Colonel
SPL002 Lieutenant Colonel
SPL003 Major
SPL004 Captain
SPL005 First Lieutenant
SPL006 Second Lieutenant
SPL031 Officer Management Inventory - Total Sample

The second group summary table, GPSUM3, showed percentages of members of 12 career area groups who perform each task. The following career area groups were included:

SPL007 Command and Management officers
SPL008 Pilot - Company Grade
SPL009 Pilot - Field Grade
SPL010 Air Operations - Company Grade
SPL011 Air Operations - Field Grade
SPL024 Air Operations - Staff
SPL012 Scientific - Company Grade
SPL013 Scientific - Field Grade
SPL025 Scientific - Staff
SPL014 Maintenance Engineer and Civil Engineer - Company Grade
SPL015 Maintenance Engineer and Civil Engineer - Field Grade
SPL026 Maintenance Engineer and Civil Engineer - Staff

The third group summary table, GPSUM4, presented percentages of members of 12 additional career area groups who perform each task. The following career area groups were included:

SPL016 Materiel and Comptroller - Company Grade
SPL017 Materiel and Comptroller - Field Grade
SPL027 Materiel and Comptroller - Staff
SPL018 Administration and Support - Company Grade
SPL019 Administration and Support - Field Grade
SPL028 Administration and Support - Staff
SPL020 Intelligence and Security - Company Grade
SPL021 Intelligence and Security - Field Grade
SPL029 Intelligence and Security - Staff
SPL022 Professional - Company Grade
SPL023 Professional - Field Grade
SPL030 Professional - Staff

**Group Similarity Analysis**

A computer program has been written which computes and reports a matrix of similarities among all groups identified in an analysis. This output provides a condensed picture of the interrelationships among groups. In the present study, a matrix was computed which presented all of the special groups reported.

*APPENDIX III.* RATINGS OF PROFESSIONAL MILITARY EDUCATION REQUIREMENTS

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*Table 5.* **Mean Ratings of Need on the Job (noj) and Need to Know (ntk) of Professional Military Education Topics by Career Area Groups**

*(Ratings of 4 or more indicating "Substantial Need" shown in heavy type)*

| | Cmd & Mgt | | Pilot | | | | Air Operations | | | | | | Scientific | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff (261) | | Co Gr (249) | | Fld Gr (156) | | Co Gr (937) | | Fld Gr (228) | | Staff (336) | | Co Gr (386) | | Fld Gr (100) | | Staff (125) | |
| Topic | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| **Military Strategy and Employment** | | | | | | | | | | | | | | | | | | |
| The art and principles of war | 2.3 | **4.0** | 2.3 | **4.0** | 2.5 | 3.8 | 2.3 | 3.8 | 2.0 | 3.5 | 3.1 | **4.2** | 1.1 | 3.2 | 1.9 | **4.0** | 1.9 | 3.5 |
| Military history | 2.1 | 3.9 | 1.8 | 3.6 | 1.8 | 3.1 | 1.4 | 3.3 | 1.4 | 3.2 | 2.1 | 3.6 | 0.8 | 2.9 | 1.4 | 3.3 | 1.4 | 3.0 |
| U.S. military capabilities | 3.3 | **4.5** | 3.0 | **4.6** | 3.0 | **4.2** | 3.3 | **4.4** | 2.5 | 3.8 | 3.8 | **4.6** | 2.1 | **4.1** | 3.0 | **4.4** | 3.0 | **4.1** |
| USAF basic aerospace doctrine | 3.2 | **4.6** | 2.7 | **4.3** | 2.7 | 3.9 | 2.9 | **4.3** | 2.3 | 3.8 | 3.7 | **4.6** | 2.2 | **4.0** | 3.2 | **4.4** | 3.0 | **4.2** |
| Joint military doctrine | 2.8 | **4.0** | 2.1 | 3.6 | 1.8 | 3.1 | 2.2 | 3.5 | 1.7 | 3.0 | 3.0 | 3.8 | 1.4 | 3.2 | 2.2 | 3.6 | 2.2 | 3.5 |
| Basic doctrines of the Army, Navy, and Marine Corps | 2.1 | 3.3 | 1.4 | 2.8 | 1.3 | 2.5 | 1.4 | 2.7 | 1.1 | 2.5 | 2.0 | 3.0 | 1.0 | 2.7 | 1.7 | 3.1 | 1.6 | 2.7 |
| Impact of technology on aerospace warfare | 2.3 | 3.8 | 2.3 | 3.7 | 1.9 | 3.4 | 2.5 | 3.9 | 2.0 | 3.3 | 3.0 | **4.0** | 3.1 | **4.1** | 3.9 | **4.4** | **4.0** | **4.3** |
| Current U.S. military strategy | 3.0 | **4.2** | 2.8 | **4.5** | 2.8 | **4.1** | 3.1 | **4.4** | 2.3 | 3.7 | 3.4 | **4.3** | 2.0 | 3.9 | 2.7 | **4.5** | 2.7 | 3.9 |
| Future U.S. military strategy | 3.0 | **4.1** | 2.6 | **4.4** | 2.2 | 3.9 | 2.6 | **4.2** | 2.0 | 3.6 | 3.1 | **4.1** | 2.1 | 3.9 | 3.1 | **4.4** | 3.0 | 3.9 |
| The employment of the USAF forces | 3.6 | **4.5** | 2.9 | **4.3** | 2.9 | **4.0** | 3.0 | **4.1** | 2.4 | 3.7 | 3.7 | **4.4** | 1.7 | 3.4 | 2.6 | **4.0** | 2.3 | 3.6 |
| The employment of the U.S. Army and Navy forces | 2.2 | 3.2 | 1.8 | 3.1 | 1.5 | 2.8 | 1.7 | 2.9 | 1.3 | 2.7 | 2.4 | 3.2 | 1.1 | 2.6 | 1.6 | 2.8 | 1.7 | 2.7 |
| Combat forces in unified, specified, and joint commands | 2.2 | 3.3 | 1.9 | 3.1 | 1.7 | 2.9 | 1.8 | 3.0 | 1.3 | 2.7 | 2.5 | 3.2 | 1.0 | 2.5 | 1.4 | 2.9 | 1.5 | 2.7 |
| Support forces in unified, specified, and joint commands | 2.3 | 3.1 | 1.7 | 2.9 | 1.5 | 2.6 | 1.6 | 2.8 | 1.3 | 2.5 | 2.2 | 2.9 | 0.9 | 2.4 | 1.4 | 2.6 | 1.5 | 2.5 |
| The armed forces of allied nations (e.g., doctrine, strategy, tactics) | 1.6 | 2.7 | 1.7 | 3.1 | 1.3 | 2.5 | 1.6 | 2.9 | 1.0 | 2.5 | 1.8 | 2.7 | 0.9 | 2.5 | 1.2 | 2.5 | 1.2 | 2.3 |
| The armed forces of possible enemy nations (e.g., doctrine, strategy, tactics) | 2.1 | 3.4 | 3.1 | **4.6** | 2.9 | **4.1** | 2.9 | **4.2** | 2.0 | 3.6 | 2.8 | 3.9 | 1.7 | 3.7 | 2.1 | 3.6 | 1.9 | 3.2 |
| Capabilities of current USAF weapon systems | 2.9 | **4.2** | 3.4 | **4.4** | 3.3 | **4.2** | 3.9 | **4.5** | 3.0 | **4.0** | **4.1** | **4.5** | 2.8 | **4.0** | 3.4 | **4.5** | 3.6 | **4.3** |
| Effects of new weapons systems on tactics and strategy | 2.7 | 3.9 | 3.1 | **4.2** | 2.9 | **4.0** | 3.2 | **4.2** | 2.4 | 3.6 | 3.5 | **4.2** | 2.2 | 3.7 | 3.3 | **4.4** | 3.1 | **4.0** |
| Effects of new weapons systems on military organization, policy, and doctrine | 3.2 | **4.1** | 2.5 | **4.0** | 2.4 | 3.7 | 2.6 | 3.8 | 2.1 | 3.4 | 3.1 | 3.9 | 1.8 | 3.5 | 2.9 | **4.2** | 2.6 | 3.7 |
| Space as a potential military environment | 2.0 | 3.8 | 1.5 | 3.6 | 1.4 | 3.2 | 1.9 | 3.7 | 1.4 | 3.2 | 2.2 | 3.7 | 2.8 | 3.8 | 3.7 | **4.3** | 3.5 | **4.0** |
| Counterinsurgency techniques and procedure | 2.1 | 3.6 | 2.0 | 3.9 | 1.5 | 3.2 | 1.5 | 3.4 | 1.2 | 2.9 | 1.7 | 3.3 | 1.1 | 3.1 | 1.6 | 3.4 | 1.9 | 3.3 |
| **National Security Policy and Strategy** | | | | | | | | | | | | | | | | | | |
| U.S. national objectives | 3.1 | **4.4** | 2.8 | **4.6** | 2.3 | **4.0** | 2.7 | **4.5** | 2.2 | 3.7 | 3.1 | **4.3** | 2.0 | **4.1** | 2.7 | **4.5** | 2.7 | 3.8 |
| National security policy | 3.0 | **4.2** | 2.9 | **4.5** | 2.8 | **4.0** | 3.1 | **4.4** | 2.6 | 3.8 | 3.3 | **4.3** | 2.3 | **4.0** | 2.7 | **4.3** | 2.7 | 3.8 |
| Development of national security policy | 2.3 | 3.6 | 1.8 | 3.5 | 1.5 | 2.9 | 1.9 | 3.4 | 1.4 | 2.9 | 2.2 | 3.3 | 1.4 | 3.0 | 1.8 | 3.3 | 1.8 | 2.9 |
| Role of the DOD in development of national security policy | 2.2 | 3.5 | 1.4 | 3.1 | 1.1 | 2.7 | 1.5 | 3.0 | 1.1 | 2.6 | 2.0 | 3.1 | 1.3 | 2.9 | 2.1 | 3.4 | 2.3 | 3.1 |
| Influence of science and technology on national security policy | 1.9 | 3.4 | 1.4 | 3.1 | 1.1 | 2.6 | 1.5 | 3.1 | 1.2 | 2.7 | 2.0 | 3.1 | 2.5 | 3.4 | 3.2 | 3.8 | 3.2 | 3.6 |
| National security strategies | 2.2 | 3.4 | 1.7 | 3.3 | 1.4 | 2.8 | 1.9 | 3.3 | 1.4 | 2.8 | 2.2 | 3.1 | 1.5 | 3.1 | 2.2 | 3.3 | 2.0 | 3.2 |
| Sino-Soviet bloc threat and free world vulnerability | 2.4 | **4.0** | 2.7 | **4.5** | 2.5 | **4.1** | 2.9 | **4.3** | 2.2 | 3.8 | 2.8 | **4.1** | 1.7 | 3.8 | 2.6 | 3.9 | 2.6 | 3.8 |
| Relation of U.S. military concepts to future national security | 2.3 | 3.8 | 2.1 | **4.0** | 1.8 | 3.6 | 2.0 | 3.7 | 1.5 | 3.2 | 2.4 | 3.7 | 1.6 | 3.4 | 2.7 | **4.0** | 2.5 | 3.6 |
| Military force as an instrument of national power | 2.6 | **4.1** | 2.3 | **4.2** | 2.1 | 3.7 | 2.1 | 3.9 | 1.6 | 3.5 | 2.5 | **4.0** | 1.3 | 3.6 | 2.0 | 3.9 | 2.1 | 3.6 |
| Disarmament and arms control | 1.6 | 3.1 | 1.4 | 3.2 | 1.0 | 2.6 | 1.5 | 3.2 | 1.0 | 2.7 | 1.6 | 3.1 | 0.9 | 2.9 | 1.5 | 3.0 | 1.5 | 2.8 |
| Policy of deterrence | 2.3 | 3.8 | 2.3 | **4.1** | 2.5 | 3.9 | 2.5 | **4.0** | 2.2 | 3.7 | 2.8 | **4.0** | 1.3 | 3.5 | 2.0 | 3.7 | 2.1 | 3.4 |
| Relation of U.S. economy to military programs | 2.8 | **4.0** | 1.7 | 3.7 | 1.7 | 3.3 | 1.5 | 3.5 | 1.6 | 3.3 | 2.3 | 3.7 | 1.6 | 3.3 | 2.4 | 3.8 | 2.5 | 3.5 |
| The effects of U.S. alliances on strategic planning | 2.1 | 3.5 | 1.7 | 3.5 | 1.5 | 3.1 | 1.6 | 3.3 | 1.3 | 3.1 | 2.0 | 3.5 | 1.0 | 3.0 | 1.5 | 3.2 | 1.7 | 3.0 |
| **International Relations and Economics** | | | | | | | | | | | | | | | | | | |
| Development of the modern nation-state | 1.3 | 2.8 | 1.0 | 2.6 | 0.7 | 2.1 | 0.9 | 2.6 | 0.7 | 2.4 | 1.2 | 2.6 | 0.5 | 2.4 | 0.9 | 2.6 | 1.0 | 2.3 |
| Elements of national power | 1.7 | 3.5 | 1.3 | 3.1 | 1.0 | 2.6 | 1.2 | 3.1 | 1.0 | 2.7 | 1.7 | 3.1 | 0.8 | 2.9 | 1.4 | 3.1 | 1.5 | 2.8 |
| Instruments of national policy | 1.9 | 3.5 | 1.4 | 3.2 | 1.2 | 2.7 | 1.3 | 3.2 | 1.0 | 2.8 | 1.8 | 3.2 | 0.9 | 3.0 | 1.6 | 3.3 | 1.5 | 2.9 |
| Relationship of national power to national objectives | 1.9 | 3.6 | 1.4 | 3.3 | 1.3 | 2.9 | 1.4 | 3.3 | 1.1 | 2.9 | 1.9 | 3.3 | 0.9 | 3.1 | 1.6 | 3.3 | 1.6 | 3.0 |
| International power politics | 1.6 | 3.2 | 1.3 | 3.2 | 1.1 | 2.6 | 1.2 | 3.1 | 0.9 | 2.6 | 1.5 | 3.0 | 0.8 | 2.9 | 1.2 | 3.0 | 1.3 | 2.7 |
| International diplomacy | 1.6 | 3.1 | 1.5 | 3.2 | 1.4 | 2.9 | 1.2 | 3.0 | 1.0 | 2.7 | 1.5 | 3.0 | 0.7 | 2.9 | 1.2 | 2.7 | 1.3 | 2.6 |
| Cultural differences among nations | 1.7 | 3.1 | 1.9 | 3.4 | 1.7 | 3.0 | 1.3 | 3.1 | 1.1 | 2.9 | 1.3 | 2.9 | 0.7 | 3.0 | 1.0 | 2.7 | 1.2 | 2.5 |
| World geographic areas | 2.5 | 3.9 | 2.8 | 4.0 | 2.7 | 3.7 | 2.0 | 3.6 | 2.2 | 3.6 | 2.6 | 3.8 | 1.8 | 3.5 | 2.5 | 3.7 | 2.4 | 3.3 |
| Geopolitics | 1.6 | 3.5 | 1.7 | 3.4 | 1.3 | 2.8 | 1.3 | 3.1 | 1.1 | 3.0 | 1.5 | 3.1 | 0.8 | 3.1 | 1.4 | 3.1 | 1.4 | 2.8 |
| International law | 1.2 | 2.4 | 1.5 | 2.9 | 1.2 | 2.4 | 1.1 | 2.7 | 1.0 | 2.3 | 1.2 | 2.4 | 0.6 | 2.5 | 0.9 | 2.4 | 0.9 | 2.2 |

Table 5. *(Continued)*

| Maint Engr and Civil Engr | | | | | | Materiel and Comptroller | | | | | | Admin and Support | | | | | | Intelligence and Security | | | | | | Professional | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Co Gr (636) | | Fld Gr (146) | | Staff (344) | | Co Gr (558) | | Fld Gr (117) | | Staff (326) | | Co Gr (564) | | Fld Gr (115) | | Staff (313) | | Co Gr (508) | | Fld Gr (72) | | Staff (236) | | Co Gr (1262) | | Fld Gr (208) | | Staff (285) | |
| noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| 1.0 | 3.4 | 1.3 | 3.3 | 1.7 | 3.7 | 0.8 | 3.2 | 1.1 | 3.3 | 1.2 | 3.5 | 1.5 | 3.5 | 2.5 | 3.6 | 1.9 | 3.7 | 2.4 | 3.7 | 3.2 | 3.6 | 2.7 | 3.7 | 0.7 | 2.7 | 1.0 | 2.9 | 1.1 | 3.0 |
| 0.9 | 3.4 | 1.2 | 3.1 | 1.5 | 3.4 | 0.7 | 3.2 | 1.1 | 3.1 | 1.1 | 3.2 | 2.2 | 3.6 | 2.8 | 3.5 | 2.4 | 3.8 | 2.0 | 3.4 | 2.5 | 3.3 | 2.6 | 3.5 | 0.8 | 2.6 | 1.2 | 2.9 | 1.6 | 3.2 |
| 1.7 | 4.1 | 1.9 | 3.7 | 2.5 | 4.0 | 1.5 | 3.9 | 1.9 | 3.8 | 2.0 | 4.0 | 2.6 | 4.3 | 3.1 | 4.0 | 3.0 | 4.3 | 3.1 | 4.3 | 4.3 | 4.3 | 3.4 | 4.2 | 1.0 | 3.2 | 1.4 | 3.3 | 1.4 | 3.5 |
| 1.8 | 4.1 | 2.0 | 3.5 | 2.5 | 4.1 | 1.4 | 3.8 | 1.7 | 3.7 | 1.9 | 3.9 | 2.7 | 4.3 | 3.3 | 4.1 | 3.1 | 4.5 | 2.5 | 3.9 | 3.2 | 3.8 | 2.9 | 4.3 | 1.2 | 3.0 | 1.7 | 3.3 | 1.6 | 3.4 |
| 1.3 | 3.4 | 1.4 | 2.8 | 1.8 | 3.4 | 1.1 | 3.1 | 1.5 | 3.2 | 1.5 | 3.3 | 2.1 | 3.5 | 2.6 | 3.2 | 2.4 | 3.7 | 2.2 | 3.3 | 3.0 | 3.5 | 2.8 | 3.5 | 0.7 | 2.5 | 1.2 | 2.7 | 1.2 | 2.9 |
| 1.0 | 2.7 | 1.1 | 2.5 | 1.3 | 2.7 | 0.8 | 2.6 | 1.1 | 2.7 | 1.3 | 2.8 | 1.7 | 2.9 | 2.3 | 2.6 | 1.9 | 3.0 | 1.7 | 2.8 | 2.4 | 2.9 | 2.2 | 3.1 | 0.8 | 2.4 | 1.1 | 2.5 | 1.1 | 2.4 |
| 2.0 | 3.8 | 2.0 | 3.5 | 2.4 | 3.8 | 1.1 | 3.2 | 1.5 | 3.4 | 1.7 | 3.5 | 2.1 | 3.5 | 2.9 | 3.6 | 2.6 | 3.8 | 2.2 | 3.2 | 3.1 | 3.6 | 2.8 | 3.6 | 1.0 | 2.7 | 1.6 | 3.0 | 1.3 | 2.9 |
| 1.6 | 4.1 | 1.9 | 3.5 | 2.3 | 3.9 | 1.2 | 3.9 | 1.6 | 3.7 | 1.9 | 3.9 | 2.4 | 4.2 | 3.0 | 3.8 | 2.8 | 4.2 | 3.0 | 4.1 | 3.8 | 4.2 | 3.4 | 4.1 | 0.8 | 3.0 | 1.3 | 3.2 | 1.5 | 3.4 |
| 1.6 | 4.0 | 1.7 | 3.4 | 2.3 | 3.9 | 1.2 | 3.8 | 1.5 | 3.7 | 1.9 | 3.9 | 2.3 | 4.0 | 2.9 | 3.7 | 2.7 | 4.1 | 2.7 | 3.9 | 3.5 | 4.1 | 3.1 | 3.9 | 0.8 | 2.9 | 1.4 | 3.2 | 1.4 | 3.4 |
| 1.7 | 3.7 | 1.8 | 3.4 | 2.5 | 3.9 | 1.5 | 3.5 | 1.8 | 3.5 | 2.1 | 3.8 | 2.5 | 3.9 | 3.1 | 3.9 | 3.0 | 4.3 | 3.0 | 3.7 | 3.9 | 4.1 | 3.4 | 4.1 | 1.0 | 2.8 | 1.6 | 3.3 | 1.7 | 3.5 |
| 0.9 | 2.7 | 0.9 | 2.4 | 1.4 | 2.8 | 0.8 | 2.6 | 1.2 | 2.8 | 1.4 | 2.9 | 1.6 | 2.9 | 2.2 | 3.0 | 1.9 | 3.1 | 2.1 | 2.9 | 3.0 | 3.2 | 2.4 | 3.0 | 0.6 | 2.2 | 1.0 | 2.6 | 1.1 | 2.8 |
| 0.9 | 2.8 | 1.0 | 2.5 | 1.5 | 2.9 | 0.9 | 2.7 | 1.1 | 2.9 | 1.3 | 2.9 | 1.8 | 3.0 | 2.4 | 3.0 | 2.1 | 3.2 | 2.0 | 2.8 | 2.8 | 3.0 | 2.4 | 3.0 | 0.5 | 2.1 | 1.0 | 2.3 | 1.1 | 2.6 |
| 1.0 | 2.8 | 1.3 | 2.4 | 1.6 | 2.8 | 1.1 | 2.7 | 1.3 | 2.9 | 1.6 | 2.8 | 1.7 | 2.9 | 2.3 | 2.8 | 1.9 | 3.0 | 1.9 | 2.6 | 2.4 | 2.8 | 2.2 | 2.7 | 0.6 | 2.1 | 1.1 | 2.4 | 1.2 | 2.7 |
| 0.7 | 2.7 | 0.7 | 2.1 | 1.1 | 2.5 | 0.5 | 2.6 | 0.7 | 2.4 | 0.8 | 2.4 | 1.5 | 2.9 | 1.9 | 2.7 | 1.5 | 2.7 | 2.1 | 2.8 | 2.7 | 2.9 | 2.2 | 2.8 | 0.5 | 2.1 | 0.8 | 2.2 | 0.7 | 2.3 |
| 1.1 | 3.7 | 1.0 | 2.9 | 1.5 | 3.4 | 0.7 | 3.5 | 0.9 | 3.0 | 0.9 | 3.1 | 1.8 | 3.8 | 2.4 | 3.4 | 1.7 | 3.4 | 3.9 | 4.1 | 4.6 | 4.3 | 4.1 | 4.0 | 0.6 | 2.7 | 1.0 | 2.9 | 0.9 | 3.0 |
| 1.9 | 4.0 | 2.1 | 3.6 | 2.8 | 4.0 | 1.0 | 3.5 | 1.6 | 3.4 | 1.7 | 3.9 | 2.1 | 3.9 | 2.7 | 3.7 | 2.6 | 4.0 | 2.8 | 3.7 | 4.1 | 4.1 | 3.0 | 3.9 | 0.7 | 2.8 | 1.2 | 3.1 | 1.1 | 3.2 |
| 1.5 | 3.7 | 1.5 | 3.2 | 2.2 | 3.9 | 0.9 | 3.3 | 1.4 | 3.3 | 1.5 | 3.6 | 2.0 | 3.7 | 2.6 | 3.7 | 2.3 | 3.7 | 2.6 | 3.5 | 3.7 | 3.8 | 2.9 | 3.7 | 0.6 | 2.6 | 1.2 | 3.0 | 1.0 | 3.1 |
| 1.5 | 3.6 | 1.6 | 3.2 | 2.3 | 3.8 | 1.1 | 3.4 | 1.5 | 3.3 | 1.8 | 3.7 | 2.1 | 3.7 | 2.9 | 3.6 | 2.5 | 3.9 | 2.5 | 3.4 | 3.6 | 3.6 | 2.8 | 3.6 | 0.7 | 2.6 | 1.3 | 3.0 | 1.3 | 3.2 |
| 1.0 | 3.6 | 1.0 | 3.1 | 1.6 | 3.6 | 0.6 | 3.2 | 1.2 | 3.1 | 1.3 | 3.5 | 1.9 | 3.7 | 2.7 | 3.7 | 2.3 | 3.8 | 1.7 | 3.2 | 2.7 | 3.4 | 2.4 | 3.5 | 1.0 | 2.7 | 1.7 | 3.2 | 1.2 | 3.2 |
| 0.9 | 3.5 | 1.0 | 2.8 | 1.3 | 3.2 | 0.6 | 3.2 | 0.8 | 3.1 | 1.0 | 3.3 | 1.8 | 3.7 | 2.6 | 3.4 | 2.1 | 3.6 | 2.8 | 3.7 | 3.4 | 3.5 | 2.9 | 3.6 | 0.6 | 2.6 | 1.1 | 3.0 | 1.1 | 3.1 |
| 1.7 | 4.3 | 1.9 | 3.8 | 2.2 | 4.1 | 1.5 | 4.3 | 2.0 | 3.8 | 1.9 | 3.9 | 3.0 | 4.6 | 3.4 | 4.2 | 2.8 | 4.3 | 3.2 | 4.4 | 3.8 | 4.3 | 3.8 | 4.2 | 1.3 | 3.5 | 1.7 | 3.4 | 2.0 | 3.9 |
| 2.1 | 4.2 | 2.3 | 3.8 | 2.5 | 4.0 | 1.7 | 4.1 | 2.0 | 3.7 | 2.0 | 3.8 | 2.9 | 4.4 | 3.2 | 4.0 | 2.9 | 4.1 | 4.1 | 4.6 | 4.3 | 4.4 | 4.4 | 4.4 | 1.4 | 3.3 | 1.7 | 3.4 | 2.1 | 3.8 |
| 1.2 | 3.3 | 1.2 | 2.9 | 1.5 | 3.2 | 1.0 | 3.3 | 1.4 | 3.2 | 1.2 | 3.1 | 2.2 | 3.6 | 2.5 | 3.3 | 2.1 | 3.3 | 2.9 | 3.7 | 3.2 | 3.3 | 3.2 | 3.5 | 0.9 | 2.7 | 1.2 | 2.9 | 1.4 | 3.0 |
| 1.0 | 3.1 | 1.1 | 2.8 | 1.4 | 3.1 | 0.9 | 3.0 | 1.3 | 3.0 | 1.2 | 3.1 | 1.9 | 3.3 | 2.3 | 3.2 | 2.1 | 3.3 | 2.5 | 3.3 | 2.8 | 3.2 | 2.9 | 3.4 | 0.6 | 2.4 | 0.9 | 2.6 | 1.3 | 3.0 |
| 1.3 | 3.2 | 1.2 | 2.9 | 1.5 | 3.1 | 0.8 | 2.8 | 1.2 | 2.9 | 1.3 | 3.2 | 1.9 | 3.3 | 2.4 | 3.3 | 2.1 | 3.2 | 2.3 | 3.2 | 2.5 | 2.9 | 2.7 | 3.3 | 0.9 | 2.6 | 1.4 | 2.9 | 1.2 | 2.9 |
| 1.2 | 3.1 | 1.1 | 2.6 | 1.4 | 3.0 | 0.8 | 3.0 | 1.2 | 2.8 | 1.1 | 3.1 | 1.9 | 3.3 | 2.4 | 3.1 | 1.9 | 3.2 | 3.1 | 3.6 | 3.2 | 3.2 | 3.2 | 3.5 | 0.6 | 2.5 | 0.9 | 2.6 | 1.0 | 2.9 |
| 1.4 | 4.1 | 1.4 | 3.5 | 1.7 | 3.8 | 0.8 | 3.8 | 1.1 | 3.3 | 1.2 | 3.7 | 2.3 | 4.3 | 2.7 | 4.0 | 2.3 | 4.0 | 4.4 | 4.7 | 4.9 | 4.6 | 4.7 | 4.6 | 0.8 | 3.1 | 1.2 | 3.2 | 1.3 | 3.9 |
| 1.2 | 3.6 | 1.3 | 3.1 | 1.6 | 3.6 | 0.8 | 3.4 | 1.2 | 3.3 | 1.2 | 3.6 | 2.1 | 3.8 | 2.7 | 3.7 | 2.2 | 3.8 | 2.9 | 3.9 | 3.4 | 3.7 | 3.1 | 3.9 | 0.7 | 2.9 | 1.1 | 3.0 | 1.2 | 3.4 |
| 1.2 | 3.8 | 1.5 | 3.4 | 1.6 | 3.7 | 0.9 | 3.6 | 1.1 | 3.4 | 1.3 | 3.6 | 2.3 | 4.1 | 3.1 | 4.2 | 2.5 | 4.1 | 2.6 | 4.0 | 3.2 | 3.6 | 2.8 | 3.8 | 0.7 | 2.9 | 1.1 | 3.2 | 1.3 | 3.4 |
| 0.8 | 3.1 | 0.9 | 2.6 | 1.0 | 2.8 | 0.5 | 3.1 | 0.8 | 2.8 | 0.8 | 2.9 | 1.7 | 3.4 | 2.1 | 3.1 | 1.6 | 3.2 | 1.7 | 3.2 | 2.1 | 2.7 | 1.8 | 2.9 | 0.5 | 2.6 | 0.8 | 2.7 | 1.0 | 2.8 |
| 1.4 | 3.7 | 1.4 | 3.3 | 1.5 | 3.6 | 0.7 | 3.6 | 1.0 | 3.3 | 1.1 | 3.5 | 2.3 | 4.0 | 3.0 | 3.9 | 2.3 | 3.9 | 2.5 | 3.8 | 3.2 | 3.6 | 2.5 | 3.6 | 0.6 | 2.7 | 1.0 | 3.0 | 1.2 | 3.2 |
| 1.7 | 3.7 | 1.8 | 3.5 | 2.2 | 3.7 | 1.5 | 3.7 | 2.0 | 3.7 | 2.2 | 3.8 | 2.2 | 3.8 | 2.9 | 3.9 | 2.3 | 3.8 | 1.8 | 3.4 | 2.5 | 3.4 | 2.2 | 3.3 | 1.0 | 2.9 | 1.5 | 3.1 | 1.6 | 3.5 |
| 1.0 | 3.2 | 1.0 | 2.8 | 1.3 | 3.3 | 0.7 | 3.2 | 1.0 | 3.0 | 1.1 | 3.2 | 1.8 | 3.5 | 2.5 | 3.5 | 1.9 | 3.4 | 2.0 | 3.3 | 2.9 | 3.2 | 2.4 | 3.5 | 0.5 | 2.5 | 0.9 | 2.7 | 1.1 | 3.1 |
| 0.6 | 2.7 | 0.7 | 2.3 | 0.8 | 2.6 | 0.4 | 2.7 | 0.7 | 2.6 | 0.6 | 2.5 | 1.5 | 3.0 | 2.2 | 2.9 | 1.4 | 2.9 | 1.4 | 2.9 | 2.1 | 2.6 | 1.9 | 2.8 | 0.5 | 2.3 | 0.8 | 2.5 | 1.1 | 2.6 |
| 0.8 | 3.1 | 1.0 | 2.8 | 1.1 | 3.0 | 0.7 | 3.1 | 0.9 | 2.9 | 1.0 | 3.1 | 1.9 | 3.5 | 2.6 | 3.4 | 1.9 | 3.4 | 1.9 | 3.4 | 2.4 | 3.0 | 2.3 | 3.2 | 0.6 | 2.5 | 0.8 | 2.6 | 1.1 | 2.9 |
| 0.9 | 3.2 | 1.0 | 2.8 | 1.1 | 3.1 | 0.7 | 3.2 | 0.9 | 3.0 | 1.0 | 3.1 | 2.0 | 3.6 | 2.6 | 3.5 | 2.0 | 3.5 | 2.1 | 3.4 | 2.5 | 3.1 | 2.4 | 3.3 | 0.6 | 2.6 | 0.8 | 2.6 | 1.2 | 2.9 |
| 0.9 | 3.3 | 1.0 | 2.8 | 1.2 | 3.1 | 0.7 | 3.3 | 0.9 | 3.0 | 1.0 | 3.2 | 1.9 | 3.6 | 2.6 | 3.5 | 2.0 | 3.5 | 2.0 | 3.5 | 2.6 | 3.2 | 2.3 | 3.2 | 0.6 | 2.6 | 0.9 | 2.8 | 1.2 | 3.0 |
| 0.7 | 3.1 | 0.8 | 2.4 | 0.9 | 2.9 | 0.5 | 3.2 | 0.7 | 2.9 | 0.7 | 2.8 | 1.8 | 3.5 | 2.4 | 3.3 | 1.8 | 3.2 | 2.2 | 3.5 | 3.0 | 2.6 | 3.2 | 2.4 | 0.5 | 2.5 | 0.8 | 2.7 | 1.0 | 2.9 |
| 0.8 | 3.2 | 0.7 | 2.5 | 1.0 | 2.8 | 0.6 | 3.2 | 0.9 | 2.8 | 0.7 | 2.8 | 1.8 | 3.5 | 2.3 | 3.1 | 1.8 | 3.2 | 2.1 | 3.4 | 2.5 | 2.9 | 2.4 | 3.1 | 0.7 | 2.7 | 0.9 | 2.8 | 1.2 | 2.9 |
| 1.0 | 3.3 | 0.8 | 2.6 | 1.2 | 2.9 | 0.7 | 3.4 | 1.0 | 2.9 | 0.8 | 2.9 | 2.0 | 3.7 | 2.4 | 3.3 | 1.9 | 3.2 | 2.3 | 3.4 | 2.5 | 3.0 | 2.7 | 3.1 | 1.1 | 3.1 | 1.6 | 3.2 | 1.7 | 3.2 |
| 1.5 | 3.7 | 1.4 | 3.1 | 1.9 | 3.6 | 1.0 | 3.6 | 1.4 | 3.2 | 1.7 | 3.6 | 2.3 | 3.9 | 2.8 | 3.9 | 2.4 | 3.8 | 3.2 | 3.8 | 4.4 | 4.9 | 3.6 | 3.8 | 1.1 | 3.0 | 1.5 | 3.3 | 1.8 | 3.4 |
| 0.9 | 3.3 | 0.8 | 2.8 | 1.1 | 3.1 | 0.6 | 3.2 | 0.9 | 3.0 | 0.9 | 3.1 | 1.8 | 3.6 | 2.4 | 3.3 | 1.9 | 3.4 | 2.4 | 3.5 | 2.9 | 3.1 | 2.8 | 3.5 | 0.7 | 2.6 | 1.0 | 2.8 | 1.2 | 3.0 |
| 0.7 | 2.8 | 0.6 | 2.2 | 0.8 | 2.5 | 0.6 | 2.8 | 0.9 | 2.4 | 0.8 | 2.4 | 1.4 | 2.9 | 1.7 | 2.5 | 1.3 | 2.5 | 1.9 | 2.9 | 2.2 | 2.3 | 2.1 | 2.6 | 1.0 | 2.6 | 1.0 | 2.4 | 2.1 | 2.8 |

Table 5. *(Continued)*

| Topic | Cmd & Mgt | | Pilot | | | | Air Operations | | | | | | Scientific | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff (261) | | Co Gr (249) | | Fld Gr (156) | | Co Gr (937) | | Fld Gr (228) | | Staff (336) | | Co Gr (386) | | Fld Gr (100) | | Staff (125) | |
| | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| Alliances and pacts | 1.6 | 2.9 | 1.5 | 3.2 | 1.1 | 2.5 | 1.2 | 3.0 | 1.0 | 2.4 | 1.5 | 2.8 | 0.7 | 2.7 | 1.0 | 2.6 | 1.2 | 2.3 |
| International security organizations (NATO, SEATO, etc.) | 2.0 | 3.4 | 1.8 | 3.6 | 1.8 | 3.2 | 1.5 | 3.3 | 1.2 | 2.9 | 1.9 | 3.3 | 0.8 | 3.1 | 1.3 | 3.1 | 1.5 | 2.9 |
| Major world political systems | 1.6 | 3.4 | 1.6 | 3.6 | 1.4 | 3.1 | 1.3 | 3.4 | 1.0 | 2.9 | 1.5 | 3.2 | 0.7 | 3.2 | 1.2 | 3.2 | 1.2 | 2.8 |
| Major world economic systems | 1.4 | 3.0 | 1.1 | 2.9 | 0.9 | 2.5 | 0.9 | 2.8 | 0.7 | 2.5 | 1.1 | 2.7 | 0.6 | 2.7 | 1.0 | 2.9 | 1.0 | 2.5 |
| Theories and practices of democracy | 2.0 | 3.8 | 2.2 | **4.4** | 1.7 | 3.6 | 1.7 | **4.1** | 1.3 | 3.5 | 1.8 | 3.9 | 0.8 | 3.9 | 1.2 | 3.9 | 1.5 | 3.4 |
| Theories and practices of communism | 1.8 | 3.9 | 2.3 | **4.6** | 1.9 | **4.0** | 1.8 | **4.3** | 1.4 | 3.6 | 1.8 | 3.9 | 0.9 | 3.9 | 1.3 | 3.8 | 1.5 | 3.3 |
| Soviet economic, political, and foreign policies | 1.6 | 3.6 | 1.9 | **4.1** | 1.5 | 3.5 | 1.6 | 3.9 | 1.2 | 3.3 | 1.6 | 3.6 | 0.9 | 3.6 | 1.4 | 3.5 | 1.5 | 3.1 |
| Communist Chinese economic, political, and foreign policies | 1.6 | 3.5 | 1.8 | **4.1** | 1.4 | 3.5 | 1.5 | 3.8 | 1.1 | 3.3 | 1.5 | 3.6 | 0.8 | 3.5 | 1.2 | 3.5 | 1.4 | 3.1 |
| International relations within the communist bloc | 1.5 | 3.3 | 1.6 | 3.7 | 1.2 | 3.0 | 1.4 | 3.5 | 1.1 | 3.0 | 1.4 | 3.3 | 0.7 | 3.2 | 1.0 | 3.0 | 1.2 | 2.3 |
| Goals of U.S. foreign policy | 2.1 | **4.0** | 1.8 | **4.1** | 1.7 | 3.6 | 1.5 | 3.9 | 1.1 | 3.4 | 1.8 | 3.8 | 0.9 | 3.7 | 1.6 | 3.8 | 1.7 | 3.3 |
| Problems of emerging nations | 1.3 | 3.0 | 1.3 | 3.2 | 1.0 | 2.5 | 1.0 | 3.0 | 0.8 | 2.7 | 1.2 | 2.8 | 0.5 | 2.9 | 0.7 | 2.7 | 1.0 | 2.5 |
| Effects of world conflicts on the world community | 1.5 | 3.1 | 1.5 | 3.3 | 1.1 | 2.7 | 1.3 | 3.2 | 1.1 | 2.9 | 1.4 | 3.1 | 0.7 | 3.0 | 1.0 | 3.0 | 1.3 | 2.8 |
| Organization and role of the United Nations | 1.5 | 3.3 | 1.4 | 3.4 | 1.1 | 2.8 | 1.1 | 3.2 | 1.0 | 3.0 | 1.3 | 3.2 | 0.5 | 3.0 | 0.9 | 3.1 | 1.1 | 2.8 |
| Relation of national resources to current commitments | 1.9 | 3.4 | 1.3 | 3.1 | 1.1 | 2.7 | 1.1 | 3.0 | 1.0 | 2.8 | 1.7 | 3.2 | 0.8 | 2.8 | 1.6 | 3.2 | 1.7 | 3.0 |
| The U.S. economics assistance program | 1.6 | 3.0 | 1.2 | 2.9 | 0.7 | 2.5 | 0.9 | 2.7 | 0.8 | 2.6 | 1.2 | 2.8 | 0.5 | 2.5 | 0.9 | 2.6 | 1.1 | 2.4 |
| U.S. Military Assistance Program | 2.2 | 3.4 | 1.5 | 3.4 | 1.2 | 3.0 | 1.1 | 3.1 | 0.9 | 2.9 | 1.5 | 3.2 | 0.7 | 2.9 | 1.0 | 2.9 | 1.3 | 2.7 |
| Factors associated with international and intra-national conflict (e.g. political, economic, and psychosocial) | 1.6 | 3.1 | 1.3 | 3.2 | 1.1 | 2.7 | 1.1 | 3.1 | 1.0 | 2.7 | 1.4 | 2.9 | 0.6 | 2.8 | 1.1 | 3.0 | 1.2 | 2.7 |
| The factors which influence the intensities of war (e.g., political, economic, ethnical) | 1.7 | 3.3 | 1.5 | 3.5 | 1.3 | 2.8 | 1.3 | 3.3 | 1.0 | 2.8 | 1.5 | 3.2 | 0.7 | 3.0 | 1.3 | 3.1 | 1.3 | 3.0 |
| The effect of international relations on joint and combined organization, planning, and operations | 1.8 | 3.2 | 1.3 | 3.2 | 1.2 | 2.7 | 1.1 | 3.0 | 1.0 | 2.7 | 1.7 | 3.1 | 0.7 | 2.7 | 1.3 | 3.0 | 1.3 | 2.8 |
| **Management** | | | | | | | | | | | | | | | | | | |
| Principles of military organization | **4.7** | **4.9** | 2.7 | **4.3** | 3.0 | **4.1** | 2.7 | **4.2** | 2.9 | **4.1** | 3.7 | **4.6** | 2.2 | **4.0** | 3.0 | **4.6** | 3.2 | **4.1** |
| Organization and functions of coordinating special and personal staffs | **4.6** | **4.6** | 1.9 | 3.6 | 2.2 | 3.4 | 2.0 | 3.6 | 2.5 | 3.7 | 3.7 | **4.2** | 1.8 | 3.5 | 2.9 | **4.1** | 3.0 | 3.9 |
| Principles of staff management | **5.1** | **5.1** | 1.7 | 3.7 | 2.6 | 3.9 | 1.9 | 3.8 | 2.7 | 3.9 | **4.2** | **4.7** | 1.8 | 3.7 | 3.3 | **4.4** | 3.7 | **4.2** |
| Principles of management unique to joint and combined staffs | 2.7 | 3.8 | 1.1 | 3.1 | 1.1 | 2.6 | 1.2 | 3.0 | 1.3 | 2.9 | 2.3 | 3.5 | 1.1 | 3.1 | 1.7 | 3.3 | 2.0 | 3.3 |
| The AF management process as outlined in AFM 25-1 | **4.1** | **4.3** | 1.3 | 3.0 | 1.9 | 3.1 | 1.7 | 3.2 | 2.1 | 3.2 | 2.9 | 3.8 | 1.5 | 3.2 | 2.4 | 3.6 | 2.5 | 3.6 |
| Organization and functions of the U.S. Air Force | **4.7** | **4.9** | 2.5 | **4.2** | 2.8 | **4.1** | 2.4 | **4.1** | 2.7 | **4.0** | 3.7 | **4.5** | 2.1 | **4.0** | 3.1 | **4.5** | 3.2 | **4.3** |
| Organization and functions of Hq USAF (the Air Staff) | 3.9 | **4.4** | 1.4 | 3.4 | 1.7 | 3.4 | 1.5 | 3.3 | 1.6 | 3.3 | 2.9 | 3.9 | 1.5 | 3.4 | 2.7 | 3.9 | 2.9 | 3.7 |
| Organization and functions of the U.S. Army and Navy | 2.3 | 3.2 | 1.1 | 2.7 | 1.1 | 2.5 | 1.1 | 2.6 | 1.0 | 2.4 | 1.8 | 2.9 | 1.0 | 2.7 | 1.5 | 2.9 | 2.0 | 2.8 |
| Organization and functions of OSD and JCS | 2.7 | 3.6 | 1.1 | 2.9 | 1.1 | 2.6 | 1.2 | 2.8 | 1.2 | 2.7 | 2.2 | 3.2 | 1.0 | 2.8 | 1.9 | 3.1 | 2.3 | 3.2 |
| Centralized management of commodities and services through defense agencies (e.g. DSA, DIA, DCA) | 2.8 | 3.3 | 0.8 | 2.3 | 0.5 | 1.8 | 0.8 | 2.3 | 0.8 | 2.2 | 1.5 | 2.6 | 1.2 | 2.5 | 1.9 | 2.7 | 2.0 | 2.8 |
| Organization and functions of non-military agencies which affect military operations | 2.4 | 3.0 | 1.0 | 2.4 | 0.9 | 2.1 | 1.2 | 2.5 | 1.0 | 2.2 | 1.9 | 2.7 | 1.5 | 2.6 | 2.1 | 2.7 | 2.1 | 2.8 |
| Organization and functions of the Executive and Legislative Branches | 2.3 | 3.4 | 1.2 | 3.1 | 1.1 | 2.7 | 1.1 | 3.1 | 1.0 | 2.7 | 1.5 | 2.9 | 0.9 | 3.0 | 1.5 | 3.1 | 1.8 | 3.0 |
| Missions, organization, and functions of unified and combined commands | 2.6 | 3.5 | 1.5 | 3.1 | 1.3 | 2.7 | 1.4 | 3.0 | 1.2 | 2.6 | 2.2 | 3.2 | 1.1 | 2.9 | 1.6 | 3.2 | 1.7 | 3.0 |
| Organization and missions of the Air Force major commands | 3.8 | **4.3** | 2.2 | 3.8 | 2.0 | 3.4 | 2.1 | 3.7 | 2.1 | 3.5 | 3.1 | **4.0** | 1.6 | 3.5 | 2.4 | 3.9 | 2.5 | 3.7 |
| Organization and functions of the allied armed forces | 1.9 | 2.9 | 1.4 | 3.0 | 1.2 | 2.5 | 1.3 | 2.8 | 1.1 | 2.5 | 1.7 | 2.9 | 0.8 | 2.7 | 1.2 | 2.6 | 1.4 | 2.7 |
| How AF planning and programming is accomplished | 3.6 | **4.0** | 1.2 | 3.0 | 1.2 | 2.7 | 1.2 | 2.9 | 1.3 | 2.7 | 2.3 | 3.4 | 1.6 | 3.1 | 2.7 | 3.5 | 2.8 | 3.4 |
| How the AF manpower and personnel systems operate | **4.0** | **4.2** | 1.2 | 3.0 | 1.4 | 3.0 | 1.3 | 3.1 | 1.4 | 2.9 | 2.1 | 3.4 | 1.2 | 3.0 | 2.1 | 3.4 | 2.3 | 3.3 |
| How the AF intelligence system operates | 1.9 | 3.2 | 1.6 | 3.1 | 1.6 | 2.8 | 1.5 | 3.1 | 1.4 | 2.8 | 1.9 | 3.1 | 1.3 | 2.7 | 2.0 | 2.9 | 2.1 | 2.9 |
| How the AF logistics system operates | 3.5 | 3.8 | 1.3 | 2.8 | 1.3 | 2.6 | 1.2 | 2.9 | 1.4 | 2.8 | 2.1 | 3.1 | 1.5 | 2.8 | 2.1 | 3.2 | 2.1 | 3.0 |
| How the AF inspection system operates | 2.7 | 3.4 | 1.4 | 2.9 | 1.7 | 2.9 | 1.7 | 3.1 | 2.0 | 3.0 | 2.4 | 3.2 | 1.1 | 2.7 | 1.5 | 2.8 | 1.9 | 2.9 |

Table 5. *(Continued)*

| Maint Engr and Civil Engr | | | | | | Materiel and Comptroller | | | | | | Admin and Support | | | | | | Intelligence and Security | | | | | | Professional | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Co Gr (636) | | Fld Gr (146) | | Staff (344) | | Co Gr (558) | | Fld Gr (117) | | Staff (328) | | Co Gr (564) | | Fld Gr (115) | | Staff (313) | | Co Gr (508) | | Fld Gr (72) | | Staff (238) | | Co Gr (1262) | | Fld Gr (208) | | Staff (285) | |
| noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| 0.8 | 2.9 | 0.7 | 2.3 | 1.1 | 2.6 | 0.6 | 3.0 | 0.9 | 2.5 | 0.9 | 2.6 | 1.6 | 3.2 | 2.2 | 2.9 | 1.6 | 2.8 | 2.0 | 3.1 | 2.4 | 2.6 | 2.3 | 2.8 | 0.7 | 2.5 | 0.9 | 2.5 | 1.8 | 2.7 |
| 0.9 | 3.4 | 0.9 | 2.8 | 1.4 | 3.2 | 0.7 | 3.3 | 1.1 | 3.0 | 1.2 | 3.1 | 2.0 | 3.6 | 2.6 | 3.4 | 2.1 | 3.6 | 2.3 | 3.5 | 3.1 | 3.3 | 2.8 | 3.4 | 0.7 | 2.8 | 1.0 | 2.8 | 1.5 | 3.0 |
| 0.8 | 3.5 | 0.7 | 2.7 | 1.0 | 3.0 | 0.6 | 3.5 | 0.8 | 3.2 | 0.8 | 3.0 | 2.0 | 3.9 | 2.4 | 3.5 | 1.8 | 3.5 | 2.6 | 3.8 | 3.0 | 3.2 | 2.8 | 3.4 | 0.7 | 2.9 | 1.0 | 3.0 | 1.4 | 3.1 |
| 0.7 | 3.0 | 0.6 | 2.5 | 0.9 | 2.7 | 0.7 | 3.1 | 1.0 | 3.0 | 0.9 | 2.8 | 1.5 | 3.2 | 2.0 | 3.1 | 1.4 | 2.9 | 1.8 | 3.1 | 2.3 | 2.8 | 2.0 | 2.8 | 0.6 | 2.5 | 0.9 | 2.6 | 1.2 | 2.7 |
| 1.3 | 4.3 | 1.5 | 3.6 | 1.7 | 3.8 | 1.0 | 4.3 | 1.3 | 3.8 | 1.2 | 3.8 | 2.6 | 4.5 | 2.7 | 4.3 | 2.3 | 4.0 | 2.7 | 4.4 | 3.0 | 4.0 | 2.5 | 3.7 | 1.3 | 3.7 | 1.8 | 3.7 | 2.5 | 4.0 |
| 1.2 | 4.3 | 1.3 | 3.5 | 1.4 | 3.8 | 0.8 | 4.3 | 1.1 | 3.8 | 1.0 | 3.8 | 2.5 | 4.6 | 2.9 | 4.3 | 2.2 | 4.0 | 3.7 | 4.8 | 4.0 | 4.3 | 3.9 | 4.1 | 1.1 | 3.7 | 1.4 | 3.6 | 1.8 | 3.8 |
| 0.9 | 3.8 | 0.9 | 3.0 | 1.0 | 3.3 | 0.6 | 3.8 | 0.7 | 3.3 | 0.8 | 3.4 | 2.0 | 4.1 | 2.4 | 3.7 | 1.7 | 3.6 | 3.3 | 4.4 | 3.9 | 4.1 | 3.6 | 3.7 | 0.7 | 3.2 | 1.0 | 3.1 | 1.3 | 3.4 |
| 0.9 | 3.8 | 0.8 | 3.0 | 1.0 | 3.3 | 0.6 | 3.8 | 0.6 | 3.4 | 0.8 | 3.4 | 1.9 | 4.1 | 2.4 | 3.8 | 1.6 | 3.5 | 3.2 | 4.3 | 3.9 | 4.1 | 3.4 | 3.6 | 0.7 | 3.2 | 1.0 | 3.1 | 1.2 | 3.4 |
| 0.8 | 3.5 | 0.7 | 2.7 | 0.9 | 3.1 | 0.6 | 3.6 | 0.6 | 3.1 | 0.6 | 3.1 | 1.8 | 3.8 | 2.3 | 3.4 | 1.6 | 3.3 | 2.9 | 4.0 | 3.6 | 3.7 | 3.1 | 3.4 | 0.6 | 3.0 | 0.9 | 2.8 | 1.1 | 3.0 |
| 1.0 | 3.9 | 1.1 | 3.3 | 1.3 | 3.7 | 0.8 | 4.0 | 1.1 | 3.7 | 1.2 | 3.8 | 2.2 | 4.3 | 2.8 | 3.9 | 2.2 | 3.9 | 2.5 | 4.1 | 3.2 | 3.9 | 2.7 | 3.6 | 0.8 | 3.4 | 1.2 | 3.4 | 1.5 | 3.6 |
| 0.7 | 3.2 | 0.7 | 2.5 | 0.9 | 2.8 | 0.5 | 3.2 | 0.6 | 2.8 | 0.6 | 2.8 | 1.7 | 3.6 | 2.2 | 3.1 | 1.6 | 3.1 | 1.9 | 3.4 | 2.5 | 3.1 | 2.2 | 3.0 | 0.7 | 2.8 | 1.0 | 2.9 | 1.1 | 3.0 |
| 0.8 | 3.3 | 0.9 | 2.8 | 1.0 | 3.0 | 0.6 | 3.3 | 0.7 | 2.8 | 0.7 | 3.0 | 1.8 | 3.6 | 2.4 | 3.4 | 1.7 | 3.3 | 2.2 | 3.5 | 2.7 | 3.2 | 2.5 | 3.2 | 0.7 | 2.9 | 1.1 | 2.9 | 1.2 | 3.1 |
| 0.8 | 3.4 | 0.9 | 2.9 | 1.0 | 3.2 | 0.5 | 3.4 | 0.8 | 3.2 | 0.7 | 3.2 | 1.8 | 3.7 | 2.4 | 3.5 | 1.8 | 3.5 | 1.7 | 3.4 | 2.2 | 3.1 | 2.0 | 3.1 | 0.7 | 3.1 | 1.1 | 3.2 | 1.4 | 3.3 |
| 0.9 | 3.2 | 1.1 | 2.9 | 1.3 | 3.1 | 0.8 | 3.2 | 1.2 | 3.2 | 1.3 | 3.3 | 1.6 | 3.3 | 2.3 | 3.3 | 1.7 | 3.2 | 1.5 | 3.0 | 2.2 | 2.8 | 2.0 | 3.0 | 0.6 | 2.7 | 1.0 | 2.8 | 1.2 | 3.1 |
| 0.7 | 3.0 | 0.8 | 2.5 | 1.0 | 2.8 | 0.8 | 3.1 | 1.1 | 2.8 | 1.2 | 3.0 | 1.6 | 3.1 | 2.1 | 2.9 | 1.6 | 3.0 | 1.3 | 2.9 | 2.0 | 2.7 | 1.8 | 2.7 | 0.6 | 2.6 | 0.9 | 2.8 | 1.1 | 2.8 |
| 0.9 | 3.3 | 1.1 | 2.9 | 1.4 | 3.1 | 1.0 | 3.3 | 1.3 | 3.1 | 1.6 | 3.3 | 1.9 | 3.5 | 2.4 | 3.2 | 2.0 | 3.5 | 1.7 | 3.2 | 2.4 | 3.0 | 2.2 | 3.0 | 0.7 | 2.9 | 1.1 | 3.1 | 1.3 | 3.1 |
| 0.8 | 3.2 | 0.8 | 2.5 | 0.9 | 2.8 | 0.6 | 3.2 | 0.8 | 2.8 | 0.8 | 2.9 | 1.8 | 3.5 | 2.4 | 3.2 | 1.7 | 3.1 | 2.4 | 3.5 | 2.9 | 3.2 | 2.5 | 3.1 | 0.7 | 2.8 | 1.1 | 2.9 | 1.2 | 2.9 |
| 0.8 | 3.3 | 0.8 | 2.7 | 0.9 | 3.0 | 0.6 | 3.3 | 0.8 | 2.9 | 0.8 | 3.0 | 1.8 | 3.6 | 2.4 | 3.3 | 1.7 | 3.3 | 2.3 | 3.5 | 3.1 | 3.4 | 2.5 | 3.3 | 0.7 | 2.8 | 1.0 | 2.9 | 1.2 | 3.0 |
| 0.8 | 3.1 | 0.8 | 2.6 | 1.1 | 2.9 | 0.6 | 3.1 | 0.8 | 2.8 | 0.9 | 2.9 | 1.7 | 3.3 | 2.2 | 3.0 | 1.7 | 3.1 | 1.9 | 3.2 | 2.8 | 3.2 | 2.3 | 3.1 | 0.6 | 2.6 | 0.9 | 2.7 | 1.1 | 2.8 |
| 3.3 | 4.7 | 3.7 | 4.4 | 3.9 | 4.7 | 3.1 | 4.4 | 3.4 | 4.1 | 3.5 | 4.5 | 4.1 | 4.6 | 4.4 | 4.7 | 4.1 | 4.7 | 3.3 | 4.3 | 3.5 | 4.0 | 3.7 | 4.3 | 2.2 | 3.7 | 2.6 | 4.0 | 3.5 | 4.3 |
| 2.7 | 4.2 | 3.3 | 4.0 | 3.7 | 4.4 | 2.8 | 4.0 | 3.7 | 4.1 | 3.5 | 4.3 | 3.7 | 4.2 | 4.1 | 4.2 | 4.1 | 4.5 | 2.6 | 3.7 | 3.0 | 3.6 | 3.6 | 3.9 | 1.9 | 3.2 | 2.4 | 3.6 | 3.6 | 4.2 |
| 2.9 | 4.5 | 3.9 | 4.5 | 4.6 | 5.0 | 3.0 | 4.3 | 4.2 | 4.4 | 4.4 | 4.8 | 3.7 | 4.5 | 4.3 | 4.3 | 4.6 | 4.8 | 2.8 | 3.9 | 3.4 | 3.9 | 4.0 | 4.4 | 2.1 | 3.4 | 2.8 | 3.9 | 4.1 | 4.6 |
| 1.5 | 3.4 | 1.5 | 3.0 | 2.1 | 3.6 | 1.2 | 3.4 | 1.7 | 3.1 | 2.1 | 3.5 | 2.1 | 3.3 | 2.6 | 3.2 | 2.4 | 3.5 | 1.6 | 3.0 | 2.2 | 3.0 | 2.6 | 3.3 | 1.1 | 2.6 | 1.3 | 2.8 | 1.7 | 3.1 |
| 2.6 | 4.0 | 3.3 | 4.0 | 3.6 | 4.3 | 2.6 | 3.8 | 3.5 | 3.9 | 3.4 | 4.1 | 3.1 | 3.8 | 3.6 | 3.8 | 3.3 | 3.9 | 2.2 | 3.4 | 2.8 | 3.3 | 2.7 | 3.5 | 1.4 | 2.8 | 1.8 | 3.0 | 2.7 | 3.6 |
| 2.8 | 4.6 | 3.2 | 4.2 | 3.8 | 4.6 | 3.0 | 4.5 | 3.5 | 4.3 | 3.8 | 4.7 | 4.0 | 4.7 | 4.4 | 4.7 | 4.3 | 4.9 | 2.9 | 4.2 | 3.4 | 4.3 | 3.7 | 4.5 | 2.2 | 3.8 | 2.7 | 4.0 | 3.5 | 4.5 |
| 1.7 | 3.7 | 2.0 | 3.6 | 2.8 | 4.0 | 1.8 | 3.7 | 2.6 | 3.7 | 3.2 | 4.2 | 2.7 | 3.7 | 3.1 | 3.7 | 3.8 | 4.3 | 2.0 | 3.3 | 2.7 | 3.7 | 3.2 | 3.9 | 1.4 | 3.1 | 1.8 | 3.3 | 2.8 | 3.8 |
| 1.0 | 2.9 | 1.0 | 2.6 | 1.5 | 3.0 | 1.0 | 2.8 | 1.4 | 2.7 | 1.8 | 2.9 | 1.8 | 2.9 | 2.1 | 2.8 | 2.1 | 3.1 | 1.6 | 2.7 | 2.1 | 2.9 | 2.3 | 3.0 | 0.8 | 2.4 | 1.2 | 2.6 | 1.5 | 2.6 |
| 1.1 | 3.0 | 1.1 | 2.7 | 1.8 | 3.2 | 1.0 | 3.0 | 1.7 | 2.9 | 2.1 | 3.3 | 1.9 | 3.1 | 2.3 | 2.8 | [illegible] | 3.5 | 1.5 | 2.7 | 2.3 | 3.0 | 2.6 | 3.1 | 0.6 | 2.2 | 1.0 | 2.5 | 1.6 | 2.8 |
| 1.4 | 2.9 | 1.4 | 2.7 | 2.1 | 3.0 | 2.5 | 3.2 | 2.6 | 3.2 | 3.5 | 3.6 | 1.5 | 2.7 | 1.9 | 2.4 | 1.7 | 2.8 | 1.8 | 2.6 | 2.4 | 2.8 | 2.6 | 2.9 | 0.9 | 2.1 | 1.2 | 2.4 | 1.7 | 2.7 |
| 1.4 | 2.9 | 1.4 | 2.7 | 1.8 | 2.8 | 1.8 | 2.9 | 1.9 | 2.7 | 2.5 | 3.1 | 1.8 | 2.7 | 1.9 | 2.4 | 1.8 | 2.8 | 1.9 | 2.6 | 2.3 | 2.7 | 2.6 | 2.8 | 1.0 | 2.3 | 1.3 | 2.4 | 1.7 | 2.6 |
| 1.2 | 3.4 | 1.1 | 2.8 | 1.5 | 3.1 | 1.3 | 3.5 | 1.7 | 3.2 | 1.9 | 3.3 | 2.1 | 3.6 | 2.1 | 3.1 | 2.3 | 3.4 | 1.7 | 3.2 | 2.0 | 3.1 | 2.2 | 3.1 | 1.1 | 2.7 | 1.4 | 2.9 | 2.5 | 3.3 |
| 1.2 | 3.1 | 1.0 | 2.6 | 1.7 | 3.1 | 1.2 | 3.1 | 1.5 | 3.1 | 1.7 | 3.2 | 2.2 | 3.3 | 2.3 | 3.0 | 2.3 | 3.4 | 1.9 | 3.0 | 2.5 | 3.2 | 2.5 | 3.1 | 0.9 | 2.5 | 1.1 | 2.7 | 1.6 | 2.9 |
| 2.1 | 4.0 | 2.1 | 3.7 | 2.9 | 4.0 | 2.0 | 3.9 | 2.6 | 3.8 | 2.8 | 4.0 | 3.0 | 4.0 | 3.3 | 4.1 | 3.4 | 4.3 | 2.4 | 3.6 | 2.7 | 3.8 | 3.0 | 3.7 | 1.3 | 3.1 | 1.9 | 3.4 | 2.8 | 3.8 |
| 1.0 | 3.0 | 0.8 | 2.5 | 1.3 | 2.8 | 0.9 | 2.9 | 1.1 | 2.6 | 1.1 | 2.8 | 1.8 | 3.0 | 2.0 | 2.9 | 1.9 | 3.0 | 1.8 | 2.9 | 2.2 | 2.9 | 2.1 | 2.8 | 0.7 | 2.5 | 1.0 | 2.5 | 1.1 | 2.6 |
| 2.2 | 3.6 | 2.3 | 3.4 | 3.0 | 3.9 | 1.9 | 3.5 | 2.6 | 3.4 | 2.6 | 3.6 | 2.2 | 3.4 | 2.6 | 3.4 | 2.7 | 3.6 | 1.4 | 2.8 | 1.8 | 2.9 | 2.1 | 3.0 | 1.2 | 2.8 | 1.6 | 3.0 | 2.2 | 3.4 |
| 2.2 | 3.9 | 2.6 | 3.6 | 2.9 | 3.9 | 2.0 | 3.6 | 2.6 | 3.5 | 2.7 | 3.7 | 3.2 | 3.8 | 3.1 | 3.7 | 3.4 | 4.0 | 1.6 | 3.0 | 1.9 | 3.3 | 2.2 | 3.1 | 1.3 | 2.9 | 2.0 | 3.3 | 2.8 | 3.7 |
| 1.2 | 3.1 | 1.0 | 2.7 | 1.5 | 3.1 | 0.8 | 2.8 | 1.2 | 2.7 | 1.1 | 2.8 | 1.7 | 3.1 | 1.9 | 3.0 | 1.7 | 3.0 | 4.3 | 3.4 | 5.3 | 4.0 | 4.6 | 3.6 | 0.7 | 2.4 | 1.0 | 2.5 | 1.2 | 2.7 |
| 2.1 | 3.6 | 2.8 | 3.7 | 3.4 | 4.0 | 3.4 | 3.7 | 3.1 | 3.5 | 4.3 | 4.2 | 1.8 | 3.1 | 2.3 | 3.2 | 2.1 | 3.2 | 1.5 | 2.7 | 2.0 | 3.1 | 1.9 | 2.9 | 1.0 | 2.5 | 1.5 | 2.8 | 2.1 | 3.2 |
| 2.2 | 3.5 | 2.7 | 3.5 | 3.0 | 3.8 | 2.1 | 3.2 | 2.2 | 3.0 | 2.7 | 3.5 | 2.2 | 3.3 | 2.3 | 3.2 | 2.5 | 3.3 | 2.1 | 3.0 | 2.2 | 3.1 | 2.4 | 3.0 | 1.2 | 2.6 | 1.6 | 3.0 | 2.1 | 3.2 |

Table 5. *(Continued)*

| Topic | Cmd & Mgt | | Pilot | | | | Air Operations | | | | | | Scientific | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Staff (261) | | Co Gr (249) | | Fld Gr (156) | | Co Gr (1937) | | Fld Gr (228) | | Staff (336) | | Co Gr (386) | | Fld Gr (100) | | Staff (125) | |
| | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| How the AF budget system operates | 3.6 | 3.8 | 1.0 | 2.7 | 1.1 | 2.6 | 1.0 | 2.7 | 1.2 | 2.7 | 1.8 | 3.0 | 1.4 | 2.8 | 2.5 | 3.2 | 2.7 | 3.2 |
| How the AF communications system operates | 2.8 | 3.5 | 2.0 | 3.2 | 2.3 | 3.2 | 2.5 | 3.3 | 2.1 | 3.2 | 2.8 | 3.3 | 1.6 | 2.9 | 2.3 | 3.2 | 2.4 | 3.1 |
| The management system for the acquisition of new AF weapon systems | 2.6 | 3.2 | 1.0 | 2.6 | 1.0 | 2.3 | 1.2 | 2.7 | 1.0 | 2.5 | 2.0 | 2.9 | 2.2 | 2.9 | 3.6 | 3.5 | 3.3 | 3.4 |
| How organizations at squadron, group, wing, and division levels function | 4.2 | 4.6 | 3.3 | 4.5 | 3.9 | 4.6 | 3.0 | 4.1 | 3.4 | 4.2 | 4.0 | 4.5 | 1.8 | 3.5 | 1.9 | 3.7 | 2.4 | 3.7 |
| How organizations at numbered Air Force, major air command, and Hq USAF levels function | 4.4 | 4.4 | 2.1 | 3.7 | 2.5 | 3.7 | 2.1 | 3.6 | 2.7 | 3.7 | 3.8 | 4.1 | 1.5 | 3.3 | 2.2 | 3.6 | 2.6 | 3.6 |
| Procedures for organizing combat and support units | 3.1 | 3.6 | 1.6 | 3.2 | 1.5 | 3.0 | 1.4 | 3.0 | 1.3 | 3.0 | 2.0 | 3.3 | 0.6 | 2.7 | 0.9 | 2.9 | 1.0 | 2.8 |
| Procedures for equipping combat and support units | 2.6 | 3.4 | 1.4 | 3.0 | 1.3 | 2.8 | 1.3 | 2.8 | 1.2 | 2.8 | 1.8 | 3.1 | 0.6 | 2.6 | 0.9 | 2.7 | 1.0 | 2.6 |
| Procedures for training combat and support units | 2.4 | 3.3 | 2.1 | 3.4 | 2.4 | 3.3 | 1.9 | 3.1 | 2.0 | 3.1 | 2.4 | 3.3 | 0.5 | 2.5 | 0.8 | 2.7 | 1.0 | 2.7 |
| Procedures for planning and directing combat and support operations | 2.7 | 3.7 | 1.9 | 3.4 | 2.3 | 3.5 | 1.8 | 3.2 | 1.8 | 3.1 | 2.7 | 3.6 | 0.6 | 2.6 | 1.0 | 2.9 | 1.1 | 3.0 |
| Procedures for joint and combined planning and operations | 2.4 | 3.4 | 1.4 | 3.0 | 1.5 | 3.0 | 1.3 | 2.8 | 1.4 | 2.9 | 2.3 | 3.3 | 0.9 | 2.7 | 1.2 | 2.8 | 1.4 | 2.8 |
| Principles and concepts of command | 4.2 | 4.8 | 2.4 | 4.2 | 3.0 | 4.2 | 2.4 | 4.0 | 2.7 | 3.9 | 3.6 | 4.4 | 1.6 | 3.8 | 2.4 | 4.2 | 2.8 | 4.1 |
| Military courts and boards | 2.2 | 3.7 | 1.4 | 3.3 | 1.7 | 3.1 | 1.4 | 3.4 | 1.7 | 3.3 | 1.9 | 3.5 | 0.8 | 3.2 | 1.1 | 3.0 | 1.6 | 3.0 |
| Procedures for preparing the staff estimate and the the operations plan | 2.8 | 3.6 | 0.9 | 2.6 | 1.1 | 2.7 | 1.1 | 2.8 | 1.4 | 2.9 | 2.8 | 3.5 | 0.8 | 2.6 | 1.2 | 3.1 | 1.8 | 3.1 |
| Air base management | 3.6 | 4.1 | 1.0 | 2.7 | 1.2 | 2.7 | 1.0 | 2.8 | 1.4 | 2.8 | 2.0 | 3.3 | 0.6 | 2.5 | 0.9 | 2.8 | 1.1 | 2.7 |
| Principles of leadership | 4.9 | 5.5 | 4.1 | 5.3 | 4.6 | 5.2 | 4.0 | 5.2 | 4.1 | 4.9 | 4.5 | 5.3 | 3.0 | 4.8 | 3.5 | 5.0 | 4.1 | 4.9 |
| Techniques of leadership | 5.0 | 5.5 | 4.2 | 5.4 | 4.6 | 5.2 | 4.1 | 5.2 | 4.1 | 5.0 | 4.5 | 5.3 | 3.2 | 4.9 | 3.6 | 5.2 | 4.2 | 4.9 |
| Characteristics of leaders | 4.6 | 5.2 | 3.9 | 5.0 | 4.3 | 4.9 | 3.7 | 4.8 | 3.8 | 4.7 | 4.2 | 4.9 | 2.7 | 4.3 | 3.0 | 4.6 | 3.8 | 4.5 |
| Role of the NCO | 3.9 | 4.8 | 3.1 | 4.5 | 3.5 | 4.5 | 3.6 | 4.7 | 3.6 | 4.5 | 3.7 | 4.7 | 2.0 | 4.2 | 2.0 | 4.3 | 2.4 | 4.1 |
| Effects of modern technology on the function of command | 3.2 | 4.2 | 1.8 | 3.4 | 1.9 | 3.3 | 2.0 | 3.5 | 2.1 | 3.3 | 3.0 | 3.9 | 2.4 | 3.7 | 3.1 | 4.1 | 3.3 | 3.9 |
| Personnel administration and management | 4.4 | 4.6 | 2.0 | 3.6 | 2.8 | 3.8 | 2.4 | 3.8 | 2.6 | 3.8 | 3.5 | 4.3 | 1.9 | 3.6 | 2.6 | 3.9 | 3.4 | 4.0 |
| Automatic data processing as a tool of management | 4.0 | 4.1 | 0.9 | 2.6 | 1.1 | 2.5 | 1.2 | 2.9 | 1.4 | 2.8 | 2.2 | 3.3 | 2.0 | 3.0 | 2.7 | 3.7 | 3.0 | 3.6 |
| Development and utilization of data systems | 3.6 | 3.8 | 0.8 | 2.4 | 0.8 | 2.3 | 1.1 | 2.6 | 1.1 | 2.5 | 2.0 | 3.1 | 2.4 | 2.9 | 2.7 | 3.4 | 2.7 | 3.3 |
| **Individual Skills and Knowledge** | | | | | | | | | | | | | | | | | | |
| Communication, oral (e.g., briefing, critiquing) | 6.0 | 5.7 | 5.2 | 5.7 | 5.1 | 5.4 | 5.0 | 5.5 | 5.2 | 5.3 | 5.8 | 5.8 | 5.2 | 5.4 | 5.6 | 5.6 | 5.6 | 5.4 |
| Communication, written (e.g. correspondence, reports, staff studies, plans) | 6.2 | 5.8 | 4.3 | 5.4 | 4.7 | 5.3 | 4.4 | 5.4 | 5.0 | 5.4 | 5.8 | 5.8 | 5.2 | 5.4 | 6.0 | 5.8 | 5.7 | 5.5 |
| Techniques of logical thinking | 6.1 | 5.8 | 4.8 | 5.4 | 4.8 | 5.2 | 5.0 | 5.4 | 5.1 | 5.2 | 5.7 | 5.7 | 5.5 | 5.5 | 5.8 | 5.8 | 5.7 | 5.7 |
| Techniques of creative thinking | 5.6 | 5.5 | 3.9 | 5.0 | 3.8 | 4.7 | 4.0 | 5.1 | 4.2 | 4.8 | 5.1 | 5.4 | 5.1 | 5.2 | 5.2 | 5.3 | 5.2 | 5.2 |
| Conference and committee techniques | 5.1 | 5.1 | 2.3 | 4.1 | 3.1 | 4.2 | 2.3 | 4.2 | 3.3 | 4.1 | 4.6 | 4.9 | 3.7 | 4.3 | 4.5 | 4.7 | 4.5 | 4.6 |
| Problem solving procedures | 5.5 | 5.3 | 3.5 | 4.6 | 3.8 | 4.6 | 4.0 | 4.8 | 4.1 | 4.7 | 5.0 | 5.2 | 4.8 | 4.8 | 5.1 | 5.1 | 5.1 | 5.0 |
| Research methods | 3.5 | 3.9 | 1.9 | 3.5 | 1.8 | 3.1 | 2.2 | 3.7 | 2.1 | 3.2 | 2.9 | 3.8 | 4.5 | 4.0 | 4.6 | 4.0 | 4.6 | 3.9 |
| Negotiation techniques | 3.6 | 3.9 | 1.5 | 3.3 | 1.9 | 3.1 | 1.7 | 3.4 | 2.0 | 3.2 | 3.2 | 4.0 | 2.7 | 3.5 | 3.2 | 3.7 | 3.2 | 3.6 |
| Techniques of instruction | 2.8 | 3.7 | 4.3 | 4.7 | 4.5 | 4.7 | 3.7 | 4.4 | 3.9 | 4.2 | 3.6 | 4.4 | 2.6 | 3.8 | 2.4 | 3.6 | 2.8 | 3.7 |
| Unique problems in communication in Hq USAF and other high level organizations | 3.2 | 3.7 | 1.3 | 3.0 | 1.2 | 2.6 | 1.4 | 3.0 | 1.5 | 2.9 | 2.8 | 3.5 | 1.6 | 2.9 | 2.4 | 3.2 | 2.6 | 3.2 |
| Officer ethics | 5.6 | 5.7 | 5.1 | 5.6 | 5.1 | 5.6 | 4.9 | 5.5 | 5.2 | 5.5 | 5.3 | 5.7 | 4.3 | 5.0 | 4.8 | 5.5 | 5.0 | 5.4 |
| Discipline and morale | 5.2 | 5.5 | 5.0 | 5.6 | 5.2 | 5.6 | 4.9 | 5.5 | 5.0 | 5.4 | 5.0 | 5.6 | 3.8 | 4.9 | 4.3 | 5.2 | 4.4 | 5.0 |
| Military customs, courtesies, and ceremonies | 4.5 | 5.2 | 4.3 | 5.1 | 4.4 | 5.1 | 4.0 | 4.9 | 4.3 | 4.9 | 4.4 | 5.1 | 3.0 | 4.4 | 3.3 | 4.5 | 3.6 | 4.4 |
| Military law | 2.6 | 4.0 | 2.3 | 4.0 | 2.4 | 3.9 | 2.2 | 4.0 | 2.3 | 3.8 | 2.3 | 3.9 | 1.5 | 3.7 | 1.7 | 3.7 | 2.2 | 3.6 |
| Security of classified military documents and equipment | 5.0 | 5.1 | 4.1 | 4.9 | 4.7 | 5.1 | 5.3 | 5.4 | 5.3 | 5.4 | 5.4 | 5.5 | 4.6 | 5.0 | 4.8 | 5.0 | 4.7 | 4.9 |
| Code of conduct | 4.6 | 5.2 | 4.2 | 5.1 | 4.2 | 4.9 | 3.8 | 4.8 | 4.2 | 4.9 | 4.1 | 5.0 | 3.0 | 4.5 | 3.4 | 4.8 | 3.8 | 4.5 |
| Disaster control | 2.8 | 3.8 | 3.0 | 4.0 | 3.5 | 3.9 | 4.0 | [illegible] | 4.1 | 4.2 | 3.5 | 3.9 | 1.8 | 3.3 | 1.6 | 3.2 | 1.8 | 3.1 |
| Personal survival under emergency conditions | 3.0 | 4.3 | 5.1 | 5.2 | 5.3 | 5.3 | 4.4 | 4.9 | 4.4 | 4.7 | 3.5 | 4.4 | 2.1 | 4.0 | 1.8 | 4.1 | 2.2 | 3.8 |
| Civil rights | 2.5 | 3.5 | 2.2 | 3.8 | 2.1 | 3.3 | 2.0 | 3.6 | 2.2 | 3.4 | 2.1 | 3.5 | 1.5 | 3.3 | 1.6 | 2.9 | 1.6 | 3.0 |
| A foreign language | 1.0 | 3.1 | 1.4 | 3.5 | 1.1 | 3.0 | 1.0 | 3.2 | 0.8 | 2.8 | 1.0 | 2.9 | 1.1 | 2.9 | 1.0 | 2.8 | 1.3 | 2.9 |
| Physical fitness as related to unit effectiveness | 3.2 | 4.4 | 4.1 | 4.4 | 4.2 | 4.4 | 3.2 | 4.0 | 3.6 | 4.1 | 3.4 | 4.3 | 2.2 | 3.9 | 2.4 | 3.8 | 2.6 | 3.8 |
| Personal combative measures (e.g. hand to hand combat, judo) | 0.7 | 2.7 | 2.2 | 3.3 | 1.5 | 2.6 | 1.3 | 2.9 | 1.0 | 2.4 | 0.8 | 2.4 | 0.5 | 2.7 | 0.3 | 2.4 | 0.6 | 2.3 |

Table 5. *(Continued)*

| Maint Engr and Civil Engr | | | | | | Materiel and Comptroller | | | | | | Admin and Support | | | | | | Intelligence and Security | | | | | | Professional | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Co Gr (636) | | Fld Gr (146) | | Staff (344) | | Co Gr (558) | | Fld Gr (117) | | Staff (326) | | Co Gr (564) | | Fld Gr (115) | | Staff (313) | | Co Gr (508) | | Fld Gr (72) | | Staff (236) | | Co Gr (1262) | | Fld Gr (208) | | Staff (285) | |
| noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| 2.1 | 3.5 | 2.3 | 3.3 | 3.0 | 3.9 | 3.2 | 3.7 | 4.3 | 4.0 | 3.5 | 4.0 | 2.0 | 3.2 | 2.4 | 3.3 | 2.5 | 3.5 | 1.3 | 2.7 | 1.7 | 2.9 | 1.8 | 2.9 | 1.6 | 2.9 | 2.0 | 3.1 | 2.7 | 3.6 |
| 2.1 | 3.4 | 1.9 | 3.1 | 2.9 | 3.7 | 1.8 | 3.1 | 2.0 | 2.8 | 2.2 | 3.2 | 2.0 | 3.1 | 2.2 | 3.2 | 2.2 | 3.1 | 2.5 | 3.0 | 2.8 | 3.2 | 2.6 | 3.1 | 0.9 | 2.5 | 1.2 | 2.6 | 1.5 | 2.9 |
| 1.3 | 2.9 | 1.4 | 2.7 | 2.4 | 3.4 | 1.6 | 2.9 | 2.0 | 2.7 | 2.9 | 3.5 | 1.3 | 2.6 | 1.9 | 2.8 | 1.8 | 2.9 | 1.1 | 2.3 | 1.8 | 2.5 | 1.5 | 2.5 | 0.5 | 2.0 | 0.6 | 2.0 | 1.1 | 2.3 |
| 3.5 | 4.6 | 3.9 | 4.5 | 4.1 | 4.7 | 3.0 | 4.2 | 3.5 | 4.1 | 3.0 | 4.1 | 4.0 | 4.6 | 4.0 | 4.7 | 3.8 | 4.5 | 3.0 | 4.0 | 3.7 | 4.1 | 3.2 | 4.0 | 2.0 | 3.4 | 2.6 | 3.9 | 3.7 | 4.4 |
| 2.4 | 4.0 | 2.9 | 3.8 | 3.8 | 4.5 | 2.3 | 3.8 | 3.3 | 3.8 | 3.1 | 4.0 | 3.2 | 4.1 | 3.7 | 4.1 | 3.7 | 4.4 | 2.3 | 3.5 | 3.2 | 3.7 | 3.1 | 3.8 | 1.5 | 3.0 | 2.0 | 3.4 | 3.4 | 4.2 |
| 1.4 | 3.2 | 1.5 | 3.1 | 2.0 | 3.5 | 1.2 | 3.0 | 1.3 | 2.9 | 1.5 | 3.1 | 1.7 | 3.1 | 2.0 | 3.2 | 1.9 | 3.3 | 1.6 | 2.9 | 2.2 | 3.2 | 1.7 | 2.9 | 0.7 | 2.4 | 1.0 | 2.7 | 1.3 | 2.9 |
| 1.4 | 3.1 | 1.4 | 2.9 | 2.0 | 3.3 | 1.7 | 3.0 | 1.4 | 2.8 | 2.1 | 3.3 | 1.3 | 2.9 | 1.7 | 2.9 | 1.6 | 3.0 | 1.5 | 2.8 | 1.9 | 3.1 | 1.6 | 2.8 | 0.7 | 2.4 | 1.0 | 2.7 | 1.2 | 2.9 |
| 1.3 | 3.0 | 1.6 | 3.0 | 1.9 | 3.3 | 0.9 | 2.7 | 1.2 | 2.8 | 1.2 | 3.0 | 1.5 | 3.0 | 1.7 | 2.9 | 1.8 | 3.2 | 1.7 | 2.8 | 2.3 | 3.1 | 1.6 | 2.8 | 0.7 | 2.3 | 1.1 | 2.6 | 1.1 | 2.9 |
| 1.3 | 3.1 | 1.6 | 3.1 | 2.1 | 3.4 | 1.2 | 3.0 | 1.2 | 2.9 | 1.5 | 3.3 | 1.4 | 3.0 | 1.8 | 3.1 | 1.7 | 3.3 | 1.8 | 3.0 | 2.6 | 3.3 | 1.9 | 3.1 | 0.7 | 2.3 | 1.1 | 2.7 | 1.2 | 2.9 |
| 1.2 | 3.0 | 1.1 | 2.7 | 1.7 | 3.1 | 1.0 | 2.8 | 1.2 | 2.8 | 1.4 | 3.0 | 1.5 | 2.8 | 1.8 | 2.8 | 1.7 | 3.1 | 1.6 | 2.8 | 2.4 | 2.9 | 2.1 | 2.9 | 0.6 | 2.2 | 1.0 | 2.4 | 1.1 | 2.6 |
| 2.8 | 4.5 | 3.1 | 4.3 | 3.7 | 4.7 | 2.3 | 4.3 | 2.6 | 4.0 | 3.0 | 4.4 | 3.3 | 4.5 | 3.9 | 4.8 | 3.5 | 4.6 | 3.0 | 4.3 | 3.1 | 3.9 | 3.5 | 4.4 | 1.7 | 3.3 | 2.5 | 3.9 | 3.1 | 4.3 |
| 1.9 | 4.0 | 2.3 | 3.6 | 2.2 | 3.9 | 1.5 | 3.6 | 1.8 | 3.6 | 1.6 | 3.6 | 2.9 | 4.0 | 3.1 | 3.9 | 2.5 | 3.9 | 2.7 | 3.7 | 2.2 | 3.3 | 2.8 | 3.4 | 1.9 | 3.1 | 1.9 | 3.4 | 3.7 | 3.9 |
| 1.2 | 3.0 | 1.4 | 3.1 | 2.1 | 3.5 | 1.1 | 2.9 | 1.5 | 3.1 | 1.5 | 3.1 | 1.[illegible] | 2.9 | 2.0 | 3.0 | 1.9 | 3.2 | 1.8 | 2.9 | 2.9 | 3.3 | 2.6 | 3.4 | 0.7 | 2.2 | 1.1 | 2.6 | 1.6 | 2.9 |
| 1.8 | 3.5 | 2.3 | 3.5 | 2.6 | 3.7 | 1.8 | 3.4 | 2.6 | 3.7 | 2.2 | 3.6 | 2.2 | 3.3 | 2.5 | 3.6 | 2.3 | 3.6 | 1.3 | 2.9 | 1.8 | 2.9 | 1.6 | 2.8 | 1.0 | 2.5 | 1.2 | 2.7 | 2.2 | 3.5 |
| 4.5 | 5.7 | 4.7 | 5.3 | 4.9 | 5.5 | 4.4 | 5.5 | 4.3 | 5.0 | 4.7 | 5.3 | 5.0 | 5.5 | 5.0 | 5.5 | 4.6 | 5.4 | 4.7 | 5.4 | 4.5 | 5.1 | 4.5 | 5.1 | 3.6 | 4.7 | 4.3 | 4.9 | 4.5 | 5.2 |
| 4.6 | 5.7 | 4.8 | 5.3 | 5.0 | 5.6 | 4.4 | 5.6 | 4.4 | 5.1 | 4.8 | 5.3 | 5.1 | 5.6 | 5.0 | 5.5 | 4.7 | 5.4 | 4.8 | 5.4 | 4.6 | 5.2 | 4.6 | 5.1 | 3.7 | 4.7 | 4.4 | 5.0 | 4.6 | 5.2 |
| 4.1 | 5.3 | 4.3 | 5.0 | 4.6 | 5.2 | 4.0 | 5.2 | 4.1 | 4.8 | 4.3 | 5.0 | 4.7 | 5.2 | 4.7 | 5.1 | 4.3 | 5.1 | 4.3 | 5.0 | 4.4 | 4.9 | 4.3 | 4.8 | 3.5 | 4.5 | 4.3 | 4.8 | 4.4 | 5.0 |
| 4.3 | 5.4 | 4.6 | 5.1 | 4.4 | 5.2 | 4.1 | 5.2 | 3.8 | 4.7 | 3.2 | 4.6 | 4.8 | 5.2 | 4.2 | 5.0 | 3.9 | 5.1 | 4.3 | 5.1 | 3.9 | 4.6 | 3.8 | 4.7 | 3.5 | 4.4 | 4.1 | 4.7 | 3.9 | 4.8 |
| 2.6 | 4.0 | 2.7 | 4.0 | 3.3 | 4.1 | 2.3 | 3.9 | 2.8 | 3.7 | 2.6 | 3.9 | 2.8 | 3.8 | 3.2 | 4.0 | 2.9 | 4.0 | 2.3 | 3.5 | 2.8 | 3.5 | 2.6 | 3.5 | 1.5 | 3.0 | 2.2 | 3.3 | 2.3 | 3.6 |
| 3.6 | 4.8 | 3.9 | 4.7 | 4.1 | 4.8 | 3.7 | 4.6 | 4.1 | 4.6 | 4.0 | 4.6 | 4.9 | 4.8 | 4.2 | 4.6 | 4.7 | 4.8 | 3.4 | 4.2 | 3.7 | 4.1 | 3.6 | 4.2 | 2.9 | 3.9 | 3.6 | 4.3 | 4.2 | 4.6 |
| 2.9 | 4.0 | 3.2 | 3.9 | 3.5 | 4.2 | 3.9 | 4.2 | 4.2 | 4.3 | 4.1 | 4.2 | 2.6 | 3.4 | 2.5 | 3.4 | 2.7 | 3.7 | 1.7 | 2.9 | 2.3 | 3.2 | 2.5 | 3.3 | 1.0 | 2.5 | 1.7 | 2.8 | 1.8 | 3.0 |
| 2.4 | 3.6 | 2.6 | 3.5 | 3.0 | 3.8 | 3.3 | 3.9 | 3.6 | 3.9 | 3.6 | 3.9 | 2.0 | 3.1 | 2.2 | 3.2 | 2.4 | 3.3 | 1.6 | 2.6 | 2.1 | 2.8 | 2.3 | 3.0 | 0.9 | 2.3 | 1.5 | 2.6 | 1.4 | 2.8 |
| 5.1 | 5.8 | 5.5 | 5.7 | 5.6 | 5.7 | 5.4 | 5.8 | 5.7 | 5.4 | 5.6 | 5.5 | 5.9 | 5.7 | 5.9 | 5.6 | 5.8 | 5.6 | 5.6 | 5.5 | 5.7 | 5.2 | 5.6 | 5.3 | 4.9 | 5.0 | 5.2 | 5.2 | 5.9 | 5.6 |
| 5.2 | 5.8 | 5.5 | 5.8 | 5.8 | 5.9 | 5.7 | 5.9 | 5.9 | 5.5 | 5.9 | 5.7 | 6.0 | 5.8 | 5.7 | 5.7 | 6.1 | 5.8 | 5.7 | 5.6 | 5.7 | 5.2 | 5.9 | 5.5 | 4.9 | 5.0 | 5.3 | 5.3 | 6.2 | 5.8 |
| 5.3 | 5.8 | 5.4 | 5.6 | 5.7 | 5.8 | 5.7 | 5.8 | 5.6 | 5.4 | 5.7 | 5.6 | 5.6 | 5.7 | 5.6 | 5.6 | 5.6 | 5.6 | 5.7 | 5.7 | 5.6 | 5.3 | 5.6 | 5.4 | 5.3 | 5.2 | 5.5 | 5.3 | 6.1 | 5.8 |
| 4.7 | 5.4 | 4.8 | 5.2 | 5.2 | 5.5 | 5.1 | 5.5 | 5.1 | 5.1 | 5.1 | 5.2 | 5.3 | 5.4 | 5.3 | 5.3 | 5.3 | 5.4 | 5.0 | 5.3 | 4.9 | 4.9 | 5.0 | 5.1 | 4.9 | 4.9 | 5.1 | 5.0 | 5.6 | 5.4 |
| 3.5 | 4.7 | 4.1 | 4.7 | 4.8 | 5.1 | 3.9 | 4.8 | 4.6 | 4.8 | 4.8 | 4.9 | 4.2 | 4.7 | 4.6 | 4.8 | 4.6 | 4.8 | 3.4 | 4.4 | 3.8 | 4.2 | 4.2 | 4.4 | 3.3 | 4.0 | 4.1 | 4.4 | 4.7 | 4.6 |
| 4.7 | 5.3 | 4.7 | 5.0 | 5.2 | 5.4 | 5.0 | 5.3 | 5.1 | 5.1 | 5.2 | 5.2 | 4.9 | 5.2 | 5.1 | 5.1 | 5.0 | 5.2 | 4.6 | 5.0 | 4.6 | 4.8 | 4.6 | 4.8 | 4.4 | 4.6 | 4.8 | 4.8 | 5.4 | 5.3 |
| 3.0 | 4.1 | 2.6 | 3.6 | 3.1 | 3.9 | 3.3 | 4.1 | 3.3 | 3.9 | 3.1 | 3.9 | 3.4 | 4.2 | 3.8 | 4.2 | 3.4 | 3.9 | 3.4 | 4.0 | 3.2 | 3.7 | 3.4 | 3.7 | 3.4 | 3.6 | 3.7 | 3.7 | 3.8 | 4.0 |
| 2.6 | 4.0 | 2.7 | 3.7 | 3.3 | 4.0 | 3.2 | 3.8 | 3.5 | 3.8 | 3.9 | 3.9 | 2.8 | 3.9 | 2.8 | 3.5 | 2.9 | 3.6 | 2.5 | 3.6 | 2.2 | 2.9 | 2.8 | 3.4 | 2.4 | 3.2 | 2.4 | 3.2 | 3.4 | 3.6 |
| 2.8 | 4.2 | 3.0 | 3.8 | 2.9 | 4.1 | 2.8 | 4.0 | 2.9 | 3.8 | 2.9 | 3.8 | 3.6 | 4.2 | 4.4 | 4.3 | 3.3 | 4.0 | 3.3 | 4.1 | 3.5 | 3.8 | 3.0 | 3.7 | 3.9 | 4.2 | 4.4 | 4.3 | 3.8 | 4.4 |
| 1.6 | 3.2 | 1.7 | 3.0 | 2.4 | 3.5 | 1.6 | 3.1 | 2.4 | 3.3 | 2.7 | 3.3 | 2.1 | 3.2 | 2.3 | 2.9 | 2.9 | 3.5 | 1.8 | 2.9 | 1.9 | 2.8 | 2.8 | 3.1 | 1.4 | 2.6 | 1.6 | 2.7 | 2.4 | 3.0 |
| 5.0 | 5.7 | 5.2 | 5.6 | 5.6 | 5.9 | 5.2 | 5.7 | 5.5 | 5.7 | 5.6 | 5.7 | 5.5 | 5.8 | 5.8 | 5.9 | 5.6 | 5.9 | 5.1 | 5.5 | 5.6 | 5.8 | 5.4 | 5.5 | 4.9 | 5.2 | 5.1 | 5.2 | 5.9 | 6.0 |
| 5.1 | 5.7 | 5.1 | 5.5 | 5.3 | 5.7 | 4.9 | 5.6 | 5.2 | 5.5 | 5.1 | 5.4 | 5.5 | 5.7 | 5.5 | 5.7 | 5.3 | 5.7 | 5.0 | 5.5 | 5.1 | 5.4 | 5.2 | 5.4 | 4.8 | 5.1 | 5.1 | 5.3 | 5.7 | 5.8 |
| 4.3 | 5.3 | 4.2 | 4.9 | 4.5 | 5.2 | 4.1 | 5.2 | 4.2 | 5.1 | 4.1 | 4.9 | 5.1 | 5.3 | 5.1 | 5.2 | 5.0 | 5.4 | 4.3 | 5.1 | 4.1 | 5.0 | 4.6 | 5.1 | 3.9 | 4.7 | 4.3 | 4.8 | 4.9 | 5.4 |
| 2.6 | 4.5 | 2.7 | 4.0 | 2.6 | 4.2 | 2.4 | 4.3 | 2.1 | 3.7 | 2.2 | 3.8 | 3.5 | 4.5 | 3.3 | 4.1 | 2.9 | 4.0 | 3.9 | 4.4 | 3.2 | 4.0 | 3.7 | 4.1 | 3.0 | 4.0 | 2.7 | 3.8 | 4.3 | 4.2 |
| 4.3 | 5.2 | 4.4 | 5.1 | 5.2 | 5.5 | 3.9 | 4.9 | 4.5 | 4.8 | 4.6 | 4.9 | 4.2 | 5.0 | 4.0 | 4.8 | 4.8 | 5.2 | 6.2 | 5.3 | 6.3 | 5.5 | 6.3 | 5.4 | 2.2 | 3.7 | 2.7 | 4.0 | 4.3 | 4.9 |
| 3.5 | 5.0 | 4.1 | 4.9 | 4.5 | 5.3 | 3.3 | 4.9 | 4.3 | 5.1 | 4.4 | 5.1 | 3.9 | 4.9 | 4.3 | 5.0 | 4.2 | 5.2 | 4.4 | 5.0 | 4.7 | 5.0 | 4.8 | 5.2 | 3.6 | 4.5 | 3.8 | 4.6 | 4.7 | 5.2 |
| 3.1 | 4.2 | 3.7 | 4.3 | 3.5 | 4.3 | 2.0 | 3.8 | 2.0 | 3.3 | 2.4 | 3.7 | 3.0 | 3.9 | 2.6 | 3.6 | 2.4 | 3.8 | 3.2 | 3.9 | 3.1 | 3.8 | 2.7 | 3.4 | 3.8 | 4.4 | 3.9 | 4.4 | 3.5 | 4.3 |
| 3.0 | 4.6 | 3.2 | 4.5 | 3.4 | 4.6 | 2.0 | 4.2 | 2.0 | 3.8 | 2.6 | 4.1 | 2.8 | 4.3 | 3.1 | 4.3 | 2.7 | 4.4 | 3.2 | 4.2 | 3.8 | 4.4 | 3.0 | 4.1 | 3.6 | 4.7 | 3.8 | 4.8 | 3.4 | 4.6 |
| 2.3 | 3.9 | 2.5 | 3.5 | 2.6 | 3.9 | 2.0 | 3.7 | 2.1 | 3.4 | 2.4 | 3.7 | 2.9 | 4.0 | 2.8 | 3.7 | 2.9 | 3.8 | 2.8 | 3.7 | 2.9 | 3.7 | 3.1 | 3.7 | 3.0 | 3.9 | 2.7 | 3.6 | 4.1 | 4.2 |
| 1.0 | 3.3 | 0.9 | 2.7 | 1.0 | 3.2 | 0.8 | 3.3 | 0.8 | 3.0 | 0.7 | 2.8 | 1.3 | 3.6 | 1.0 | 2.7 | 1.3 | 3.2 | 2.5 | 3.6 | 2.0 | 3.2 | 2.4 | 3.6 | 1.4 | 3.0 | 1.6 | 2.8 | 1.5 | 3.2 |
| 2.9 | 4.3 | 3.2 | 4.0 | 3.6 | 4.4 | 2.3 | 4.1 | 2.6 | 3.9 | 2.9 | 4.1 | 3.1 | 4.2 | 3.4 | 4.1 | 3.2 | 4.4 | 3.4 | 4.3 | 3.4 | 4.2 | 3.6 | 4.3 | 2.8 | 3.8 | 3.2 | 3.9 | 3.3 | 4.2 |
| 0.7 | 2.9 | 0.7 | 2.3 | 0.7 | 2.6 | 0.5 | 2.8 | 0.5 | 2.5 | 0.3 | 2.4 | 1.0 | 3.0 | 0.9 | 2.4 | 0.6 | 2.6 | 2.4 | 3.3 | 1.4 | 2.7 | 1.7 | 3.0 | 0.6 | 2.5 | 0.5 | 2.5 | 0.6 | 2.5 |

*Table 6.* **Mean Ratings of Need on the Job (noj) and Need to Know (ntk) of Professional Military Education Topics by Officer Groups**

*(Ratings of 4 or more indicating "Substantial Need" shown in heavy type)*

| Topic | Mean Rating of Need on the Job and Need to Know for Officer Grade | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Colonel | | Lt Col | | Major | | Capt | | 1st Lt | | 2d Lt | |
| | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| **Military Strategy and Employment** | | | | | | | | | | | | |
| The art and principles of war | 2.7 | **4.2** | 2.0 | 3.7 | 1.7 | 3.5 | 1.5 | 3.4 | 1.2 | 3.3 | 1.3 | 3.7 |
| Military history | 2.4 | 3.9 | 1.8 | 3.4 | 1.6 | 3.3 | 1.4 | 3.2 | 1.1 | 3.2 | 1.2 | 3.4 |
| U.S. military capabilities | 3.6 | **4.6** | 2.8 | **4.2** | 2.5 | 3.9 | 2.2 | **4.0** | 2.0 | **4.0** | 2.3 | **4.4** |
| USAF basic aerospace doctrine | 3.7 | **4.7** | 2.7 | **4.2** | 2.3 | 3.9 | 2.1 | 3.8 | 2.0 | 3.9 | 2.2 | **4.3** |
| Joint military doctrine | 3.2 | **4.2** | 2.2 | 3.4 | 1.8 | 3.2 | 1.6 | 3.2 | 1.4 | 3.2 | 1.6 | 3.6 |
| Basic doctrines of the Army, Navy, and Marine Corps | 2.5 | 3.4 | 1.8 | 2.9 | 1.3 | 2.6 | 1.2 | 2.6 | 1.0 | 2.6 | 1.2 | 2.9 |
| Impact of technology on aerospace warfare | 3.2 | **4.2** | 2.5 | 3.7 | 2.1 | 3.4 | 2.0 | 3.4 | 1.8 | 3.4 | 2.1 | 3.8 |
| Current U.S. military strategy | 3.5 | **4.4** | 2.6 | **4.0** | 2.3 | 3.8 | 2.0 | 3.8 | 1.9 | 3.9 | 2.1 | **4.3** |
| Future U.S. military strategy | 3.5 | **4.3** | 2.5 | 3.9 | 2.1 | 3.7 | 1.9 | 3.7 | 1.7 | 3.8 | 1.9 | **4.2** |
| The employment of the USAF forces | 3.7 | **4.5** | 2.8 | **4.0** | 2.4 | 3.7 | 2.1 | 3.6 | 1.9 | 3.6 | 2.0 | 3.9 |
| The employment of the U.S. Army and Navy forces | 2.5 | 3.4 | 1.9 | 3.0 | 1.5 | 2.7 | 1.3 | 2.7 | 1.1 | 2.6 | 1.3 | 2.9 |
| Combat forces in unified, specified, and joint commands | 2.7 | 3.4 | 1.9 | 3.0 | 1.5 | 2.8 | 1.3 | 2.7 | 1.1 | 2.7 | 1.2 | 2.9 |
| Support forces in unified, specified, and joint commands | 2.5 | 3.2 | 1.8 | 2.8 | 1.5 | 2.6 | 1.3 | 2.5 | 1.2 | 2.6 | 1.3 | 2.9 |
| The armed forces of allied nations (e.g., doctrine, strategy, tactics) | 2.0 | 2.9 | 1.4 | 2.6 | 1.2 | 2.5 | 1.1 | 2.6 | 1.0 | 2.7 | 1.1 | 3.1 |
| The armed forces of possible enemy nations (e.g., doctrine, strategy, tactics) | 2.5 | 3.6 | 2.0 | 3.5 | 1.8 | 3.4 | 1.9 | 3.6 | 1.7 | 3.7 | 1.8 | **4.1** |
| Capabilities of current USAF weapon systems | 3.5 | **4.3** | 2.7 | **4.0** | 2.5 | 3.8 | 2.3 | 3.7 | 2.1 | 3.8 | 2.2 | **4.1** |
| Effects of new weapon systems on tactics and strategy | 3.3 | **4.1** | 2.4 | 3.8 | 2.1 | 3.6 | 2.0 | 3.5 | 1.7 | 3.5 | 1.9 | 3.8 |
| Effects of new weapon systems on military organization, policy, and doctrine | 3.3 | **4.1** | 2.5 | 3.7 | 2.1 | 3.5 | 1.8 | 3.4 | 1.6 | 3.4 | 1.8 | 3.7 |
| Space as a potential military environment | 2.9 | **4.1** | 2.0 | 3.6 | 1.7 | 3.4 | 1.5 | 3.3 | 1.3 | 3.4 | 1.5 | 3.7 |
| Counterinsurgency techniques and procedure | 2.5 | 3.7 | 1.8 | 3.3 | 1.4 | 3.2 | 1.3 | 3.2 | 1.2 | 3.3 | 1.4 | 3.8 |
| **National Security Policy and Strategy** | | | | | | | | | | | | |
| U.S. national objectives | 3.6 | **4.5** | 2.7 | **4.1** | 2.3 | 3.9 | 2.2 | **4.1** | 2.1 | **4.3** | 2.3 | **4.7** |
| National security policy | 3.6 | **4.4** | 2.9 | **4.0** | 2.5 | 3.9 | 2.3 | **4.0** | 2.4 | **4.2** | 2.6 | **4.5** |
| Development of national security policy | 2.8 | 3.7 | 2.0 | 3.2 | 1.6 | 3.1 | 1.5 | 3.2 | 1.5 | 3.3 | 1.7 | 3.6 |
| Role of the DOD in development of national security policy | 2.8 | 3.8 | 1.9 | 3.1 | 1.5 | 3.0 | 1.3 | 2.9 | 1.2 | 2.9 | 1.3 | 3.3 |
| Influence of science and technology on national security policy | 2.8 | 3.7 | 1.9 | 3.2 | 1.6 | 3.0 | 1.5 | 2.9 | 1.4 | 3.0 | 1.6 | 3.4 |
| National security strategies | 2.7 | 3.7 | 1.8 | 3.1 | 1.5 | 2.9 | 1.4 | 3.0 | 1.4 | 3.1 | 1.6 | 3.5 |
| Sino-Soviet bloc threat and free world vulnerability | 3.0 | **4.2** | 2.3 | 3.9 | 2.1 | 3.8 | 2.0 | 3.9 | 1.9 | **4.0** | 1.9 | **4.4** |
| Relation of U.S. military concepts to future national security | 2.9 | **4.0** | 2.0 | 3.6 | 1.7 | 3.5 | 1.6 | 3.4 | 1.5 | 3.5 | 1.6 | 3.9 |
| Military force as an instrument of national power | 3.0 | **4.2** | 2.1 | 3.8 | 1.7 | 3.6 | 1.6 | 3.6 | 1.5 | 3.7 | 1.6 | **4.0** |
| Disarmament and arms control | 2.0 | 3.3 | 1.4 | 2.9 | 1.1 | 2.8 | 1.1 | 2.9 | 1.0 | 3.1 | 1.2 | 3.4 |
| Policy of deterrence | 2.7 | 3.9 | 2.0 | 3.7 | 1.8 | 3.5 | 1.6 | 3.5 | 1.6 | 3.6 | 1.6 | **4.0** |
| Relation of U.S. economy to military programs | 3.0 | 3.9 | 2.3 | 3.7 | 1.9 | 3.5 | 1.5 | 3.3 | 1.5 | 3.5 | 1.6 | 3.8 |
| The effects of U.S. alliances on strategic planning | 2.5 | 3.6 | 1.7 | 3.3 | 1.4 | 3.1 | 1.2 | 3.1 | 1.1 | 3.2 | 1.2 | 3.5 |
| **International Relations and Economics** | | | | | | | | | | | | |
| Development of the modern nation-state | 2.1 | 3.0 | 1.1 | 2.6 | 1.0 | 2.5 | 0.8 | 2.5 | 0.7 | 2.7 | 0.8 | 3.0 |
| Elements of national power | 2.2 | 3.5 | 1.5 | 3.1 | 1.2 | 2.9 | 1.1 | 2.9 | 1.0 | 3.1 | 1.1 | 3.5 |
| Instruments of national policy | 2.3 | 3.6 | 1.7 | 3.2 | 1.3 | 3.0 | 1.2 | 3.0 | 1.1 | 3.2 | 1.2 | 3.6 |
| Relationship of national power to national objectives | 2.3 | 3.7 | 1.7 | 3.3 | 1.3 | 3.1 | 1.8 | 3.0 | 1.1 | 3.2 | 1.2 | 3.7 |
| International power politics | 2.0 | 3.3 | 1.4 | 3.0 | 1.1 | 2.8 | 1.1 | 2.9 | 0.9 | 3.1 | 1.0 | 3.5 |
| International diplomacy | 2.1 | 3.2 | 1.4 | 2.9 | 1.2 | 2.8 | 1.1 | 2.9 | 1.0 | 3.2 | 1.0 | 3.6 |
| Cultural differences among nations | 2.0 | 3.0 | 1.6 | 3.0 | 1.4 | 3.0 | 1.4 | 3.1 | 1.2 | 3.4 | 1.1 | 3.6 |
| World geographic areas | 2.8 | 3.8 | 2.4 | 3.7 | 2.1 | 3.5 | 1.9 | 3.5 | 1.7 | 3.6 | 1.6 | 3.9 |
| Geopolitics | 2.2 | 3.5 | 1.6 | 3.2 | 1.3 | 3.0 | 1.2 | 3.1 | 1.1 | 3.2 | 1.1 | 3.5 |
| International law | 1.7 | 2.6 | 1.3 | 2.5 | 1.1 | 2.4 | 1.1 | 2.6 | 1.0 | 2.8 | 1.0 | 3.2 |

Table 6. *(Continued)*

| Topic | Mean Rating of Need on the Job and Need to Know for Officer Grade | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Colonel | | Lt Col | | Major | | Capt | | 1st Lt | | 2d Lt | |
| | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| Alliances and pacts | 2.1 | 2.9 | 1.5 | 2.7 | 1.2 | 2.6 | 1.1 | 2.8 | 1.0 | 3.0 | 1.0 | 3.3 |
| International security organizations (NATO, SEATO, etc.) | 2.6 | 3.6 | 1.8 | 3.2 | 1.5 | 3.1 | 1.4 | 3.2 | 1.1 | 3.3 | 1.1 | 3.6 |
| Major world political systems | 2.1 | 3.4 | 1.5 | 3.1 | 1.3 | 3.1 | 1.3 | 3.2 | 1.1 | 3.5 | 1.1 | 3.8 |
| Major world economic systems | 1.8 | 2.9 | 1.2 | 2.8 | 1.0 | 2.7 | 0.9 | 2.7 | 0.9 | 3.0 | 0.9 | 3.3 |
| Theories and practices of democracy | 2.4 | 3.8 | 1.9 | 3.8 | 1.7 | 3.8 | 1.7 | 4.0 | 1.6 | 4.3 | 1.5 | 4.4 |
| Theories and practices of communism | 2.3 | 3.8 | 1.9 | 3.8 | 1.7 | 3.9 | 1.7 | 4.1 | 1.6 | 4.4 | 1.5 | 4.5 |
| Soviet economic, political, and foreign policies | 2.2 | 3.6 | 1.6 | 3.4 | 1.4 | 3.4 | 1.4 | 3.6 | 1.3 | 3.9 | 1.3 | 4.2 |
| Communist Chinese economic, political, and foreign policies | 2.1 | 3.5 | 1.5 | 3.4 | 1.3 | 3.4 | 1.3 | 3.6 | 1.2 | 3.8 | 1.2 | 4.1 |
| International relations within the communist bloc | 1.9 | 3.3 | 1.4 | 3.1 | 1.2 | 3.1 | 1.2 | 3.3 | 1.1 | 3.6 | 1.1 | 3.9 |
| Goals of U.S. foreign policy | 2.6 | 3.9 | 1.8 | 3.7 | 1.5 | 3.6 | 1.4 | 3.7 | 1.3 | 3.9 | 1.3 | 4.3 |
| Problems of emerging nations | 1.[illegible] | 3.1 | 1.2 | 2.9 | 1.0 | 2.8 | 1.0 | 3.0 | 0.9 | 3.2 | 0.9 | 3.6 |
| Effects of world conflicts on the world community | 2.0 | 3.2 | 1.[illegible] | 3.1 | 1.2 | 3.0 | 1.2 | 3.1 | 1.0 | 3.3 | 1.1 | 3.7 |
| Organization and role of the United Nations | 1.9 | 3.3 | 1.3 | 3.2 | 1.2 | 3.1 | 1.1 | 3.2 | 0.9 | 3.4 | 1.0 | 3.6 |
| Relation of national resources to current commitments | 2.2 | 3.3 | [illegible] | 3.1 | 1.3 | 3.0 | 1.1 | 2.9 | 0.9 | 3.0 | 1.0 | 3.3 |
| The U.S. economics assistance program | 2.0 | 3.1 | [illegible].3 | 2.8 | 1.1 | 2.7 | 0.9 | 2.7 | 0.8 | 2.9 | 0.9 | 3.2 |
| U.S. Military Assistance Program | 2.4 | 3.5 | 1.7 | 3.2 | 1.4 | 3.1 | 1.1 | 3.1 | 1.0 | 3.2 | 1.1 | 3.5 |
| Factors associated with international and intra-national conflict (e.g., political, economic, and psychosocial) | 2.0 | 3.1 | 1.4 | 2.9 | 1.2 | 2.9 | 1.1 | 3.0 | 1.0 | 3.2 | 1.0 | 3.6 |
| The factors which influence the intensities of war (e.g., political, economic, ethnical) | 2.0 | 3.2 | 1.4 | 3.1 | 1.2 | 3.0 | 1.2 | 3.1 | 1.1 | 3.3 | 1.1 | 3.7 |
| The effect of international relations on joint and combined organization, planning, and operations | 2.2 | 3.3 | 1.5 | 3.0 | 1.2 | 2.8 | 1.1 | 2.9 | 1.0 | 3.0 | 0.9 | 3.4 |
| **Management** | | | | | | | | | | | | |
| Principles of military organization | 4.1 | 4.6 | 3.8 | 4.5 | 3.4 | 4.4 | 2.8 | 4.1 | 2.8 | 4.3 | 2.9 | 4.4 |
| Organization and functions of coordinating special and personal staffs | 4.2 | 4.5 | 3.7 | 4.2 | 3.2 | 4.0 | 2.4 | 3.7 | 2.2 | 3.7 | 2.4 | 3.9 |
| Principles of staff management | 4.9 | 4.9 | 4.3 | 4.7 | 3.7 | 4.3 | 2.5 | 3.9 | 2.2 | 3.9 | 2.3 | 4.0 |
| Principles of management unique to joint and combined staffs | 2.9 | 3.7 | 2.1 | 3.4 | 1.8 | 3.2 | 1.4 | 3.0 | 1.2 | 3.0 | 1.4 | 3.3 |
| The AF management process as outlined in AFM 25-1 | 3.6 | 4.2 | 3.1 | 3.8 | 2.8 | 3.6 | 2.0 | 3.3 | 1.8 | 3.4 | 2.1 | 3.6 |
| Organization and functions of the U.S. Air Force | 4.4 | 5.0 | 3.8 | 4.5 | 3.3 | 4.4 | 2.6 | 4.1 | 2.6 | 4.2 | 2.9 | 4.5 |
| Organization and functions of Hq USAF (the Air Staff) | 4.1 | 4.6 | 3.1 | 4.0 | 2.5 | 3.7 | 1.8 | 3.4 | 1.5 | 3.4 | 1.8 | 3.7 |
| Organization and functions of the U.S. Army and Navy | 2.6 | 3.3 | 1.9 | 2.9 | 1.4 | 2.7 | 1.1 | 2.6 | 1.0 | 2.6 | 1.1 | 2.9 |
| Organization and functions of OSD and JCS | 3.3 | 3.7 | 2.2 | 3.2 | 1.6 | 2.9 | 1.2 | 2.7 | 1.0 | 2.7 | 1.0 | 3.0 |
| Centralized management of commodities and services through defense agencies (e.g., DSA, DIA, DCA) | 3.1 | 3.4 | 2.1 | 2.9 | 1.7 | 2.6 | 1.3 | 2.5 | 1.2 | 2.5 | 1.3 | 2.7 |
| Organization and functions of non-military agencies which affect military operations | 2.9 | 3.1 | 2.0 | 2.8 | 1.6 | 2.6 | 1.3 | 2.5 | 1.2 | 2.6 | 1.4 | 2.9 |
| Organization and functions of the Executive and Legislative Branches | 2.9 | 3.5 | 2.0 | 3.2 | 1.5 | 3.0 | 1.3 | 3.0 | 1.2 | 3.3 | 1.3 | 3.5 |
| Missions, organization, and functions of unified and combined commands | 2.9 | 3.6 | 2.0 | 3.1 | 1.6 | 2.9 | 1.4 | 2.9 | 1.3 | 3.0 | 1.4 | 3.3 |
| Organization and missions of the Air Force major commands | 3.7 | 4.3 | 3.0 | 4.0 | 2.5 | 3.8 | 2.0 | 3.6 | 2.0 | 3.7 | 2.1 | 3.9 |
| Organization and functions of the allied armed forces | 2.2 | 3.0 | 1.5 | 2.8 | 1.3 | 2.7 | 1.2 | 2.7 | 1.0 | 2.8 | 1.2 | 3.2 |
| How AF planning and programming is accomplished | 3.5 | 3.9 | 2.7 | 3.5 | 2.1 | 3.3 | 1.6 | 3.0 | 1.4 | 3.1 | 1.7 | 3.4 |
| How the AF manpower and personnel systems operate | 3.3 | 3.9 | 2.8 | 3.7 | 2.3 | 3.5 | 1.7 | 3.2 | 1.7 | 3.3 | 1.9 | 3.4 |
| How the AF intelligence system operates | 2.4 | 3.2 | 2.0 | 3.1 | 1.[illegible] | 3.9 | 1.4 | 2.8 | 1.4 | 2.9 | 1.4 | 3.2 |
| How the AF logistics system operates | 3.4 | 3.7 | 2.7 | 3.5 | [illegible] | 3.2 | 1.6 | 2.9 | 1.5 | 2.9 | 1.7 | 3.2 |
| How the AF inspection system operates | 2.7 | 3.4 | 2.5 | 3.3 | 2.[illegible] | 3.2 | 1.7 | 3.0 | 1.6 | 3.0 | 1.7 | 3.2 |

Table 6. *(Continued)*

| Topic | Mean Rating of Need on the Job and Need to Know for Officer Grade | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Colonel | | Lt Col | | Major | | Capt | | 1st Lt | | 2d Lt | |
| | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk | noj | ntk |
| How the AF budget system operates | 3.3 | 3.7 | 2.7 | 3.5 | 2.3 | 3.2 | 1.6 | 2.9 | 1.5 | 3.0 | 1.7 | 3.2 |
| How the AF communications system operates | 2.7 | 3.4 | 2.4 | 3.2 | 2.1 | 3.1 | 1.7 | 2.9 | 1.7 | 3.0 | 2.0 | 3.2 |
| The management system for the acquisition of new AF weapon systems | 2.9 | 3.3 | 2.1 | 3.0 | 1.7 | 2.7 | 1.2 | 2.5 | 1.0 | 2.5 | 1.2 | 2.8 |
| How organizations at squadron, group, wing, and division levels function | 3.5 | 4.3 | 3.6 | 4.4 | 3.4 | 4.3 | 2.9 | 4.0 | 2.9 | 4.1 | 2.7 | 4.1 |
| How organizations at numbered Air Force, major air command, and Hq USAF levels function | 3.9 | 4.3 | 3.4 | 4.1 | 3.0 | 3.9 | 2.2 | 3.6 | 2.0 | 3.6 | 1.9 | 3.6 |
| Procedures for organizing combat and support units | 2.3 | 3.4 | 1.8 | 3.2 | 1.5 | 3.0 | 1.2 | 2.9 | 1.1 | 2.9 | 1.3 | 3.1 |
| Procedures for equipping combat and support units | 2.2 | 3.3 | 1.8 | 3.1 | 1.5 | 2.9 | 1.2 | 2.7 | 1.1 | 2.7 | 1.2 | 3.0 |
| Procedures for training combat and support units | 2.2 | 3.3 | 1.8 | 3.1 | 1.5 | 2.9 | 1.4 | 2.8 | 1.2 | 2.8 | 1.2 | 3.0 |
| Procedures for planning and directing combat and support operations | 2.5 | 3.6 | 2.0 | 3.3 | 1.6 | 3.1 | 1.4 | 2.9 | 1.2 | 2.9 | 1.2 | 3.1 |
| Procedures for joint and combined planning and operations | 2.4 | 3.4 | 1.8 | 3.1 | 1.4 | 2.8 | 1.1 | 2.7 | 1.0 | 2.7 | 1.2 | 3.0 |
| Principles and concepts of command | 4.2 | 4.8 | 3.4 | 4.4 | 3.0 | 4.2 | 2.4 | 4.0 | 2.2 | 4.1 | 2.3 | 4.2 |
| Military courts and boards | 2.4 | 3.6 | 2.3 | 3.6 | 2.0 | 3.5 | 1.8 | 3.4 | 1.7 | 3.5 | 1.7 | 3.8 |
| Procedures for preparing the staff estimate and the operations plan | 2.6 | 3.6 | 2.1 | 3.3 | 1.7 | 3.1 | 1.2 | 2.7 | 0.9 | 2.6 | 1.0 | 2.7 |
| Air base management | 2.5 | 3.6 | 2.2 | 3.4 | 1.9 | 3.2 | 2.3 | 2.9 | 1.2 | 2.9 | 1.4 | 3.2 |
| Principles of leadership | 4.9 | 5.4 | 4.5 | 5.2 | 4.6 | 5.2 | 4.0 | 5.1 | 4.1 | 5.3 | 4.0 | 5.4 |
| Techniques of leadership | 4.9 | 5.4 | 4.6 | 5.2 | 4.5 | 5.2 | 4.1 | 5.1 | 4.2 | 5.3 | 4.1 | 5.5 |
| Characteristics of leaders | 4.6 | 5.1 | 4.3 | 4.9 | 4.1 | 4.9 | 3.8 | 4.8 | 3.8 | 4.9 | 3.7 | 5.0 |
| Role of the NCO | 3.5 | 4.7 | 3.6 | 4.7 | 3.7 | 4.8 | 3.5 | 4.6 | 3.8 | 4.9 | 3.9 | 5.1 |
| Effects of modern technology on the function of command | 3.3 | 4.0 | 2.9 | 3.9 | 2.5 | 3.7 | 2.1 | 3.5 | 2.1 | 3.6 | 2.3 | 3.8 |
| Personnel administration and management | 4.0 | 4.5 | 3.9 | 4.5 | 3.6 | 4.3 | 2.9 | 4.0 | 3.0 | 4.2 | 3.1 | 4.4 |
| Automatic data processing as a tool of management | 3.3 | 3.8 | 2.8 | 3.6 | 2.6 | 3.5 | 1.8 | 3.0 | 1.8 | 3.2 | 2.0 | 3.4 |
| Development and utilization of data systems | 2.9 | 3.5 | 2.4 | 3.3 | 2.2 | 3.1 | 1.6 | 2.8 | 1.6 | 2.9 | 1.9 | 3.1 |
| **Individual Skills and Knowledge** | | | | | | | | | | | | |
| Communication, oral (e.g., briefing, critiquing) | 6.0 | 5.7 | 5.7 | 5.5 | 5.5 | 5.5 | 5.3 | 5.4 | 5.1 | 5.5 | 5.0 | 5.6 |
| Communication, written (e.g., correspondence, reports, staff studies, plans) | 6.1 | 5.8 | 5.9 | 5.7 | 5.6 | 5.6 | 5.2 | 5.4 | 5.0 | 5.5 | 4.9 | 5.6 |
| Techniques of logical thinking | 6.0 | 5.8 | 5.7 | 5.6 | 5.5 | 5.5 | 5.4 | 5.5 | 5.2 | 5.6 | 5.3 | 5.6 |
| Techniques of creative thinking | 5.6 | 5.5 | 5.2 | 5.3 | 4.9 | 5.2 | 4.8 | 5.1 | 4.6 | 5.3 | 4.6 | 5.3 |
| Conference and committee techniques | 5.3 | 5.1 | 4.7 | 4.8 | 4.1 | 4.6 | 3.5 | 4.3 | 3.0 | 4.3 | 3.1 | 4.5 |
| Problem solving procedures | 5.4 | 5.3 | 5.1 | 5.1 | 4.8 | 5.0 | 4.5 | 4.9 | 4.3 | 5.0 | 4.4 | 5.1 |
| Research methods | 3.8 | 4.0 | 3.3 | 3.8 | 3.1 | 3.7 | 3.2 | 3.7 | 2.9 | 3.9 | 3.1 | 4.1 |
| Negotiation techniques | 3.9 | 4.0 | 3.2 | 3.7 | 2.8 | 3.5 | 2.4 | 3.4 | 2.2 | 3.6 | 2.4 | 3.8 |
| Techniques of instruction | 3.0 | 3.9 | 3.2 | 4.0 | 3.4 | 4.1 | 3.7 | 4.2 | 3.2 | 4.2 | 3.0 | 4.2 |
| Unique problems in communication in Hq USAF and other high level organizations | 3.5 | 3.7 | 2.6 | 3.3 | 2.1 | 3.1 | 1.6 | 2.9 | 1.4 | 3.0 | 1.6 | 3.2 |
| Officer ethics | 5.6 | 5.8 | 5.4 | 5.7 | 5.4 | 5.7 | 5.1 | 5.5 | 4.9 | 5.5 | 4.8 | 5.5 |
| Discipline and morale | 5.2 | 5.6 | 5.1 | 5.5 | 5.1 | 5.5 | 4.9 | 5.4 | 4.8 | 5.5 | 4.8 | 5.6 |
| Military customs, courtesies, and ceremonies | 4.7 | 5.3 | 4.4 | 5.0 | 4.3 | 5.0 | 4.0 | 4.9 | 4.1 | 5.0 | 4.4 | 5.2 |
| Military law | 2.8 | 3.9 | 2.7 | 3.9 | 2.6 | 3.9 | 2.5 | 4.0 | 2.7 | 4.2 | 2.8 | 4.6 |
| Security of classified military documents and equipment | 5.1 | 5.2 | 4.9 | 5.1 | 4.7 | 5.1 | 3.9 | 4.7 | 4.1 | 4.8 | 4.1 | 5.1 |
| Code of conduct | 4.8 | 5.4 | 4.3 | 5.0 | 4.1 | 5.0 | 3.7 | 4.8 | 3.6 | 4.8 | 3.8 | 5.1 |
| Disaster control | 3.0 | 3.8 | 2.9 | 3.8 | 3.0 | 3.9 | 3.1 | 4.0 | 3.1 | 4.0 | 2.9 | 4.2 |
| Personal survival under emergency conditions | 3.0 | 4.2 | 3.1 | 4.3 | 3.3 | 4.5 | 3.5 | 4.6 | 3.2 | 4.5 | 3.2 | 4.6 |
| Civil rights | 2.8 | 3.6 | 2.6 | 3.6 | 2.4 | 3.6 | 2.4 | 3.6 | 2.3 | 3.8 | 2.4 | 4.0 |
| A foreign language | 1.3 | 3.2 | 1.3 | 3.1 | 1.1 | 3.0 | 1.4 | 3.2 | 1.2 | 3.4 | 1.1 | 3.5 |
| Physical fitness as related to unit effectiveness | 3.4 | 4.3 | 3.3 | 4.2 | 3.2 | 4.1 | 3.1 | 4.1 | 2.8 | 4.1 | 3.1 | 4.3 |
| Personal combative measures (e.g., hand to hand combat, judo) | 0.8 | 2.5 | 0.7 | 2.5 | 0.8 | 2.6 | 1.0 | 2.8 | 1.0 | 3.0 | 1.3 | 3.3 |

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13. ABSTRACT

The main purpose of the officer management survey was to identify functions which all officers perform as distinct from work specific to a particular specialty and to determine the relationships of managerial responsibility to grade, career area, or other variables. A further aim was to obtain an evaluation of topics of professional military education requirements in terms of job performance or as contributory to an effective Air Force career. The world-wide survey sample consisted of 10,242 Air Force officers in grades second lieutenant through colonel. An officer management inventory was administered in 19 major commands using conventional sample survey procedures through the cooperation of the Data Application Division, Data Services Center, Headquarters USAF. In the subsequent analysis by means of the Personnel Research Division job-clustering program, management job types were not clearly differentiated. The extent of managerial responsibility, however, was shown to be directly related to grade. Field-grade officers performed, on the average, approximately four times as many managerial tasks as company-grade officers. Consolidated descriptions of management tasks performed were published for staff, field-grade, and company-grade officers in each of nine career areas. While some differences in emphasis were found, officers in the several career areas tended to allocate more or less the same percentage of their jobs to tasks falling in each of the management categories. Group difference descriptions were computed to highlight some of the major career ladder managerial differences. In evaluating 128 professional military education requirements topics, officers of all grades indicated a substantial need on the job for principles and techniques of leadership; oral and written communication; techniques of logical and of creative thinking; problem solving procedures; officer ethics; discipline and morale; military customs, courtesies, and ceremonies; and security of classified military documents and equipment.

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| 14. KEY WORDS | LINK A ROLE | LINK A WT | LINK B ROLE | LINK B WT | LINK C ROLE | LINK C WT |
|---|---|---|---|---|---|---|
| educational requirements | | | | | | |
| career areas | | | | | | |
| job analysis | | | | | | |
| job description | | | | | | |
| job differences | | | | | | |
| job grouping | | | | | | |
| job incumbents | | | | | | |
| job inventory | | | | | | |
| job similarities | | | | | | |
| job survey | | | | | | |
| job types | | | | | | |
| management tasks | | | | | | |
| military grade | | | | | | |
| military jobs | | | | | | |
| occupational survey | | | | | | |
| officer management | | | | | | |
| officers | | | | | | |
| officer specialties | | | | | | |
| program (computer) | | | | | | |
| rating scale | | | | | | |
| responsibility | | | | | | |
| task ratings | | | | | | |
| utilization field | | | | | | |

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