

AD-A094 173

AIR FORCE OCCUPATIONAL MEASUREMENT CENTER RANDOLPH AFB TX F/G 5/9
OPEN MESS MANAGEMENT CAREER LADDER AFS 742X0 AND CEM CODE 74200--ETC
DEC 80

UNCLASSIFIED

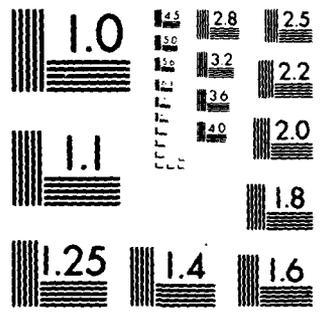
NL

END

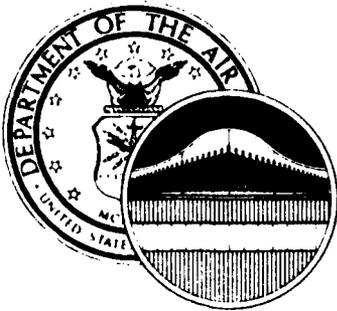
DATE

INDEXED

DTIC



MICROCOPY RESOLUTION TEST CHART
 NATIONAL BUREAU OF STANDARDS 1963-A



12184

2

UNITED STATES AIR FORCE

LEVEL II

AD A094173

OCCUPATIONAL SURVEY REPORT

USAF OPEN MESS



6 OPEN MESS MANAGEMENT CAREER LADDER
AFS 742X0 AND CEM CODE 74200.

AFPT 90-742-407

11 DECEMBER 1980

DTIC ELECTED
JAN 26 1981

DDC FILE COPY

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78148
APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

408889 Du 81 1 26 056

TABLE OF CONTENTS

| | <u>PAGE NUMBER</u> |
|---|------------------------|
| PREFACE ----- | 111 |
| SUMMARY OF RESULTS ----- | iv |
| INTRODUCTION ----- | 1 |
| SURVEY METHODOLOGY ----- | 2 |
| CAREER LADDER STRUCTURE ----- | 6 |
| ANALYSIS OF DAFSC GROUPS ----- | 21 |
| ANALYSIS OF EXPERIENCE GROUPS ----- | 34 |
| ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS ----- | 41 |
| ANALYSIS OF MAJOR COMMAND DIFFERENCES ----- | 43 |
| ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS ----- | 45 |
| TRAINING ANALYSIS ----- | 47 |
| ANALYSIS OF JOBS BY TYPES OF OPEN MESSES ----- | 53 |
| COMPARISON OF CURRENT SURVEY TO PREVIOUS SURVEY ----- | 59 |
| IMPLICATIONS ----- | 63 |
| APPENDIX A ----- | 64 |

| | |
|---------------------|-------------------------------------|
| Accession For | |
| NTIS GRA&I | <input checked="" type="checkbox"/> |
| DTIC TAB | <input type="checkbox"/> |
| Unannounced | <input type="checkbox"/> |
| Justification | |
| By _____ | |
| Distribution/ _____ | |
| Availability Codes | |
| Dist | Special |
| A | |

PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Open Mess Management career ladder (AFSCs 74230, 74250, 74270, 74290, and CEM Code 74200). The project was directed by USAF Program Technical Training, Volume Two, dated June 1979. Authority for conducting occupational surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

The occupational analysis program within the Air Force has been in existence since 1956 when initial research was undertaken by the Air Force Human Resources Laboratory to develop the methodology for conducting occupational surveys. In 1967, an operational analysis program was established within Air Training Command and surveys were produced annually on 12 enlisted specialties. In 1972, the program was expanded to annually produce occupational surveys of 51 career ladders. In late 1976, the program was again expanded to include the survey of officer utilization fields, to permit special management applications projects, and to support interservice or joint service occupational analyses.

The survey instrument was developed by First Lieutenant Julia Hoskins, Inventory Development Specialist. Mr. Robert I. Alton and Second Lieutenant Carlton F. Middleton, Occupational Survey Analysts, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Jimmy L. Mitchell, Chief, Airman Career Ladders Analysis Section, Occupational Analysis Branch, USAF Occupational Measurement Center, Randolph AFB, Texas 78148.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Manpower and Personnel Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Computer Programming Branch, Technical Services Division, AFHRL.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78148.

This report has been reviewed and is approved.

BILLY C. McMASTER, Col, USAF
Commander
USAF Occupational Measurement
Center

WALTER E. DRISKILL, Ph.D.
Chief, Occupational Analysis Branch
USAF Occupational Measurement
Center

SUMMARY OF RESULTS

1. Survey Coverage: The Open Mess Management career ladder job inventory was administered worldwide between January and May 1980. The 397 respondents in the survey sample represent 69 percent of the assigned Open Mess Management personnel.

2. Career Ladder Structure: Thirteen job groups and independent job types were identified in the career ladder structure, eleven of which were directly involved with the performance of day-to-day operations of open mess facilities or activities. The remaining two independent job types were comprised of personnel performing command level staff inspection and administrative functions. Although there were a number of job types identified, which seems to indicate a number of specialized jobs, the specialization was a matter of degree. There was, in fact, a significant amount of task overlap across a number of the groups, thus indicating a career ladder that is very homogeneous in nature.

3. Career Ladder Progression: The 742X0 career ladder requires performance of managerial type tasks as a routine part of the job. Although all skill levels perform many management tasks in common, there is identifiable progression up through the skill levels. As personnel gain experience, the scope of the job broadens, with task difficulty generally increasing as they progress through the skill levels. At the 9-skill level and CEM Code, there is an evident shift toward the more standard supervisory and managerial roles.

4. Experience Group Differences: Generally, as time in service increased there was a corresponding increase in the performance of duties involving general supervisory and managerial tasks, although the changes were not as pronounced as are found in most career ladders. First enlistment personnel (1-48 months) perform essentially the same full range of career ladder technical tasks performed by the 145-192 month group. Not until the 20-year point and beyond was there a definite shift away from the more routine, less difficult day-to-day duties of open mess operations. Even then, the majority of the personnel are still performing the more complex general open mess management tasks and duties.

5. CONUS and Overseas Groups: There was essentially no difference in the jobs performed by the two groups.

6. AFR 39-1 Specialty Descriptions: The 7- and 9-skill level/CEM Code specialty descriptions were accurate in displaying the nature of those jobs. The 3- and 5-skill level description contains references to functions no longer a significant part of the duties of the career ladder. Review by career ladder management personnel is suggested.

7. Training Analysis: The STS is generally supported by the survey data. Two paragraphs relating to guest housing and swimming pool operations require review to determine if retention is justified. One paragraph regarding food preparation should be reviewed for possible adjustment of the type and scope of coverage provided. The above changes in STS coverage would also affect and apply to pertinent sections of the POI.

8. Analysis of Jobs by Types of Open Messes: Even though all open messes do not offer exactly the same facilities, goods, or services, there were no apparent major differences in jobs performed by 742X0 personnel, regardless of the type of open mess activity to which assigned.

9. Comparison of Current Survey to Previous Survey: Overall, aside from a name change and new terminology resulting from that, the career ladder structure has been relatively stable over the years. A few new job groups were identified and one functional group disappeared, but the tasks performed by the affected groups were present in both surveys so no radical change in the career ladder as a whole occurred. As a general rule, job satisfaction indicators for 1980 DAFSC and AFMS groups were slightly lower than the 1974 comparable groups, but are still very high overall.

10. Implications: Career ladder specialty documents contain references to activities and tasks involving operation of guest facilities by 742X0 personnel. Survey data, however, reflect very little activity in this function. Career ladder management personnel should evaluate these data with a view toward deletion of these references since inclusion of such unsupported task statements or line items can result in misdirected training activities by trainers and trainees and may also affect the SKT program.

OCCUPATIONAL SURVEY REPORT
OPEN MESS MANAGEMENT CAREER LADDER
(AFS 742X0 and CEM CODE 74200)

INTRODUCTION

This is a report of an occupational survey of the Open Mess Management career ladder (AFSCs 74230, 74250, 74270, 74290, and CEM Code 74200) completed by the Occupational Analysis Branch, USAF Occupational Measurement Center, in October 1980. This survey was requested in accordance with AFR 35-2 to obtain current task and background data on the 742X0 career ladder. A previous survey of the 742X0 career ladder was published in August 1974.

Background

Originally established as the 624X0 Steward career ladder in 1957, the AFSC was changed to the present designation of 742X0 in 1967, with the title changing to Club Management Specialist/Supervisor at that time. The ladder title was changed to the current Open Mess Management Specialist/Supervisor in April 1980. Initially included as part of the 62080 Food Service Superintendent designation, the 9-skill level was changed to 62490 in 1960, then to 74290 in 1967. The 74200 Chief Enlisted Manager (CEM) Code was established in October 1978 as Club General Manager and was retitled Open Mess General Manager in April 1980.

As described in the AFR 39-1 Specialty Descriptions, personnel in this career ladder are responsible for preparation and operation of open mess facilities and functions, as well as conducting essential feeding programs, command activities, and membership programs. Performance of these duties includes a wide variety of tasks, such as records preparation and maintenance; ordering supplies and equipment; accounting for monies; and personnel supervision. Although nonprior service personnel may enter the career ladder through a directed duty assignment (DDA), the primary method of entry is by retraining into the field from another Air Force Specialty. There is no basic entry-level technical training course for the career ladder; however, after attainment of the 5-skill level, members are expected to attend the 3AAR74270 Open Mess Management Course currently taught at Keesler AFB MS.

Major topics discussed in this report include: (1) survey methodology; (2) job structure within the career ladder; (3) comparisons of the job structure and other survey data with career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard; (4) an analysis of the Active Federal Military Service (AFMS) groups and Duty Air Force Specialty Code (DAFSC) groups; (5) an analysis of Continental United States (CONUS) versus overseas groups; (6) analysis of jobs by open messes; (7) comparison of the current survey with the previous survey; and (8) the implications of this occupational survey report.

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USA Job Inventory AFPT 90-742-407, dated January 1980. A tentative task list was prepared after reviewing pertinent career ladder publications and directions, tasks from the previous survey instrument, and data from the last occupational survey report (OSR). The task list was then evaluated in the field through personal interviews with eleven subject matter specialists from six bases. The resulting job inventory contained a comprehensive listing of 467 tasks grouped under 17 duty headings and a background section containing such information as grade, duty title, time in service, and job satisfaction.

Survey Administration

During the period January through May 1980, Consolidated Base Personnel Offices (CBPOs) in operational units worldwide administered the inventory to job incumbents holding DAFSC 742X0. These job incumbents were selected from a computer generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL).

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

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

Survey Sample

Personnel were selected to participate in this survey so as to insure an accurate representation across major commands (MAJCOMs) and paygrade groups. Table 1 reflects the percentage distribution, by major command, of assigned personnel in the career ladder as of January 1980. Also listed in this table is the percent distribution, by major command, of respondents in the final survey sample. The 397 respondents included in the final sample represent 69 percent of the 742X0 career ladder. Table 2 reflects the paygrade group distributions, while Table 3 lists the sample distribution by AFMS groups. As shown in these tables, the survey sample provides a very good representation of the career ladder population.

TABLE 1

COMMAND REPRESENTATION OF SURVEY SAMPLE

| <u>COMMAND</u> | <u>PERCENT OF ASSIGNED*</u> | <u>PERCENT OF SAMPLE</u> |
|----------------|---------------------------------|------------------------------|
| SAC | 21 | 23 |
| TAC | 19 | 16 |
| USAFE | 19 | 21 |
| ATC | 13 | 13 |
| MAC | 9 | 11 |
| PACAF | 8 | 6 |
| AFSC | 3 | 4 |
| AAC | 2 | 3 |
| AFLC | 1 | 1 |
| USAFA | 1 | 1 |
| OTHER | 4 | 1 |
| TOTAL | 100 | 100 |

TOTAL ASSIGNED - 576
 TOTAL SAMPLED - 397
 PERCENT SAMPLED - 69%

* MANNING FIGURES AS OF JANUARY 1980

TABLE 2

PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

| <u>PAYGRADE</u> | <u>PERCENT OF ASSIGNED*</u> | <u>PERCENT OF SAMPLE</u> |
|-----------------|---------------------------------|------------------------------|
| AIRMAN | 8 | 8 |
| E-4 | 10 | 8 |
| E-5 | 29 | 30 |
| E-6 | 26 | 25 |
| E-7 | 19 | 20 |
| E-8 | 5 | 6 |
| E-9 | 3 | 3 |

* MANNING FIGURES AS OF JANUARY 1980

Task Factor Administration

In addition to completing the job inventory, selected senior 742X0 personnel were also asked to complete a second booklet pertaining to task difficulty (TD). The TD booklets are processed separately from the job inventories and the information is then used in a number of different analyses discussed in more detail within the report.

Task Difficulty. Each individual completing a task difficulty booklet was asked to rate all of the tasks on a nine-point scale from extremely low to extremely high as to the relative difficulty of that task. Difficulty is defined as the length of time required by the average member to learn to do that task. Task difficulty data were independently collected from 40 experienced 7- or 9-skill level personnel stationed worldwide (see Table 4). The interrater reliability (as assessed through components of variance of standard group means) of .95 for these 742X0 raters suggests very high agreement among raters. Ratings were adjusted so that tasks of average difficulty have ratings of 5.00. The resulting data are essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory.

Job Difficulty Index (JDI). After computing a task difficulty rating for each task item, it is then possible to also compute a Job Difficulty Index (JDI) for the job groups identified in the survey analysis. This index provides a relative measure of which jobs, when compared to other jobs identified, are more or less difficult. An equation using the number of tasks performed and the average difficulty per unit time spent (ADPUTS) as variables is the basis for the JDI index. The index ranges from 1.0 for very easy jobs to 25.0 for very difficult jobs. The indices are adjusted so that the average Job Difficulty Index is 13.00. Thus the more tasks they perform, the higher their job difficulty index.

TABLE 3

AFMS DISTRIBUTION OF SURVEY SAMPLE

| <u>AFMS (MONTHS)</u> | <u>NUMBER IN SAMPLE</u> | <u>PERCENT OF SAMPLE</u> |
|--------------------------|-----------------------------|------------------------------|
| 1-48 | 40 | 10% |
| 49-96 | 47 | 12% |
| 97-144 | 51 | 13% |
| 145-192 | 72 | 18% |
| 193-240 | 137 | 34% |
| 241 + | 50 | 13% |

TABLE 4

COMMAND REPRESENTATION OF 742X0 TASK DIFFICULTY RATERS

| <u>COMMAND</u> | <u>PERCENT OF ASSIGNED</u> | <u>PERCENT OF TASK DIFFICULTY RATERS</u> |
|----------------|--------------------------------|--|
| SAC | 21 | 25 |
| TAC | 19 | 16 |
| USAFE | 19 | 19 |
| ATC | 13 | 10 |
| MAC | 9 | 14 |
| PACAF | 8 | 6 |
| AFSC | 3 | 2 |
| AAC | 2 | 2 |
| AFLC | 1 | 2 |
| USAFA | 1 | 2 |
| OTHER | 4 | 2 |
| TOTAL | 100 | 100 |

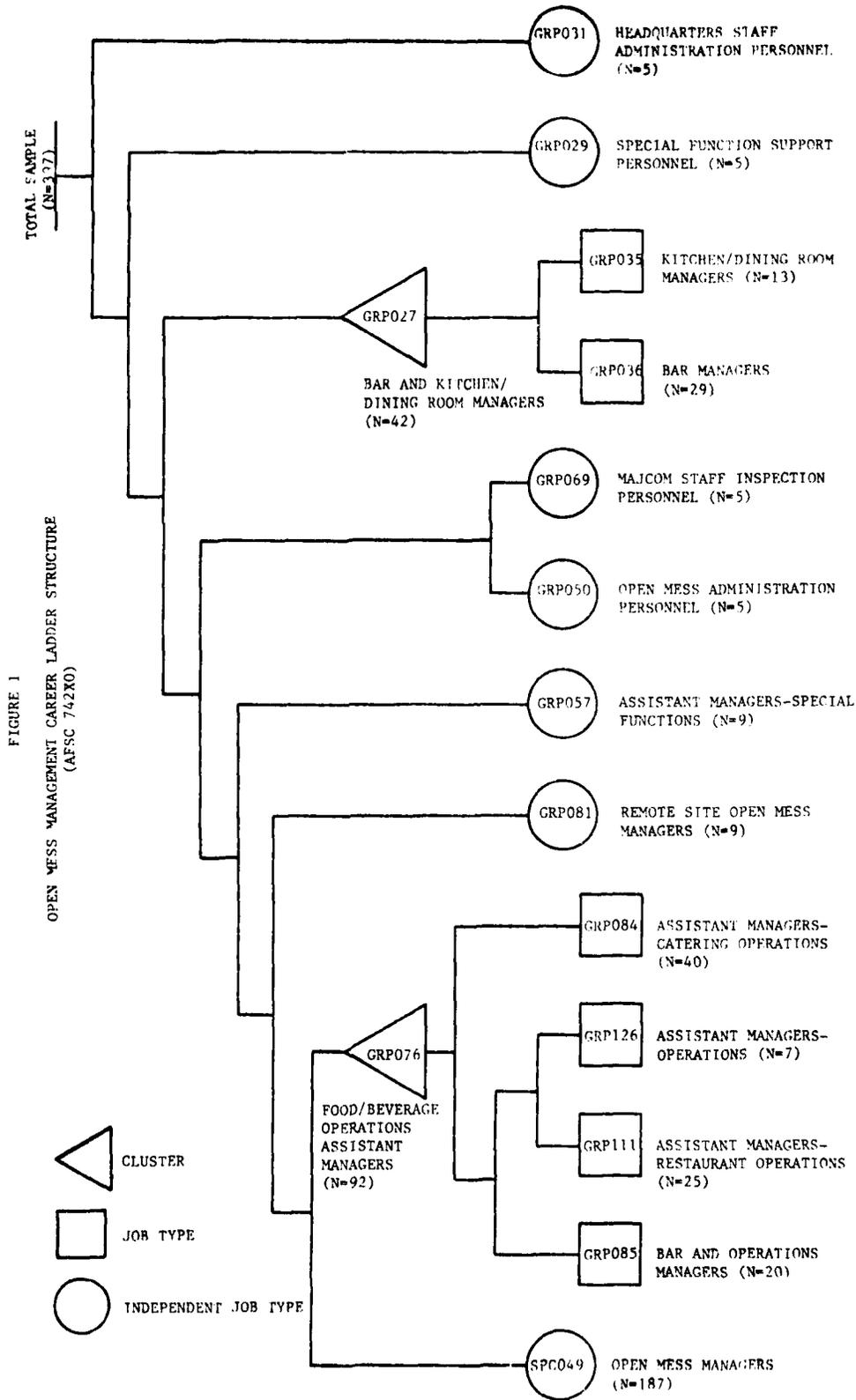
CAREER LADDER STRUCTURE

A key aspect of the USAF occupational analysis program is to examine the structure of the career ladders -- what people are actually doing in the field, rather than how official career field documents say they are organized. This analysis is made possible by the Comprehensive Occupational Data Analysis Program (CODAP). CODAP consists of a series of computer programs which generate a number of statistical products used in the analysis of career ladders. The primary product used to analyze career ladders is hierarchical clustering of all jobs based on the similarity of tasks performed and relative time spent. This process permits identification of the major types of work being performed in the occupation (career ladder) and is analyzed in terms of the job description and background data of each type of job. This information is then used to examine the accuracy and completeness of career ladder documents (AFR 39-1 Specialty Descriptions and Specialty Training Standards) and to formulate an understanding of current utilization patterns.

The basic identifying group used in the hierarchical job structure is the Job Type. A job type is a group of individuals who perform many of the same tasks and spend similar amounts of time performing those tasks. A Cluster is a group of job types which have a substantial degree of similarity. Finally, there are often specialized jobs that are too dissimilar to be grouped into any cluster. These unique groups are labeled Independent Job Types.

Based on the task similarity and relative percent time spent, the structure of the jobs performed in the 742X6 career ladder is illustrated in Figure 1; these clusters and job types are also listed below. The group (GRP) number shown beside each title is a reference to computer printed information included for use by classification and training officials. The letter N stands for the number of personnel in the group.

- I. OPEN MESS MANAGERS (SPC049, N=187)
- II. FOOD/BEVERAGE OPERATIONS ASSISTANT MANAGERS CLUSTER (GRP076, N=92)
 - a. Bar and Operations Managers (GRP085, N=20)
 - b. Assistant Managers - Restaurant Operations (GRP111, N=25)
 - c. Assistant Managers - Operations (GRP126, N=7)
 - d. Assistant Managers - Catering Operations (GRP084, N=40)
- III. REMOTE SITE OPEN MESS MANAGERS (GRP081, N=9)
- IV. ASSISTANT MANAGERS - SPECIAL FUNCTIONS (GRP057, N=9)
- V. OPEN MESS ADMINISTRATION PERSONNEL (GRP050, N=5)



- VI. MAJCOM STAFF INSPECTION PERSONNEL (GRP069, N=5)
- VII. BAR AND KITCHEN/DINING ROOM MANAGERS CLUSTER (GRP027, N=42)
 - a. Bar Managers (GRP036, N=29)
 - b. Kitchen/Dining Room Managers (GRP030, N=13)
- VIII. SPECIAL FUNCTION SUPPORT PERSONNEL (GRP029, N=5)
- IX. HEADQUARTERS STAFF ADMINISTRATION PERSONNEL (GRP031, N=5)

Ninety percent of the respondents in the sample performed jobs generally equivalent to the two clusters and seven independent job types listed above. The remaining ten percent were performing tasks or series of tasks that did not group with any of the defined job types. Some of the job titles given by respondents which were representative of these personnel included MWR Operations Officer, Instructor, Cadet Lounge Manager, and Service Manager.

Group Descriptions

The following paragraphs contain brief job descriptions of the clusters, job types, and independent job types identified through the career ladder structure analysis. Selected background and job satisfaction data are provided for these groups in Tables 5 and 6. Representative tasks for all clusters and job types described below are contained in Appendix A.

I. OPEN MESS MANAGERS (SPC049). The 137 airmen in this group represent 47 percent of the survey sample and form the largest job group of any in the study. Consisting primarily of 7-skill level (54 percent) and 9-skill level/CEM Code (33 percent) personnel, they devote 71 percent of their job time to the performance of the technical tasks required in the day-to-day operation and management of open mess activities. With an average of 16 months in their present job (highest of any group in the sample) and 81 months in the career field, the experience level of these incumbents is among the highest of all job groups identified. Performing an average of 249 tasks (more than any other group) covering the full range of open mess operations, this group has the highest Job Difficulty Index (16.51) of any group in the study. Typical tasks performed include:

- discussing service with customers
- conducting management reviews on inventory variances
- coordinating complaint actions with section heads
- inspecting kitchen, dining room, or bar areas for appearance or sanitation
- preparing capital expenditure budgets
- approving monthly calendar of events
- coordinating club policies with commanders

Job satisfaction indicators for these personnel are very high. Ninety-four percent of the group find their job interesting (second only to groups reporting 100 percent), with 89 percent reporting that their talents are properly utilized and 92 percent indicating that their training was utilized

fairly well to perfectly. Even though members report spending very high numbers of hours on the job (63 percent averaged 60 hours or more per week) and 57 percent indicated they were eligible to retire, 51 percent said they will or probably will reenlist.

II. FOOD/BEVERAGE OPERATIONS ASSISTANT MANAGERS CLUSTER (GRP076). This cluster of 92 respondents (23 percent of the survey sample) consists of four separate job groups devoting 79 percent of their job time to tasks and duties involving the technical operation of open mess food and beverage functions. The majority of these airmen identify themselves as Assistant Managers of open mess facilities and are distinguished from the previously discussed OPEN MESS MANAGERS group by their generally lower skill and experience levels (51 percent are 5-skill level personnel and they average only 57 months in the career field versus 81 months for the previous group). Although performing many tasks in common with the MANAGERS group, members of this cluster tend toward specialization in bar and kitchen/dining room management. Common tasks performed include:

- discussing service with customers
- visually inspecting employees for appearance or sanitation
- inspecting quality of prepared food
- issuing food, beverages, or supplies to sections
- inspecting bar areas for appearance or sanitation
- operating cash registers

Ninety-one percent of the respondents found their jobs interesting, while very high percentages also perceived that their talents and training were very effectively utilized (89 and 87 percent respectively).

a. Bar and Operations Managers (GRP085). Members of this job type devote 66 percent of their job time to the performance of tasks and duties involving general and miscellaneous open mess managerial activities, administrative functions, bar and package store functions, managing in-use stocks, and cashiering activities. The 20 airmen in this group (five percent of the survey sample) are predominately 5-skill level personnel (65 percent) with an average of 14 months in their present job and 53 months experience in the career ladder. The combination of bar and general club operations responsibilities results in a fairly broad job with group members performing an average of 167 tasks. Representative tasks for these airmen include:

- preparing employee work schedules
- establishing bar inventory controls
- conducting consumable inventories
- preparing drinks
- coordinating special function arrangements with section heads
- determining facility maintenance requirements

Group personnel report high job interest (90 percent) and perceived utilization of talents and training is also very high with 90 percent reporting positive perceptions. As would be expected with such high indications of job satisfaction, the majority of the group (55 percent) report positive reenlistment intentions.

b. Assistant Managers - Restaurant Operations (GR11). Representing six percent of the survey sample, these 23 respondents are predominately 7-skill level airmen (64 percent), with the remaining 36 percent holding the 5-skill level. While performing many of the same general open mess managerial tasks and duties as the previous job types, this group of experienced airmen (an average of 70 months in the career ladder) is distinguished by the greater percentage of their job time devoted to tasks involving kitchen and dining room management responsibilities. The job performed by these personnel is relatively broad, with members accomplishing an average of 151 tasks, and has a Job Difficulty Index of 12.54. Tasks performed include:

- inspecting sanitation of kitchens or dining rooms
- evaluating cooking procedures
- developing work methods or procedures
- establishing requirements for flatware, glassware, or expendable supplies
- establishing menu prices for dining rooms
- inspecting quality of prepared food

Although reporting that they average over 60 hours per week on the job, the long hours apparently do not detract from their overall job satisfaction. Ninety-two percent felt that their job was interesting and 56 percent reported positive reenlistment intentions. Reported positive perceptions of proper utilization of talents (96 percent) and training (92 percent) were next to the highest of all job groups in the career ladder.

c. Assistant Managers - Operations (GRP126). With an average grade of 5.4 and 86 months average time in the career field, this small group of seven members is the most experienced of any in this cluster. While performing many of the general open mess management tasks and duties common to the cluster, and having a close relationship to the previously discussed restaurant oriented group, the average of 147 tasks performed by these airmen (lowest in the cluster) include some unique tasks of above-average difficulty which help to differentiate these personnel. The Job Difficulty Index for the group is 12.93. Some of the distinguishing tasks performed include:

- reviewing annual and capital expenditure budgets
- briefing advisory committees or Non-Appropriated Fund (NAF) council on special projects
- preparing NAF property disposal forms
- reviewing cash overages or shortages
- reviewing consolidated daily activity reports (CDAR)

Eighty-six percent of these airmen indicated that their talents and training were utilized fairly well to perfectly. Even though only 72 percent of the group (lowest in the cluster) indicated that their job was interesting, 71 percent (highest in the cluster) responded that they will, or probably will, reenlist.

d. Assistant Managers - Catering Operations (GRP084). Representing 10 percent of the survey sample, the 40 personnel in this group (largest in the cluster) perform a job that differs from others in the cluster and the career ladder because of the higher percentage of time spent on tasks involving the preparation and cooking of foods (14 percent of their relative job time). Although these airmen form the least experienced group in the cluster (47 months average time in the career field and 106 average months total service), the above average task difficulty ratings of the food preparation and cooking tasks, coupled with the high average number of tasks performed (181-highest in the cluster) result in a job with the second highest Job Difficulty Index (13.38) in the career ladder structure (highest in the cluster). Tasks peculiar to this group include:

- preparing meats for cooking
- garnishing foods
- wrapping food items
- preparing soups or salads
- oven-frying or grilling meats, vegetables, or fruits

The scope of the job appears to appeal to this predominately 5-skill level group. Reported job interest is high (92 percent), with 85 percent perceiving that their talents are effectively utilized and 82 percent indicating that their training has been properly used. Even though 53 percent of the group members reported working an average of over 60 hours per week, 65 percent indicate that they will, or probably will, reenlist.

III. REMOTE SITE OPEN MESS MANAGERS (GRP081). The characteristics that distinguish this job group (the majority of the personnel are located at small Air Force stations) from the OPEN MESS MANAGERS group previously discussed are the much larger percentages of job time (27 percent) spent on tasks involving the cashiering and banking aspects of day-to-day club operations. Additionally, this small group of nine airmen spend more time on administrative functions and less than half as much job time on kitchen and dining facility or food preparation tasks. Although the average of 183 tasks performed is second highest of all groups in the career ladder structure, the group's job is still somewhat narrower in scope than that of the other manager group (an average of 249 tasks performed). Composed primarily of 5- and 3-skill level members averaging only 50 months in the career field (versus 81 months experience for the OPEN MESS MANAGERS group), typical member tasks performed include:

- issuing membership cards
- establishing desired gross profit percentages
- making up banks for sections
- preparing bank deposits
- maintaining petty cash funds
- maintaining publications files or libraries

Although 78 percent felt that their talents and training were well utilized, only 67 percent (next to the lowest percentage of all groups identified) indicated that their job was interesting. Even with the relatively low job interest indicated, 89 percent (along with one other group, the highest of all groups reported) stated that they will, or probably will, reenlist.

IV. ASSISTANT MANAGERS - SPECIAL FUNCTIONS (GR127) - This group of nine airmen perform many of the tasks of and devote much of their time to general open mess management duties common to other assistant manager or manager groups. Reflecting some of the lowest experience levels of all the career ladder groups identified (38 months average time in the career field and 89 months average time in service), this independent job type differs from other previously discussed groups due to the high amount of time (26 percent) spent in duties involving management of special activities (such as, special parties, dining-in or -out functions, or commander's receptions) and, in conjunction with the special activities, performing kitchen and dining facility function tasks. The majority of these airmen hold EAFS 74250 or 74230 and perform an average of 126 tasks. Typical of these are:

- developing work methods or procedures
- making arrangements for parties requiring protocol procedures
- making arrangements for dining-in or dining-out activities requiring protocol procedures
- auditing special party contracts
- preparing special function budgets
- arranging commander receptions

Job satisfaction indicators were high with 89 percent of the respondents indicating positive perceptions on job interest and utilization of talents and training. With 100 percent of the group reporting that they are eligible to reenlist, 89 percent indicate that they will or probably will remain in the service.

V. OPEN MESS ADMINISTRATION PERSONNEL (GRP050) - Sixty-two percent of the job time of this small group of five members is spent on tasks and duties pertaining to open mess administrative functions (at 16 percent, the second highest percentage of all career ladder groups) and general supervisory, managerial, and training activities. Although working in the open mess facility, this predominately 7-skill level group (80 percent) spends little time on tasks involving the routine day-to-day activities of the bar, kitchen, or dining facility operations. This specialized, independent job type performs an average of only 81 tasks (among the lowest of all groups identified). Representative tasks include:

- establishing organizational policies, office instructions (OIs) or standard operating procedures (SOP)
- preparing income and expense budgets
- developing organizational charts
- supervising civilian management personnel
- establishing procedures for receiving monies and payments

Each member of the group (100 percent) indicated that their job was interesting and that their talents were utilized fairly well to perfection. While 80 percent felt that their training was used properly, thus reflecting high job satisfaction by the majority of the group, only 20 percent of the members reported positive reenlistment intentions. This poor retention indication may be accounted for by the fact that 80 percent reported retirement eligibility.

VI. MAJCOM STAFF INSPECTION PERSONNEL (GRP069). The five members of this independent job type form the most senior group in the career ladder structure in terms of total service with an average of over 19 years. Reporting duty assignments at the MAJCOM staff level, these respondents spent 71 percent of their job time performing an average of 103 tasks in duties involving general open mess management, administration, and inspection and evaluation activities. Groups members also devote more time to tasks dealing with opening, closing, or renovating open messes than any other group. With an average grade of 7.0 (highest of all groups in the career ladder structure) and averaging 113 months experience in the career field, this group of 7- and 9-skill level (60 percent and 40 percent respectively) members performed such typical tasks as:

- reviewing design contracts
- evaluating inspection reports or procedures
- inspecting facilities for safety or security
- inspecting bar or dining room appearance or sanitation
- evaluating administrative forms, files, or procedures
- reviewing open mess construction or renovation schedules

Job satisfaction indicators for these respondents were very high, with all members reporting that their jobs were interesting and that their training was effectively utilized. Eighty percent felt that their talents were properly utilized and 60 percent indicated plans to reenlist.

VII. BAR AND KITCHEN/DINING ROOM MANAGERS CLUSTER (GRP027). This cluster of 42 members (11 percent of the survey sample) consists of two job groups performing primarily in the bar and kitchen/dining room functions of open mess operations. While similar in many respects to groups in the previously discussed FOOD/BEVERAGE OPERATIONS ASSISTANT MANAGER CLUSTER, these personnel are distinguished from those groups by the limited scope of their jobs, their lower experience level (40 months average time in the career field versus 57 months for members of the other cluster), and less involvement in the personnel management and higher level managerial responsibilities. Forty-one percent of the cluster has less than 25 months time in the career field and the majority hold 5- and 3-skill levels (43 percent 5-skill level and 12 percent 3-skill level). Typical tasks for the cluster include:

- evaluating stock levels
- inspecting bar areas or dining rooms for appearance or sanitation
- placing consumable goods or supplies in storage
- operating vehicles
- checking requisitions or delivery tickets for accuracy
- discussing service with customers

Eighty-five percent of the respondents found their jobs interesting, while 76 percent reported that their talents and training were effectively utilized.

a. Bar Managers (GRP036). Performing many of the same routine bar operations tasks as the BAR AND OPERATIONS MANAGERS group, these 29 airmen (seven percent of the survey sample) differ from members of that group by virtue of the somewhat narrower scope of the job performed.

With the majority holding the 5- and 3-skill levels (41 percent and 10 percent respectively), respondents performed an average of 90 tasks (compared to 147 for the BAR AND OPERATIONS MANAGERS group), with only 55 tasks accounting for over 50 percent of their job time. The routine nature of the tasks (65 percent of those performed by the majority of the group were rated below average in difficulty) and the relatively low number performed resulted in the group having the next to the lowest Job Difficulty Index (.99) of the career ladder groups. Typical tasks include:

- inspecting bar areas for appearance or sanitation
- posting price lists for drinks or liquors
- establishing par stock levels
- inspecting incoming supplies for condition
- establishing bar inventory controls
- preparing drinks

Career ladder experience levels for group members is next to the lowest of all job groups identified (an average of 38 months) with just under one half of the airmen (45 percent) reporting less than 25 months in the career ladder. Ninety-three percent of the respondents (among the highest of all groups) indicated that their jobs were interesting, and 79 percent reported that their talents and training were utilized fairly well to perfectly. With 86 percent stating that they were eligible for reenlistment, 65 percent indicated positive reenlistment intentions.

b. Kitchen/Dining Room Managers (GRP035). Eighty-five percent of the 13 airmen in this job type identified themselves as Kitchen, Dining Room Managers. They are distinguished from previously discussed similar groups (Assistant Managers - Restaurant or Catering Operations) by the much lower average number of tasks performed (85, with only 48 tasks consuming over 50 percent of their job time) and the limited amount of relative time spent on those tasks involving higher level direct personnel supervisory responsibility. At 44 months, career ladder experience is relatively low in comparison with other career ladder groups (see Table 5) and a substantial majority of the members (69 percent) hold only the 5- and 3-skill levels. Tasks typical of the group are:

- inspecting sanitation of kitchen or dining rooms
- checking temperature on dishwashing equipment
- conducting consumable inventories
- discussing service with customers
- operating vehicles
- issuing food, beverages, or supplies to sections

Although 62 percent of these airmen indicated they plan to reenlist, a relatively low 70 percent found their jobs interesting (third lowest of all groups identified) and only 69 percent (next to the lowest of all groups) perceived that their talents and training were effectively utilized.

VIII. SPECIAL FUNCTION SUPPORT PERSONNEL (GRP029). With an average grade of 3.2 (lowest of any group in the sample), this small group of five airmen is the least experienced of any identified in the career ladder structure, reporting only 26 months average time in the career field and 34

months average time in service. Performing some of the same general duties previously described in the discussion of the ASSISTANT MANAGER - SPECIAL FUNCTIONS group, these airmen are differentiated by the lower average number of tasks performed (80 versus 126) and their lack of involvement in personnel management activities (none reported direct supervisory responsibilities). Typical tasks include:

- making arrangements for parties or meetings requiring protocol procedures
- making arrangement for parties or meetings not requiring protocol procedures
- operating vehicles
- garnishing food
- setting tables

With the lowest Job Difficulty Index (6.14) of all career ladder groups and the limited scope of the job, it is not surprising that job satisfaction indicators are also the lowest of any group. Only 40 percent of the group felt that their job was interesting and that their talents and training were being effectively utilized. Although 80 percent of the group are in their first enlistment, only 20 percent indicated plans to reenlist.

IX. HEADQUARTERS STAFF ADMINISTRATION PERSONNEL (GRP031). General supervisory and managerial duties, along with open mess administrative functions, constitute 86 percent of the job time of this five member group. One of the most senior groups in the survey sample (120 months in the career ladder and 224 months total service), the majority of these NCOs (average grade 6.6 - second highest of all groups) are assigned to staff positions at the headquarters level of major air commands. With an average of only 35 tasks, the specialized nature of the job is reflected by the fact that just 15 tasks account for over 50 percent of the group's job time. Typical tasks include:

- preparing briefings
- planning staff visits, assistance visits, conferences, or workshops
- writing staff studies, surveys, or special reports
- reviewing major command analyses
- acting as training advisor at staff level

All of the group found their job interesting and felt that their training was properly employed while 80 percent perceived that their talents were utilized fairly well to perfectly. With the entire group reporting reenlistment eligibility, 80 percent indicated positive reenlistment intentions.

Summary

Thirteen separate job groups and independent job types were identified in the career ladder structure, all but two of which were directly involved with the performance of day-to-day operations of open mess facilities or activities. The remaining two independent job types were composed of personnel performing command level inspection and administrative functions. Distinctions between groups actually working in open mess facilities could be

and were made based on some degree of specialization of functions. Another factor affecting the job typing or grouping was the experience level of respondents forming a group. It was apparent, as would be expected, that the less experienced personnel generally performed more limited jobs in bar and food functions before moving on to jobs with increased managerial responsibilities (i.e. assistant manager, manager, and staff). However, the differences in the managerial jobs were not great (a matter of degree), with a number of common tasks appearing across many of the job groups.

Consequently, we have an overall picture of a career ladder that is very homogeneous in nature and which is composed of personnel the vast majority of whom (with the exception of Special Function Support Personnel) found their jobs interesting and reported very high degrees of perceived effective utilization of talents and training.

TABLE 5

SELECTED BACKGROUND DATA ON CAREER LADDER FUNCTIONAL GROUPS

| | OPEN MESS MANAGERS | BAR AND OPERATIONS MANAGERS | ASST MGRS- RESTAURANT OPERATIONS | ASST MGRS- OPERATIONS | ASST MGRS- CATERING OPERATIONS | REMOTE SITE OPEN MESS MANAGERS | ASST MGRS- SPECIAL FUNCTIONS |
|-------------------|--------------------|-----------------------------|----------------------------------|-----------------------|--------------------------------|--------------------------------|------------------------------|
| NUMBER IN GROUP | 187 | 20 | 25 | 7 | 40 | 9 | 9 |
| PERCENT OF SAMPLE | 47% | 5% | 6% | 2% | 10% | 2% | 2% |
| PERCENT IN CONUS | 62% | 70% | 68% | 57% | 78% | 77% | 78% |

DAFSC DISTRIBUTION

| | | | | | | | |
|-------|-----|-----|-----|-----|-----|-----|-----|
| 74230 | 1% | 5% | 0% | 0% | 10% | 11% | 22% |
| 74250 | 12% | 65% | 36% | 57% | 53% | 45% | 33% |
| 74270 | 54% | 30% | 64% | 43% | 35% | 44% | 45% |
| 74290 | 28% | 0% | 0% | 0% | 2% | 0% | 0% |
| 74200 | 5% | 0% | 0% | 0% | 0% | 0% | 0% |

AVERAGE GRADE
 AVERAGE MONTHS IN PRESENT JOB
 AVERAGE MONTHS IN CAREER FIELD
 AVERAGE MONTHS IN SERVICE
 PERCENT IN FIRST ENLISTMENT
 PERCENT WITH 1-48 MOS TICF
 PERCENT DIRECTED DUTY ASSIGNEES

| | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|
| 6.3 | 4.7 | 5.3 | 5.4 | 4.5 | 5.2 | 4.3 |
| 16 | 14 | 11 | 13 | 15 | 9 | 12 |
| 81 | 53 | 70 | 86 | 47 | 50 | 38 |
| 199 | 136 | 155 | 136 | 106 | 145 | 89 |
| 5% | 10% | 8% | 0% | 28% | 0% | 33% |
| 27% | 50% | 36% | 14% | 58% | 77% | 56% |
| 5% | 20% | 20% | 29% | 30% | 11% | 33% |

PERCENT SUPERVISING
 AVERAGE NUMBER OF TASKS PERFORMED
 JOB DIFFICULTY INDEX (JDI)
 (AVERAGE JDI = 13.00)

| | | | | | | |
|-------|-------|-------|-------|-------|-------|-------|
| 91% | 85% | 96% | 86% | 83% | 78% | 89% |
| 249 | 167 | 151 | 147 | 181 | 183 | 126 |
| 16.51 | 11.18 | 12.54 | 12.93 | 13.38 | 10.84 | 11.49 |

TABLE 5 (CONTINUED)

SELECTED BACKGROUND DATA ON CAREER LADDER FUNCTIONAL GROUPS

| | OPEN MESS ADMINISTRATION PERSONNEL | | MAJCOM STAFF INSPECTION PERSONNEL | | BAR MANAGERS | | KITCHEN/DINING ROOM MANAGERS | | SPECIAL FUNCTION SUPPORT PERSONNEL | | HQ STAFF ADMINISTRATION PERSONNEL | |
|-----------------------------------|------------------------------------|-------------------|-----------------------------------|---------|--------------|---------|------------------------------|---------|------------------------------------|---------|-----------------------------------|---------|
| | NUMBER IN GROUP | PERCENT OF SAMPLE | NUMBER | PERCENT | NUMBER | PERCENT | NUMBER | PERCENT | NUMBER | PERCENT | NUMBER | PERCENT |
| | 5 | 1% | 5 | 1% | 29 | 7% | 13 | 3% | 5 | 1% | 5 | 1% |
| | | 80% | | 80% | | 72% | | 77% | | 60% | | 40% |
| DAFSC DISTRIBUTION | | | | | | | | | | | | |
| 74230 | 0% | 0% | 0% | 0% | 10% | 10% | 15% | 15% | 20% | 20% | 0% | 0% |
| 74250 | 20% | 0% | 0% | 0% | 41% | 41% | 54% | 54% | 80% | 80% | 0% | 0% |
| 74270 | 80% | 60% | 60% | 60% | 45% | 45% | 23% | 23% | 0% | 0% | 60% | 60% |
| 74290 | 0% | 0% | 40% | 40% | 4% | 4% | 8% | 8% | 0% | 0% | 40% | 40% |
| 74200 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| AVERAGE GRADE | | | | | | | | | | | | |
| | 5.6 | | 7.0 | | 5.1 | | 4.7 | | 3.2 | | 6.6 | |
| AVERAGE MONTHS IN PRESENT JOB | 8 | | 12 | | 9 | | 9 | | 7 | | 11 | |
| AVERAGE MONTHS IN CAREER FIELD | 85 | | 113 | | 38 | | 44 | | 26 | | 120 | |
| AVERAGE MONTHS IN SERVICE | 189 | | 231 | | 131 | | 114 | | 3 | | 224 | |
| PERCENT IN FIRST ENLISTMENT | 20% | | 0% | | 10% | | 24% | | 60% | | 0% | |
| PERCENT WITH 1-48 MOS T1CF | 20% | | 0% | | 38% | | 62% | | 80% | | 0% | |
| PERCENT DIRECTED DUTY ASSIGNEES | 20% | | 0% | | 17% | | 31% | | 80% | | 0% | |
| PERCENT SUPERVISING | | | | | | | | | | | | |
| | 100% | | 0% | | 86% | | 69% | | 60% | | 0% | |
| AVERAGE NUMBER OF TASKS PERFORMED | 81 | | 103 | | 90 | | 85 | | 80 | | 35 | |
| JOB DIFFICULTY INDEX (JDI) | 9.13 | | 11.26 | | 6.99 | | 7.00 | | 6.14 | | 7.24 | |
| (AVERAGE JDI = 13.00) | | | | | | | | | | | | |

TABLE 6

COMPARISONS OF JOB SATISFACTION INDICATORS BY CAREER LADDER FUNCTIONAL GROUPS
(PERCENT MEMBERS PERFORMING)

| | OPEN MESS MANAGERS | BAR AND OPERATIONS MANAGERS | ASST MGRS- RESTAURANT OPERATIONS | ASST MGRS- OPERATIONS | ASST MGRS- CATERING OPERATIONS | REMOTE SITE OPEN MESS MANAGERS | ASST MGRS- SPECIAL FUNCTIONS |
|---|-----------------------|-----------------------------------|--|--------------------------|--------------------------------------|--------------------------------------|------------------------------------|
| <u>EXPRESSED JOB INTEREST:</u> | | | | | | | |
| DULL | 2 | 5 | 0 | 14 | 5 | 0 | 0 |
| SO-SO | 4 | 5 | 8 | 14 | 3 | 33 | 11 |
| INTERESTING | 94 | 90 | 92 | 72 | 92 | 67 | 89 |
| <u>PERCEIVED UTILIZATION OF TALENTS:</u> | | | | | | | |
| NOT REPORTED | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LITTLE OR NOT AT ALL | 11 | 10 | 4 | 14 | 15 | 22 | 11 |
| FAIRLY WELL TO PERFECTLY | 89 | 90 | 96 | 86 | 85 | 78 | 89 |
| <u>PERCEIVED UTILIZATION OF TRAINING:</u> | | | | | | | |
| LITTLE OR NOT AT ALL | 8 | 10 | 8 | 14 | 18 | 22 | 11 |
| FAIRLY WELL TO PERFECTLY | 92 | 90 | 92 | 86 | 82 | 78 | 89 |
| <u>REENLISTMENT INTENTIONS:</u> | | | | | | | |
| NOT REPORTED | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| NO, PROBABLY NO | 48 | 45 | 44 | 29 | 35 | 11 | 11 |
| YES, PROBABLY YES | 51 | 55 | 56 | 71 | 65 | 89 | 89 |
| ELIGIBLE TO RETIRE | 57 | 25 | 36 | 14 | 15 | 44 | 11 |
| ELIGIBLE TO REENLIST | 88 | 75 | 92 | 100 | 95 | 100 | 100 |

TABLE 6 (CONTINUED)

COMPARISONS OF JOB SATISFACTION INDICATORS BY CAREER LADDER FUNCTIONAL GROUPS
(PERCENT MEMBERS PERFORMING)

| | OPEN MESS ADMINISTRATION PERSONNEL | MAJCOM STAFF INSPECTION PERSONNEL | BAR MANAGERS | KITCHEN/ DINING ROOM MANAGERS | SPECIAL FUNCTION SUPPORT PERSONNEL | HQ STAFF ADMINISTRATION PERSONNEL |
|---|--|--|-----------------|-------------------------------------|---|---|
| <u>EXPRESSED JOB INTEREST:</u> | | | | | | |
| DULL | 0 | 0 | 0 | 15 | 40 | 0 |
| SO-SO | 0 | 0 | 7 | 15 | 20 | 0 |
| INTERESTING | 100 | 100 | 93 | 70 | 40 | 100 |
| <u>PERCEIVED UTILIZATION OF TALENTS:</u> | | | | | | |
| NOT REPORTED | 0 | 20 | 0 | 0 | 0 | 0 |
| LITTLE OR NOT AT ALL | 0 | 0 | 21 | 31 | 60 | 20 |
| FAIRLY WELL TO PERFECTLY | 100 | 80 | 79 | 69 | 40 | 80 |
| <u>PERCEIVED UTILIZATION OF TRAINING:</u> | | | | | | |
| LITTLE OR NOT AT ALL | 20 | 0 | 21 | 31 | 60 | 0 |
| FAIRLY WELL TO PERFECTLY | 80 | 100 | 79 | 69 | 40 | 100 |
| <u>REENLISTMENT INTENTIONS:</u> | | | | | | |
| NOT REPORTED | 0 | 0 | 0 | 0 | 0 | 0 |
| NO, PROBABLY NO | 80 | 40 | 35 | 33 | 80 | 20 |
| YES, PROBABLY YES | 20 | 60 | 65 | 62 | 20 | 80 |
| ELIGIBLE TO RETIRE | 80 | 80 | 17 | 15 | 20 | 20 |
| ELIGIBLE TO REENLIST | 20 | 20 | 83 | 85 | 80 | 80 |

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational analysis. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information is also used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS), reflect what career ladder personnel are actually doing in the field.

The distribution of skill levels across the career ladder job groups is displayed in Table 7, while Table 8 displays the relative percent time spent on each duty across the skill level groups. As personnel progress upward through the skill levels, the amount of time spent performing the general type of supervisory, managerial, and training tasks, as well as in the management of general open mess activities (Duties A, B, C, D, and F), increases, generally peaking at the 9-skill/CEM Code level. Performance of duties involving the technically oriented tasks of kitchen and dining facility functions, preparing and cooking foods, and cashiering functions reflect decreases in relative time spent as the skill level increases. While time spent in those duties involving general supervision, management, and technically oriented tasks displays what would be considered normal utilization and progression patterns, it is noteworthy that the differences in time spent across the skill levels is generally minor and there are a number of common core tasks (see Table 9) performed by substantially high percentages of personnel across the skill level groups. These factors depict a career ladder that is decidedly homogeneous in nature. Individual skill level groups are discussed below.

Skill Level Descriptions

DAFSC 74230. Representing five percent of the survey sample, the 20 three-skill level personnel in this group performed an average of 124 of the 467 tasks in the job inventory, with 66 tasks occupying over 50 percent of their job time. Members spent 87 percent of their time on duties involving the performance of the routine technically oriented open mess management tasks and reported spending more of their job time (at 31 percent, higher than any other DAFSC group) on the performance of kitchen and dining facility functions and cashiering activities. The majority of these personnel indicated they were assigned to Officers' Open Mess facilities and performed such tasks as inspecting bar areas and dining rooms for sanitation and appearance; issuing food, beverages, or supplies to sections; ringing registers in or out; and reading cash registers. Table 10 presents additional representative tasks performed by 3-skill level personnel.

DAFSC 74250. The 109 airmen at the 5-skill level represent 27 percent of the survey sample. Although their general supervisory, managerial, and training duty time and responsibilities are somewhat higher than the previously described 3-skill level group, their job is still primarily (79 percent) the performance of the duties and technically oriented tasks involving day-to-day open mess activities. Members perform an average of 151 tasks, with 93 of those tasks accounting for over 50 percent of their job

time. While many of the tasks performed by this group (see Table 7 for representative tasks) are the same as those performed by 5-skill level personnel, Table 8 displays a shift of duty time away from the preparation of kitchen and dining facility and cashiering functions to more responsibility for general supervision and open mess activities. This shift in job emphasis helps distinguish this group from the lower skill level personnel.

The tasks which most clearly differentiate between the 3- and 5-skill level airmen are listed in Table 14. The higher average number of tasks performed by 5-skill level members (151 versus 124 for 3-skill level personnel) indicates a slightly broader job than that of the DAFSC 74230 group and the discriminating tasks are primarily those of a general supervisory nature and were rated more difficult by 74230 subject matter specialists.

DAFSC 74270. Seven-skill level personnel represent the largest DAFSC group (193 members and 49 percent of the total sample) in the survey sample. Members perform an average of 195 tasks, with 109 tasks consuming over 50 percent of their total job time. Although when compared to the previous DAFSC groups, there was a slight increase in the amount of time spent in the general supervisory, managerial, and training functions (89 percent of the group report having supervisory responsibilities), 7-skill level personnel are still predominantly involved in the daily operations of open mess activities (see Table 8). Spending 73 percent of their job time performing such tasks as conducting or reviewing consumable inventories, inspecting bar areas for appearance or sanitation, and discussing service with customers, the group members perform many tasks in common with 5-skill level personnel. Table 10 provides additional representative tasks performed by 7-skill level airmen.

Table 15 lists the tasks which most clearly differentiate between 5- and 7-skill level personnel. While, as previously indicated, both 5- and 7-skill level groups are performing technically oriented jobs, the 7-skill level group members are increasingly involved in performing the more difficult managerial and supervisory tasks. The higher average number of tasks performed by 7-skill level personnel (195 versus 151 for 5-skill level members) also reflects a somewhat broader job than that of the 5-skill level DAFSC group.

DAFSC 74290 and CEM Code 74200. A comparison of duty and task performance between DAFSC 74290 and CEM Code 74200 personnel indicated that the jobs they perform are essentially the same. Therefore, the two levels were combined and are discussed as a single entity in this report. In most career ladders, 9-skill level and CEM Code personnel are usually found to perform primarily nontechnical tasks, with a majority of their duty time spent in general supervision and management functions. The 74 members of this group (19 percent of the survey sample--a higher percentage than in most career ladders) did not follow that pattern. Although 38 percent of their job time was spent on the general supervisory, managerial, and training duties (highest of any DAFSC group evaluated), their job was still oriented toward day-to-day club operations and the time spent in managing general open mess activities (see Table 8) was equal to that of the 7-skill level group. These personnel performed an average of 214 tasks (highest of any group discussed), with 107 tasks accounting for over 50 percent of their job time. Examples of the tasks performed include drafting correspondence or messages, reviewing budget requirements or estimates, discussing service

with customers, and inspecting dining room appearance and sanitation. Table 13 provides a listing of additional representative tasks performed by this group.

Table 16 displays tasks which most clearly differentiate between 7- and 9-skill level and CEM Code groups, with direct personnel management tasks an obvious difference. The combination of increased general supervisory and managerial tasks performed resulted in a job that is slightly broader than that of the 7-skill level group, encompassing both direct open mess managerial responsibilities and general personnel management responsibilities.

Summary

The 742X0 career ladder requires performance of managerial type tasks as a routine part of the job. All skill levels are active in many aspects of day-to-day open mess management activities, performing many tasks in common. Even so, there is an identifiable progression up through the skill levels. As personnel gain experience, they perform a greater average number of tasks, with these tasks generally increasing in difficulty from the mostly routine tasks performed at the 3-skill level to the gradual performance of more general supervisory functions as they progress through the 5- and 7-skill levels. At the 9-skill level and CEM Code there is an evident shift toward the more standard supervisory and managerial roles generally expected; however the job is still one with heavy emphasis on technically oriented tasks. The high percentages of personnel across DAFSC groups performing rather large numbers of common tasks reflects a high degree of homogeneity in this career ladder.

TABLE 7

DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOBS
(PERCENT MEMBERS RESPONDING)

| JOB GROUPS | DAFSC | DAFSC | DAFSC | DAFSC | CEM CODE |
|---|-----------------|------------------|------------------|-----------------|----------------|
| | 74230 (N=20) | 74250 (N=109) | 74270 (N=193) | 74290 (N=65) | 74200 (N=9) |
| OPEN MESS MANAGERS | 10 | 20 | 52 | 82 | 100 |
| BAR AND OPERATIONS MANAGERS | 5 | 12 | 3 | 0 | 0 |
| ASSISTANT MANAGERS - RESTAURANT OPERATIONS | 0 | 8 | 0 | 0 | 0 |
| ASSISTANT MANAGERS - OPERATIONS | 0 | 4 | 2 | 0 | 0 |
| ASSISTANT MANAGERS - CATERING OPERATIONS | 20 | 19 | 7 | 2 | 0 |
| REMOTE SITE OPEN MESS MANAGERS | 5 | 4 | 2 | 0 | 0 |
| ASSISTANT MANAGERS - SPECIAL FUNCTIONS | 10 | 3 | 2 | 0 | 0 |
| OPEN MESS ADMINISTRATION PERSONNEL | 0 | 1 | 2 | 0 | 0 |
| MAJCOM STAFF INSPECTION PERSONNEL | 0 | 0 | 2 | 3 | 0 |
| BAR MANAGERS | 15 | 11 | 7 | 2 | 0 |
| KITCHEN/DINING ROOM MANAGERS | 10 | 6 | 2 | 2 | 0 |
| SPECIAL FUNCTION SUPPORT PERSONNEL | 5 | 4 | 0 | 0 | 0 |
| HEADQUARTERS STAFF ADMINISTRATION PERSONNEL | 0 | 0 | 0 | 3 | 0 |
| PERCENT NOT GROUPEE | 20 | 8 | 9 | 6 | 0 |
| TOTAL | 100 | 100 | 100 | 100 | 100 |

TABLE 8

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY DAFSC GROUPS

| DUTIES | TOTAL | DAFSC | DAFSC | DAFSC | DAFSC | DAFSC | DAFSC |
|--|---------|-----------------|------------------|------------------|------------------------------|-------|-------|
| | (N=397) | 74230 (N=20) | 74250 (N=109) | 74270 (N=193) | 74290/ CEM CODE (N=74) | | |
| A ORGANIZING AND PLANNING | 8 | 4 | 6 | 8 | 11 | | |
| B DIRECTING AND IMPLEMENTING | 9 | 5 | 7 | 10 | 13 | | |
| C INSPECTING AND EVALUATING | 7 | 3 | 6 | 7 | 9 | | |
| D TRAINING | 3 | * | 2 | 2 | 5 | | |
| E PERFORMING OPEN MESS ADMINISTRATIVE FUNCTIONS | 8 | 8 | 9 | 9 | 7 | | |
| F MANAGING GENERAL OPEN MESS ACTIVITIES | 20 | 14 | 18 | 22 | 22 | | |
| G PERFORMING MISCELLANEOUS OPEN MESS FUNCTIONS | 7 | 9 | 8 | 7 | 7 | | |
| H OPENING, CLOSING, OR RENOVATING OPEN MESSES | 1 | * | * | 1 | 2 | | |
| I MANAGING IN-USE STOCKS | 5 | 6 | 7 | 4 | 2 | | |
| J PERFORMING KITCHEN AND DINING FACILITY FUNCTIONS | 8 | 14 | 9 | 8 | 7 | | |
| K PREPARING AND COOKING FOODS | 3 | 6 | 4 | 2 | 1 | | |
| L MANAGING SPECIAL ACTIVITIES | 5 | 6 | 5 | 4 | 5 | | |
| M PERFORMING BAR AND PACKAGE STORE FUNCTIONS | 6 | 8 | 7 | 5 | 3 | | |
| N PERFORMING GENERAL AND ACTIVITY CASHIERING FUNCTIONS | 9 | 17 | 10 | 9 | 5 | | |
| O MANAGING GUEST QUARTERS OR HOTELS | * | 0 | * | * | * | | |
| P MANAGING BARBER OR BEAUTY SHOP ACTIVITIES | * | * | * | * | * | | |
| Q MANAGING SWIMMING POOL ACTIVITIES | * | * | * | * | * | | |

* DENOTES LESS THAN ONE PERCENT

TABLE 9
 REPRESENTATIVE COMMON CORE TASKS PERFORMED
 BY DAFSC 742X0 PERSONNEL

| TASKS | PERCENT OF ALL MEMBERS PERFORMING |
|---|---|
| G238 DISCUSS SERVICE WITH CUSTOMERS | 88 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 86 |
| E140 REVIEW CLUB MANAGEMENT MAGAZINES | 86 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 85 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 84 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 83 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 82 |
| E137 REVIEW AIR FORCE OPEN MESS NEWSLETTERS | 82 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 82 |
| M369 INSPECT BAR AREAS FOR SANITATION | 82 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 81 |
| F171 INSPECT FACILITIES FOR SAFETY | 79 |
| A25 SCHEDULE WORK ASSIGNMENTS | 79 |
| F172 INSPECT FACILITIES FOR SECURITY | 79 |
| B38 COORDINATE SANITATION REQUIREMENTS WITH MEDICAL ACTIVITIES OR CE | 79 |
| C80 EVALUATE WORK SCHEDULES | 78 |
| A6 DETERMINE WORK PRIORITIES | 78 |
| G258 VISUALLY INSPECT CLUB-OWNED PROPERTY | 78 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 78 |
| J301 INSPECT SANITATION OF KITCHEN | 77 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 77 |
| C70 EVALUATE EMPLOYEES FOR PROMOTION, RECLASSIFICATION, OF TERMINATION | 77 |
| J296 INSPECT DINING ROOM APPEARANCE | 77 |
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 76 |
| F219 REVIEW CONSUMABLE INVENTORIES | 76 |
| F220 REVIEW EMPLOYEE APPLICATION FORMS | 75 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 75 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 75 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 75 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 75 |
| I278 EVALUATE STOCK LEVELS | 75 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 75 |

AVERAGE NUMBER OF TASKS PERFORMED - 182

TABLE 10
 REPRESENTATIVE TASKS PERFORMED BY 74230 PERSONNEL

| TASKS | PERCENT OF 3-SKILL LEVEL MEMBERS PERFORMING |
|--|--|
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 95 |
| M369 INSPECT BAR AREAS FOR SANITATION | 90 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 90 |
| N431 RING REGISTERS IN OR OUT | 85 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 85 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 85 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 85 |
| J300 INSPECT SANITATION OF DINING ROOM | 80 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 80 |
| G243 OPERATE VEHICLES | 80 |
| N420 READ CASH REGISTERS | 80 |
| N395 CASH PERSONAL CHECKS | 80 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 80 |
| N409 OPERATE CASH REGISTERS | 75 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 75 |
| J295 INSPECT APPEARANCE OF FOOD PREPARATION | 75 |
| N421 RECEIVE CUSTOMER CASH PAYMENTS | 75 |
| J296 INSPECT DINING ROOM APPEARANCE | 75 |
| G258 VISUALLY INSPECT CLUB-OWNED PROPERTY | 75 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 75 |
| N387 ANNOUNCE MESSAGES ON PUBLIC ADDRESS SYSTEMS | 75 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 75 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 75 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 75 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 75 |
| N407 MAKE BANK DEPOSITS | 70 |
| N424 REPLACE CASH REGISTER READ TAPES OR KICK-OUT TAPES | 70 |
| G236 CLEAN WORK AREAS | 70 |
| E123 CONDUCT SURPRISE CASH COUNTS | 70 |

AVERAGE NUMBER OF TASKS PERFORMED - 124

TABLE 11

REPRESENTATIVE TASKS PERFORMED BY 74250 PERSONNEL

| TASKS | PERCENT OF 5-SKILL LEVEL MEMBERS PERFORMING |
|--|--|
| G238 DISCUSS SERVICE WITH CUSTOMERS | 87 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 86 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 84 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 84 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 84 |
| G243 OPERATE VEHICLES | 83 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 82 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 82 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 81 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 81 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 81 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 80 |
| I278 EVALUATE STOCK LEVELS | 80 |
| N431 RING REGISTERS IN OR OUT | 80 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 80 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 78 |
| M369 INSPECT BAR AREAS FOR SANITATION | 78 |
| E140 REVIEW CLUB MANAGEMENT MAGAZINES | 78 |
| E123 CONDUCT SURPRISE CASH COUNTS | 76 |
| J301 INSPECT SANITATION OF KITCHEN | 75 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 75 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 75 |
| C80 EVALUATE WORK SCHEDULES | 75 |
| N420 READ CASH REGISTERS | 75 |
| N424 REPLACE CASH REGISTER READ TAPES OR KICK-OUT TAPES | 75 |
| I277 ESTABLISH PAR STOCKS | 74 |
| J296 INSPECT DINING ROOM APPEARANCE | 74 |
| A25 SCHEDULE WORK ASSIGNMENTS | 74 |
| F220 REVIEW EMPLOYEE APPLICATION FORMS | 74 |
| B38 COORDINATE SANITATION REQUIREMENTS WITH MEDICAL ACTIVITIES OR CE | 74 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 74 |
| AVERAGE NUMBER OF TASKS PERFORMED - 151 | |

TABLE 12

REPRESENTATIVE TASKS PERFORMED BY 74270 PERSONNEL

| TASKS | PERCENT OF 7-SKILL LEVEL MEMBERS PERFORMING |
|---|--|
| E140 REVIEW CLUB MANAGEMENT MAGAZINES | 90 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 90 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 87 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 87 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 87 |
| E137 REVIEW AIR FORCE OPEN MESS NEWSLETTERS | 85 |
| M369 INSPECT BAR AREAS FOR SANITATION | 85 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 85 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 84 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 84 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 84 |
| F171 INSPECT FACILITIES FOR SAFETY | 84 |
| A6 DETERMINE WORK PRIORITIES | 83 |
| A25 SCHEDULE WORK ASSIGNMENTS | 83 |
| B38 COORDINATE SANITATION REQUIREMENTS WITH MEDICAL ACTIVITIES OR CE | 83 |
| G258 VISUALLY INSPECT CLUB-OWNED PROPERTY | 83 |
| F172 INSPECT FACILITIES FOR SECURITY | 82 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 81 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 81 |
| A3 DETERMINE FACILITY MAINTENANCE REQUIREMENTS | 80 |
| B53 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES | 80 |
| A19 PLAN WORK ASSIGNMENTS | 80 |
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 79 |
| F219 REVIEW CONSUMABLE INVENTORIES | 79 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 78 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 78 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 77 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 77 |
| A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES | 77 |

AVERAGE NUMBER OF TASKS PERFORMED - 195

APPENDIX B

REPRESENTATIVE TASKS PERFORMED BY DAISO 74290 CFM CODE 74200 PERSONNEL

| TASKS | PERCENT OF 9-SKILL LEVEL CFM CODE MEMBERS PERFORMING |
|---|--|
| E138 REVIEW CLUB AND COMPANY NEWS | 97 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 96 |
| E137 REVIEW AIR FORCE OPEN MESS NEWSLETTERS | 96 |
| E140 REVIEW JOB MANAGEMENT MAGAZINES | 95 |
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 95 |
| A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP) | 93 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 91 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 89 |
| B31 COORDINATE COMPLAINT ACTIONS WITH SECTION HEADS | 89 |
| B53 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES | 89 |
| E145 REVIEW NEWSLETTER PUBLICATIONS | 89 |
| G258 VISUALLY INSPECT CLUB-OWNED PROPERTY | 88 |
| B40 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED PROBLEMS | 88 |
| E144 REVIEW MAJOR COMMAND ANALYSES | 88 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 88 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 88 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 88 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | 87 |
| A11 ESTABLISH PROCEDURES FOR RECEIVING MONIES AND PAYMENTS | 86 |
| A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES | 86 |
| A3 DETERMINE FACILITY MAINTENANCE REQUIREMENTS | 86 |
| A6 DETERMINE WORK PRIORITIES | 86 |
| F216 REVIEW CASH OVERAGES OR SHORTAGES | 85 |
| A1 ASSIGN PERSONNEL TO DUTY POSITIONS | 85 |
| C70 EVALUATE EMPLOYEES FOR PROMOTION, RECLASSIFICATION, OR TERMINATION | 85 |
| E143 REVIEW MAIL OR DISTRIBUTION | 85 |
| B36 COORDINATE OPEN MESS PROCUREMENT ACTIVITIES WITH NAFFMB AND PROCUREMENT PERSONNEL | 85 |
| C78 EVALUATE SELF-INSPECTION PROCEDURES | 85 |
| C69 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS | 84 |
| J300 INSPECT SANITATION OF DINING ROOM | 84 |
| C72 EVALUATE INSPECTION REPORTS OR PROCEDURES | 84 |
| J296 INSPECT DINING ROOM APPEARANCE | 84 |

AVERAGE NUMBER OF TASKS PERFORMED - 114

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN 3- AND 5-SKILL LEVEL PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | DAFSC 74230 (N=20) | DAFSC 74250 (N=109) | DIFFERENCE |
|--|--------------------------|---------------------------|------------|
| N421 RECEIVE CUSTOMER CASH PAYMENTS | 75 | 50 | +25 |
| N400 ISSUE MEMBERSHIP CARDS | 60 | 35 | +25 |
| J308 SEAT GUESTS | 55 | 32 | +23 |
| N395 CASH PERSONAL CHECKS | 80 | 58 | +22 |
| K320 GARNISH FOODS | 65 | 44 | +21 |
| N407 MAKE BANK DEPOSITS | 70 | 50 | +20 |
| N418 PREPARE PETTY CASH RECEIPTS AND REIMBURSEMENT VOUCHERS | 40 | 21 | +19 |
| L353 MAKE ARRANGMENTS FOR MEETINGS REQUIRING PROTOCOL PROCEDURES | 55 | 38 | +17 |
| J311 SET TABLES | 65 | 48 | +17 |
| F225 REVIEW MEMBERSHIP QUESTIONNAIRES | 40 | 23 | +17 |
| | | | |
| A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING POCEDURES (SOP) | 10 | 50 | -40 |
| C81 EVALUATE WORK STANDARDS | 30 | 66 | -36 |
| C74 EVALUATE MAINTENANCE OR USE OF WORKSPACE, EQUIPMENT, OR SUPPLIES | 20 | 56 | -36 |
| C80 EVALUATE WORK SCHEDULES | 40 | 75 | -35 |
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 30 | 65 | -35 |
| B31 COORDINATE COMPLAINT ACTIONS WITH SECTION HEADS | 20 | 55 | -35 |
| C70 EVALUATE EMPLOYEES FOR PROMOTION, RECLASSIFICATION, OR TERMINATION | 40 | 72 | -32 |
| F156 ESTABLISH BAR PRICES | 20 | 52 | -32 |
| A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT OR SUPPLIES | 30 | 61 | -31 |
| F169 ESTABLISH REQUIREMENTS FOR BAR STOCKS | 30 | 61 | -31 |

AVERAGE NUMBER OF TASKS PERFORMED BY 74230 PERSONNEL - 124

AVERAGE NUMBER OF TASKS PERFORMED BY 74250 PERSONNEL - 151

TABLE 15

TASKS WHICH BEST DIFFERENTIATE BETWEEN 5- AND 7-SKILL LEVEL PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | DAFSC | DAFSC | DIFFERENCE |
|--|------------------|------------------|------------|
| | 74250 (N=109) | 74270 (N=193) | |
| F152 BRIEF ADVISORY COMMITTEES OR NON-APPROPRIATED FUND (NAF) COUNCIL ON SPECIAL PROJECTS | 17 | 55 | -38 |
| A11 ESTABLISH PROCEDURES FOR RECEIVING MONIES AND PAYMENTS | 28 | 62 | -34 |
| F190 PREPARE CAPITAL EXPENDITURE BUDGETS | 20 | 53 | -33 |
| F148 APPROVE MONTHLY CALENDAR OF EVENTS | 25 | 57 | -32 |
| B58 SUPERVISE CIVILIAN CLERICAL PERSONNEL | 33 | 65 | -32 |
| A15 PLAN PROTECTION OF FACILITY FUNDS PROGRAMS | 13 | 51 | -38 |
| B33 COORDINATE LEGAL MATTERS WITH LEGAL STAFF | 7 | 38 | -31 |
| N392 AUDIT INTERIM RECEIPTS FOR PETTY CASH | 18 | 49 | -31 |
| F187 PREPARE ADVISORY COMMITTEE MEETING AGENDA | 12 | 42 | -30 |
| F202 PREPARE RECOMMENDATIONS ON HOURS OF OPERATION FOR PRESENTATION TO NAF COUNCILS | 12 | 42 | -30 |
| F225 REVIEW MEMBERSHIP QUESTIONNAIRES | 23 | 53 | -30 |
| F224 REVIEW MEMBERSHIP LISTINGS | 21 | 51 | -30 |
| G242 LOCATE AND HIRE LIVE ENTERTAINMENT | 28 | 58 | -30 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 39 | 69 | -30 |
| F195 PREPARE INCOME AND EXPENSE BUDGETS | 28 | 57 | -29 |

AVERAGE NUMBER OF TASKS PERFORMED BY 74250 PERSONNEL - 151

AVERAGE NUMBER OF TASKS PERFORMED BY 74270 PERSONNEL - 195

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN 7- AND 9-SKILL LEVEL/
CEM CODE 74200 PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | DAFSC | DAFSC | DIFFERENCE |
|---|------------------|---------------------------------------|------------|
| | 74270 (N=193) | 74290/ CEM CODE 74200 (N=74) | |
| N409 OPERATE CASH REGISTERS | 61 | 27 | +34 |
| N421 RECEIVE CUSTOMER CASH PAYMENTS | 47 | 16 | +31 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 73 | 42 | +31 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 58 | 28 | +30 |
| M384 SERVE FOOD, SUCH AS SANDWICHES OR SNACKS, IN BARS | 40 | 12 | +28 |
| N425 REPORT CASH VARIANCES TO MANAGEMENT | 36 | 9 | +27 |
| N407 MAKE BANK DEPOSITS | 50 | 23 | +27 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 72 | 46 | +26 |
| M380 PREPARE DRINKS | 50 | 24 | +26 |
| N401 ISSUE MONIES | 57 | 31 | +26 |
| | | | |
| B62 SUPERVISE CLUB MANAGEMENT SUPERVISORS (AFSC 74270) | 12 | 61 | -49 |
| C85 PREPARE APRs | 31 | 78 | -47 |
| B56 SCREEN APPLICANTS FOR ENTRY TO OPEN MESS CAREER | 27 | 67 | -40 |
| B33 COORDINATE LEGAL MATTERS WITH LEGAL STAFF | 38 | 74 | -36 |
| C87 SELECT INDIVIDUALS FOR SPECIALIZED TRAINING | 32 | 67 | -35 |
| C89 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS | 33 | 68 | -35 |
| B29 CONDUCT STAFF MEETINGS | 42 | 77 | -35 |
| H270 REVIEW INTERIOR DECORATOR PROPOSALS | 24 | 58 | -34 |
| B60 SUPERVISE CLUB MANAGEMENT SPECIALISTS (AFSC 74250) | 27 | 59 | -32 |
| H262 DETERMINE OPEN MESS CONSTRUCTION OR RENOVATION PROJECT REQUIREMENTS | 38 | 69 | -31 |

AVERAGE NUMBER OF TASKS PERFORMED BY 74270 PERSONNEL - 195

AVERAGE NUMBER OF TASKS PERFORMED BY 74290/CEM CODE 74200 PERSONNEL - 214

ANALYSES OF DATA FROM NON-DRINKERS

Along with skill level analyses, survey data are usually analyzed on the basis of months of experience to determine if there is a change over time in jobs performed. Analyses may be made utilizing Active Federal Military Service (AFMS) groups for nonlateral career ladders or positions, and TUCF (TUCF) groups for lateral career ladders, determining if a person is assigned to the job. Personnel in the 742X0 career ladder are recruited from other ladders in that while the vast majority of positions in this ladder are filled with retirees from other career ladders (lateral assignment), a significant number are filled by directed duty assignment from Basic Military Training School. Thus it was necessary to review both sets of data to determine the most appropriate to use. After a thorough evaluation of data for both AFMS and TUCF groups, it was determined that there was no significant difference between the two and the AFMS data was generally representative of the career ladder as a whole. Since the 742X0 career ladder utilizes all skill levels (3-, 5-, 7-, 9-, and OLM Code), it was determined that AFMS group data were the most appropriate to discuss.

As is typical in most career ladders, as time of service increased, there was a corresponding increase in performance of general supervisory and managerial duties (see Table 17). Although the differences were not great, time spent on tasks involving management of general open mess activities did increase until reaching the 16-year point (147-151 months). Performance of duties relating to the technically oriented areas of kitchen and dining facility functions, preparing and cooking foods, and cashiering functions generally reflect decreases over time, although, again, the differences are not great. While the patterns of time spent on general supervision and technical functions of the career ladder are those normally experienced, it should be noted that the distinctions are not as pronounced in this career ladder as they are in most. These slight differences in performance of duties over time reflect a career ladder that is very homogeneous, with no great change in the job occurring from first entry until past the 20-year point.

First Enlistment Personnel

First enlistment career (3-48 months) performed essentially the same full range of technical tasks as personnel through the 145-150 month AFMS groups, with only slightly more duty time devoted to kitchen and dining facility functions, preparing and cooking foods, and cashiering activities. Table 18 lists representative tasks for this group, while Figure 3 displays the distribution of first-term members across career ladder groups.

Career ladder management personnel expressed an interest in the extent of involvement in food preparation by 742X0 personnel. Table 19 displays task data responses relating to first enlistment personnel responses as well as total sample responses. While first enlistment members report greater involvement than the total sample, it is clear that preparing and cooking foods is an established part of the job for this career ladder.

Job Satisfaction Data

Table 20 presents data reflecting the job interest, perceived utilization of talents and training, and reenlistment intentions of selected AFMS groups. Comparisons were also made between 742X0 AFMS groups and comparative samples of all other Command Support career ladders surveyed in 1979. Expressed job interest and perceived utilization of talent and training were generally much higher for 742X0 personnel than for the comparative sample. While the 1-48 month group's favorable reenlistment intentions were higher than the comparative sample, they began to decline during the second four-year period. By and large, 742X0 personnel appear to be well satisfied with their jobs and the kinds of work that they do.

TABLE 1.

PERCENTAGE OF TIME SPENT ON DUTIES BY AFMS GROUPS

| DUTIES | MONTHS AFMS | | | | | |
|--|----------------|-----------------|------------------|-------------------|--------------------|----------------|
| | 1-48 (N=40) | 49-96 (N=47) | 97-144 (N=51) | 145-192 (N=72) | 193-240 (N=137) | 241+ (N=50) |
| A ORGANIZING AND PLANNING | 5 | 6 | 7 | 8 | 9 | 12 |
| B DIRECTING AND IMPLEMENTING | 6 | 7 | 8 | 10 | 10 | 13 |
| C INSPECTING AND EVALUATING | 5 | 6 | 6 | 7 | 8 | 9 |
| D TRAINING | 2 | 2 | 2 | 2 | 3 | 4 |
| E PERFORMING OPEN MESS ADMINISTRATIVE FUNCTIONS | 9 | 9 | 8 | 8 | 8 | 8 |
| F MANAGING GENERAL OPEN MESS ACTIVITIES | 16 | 17 | 19 | 22 | 22 | 22 |
| G PERFORMING MISCELLANEOUS OPEN MESS FUNCTIONS | 7 | 8 | 8 | 7 | 7 | 6 |
| H OPENING, CLOSING, OR RENOVATING OPEN MESSSES | 3 | 1 | 1 | 1 | 2 | 2 |
| I MANAGING IN-USE STOCKS | 6 | 7 | 6 | 5 | 4 | 2 |
| J PERFORMING KITCHEN AND DINING FACILITY FUNCTIONS | 12 | 10 | 9 | 8 | 7 | 7 |
| K PREPARING AND COOKING FOODS | 6 | 4 | 3 | 3 | 2 | 1 |
| L MANAGING SPECIAL ACTIVITIES | 7 | 5 | 5 | 4 | 4 | 4 |
| M PERFORMING BAR AND PACKAGE STORE FUNCTIONS | 1 | 6 | 7 | 5 | 5 | 4 |
| N PERFORMING GENERAL AND ACTIVITY CAPTAINING FUNCTIONS | 10 | 11 | 10 | 9 | 9 | 6 |
| O MANAGING GUEST QUARTERS OR HOTELS | 8 | 8 | 7 | 8 | 7 | 8 |
| P MANAGING BARBER OR BEAUTY SHOP ACTIVITIES | 8 | 9 | 8 | 8 | 8 | 7 |
| Q MANAGING SWIMMING POOL ACTIVITIES | 2 | 1 | 2 | 1 | 2 | 1 |

* DENOTES LESS THAN ONE PERCENT

TABLE 18

REPRESENTATIVE TASKS PERFORMED BY 742X0 PERSONNEL WITH 1-48 MONTHS AFMS

| TASKS | PERCENT MEMBERS PERFORMING (N=40) |
|--|--|
| G238 DISCUSS SERVICE WITH CUSTOMERS | 98 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 90 |
| J296 INSPECT DINING ROOM APPEARANCE | 88 |
| J301 INSPECT SANITATION OF KITCHEN | 88 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 85 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 85 |
| N431 RING REGISTERS IN OR OUT | 85 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 85 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 83 |
| J295 INSPECT APPEARANCE OF FOOD PREPARATION | 83 |
| L354 MAKE ARRANGEMENTS FOR PARTIES NOT REQUIRING PROTOCOL PROCEDURES | 83 |
| M369 INSPECT BAR AREAS FOR SANITATION | 80 |
| G243 OPERATE VEHICLES | 80 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 80 |
| E140 REVIEW CLUB MANAGEMENT MAGAZINES | 80 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 80 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 78 |
| J300 INSPECT SANITATION OF DINING ROOM | 78 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 78 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 78 |
| J299 INSPECT QUALITY OF PREPARED FOODS | 78 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 78 |
| N420 READ CASH REGISTERS | 78 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 78 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 78 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 78 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 75 |
| I278 EVALUATE STOCK LEVELS | 75 |
| A25 SCHEDULE WORK ASSIGNMENTS | 75 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 75 |

AVERAGE NUMBER OF TASKS PERFORMED - 156

FIGURE 2
DISTRIBUTION OF FIRST ENLISTMENT PERSONNEL
ACROSS CAREER LADDER JOBS
(PERCENT MEMBERS RESPONDING)

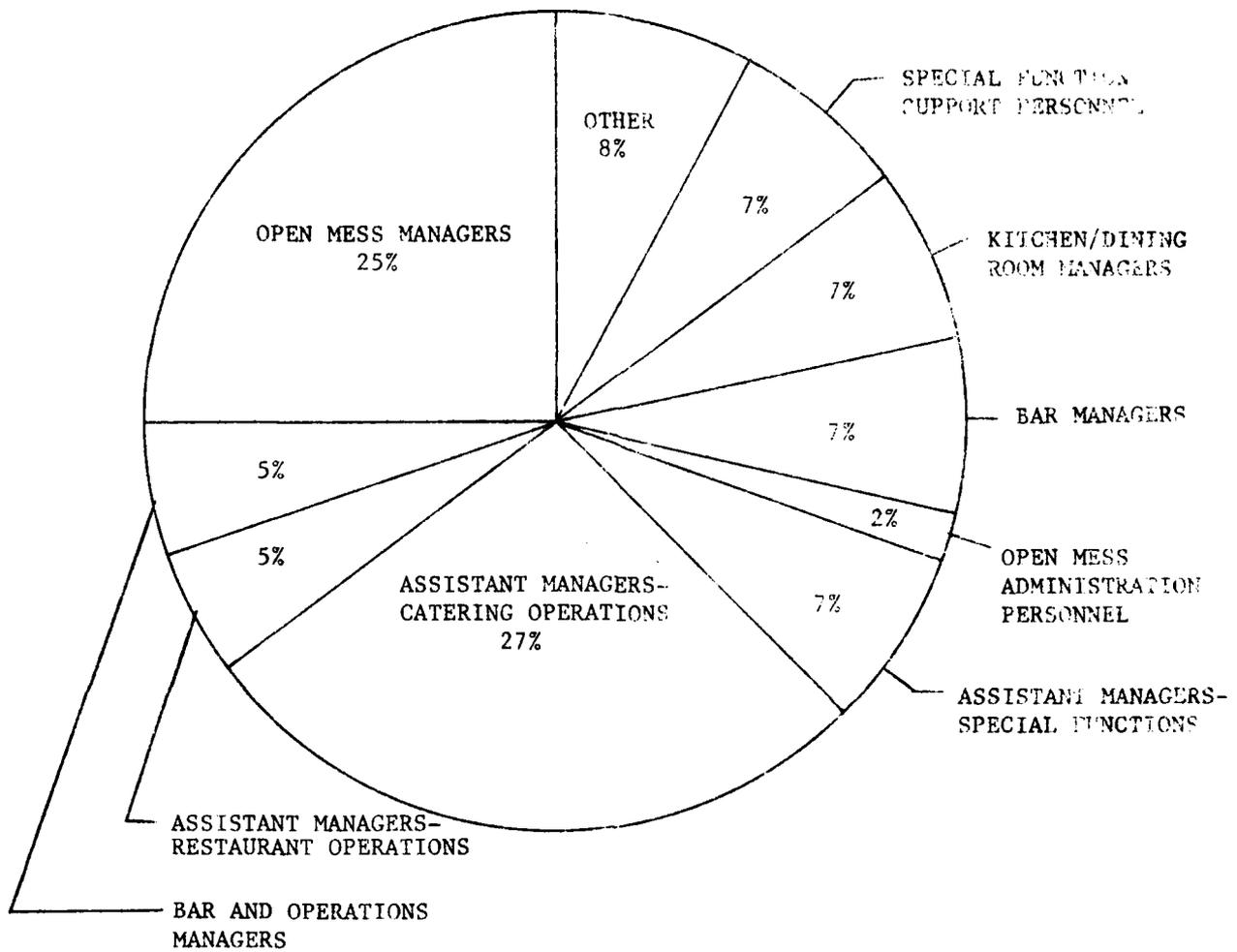


TABLE 19

REPRESENTATIVE FOOD PREPARATION TASKS PERFORMED
(PERCENT MEMBERS PERFORMING)

| TASKS | 1ST ENL (N=40) | TOTAL SAMPLE (N=397) |
|--|----------------------|----------------------------|
| K313 BAKE MEATS, VEGETABLES, OR FRUITS | 52 | 27 |
| K314 BOIL MEATS, VEGETABLES, OR FRUITS | 42 | 25 |
| K315 BRAISE MEATS | 32 | 19 |
| K316 BROIL MEATS | 38 | 23 |
| K317 CLEAN FOOD PRIOR TO COOKING OR SERVING | 47 | 30 |
| K318 DEEP FAT FRY MEATS, VEGETABLES, OR FRUITS | 50 | 31 |
| K319 DETERMINE APPROPRIATE INGREDIENT SUBSTITUTIONS | 40 | 27 |
| K320 GARNISH FOODS | 57 | 37 |
| K321 GRILL MEATS, VEGETABLES, OR FRUITS | 45 | 30 |
| K322 MARINATE MEATS OR VEGETABLES | 40 | 23 |
| K323 OVEN-FRY MEATS, VEGETABLES, OR FRUITS | 35 | 22 |
| K324 PAN-FRY MEATS, VEGETABLES, OR FRUITS | 35 | 21 |
| K325 PREPARE DAIRY PRODUCTS FOR COOKING OR SERVING | 38 | 21 |
| K326 PREPARE DEHYDRATED FOODS FOR COOKING OR SERVING | 27 | 17 |
| K327 PREPARE DESSERTS | 52 | 23 |
| K328 PREPARE DIPS, SPREADS, OR CANAPES | 45 | 29 |
| K329 PREPARE FRESH VEGETABLES OR FRUITS FOR COOKING OR SERVING | 40 | 23 |
| K330 PREPARE GARNISHES | 42 | 30 |
| K331 PREPARE GRAVIES OR SAUCES | 38 | 22 |
| K332 PREPARE MEATS FOR COOKING | 42 | 28 |
| K333 PREPARE SALAD DRESSINGS | 32 | 21 |
| K334 PREPARE SALADS | 47 | 28 |
| K335 PREPARE SANDWICHES | 45 | 29 |
| K336 PREPARE SOUPS | 32 | 19 |
| K337 ROAST MEATS OR VEGETABLES | 42 | 26 |
| K338 SAUTE MEATS, VEGETABLES, OR FRUITS | 30 | 18 |
| K339 STEAM MEATS, VEGETABLES, OR FRUITS | 32 | 16 |
| K340 STEW MEATS, VEGETABLES, OR FRUITS | 27 | 17 |
| K341 TENDERIZE MEATS | 30 | 15 |

TABLE 20

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

| | 1-48 MONTHS AFMS | | 49-96 MONTHS AFMS | | 97+ MONTHS AFMS | |
|---|------------------|-----------------------------------|-------------------|-----------------------------------|------------------|-------------------------------------|
| | 742X0 (N=40) | COMPARATIVE SAMPLE* (N=587) | 742X0 (N=47) | COMPARATIVE SAMPLE* (N=556) | 742X0 (N=310) | COMPARATIVE SAMPLE* (N=1,428) |
| <u>EXPRESSED JOB INTEREST:</u> | | | | | | |
| DULL | 5 | 16 | 6 | 12 | 4 | 8 |
| SO-SO | 5 | 20 | 2 | 18 | 7 | 20 |
| INTERESTING | 90 | 63 | 92 | 70 | 89 | 71 |
| NOT REPORTED | 0 | 1 | 0 | 0 | 0 | 1 |
| <u>PERCEIVED UTILIZATION OF TALENTS:</u> | | | | | | |
| LITTLE OR NOT AT ALL | 18 | 31 | 6 | 22 | 16 | 17 |
| FAIRLY WELL TO PERFECTLY | 82 | 68 | 92 | 77 | 84 | 81 |
| NOT REPORTED | 0 | 1 | 2 | 1 | 0 | 2 |
| <u>PERCEIVED UTILIZATION OF TRAINING:</u> | | | | | | |
| LITTLE OR NOT AT ALL | 20 | 28 | 9 | 24 | 14 | 19 |
| FAIRLY WELL TO PERFECTLY | 80 | 71 | 91 | 75 | 86 | 80 |
| NOT REPORTED | 0 | 1 | 0 | 1 | 0 | 1 |
| <u>REENLISTMENT INTENTIONS:</u> | | | | | | |
| NO, OR PROBABLY NO | 43 | 52 | 38 | 32 | 44 | 29 |
| YES, OR PROBABLY YES | 57 | 47 | 62 | 67 | 56 | 70 |
| NOT REPORTED | 0 | 1 | 0 | 1 | 0 | 1 |

* COMPARATIVE SAMPLE OF COMMAND SUPPORT CAREER LEADERS SURVEYED IN 1979
(INCLUDES AFSCs 741X0, 732X0, 700X1, AND 741X1)

ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS

Comparisons were made of the tasks performed and background data for the 76 DAFSC 74250 personnel assigned to the Continental United States (CONUS) versus the 33 in the sample assigned to overseas locations. Tasks performed were much the same for both groups, with the CONUS group performing an average of 149 tasks and the overseas group performing an average of 158 tasks. Table 21 shows those tasks most differentiating the groups.

The most noticeable differences between the CONUS and overseas groups occurred in the background data. CONUS personnel showed a greater average time in service with 104 months as compared to 90 months for overseas personnel. However, overseas personnel reported a greater average time in the career field with 44 months while CONUS personnel only reported 34 months. This contrast can be explained as due to the fact that 36 percent of the overseas personnel entered the career field through direct duty assignment (DDA) while only 26 percent of the CONUS personnel entered this way. Hence, overseas personnel would be expected to have more time in the career field but less total time in the military, when compared to CONUS personnel.

The only other notable difference between the CONUS and overseas personnel was in reenlistment intentions. Forty-two percent of the overseas personnel report that they will not, or probably will not reenlist; whereas, only 29 percent of the CONUS personnel reported no, or probably no to reenlistment. Both groups expressed high job interest (85 percent or more) and high utilization of talents and training (both greater than 80 percent).

Hence, it can be concluded that the only notable differences between DAFSC 74250 CONUS and overseas personnel lie in average time in service, average time in career field, and reenlistment intentions. Tasks performed by both groups seem to be about the same, and both groups report high job interest and utilization of talents and training.

TABLE 21

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 74250
CONUS AND OVERSEAS PERSONNEL
(PERCENT MEMBERS PERFORMING)

| TASKS | CONUS (N=76) | OVERSEAS (N=33) | DIFFERENTIAL |
|--|-----------------|--------------------|--------------|
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 87 | 58 | +29 |
| N408 MAKE UP BANKS FOR SECTIONS | 47 | 21 | +26 |
| M375 OPERATIONALLY INSPECT LIQUOR OR MIX DISPENSING EQUIPMENT | 53 | 30 | +23 |
| N411 PREPARE BANK DEPOSITS | 34 | 12 | +22 |
| N413 PREPARE CDARs | 34 | 12 | +22 |
| N395 CASH PERSONAL CHECKS | 64 | 42 | +22 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 79 | 58 | +21 |
| N400 ISSUE MEMBERSHIP CARDS | 41 | 21 | +20 |
| N401 ISSUE MONIES | 62 | 42 | +20 |
| G243 OPERATE VEHICLES | 89 | 70 | +19 |
| F166 ESTABLISH MENU PRICES FOR DINING ROOMS | 37 | 70 | -33 |
| C76 EVALUATE SAFETY PROGRAMS | 17 | 45 | -28 |
| L343 BRIEF STAFF ON SPECIAL ACTIVITIES | 45 | 73 | -28 |
| B55 PREPARE JOB DESCRIPTIONS | 21 | 48 | -27 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 58 | 85 | -27 |
| F202 PREPARE RECOMMENDATIONS ON HOURS OF OPERATION FOR PRESENTATION TO NAF COUNCILS | 4 | 30 | -26 |
| F163 ESTABLISH KEY CONTROL PROCEDURES | 32 | 58 | -26 |
| D96 CONDUCT SECURITY ALARM TRAINING | 11 | 36 | -25 |
| F167 ESTABLISH OPERATING HOURS | 20 | 45 | -25 |
| E121 COMPUTE PAYROLLS | 14 | 39 | -25 |

AVERAGE NUMBER OF TASKS PERFORMED BY 74250 CONUS PERSONNEL - 149

AVERAGE NUMBER OF TASKS PERFORMED BY 74250 OVERSEAS PERSONNEL - 158

ANALYSIS OF MAJOR COMMAND DIFFERENCES

Examination of MAJCOM groups revealed that the tasks performed by members were essentially the same across the groups, and the jobs performed by 742X0 personnel differed little across major commands (see Table 22 for comparisons of the six largest MAJCOM sample groups). As shown in Table 22, there are only minor differences across commands in regard to time spent on duties, the most noticeable being the lower amount of duty time spent on cashiering functions (Duty N) by TAC personnel. Across all commands, performing general open mess activities and open mess administrative functions, along with the performance of directing and implementing tasks, accounted for the largest amount of the members' job time. Reviewing the groups as a whole, there does not appear to be any major difference in jobs performed across MAJCOM groups.

TABLE 22

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY MAJCOM GROUPS

| DUTIES | ATC (N=51) | MAC (N=43) | PACAF (N=25) | SAC (N=90) | TAC (N=65) | USAFE (N=85) |
|--|---------------|---------------|-----------------|---------------|---------------|-----------------|
| A ORGANIZING AND PLANNING | 8 | 8 | 10 | 7 | 7 | 9 |
| B DIRECTING AND IMPLEMENTING | 10 | 9 | 10 | 9 | 9 | 9 |
| C INSPECTING AND EVALUATING | 7 | 7 | 7 | 7 | 7 | 7 |
| D TRAINING | 4 | 2 | 3 | 2 | 2 | 2 |
| E PERFORMING OPEN MESS ADMINISTRATIVE FUNCTIONS | 9 | 9 | 9 | 8 | 8 | 8 |
| F MANAGING GENERAL OPEN MESS ACTIVITIES | 19 | 20 | 20 | 20 | 21 | 22 |
| G PERFORMING MISCELLANEOUS OPEN MESS FUNCTIONS | 8 | 8 | 8 | 7 | 7 | 7 |
| H OPENING, CLOSING, OR RENOVATING OPEN MESSSES | 1 | 1 | 2 | 1 | 1 | 2 |
| I MANAGING IN-USE STOCKS | 5 | 6 | 3 | 5 | 4 | 5 |
| J PERFORMING KITCHEN AND DINING FACILITY FUNCTIONS | 9 | 8 | 9 | 10 | 9 | 7 |
| K PREPARING AND COOKING FOODS | 3 | 2 | 3 | 4 | 3 | 2 |
| L MANAGING SPECIAL ACTIVITIES | 3 | 4 | 5 | 5 | 5 | 5 |
| M PERFORMING BAR AND PACKAGE STORE FUNCTIONS | 6 | 6 | 5 | 6 | 5 | 5 |
| N PERFORMING GENERAL AND ACTIVITY CASHIERING FUNCTIONS | 8 | 9 | 6 | 9 | 11 | 10 |
| O MANAGING GUEST QUARTERS OR HOTELS | * | * | * | * | * | * |
| P MANAGING BARBER OR BEAUTY SHOP ACTIVITIES | * | * | * | * | * | * |
| Q MANAGING SWIMMING POOL ACTIVITIES | * | 1 | * | * | * | * |

* DENOTES LESS THAN ONE PERCENT

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

DAFSC analyses provided data for an assessment of the accuracy of the 30 April 1980 AFR 39-1 Specialty Descriptions. This evaluation revealed some possible alterations which could make the specialty descriptions more representative of the actual career field.

The 3- and 5-skill level specialty description was reasonably accurate; however, some improvements may be possible. Paragraphs 2a and 2b list guestroom and guesthouse activities as representative of the job. Conversely, task analysis showed this to be rarely a part of the 742X0 job (see Table 27 in the TRAINING ANALYSIS section for task performance data). Consequently, deletion of these references would appear to be an improvement to the specialty description. Some areas which were not included in the description, but which constitute a substantial part of the 3- and 5-skill level airmen's job, are bar and cashiering operations. Table 23 shows some selected tasks in these areas performed by these DAFSC groups. Although not performed to the extent of the bar and cashiering functions, preparing and cooking foods is also a function which warrants evaluation and consideration for possible reference (see Table 19 in the ANALYSIS OF EXPERIENCE GROUPS section). The specialty description could possibly be enhanced by inclusion of tasks in these areas.

The 7- and 9-skill level/CEM Code specialty descriptions accurately describe the jobs performed by group members and no changes are recommended.

TABLE 23

SELECTED BAR AND CASHIERING OPERATIONS TASKS
 DAFSC 74230/50 PERSONNEL
 (PERCENT MEMBERS PERFORMING)

| TASKS | DAFSC 74230/50 (N=129) |
|---|------------------------------|
| <u>BAR OPERATIONS TASKS</u> | |
| M365 ESTABLISH BAR INVENTORY CONTROLS | 61 |
| M370 INVESTIGATE LIQUOR VARIANCES | 61 |
| M379 POST PRICE LISTS FOR DRINKS OR LIQUOR | 60 |
| F156 ESTABLISH BAR PRICES | 52 |
| M371 MAINTAIN BAR COST CARDS | 43 |
| <u>CASHIERING OPERATIONS TASKS</u> | |
| N431 RING REGISTERS IN OR OUT | 80 |
| N420 READ CASH REGISTERS | 75 |
| N424 REPLACE CASH REGISTER READ TAPES OR KICK-OUT TAPES | 75 |
| N409 OPERATE CASH REGISTERS | 70 |
| N428 REVIEW CASH REGISTER TAPES | 57 |
| N401 ISSUE MONIES | 56 |

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of training programs which are relevant to the needs of personnel working within a career ladder. Factors which may be used in evaluating training requirements are the percent members performing tasks and the task difficulty ratings previously explained in the SURVEY METHODOLOGY section. These factors were considered in evaluating the Specialty Training Standard (STS) and the Plan of Instruction (POI) for the 742X0 career ladder. Technical School personnel from the Keesler Technical Training Center, Keesler AFB, Mississippi, matched inventory tasks to appropriate sections of the STS and the POI for Course 3AAR74270-001. It was this matching upon which comparisons were based. A complete computer listing reflecting the percent members performing and task difficulty ratings for each task statement, along with STS and POI matching, has been forwarded to the technical school for their use in any further review of the training documents. A summary of that information is provided below.

Task Difficulty

Of the 467 tasks in the inventory, 236 were rated above average in difficulty (5.00 or higher). The majority of those tasks dealt with preparing budgets, establishing operating procedures, developing facility projects, food preparation, and special function arrangements. Tasks rated below average in difficulty were associated with vehicle operations, guest facility operations, swimming pool inspections and maintenance, and cash register functions. Tables 24 and 25 present the 15 tasks rated most and least difficult respectively, while Table 26 lists tasks rated average in difficulty.

Specialty Training Standard (STS)

A comprehensive review of STS 742X0, dated January 1979, was made, comparing STS items to survey data. STS paragraphs containing general information or subject matter knowledge proficiency requirements were not evaluated. Generally, the STS appears to be complete in providing general training requirements for significant jobs performed by personnel in the field, with most STS paragraphs supported by survey data. Two paragraphs, however, do not appear to be supported on the basis of tasks performed. Both paragraphs 12 (Swimming Pools) and 14 (Guest Housing) reflect extremely low activity across the skill level groups, along with below average task difficulty ratings (see Table 27), and it is recommended that these tasks and functions be reviewed by subject matter specialists and training personnel to determine whether retention in the STS is realistic. These areas were also identified for review in the ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS section. Coordination between career ladder and AFMPC personnel may be necessary to resolve this issue.

One other paragraph should also be reviewed. Paragraph 7a, Monitor Food Preparation Procedures, may warrant revision with regard to terminology and content. While "monitoring" the preparation of foods is no doubt a career ladder requirement, the relatively high number of tasks dealing with actual hands-on food preparation and cooking (see Table 19 in the ANALYSIS OF EXPERIENCE GROUPS section) performed by the total 742X0 sample would indicate that this paragraph may require adjustments to reflect this cooking activity.

Plan of Instruction (POI)

While there is no entry level training course in this career ladder, all personnel entering the field, either by retraining or directed duty assignment, are expected to complete the advanced 3AAR74270-001, Open Mess Management Course, after approximately one year in the field and, generally, attainment of the 5-skill level. Consequently, data comparisons and evaluations of the POI were made primarily against 7- and 5-skill level DAFSC member responses.

Overall, the POI blocks reflect tasks performed by substantial percentages of 7- or 5-skill level members. As mentioned in the STS review above, Guest Housing and Swimming Pool functions do not appear to be supported by the data, and course personnel should review Block 1, Unit 6 (Other Activities), of POI 3AAR74270-001, Open Mess Management, dated 9 January 1979, to determine if resident course training for these two functions is appropriate.

TABLE 24

THE 15 TASKS RATED AS MOST DIFFICULT BY 742X0 PERSONNEL.

| TASKS | TASK DIFFICULTY RATING | PERCENT MEMBERS PERFORMING (N=397) |
|---|------------------------------|---|
| H262 DETERMINE OPEN MESS CONSTRUCTION OR RENOVATION PROJECT REQUIREMENTS | 7.74 | 35 |
| H261 COORDINATE OPEN MESS CONSTRUCTION OR RENOVATION WORK IN PROGRESS WITH CONTRACT ADMINISTRATOR | 7.39 | 29 |
| F195 PREPARE INCOME AND EXPENSE BUDGETS | 7.37 | 49 |
| F188 PREPARE ANNUAL APPROPRIATED BUDGETS | 7.31 | 34 |
| F189 PREPARE ANNUAL NON-APPROPRIATED BUDGETS | 7.28 | 47 |
| F190 PREPARE CAPITAL EXPENDITURE BUDGETS | 7.23 | 46 |
| F192 PREPARE CONTRACT BID SPECIFICATIONS | 7.17 | 15 |
| H269 REVIEW DESIGN CONTRACTS | 7.17 | 20 |
| H267 PREPARE REQUESTS FOR LOANS OR GRANTS FROM MAJOR COMMANDS FOR OPEN MESS CONSTRUCTION OR RENOVATION | 7.15 | 15 |
| H260 CONDUCT OPEN MESS DISSOLVEMENT PROCEDURES | 7.14 | 5 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | 7.00 | 62 |
| H270 REVIEW INTERIOR DECORATOR PROPOSALS | 6.99 | 26 |
| F193 PREPARE CONTRACTS OF AGREEMENT | 6.98 | 18 |
| D104 DEVELOP TECHNICAL SCHOOL OR CAREER DEVELOPMENT COURSE (CDC) CURRICULUM MATERIALS | 6.95 | 3 |
| A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP) | 6.95 | 65 |

TABLE 25

THE 15 TASKS RATED LEAST DIFFICULT BY 742X0 PERSONNEL

| TASKS | TASK DIFFICULTY RATING | PERCENT OF PERSONS PERFORMING (N=397) |
|--|------------------------------|--|
| E147 VERIFY DRIVERS LICENSES | 2.28 | 15 |
| A2 ASSIGN SPONSORS FOR NEWLY ASSIGNED PERSONNEL | 2.48 | 28 |
| F183 NOTIFY ADVISORY COMMITTEE MEMBERS OF MEETINGS | 2.55 | 31 |
| E134 POST LIQUOR PERMITS | 2.61 | 29 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 2.70 | 75 |
| J312 WRAP FOOD ITEMS | 2.83 | 32 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 2.88 | 64 |
| G247 PERFORM PREOPERATIONAL INSPECTIONS OF VEHICLES | 3.00 | 62 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 3.02 | 78 |
| G254 TEST ALARM SYSTEMS | 3.04 | 44 |
| E140 REVIEW CLUB MANAGEMENT MAGAZINES | 3.05 | 86 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 3.05 | 83 |
| G257 VISUALLY INSPECT APPROPRIATED FUND PROPERTY | 3.09 | 68 |
| E142 REVIEW INSTITUTIONAL OR VOLUME FEEDING PUBLICATIONS | 3.10 | 65 |
| E141 REVIEW FOOD HANDLER'S PERMITS | 3.10 | 63 |

TABLE 26

THE 15 TASKS RATED AS AVERAGE IN DIFFICULTY BY 742XO PERSONNEL.

| TASKS | TASK DIFFICULTY RATING | PERCENT MEMBERS PERFORMING (N=397) |
|---|------------------------------|---|
| F201 PREPARE RECOMMENDATIONS ON EMPLOYEE INCENTIVE PROGRAMS OR AWARDS FOR PRESENTATION TO NAF COUNCILS | 5.03 | 29 |
| G29 CONDUCT STAFF MEETINGS | 5.03 | 41 |
| N389 AUDIT CONCESSIONAIRE INCOME REPORTS | 5.03 | 36 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 5.02 | 73 |
| F148 APPROVE MONTHLY CALENDAR OF EVENTS | 5.02 | 50 |
| M372 MANAGE LIQUOR RATION CARDS | 5.01 | 7 |
| L357 MANAGE BINGO IMPREST FUNDS | 5.00 | 24 |
| N393 AUDIT PACKAGE STORE SALES RECEIPTS | 5.00 | 14 |
| F205 PREPARE RECOMMENDATIONS ON OVERNIGHT FUND STORAGE FOR PRESENTATION TO NAF COUNCILS | 5.00 | 24 |
| F210 RELEASE EMPLOYEES FROM DUTY | 4.99 | 68 |
| O448 REPORT GUEST HOUSE LOSSES | 4.99 | 2 |
| M369 INSPECT BAR AREAS FOR SANITATION | 4.99 | 82 |
| N402 MAINTAIN ACCOUNTABILITY RECORDS FOR CHANGE FUNDS | 4.99 | 30 |
| F198 PREPARE RECOMMENDATIONS FOR MEMBERSHIP DISCIPLINARY ACTIONS FOR PRESENTATION TO ADVISORY COMMITTEES | 4.99 | 32 |
| D117 SCHEDULE TECHNICAL SCHOOL TRAINING COURSES OR PROGRAMS | 4.98 | 5 |

TABLE 27

STS PARAGRAPHS REFLECTING LOW TASK PERFORMANCE
(PERCENT MEMBERS PERFORMING)

| STS PARAGRAPH | SAMPLE TASKS | TASK DIFFICULTY | 1ST ENL (N=40) | DAFSC 74250 (N=109) | DAFSC 74270 (N=193) |
|-----------------------|--|--------------------|----------------------|---------------------------|---------------------------|
| 12. SWIMMING POOLS | Q458 INITIATE SWIMMING PROGRAMS | 6.04 | 0 | 4 | 3 |
| | Q455 ESTABLISH POOL OPERATING PROCEDURES | 5.71 | 0 | 5 | 5 |
| | Q456 ESTABLISH POOL SAFETY RULES | 5.41 | 0 | 5 | 5 |
| | Q457 ESTABLISH POOL SANITATION RULES | 5.34 | 0 | 6 | 5 |
| | Q461 INSPECT SWIMMING POOLS FOR SAFETY | 4.87 | 3 | 8 | 7 |
| | Q467 MAINTAIN POOL SIDE SNACK BAR INVENTORIES | 4.85 | 0 | 2 | 4 |
| | Q460 INSPECT POOL FACILITIES FOR SANITATION | 4.73 | 5 | 7 | 6 |
| | Q459 INSPECT POOL FACILITIES FOR APPEARANCE | 4.46 | 5 | 8 | 7 |
| | Q454 CLEAN POOLS | 4.44 | 0 | 4 | 5 |
| | Q463 MAINTAIN POOL ACTIVITY LOGS | 3.90 | 0 | 2 | 4 |
| | Q464 MAINTAIN POOL CONDITION LOGS | 3.90 | 0 | 2 | 4 |
| | Q462 ISSUE POOL IDENTIFICATION MATERIALS | 3.85 | 0 | 3 | 4 |
| | Q465 MAINTAIN POOL LOCKERS | 3.73 | 0 | 2 | 3 |
| | Q466 MAINTAIN POOL SHOWER ROOMS | 3.73 | 0 | 4 | 4 |
| 14. GUEST HOUSING | 0448 REPORT GUEST HOUSE LOSSES | 4.99 | 3 | 1 | 4 |
| | 0445 PREPARE GUEST ACCOUNTS | 4.94 | 0 | 2 | 3 |
| | 0446 PREPARE GUEST HOUSE DAILY SECTION REPORTS | 4.90 | 0 | 1 | 3 |
| | 0447 PREPARE GUEST HOUSE RECEIPTS | 4.64 | 0 | 2 | 3 |
| | 0439 CONDUCT SANITATION INSPECTIONS OF GUEST QUARTERS | 4.56 | 3 | 4 | 6 |
| | 0443 PERFORM SURPRISE INSPECTIONS OF REGISTRATION RECORDS | 4.40 | 3 | 3 | 4 |
| | 0438 CONDUCT APPEARANCE INSPECTIONS OF GUEST QUARTERS | 4.27 | 3 | 5 | 6 |
| | 0437 COMPLETE REGISTRATION CHECKS | 4.06 | 3 | 3 | 4 |
| | 0436 COLLECT GUEST CHARGES | 3.67 | 0 | 5 | 5 |

ANALYSIS OF JOBS BY TYPES OF OPEN MESSES

Comparisons were made of the tasks performed by and background data for personnel assigned to the four common types of open mess activities to determine if there were any significant differences in jobs based on the type of open mess activity.

Time spent on the various duties of the career ladder appears much the same (see Table 28) regardless of open mess type. Review of the tasks performed by the majority of personnel in the four groups reveals only a few tasks involving budget preparation and review that indicate slightly less performance by members working in officer or airmen open messes (see Table 29 for a display of common tasks performed by personnel).

With the few exceptions noted above, even though all open messes do not offer exactly the same facilities, goods, or services, there appear to be no major differences in jobs performed by 742X0 personnel regardless of the type of open mess activity to which assigned.

Review of background data (see Table 30) indicates some differences between the groups, the most notable being the high percentage (81 percent) of consolidated open mess personnel assigned overseas. However, as noted in the ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS section, there is no major difference in jobs performed. One other difference noted was that personnel assigned to officers' open messes reported less experience in the career field and in the service than their counterparts in other groups. Job satisfaction indicators were high (all above 80 percent except one) and all groups other than Airmen's Open Mess personnel report that the majority of the members will, or probably will, reenlist.

During the course of the inventory development process, there was concern voiced about the job satisfaction of personnel officially assigned to one open mess who, for some reason, were required to perform duty (excluding additional compensated part-time employment) in another. As can be seen by review of the very high job satisfaction indicators (see Table 30) for those few personnel affected, there does not appear to be any reason for concern in that regard.

Another question was raised about the extent of overtime (time in excess of a standard 40 hour work week) performed by open mess management personnel in the normal course of open mess operations. As can be seen in Table 31, time spent by personnel in excess of the standard 40 hour week is considerable. Although job satisfaction indicators for these groups as a whole are currently very high, career ladder management personnel may wish to consider this data in future manning considerations. This high number of hours worked has the potential to become a serious career ladder irritant in the future.

TABLE 28

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY TYPES OF OPEN MESS

| DUTIES | OFFICERS' OPEN MESS (N=107) | NCO OPEN MESS (N=183) | AIRMEN'S OPEN MESS (N=11) | CONSOL OPEN MESS (N=69) |
|--|-----------------------------------|-----------------------------|---------------------------------|-------------------------------|
| A ORGANIZING AND PLANNING | 7 | 8 | 10 | 7 |
| B DIRECTING AND IMPLEMENTING | 8 | 9 | 11 | 9 |
| C INSPECTING AND EVALUATING | 6 | 7 | 8 | 7 |
| D TRAINING | 2 | 2 | 2 | 2 |
| E PERFORMING OPEN MESS ADMINISTRATIVE FUNCTIONS | 8 | 8 | 7 | 9 |
| F MANAGING GENERAL OPEN MESS ACTIVITIES | 19 | 21 | 22 | 22 |
| G PERFORMING MISCELLANEOUS OPEN MESS FUNCTIONS | 8 | 8 | 8 | 7 |
| H OPENING, CLOSING, OR RENOVATING OPEN MESSES | 1 | 1 | 2 | 2 |
| I MANAGING IN-USE STOCKS | 5 | 5 | 4 | 5 |
| J PERFORMING KITCHEN AND DINING FACILITY FUNCTIONS | 10 | 9 | 7 | 6 |
| K PREPARING AND COOKING FOODS | 4 | 2 | 4 | 2 |
| L MANAGING SPECIAL ACTIVITIES | 5 | 5 | 2 | 5 |
| M PERFORMING BAR AND PACKAGE STORE FUNCTIONS | 6 | 6 | 5 | 6 |
| N PERFORMING GENERAL AND ACTIVITY CASHIERING FUNCTIONS | 10 | 8 | 8 | 11 |
| O MANAGING GUEST QUARTERS OR HOTELS | * | * | * | * |
| P MANAGING BARBER OR BEAUTY SHOP ACTIVITIES | * | * | * | * |
| Q MANAGING SWIMMING POOL ACTIVITIES | 1 | * | * | * |

* DENOTES LESS THAN ONE PERCENT

TABLE 29

SELECTED COMMON TASKS ACROSS TYPES OF OPEN MESSSES
(PERCENT MEMBERS PERFORMING)

| TASKS | OFFICERS' OPEN MESS (N=107) | NCO OPEN MESS (N=183) | AIRMEN'S OPEN MESS (N=11) | CONSOL OPEN MESS (N=69) |
|---|-----------------------------------|-----------------------------|---------------------------------|-------------------------------|
| A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES | 64 | 78 | 91 | 72 |
| A10 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES | 59 | 77 | 64 | 71 |
| A11 ESTABLISH PROCEDURES FOR RECEIVING MONIES AND PAYMENTS | (42) | 59 | 73 | 70 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | (46) | 67 | 82 | 75 |
| A25 SCHEDULE WORK ASSIGNMENTS | 79 | 82 | 82 | 80 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 85 | 88 | 91 | 87 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 72 | 74 | 73 | 77 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 88 | 84 | 73 | 88 |
| B53 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES | 69 | 75 | 73 | 77 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | (46) | 67 | 73 | 77 |
| C69 EVALUATE EMPLOYEES FOR PROMOTION, RECLASSIFI- CATION, OR TERMINATION | 71 | 82 | 64 | 83 |
| C80 EVALUATE WORK SCHEDULES | 73 | 84 | 91 | 83 |
| E123 CONDUCT SURPRISE CASH COUNTS | 73 | 73 | 64 | 90 |
| E124 EVALUATE SCATTER SHEET RESULTS | 71 | 79 | 91 | 58 |
| F148 APPROVE MONTHLY CALENDAR OF EVENTS | (36) | 56 | 55 | 64 |
| F156 ESTABLISH BAR PRICES | 50 | 69 | 73 | 84 |
| F166 ESTABLISH MENU PRICES FOR DINING ROOMS | 53 | 64 | 64 | 57 |
| F169 ESTABLISH REQUIREMENTS FOR BAR STOCKS | 55 | 65 | 55 | 77 |
| F172 INSPECT FACILITIES FOR SECURITY | 79 | 78 | 91 | 86 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 76 | 84 | 55 | 71 |
| F177 INVENTORY CLUB-OWNED PROPERTY | 71 | 72 | 64 | 87 |

TABLE 29 (CONTINUED)

SELECTED COMMON TASKS ACROSS TYPES OF OPEN MESSES
(PERCENT MEMBERS PERFORMING)

| TASKS | OFFICERS' | NCO | AIRMEN'S | CONSOL |
|---|----------------------|----------------------|---------------------|---------------------|
| | OPEN MESS (N=107) | OPEN MESS (N=183) | OPEN MESS (N=11) | OPEN MESS (N=69) |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 75 | 70 | 55 | 75 |
| F189 PREPARE ANNUAL NONAPPROPRIATED BUDGETS | 31 | 54 | 36 | 68 |
| F190 PREPARE CAPITAL EXPENDITURE BUDGETS | 34 | 50 | 36 | 65 |
| F195 PREPARE INCOME AND EXPENSE BUDGETS | 36 | 52 | 45 | 74 |
| F208 PRESENT FINANCIAL DATA TO ADVISORY COMMITTEES OR NAF COUNCILS | 22 | 44 | 18 | 62 |
| F212 REVIEW ANNUAL BUDGETS | 38 | 55 | 45 | 62 |
| F214 REVIEW CAPITAL EXPENDITURE BUDGETS | 40 | 57 | 55 | 65 |
| F216 REVIEW CASH OVERAGES OR SHORTAGES | 61 | 77 | 64 | 81 |
| F219 REVIEW CONSUMABLE INVENTORIES | 75 | 78 | 64 | 87 |
| F221 REVIEW ENTERTAINMENT CONTRACTS | 41 | 60 | 73 | 62 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 87 | 93 | 82 | 93 |
| G243 OPERATE VEHICLES | 84 | 73 | 64 | 70 |
| G255 VERIFY CUSTOMERS ELIGIBILITY FOR USE OF CLUB FACILITIES | 51 | 64 | 55 | 72 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 86 | 91 | 64 | 91 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 81 | 76 | 55 | 77 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 64 | 54 | 55 | 64 |
| J288 ESTABLISH FOOD COST | 57 | 63 | 64 | 54 |
| J296 INSPECT DINING ROOM APPEARANCE | 81 | 85 | 73 | 57 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 85 | 85 | 64 | 91 |
| N428 REVIEW CASH REGISTER TAPES | 50 | 54 | 73 | 67 |

TABLE 30

SELECTED BACKGROUND DATA ON OPEN MESS PERSONNEL

| | OFFICERS' OPEN MESS | NCO OPEN MESS | AIRMEN'S OPEN MESS | CONSOL OPEN MESS |
|--|------------------------|------------------|-----------------------|---------------------|
| NUMBER IN GROUP | 107 | 183 | 11 | 69 |
| PERCENT OF SAMPLE | 27% | 46% | 3% | 17% |
| PERCENT IN CONUS | 79% | 78% | 73% | 19% |
| AVERAGE GRADE | 5.2 | 5.8 | 5.6 | 5.7 |
| AVERAGE MONTHS IN CAREER FIELD | 54 | 70 | 89 | 73 |
| AVERAGE MONTHS IN SERVICE | 139 | 174 | 176 | 176 |
| PERCENT SUPERVISING | 86% | 84% | 91% | 88% |
| AVERAGE NUMBER OF TASKS PERFORMED | 168 | 195 | 173 | 203 |
| PERFORM DUTIES AT OPEN MESS OTHER THAN OFFICIALLY ASSIGNED | 4% | 10% | 36% | 13% |
| WORK PART-TIME AT ASSIGNED OR OTHER OPEN MESS (ADDITIONAL COMPENSATION) | 27% | 18% | 64% | 9% |
| JOB FAIRLY INTERESTING OR BETTER | 87% | 92% | 100% | 83% |
| TALENT UTILIZED FAIRLY WELL OR BETTER | 85% | 88% | 100% | 75% |
| TRAINING UTILIZED FAIRLY WELL OR BETTER | 82% | 90% | 100% | 80% |
| POSITIVE REENLISTMENT INTENTIONS | 60% | 54% | 45% | 55% |

TABLE 31

AVERAGE NUMBER HOURS WORKED PER WEEK
(PERCENT MEMBERS RESPONDING)

| AVERAGE HOURS WORKED PER WEEK DURING LAST SIX MONTHS* | OFFICERS' OPEN MESS (N=107) | | NCO OPEN MESS (N=183) | | AIRMEN'S OPEN MESS (N=11) | | CONSOL OPEN MESS (N=69) | |
|--|-----------------------------------|----|-----------------------------|----|---------------------------------|----|-------------------------------|----|
| | | | | | | | | |
| UNDER SIX MONTHS IN CAREER FIELD | ** | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| LESS THAN 40 HOURS | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 40-49 HOURS | 9 | 6 | 6 | 0 | 0 | 0 | 6 | 6 |
| 50-59 HOURS | 37 | 38 | 38 | 46 | 46 | 27 | 24 | 24 |
| 60-69 HOURS | 44 | 33 | 33 | 27 | 27 | 27 | 53 | 53 |
| MORE THAN 70 HOURS | 10 | 22 | 22 | 27 | 27 | 27 | 16 | 16 |

* EXCLUDING ADDITIONAL COMPENSATED PART-TIME EMPLOYMENT

** DENOTES LESS THAN ONE PERCENT

COMPARISON OF CURRENT SURVEY TO PREVIOUS SURVLY

The results of this survey were compared to those of Occupational Survey Report (OSR) AFPT 90-742-117, written in August 1974. Comparisons were made to career ladder structure, DAFSC, and AFMS groups.

Table 32 displays the comparison of the career ladder structures identified in 1980 and 1974. Although some of the job group names vary somewhat (career ladder terminology has changed in the intervening years), close review of the tasks performed by members of the corresponding groups reveals no great change in overall job patterns over time. Most groups found in 1974 were also identified in the 1980 analysis, indicating an overall stability in the career ladder. The one exception being the lack of identification of a Storeroom Manager group in the 1980 sample. Storeroom oriented tasks were still performed, but were performed by most groups which were involved in day-to-day open mess operations.

There were also a few new groups identified during the 1980 analysis. Personnel concentrating on open mess special functions and administration tended to group in 1980 whereas these tasks were disbursed across other groups in the previous study. The Assistant Managers-Catering Operations group was found to be highly involved in preparing and cooking food, a function not covered in the prior survey. Two other job types were not identified in 1974. The Remote Site Open Mess Managers group was found to be much like the Open Mess Managers group except, by virtue of size and location, they did not offer kitchen and dining room facilities standard to many open mess operations.

Review of comparisons of job satisfaction indicators by AFMS groups displayed in Table 33 revealed that while the current study 1-48 month group reflected slightly higher overall job satisfaction and the eight year (49-96 months) 1980 group reported higher perceptions of effective utilization of talent and training, the balance of the comparisons reflect greater job satisfaction for the 1974 groups. Though lower, however, the differences are not great and there does not appear to be a serious problem in job satisfaction for this career ladder as a whole. In fact, as displayed in Table 20, ANALYSIS OF EXPERIENCE GROUPS section, personnel in this career ladder appear to be much happier in their jobs than comparable Command Support career ladders surveyed in 1979.

Table 34 reflects a slightly higher career field experience level for the 1980 total sample and all 1980 DAFSC groups except the 9-skill level/CEM Code group, while the average months total service is higher for all 1974 groups. Job satisfaction indicator comparisons show slightly higher indications for all 1974 groups, although, as pointed out in the AFMS comparison discussion above, the differences are not great and do not appear to justify any real cause for concern overall.

TABLE 32

COMPARISON OF JOB GROUPS IN 1980 SURVEY TO 1974 SURVEY

| 1980 SURVEY (N=397) | | 1974 SURVEY (N=383) | |
|---------------------|---|---------------------|--|
| PERCENT OF SAMPLE | | PERCENT OF SAMPLE | |
| 47 | OPEN MESS MANAGERS | 55 | CLUB SECRETARY/CUSTODIAN/MANAGER CLUSTER |
| | | 6 | CLUB SECRETARY |
| | | 3 | CLUB MANAGER |
| | | 42 | FOOD SERVICES MANAGER |
| | | 1 | CHIEF STEWARD I |
| | | 2 | CHIEF STEWARD II |
| 23 | FOOD/BEVERAGE OPERATIONS ASSISTANT MANAGERS CLUSTER | 21 | FOOD/BEVERAGE MANAGER CLUSTER |
| 5 | BAR AND OPERATIONS MANAGERS | 7 | LIQUOR CONTROL MANAGER CLUSTER |
| 6 | ASSISTANT MANAGERS - RESTAURANT OPERATIONS | 3 | BAR MANAGER |
| 2 | ASSISTANT MANAGERS - OPERATIONS | 2 | OPERATIONS MANAGER |
| 10 | ASSISTANT MANAGERS - CATERING OPERATIONS | 5 | FOOD SERVICE COORDINATOR |
| 2 | REMOTE SITE OPEN MESS MANAGERS | - | NOT IDENTIFIED |
| 2 | ASSISTANT MANAGERS - SPECIAL FUNCTIONS | - | NOT IDENTIFIED |
| 1 | OPEN MESS ADMINISTRATION PERSONNEL | - | NOT IDENTIFIED |
| 1 | MAJCOM STAFF INSPECTION PERSONNEL | 2 | CLUB SUPERINTENDENT |
| 11 | BAR AND KITCHEN/DINING ROOM MANAGERS CLUSTER | 8 | ASSISTANT CLUB MANAGER/TRAINEE |
| 7 | BAR MANAGERS | 4 | BARTENDER |
| 3 | KITCHEN/DINING ROOM MANAGERS | 5 | KITCHEN/NIGHT MANAGER |
| | | 1 | ASSISTANT FOOD SERVICE MANAGER |
| 1 | SPECIAL FUNCTION SUPPORT PERSONNEL | - | NOT IDENTIFIED |
| 1 | HQ STAFF ADMINISTRATION PERSONNEL | 2 | CLUB SUPERINTENDENT |
| | NOT IDENTIFIED | 2 | STORE ROOM MANAGER |

TABLE 33
 COMPARISON OF PREVIOUS SURVEY AND CURRENT SURVEY DATA FOR AFMS GROUPS
 (PERCENT MEMBERS RESPONDING)

| JOB SATISFACTION INFORMATION | 1-48 MONTHS ^a | | 49-96 MONTHS | | 97-144 MONTHS | | 145-192 MONTHS | | 193-240 MONTHS | | 241+ MONTHS | |
|--|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|----------------|----------------|
| | 1974 (N=27) | 1980 (N=40) | 1974 (N=25) | 1980 (N=47) | 1974 (N=44) | 1980 (N=51) | 1974 (N=78) | 1980 (N=72) | 1974 (N=115) | 1980 (N=117) | 1974 (N=76) | 1980 (N=50) |
| JOB FAIRLY INTERESTING OR BETTER | 82% | 90% | 96% | 92% | 93% | 92% | 100% | 85% | 97% | 88% | 96% | 94% |
| TALENT OR TRAINING UTILIZED FAIRLY WELL OR BETTER ^b | 77% | - | 88% | - | 89% | - | 96% | - | 91% | - | 92% | - |
| TALENT UTILIZED FAIRLY WELL OR BETTER | - | 83% | - | 91% | - | 86% | - | 83% | - | 83% | - | 84% |
| TRAINING UTILIZED FAIRLY WELL OR BETTER | - | 80% | - | 92% | - | 84% | - | 83% | - | 86% | - | 81% |
| FAVORABLY CONSIDERING REEVALUATING | 65% | 58% | 88% | 62% | 84% | 77% | 90% | 80% | 77% | 79% | 70% | 72% |

^a 1-48 MONTHS FOR 1974 GROUPS.
^b THE TALENT AND TRAINING QUESTIONS WERE COMBINED IN 1974 SURVEY

TABLE 34
COMPARISON OF PREVIOUS SURVEY AND CURRENT SURVEY DAFSC GROUPS

| | TOTAL SAMPLE | | DAFSC 74230 | | DAFSC 74250 | | DAFSC 74270 | | DAFSC 74290 | |
|---|-----------------|-----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|
| | 1974 (N=383) | 1980 (N=397) | 1974 (N=10) | 1980 (N=20) | 1974 (N=113) | 1980 (N=109) | 1974 (N=180) | 1980 (N=193) | 1974 (N=61) | 1980 (N=74) |
| GENERAL BACKGROUND INFORMATION: | | | | | | | | | | |
| AVERAGE MONTHS IN CAREER FIELD | 65 | 68 | 6 | 10 | 36 | 37 | 76 | 82 | 112 | 124 |
| AVERAGE MONTHS IN SERVICE | 191 | 167 | 91 | 52 | 135 | 94 | 231 | 188 | 261 | 246 |
| AVERAGE GRADE | 5.8 | 5.6 | 4.2 | 3.7 | 4.9 | 4.5 | 6.0 | 5.8 | 7.5 | 7.5 |
| JOB SATISFACTION INFORMATION: (PERCENT MEMBERS RESPONDING) | | | | | | | | | | |
| JOB FAIRLY INTERESTING OR BETTER | 98% | 89% | 96% | 90% | 96% | 94% | 94% | 97% | 100% | 92% |
| TALENT OR TRAINING UTILIZED FAIRLY WELL OR BETTER | 97% | - | 94% | - | 99% | - | 100% | - | 100% | - |
| TALENT UTILIZED FAIRLY WELL OR BETTER | - | 8% | - | 8% | - | 58% | - | 5% | - | 3% |
| TRAINING UTILIZED FAIRLY WELL OR BETTER | - | 86% | - | 80% | - | 81% | - | 84% | - | 86% |
| FAVORABLY CONSIDERING REEVALUATING | 6% | 56% | 63% | 65% | 77% | 77% | 67% | 65% | 61% | 75% |

1974 STUDY FIGURES ARE 74290 - NO CEM CODE AT THAT TIME
5% THE TALENT AND TRAINING QUESTIONS WERE CONSIDERED IN 1974 SURVEY

IMPLICATIONS

As was pointed out in the ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS and in the TRAINING ANALYSIS sections, activities and tasks involving guestrooms and guesthouses play a very minor role in the 742X0 career ladder. The specialty description for the 3- and 5-skill level, however, contains two separate paragraph references to preparation and operation of these guest facilities. Based on the data (see discussions in the sections referenced above), this emphasis is misleading and inappropriate.

By virtue of the statements and references in the specialty description, line items on guest facility operations are incorporated into the training system by inclusion in the specialty training standard (STS) and, thence, into the plan of instruction for formal courses, and into career development courses. The inclusion in the STS results in requiring SKT test writing personnel to evaluate this function for specialty knowledge testing consideration, and in fact, may result in inclusion of test questions peculiar to guest facility operations.

With the minimal amount of actual field activity indicated in the data, it would appear that time spent in the OJT effort (which must follow any inclusion of this activity as a line item in the STS) and any SKT questions that may result, would be wasted on the vast bulk of the career ladder. With a field as diverse as the 742X0, there are other areas (i.e. food preparation) which are much more deserving of the time and efforts of training personnel, supervisors, and trainees.

The 1974 OSR identified the guest facility coverage in the 3- and 5-skill level specialty description as "misleading". Thus, this is the second time that survey data suggest reconsideration of inclusion of such references in the description. Career ladder management personnel, training specialists, and subject matter specialists should review this area of the career ladder again and determine if some adjustment of priorities is necessary.

APPENDIX A

TABLE I
OPEN MESS MANAGERS
(SPC049)

| TASKS | PERCENT MEMBERS PERFORMING | |
|-------|--|----|
| E140 | REVIEW CLUB MANAGEMENT MAGAZINES | 95 |
| G238 | DISCUSS SERVICE WITH CUSTOMERS | 94 |
| B34 | COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 90 |
| G259 | VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 90 |
| M368 | INSPECT BAR AREAS FOR APPEARANCE | 85 |
| A3 | DETERMINE FACILITY MAINTENANCE REQUIREMENTS | 85 |
| C70 | EVALUATE EMPLOYEES FOR PROMOTION, RECLASSIFICATION, OR TERMINATION | 85 |
| M369 | INSPECT BAR AREAS FOR SANITATION | 84 |
| F176 | INTERVIEW PROSPECTIVE EMPLOYEES | 84 |
| B44 | DRAFT CORRESPONDENCE OR MESSAGES | 84 |
| F172 | INSPECT FACILITIES FOR SECURITY | 84 |
| F216 | REVIEW CASH OVERAGES OR SHORTAGES | 83 |
| F219 | REVIEW CONSUMABLE INVENTORIES | 82 |
| F156 | ESTABLISH BAR PRICES | 82 |
| A12 | ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 81 |
| F175 | INSPECT SPECIAL FUNCTION ARRANGEMENTS | 81 |
| A25 | SCHEDULE WORK ASSIGNMENTS | 81 |
| C72 | EVALUATE INSPECTION REPORTS OR PROCEDURES | 80 |
| B36 | COORDINATE OPEN MESS PROCUREMENT ACTIVITIES WITH NAFFMB AND PROCUREMENT PERSONNEL | 80 |
| F161 | ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 80 |
| A5 | DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES | 80 |
| B31 | COORDINATE COMPLAINT ACTIONS WITH SECTION HEADS | 80 |
| F154 | CONDUCT MANAGEMENT REVIEWS ON INVENTORY VARIANCES | 80 |
| A21 | REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 80 |
| C75 | EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS | 80 |
| A1 | ASSIGN PERSONNEL TO DUTY POSITIONS | 80 |
| F177 | INVENTORY CLUB-OWNED PROPERTY | 80 |
| E123 | CONDUCT SURPRISE CASH COUNTS | 80 |
| J301 | INSPECT SANITATION OF KITCHEN | 80 |
| J300 | INSPECT SANITATION OF DINING ROOM | 80 |
| A10 | ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES | 80 |
| F150 | APPROVE PROMOTIONAL ADVERTISEMENTS, SUCH AS FLYERS OR TABLE TENTS | 86 |
| M365 | ESTABLISH BAR INVENTORY CONTROLS | 80 |
| F158 | ESTABLISH DESIRED GROSS PROFIT PERCENTAGES | 80 |
| F221 | REVIEW ENTERTAINMENT CONTRACTS | 80 |
| F148 | APPROVE MONTHLY CALENDAR OF EVENTS | 84 |
| J299 | INSPECT QUALITY OF PREPARED FOOD | 84 |
| C88 | WRITE CIVILIAN PERFORMANCE RATINGS OR SUPERVISORY APPRAISALS | 84 |

TABLE II
 FOOD/BEVERAGE OPERATIONS ASSISTANT MANAGERS CLUSTER
 (GRP076)

| TASKS | PERCENT MEMBERS PERFORMING |
|--|----------------------------------|
| G238 DISCUSS SERVICE WITH CUSTOMERS | 98 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 97 |
| J301 INSPECT SANITATION OF KITCHEN | 95 |
| J296 INSPECT DINING ROOM APPEARANCE | 95 |
| J300 INSPECT SANITATION OF DINING ROOM | 93 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 93 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 93 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 89 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 88 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 88 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 88 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 88 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 86 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 86 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 86 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 85 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 85 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 84 |
| A6 DETERMINE WORK PRIORITIES | 83 |
| E124 EVALUATE SCATTER SHEET RESULTS | 82 |
| I278 EVALUATE STOCK LEVELS | 80 |
| J290 ESTABLISH PORTION CONTROL PROCEDURES | 79 |
| M369 INSPECT BAR AREAS FOR SANITATION | 78 |
| J288 ESTABLISH FOOD COST | 77 |
| J294 EVALUATE COOKING PROCEDURES | 77 |
| J291 ESTABLISH PROCEDURES FOR STORING AND SERVING LEFTOVER FOODS | 76 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 76 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 75 |
| E123 CONDUCT SURPRISE CASH COUNTS | 74 |
| J289 ESTABLISH FOOD MENUS | 73 |
| I277 ESTABLISH PAR STOCKS | 73 |
| L348 MAKE ARRANGEMENTS FOR DINING ACTIVITIES OTHER THAN DINING- IN OR -OUT ACTIVITIES NOT REQUIRING PROTOCOL PROCEDURES | 73 |
| A8 DEVELOP WORK METHODS OR PROCEDURES | 72 |
| N409 OPERATE CASH REGISTERS | 72 |
| G241 ESTABLISH REQUIREMENTS FOR FLATWARE, GLASSWARE, OR EXPENDABLE SUPPLIES | 71 |

TABLE (II)

BAR AND OPERATIONS MANAGERS
(CRP085)

| TASKS | PERCENT ITEMS PERFORMED |
|--|-------------------------------|
| F135 PREPARE EMPLOYEE WORK SCHEDULES | 100 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 100 |
| M369 INSPECT BAR AREAS FOR SANITATION | 100 |
| M365 ESTABLISH BAR INVENTORY CONTROLS | 100 |
| M370 INVESTIGATE LIQUOR VARIANCES | 100 |
| M379 POST PRICE LISTS FOR DRINKS OR LIQUORS | 100 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 100 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 100 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 95 |
| I275 CHECK REQUISITIONS OF DELIVERY TICKETS FOR ACCURACY | 95 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 95 |
| N431 RING REGISTERS IN OR OUT | 95 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 91 |
| I278 EVALUATE STOCK LEVELS | 95 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 91 |
| I277 ESTABLISH BAR STOCKS | 95 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 90 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 90 |
| F156 ESTABLISH BAR PRICES | 90 |
| E123 CONDUCT SURPRISE CASH COUNTS | 90 |
| F169 ESTABLISH REQUIREMENTS FOR BAR STOCKS | 85 |
| M366 ESTABLISH STANDARDIZED RECIPES FOR DRINKS, SUCH AS PUNCHES | 85 |
| F216 REVIEW CASH OVERAGES OR SHORTAGES | 85 |
| M371 MAINTAIN BAR COST CARDS | 80 |
| N401 ISSUE MONIES | 80 |
| J301 INSPECT SANITATION OF KITCHEN | 80 |
| J300 INSPECT SANITATION OF DINING ROOM | 80 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 80 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 80 |
| M367 EVALUATE DEGREE OF INTOXICATION IN CUSTOMERS | 80 |
| N398 ISSUE GUEST CHECK FORMS | 80 |
| M380 PREPARE DRINKS | 80 |
| N409 OPERATE CASH REGISTERS | 80 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 75 |
| M377 PERFORM PREVENTIVE MAINTENANCE ON LIQUOR OR MIX DISPENSING EQUIPMENT | 75 |

TABLE IV
 ASSISTANT MANAGERS - RESTAURANT OPERATIONS
 (GRP111)

| TASKS | PERCENT MEMBERS PERFORMING |
|---|----------------------------------|
| G238 DISCUSS SERVICE WITH CUSTOMERS | 100 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 100 |
| J288 ESTABLISH FOOD COST | 100 |
| J290 ESTABLISH PORTION CONTROL PROCEDURES | 100 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 100 |
| J289 ESTABLISH FOOD MENUS | 100 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 100 |
| J301 INSPECT SANITATION OF KITCHEN | 96 |
| J300 INSPECT SANITATION OF DINING ROOM | 96 |
| J296 INSPECT DINING ROOM APPEARANCE | 96 |
| J291 ESTABLISH PROCEDURES FOR STORING AND SERVING LEFTOVER FOODS | 96 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 96 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 96 |
| E124 EVALUATE SCATTER SHEET RESULTS | 96 |
| J287 DETERMINE SIZE OF FOOD PORTIONS | 96 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 96 |
| F166 ESTABLISH MENU PRICES FOR DINING ROOMS | 92 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 92 |
| J294 EVALUATE COOKING PROCEDURES | 92 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 92 |
| J298 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS | 88 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 88 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 88 |
| L348 MAKE ARRANGEMENTS FOR DINING ACTIVITIES OTHER THAN DINING-IN OR -OUT ACTIVITIES NOT REQUIRING PROTOCOL PROCEDURES | 88 |
| G241 ESTABLISH REQUIREMENTS FOR FLATWARE, GLASSWARE, OR EXPENDABLE SUPPLIES | 88 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 84 |
| A25 SCHEDULE WORK ASSIGNMENTS | 84 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 80 |
| N431 RING REGISTERS IN OR OUT | 80 |
| L354 MAKE ARRANGEMENTS FOR PARTIES NOT REQUIRING PROTOCOL PROCEDURES | 76 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 76 |
| J293 ESTABLISH WINE LISTS | 76 |
| G240 DRAFT PROMOTIONAL ADVERTISEMENTS, SUCH AS FLYERS OR TABLE TENTS | 72 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 72 |
| C88 WRITE CIVILIAN PERFORMANCE RATINGS OR SUPERVISORY APPRAISALS | 72 |

TABLE V
 ASSISTANT MANAGERS - OPERATIONS
 (GRP120)

| TASKS | PERCENT MEMBER PERFORMING |
|--|---------------------------------|
| J301 INSPECT SANITATION OF KITCHEN | 100 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 100 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 100 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 100 |
| F214 REVIEW CAPITAL EXPENDITURE BUDGETS | 100 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 100 |
| M369 INSPECT BAR AREAS FOR SANITATION | 100 |
| J290 INSPECT DINING ROOM APPEARANCE | 100 |
| B38 COORDINATE SANITATION REQUIREMENTS WITH MEDICAL ACTIVITIES OK CE | 100 |
| J300 INSPECT SANITATION OF DINING ROOM | 100 |
| F219 REVIEW CONSUMABLE INVENTORIES | 100 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 100 |
| F212 REVIEW ANNUAL BUDGETS | 100 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 100 |
| J298 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS | 100 |
| F216 REVIEW CASH OVERAGES OR SHORTAGES | 100 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 100 |
| F172 INSPECT FACILITIES FOR SECURITY | 100 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 100 |
| F185 PERFORM FIRE INSPECTIONS | 100 |
| G241 ESTABLISH REQUIREMENTS FOR FLATWARE, GLASSWARE, OR EXPENDABLE SUPPLIES | 100 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 100 |
| B43 DIRECT MAINTENANCE OR UTILIZATION OF EQUIPMENT | 100 |
| F178 INVESTIGATE REPORTS OF LOST OR DAMAGED CLUB-OWNED PROPERTY | 100 |
| C68 EVALUATE BUDGETS OR FINANCIAL REQUIREMENTS | 86 |
| F171 INSPECT FACILITIES FOR SAFETY | 86 |
| C80 EVALUATE WORK SCHEDULES | 86 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 86 |
| C72 EVALUATE INSPECTION REPORTS OR PROCEDURES | 86 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 86 |
| F195 PREPARE INCOME AND EXPENSE BUDGETS | 86 |
| F218 REVIEW CONSOLIDATED DAILY ACTIVITY REPORTS (CDAR) | 86 |
| F173 INSPECT FACILITIES FOR UTILITIES CONSERVATION | 86 |
| F189 PREPARE ANNUAL NONAPPROPRIATED BUDGETS | 86 |
| A19 PLAN WORK ASSIGNMENTS | 86 |
| G257 VISUALLY INSPECT APPROPRIATED FUND PROPERTY | 86 |
| G258 VISUALLY INSPECT CLUB-OWNED PROPERTY | 86 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 86 |
| A3 DETERMINE FACILITY MAINTENANCE REQUIREMENTS | 86 |
| B53 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES | 86 |
| F177 INVENTORY CLUB-OWNED PROPERTY | 86 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 86 |
| I280 INSPECT INCOMING SUPPLIES FOR CONTAMINATION | 86 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 86 |
| F196 PREPARE NAF PROPERTY DISPOSAL FORMS | 86 |

TABLE VI
 ASSISTANT MANAGERS - CATERING OPERATIONS
 (GRPO84)

| TASKS | PERCENT MEMBERS PERFORMING |
|--|----------------------------------|
| J301 INSPECT SANITATION OF KITCHEN | 100 |
| J296 INSPECT DINING ROOM APPEARANCE | 100 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 100 |
| K332 PREPARE MEATS FOR COOKING | 100 |
| K318 DEEP FAT FRY MEATS, VEGETABLES, OR FRUITS | 100 |
| J300 INSPECT SANITATION OF DINING ROOM | 97 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 97 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 97 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 97 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 95 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 95 |
| J298 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS | 95 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 95 |
| K320 GARNISH FOODS | 95 |
| K330 PREPARE GARNISHES | 95 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 95 |
| K317 CLEAN FOOD PRIOR TO COOKING OR SERVING | 95 |
| J287 DETERMINE SIZE OF FOOD PORTIONS | 92 |
| K329 PREPARE FRESH VEGETABLES OR FRUITS FOR COOKING OR SERVING | 92 |
| K334 PREPARE SALADS | 92 |
| K321 GRILL MEATS, VEGETABLES, OR FRUITS | 92 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 92 |
| K313 BAKE MEATS, VEGETABLES, OR FRUITS | 92 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 90 |
| J291 ESTABLISH PROCEDURES FOR STORING AND SERVING LEFTOVER FOODS | 90 |
| J290 ESTABLISH PORTION CONTROL PROCEDURES | 90 |
| J294 EVALUATE COOKING PROCEDURES | 90 |
| A25 SCHEDULE WORK ASSIGNMENTS | 90 |
| K314 BOIL MEATS, VEGETABLES, OR FRUITS | 90 |
| K319 DETERMINE APPROPRIATE INGREDIENT SUBSTITUTIONS | 90 |
| K331 PREPARE GRAVIES OR SAUCES | 90 |
| N431 RING REGISTERS IN OR OUT | 88 |
| J311 SET TABLES | 85 |
| G236 CLEAN WORK AREAS | 80 |
| N409 OPERATE CASH REGISTERS | 80 |

TABLE VII
 REMOTE SITE OPEN MESS MANAGERS
 (GRPO81)

| TASKS | PERCENT PERFORMED |
|---|----------------------|
| N407 MAKE BANK DEPOSITS | 100 |
| N420 READ CASH REGISTERS | 100 |
| N411 PREPARE BANK DEPOSITS | 100 |
| N408 MAKE UP BANKS FOR SECTIONS | 100 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 100 |
| N401 ISSUE MONIES | 100 |
| N395 CASH PERSONAL CHECKS | 100 |
| N402 MAINTAIN ACCOUNTABILITY RECORDS FOR CHANGE FUNDS | 100 |
| N418 PREPARE PETTY CASH RECEIPTS AND REIMBURSEMENT VOUCHERS | 100 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 100 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 100 |
| N409 OPERATE CASH REGISTERS | 100 |
| N400 ISSUE MEMBERSHIP CARDS | 100 |
| E128 MAINTAIN PERSONNEL FOLDERS ON EMPLOYEES | 100 |
| E141 REVIEW FOOD HANDLER'S PERMITS | 100 |
| N404 MAINTAIN PETTY CASH FUNDS | 100 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 100 |
| N415 PREPARE DAILY ACTIVITY REPORTS OF SECTIONS | 89 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 89 |
| E131 MAINTAIN TIME AND ATTENDANCE CARDS | 89 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 89 |
| N427 REVIEW CASH REGISTER CORRECTION SLIPS | 89 |
| M380 PREPARE DRINKS | 89 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | 89 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 89 |
| E133 PERFORM NAFFMB INVENTORIES | 78 |
| N396 COUNT CASH RECEIPTS | 78 |
| G243 OPERATE VEHICLES | 78 |
| N413 PREPARE CDARs | 78 |
| N390 AUDIT DAILY CASHIER REPORTS | 78 |
| F218 REVIEW CONSOLIDATED DAILY ACTIVITY REPORTS (CDAR) | 78 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 78 |
| E129 MAINTAIN PUBLICATION FILES OR LIBRARIES | 78 |
| E144 REVIEW MAJOR COMMAND ANALYSES | 78 |
| E136 RECORD ADVISORY COMMITTEE MINUTES | 78 |

TABLE VIII
 ASSISTANT MANAGERS - SPECIAL FUNCTIONS
 (GRP057)

| TASKS | PERCENT MEMBERS PERFORMING |
|--|----------------------------------|
| L354 MAKE ARRANGEMENTS FOR PARTIES NOT REQUIRING PROTOCOL PROCEDURES | 100 |
| L348 MAKE ARRANGEMENTS FOR DINING ACTIVITIES OTHER THAN DINING- IN OR -OUT ACTIVITIES NOT REQUIRING PROTOCOL PROCEDURES | 100 |
| M369 INSPECT BAR AREAS FOR SANITATION | 100 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 100 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 100 |
| L352 MAKE ARRANGEMENTS FOR MEETINGS NOT REQUIRING PROTOCOL PROCEDURES | 89 |
| N394 AUDIT SPECIAL PARTY CONTRACTS | 89 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 89 |
| L355 MAKE ARRANGEMENTS FOR PARTIES REQUIRING PROTOCOL PROCEDURES | 89 |
| L350 MAKE ARRANGEMENTS FOR DINING-IN OR -OUT ACTIVITIES NOT REQUIRING PROTOCOL PROCEDURES | 89 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 89 |
| E124 EVALUATE SCATTER SHEET RESULTS | 89 |
| E141 REVIEW FOOD HANDLER'S PERMITS | 89 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 89 |
| F207 PREPARE REQUESTS FOR PURCHASE ORDERS | 89 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 78 |
| J301 INSPECT SANITATION OF KITCHEN | 78 |
| J296 INSPECT DINING ROOM APPEARANCE | 78 |
| L351 MAKE ARRANGEMENTS FOR DINING-IN OR -OUT ACTIVITIES REQUIRING PROTOCOL ACTIVITIES | 78 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 78 |
| L363 PREPARE SPECIAL FUNCTION BROCHURES | 78 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 78 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 78 |
| A8 DEVELOP WORK METHODS OR PROCEDURES | 78 |
| M366 ESTABLISH STANDARDIZED RECIPES FOR DRINKS, SUCH AS PUNCHES | 78 |
| N409 OPERATE CASH REGISTERS | 78 |
| L356 MAKE RECOMMENDATIONS TO PRIVATE MEMBERSHIP ORGANIZATIONS CONCERNING ORGANIZATION OF SPECIAL FUNCTIONS | 67 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 67 |
| L342 ARRANGE COMMANDER RECEPTIONS | 67 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 67 |
| J287 DETERMINE SIZE OF FOOD PORTIONS | 67 |
| G241 ESTABLISH REQUIREMENTS FOR FLATWARE, GLASSWARE, OR EXPENDABLE SUPPLIES | 67 |
| B52 INITIATE PERSONNEL ACTION REQUESTS | 67 |
| G244 ORIENT NEW OPEN MESS MEMBERS | 67 |
| G240 DRAFT PROMOTIONAL ADVERTISEMENTS, SUCH AS FLYERS OR TABLE TENTS | 67 |

TABLE IX
OPEN MESS ADMINISTRATION PERSONNEL
(GRPO50)

| TASKS | PERCENT MEMBERS PERFORMING |
|---|----------------------------------|
| B38 COORDINATE SANITATION REQUIREMENTS WITH MEDICAL ACTIVITIES OR CE | 100 |
| E124 EVALUATE SCATTER SHEET RESULTS | 100 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 100 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 100 |
| A3 DETERMINE FACILITY MAINTENANCE REQUIREMENTS | 100 |
| A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP) | 100 |
| B59 SUPERVISE CIVILIAN MANAGEMENT PERSONNEL | 80 |
| C64 ANALYZE WORKLOAD REQUIREMENTS | 80 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 80 |
| B31 COORDINATE COMPLAINT ACTIONS WITH SECTION HEADS | 80 |
| B53 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES | 80 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | 80 |
| C69 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS | 80 |
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 80 |
| A10 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES | 80 |
| E144 REVIEW MAJOR COMMAND ANALYSES | 80 |
| A19 PLAN WORK ASSIGNMENTS | 80 |
| A25 SCHEDULE WORK ASSIGNMENTS | 80 |
| F172 INSPECT FACILITIES FOR SECURITY | 80 |
| A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES | 80 |
| A4 DETERMINE REQUIREMENTS FOR CONTRACT MAINTENANCE | 80 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 60 |
| A11 ESTABLISH PROCEDURES FOR RECEIVING MONIES AND PAYMENTS | 60 |
| F154 CONDUCT MANAGEMENT REVIEWS ON INVENTORY VARIANCES | 60 |
| A8 DEVELOP WORK METHODS OR PROCEDURES | 60 |
| F219 REVIEW CONSUMABLE INVENTORIES | 60 |
| F216 REVIEW CASH OVERAGES OR SHORTAGES | 60 |
| F195 PREPARE INCOME AND EXPENSE BUDGETS | 60 |
| F174 INSPECT SERVICES FOR CONTRACT COMPLIANCE | 60 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 60 |
| B58 SUPERVISE CIVILIAN CLERICAL PERSONNEL | 60 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 60 |
| E143 REVIEW MAIL OR DISTRIBUTION | 60 |
| C88 WRITE CIVILIAN PERFORMANCE RATINGS OR SUPERVISORY APPRAISALS | 60 |
| C75 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS | 60 |

TABLE X
 MAJCOM STAFF INSPECTION PERSONNEL
 (CRP069)

| TASKS | PERCENT MEMBERS PERFORMING |
|---|----------------------------------|
| F212 REVIEW ANNUAL BUDGETS | 100 |
| F214 REVIEW CAPITAL EXPENDITURE BUDGETS | 100 |
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 100 |
| A17 PLAN STAFF VISITS, ASSISTANCE VISITS, CONFERENCES, OR WORKSHOPS | 100 |
| H272 REVIEW OPEN MESS CONSTRUCTION OR RENOVATION SCHEDULES | 100 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 100 |
| M369 INSPECT BAR AREAS FOR SANITATION | 100 |
| C72 EVALUATE INSPECTION REPORTS OR PROCEDURES | 100 |
| J295 INSPECT APPEARANCE OF FOOD PREPARATION | 100 |
| J296 INSPECT DINING ROOM APPEARANCE | 100 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 100 |
| J298 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS | 100 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 100 |
| J300 INSPECT SANITATION OF DINING ROOM | 100 |
| J301 INSPECT SANITATION OF KITCHEN | 100 |
| F173 INSPECT FACILITIES FOR UTILITIES CONSERVATION | 100 |
| F171 INSPECT FACILITIES FOR SAFETY | 100 |
| F172 INSPECT FACILITIES FOR SECURITY | 100 |
| C78 EVALUATE SELF-INSPECTION PROCEDURES | 100 |
| C66 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES | 100 |
| A8 DEVELOP WORK METHODS OR PROCEDURES | 100 |
| C89 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS | 80 |
| E143 REVIEW MAIL OR DISTRIBUTION | 80 |
| F215 REVIEW CASH FLOW ANALYSES CHARTS | 80 |
| D90 ACT AS TRAINING ADVISOR AT STAFF LEVEL | 80 |
| B56 SCREEN APPLICANTS FOR ENTRY TO OPEN MESS CAREER | 80 |
| E144 REVIEW MAJOR COMMAND ANALYSES | 80 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 80 |
| A20 PREPARE BRIEFINGS | 80 |
| H273 REVIEW OPEN MESS CONSTRUCTION OR RENOVATION PRICE QUOTATIONS PRESENTED BY CONTRACTORS | 80 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | 80 |
| J294 EVALUATE COOKING PROCEDURES | 80 |
| A14 PLAN LAYOUT OF FACILITIES | 80 |

TABLE XI

BAR AND FITZGERALD/DINING ROOM MANAGERS CLUSTER
(GRP027)

| TASKS | PERCENT MEMBER PERFORMANCE |
|--|----------------------------------|
| I278 EVALUATE STOCK LEVELS | 86 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 86 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 86 |
| M368 INSPECT BAR AREAS FOR APPEARANCE | 83 |
| F140 REVIEW CLUB MANAGEMENT MAGAZINES | 82 |
| G243 OPERATE VEHICLES | 81 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 81 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 79 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 79 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 79 |
| M369 INSPECT BAR AREAS FOR SANITATION | 76 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 76 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 76 |
| I277 ESTABLISH PAR STOCKS | 74 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 74 |
| A25 SCHEDULE WORK ASSIGNMENTS | 71 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 71 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 69 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 68 |
| F171 INSPECT FACILITIES FOR SAFETY | 67 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 67 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 64 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 64 |
| J296 INSPECT DINING ROOM APPEARANCE | 63 |
| N431 RING REGISTERS IN OR OUT | 64 |
| J301 INSPECT SANITATION OF KITCHEN | 62 |
| M379 POST PRICE LISTS FOR DRINKS OR LIQUORS | 62 |
| F177 INVENTORY CLUB-OWNED PROPERTY | 62 |
| N424 REPLACE CASH REGISTER PEADE TAPES OR KICK-OUT TAPES | 62 |
| M365 ESTABLISH BAR INVENTORY CONTROLS | 60 |
| F169 ESTABLISH REQUIREMENTS FOR BAR STOCKS | 60 |
| C80 EVALUATE WORK SCHEDULES | 60 |
| F176 INTERVIEW PROSPECTIVE EMPLOYEES | 60 |
| F219 REVIEW CONSUMABLE INVENTORIES | 60 |
| M370 INVESTIGATE LIQUOR VARIANCES | 57 |

TABLE XII
 BAR MANAGERS
 (GRP036)

| TASKS | PERCENT MEMBERS PERFORMING |
|--|----------------------------|
| M368 INSPECT BAR AREAS FOR APPEARANCE | 100 |
| M369 INSPECT BAR AREAS FOR SANITATION | 97 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 97 |
| M379 POST PRICE LISTS FOR DRINKS OR LIQUORS | 90 |
| M365 ESTABLISH BAR INVENTORY CONTROLS | 86 |
| I277 ESTABLISH PAR STOCKS | 86 |
| I278 EVALUATE STOCK LEVELS | 86 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 86 |
| F169 ESTABLISH REQUIREMENTS FOR BAR STOCKS | 86 |
| M370 INVESTIGATE LIQUOR VARIANCES | 83 |
| G243 OPERATE VEHICLES | 83 |
| N424 REPLACE CASH REGISTER READ TAPES OR KICK-OUT TAPES | 83 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 79 |
| N431 RING REGISTERS IN OR OUT | 79 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 76 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 76 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 76 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 76 |
| N420 READ CASH REGISTERS | 76 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 76 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 69 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR PROPER COOLING OF BEVERAGES | 69 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 69 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 66 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 66 |
| C80 EVALUATE WORK SCHEDULES | 66 |
| F220 REVIEW EMPLOYEE APPLICATION FORMS | 66 |
| E123 CONDUCT SURPRISE CASH COUNTS | 66 |
| B40 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED PROBLEMS | 66 |
| I279 EXTEND DAILY INVENTORIES | 62 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 62 |
| F156 ESTABLISH BAR PRICES | 62 |
| M367 EVALUATE DEGREE OF INTOXICATION IN CUSTOMERS | 62 |
| N409 OPERATE CASH REGISTERS | 62 |
| M380 PREPARE DRINKS | 62 |
| M366 ESTABLISH STANDARDIZED RECIPES FOR DRINKS, SUCH AS PUNCHES | 59 |

TABLE XIII
 KITCHEN/DINING ROOM MANAGERS
 (GRP035)

| TASKS | PERCENT MEMBERS PERFORMED |
|---|---------------------------------|
| J301 INSPECT SANITATION OF KITCHEN | 100 |
| J275 INSPECT APPEARANCE OF FOOD PREPARATION | 100 |
| J286 CHECK TEMPERATURE ON DISHWASHING EQUIPMENT | 100 |
| J300 INSPECT SANITATION OF DINING ROOM | 92 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 92 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 92 |
| J298 INSPECT KITCHEN FOR MAINTENANCE REQUIREMENTS | 92 |
| J296 INSPECT DINING ROOM APPEARANCE | 92 |
| I275 CHECK REQUISITIONS OR DELIVERY TICKETS FOR ACCURACY | 92 |
| J297 INSPECT DINING ROOM FOR MAINTENANCE REQUIREMENTS | 85 |
| A25 SCHEDULE WORK ASSIGNMENTS | 85 |
| I278 EVALUATE STOCK LEVELS | 85 |
| G256 VISUALLY CHECK TEMPERATURE SETTINGS OF REFRIGERATION UNITS FOR COOLING OF BEVERAGES | 85 |
| F179 ISSUE FOOD, BEVERAGES, OR SUPPLIES TO SECTIONS | 85 |
| B38 COORDINATE SANITATION REQUIREMENTS WITH MEDICAL ACTIVITIES OR CE | 85 |
| A12 ORIENT NEWLY ASSIGNED OR HIRED PERSONNEL | 85 |
| I280 INSPECT INCOMING SUPPLIES FOR CONDITION | 77 |
| I281 INSPECT STORAGE FACILITIES FOR INSECTS OR RODENTS | 77 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 77 |
| F137 REVIEW AIR FORCE OPEN MESS NEWSLETTERS | 77 |
| F175 INSPECT SPECIAL FUNCTION ARRANGEMENTS | 69 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 69 |
| F171 INSPECT FACILITIES FOR SAFETY | 69 |
| B34 COORDINATE MAINTENANCE REPAIRS WITH CIVIL ENGINEERING (CE) | 69 |
| F153 CONDUCT CONSUMABLE INVENTORIES | 62 |
| G236 CLEAN WORK AREAS | 62 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 62 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 62 |
| F161 ESTABLISH FOOD OR BEVERAGE PORTION CONTROL PROCEDURES | 62 |
| E124 EVALUATE SCATTER SHEET RESULTS | 62 |
| J287 DETERMINE SIZE OF FOOD PORTIONS | 62 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 62 |
| J291 ESTABLISH PROCEDURES FOR STORING AND SERVING LEFTOVER FOODS | 62 |
| C75 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS | 62 |
| J288 ESTABLISH FOOD COST | 54 |
| F166 ESTABLISH MENU PRICES FOR DINING ROOMS | 54 |

TABLE XIV

SPECIAL FUNCTION SUPPORT PERSONNEL
(GRP029)

| TASKS | PERCENT MEMBERS PERFORMING |
|--|----------------------------|
| L354 MAKE ARRANGEMENTS FOR PARTIES NOT REQUIRING PROTOCOL PROCEDURES | 100 |
| L352 MAKE ARRANGEMENTS FOR MEETINGS NOT REQUIRING PROTOCOL PROCEDURES | 100 |
| L356 MAKE RECOMMENDATIONS TO PRIVATE MEMBERSHIP ORGANIZATIONS CONCERNING ORGANIZATION OF SPECIAL FUNCTIONS | 100 |
| L348 MAKE ARRANGEMENTS FOR DINING ACTIVITIES OTHER THAN DINING-IN OR -OUT ACTIVITIES NOT REQUIRING PROTOCOL PROCEDURES | 100 |
| N420 READ CASH RECEIPTS | 100 |
| L349 MAKE ARRANGEMENTS FOR DINING ACTIVITIES OTHER THAN DINING-IN OR -OUT ACTIVITIES REQUIRING PROTOCOL PROCEDURES | 100 |
| N431 RING REGISTERS IN OR OUT | 100 |
| L355 MAKE ARRANGEMENTS FOR PARTIES REQUIRING PROTOCOL PROCEDURES | 100 |
| L350 MAKE ARRANGEMENTS FOR DINING-IN OR -OUT ACTIVITIES NOT REQUIRING PROTOCOL PROCEDURES | 100 |
| L353 MAKE ARRANGEMENTS FOR MEETINGS REQUIRING PROTOCOL PROCEDURES | 100 |
| G259 VISUALLY INSPECT EMPLOYEES FOR APPEARANCE OR SANITATION | 100 |
| L351 MAKE ARRANGEMENTS FOR DINING-IN OR -OUT ACTIVITIES REQUIRING PROTOCOL ACTIVITIES | 100 |
| L342 ARRANGE COMMANDER RECEPTIONS | 100 |
| E135 PREPARE EMPLOYEE WORK SCHEDULES | 80 |
| I285 PREPARE TRANSFER BETWEEN SECTION FORMS | 80 |
| B39 COORDINATE SPECIAL FUNCTION ARRANGEMENTS WITH SECTION HEADS | 80 |
| L363 PREPARE SPECIAL FUNCTION BROCHURES | 80 |
| L345 INITIATE BILLING PROCEDURES FOR SPECIAL PARTIES | 80 |
| L343 BRIEF STAFF ON SPECIAL ACTIVITIES | 80 |
| G238 DISCUSS SERVICE WITH CUSTOMERS | 80 |
| G243 OPERATE VENDING | 80 |
| B46 FOLLOW UP ON WORK ORDER REQUESTS | 80 |
| M368 INSPECT BAR AREA FOR APPEARANCE | 80 |
| J304 ORGANIZE BUFFET OR SERVING LINES | 80 |
| I275 CHECK REQUESTIONS OR DELIVERY TICKETS FOR ACCURACY | 80 |
| I283 PLACE CONSUMABLE GOODS OR SUPPLIES IN STORAGE | 80 |
| J299 INSPECT QUALITY OF PREPARED FOOD | 80 |
| N387 ANNOUNCE MESSAGES ON PUBLIC ADDRESS SYSTEMS | 60 |
| E115 PERFORM NAPEXIN INVENTORIES | 60 |
| N395 CASH PERSONAL CHECKS | 60 |
| N425 VERIFY VENDING OR AMUSEMENT MACHINE INCOME | 60 |
| N409 OPERATE CASH REGISTERS | 60 |
| M369 INSPECT BAR AREAS FOR SANITATION | 60 |
| J301 INSPECT SANITATION OF KITCHEN | 60 |
| K320 GARNISH FOODS | 60 |

TABLE XV

HEADQUARTERS STAFF ADMINISTRATION PERSONNEL
(GRPO31)

| TASKS | PERCENT MEMBERS PERFORMING |
|---|----------------------------------|
| B44 DRAFT CORRESPONDENCE OR MESSAGES | 100 |
| A20 PREPARE BRIEFINGS | 100 |
| E144 REVIEW MAJOR COMMAND ANALYSES | 100 |
| E137 REVIEW AIR FORCE GLEN MESS NEWSLETTERS | 100 |
| E138 REVIEW CLUB AND FOOD SERVICE NEWS | 100 |
| E139 REVIEW CLUB EXECUTIVE PUBLICATIONS | 100 |
| E140 REVIEW CLUB MANAGEMENT MAGAZINES | 100 |
| A37 PLAN STAFF VISITS, ASSISTANCE VISITS, CONFERENCES, OR WORKSHOPS | 80 |
| A6 DETERMINE WORK PRIORITIES | 80 |
| A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (CI), OR STANDARD OPERATING PROCEDURES (SOP) | 80 |
| A21 REVIEW BUDGET REQUIREMENTS OR ESTIMATES | 80 |
| E143 REVIEW MAIL OR DISTRIBUTION | 80 |
| E142 REVIEW INSTITUTIONAL OR VOLUME FEEDING PUBLICATIONS | 80 |
| E145 REVIEW NEWSLETTER PUBLICATIONS | 80 |
| C89 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS | 80 |
| B56 SCREEN APPLICANTS FOR ENTRY TO OPEN MESS CAREER | 80 |
| D99 CONDUCT TRAINING CONFERENCES OR BRIEFINGS | 80 |
| B53 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES | 60 |
| D90 ACT AS TRAINING ADVISOR AT STAFF LEVEL | 60 |
| C87 SELECT INDIVIDUALS FOR SPECIALIZED TRAINING | 60 |
| F214 REVIEW CAPITAL EXPENDITURE BUDGETS | 60 |
| F212 REVIEW ANNUAL BUDGETS | 60 |
| F226 REVIEW NAF COUNCIL OR ADVISORY COMMITTEE MEETING MINUTES | 60 |
| A14 PLAN LAYOUT OF FACILITIES | 60 |
| B30 COORDINATE CLUB POLICIES WITH COMMANDERS | 60 |
| B33 COORDINATE LEGAL MATTERS WITH LEGAL STAFF | 40 |
| B52 INITIATE PERSONNEL ACTION REQUESTS | 40 |
| C68 EVALUATE BUDGET OR FINANCIAL REQUIREMENTS | 40 |
| C69 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS | 40 |
| B36 COORDINATE OPEN MESS PROCUREMENT ACTIVITIES WITH NATFMB AND PROCUREMENT PERSONNEL | 40 |

