DOCUMENT RESUME

ED 083 391 CE 000 375

AUTHOR Trexler, Robert C.; Butler, Patrick J.
TITLE Methods for Identifying On-the-Job Training Content When Surrogate Jobs are Used for Training.
INSTITUTION Human Resources Research Organization, Alexandria, Va.
SPONS AGENCY Office of the Chief of Research and Development (Army), Washington, D.C.
REPORT NO HumRRO-TR-73-22
PUB DATE Oct 73
NOTE 165p.; Work Unit JOBGOAL II

EDRS PRICE MF-$0.65 HC-$6.58
DESCRIPTORS Armed Forces; Data Analysis; Foreign Countries; Foreign Culture; *Job Analysis; *Military Personnel; *Models; *On the Job Training; Program Development; Statistical Data; *Task Analysis
IDENTIFIERS Viet Nam

ABSTRACT

Research into problems associated with job training programs resulted in a method for defining on-the-job training where a substance organization must serve as the training base for the organization in which the trainee ultimately will serve. The method involves determining the tasks required by the jobs men do in the target organization and determining which job positions in the training organization have the same tasks. The analytical procedures involved in this research permit identification of the best job position within the training organization which can be used as the OJT training position. Three OJT program models were developed, each based upon different assumptions regarding the program structure. In addition, a general method for utilizing the data to develop different programs, responsive to other assumptions and constraints, was developed. (Author)

Technical Report 73-22
HumRRO-TR-73-22

HumRRO

CE

Methods for Identifying On-the-Job Training Content When Surrogate Jobs Are Used for Training

Robert C. Trexler and Patrick J. Butler

HUMAN RESOURCES RESEARCH ORGANIZATION
300 North Washington Street • Alexandria, Virginia 22314

Approved for public release; distribution unlimited. October 1973

Prepared for

Office of the Chief of Research and Development
Department of the Army
Washington, D.C. 20310

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF RESEARCH AND DEVELOPMENT
WASHINGTON, D.C. 20310

17 October 1973

DARD-ARS-B

SUBJECT: Methods for Identifying On-the-Job Training Content When Surrogate Jobs Are Used for Training

TO:

1. This report describes research into the problems associated with on-the-job training programs where a substitute organization must act as the training base for the organization in which the trainee will ultimately serve.

2. A situation was identified (the Inventory Control Center and the work there of MOS 76P40, Stock Control and Accounting Specialist) where an overseas unit had no direct CONUS-based counterpart in which to provide the specific experience necessary to develop performance proficiency through on-the-job training. The Inventory Control Center, Vietnam (ICCV) was selected as the organization to survey. Task inventories were developed for the 18 distinct jobs MOS 76P40s held in ICCV. Analysis of questionnaire data indicated that all National Inventory Control Centers (NICPs) could support OJT programs for all ICCV jobs. Three OJT program models were developed. Each model specifies the job positions within each NICP that could be selected as OJT trainee positions. Were these job positions so used, the trainees would learn to perform tasks that were performed at both ICCV and at NICPs. These tasks are also identified and constitute the objectives of the individualized programs. A general method for using the various data presentations to develop different programs was also developed.

3. This report should be of interest to those who are concerned with on-the-job training, especially with the potential for using a surrogate setting for the training.

FOR THE CHIEF OF RESEARCH AND DEVELOPMENT:

R. O. VITERNA
Colonel, GS
Chief, Behavioral
Sciences Office

HumRRO
Technical
Report
73-22

Methods for Identifying On-the-Job Training Content When Surrogate Jobs Are Used for Training

Robert C. Trexler and Patrick J. Butler

HumRRO Division No. 1 (System Operations)
Alexandria, Virginia

HUMAN RESOURCES RESEARCH ORGANIZATION

Work Unit JOBGOAL II

October 1973

Approved for
public release;
distribution
unlimited.

Prepared for

Office of the Chief of Research and Development
Department of the Army
Washington, D.C. 20310

The Human Resources Research Organization (HumRRO) is a nonprofit corporation established in 1969 to conduct research in the field of training and education. It is a continuation of The George Washington University Human Resources Research Office. HumRRO's general purpose is to improve human performance, particularly in organizational settings, through behavioral and social science research, development, and consultation. HumRRO's mission in work performed under contract with the Department of the Army is to conduct research in the fields of training, motivation, and leadership.

Published
October 1973
by
HUMAN RESOURCES RESEARCH ORGANIZATION
300 North Washington Street
Alexandria, Virginia 22314

Distributed under the authority of the
Chief of Research and Development
Department of the Army
Washington, D.C. 20310

FOREWORD

This report describes research into the problems associated with on-the-job training programs. The research was performed by the Human Resources Research Organization under Work Unit JOBGOAL, Sub-Unit II, Formal OJT. The research was conducted under the sponsorship and technical supervision of the Logistics Personnel Training Office, U.S. Army Deputy Chief of Staff for Logistics.

The JOBGOAL research was conducted at HumRRO Division No. 1 (System Operations), Alexandria, Virginia. The Director of the Division is Dr. J. Daniel Lyons. The HumRRO research team consisted of Robert C. Trexler as Work Unit Leader, Patrick J. Butler, and Hugo F. Braden. SFC Keith Babcock, U.S. Army Quartermaster School, Fort Lee, Virginia, served as a content expert during the preparatory data collection phase.

Military support for the research was provided by the Quartermaster School; the Inventory Control Center, Vietnam; and the seven National Inventory Control Points of the U.S. Army Materiel Command Commodity Commands.

HumRRO research for the Department of the Army is conducted under Contract DAHC 19-73-C-0004. Army Training Research is conducted under Army Project 2Q062107A745.

Meredith P. Crawford
President
Human Resources Research Organization

SUMMARY AND CONCLUSIONS

PROBLEM

For many military occupational specialties (MOS) the entry level skills and knowledges are acquired through the medium of a resident U.S. Continental Army Command school or Army Training Center program. The development of performance proficiency is often expected to be attained through on-the-job training (OJT) within a unit, organized and operating under such conditions that the personnel assigned to it can practice and polish the rudimentary skills acquired in formal training by performing the required work of their MOS.

Organizations based in the Continental United States (CONUS) that have like organizations deployed overseas can serve as a means of providing OJT for personnel destined for eventual service in the overseas organization. A problem arises when there is no direct CONUS-based counterpart to the overseas unit in which to provide the specific experience necessary to develop performance proficiency through on-the-job training.

The Logistics Personnel Training Office, U.S. Army Deputy Chief of Staff for Logistics, identified a situation of this sort in the case of the Inventory Control Center (ICC) and the work performed there by military personnel with the MOS of 76P40, Stock Control and Accounting Specialist. The entry level MOS, 76P20, can be acquired through a formal training program conducted at the U.S. Army Quartermaster School. The journeyman level MOS, 76P40, is obtained after experience on the job. The problem arises in finding Inventory Control Center job positions in CONUS where 76P40 work can be practiced.

With the exception of the Quick Response Inventory Control Center, there are no military-staffed ICCs in CONUS performing ICC functions. There are, however, seven organizations in CONUS called National Inventory Control Points (NICPs) that are part of the U.S. Army Materiel Command's Commodity Commands. These organizations are staffed primarily by Civil Service employees, and perform in CONUS the same kinds of logistical functions that an ICC would perform in an overseas location.

The existence of NICPs suggested that it might be possible to locate the organizational elements within them that perform ICC work. Job positions within those organizational elements might then be designated as OJT training positions, making it possible for men to practice tasks required in one organization (ICC) while performing a subset of the tasks required in a different organization (NICP).

The problem then became that of developing methods for identifying OJT program content in organizations that could serve as surrogates for the primary organization.

APPROACH

To construct such a program, it was necessary to determine the tasks performed by MOS 76P40 personnel serving in Inventory Control Center jobs. The Inventory Control Center, Vietnam was selected as the organization to survey for data on the tasks performed by such personnel. Through a study of publications, interviews with personnel who had served in ICCV, and on-site interviews with job incumbents at ICCV, and with technical assistance provided by a content specialist, data were collected which described the tasks to be performed. The inventories of tasks identified the requirements for job performance.

It was next necessary to determine the opportunity to perform such tasks at possible CONUS-based organizations (NICPs). To do so, a survey questionnaire was constructed and administered to a sample of personnel in each NICP.

Once the opportunity had been assessed, it was then possible to define the nature of the OJT program that could be supported, subject to certain assumptions regarding objectives to be achieved by such a program.

RESULTS

It was determined that there were 18 distinct jobs for MOS 76P40 personnel in ICCV. Task inventories were developed for each of these jobs. Analysis of returned questionnaires indicated that all NICPs could support OJT programs for all ICCV jobs. The specific content of any OJT program would depend upon initial assumptions and constraints and the opportunity presented for it by the best candidate job position in the NICP. Thus, each OJT program would be tailored to reflect the ICC job position(s) requirements and the particular objectives to be attained through it.

Three OJT program models were developed—Minimum Best Specialist, ICC Generalist, and a Combination model. Each program model is based upon different assumptions regarding the program structure. Each model specifies the identification within each NICP of the job positions that could be selected as trainee positions for the OJT program. Were these job positions to be used as OJT training positions, the trainees would learn to perform certain sets of tasks found to be performed both at the ICCV and at the NICP. These tasks are also identified and constitute the objectives of the individualized programs.

In addition to the three potential programs developed, a general method for utilizing the various data presentations to develop different programs, responsive to other assumptions and constraints, has also been developed and is presented in this report.

CONCLUSIONS

(1) The methods developed and discussed in this report appear to be applicable in any situation where it is desired to define OJT programs in organizations for jobs personnel will perform in a different organization.

(2) The opportunity for OJT in "training" organizations depends upon the identification and reporting of the incidence of performance of relevant tasks by personnel assigned there. Thus, the definition of program content depends upon performance reportage.

(3) The survey results and changes in NICP tables of distribution and allowances (TDAs) while the research was in progress strongly imply that the job position selections identified in the three models should not be accepted without further on-the-spot examination, since it is possible that another individual in the same position could be performing even more tasks than those reported by the individual surveyed.

IMPLICATIONS

(1) The methods described might be considered for their applicability to defining the content of OJT programs in MOSs where a substitute organization must serve as the training base for the organization in which the trainee will ultimately serve.

(2) The OJT programs defined by the results of this research, with regard to MOS 76P40 personnel, might be implemented in that form dictated by the assumptions and constraints in effect at the time implementation is accomplished.

CONTENTS

Tables *(Cont.)*

Methods for Identifying On-the-Job Training Content When Surrogate Jobs Are Used for Training

Chapter 1

INTRODUCTION

BACKGROUND

During the military build-up in Vietnam, the Army lacked an Inventory Control Center (ICC) staffed by military personnel which could be deployed in response to Vietnam requirements. One reason for this situation was that military-staffed inventory control centers do not normally have a mission in Continental United States (CONUS) during peacetime. The comparable CONUS mission would normally be performed by Civil Service-staffed organizations with continuing worldwide logistical responsibilities. The lack of a deployable military ICC staff resulted in the new Vietnam ICC being staffed with civilian and military personnel drawn from diverse stateside organizations, and caused a longer initial unproductive period than might have occurred had a military ICC existed.

The maintenance of an effective work force in the Inventory Control Center, Vietnam (ICCV) was subject to several disruptive pressures, such as the short tour length (12 months), which made it difficult to develop an experienced cadre that could perform efficiently, and also necessitated recurrent training of replacements. Furthermore, the ICCV's computer software was undergoing revision which, in turn, required modification and revision of the actions that operating personnel would have to perform.

It became apparent that it would be desirable to "stockpile" experienced ICC military personnel so that, if it were necessary to assemble an Inventory Control Center at some future date, the Army would be able to readily identify military personnel having the requisite skills and knowledges to staff such an organization. In addition, it would be desirable for men returning from ICCV duty to receive an assignment in CONUS that would enable them either to retain or to enlarge upon the skills and knowledges attained on the job at ICCV. It would also be desirable to use a CONUS-based organization as a training base for ICCV.

PROBLEM

The problem, then, was to find a way by which men who were to serve in an overseas organization (ICCV) could learn the essential characteristics of the job they would be performing through on-the-job training in a CONUS organization performing similar functions. This work was undertaken in HumRRO Work Unit JOBGOAL.[1]

The problem resolved itself into one of finding the opportunity in CONUS to perform the job duties required of a duty position in an organization that did not exist in CONUS. The problem, although studied in the context of Military Occupational Specialty (MOS) 76P40,[2] is by no means confined to that MOS. Consequently, the procedures developed and employed in this study are thought to be applicable to similar situations for other MOSs.

[1] Improved On-the-Job Training for Logistics Personnel.
[2] Stock Control and Accounting Specialist.

For many MOSs, there is a U.S. Continental Army Command school that provides entry level training. Development of performance proficiency is attained in a unit to which the man is assigned following school training. There, he practices on the job and applies the knowledges and skills acquired in formal training. In hardware-dominant MOSs, there is a definite and relatively fixed set of skills and knowledges that apply to the job, and there is relatively little change in the jobs from year to year. In these MOSs, a detailed description of *what* the job requires and *how* the job is to be performed is an important part of the initial data upon which to base a training program. In contrast, jobs that are subject to frequent changes either in content or in method of performance may not warrant collection of detailed data on *how* the tasks are performed—especially if such data would be used as a basis for training at locations other than where the work is done—since the method of task performance can be changed so quickly that such data might be obsolete before training could commence.

It was only through visiting ICCV that the impact of frequent changes in job content was effectively appraised. The work of the job incumbent at ICCV could change as a function of a new concept for work distribution (changing roles and missions of the organization, or varying work loads within the organization), and could also change as a function of changing computer software. That is, a change in a computer program to permit the generation of a new report could influence the specific content of the work performed by one or more individuals.

Consequently, the content of any given job at the Inventory Control Center was considered too unstable, and too peculiar to the computer program and organizational structure of the ICC, to warrant developing a training program to provide graduates with the ability to perform at full capability upon initial assignment to ICCV. Most likely the desk procedures, SOPs, and methods of work performance specific to the particular configuration of the organization would have changed by the time the trainees arrived on site.

How, then, could men with MOS 76P40 who had not served in ICCV learn the skills and knowledges to perform effectively in an ICC assignment, and how could returnees from ICCV maintain or broaden the skills developed there so that they could accept other job positions within an Inventory Control Center were such an organization to be established in support of some future war?

METHOD

The method developed in this research consisted of identifying job positions or organizational elements within a CONUS-based organization—national inventory control points (NICP)—performing the same or similar functions as an Inventory Control Center, which offered the opportunity for personnel to perform tasks like those performed at the ICC. Although the procedures for performing the tasks at the two installations might not be the same, it was expected that certain aspects of task performance at an NICP would transfer to the ICC.

Therefore, the OJT program in each of the ICCV-type jobs defined consists of listing tasks identified as those performed at ICCV. On the basis of a survey, job positions within organizational elements of the NICPs were identified where a trainee could receive experience in performing the specific tasks identified as being performed at the ICCV.

Thus, the procedures described in this report enable the trainee to be confronted with job requirements or tasks similar to those found in an ICCV job. Although ICCV and NICP methods for accomplishing the tasks might differ, the trainee will have an opportunity to actually perform the tasks.

It should also be noted that the trainee personnel would consist of men holding MOS 76P40, not entry level trainees (MOS 76P20). Individuals with a 76P40 MOS

probably have had some experience as 76P20s and may be career or second (or later) enlistment personnel. It could be expected, then, that these men would already have had some experience in stock control and accounting work.

The NICP job identified as a training slot was not analyzed with respect to NICP job duties; that is, a particular NICP job position requires performance of some duties unique to the NICP. Among the total NICP job duties reported by the NICP job incumbent are those that were also identified as ICCV job duties. Therefore, the NICP job includes performance of significant elements of one or more ICCV jobs.

Assignment of the ICC trainee to the NICP job slot thus carries with it the assurance that the man will be exposed to the job requirements of ICC-type work. The actual training must be carried out by the NICP job incumbent, since only he knows how the job must be performed in the context of the requirements of a given NICP.

Chapter 2

DEVELOPMENT OF ICCV DATA COLLECTION MATERIALS AND FINDINGS

DATA SOURCES

A fundamental problem was the difficulty of examining and describing the work men were doing in an organization located half way around the world that could not be visited easily or frequently. Army regulations and other documents pertaining to similar organizations were acquired and studied as the first step leading up to an ICCV visit. Next, a trip was made to CONUS organizations that performed functions similar to those of the overseas organization—the National Inventory Control Points for the Mobility Equipment Command (MECOM) and the Aviation Systems Command (AVSCOM) in St. Louis, Missouri.

The visits to MECOM and AVSCOM had two purposes: first to gain a general familiarization with inventory control center functions as performed at NICPs, and second to interview military personnel who had actually served in inventory control centers, preferably ICCV. The visit to the NICPs in St. Louis resulted in a first skeletal structure for some of the tasks reportedly performed by 76P40 personnel in ICCV.

The Quartermaster School at Fort Lee, Virginia, was another source contacted to provide both documentation and discussions with knowledgeable personnel either employed by or assigned to the school. Personnel interviewed at the Quartermaster School included the chief of the Inventory Control Center Stock Control Branch (Stock Control and Accounting Division, Enlisted Supply Department); an instructor within that branch; and an individual who had recently returned from ICCV, who had been the noncommissioned officer in charge (NCOIC) of the Customer Assistance Office and who provided a wealth of detail about the tasks performed within that office.

In addition, the names and local assignments of other personnel recently returned from ICCV were obtained from the Noncommissioned Officer Logistics Program (NCOLP) Manager. Of those identified and contacted, five men provided task descriptive data of a usable nature (some had been assigned to jobs out of their MOS, while others were unable to provide enough detail concerning their work to be informative).

Through the cooperation of the Quartermaster School, a content expert was obtained for temporary duty to assist in development of task descriptions and specification of tasks 76P40 personnel would perform in an inventory control center. The individual selected for this position had served in inventory control centers in Europe and the Far East (but not ICCV) and had considerable experience as an Item Manager. He was able to provide substantial information on the Item Manager's job in an ICC, as well as assisting the staff in establishing and defining the jobs to be studied.

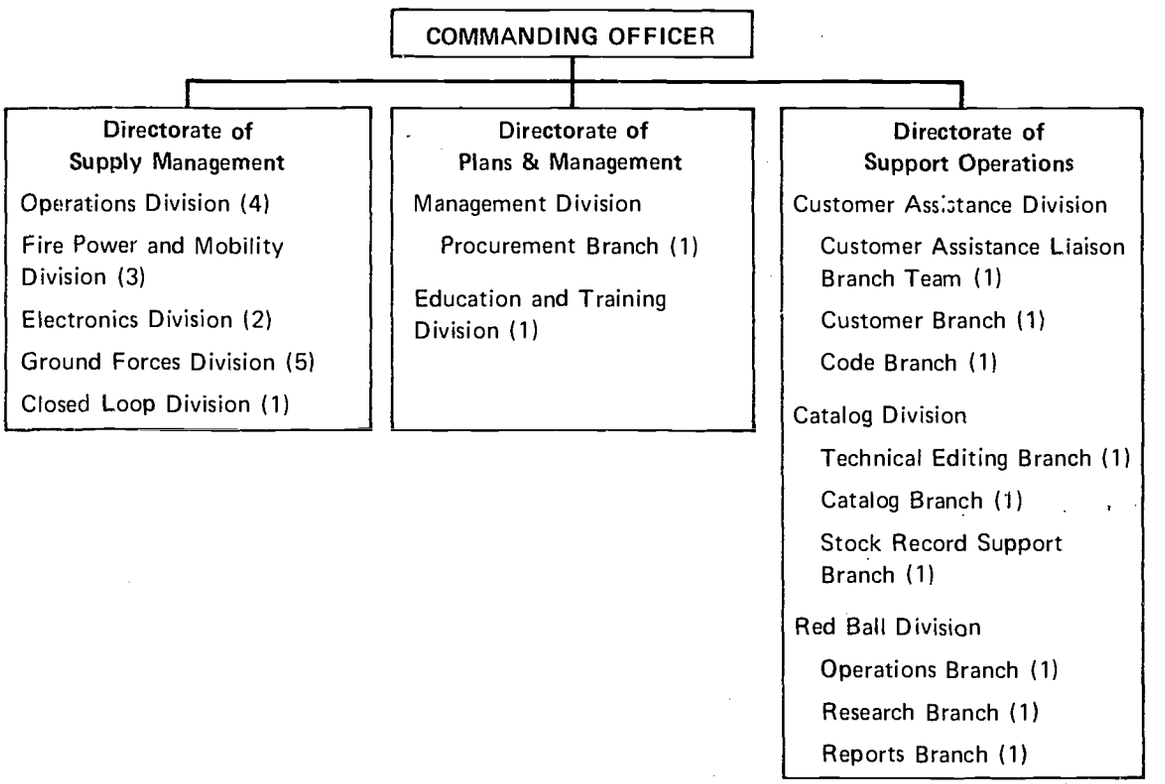
With a view to visiting the ICCV, that organization was asked to supply certain information for use in preparing data collection instruments to be employed during the visit. (The materials received from the ICCV are listed in Appendix A.) These materials made it possible for the staff to create a more comprehensive set of data collection instruments.

As data began to be collected, it became evident that 76P40 personnel were performing a variety of jobs within ICCV. When the research team departed for Vietnam,

they had with them task inventories and task descriptions at different levels of detail for the following jobs or organizational elements: Address Code Branch, Customer Branch, Item Managers, Red Ball—Research Section, Returned Materiel, Excess, Document Control Audit Division.

Prior to the research team's departure for ICCV, the disposition of authorized 76P40 personnel in ICCV was as indicated in Figure 1. Preliminary work had resulted in identification of the tasks performed in substantially all organizational elements within the Customer Assistance Division and data on a portion of one of the branches within the Red Ball Division. Within the directorate of Supply Management, Item Management tasks were thought to be fairly explicitly defined and described.

Partial ICCV Organization Chart



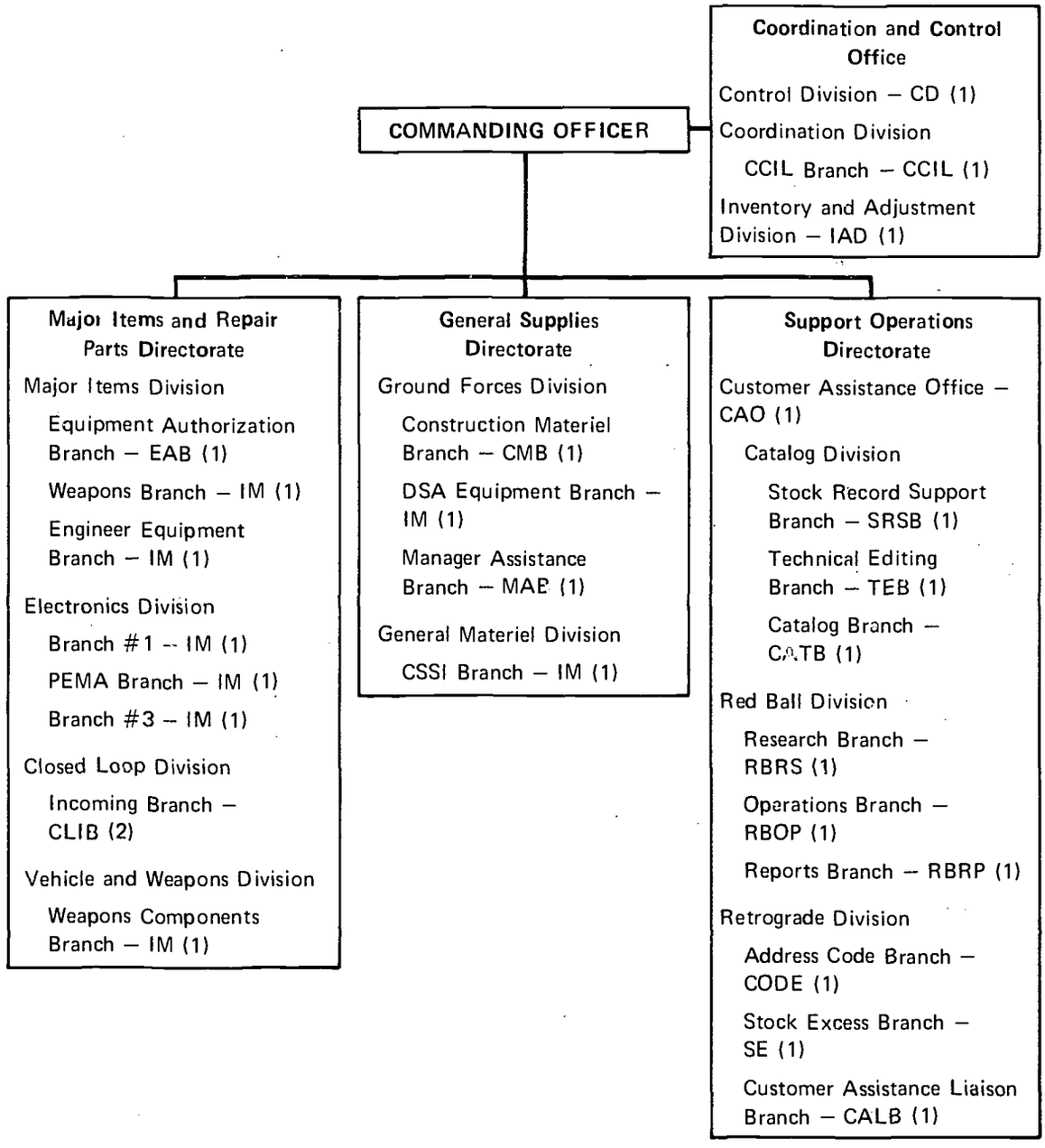
Note: Based on TDA P5W2ZYAA02 (May 1970). Indicates only those organizational elements authorized 76P40 personnel according to TDA cited.

Figure 1

Upon arrival in Vietnam, the research team found that ICCV had undergone a series of revisions in its organizational structure that substantially changed the distribution of 76P40 personnel authorizations as indicated in Figure 2. The data collection activities then resolved into (a) confirming previously constructed task inventories and descriptions, and (b) developing task inventories and task descriptions for the remaining jobs.

By comparing Figures 1 and 2, it will be noted that the Catalog Division and the Red Ball Division within Support Operations remain the same with respect to the number of authorized 76P40 personnel and their distribution within those divisions. In the operating TDA, a division known as "Retrograde" appears within Support Operations which did not exist in the organization as displayed in Figure 1, but this division includes

Revised Partial ICCV Organization Chart



Note: Based on operating TDA P5W2ZYAA02 (September 1970).

Figure 2

two of the three Customer Assistance Division functions. The directorate of Supply Management shown in Figure 1 disappeared, and the Ground Forces Division within that directorate reappeared as the "General Supplies Directorate" as shown in Figure 2. Under the operating TDA, authorizations were established for 76P40 personnel in the "Coordination and Control Office," shown in Figure 2 (Control Division, CCIL Branch, Inventory and Adjustment Branch).

There were 26 job positions authorized to ICCV in MOS 76P40, and the total time available to the research team for travel and contact was 21 calendar days. Because of this limited time period, it was decided that data on Cataloging and the Construction Materiel Branch jobs would not be collected on site because the two content experts who occupied those jobs would subsequently be available in CONUS for that purpose. Attention was therefore focused on obtaining information on the remaining 24 jobs.

DATA COLLECTION FORMS

Because of ICCV's heavy, around-the-clock work load, the amount of time job incumbents were available to the research staff was limited. Consequently, the only economical procedure for collecting information directly was through structured interviews. A series of data collection forms (Appendix B) were prepared and utilized in collecting information.

Personal Data Form. The purpose of the personal data form (Appendix B) was to acquire information that might be of use in evaluating the data supplied by those interviewed, such as time on ICCV job; type of unit in prior assignment; previous service in an ICC, Army Inventory Control Point (AICP), or NICP; estimate of time it took to become proficient on the job; degree to which regulations, supply, SOPs, operating procedures, and so forth are, or were, used on the job.

Task List. This is an inventory of tasks (Appendix B) with concise descriptions of the tasks that comprise a job. (Appendix C contains a listing of tasks for each job position.)

Task Parameters. Each task in the list was further characterized by data on its parameters, recorded on a Task Parameter form (Appendix B). The form includes information on the cue which starts task performance; how often the task is performed; how long it took to perform it; what accuracy or precision was required; how long it took to learn the task; the identification of job aids and guides, SOPs, regulations and desk procedures used; the identification of job aids, guides, etc., not used but available; and an estimate of the criticality of the task. Criticality was rated as follows:

(1) Failure to correctly and timely perform this task would result in a minor delay or reduction in the capability of USAICCV to perform its mission(s).
(2) Failure to correctly and timely perform this task would result in a major delay or reduction in the capability of USAICCV to perform its mission(s).
(3) Failure to correctly and timely perform this task would result in total failure or loss of ability of USAICCV to perform its mission(s).

Task criticality ratings were obtained from the interviewee's supervisor after details of the task identification and description were obtained from the job incumbent. (Appendix D contains a sample filled-out task parameter and task description sheet.)

Task Description Sheet. This form (Appendix B) was used to provide a detailed, step-by-step description of how the task was performed by the job incumbent on site. The heading included identification of the task by its ID number and the organizational location where the task was performed. The description of the task might occupy one page or several pages. Where the Task Inventories existed, such as shown in Appendix C, the ID code provides identification of the specific descriptive statement of the task to be performed—for example, 1-A-4.1 is part of the Assistance Liaison Team job and is described as "determine and record if supply sources are correctly completing AE, AA, and AS documents."

Inventory of Supply Cards and Documents. This form (Appendix B) was developed for collecting data on actions that might be taken in the performance of a job with respect to cards and/or documents. For each action—for example, "prepare,"—to which

an affirmative response was obtained, two additional items of information were sought: (a) "How many per day, week, or month," and (b) "How much time per card or document." (This particular form was used predominantly in the Item Manager job interviews, with additional application to a scattering of other jobs. In practice, the form was not used if it appeared the information asked for was contained within the other portions of the data package.)

PROBLEMS IN COLLECTING DATA

As noted earlier, the objective in visiting ICCV was to administer the data collection instruments, to interview personnel in order to identify tasks not appearing on the job inventories, and to obtain descriptions of how tasks are performed.

Accomplishing this objective became complicated as both the ICCV's Tables of Distribution and Allowances (TDA) and computer system (3S) were being revised. With the added problem of short tours (12 months, usually), the situation was much like a game in which the rules have just been changed and the composition of the teams in terms of numbers and positions is in doubt.

At the time of the visit, ICCV had begun to implement version 32 of the United States Army, Pacific (USARPAC) 3S system. Some data collection instruments were based on the previous 3S VN system, while others were based on an earlier version of the USARPAC 3S system. The recent change had implications for the extent of experience job incumbents would have with it, and thus potentially would affect the quantity of the data that could be obtained.

In addition, the data collection instruments had been based upon a TDA that was revised shortly before the visit. Furthermore, subsequent to approval of the new TDA, a manpower survey team had visited this ICCV with the result that still another TDA was submitted to the Department of the Army for approval. Consequently, at the time of visit the ICCV was not organized to conform precisely to either of the revised TDAs.

DATA SOURCES AT ICCV

With the TDA in effect, it was possible to identify 26 authorized job positions for 76P40 personnel in the ICCV. The authorizations were distributed as shown in Table 1.

Of the 26 authorized job positions, eight were occupied by men holding MOS 76P40 as their Primary MOS (PMOS). Job task data were collected from these men, some of whom were serving a Duty MOS (DMOS) of 76P40. However, it was important to obtain the data from the best source available. In some cases this proved to be the job incumbent, even though his primary MOS differed from 76P40. In other cases it was more beneficial to interview 76P40s who had recently performed the tasks but who were then serving against some other MOS authorization.

Following the data collection effort at ICCV, 18 distinct MOS 76P40 jobs were identified. The 26 authorizations were distributed among those 18 jobs. Eight of the 26 job authorizations were in "Item Management" (IM), classified as one ICCV job; two others were in the Closed Loop Incoming Branch (CLIB), also classified as one job. This meant there were 16 ICCV jobs which were unique in the sense that the job content was distinctly different for each job position.

Table 1

Distribution and Organizational Location of MOS 76P40 Authorized Job Positions in ICCV

Major Organizational Element	No. 76P40 Authorized	Minor Organizational Element	No. 76P40 Authorized	Sub-Organizational Element	No. 76P40 Authorized
Coordination and Control Office	3	Inventory and Adjustment Division (IAD)	1		
		Control Division (CD)	1		
		Coordination Division	1	Commanders Critical Item List (CCIL) Branch	1
Major Items and Repair Parts Directorate	9	Closed Loop Division	2	Incoming Branch (CLIB)	2
		Major Items Division	3	Equipment Authorization Branch (EAB)	1
				Weapons Branch (IM)	1
				Engineer Equipment Branch (IM)	1
		Electronics Division	3	PEMA Item Branch (IM)	1
				Branch II-Electronic Components (IM)	1
				Branch III-Electronic Repair Parts (IM)	1
		Vehicle and Weapons Division	1	Weapon Components Branch (IM)	1
General Supplies Directorate	4	Ground Forces Division	3	Construction Materiel Branch (CMB)	1
				DSA Equipment Branch (IM)	1
				Manager Assistance Branch (MAB)	1
		General Materiel Division	1	Common Service Support Items (IM)	1
Support Operations Directorate	10	Retrograde Division	4	Stock Excess Branch (SE)	1
				Customer Assistance Liaison Branch (CALB)	1
				Customer Branch (CAO)	1
				Address Code Branch (CODE)	1
		Catalog Division	3	Tech Edit Branch (TEB)	1
				Catalog Branch (CATB)	1
				Stock Record Support Branch (SRSB)	1
		Red Ball Division	3	Operations Branch (RBOP)	1
				Research Branch (RBRS)	1
				Reports Branch (RBRP)	1

ITEM MANAGERS

The Item Manager's job was found in both the Major Items and Repair Parts Directorate and the General Supplies Directorate, as shown in Table 1. It was determined that while all Item Managers did not perform the same tasks, there was considerable overlap. The IM jobs reflected the personnel situation of ICCV as a whole. That is, of the eight IM jobs authorized to MOS 76P40 personnel, four were filled by men who did not have MOS 76P40 as their primary MOS, and three were vacant; the individual assigned to one job was on leave and unavailable for interview.

Two additional individuals provided data on the Item Manager's job, although neither was then assigned against an authorized 76P40 slot in Item Management. One was a 76P40 doing the same job that he had done under a previous TDA in which he worked as an Item Manager. The new TDA eliminated the job, but the man continued to perform the work and was, therefore, a rich source of data. The other individual had performed under the previous TDA as an Item Manager and was a 76P40, but changed jobs and duty MOS when the TDA changed. Because of his experience, he was interviewed for data relating to the Item Manager job. There were four tasks reported performed by one of these men which were *not* reported as being performed by other IM job holders. Of the four tasks, three were related to Military Standard Transportation and Movement Procedures (MILSTAMP); the other concerned maintenance of a register. These tasks were included in the Item Manager's task inventory since they were tasks performed by an Item Manager functioning under the previous TDA.

In all, 57 Item Management tasks were identified as being performed by 76P40 personnel in ICCV. Table 2 shows the distribution of reported performance of the 57 tasks among the eight authorized Item Manager job positions. In the two far right columns, the response of the two "unauthorized" job position respondents is given.

It is apparent from Table 2 that some IM jobs contain many fewer tasks than others. Nonetheless there is considerable overlap, as shown by the data in Table 3. With n meaning number of Item Managers reporting a given task, and m meaning number of tasks reported performed by a given number of Item Managers, the example, $n = 1$, $m = 10$ means that there were 10 tasks reported performed by only one Item Manager. The example, $n = 5$, $m = 12$ means that there were 12 tasks reported performed by 5 Item Managers (not necessarily the same 5).

For the eight authorized IM slots, fully 43% of the 53 IM tasks (the other four IM tasks being associated with one of the two unauthorized IM respondents) were reported performed by 50% or more of the Item Managers. Taking the remaining two "unauthorized" IMs into account, the data appear as shown in Table 4. Here, about 42% of the tasks (57 now) were reported performed by 50% or more of the 10 IM respondents. Thus, the addition of the two respondents did not change the distribution much.

In general, the greater the overlap, the more tasks will appear at high values of n. The theoretical maximum, of course, is $m = 57$ at $n = 10$, meaning that every Item Manager would report performing all tasks. The minimum would be $n = 1$ and $m = 57$, which would mean that no two Item Managers did any task in common.

It is clear that the actual situation leans somewhat toward diversity of task performance rather than toward commonality. The fact that only two tasks out of 57 were reported performed by all persons indicates that a very small portion of reported tasks can be said to be "core" tasks. Yet the fact that over 40% of the tasks were reported performed by over 50% of the respondents was significant. It was decided to ignore the matter of commonality—that is, not to seek a residual core task list but to construct a composite task listing to include all reported tasks. This meant including some tasks known to be peculiar to only one of the Item Manager's jobs. The effect this had was later seen in interpreting questionnaire returns from NICPs. (It could not be expected

Table 2

Tasks Reported Performed by ICCV Item Managers[a]

Task ID No.[b]	DSA	CSSI	WEAP.	ENG. EQ.	PEMA	BR. I	BR. III	WEAP. COMP.	VEH. & WEAP.[c]	CLOTH. & TEXT.[c]
1		x	x	x	x				x	
2		x		x	x	x		x	x	x
3	x	x	x	x	x	x	x	x	x	x
4			x	x	x		x	x	x	x
5			x	x	x					
6	x	x	x	x	x			x	x	x
7	x	x	x		x		x	x	x	x
8			x	x	x				x	
9	x	x	x		x	x		x	x	x
10	x	x	x	x	x		x	x		x
11			x	x	x					
12			x		x		x	x		x
13	x		x	x	x		x	x		x
14	x	x	x	x	x	x	x	x	x	x
15		x	x	x	x			x	x	x
16	x	x		x		x	x	x		x
17	x	x				x	x	x		x
18	x	x				x	x	x	x	x
19	x	x		x		x		x	x	x
20	x	x	x	x		x	x	x		x
21	x	x				x	x	x		x
22						x	x	x	x	x
23	x	x	x	x		x	x	x	x	x
24	x	x	x	x		x		x	x	x
25			x	x				x	x	
26			x						x	
27	x		x	x			x	x		x
28				x				x	x	x
29				x					x	
30		x					x	x	x	x
31	x							x	x	
32	x	x	x				x	x		x
33			x					x		x
34		x						x		
35	x	x	x				x	x		x

(Continued)

Table 2 *(Continued)*

Tasks Reported Performed by ICCV Item Managers[a]

Task ID No.[b]	DSA	CSSI	WEAP.	ENG. EQ.	PEMA	BR. I	BR. III	WEAP. COMP.	VEH. & WEAP.[c]	CLOTH & TEXT.[c]
36	x	x	x					x		x
37				x						
38			x					x	x	x
39								x		
40	x	x	x				x	x		x
41			x							
42				x						
43								x		x
44			x						x	x
45			x					x	x	x
46		x							x	x
47		x	x	x				x	x	x
48			x					x	x	x
49								x		
50			x							
51										
52		x	x					x	x	
53		x	x	x				x	x	x
54									x	
55									x	
56									x	
57									x	

[a]DSA=Defense Supply Agency
CSSI=Common Service Support Items
WEAP=Weapons Branch
ENG.EQ.=Engineer Equipment Branch
PEMA=Procurement of Equipment and Missiles, Army
BR.I=Branch 1-Electronic Components
BR.III=Branch III Electronic Repair Parts
WEAP. COMP.=Weapon Components Branch
VEH. & WEAP.=Vehicles and Weapons
CLOTH. & TEXT.=Clothing and Textiles

[b]See Task List in Appendix C.

[c]One of two "unauthorized" individuals who provided data on the Item Manager's job.

Table 3

Item Manager Task Overlap

Number of Item Managers Reporting Performance of a Given Task	Number of Tasks Reported Performed
n	*m*
1	10
2	8
3	8
4	4
5	12
6	6
7	3

Table 4

Augmented Item Manager Task Overlap

Number of Item Managers Reporting Performance of a Given Task	Number of Tasks Reported Performed
n	*m*
1	10
2	4
3	7
4	6
5	6
6	7
7	8
8	6
9	1
10	2

that for the Item Manager's job there would be 100% match between personnel at ICCV and an NICP).

The eight individuals who were serving in authorized MOS 76P40 slots as Item Managers and two other men who had served as Item Managers provided the composite listing of 57 tasks that were called the IM tasks.

OTHER JOB POSITIONS

The Closed Loop Incoming Branch (CLIB) was authorized two MOS 76P40 job positions. One job incumbent had a PMOS of 76P40, while the other was a 76Y40. One

job position yielded 22 tasks, the other 14. However, 10 of those 14 tasks were also performed by the incumbent of the first job, so those four unique tasks were added to those performed in common to provide a composite listing for the CLIB job positions.

Table 5 indicates the number of ICCV tasks identified for each 76P40 ICCV job defined. (Appendix C has the task inventory for each 76P40 ICCV job.)

Table 5

ICCV 76P40 Jobs and Number of Tasks Per Job

Job Number	ICCV Job Code			Number of Job Tasks
1	CATB	-	Catalog Branch	18
2	TEB	-	Technical Edit Branch	1
3	SRSB	-	Stock Records Support Branch	6
4	IM	-	Item Manager	57
5	CLIB	-	Closed Loop Incoming Branch	36
6	EAB	-	Equipment Authorization Branch	3
7	CD	-	Control Division	6
8	SE	-	Stock Excess	8
9	CODE	-	Code	11
10	CCIL	-	Commander's Critical Item List	3
11	IAD	-	Inventory and Adjustment	4
12	CMB	-	Construction Materiel Branch	6
13	RBOP	-	Red Ball Operations	7
14	RBRS	-	Red Ball Research	4
15	RBRP	-	Red Ball Reports	6
16	CAO	-	Customer Branch	7
17	CALB	-	Customer Assistance Liaison Branch	16
18	MAB	-	Management Assistance Branch	3

OVERLAP OF TASKS AMONG ICCV JOBS

Taken as a whole, the 18 distinguishable ICCV jobs exhibited some degree of similarity or overlap. The original ICCV job tasks were converted into job element statements for use in surveying the NICPs as possible sources for OJT. The degree of overlap among ICCV jobs can best be indicated by noting the occurrence of the same job element statement in several ICCV jobs. Table 6 shows the number of job element statements in each ICCV job which apply to at least one other job. Shown too, is the number of such jobs involved.

It can be seen that the IM job shared 60 of its job elements with five other jobs. ICCV job code "CD" accounted for 40 of these job elements which were not performed by any other job code incumbent. MAB accounted for 12 others, again not performed by any other job incumbent. Thus, of the 60 IM job elements performed in other jobs, 52 were unique to two jobs, leaving eight to be distributed among the remaining three jobs. Five of the eight were concentrated in TEB. Of the remaining three, two were performed exclusively in CLIB, and the remaining job element appeared in both CLIB and SRSB.

Table 6

Overlap of Job Elements Among MOS 76P40 ICCV Jobs

ICCV Job Code	Job Element/Job	Number of Job Elements Part of Another Job	Number of Other Jobs Involved
CATB	22	5	4
TEB	10	8	5
SRSB	14	4	5
IM	177	60	5
CLIB	36	4	4
CD	46	40	1
CODE	17	1	1
CMB	6	1	1
CAO	18	1	1
MAB	15	12	1

Thus the principal instances of overlap occurred between the IM job and the others. The remainder was quite scattered and small.

JOB POSITION SUMMARY

To summarize, upon arrival in Vietnam, the research team found that the TDA was in the process of being revised. Using the approved TDA as a basis, the team found 26 authorized job positions for 76P40 personnel but found only eight were occupied by MOS 76P40s. Eighteen of the 26 job positions were occupied by men with MOSs other than 76P40, or were vacant. Nonetheless, job task data were collected on 18 distinguishable jobs, and detailed descriptions of each task were obtained and formed the basis for subsequent analysis. Further, it was learned that ICCV jobs contain relatively little overlap of job elements. For only three of the 18 job codes can it be said that the number of job elements also performed by some other job code exceeded 50% of the total number of job elements in that job.

Chapter 3

LOCATING NICP ELEMENTS HAVING ICCV TRAINING POTENTIAL

ANALYSIS

The data collected during the ICCV visit were organized and summarized upon return to CONUS. The material consisted of completed personal data forms, a task identification sheet for each task within a job, and descriptions of how the task was performed, including copies of messages, theater and local forms, supply cards, computer printouts, document registers, and other job-supportive materials. A set of these materials was assembled for 14 of the ICCV jobs during the site visit. A similar package for the remaining four job positions was assembled after return to CONUS by the two enlisted content specialists, making a complete package of 18 job positions.

One of the enlisted content experts knew the Cataloging jobs and, in conjunction with desk procedures and SOPS, was the source of information for three ICCV jobs: Catalog Branch (CATB), Technical Edit Branch (TEB), and Stock Records Support Branch (SRSB). The other enlisted man was the information source on the ICCV job Construction Materiel Branch (CMB).

With the completion of the Task Inventories and other materials, the data base had been acquired with which to create on-the-job training programs for MOS 76P40 personnel in the tasks they perform at ICCV. In the process of acquiring these data, however, the contrast between "equipment-dominated" jobs and "paper-dominant" jobs became progressively more clear. The work in these "paper-dominated" jobs was subject to such rapid content changes that training in the specific procedures and rules of *how* to perform a task was not feasible in locations other than where it was being done (i.e., ICCV). As a consequence, and because the specific procedures and rules governing how a task is to be done are peculiar to each organization, no location other than that organization would provide the opportunity for on-the-job practice in accordance with that specific set of rules and procedures.

It was evident, then, that an OJT program which taught *how* to perform the ICCV task using ICCV procedures should not be conducted at an NICP. On the other hand, if the ICCV task itself was performed in the NICP—even though it might be performed differently at ICCV—experience in performing the task would constitute on-the-job training. Therefore, if a job position could be found at an NICP that offered the opportunity for a trainee to perform a satisfactory number of ICCV job tasks, that job position would effectively be providing experience performing ICCV job tasks in the context of performing NICP job duties. Thus, a trainee at the NICP would, while performing NICP work, simultaneously be performing the ICC tasks that were found to be a part of the NICP job.

MODIFIED APPROACH TO THE PROBLEM

It was initially observed that the specifics of the work personnel with MOS 76P40 would be performing in ICCV would be sufficiently concrete that it should be possible to

develop an on-the-job training program with well-defined performance objectives. The research team found that:

(1) There was no "single" job that could be called the job of the 76P40 in the ICCV; rather, there were 18 jobs.

(2) Task Inventories for the 18 jobs, and related descriptive data and job supports that had been developed could be used as the basis for 18 OJT programs.

(3) ICCV was undergoing a series of organizational and system operating procedures changes.

(4) The MOS 76P40 job data accurately reflected conditions existing at the time it was collected, but it was highly probable that subsequent changes in either organization or procedures would make the specifics of task performance obsolete by the time personnel trained in them could be assigned to ICCV.

(5) NICPs have their own procedures to follow, and these are not necessarily the same as ICCVs.

These findings resulted in a reexamination of what might be done to achieve the original on-the-job training objective. With the data on hand, it would be possible to construct on-the-job training programs for MOS 76P40 personnel in inventory control center operations, including providing the related specialized job performance aids (forms, etc.). However, since the NICPs would not be operating under the same USARPAC version 32 of the 3S system, or using locally produced ICCV data forms or desk procedures, it would mean that an artificial training system would have to be superimposed onto the NICPs' normal operations. OJT programs of this sort would require the NICP personnel to learn ICCV procedures and explain how tasks were performed both in ICCV and in the NICP. But it would be possible to *perform* the task only in the context of NICP procedures; the application of the tasks according to ICCV procedures could not be practiced since only NICP procedures would be usable at the NICP.

This approach appeared to be infeasible, so a different approach was taken. Would it be possible to find job positions in the various NICPs where the tasks performed would be the same as these at ICCV? If so, then the assignment of trainees to such jobs would mean that they would learn to do ICCV tasks as part of the work the NICP job position required.

Taking this approach meant that the OJT program no longer needed to be concerned with the manner in which the tasks were performed. Since it was impossible to keep procedures current, and thus keep a training program abreast of changes, the more feasible approach was to identify a program which would enable a trainee to learn and practice ICCV tasks in the context of performing them in the NICP, according to NICP policies and procedures.

PERFORMANCE OF ICCV TASKS AT NICPs

What remained, then, was to determine whether or not the opportunity did exist in NICPs for the performance of such tasks. This required the identification of organizational elements within the NICP which were potential locations where the work of a specific ICCV job was identified as being performed. The U.S. Army Materiel Command agreed to participate in a survey of the seven Commodity Commands to determine the extent to which the National Inventory Control Points afforded the opportunity to perform the tasks which MOS 76P40 personnel perform in ICCV.

SURVEY QUESTIONNAIRE DEVELOPMENT

The problem was two-fold: First, to condense 18 discrete job positions to essential elements and make them comprehensible so as to make a survey instrument of reasonable size; second, to identify specific organizational elements at NICPs where ICCV-type work was being performed, and select a sample of incumbents to query.

Analysis of job data that had been collected indicated that the ICCV task statement generally was sufficient for the questionnaire item. In instances where the task statement included references to the USARPAC 3S system or an internal ICCV SOP, such references were either deleted or recast into terminology that could be interpreted by NICP respondents.

There were other instances in which the task was more complicated than its statement would indicate. For example, in the Technical Edit Branch (TEB) job, one task statement comprised the entire Task Inventory (Appendix C). The statement is simply, "Supervise and process 29 series exceptions from S032C (no ABF exceptions)," but the details of this task occupy 12 typewritten pages. For the purposes of the questionnaire, this task was subdivided into 10 subtasks or Job Element Statements (Appendix E).

The 57 tasks which comprise the Consolidated Task Inventory for the Item Manager's job (Appendix C) were expanded to 176 Job Element Statements (Appendix E) within the questionnaire.

Not only was it important to learn that the job element was performed at the NICP, it was also important to learn how often it was performed. Thus, respondents were asked for this information since frequency of performance was important in terms of the opportunity the job presented to perform the job element. If the respondent performed it less than once a month, it might be too seldom to permit learning the job element.

In determining the size of the population sample to be queried, it was necessary to decide how the analysis was to be performed—manually or by computer. It was judged that it would take too long to develop a computer program to perform the varied and, at that time, unspecified analyses, so it was decided to anlayze the data manually. An initial estimate of about 50 questionnaires per NICP was made. Analysis of the organizational structure and manning of the NICPs resulted in a maximum of 63 being sent to the Electronics Command (ECOM) and a minimum of 47 being sent to the Munitions Command (MUCOM-APSA).

Deciding which specific job positions within the NICPs to survey required studying the Organization and Function Manual and TDA for each NICP. Those organizational elements that appeared to be similar in function to ICCV counterparts were identified. Generally, there was more than one grade level associated with the same job title. Within a given organizational element, there was no way to know how the work was apportioned among the grade levels. As a result, individuals from several grade levels were usually selected.

The research staff did not determine the specific individual to be administered the questionnaire. This decision was made by the supervisor of each selected NICP organizational element.

ADMINISTRATION OF QUESTIONNAIRE AND RESULTS

The questionnaire consisted of 374 Job Element Statements, all derived from the ICCV data, but phrased in such a way that ICCV specific references were eliminated.[3]

[3] Appendix F contains sample items from the questionnaire. The entire questionnaire (374 items) is available to interested parties from HumRRO Division No. 1, Alexandria, Virginia.

Questionnaires were sent to all NICPs on the same date. The rate of return was rather exceptional. Of the 395 survey questionnaires sent out, 353 or 89.4% were returned. Five of the seven NICPs returned in excess of 90% of the questionnaires; the lowest return was 69%.

The survey results showed that, generally speaking, the opportunity exists at NICPs for the performance of ICCV-type work. The following conclusions were reached:

(1) In terms of scope and opportunity, there are a number of job positions at each NICP that could be classified as acceptable for OJT on two or more ICCV jobs.

(2) Full coverage of the ICCV Item Manager job by OJT at a single NICP job position is not possible. A series of OJT efforts at a number of different NICP job positions may be required for full coverage and prerequisite skill development for the ICCV Item Manager job. Portions of the majority of ICCV jobs were reported as performed in NICP job positions in the three major divisions or directorates—Catalog, Distribution and Materiel Management.

(3) The majority of job positions surveyed at all NICPs reported performance of elements in eight or more ICCV jobs. Only a very small percentage of all NICP job positions surveyed did not involve performance of at least one ICCV job element.

(4) There is opportunity for OJT on *some* elements of *all* ICCV jobs at all NICPs.

(5) There is opportunity for OJT on *all* elements of *two* ICCV jobs at all NICPs.

(6) The scope of OJT possible in a single NICP job position for the following ICCV jobs at all NICPs is too narrow to be effective: CODE, CMB, CALB.

(7) There are significant differences between NICP job positions in the same organizational section or unit and with the same authorized grade level in terms of ICCV job elements reported as performed.

(8) The scope of OJT possible for ICCV jobs involving processing of computer exceptions or rejects appears to be the same between NICP job positions located in the Materiel Management area and those in the Distribution area. However, the opportunity for OJT is greater in job positions in the Distribution area, as reflected by the reported higher frequency of performance.

ANALYSIS OF SURVEY QUESTIONNAIRE

The first step in the analysis of the completed questionnaires consisted of identifying the respondent according to his TDA paragraph. This information had not been requested in the expectation that anonymous respondents might be more candid. However, the data supplied by the respondents concerning his job title, GS level, and job location made it possible to deduce his TDA paragraph.

After recording the TDA paragraph on the questionnaire booklet, the responses were tallied by recording on a score sheet (a table listing Job Element Statements organized by ICCV job) a number corresponding to the indicated frequency of performance by the respondent of each statement affirmatively answered. Next, the number of Job Element Statements receiving an affirmative response was determined for each ICCV job and recorded on the score sheet, along with the sum of the frequency of response scores. Subsequently, these data were transcribed on to the Response Matrix for the NICP. (Figure 3 is a sample matrix, an explanation of which follows.)

NICP Questionnaire Response Matrix (Sample from MECOM Matrix)

		Distribution-Transportation Division								Catalog Div.
		Customer Support Br.			Set Assy. Br.	Spec. Dist. Mgt. Br.		Special Army Programs Branch		Const. Sys. Br.
		CONUS Sec.	Overseas Sec.							Const. Support Equip. Sec.
		2	2	2	4	6	3	2	2	4
ICCV Job Code	Job Elements per Job	59L-9 15	59M-9 17	59M-7 6	590-9 4	59P-11 8	59P-9 7	59Q-9 11	59Q-7 11	62B-9 5
CATB	22	4 17/60	3 19/68	3/6	3/10	1/1	12 15/45	10/18	5/9	7 16/44
TEB	10	11.5 4/13	14 4/11	1/2				1/1	2/2	3 7/13
SRSB	14	10 5/16	11 5/15	1/2			1/3	8 6/7	4/4	6 7/19
IM	177	4 87/200	5 87/211	28/64	11/33	5/13	5/9	5/6	8/9	15/24
CLIB	36	4/13	7 8/19			5 20/57	1/1	1/2	1/2	
EAB	3	3 2/6	1 3/8							
CD	46	4 18/43	5 17/44	8/13	1/4	1/2		2/4	2/2	
SE	7	2/4	2/5						1/1	
CODE	17	1.5 9/17	1.5 9/17			5 7/15		4 8/14	3 8/15	
CCIL	8		3 3/5							
IAD	4		3 2/3							
CMB	6	1/4	6 3/8			2/2	1/3	3.5 4/9	3.5 4/9	1/3
RBOP	36	5 10/16	4 13/14							
RBRS	8	6 2/2	4.5 4/4							
RBRP	4									
CAO	18	4 11/24	1 16/49		1/4	4/4	3/6	6/12	5/9	
CALB	12	5 3/9	1 5/13				1/3	2/2		
MAB	15	2 14/20	1 14/26	7 7/17		2/4		2/4	3/8	

Figure 3

QUESTIONNAIRE RESPONSE MATRICES

Figure 3 shows a portion of the response matrix constructed for MECOM. The entire matrix has 54 columns, one for each of the 54 respondents (Appendix G). The portion reproduced in Figure 3 was chosen to show the respondents' scores from a portion of mostly one division—Distribution-Transportation—with an overlap into Catalog Division. All the ICCV job codes have been entered along the left column of the chart. The next column contains the number of job elements per related job code. Each column in the body of the matrix is headed by the identification of the respondents' TDA paragraph, for example, 59L-9 (59L refers to the paragraph and 9 to the respondents' GS level).

The number immediately below the respondents' ID indicates the number of ICCV job codes under which the respondent reported performing at least one job element, with 18 being the maximum and one the minimum that could be performed.

The number immediately above the ID shows how many individuals were authorized against that paragraph and grade. Thus, the respondent identified as 59P-11 was only one of six persons authorized in that grade to that TDA paragraph. (This number is missing whenever more than one respondent in the same paragraph and grade were queried and responded.) The name of the organizational element in which the respondent was serving occupies the remainder of the column heading.

The individual matrix cells contain, at most, three numerical entities. The upper figure (when there is one) shows the respondent's rank in terms of number of job elements performed, in comparison to the other respondents for each ICCV job. The lower composite figure (e.g., 12/38) indicates the absolute number of job elements reported performed by the respondent per code (12) and the sum of the reported frequency of performance. (Dividing the denominator by the numerator yields a number from 1 to 4 which may be taken as an indicator of the "average" frequency of occurrence of the job element, 4 meaning more than once a day.)

The data as shown in Figure 3 indicate that, with respect to the ICCV job CATB, the respondent identified as 59M-9 ranked 3rd among the 54 respondents for number of ICCV CATB job elements performed. (Among the nine persons shown, he would have been first since he reported performing the highest number.) The frequency data generally are used to break a tie. For example, looking at job SRSB, 59L-9 and 59M-9 reported performing five of the 14 SRSB job elements. However, 59L-9 reported performing them more frequently and was thus ranked higher than 59M-9.

Not every respondent was ranked for a given ICCV job. That is, in no case were all of MECOM's 54 respondents ranked for a given job. The maximum theoretical subset would be the largest number of respondents who had reported performance of at least one job element of a given ICCV job. In practice, this maximum subset was only occasionally ranked, occurring when the absolute number of respondents reporting performing the job element was small. Only six MECOM respondents reported performing any elements of ICCV job Red Ball Research (RBRS). All six were ranked. On the other hand, 49 of the MECOM respondents reported performing at least one of the job elements of ICCV job CATB. The top 20 were ranked. In general, if a respondent was not ranked, it was because (a) he did not perform enough job elements, or (b) sufficient numbers had already been selected among the high performers.

In all, seven matrices summarizing the NICP questionnaire responses were prepared, one for each NICP.[4] The data obtained by analyzing each returned questionnaire from every respondent in each NICP are displayed in a column on one of the matrices. In

[4] Readers interested in studying these matrices should contact HumRRO Division No. 1, Alexandria, Virginia.

effect, each column on a matrix displays the extent to which a given job incumbent at a particular NICP in a specific organizational element reported performing elements of the 18 discrete jobs found in ICCV.

The matrices can be used in a variety of analytical studies. For example, if it were of interest to identify a particular NICP job position that offered the opportunity to perform tasks in the largest number of ICCV jobs, then one could use the matrix to examine the total number of jobs in which elements have been reported as performed. This number appears just below the indentification of the respondent. In Figure 3, respondent No. 59M-9 reported performing elements of 17 ICCV jobs. His job position, therefore, offers the greatest opportunity (in terms of the sample displayed in Figure 3) for performing the largest number of ICCV job elements in all ICCV jobs. The next closest individual would be 59L-9 who reported performing elements of 15 ICCV jobs. Making a job-by-job comparison between the two, one can see by inspection that 59M-9 not only performs more ICCV jobs, but also, on the average, performs more job elements within an ICCV job. In the sample shown in Figure 3, respondent No. 590-9 reported performing job elements of four ICCV jobs and relatively few job elements of any one of those four jobs. He would not, therefore, be a candidate.

On the other hand, if it were of interest to identify how many NICP job positions could afford the opportunity to perform a given percentage of the job elements of a given ICCV job at an NICP, the matrix could then be entered on a row-by-row basis. For the sample shown in Figure 3, there are two ICCV job codes—CATB and IM—in which all respondents of the sample reported performing job elements. Given the criteria that the job incumbent must report performing 50% or more of the job elements of the ICCV job, one can then determine how many of the respondents' job positions would qualify. Since there are 22 job elements in CATB, the incumbent would be expected to report 11 or more job elements for his job position to be considered. For the sample shown in Figure 3, four of the nine individuals would qualify for CATB. For the IM job code, not one of the nine individuals in the sample would qualify. There were three respondents from MECOM who reported performing 50% or more of the IM job elements. All were in the Materiel Management Division, which does not show on the sample of the matrix in Figure 3.

For the ICCV job code CODE respondent 59L-9 reported performing nine of the 17 job elements with a frequency of performance of 17. For the same ICCV job, respondent 59M-9 reported performing the identical number of job elements with the same frequency. In order to indicate that these results represented a tie, both in terms of number of job elements reported and the frequency, both respondents were ranked 1.5.

In examining the matrices, then, there will be occasions where the decimal .5 is used in association with an integer in the ranking. The .5 indicates that at least one other respondent reported performing as many ICCV job elements in that code and with the same frequency as the one so marked; this does not mean, of course, that they performed the *same* job elements. Consequently, in considering which of two equally ranked job positions might be selected, one must move back from the matrices and examine (a) the score sheets for the two individuals to see precisely which job elements were reported performed by each, and (b) the ICCV job descriptive data which provide measures of relative criticality of the task.

ITEM MANAGER MATRIX

As indicated in Figure 3, the number of job elements of the Item Manager's job totalled 177, far the largest number of job elements of any ICCV job. On the basis of data collected in Vietnam on the Item Manager's job, 57 tasks were identified; the 57

tasks then were converted into 177 job elements. However, not all elements of the Item Manager's job were unique to that job. Forty job element statements associated with the ICCV job Control Division (CD) were among the 177 job elements of the Item Manager's job. In addition, 12 of the 15 ICCV job MAB were among the 177 job elements of the Item Manager's job.

As an aid in performing further analyses of the Item Manager's tasks and job elements, the responses to Item Manager job elements were recorded on additional matrices such as the one shown in Figure 4. The columns of the Figure 4 matrix line up exactly with those of the Figure 3 matrix so that individual positions in both matrices occupy the same relative location.

Item Manager Response Matrix (Sample from MECOM Matrix)

		Distribution-Transportation Division								Catalog Div.
		Customer Support Br.			Set Assy. Br.	Spec. Dist. Mgt. Br.		Special Army Programs Branch		Const. Sys. Br.
		CONUS Sec.	Overseas Sec.							Const. Support Equip. Sec.
		2	2	2	4	6	3	2	2	4
IM Job Element Class	Job Elements per Class	59L-9 15	59M-9 17	59M-7 6	590-9 4	59P-11 8	59P-9 7	59Q-9 11	59Q-7 11	62B-9 5
No ABE	5	2/7	2/6	1/2					1/1	5.5 5/8
Mgr Rev Reqd.	30	3 28/73	1 29/70	10 7/18	1/3					
CD Issue	16	1.5 15/38	1.5 15/38	9 8/13						
Adjust.	10	11 4/8	10 4/9		5 5/12				1/1	
CD Adjust.	8	1/1								
Receipt	13								1/1	
CD Receipt	16									
MAB Final Obligtn	11	2 11/17	1 11/20	6 7/17						
Cat. Data Ch	12									6.5 8/11
CD	6	8.5 2/4	6 2/6		1/4	1/2		8.5 2/4	10.5 2/2	
MAB	4	8 3/3	5.5 3/6			13 2/4		13 2/4	3.5 3/6	
Non-Except.	56	26/76	26/68	5/14	5/18	5/13	5/9	5/6	5/6	2/5

Figure 4

The job element statements of the Item Manager's job are classifiable into two groups—those having to do with the processing of computer exceptions and those of a non-exception type. There are nine classes of exception-type job element statements. The various classes and types of job elements for the Item Manager's job comprise the rows of the expanded Item Manager's matrix as shown in Figure 4. This matrix also displays the responses for Control Division and MAB for each of the MECOM respondents.

In the sample of Item Manager matrix reproduced in Figure 4, it is evident that 59M-9 would be a better choice than 59L-9, in spite of the contrary indication as shown in Figure 3 where 59L-9 is ranked 4 and 59M-0 is ranked 5, since in six out of eight classes of job elements 59M-9 ranked equal to or higher than 59L-9.

The Figure 4 matrix also shows that neither one of the respondents reported performing any of the Receipt Exceptions or Catalog Data Change Exceptions which constitute 41 job elements, or approximately 25% of the Item Manager's job. It is evident from the matrix from which the sample in Figure 4 was taken that the Catalog Data Change Exceptions are performed predominantly in the Catalog Division and Receipt Exceptions job elements are performed predominantly in the Materiel Management Division. Thus the matrix for the Item Manager may be used to specify more precisely where various aspects of the Item Manager's job are being performed.

SUMMARY FORM OF RESPONSE MATRICES

The seven NICP response matrices depict the responses from individual respondents at the NICP. These matrices, however, do not indicate the specific job elements in an ICCV job which the respondent reported performing. Rather, they indicate the number of job elements per job reported performed and a figure representing the sum of the frequencies of those job elements reported performed.

Certain elements of the data in the NICP response matrices have been extracted and summarized as shown in Figure 5—a sample page from the MECOM matrix. (Appendix G contains a complete summary of the MECOM matrix.) The respondent's TDA paragraph and grade are indicated at the top. The various ICCV job codes appear in the far left column. The number in the cell is the percentage of the job elements for the CE job that a respondent reported performing. The two bottom rows indicate the number of ICCV jobs in which elements were performed and the percent of ICCV job elements performed.

The summary form of the response matrix as shown in Figure 5 is particularly useful in determining which respondents reported performing some number other than 50% of the specific job in question.

QUESTIONNAIRE DATA IN BAR-GRAPH FORM

The data obtained from the questionnaire survey at the NICPs are shown in bar-graph form in Appendix H. As an example taken from Appendix H, Figure 6 shows the relative opportunity for OJT on ICCV jobs. This bar graph shows the absolute number of NICP jobs among the seven NICPs that would afford the opportunity to perform 50% or more of the corresponding ICCV jobs. Thus, all the ICCV jobs are indicated, with CATB being the most numerous and the job code CALB being the least numerous. It is apparent from this chart that almost 50% of the 353 respondents to the questionnaire could serve as suitable jobs for the cataloging job in ICCV.

Figure 6 may be viewed as a global summary of the survey from across all NICPs. Figure 7 (also from Appendix H), on the other hand, shows the number of job positions in each NICP that reported performance of 50% or more of the element in one or more

Sample Page From Summary Form of Response Matrix (MECOM)

MECOM	Percent of ICCV Job Elements Performed in NICP Job Position										
	58E GS-11	59B GS-9	59D GS-7	59E GS-7	59G GS-7	59H GS-7	59J E-?	59J GS-7	59K GS-11	59K GS-11	59K GS-9
CATB		32	9	64	5	5	32	5	32	41	41
TEB			10	20	10	20	10	10	40	50	40
SRSB		7	7	14		14	7	14	7	29	14
RBOP								3	81	89	81
RBRS									75	63	88
RBRP									50	50	50
IM		5	11	12	13	11	1	1	27	22	29
CD		2	20	15	17	22			28	33	24
MAB	13	20	7						40	67	40
CLIB		6	3	3		6			8	8	11
EAB		67									
SE						14					
CODE		6							18		6
CCIL											
IAD			100		100						
CMB		33		33					17	17	33
CAO	11	50	6	17	6	6			61	61	50
CALB									25		33
Number of ICCV Jobs in Which Elements Were Performed	2	10	9	8	6	8	4	5	14	12	14
Percent of ICCV Job Elements Performed	1.1	9.1	7.8	11.8	8.3	7.0	2.1	1.6	31.8	29.4	32.9

Figure 5

Relative Opportunity for OJT on ICCV Jobs

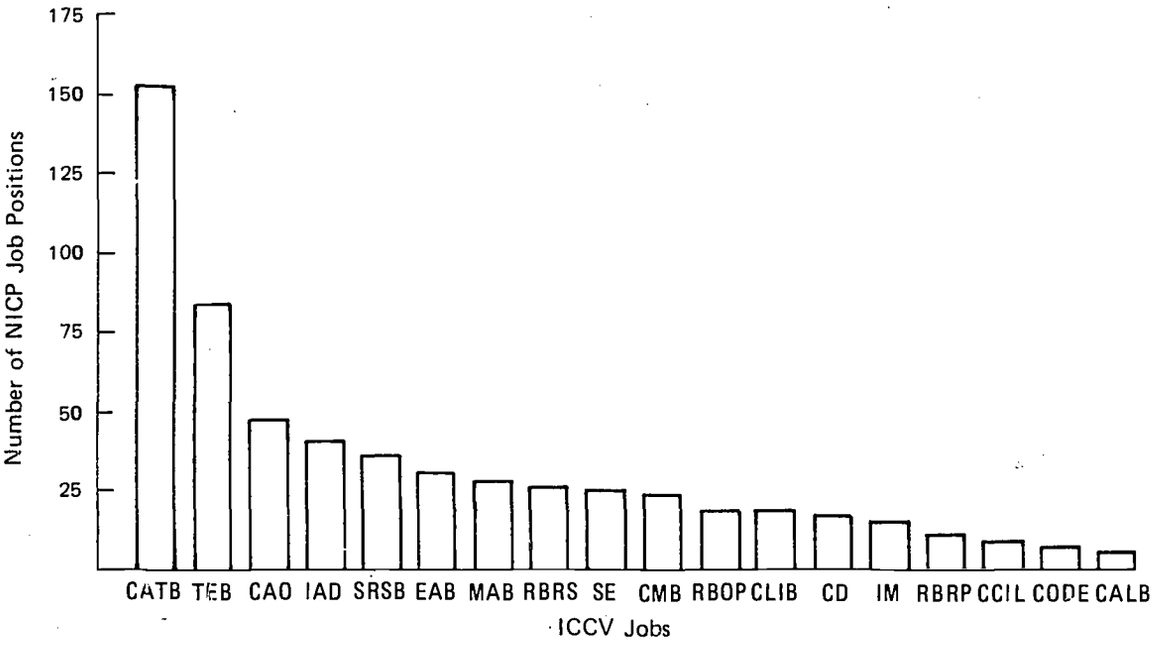


Figure 6

Job Positions by NICP Reporting Performance of 50% or More of the Elements in One or More Different ICCV Jobs

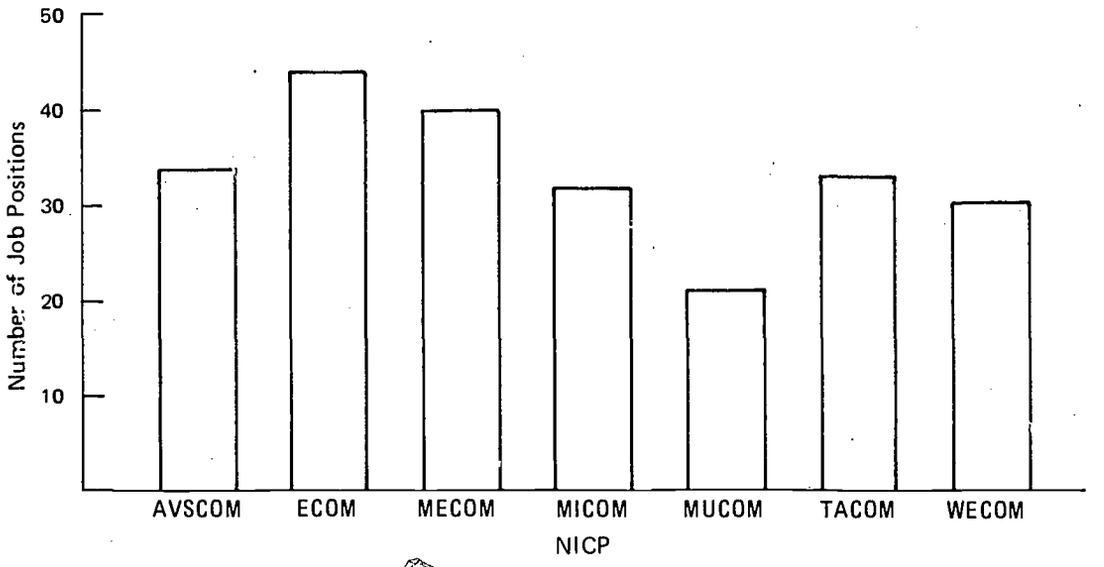


Figure 7

ICCV jobs. The fewest occurred at MUCOM in which 21 job positions were reported; the maximum occurred at ECOM, which showed 44.

The remaining sets of bar graphs in Appendix H display the data in two ways, illustrated in Figures 8 and 9. First, the data are related to a specific ICCV job. For example, Figure 8 is for the catalog job CATB, and gives the percent of job elements reported performed as a function of the number of NICP jobs, where the concern is with jobs involving performance of 50% or more of the elements in the job. Thus, there are 39 jobs that reported performing 80% or more of the 22 CATB job elements. This chart may be used to determine the availability of job elements as a function of the percentage of job elements required to be performed by the job incumbent. In other words, if it were required that the selected job must provide the opportunity to perform 50% of the CATB job elements (11 job elements), examination of Figure 8 shows that 153 NICP jobs could be found. If the cut-off point were made at 70%, about 73 jobs meet that criterion.

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CATB (22 Elements)

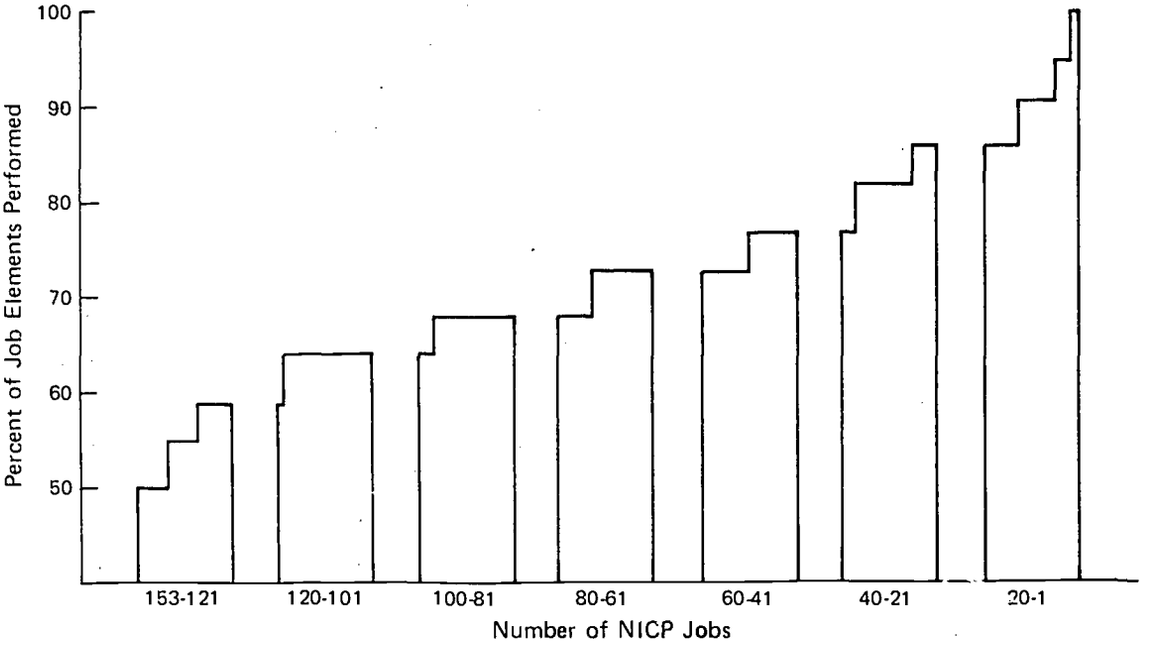


Figure 8

Figure 9 shows the absolute number of jobs by NICP that meet the criteria of 50% or more job elements in the job CATB. That is, this distribution applies to the whole population displayed in Figure 8. If a larger percentage of job elements were required, the bar graph in Figure 9 would have to be re-drawn to correspond to the larger number of job elements required.

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CATB

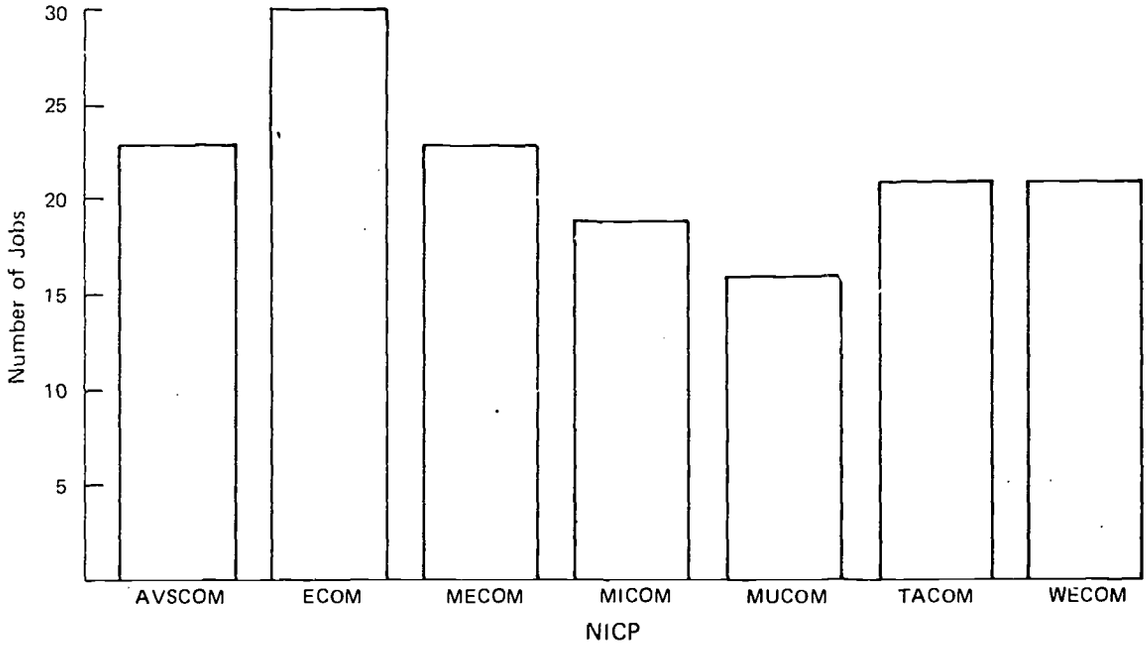


Figure 9

EXAMPLE OF MATRIX AND BAR-GRAPH USE

As an example of how the matrices and bar graphs might be used, assume that 14 men, who must be able to perform 60% or more of the job elements in the ICCV job CAO, are to be assigned to one or more NICPs. Figure 10 shows that 20 NICP jobs were found to afford the opportunity for 60% or more of the job elements in CAO. Therefore, sufficient jobs exist (20 available; 14 required).

The next question is, where are these jobs located? Figure 11 shows the number of jobs by NICP reporting performance of 50% or more of the elements in ICCV job CAO; however, since the chart was constructed for 50% or more, there is no indication of where those of 60% are located. Consequently, the summary form of the matrix (Figure 5) is consulted for job CAO and shows that two men could be assigned to MECOM alone. By examining the whole of the MECOM response summaries, it can be seen that there were actually five positions that afforded the opportunity to perform 60% or more of the job elements. By consulting all of the summary matrices for all of the NICPs, the results shown in Table 7 are obtained.

From Table 7 it is clear that it would not be possible to distribute the 14 job slots equally among the seven NICPs since MUCOM does not have a job slot that qualifies. Further analysis might show how close to the 60% mark MUCOM respondents actually came, and also judge whether the difference between the 60% mark and the actual score for parts of the ICCV job is essential or critical. Thus, there are trade-offs to be made and the value to be placed on factors within the trade-off considerations will necessarily be a function of the situation existing at the time.

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CAO (18 Elements)

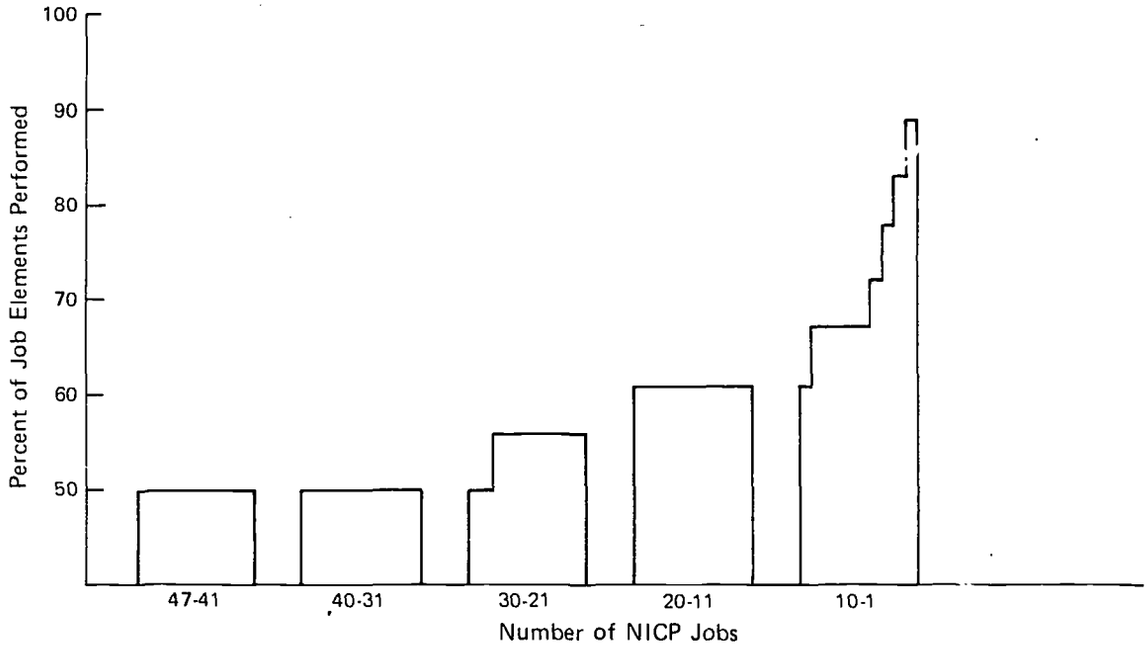


Figure 10

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CAO

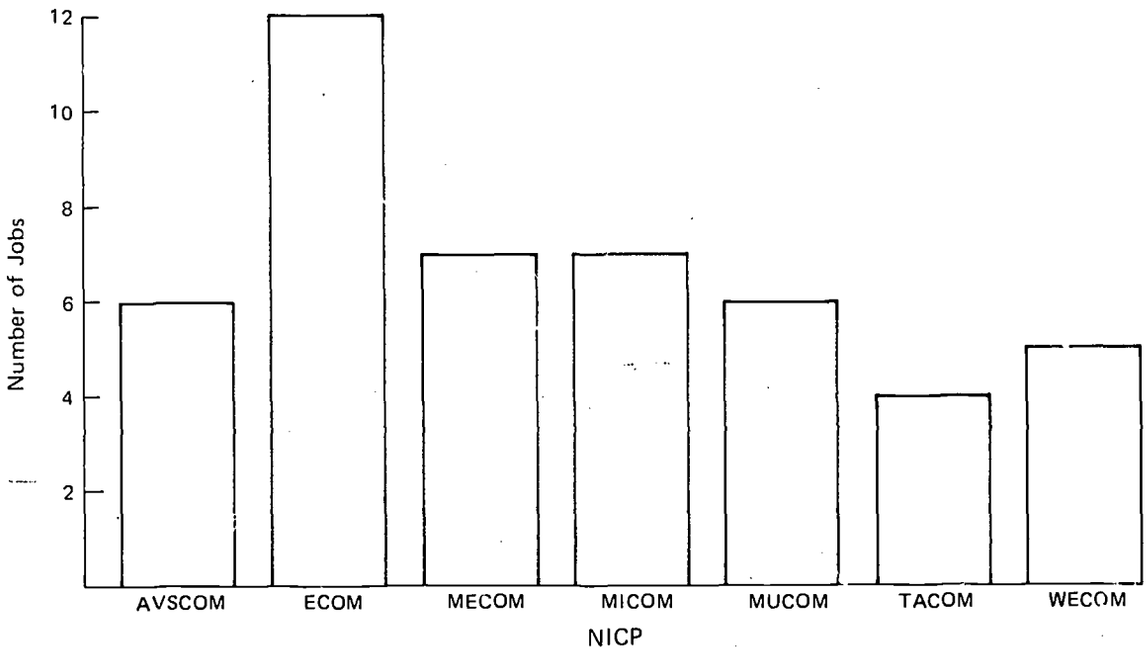


Figure 11

Table 7

Number of Jobs Per NICP in ICCV Job Code CAO Reporting 60% or More Job Elements Performed

NICP	Number of CAO Jobs
MECOM	5
AVSCOM	3
ECOM	3
MICOM	4
MUCOM	0
TACOM	2
WECOM	3

Therefore, the next step would be to obtain the score sheet for this individual to determine exactly which of the 18 job element statements he reported performing and how frequently. Then a comparison should be made of the task criticality data for these job element statements and others arbitrarily selected on the basis of the 60% cut-off score for the other NICPs. Another comparison would follow for the individual selected (e.g., at 56% level at MUCOM), to determine how the content of that job compared with the content of the jobs at the 60% level.

Conversely, it may also be possible to find other job positions within the same organizational element that might score even higher on the CAO job. For example, on examination of a response matrix for an NICP for a specific job position, one finds that there are three persons authorized to that position, only one of whom was surveyed. It is possible that either or both of the individuals not surveyed would have scored higher than the one who completed the questionnaire. Thus, re-administering the questionnaire to the remaining two job incumbents might be a relatively quick way of meeting the 60% criterion.

Chapter 4

ON-THE-JOB TRAINING PROGRAMS

PROCEDURAL QUESTIONS

After the JOBGOAL questionnaires had been scored and the results analyzed, tables were constructed to assist decision making as to the potential for OJT programs within NICPs for MOS 76P40 personnel. In effect, the survey questionnaire had made it possible to quantify the opportunity to perform ICC work in specific NICP job positions.

Aside from the question of similarity of content between the ICCV and the NICP job, there were other questions that needed to be considered before an OJT program could be implemented. For example, would OJT trainees replace the job incumbent at the NICP? Was it more desirable to obtain a "generalist" who was experienced in all facets of ICC work, or was it more desirable to obtain specialists who concentrated on the requirements of a specific ICCV job? Would the program be used as a means of supplying ICC-trained personnel to ICCV? Would the program be used as a source of assignments for personnel returning to CONUS from ICCV? These questions had implications for the kind of program that could be supported at the NICPs.

The Army wished to remain flexible regarding OJT training programs,[1] so it appeared that the most effective course was to develop sample programs, and to specify how other programs might be defined by selecting alternative values for input parameters.

Therefore, several "model" OJT programs were developed. In addition, a program planning procedure was developed which provides guidance for constructing other OJT programs as a function of changing assumptions, requirements and constraints, using the data base acquired in this study.

OJT ASSIGNMENT MODELS

The assignment models depict three ways to assign MOS 76P40 personnel to NICPs for on-the-job training in ICCV-type jobs: Minimum Best Specialist, ICC Generalist, and Combination. Each model identifies the specific TDA paragraph number of the NICP job positions that afford the opportunity to perform ICCV-type work as reported by the questionnaire survey. Items arbitrarily selected include the number of positions identified, as a whole or per NICP, or the number of individuals to assign against a TDA paragraph; length of assignment to the NICP, and duration of the trainee's occupancy of that job position. They were either possible or probable values of input parameters, or were consequences of the reported availability of job positions at NICPs.

The models are by no means exhaustive in the sense that all parameters leading to assignment decisions have been explored. Rather, the models indicate the character of the assignments that might be made as a function of potential military requirements.

The basic data and the analytical tables can be manipulated to satisfy particular requirements for personnel that may be imposed. The specific positions identified at any given NICP would differ depending upon the numbers required, the purpose of the assignment, and flexibility to rotate within the tour.

[1] "Although it was known that a problem existed in attempting to assign military personnel to predominantly civilian-manned NICPs, it was believed that the Army would change its procedures in order to utilize the skill and knowledges of incumbent civilians to train military personnel transitioning through the NICPs in OJT programs."

It was necessary to identify 18 job positions (one for each ICC-unique job identified in Vietnam) in order to determine the potential number of job positions to which MOS 76P40 personnel could be assigned at NICPs in this program. The essential characteristic of the 18 job positions identified at an NICP is that they should be ones that provide the best opportunity for a trainee to perform the elements of the ICCV job—"best" meaning the most elements at the highest frequency.

If it appeared that all 18 jobs should be located at one NICP, then that would be an acceptable consequence of the initial conditions, but not a satisfactory administrative option. It turned out, however, that the job positions were distributed among the seven NICPs as follows: AVSCOM, 4; ECOM, 3; MECOM, 3; MICOM, 2; MUCOM, 2; TACOM, 1; WECOM, 3.

OJT PROGRAM NO. 1: MINIMUM BEST SPECIALIST

Because of the assumptions and constraints (as outlined in the ICC OJT Program Planning form discussed later), and because there were 18 ICCV jobs, there are 18 NICP job positions selected in this model. These selections are shown in Tables 8 through 14.

The tables show the total number of ICCV job elements and the number reported performed by the person who occupied the NICP job positions. The tables also show the other ICCV jobs the NICP job position includes, and the total number of elements in those jobs, the number reported performed, and the percent of the total.

This assignment model could be utilized if the requirement were to provide maximum experience in performing ICC job elements in a particular NICP job position. It would provide for 18 jobs, one for each ICCV job distributed among the seven NICPs. The 76P40s assigned to these positions would develop a high degree of specialization in the job elements of a particular ICCV job, but, because of the overlap with other ICCV jobs inherent in that NICP job position, the 76P40s would also become familiar with the job elements of the other ICCV jobs indicated on the tables. Because of the operational mission of the NICP, they would also learn certain NICP job elements.

OJT PROGRAM NO. 2: ICC GENERALIST

The primary objective with this model was to identify NICP job positions that would afford the trainee the most comprehensive coverage of ICCV jobs in each of the seven NICPs. It is an attempt to obtain a generalist capable of being assigned to any one of the ICCV jobs, and assignment consequently would be facilitated because of the varied training received.

After the first three years, the program would produce approximately seven generalists in ICC operations per year—assuming corresponding initial and yearly subsequent assignment. The program envisions the movement of the trainee from one job to another during a three-year tour. From five to six job positions would be affected in each NICP. The trainee would occupy the position for a period of six months or a year.

In order to meet the objective of producing men with broad experience, it is necessary to involve more than one NICP job position since no position was found in which the respondent reported performing substantially all elements of all ICCV jobs. Table 15 is organized by Commodity Commands and indicates the NICP job positions selected. The table indicates the sequence of duty position assignment and the assignment duration for personnel through the NICP job positions during a three-year tour. The assignment duration for the NICP job slots is predicated upon estimated time reported as being required to learn ICC job elements and the reported frequency of performance of these elements by the job incumbent at the NICP.

Table 8

Assignment Model No. 1—Minimum Best Specialist: Job Position Location AVSCOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
780	GS-9	IAD	4/4	100	IM	23/177	13
					CLIB	1/36	3
					CD	13/46	28
					SE	1/7	14
					CODE	2/17	12
					CMB	2/6	33
					CAO	1/18	6
78E	GS-5	CCIL	8/8	100	CATB	14/22	64
					TEB	3/10	30
					SRSB	2/14	14
					IM	84/177	47
					CLIB	2/36	6
					EAB	1/3	33
					CD	21/46	47
					SE	3/7	43
					CODE	2/17	12
					IAD	3/4	75
					CMB	1/6	17
					RBOP	29/36	81
					RBRS	5/8	63
					RBRP	2/4	50
					CAO	13/18	72
					CALB	5/12	42
					MAB	11/15	73

Continued

Table 8 *(Continued)*

Assignment Model No. 1—Minimum Best Specialist: Job Position Location AVSCOM

MTOA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
41L	GS-7	RBOP	34/36	94	CATB	20/22	91
					TEB	8/10	80
					SRSB	8/14	57
					IM	30/177	15
					CLIB	3/36	8
					EAB	1/3	33
					CD	8/46	17
					SE	1/7	14
					CODE	2/17	12
					CCIL	1/8	13
					IAD	1/4	25
					CMB	3/6	50
					RBRS	7/8	88
					RBRP	4/4	100
					CAO	11/18	61
					CALB	7/12	58
					MAB	3/15	20
78N	GS-9	EAB	3/3	100	CATB	11/22	50
					SRSB	6/14	43
					IM	50/177	28
					CD	20/46	43
					SE	2/7	29
					IAD	3/4	75
					CMB	2/6	33
					CAO	11/18	61
					MAB	7/15	47

Table 9

Assignment Model No. 1—Minimum Best Specialist: Job Position Location ECOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
06A	GS-9	SE	7/7	100	CATB	16/22	73
					TEB	2/10	20
					SRSB	4/14	29
					IM	62/177	35
					CLIB	3/36	8
					EAB	2/3	67
					CD	16/46	35
					CODE	7/17	41
					IAD	3/4	75
					CMB	3/6	50
					RBOP	11/36	31
					CAO	8/18	44
					MAB	5/15	33
08C	GS-7	SRSB	12/14	86	CATB	20/22	91
					TEB	9/10	90
					IM	20/177	11
					CLIB	3/36	8
					CMB	1/6	17
					CAO	4/18	22
					MAB	1/15	7

(Continued)

Table 9 *(Continued)*

Assignment Model No. 1—Minimum Best Specialist: Job Position Location ECOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
07B	GS-9	CALB	9/12	75	CATB	16/22	73
					TEB	5/10	50
					SRSB	8/14	57
					IM	68/177	38
					CLIB	26/36	72
					EAB	2/3	67
					CD	9/46	20
					SE	3/7	43
					CODE	6/17	35
					CMB	3/6	50
					RBOP	10/36	28
					RBRS	1/8	13
					CAO	11/18	61
					MAB	7/15	47

Table 10

Assignment Model No. 1—Minimum Best Specialist: Job Position Location MECOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
72-B	GS-11	IM	145/177	82	CLIB	3/36	8
					CATB	21/22	95
					TEB	9/10	90
					SRSB	9/14	64
					RBOP	8/36	22
					EAB	2/3	67
					SE	7/7	100
					CCIL	7/8	88
					IAD	2/4	50
					CAO	5/18	28
					CODE	6/17	35
					CALB	3/12	25
					CMB	2/6	33
					CD	37/46	80
					MAB	10/15	67
59M	GS-9	CAO	16/18	89	CATB	19/22	86
					TEB	4/10	40
					SRSB	5/14	36
					IM	87/177	49
					CLIB	8/36	22
					EAB	3/3	100
					CD	17/46	37
					SE	2/7	29
					CODE	9/17	53
					CCIL	3/8	38
					IAD	2/4	50
					CMB	3/6	50

(Continued)

Table 10 *(Continued)*

Assignment Model No. 1—Minimum Best Specialist: Job Position Location MECOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
					RBOP	13/36	36
					RBRS	4/8	50
					CALB	5/12	42
					MAB	14/15	93
7-4A	GS-9	CMB	6/6	100	CATB	10/22	45
					SRSB	2/14	14
					IM	25/177	14
					CLIB	6/36	17
					EAB	1/3	33
					CD	4/46	9
					SE	6/7	86
					CODE	4/17	24
					RBRP	1/4	25
					CAO	7/18	39
					CALB	5/12	42
					MAB	3/15	20

Table 11

Assignment Model No. 1—Minimum Best Specialist: Job Position Location MICOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
87E	Sp-5	TEB	9/10	90	CATB	5/22	23
					SRSB	7/14	50
					IM	23/177	13
					CLIB	2/36	6
					CD	6/46	13
					IAD	2/4	50
87R	GS-6	CODE	11/17	65	CATB	3/22	14
					TEB	6/10	60
					SRSB	9/14	64
					IM	63/177	36
					CLIB	2/36	6
					EAB	1/3	33
					CD	12/46	26
					MAB	10/15	67

Table 12

Assignment Model No. 1—Minimum Best Specialist: Job Position Location MUCOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
26J	GS-11	MAB	13/15	87	CATB	12/22	55
					TEB	5/10	50
					SRSB	5/14	36
					IM	86/177	49
					CLIB	4/36	11
					EAB	1/3	33
					CD	26/46	57
					SE	3/7	43
					CODE	8/17	47
					CMB	1/6	17
					CAO	4/18	22
27J	E-7	CLIB	31/36	86	CATB	20/22	91
					TEB	5/10	50
					SRSB	4/14	29
					IM	64/177	36
					EAB	3/3	100
					CD	8/46	17
					SE	6/7	86
					CODE	10/17	59
					IAD	2/4	50
					CMB	2/6	33
					RBOP	5/36	14
					RBRS	4/8	50
					RBRP	1/4	25
					CAO	5/18	28
					MAB	6/15	40

Table 13

Assignment Model No. 1—Minimum Best Specialist: Job Position Location TACOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
78N	GS-9	RBRP	3/4	75	CATB	12/22	55
					TEB	2/10	20
					SRSB	3/14	21
					IM	60/177	34
					CLIB	15/36	42
					EAB	1/3	33
					CD	11/46	24
					CODE	3/17	18
					CCIL	3/8	38
					CMB	2/6	33
					RBOP	27/36	75
					RBRS	6/8	75
					CAO	11/18	61
					MAB	8/15	53

Table 14

Assignment Model No. 1—Minimum Best Specialist: Job Position Location WECOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
09B	GS-9	RBRS	8/8	100	CATB	13/22	59
					TEB	4/10	40
					SRSB	2/14	14
					IM	90/177	51
					CLIB	18/36	50
					EAB	1/3	33
					CD	20/46	43
					CODE	11/17	65
					CCIL	8/8	100
					CMB	3/6	50
					RBOP	33/36	92
					RBRP	2/4	50
					CAO	12/18	67
					MAB	13/15	87
09K	GS-7	CD	42/46	91	CATB	7/22	32
					TEB	10/10	100
					SRSB	8/14	57
					IM	112/177	63
					CLIB	10/36	28
					SE	5/7	71
					CODE	3/17	18
					CCIL	1/8	13
					IAD	1/4	25
					RBOP	13/36	36
					RBRS	6/8	75
					RBRP	1/4	25
					CAO	8/18	44
					MAB	8/15	53

(Continued)

Table 14 *(Continued)*

Assignment Model No. 1—Minimum Best Specialist: Job Position Location WECOM

MTDA Paragraph	Grade	Primary ICCV Job Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program	Other ICCV Jobs To Be Covered	No. Elements Performed/ No. Elements in ICCV Job	Percent Job Elements To Be Covered by OJT Program
12C	GS-11	CATB	22/22	100	TEB	7/10	70
					SRSB	3/14	21
					IM	54/177	31
					CLIB	1/36	3
					EAB	1/3	33
					CD	4/46	9
					CMB	1/6	17
					CAO	1/18	6

Table 15

NICP Job Positions Selected for OJT of MOS 76P40 Jobs Found at ICCV (Assignment Sequence and Duration)

NICP	TDA	Date	Paragraph, Grade	Sequence	Assignment Duration
AVSCOM	M6 W20ZAA 00	70 06 30	41L, GS-7	1	12 Months
	M6 WOY6AA 06	71 06 30	76C, GS-9	5	6 Months
	M6 WOY6AA 06	71 06 30	78E, GS-5	2	6 Months
	M6 WOY6AA 06	71 06 30	78H, E-7	4	6 Months
	M6 WOY6AA 06	71 06 30	78N, GS-9	3	6 Months
MECOM	M9 W05XAA 04	70 12 30	59K, GS-11	2	6 Months
			59M, GS-9	3	6 Months
			63A, GS-7	1	3 Months
			68A, GS-11	5	3 Months
			72B, GS-11	6	12 Months
			74A, GS-11	4	6 Months
MICOM	M3 WOH9AA 05	70 12 30	85E, GS-11	1	6 Months
			87E, Sp-5	2	3 Months
			87E, GS-7	3	3 Months
			87M, GS-7	4	9 Months
			88M, GS-11	5	12 Months
MUCOM	M5 WOJBAA 04	70 12 30	26I, GS-9	5	6 Months
			26L, E-7	4	12 Months
			26L, GS-9	3	3 Months
			26V, GS-7	2	3 Months
			27J, E-7	1	12 Months
TACOM	M4 WOKXAA 03	70 06 30	75H, GS-11	5	9 Months
	(Updated 10 December		76P, GS-11	4	3 Months
	1970)		77I, GS-9	6	6 Months
			78I, GS-9	2	3 Months
			78N, GS-9	3	12 Months
			80J, GS-5	1	3 Months
WECOM	M8 W1NPAA 04	71 06 25	09B, GS-9	4	12 Months
			09E, GS-9	3	3 Months
			10J or K, GS-9	6	6 Months
			10Q or R, GS-9	1	6 Months
			11C, GS-11	5	6 Months
			13A, GS-11	2	3 Months
ECOM	M2 W20KAA 02	70 06 30	04, GS-11	4	6 Months
	M2 W20KAA 02	70 06 30	07A, GS-11	6	6 Months
	M2 W20KAA 02	70 06 30	07B, GS-9	5	9 Months
	M2 W20LAA 02	70 06 30	06E, GS-5	2	3 Months
	M2 W20LAA 02	70 06 30	08G, GS-7	3	6 Months
	M2 W20HAA 02	70 06 30	08C, GS-7	1	6 Months

Table 15 indicates for each NICP the specific job positions that could be selected and the extent of ICC job coverage possible. In this model, each NICP was considered separately from the point of view of candidates who scored first, second, third, and fourth for each ICCV job. Any respondent who scored less than fourth highest in a given NICP was not considered eligible for selection. The objective was to find a small number of NICP job positions affording the best opportunity for training in the most elements of the most jobs. A minimum of five such job positions were identified in AVSCOM and MICOM with six identified in the remaining five NICPs.

This program would entail a rotation of men through NICP job positions over a period of three years. Each NICP OJT program would be tailored to the available resources at that NICP, although generally a trainee passing through the AVSCOM program would have about the same opportunity for practicing ICCV job tasks as a trainee passing through the MICOM program. The content of each job position assignment in the two organizations would necessarily be distinctive and reflect the content of the job as it was done at that location.

OJT PROGRAM NO. 3: COMBINATION

In developing the third model, the approach was to recognize the functional similarity among certain ICCV jobs and to identify NICP job positions on the basis of maximum coverage within the functional area. For example, the ICCV jobs in the Technical Edit Branch (TEB), Catalog Branch (CATB), and Stock Record Support Branch (SRSB) consist of many similar job elements. Rather than identify the best NICP job position for each branch, the job position was identified that maximized their composite job elements. Thus, instead of three NICP job positions being required, only one was needed. The same method was employed in the Red Ball Division, resulting in one NICP position being identified, rather than three.

As a consequence, the potential exists for assigning to each NICP about 13 76P40 personnel to cover the 18 ICCV jobs. Were this model to be adopted, approximately 7 x 13 (or 91) NICP job positions would be identified. This model would not call for the rotation of individuals from one NICP job position to another, as a general policy.

Table 16 shows the number of NICP job positions qualifying for OJT on only one ICCV job through combinations of 11 ICCV jobs. (Qualification amounted to reporting performing 50% or more of the elements in the job.) Thus, in Table 16, for one ICCV job, it is clear that AVSCOM has 12 qualifying job positions for the CATB job.

It will be seen that AVSCOM has two individuals who were qualified on a combination of CATB and SRSB jobs. Thus, if one were trying to find 17 job positions in AVSCOM qualified in CATB, one could obtain 12 who were qualified in CATB, only and five more who were qualified in CATB and some other job.

Using the data displayed in Table 16, in addition to the summary form of the response matrices (Figure 5 and Appendix F), it was possible to identify the particular NICP positions that should be selected for the OJT programs that implement the objectives of this model. These job positions are identified for each of the NICPs and for the combinations of jobs and single jobs within the NICPs. Implementation of this model requires the movement of a trainee from one NICP job position to another in that area denoted by the ICCV job code "Item Manager," because no NICP respondent indicated that he performed 50% or more of the job elements in the 10 ICCV Item Manager jobs. In order to do this, it would take at least two NICP job positions. The positions selected in the model are shown in Table 17. (With the exception of the entries in the row for "IM Multiple NICP Job Positions," all other job positions are equally acceptable alternates in the ICCV job indicated. In the case of "IM Multiple NICP Job Positions" selections, *all* entries should be selected for maximum ICCV job element coverage.)

Table 16

Number of NICP Job Positions Qualifying for OJT on Various Combinations of ICCV Jobs

Combination of Jobs	ICCV Job(s)	National Inventory Control Points						
		AVSCOM	ECOM	MECOM	MICOM	MUCOM	TACOM	WECOM
One	CATB	12	8	8	7	2	3	5
	TEB	1	5	2				1
	SRSB							
	RBOP							
	RBRS	1						
	RBRP							
	IM							
	CD							
	MAB						1	
	CLIB			3				
	EAB				2			
	SE						1	1
	CODE						1	
	CCIL						1	
	IAD	4	4	2		4	4	2
	CMB			2				
	CAO	1			2		1	1
	CALB							
Two	CATB-SRSB	2	1	1				
	CATB-TEB	2	2	2	5	1	3	5
	CATB-CCIL	1						
	RBOP-RBRS	1	1					
	TEB-CAO		1				1	1
	EAB-CAO	1		1				
	TEB-SRSB			1	1			
	RBRS-SE			1				
	SE-CMB			2				
	SE-CAO				1			
	TEB-MAB				1			
	CATB-CAO				2			
	TEB-IAD				1			
	CATB-CLIB						2	
	CATB-MAB						2	
	IM-MAB						1	
	CATB-CD						1	
	CATB-IAD							2
	CATB-EAB							3
	CLIB-IAD							1
	CLIB-EAB							1

(Continued)

Table 16 *(Continued)*

Number of NICP Job Positions Qualifying for OJT on Various Combinations of ICCV Jobs

Combination of Jobs	ICCV Job(s)	National Inventory Control Points						
		AVSCOM	ECOM	MECOM	MICOM	MUCOM	TACOM	WECOM
Three	CATB-TEB-CALB	1						
	CATB-SRSB-SE	1						
	RBOP-RBRS-CD	1						
	CATB-TEB-MAB		1					
	CATB-TEB-SE		1					1
	CATB-SRSB-IM		1					
	CATB-TEB-EAB		1			1		
	CATB-TEB-SRSB		2	3	1		4	1
	CATB-TEB-CAO		3		1	1		
	CATB-MAB-CAO		1					
	CATB-CLIB-CMB			1				
	CATB-SE-CCIL			1				
	CATB-EAB-SE			1				
	TEB-SRSB-IAD				1			
	EAB-SE-IAD				1			
	CATB-IM-IAD				1			
	CATB-CCIL-CAO					1		
	CATB-TEB-RBRP						1	
	CATB-RBRS-CAO						1	
Four	RBOP-CD-EAB-CAO	1						
	CATB-EAB-IAD-CAO	1						
	CATB-TEB-SE-CAO		1			1		
	CATB-TEB-SRSB-CAO		1					
	CATB-TEB-SRSB-CD		2					
	RBOP-RBRS-CAO-CALB		1					
	CATB-RBOP-RBRS-MAB		1					
	RBOP-RBRS-RBRP-CAO			2				
	CATB-SRSB-CLIB-IAD			1				
	TEB-SRSB-MAB-CODE				1			
	CATB-TEB-SRSB-RBRS					1	1	
	CATB-TEB-CD-MAB					1		
	CATB-TEB-EAB-CMB					1		
Five	CATB-EAB-SE-IAD-CMB		1					
	TEB-EAB-SE-IAD-CAO		1					
	CATB-RBOP-RBRS-RBRP-CAO		1					
	CATB-MAB-EAB-CODE-CAO			1				
	CATB-IM-CD-MAB-SE			1				
	CATB-TEB-SRSB-IM-EAB					1		
	CATB-TEB-SRSB-CD-MAB					1		
	CATB-RBRS-EAB-CMB-CAO					1		
	CATB-SRSB-RBRS-IM-SE						1	

(Continued)

Table 16 *(Continued)*

Number of NICP Job Positions Qualifying for OJT on Various Combinations of ICCV Jobs

Combination of Jobs	ICCV Job(s)	National Inventory Control Points						
		AVSCOM	ECOM	MECOM	MICOM	MUCOM	TACOM	WECOM
Six	CATB-TEB-IM-CD-MAB-CLIB	1						
	CATB-RBRS-RBRP-CODE-CCIL-CMB	1	1					
	TEB-RBRS-MAB-CCIL-CAO-CALB		1					
	TEB-RBOP-RBRS-RBRP-MAB-CAO			1				
	CATB-RBOP-RBRS-MAB-CAO-CALB				1			
	TEB-SRSB-RBRP-IM-CD-MAB					1		
	CATB-CLIB-EAB-SE-IAD-CMB						2	
	CATB-RBOP-RBRS-RBRP-MAB-CAO						1	
	CATB-TEB-EAB-IAD-CMB-CAO							1
	CATB-TEB-CLIB-EAB-CMB-CAO							1
Seven	CATB-TEB-SRSB-RBOP-IM-CD-EAB							1
	TEB-SRSB-RBRS-IM-CD-MAB-SE							1
Eight	CATB-RBOP-RBRS-RBRP-MAB-CCIL-IAD-CAO	1						
	CATB-TEB-SRSB-CLIB-EAB-CMB-CAO-CALB		1					
	CATB-RBRS-MAB-EAB-CODE-IAD-CMB-CAO			1				
	CATB-TEB-RBOP-IM-CD-MAB-CLIB-IAD				1			
	CATB-TEB-RBRS-CLIB-EAB-SE-CODE-IAD					1		
Nine	CATB-TEB-SRSB-RBOP-RBRS-RBRP-CMB-CAO-CALB	1						
	CATB-IM-CD-MAB-EAB-SE-IAD-CMB-CAO			1				
Ten	CATB-TEB-SRSB-IM-CD-MAB-EAB-SE-CCIL-IAD			1				
	CATB-TEB-SRSB-IM-CD-MAB-EAB-SE-IAD-CAO					1		
Eleven	CATB-TEB-SRSB-RBOP-RBRS-IM-CD-MAB-SE-CMB-CAO					1		
	CATB-RBOP-RBRS-RBRP-IM-MAB-CLIB-CODE-CCIL-CMB-CAO							1

Table 17

Suggested Location for OJT Programs at NICPs on ICCV Jobs (MTDA Paragraph and Grade Level)

ICCV Jobs	National Inventory Control Points						
	AVSCOM	ECOM	MECOM	MICOM	MUCOM	TACOM	WECOM
CATB, TEB RBRP	41L, GS-7	Directorate Tech Data, Catalog 08C, GS-7	62B, GS-9 63B, GS-9 64C, GS-9	35E, GS-11	26I, GS-9 26L, E-7 26L, GS-9	80I, GS-7 80J, GS-5 80J, GS-5	13B, GS-5
RBOP, RBRS, RBRP	78E, GS-9 78E, GS-5	Directorate Distrib. 08D, GS-9	59K, GS-11 59K, GS-9	87M, GS-7		78N, GS-9	09B, GS-9
IAD	78M, GS-9 78O, GS-9	Directorate Distrib. 05B, GS-7 05D, GS-7	59D, GS-7 59G, GS-7	87E, GS-7	26V, GS-7 26W, GS-9	78D, GS-9	09E, GS-9
IM (Single NICP Job Position)		Directorate Materiel Mgmt. 07A, GS-11	72B, GS-11 72B, GS-9	88M, GS-11	26L, E-7 26L, GS-9	77I, GS-9 76P, GS-11	10J or K GS-9
IM (Multiple NICP Job Positions)	76V, GS-9 41K, GS-7 78H, E-7	Directorate Materiel Mgmt. 07A, GS-11 Directorate Distrib. 06E, GS-5	72B, GS-11	88M, GS-11 85E, GS-11	26L, E-7	77I, GS-9 80J, GS-5 78I, GS-9	10J or K GS-9 13B, GS-5 09E, GS-9
CD	77G, GS-7	Directorate Distrib. 06E, GS-5	72B, GS-9	88M, GS-11	26L, E-7	78I, GS-9	10J or K GS-9
MAB	78N, GS-9	Directorate Distrib. 08G, GS-9	59M, GS-9	87R, GS-6	26J, GS-11	77I, GS-9	09B, GS-9
CLIB		Directorate Materiel Mgmt. 07B, GS-9	68A, GS-11	88M, GS-11	27J, E-7	75H, GS-11	11C, GS-11
SE	76V, GS-11	Directorate Materiel Mgmt. 06A, GS-9 06B, GS-9	72B, GS-11 72B, GS-7		26L, E-7 27J, E-7	75H, GS-11	10F or G GS-11
CAO	78E, GS-5	Directorate Distrib. 08D, GS-9	59K, GS-11	87M, GS-7		78N, GS-9	09B, GS-9

(Continued)

Table 17 *(Continued)*

Suggested Location for OJT Programs at NICPs on ICCV Jobs (MTDA Paragraph and Grade Level)

ICCV Jobs	National Inventory Control Points						
	AVSCOM	ECOM	MECOM	MICOM	MUCOM	TACOM	WECOM
CALB	41L, GS-7 41K, GS-7	Directorate Materiel Mgmt. 07B, GS-9 08B, GS-7 Directorate Distrib. 08D, GS-9		87M, GS-7			
CCIL	78E, GS-5	Directorate Materiel Mgmt. 04, GS-11					09B, GS-9
CMB			74A, GS-11 74A, GS-9				
EAB	78N, GS-9	Directorate Materiel Mgmt. 07A, GS-9	59M, GS-9	88P, GS-11	27J, E-7	75H, GS-11	10J or K GS-9
CDDE		Directorate Materiel Mgmt. 04, GS-11	59L, GS-9 59M, GS-9	87R, GS-6			09B, GS-9

ICC OJT PROGRAM PLANNING DATA FORM

Development of each of the three models involved consideration of the assumptions that would need to be made, and the existing conditions and constraints that would determine the characteristics of the model. As the work with the models progressed, program planning procedures were developed and improved. This experience provided the basis for development of the ICC OJT Program Planning data form, which sets forth the elements to be taken into consideration and the procedures to be followed in constructing other OJT programs based on different assumptions, requirements, and constraints.

The form, shown in Figure 12, has three parts: (1) assumptions, initial conditions or constraints; (2) guidance on working rules; (3) procedures to be used.

ICC OJT Program Planning Data Form

ICC OJT Program Planning

MOS 76P40

1. List Assumptions, Initial Conditions, or Constraints

   a. NICP job positions will be selected that provide opportunity for training on:

      1. Single ICC Job _____ / _____
         Yes / No

      2. Combination of Jobs _____ / _____
         Yes / No

         a. How many ICC Jobs _____ per NICP Job _____

         b. Which _____

         c. How many "combination" type jobs per NICP _____

         d. List ICCV Jobs in each combination

            1. _____

            2. _____

            3. _____

               etc;

   b. Length of OJT program

      1. _____ years (PCS)

      2. _____ years (TDY)

   c. NIP trainee job position is

      1. Fixed during tour _____ / _____
         Yes / No

         a. Single occupant _____ / _____
            Yes / No

         b. Occupants rotate _____ / _____
            Yes / No

   d. Level of ICC job coverage:

      1. Minimum acceptable level _____%

      2. Maximum available _____

Figure 12 (Continued)

ICC OJT Program Planning Data Form (Continued)

e. Number of NICPs to participate _____

1. List if less than 7 _____

f. Number of ICC jobs NICPs will support OJT programs for _____ (0-18)

1. List if less than 9 _____

2. List ICC job *not* supported if less than or = to 9 _____

_____

g. Extent to which OJT programs at each NICP should be same:

1. Maximum extent possible _____

2. Other _____

h. Grade restrictions on candidate NICP job:

1. Not less than _____ or greater than _____

2. No restrictions _____

3. Other _____ _____

i. Number of NICP Job Positions Needed

1. Number single ICC job positions _____ X Number NICPs _____ = _____

a. Number of NICP jobs needed per single ICC job _____

2. Number double ICC job positions _____ X Number NICPs _____ = _____

a. Number of NICP jobs needed per double ICC job _____

3. Number triple ICC job positions _____ X Number NICPs _____ = _____

a. Number of NICP jobs needed per triple ICC job _____

4. More than three

a. Number _____ ICC Job positions _____ X Number NICPs _____ = _____

b. (etc.)

5. Total NICP job positions required _____

(=sum of the entries in paragraph i.1 through i.4 inclusive.)

Figure 12 (Continued)

ICC OJT Program Data Form (Continued)

2. Keep in mind working rules:

   a. Select positions in NICP organizational element responsible for type of work performed in ICC job.

   b. If two NICP positions have equal coverages, select the one with highest frequency of performance on ICCV job element.

3. Procedure

   a. Examine assumptions, initial conditions or constraints:

      1. If "yes" on 1.a.2. and 1.d.1 is 50%, go to 3.b.

      2. If "yes" on 1.a.2. and 1.d.1 is *not* 50%, go to 3.e.

      3. If "yes" on 1.a.1. and 1.d.2. is checked, go to 3.d.

   b. Enter Appendix J, paragraph 9.

      1. List how many NICP positions were found which could support the number of combined jobs indicated in 1.a.2.a, and b. _____

   c. Enter Appendix J, paragraph 10.

      1. List number of NICPs which could support programs indicated in 1.a.2.a, and b. _____

   d. Determine difference between assets and requirements

      1. If 3.b.1 is equal to or greater than 1.i.(n), opportunity exists for planned program: proceed. (Where (n) is paragraph number corresponding to number of ICC jobs in combination being compared.)

      2. Otherwise: Revise assumption 1.a.2. to accommodate fewer ICCV jobs per NICP job and re-enter =3.

      3. Examine Figure 6 (in this report).

         Excluding ICC jobs listed in 1.a.2.b, determine if NICPs can support number of jobs indicated in 1.i. If "no," note how many of each could be supported. Revise assumptions as needed, and re-enter. If "yes," proceed.

Figure 12 (Continued)

ICC OJT Program Planning Data Form (Continued)

e. Determine specific positions

1. Obtain summary matrix for an NICP

a. Determine position for combined job

1. Locate on matrix rows corresponding to ICCV jobs in proposed NICP position.

2. Mark positions with cell entries 50* or higher in the three rows in 1, above.

*Use number from 1.d.

3. Of those marked in 2. above, select as many positions as required by 1.i., starting with the highest cell value.

4. For those positions selected in 2. above, select those which, by Chart A are shown to be in the same functional area (i.e., Cataloging, Distribution, or Materiel Management) as the corresponding ICCV job(s).

5. Make list of qualifying NICP positions.

b. Determine position for single jobs.

1. Choose ICC job to find NICP position(s) for.

2. Locate on summary matrix the row corresponding to the job chosen in 1 above.

3. Mark positions with cell entries 50* or higher in the row.

*Use number from 1.d.

4. Do e.1.a.3, 4, 5

5. Have all single jobs been selected?_____

a. Yes: Go to 2.

b. No: Do e.1.b.

2. Have all NICPs been addressed?

a. Yes: Go to f.

b. No: Do 3.e.1.

f. Prepare listing for each NICP showing positions identified and organizational location, and corresponding ICC OJT program. Terminate procedure, if requirements satisfied, otherwise re-define assumptions and repeat procedure.

Figure 12 (Continued)

ICC OJT Program Planning Data Form (Continued)

Chart A

1. MTDA Paragraph Numbers Associated with Major Functional Areas of NICPs

NICP	MTDA and Date	Catalog	Distribution	Materiel Management	Other
AVSCOM	M6 WOY6AA 00 71 06 30 M6 W20ZAA 00 70 06 30	41	77-78	74-76	
ECOM		The matrices for ECOM are arranged by directorate:			
	M2 W20HAA 02 70 06 30	Directorate of Technical Data, Cataloging and Standardization			
	M2 W20LAA 02 70 06 30	Directorate of Distribution			
	M2 W20KAA 02 70 06 30	Directorate of Materiel Management			
MECOM	M9 W05XAA 04 70 12 30	62-65	59	68-74	58
MICOM	M3 W0H9AA 05 70 12 30	85	87	88	81
MUCOM	M5 W0JBAA 04 70 12 30	27B-27C	26V-27	26G-26L 27 F-27K	26D, 26Q
TACOM	M4 W0KXAA 03 70 06 30 Updated 10 Dec. 1970	80	78	75-77	72
WECOM	M8 W1NPAA 04 71 06 25	13	09	10	05

2. Best NICP Functional Area for Location of OJT Programs on ICCV Jobs

ICCV Jobs	NICP Functional Area
CATB, TEB, SRSB	Catalog
RBOP, RBRS, RBRP, CAO, IAD	Distribution
IM, CLIB, SE, CMB	Materiel Management
CD, MAB, CCIL, CODE, CALB, EAB	Distribution, Materiel Management, or Other

Figure 12

(1) *Assumptions, Initial Conditions, or Constraints.* This part is for the purpose of recording data to be used in the procedures. In Appendix I, this portion of the form is shown filled in with the information for the three models developed in this study. The following comments, keyed to paragraph numbers on the form, explain or amplify the data requested.

1.a.1. Single ICC Job. If the answer is "yes," it means that a trainee occupying an NICP job position will concentrate on learning the elements of a specific ICCV job, and that a particular NICP job position will be selected because it affords the best opportunity for that purpose.

1.a.2. Combination of Jobs. This means that the NICP job selected will provide training on a combination of two or more ICC jobs.

1.a.2.c. Since it is possible to select more than one "combination" type of job per NICP, the number of such combinations is requested.

1.c.1. NICP training job position is fixed or in tour. If the answer is "yes," it means that that particular NICP position will be dedicated to the ICC training function.

1.c.1.b. Occupants rotate. If the answer is "yes," it means that the trainee moves from one NICP position to another during his tour, and his former position is then occupied by a new trainee.

1.d.1. Level of ICC job coverage: minimum acceptable level, percent. This level refers to percent of job elements reported performed by the NICP job incumbent as a function of the total number of job elements in that job.

1.i.1. Number of single ICC job positions X number of NICPs. These entries provide the data on the total number of planned job positions required among the various NICPs.

(2) *Working rules.* Two working rules are presented.

(3) *Procedures.* In the development of the procedures part of the form, an attempt was made to follow a logical process for performing the required planning function. This process requires accessing data and taking actions on the basis of instructions contained within the procedures. Some additional notes may be useful:

3.a.1. If "yes" on 1.a.2 (which asks whether this is a combination of jobs), and if 1.d.1 is 50% (the minimum acceptable level of coverage), go to 3.b.

Step 3.b. Enter Appendix J, paragraph 9. This step directs the planner to enter the appendix with a specific job combination of interest and determine how many NICP positions were found that could support the number of combined jobs indicated in 1.a.2.a and b.

Step 3.c. requires the listing of a number of NICPs that could support programs indicated in 1.a.2.a and b from Appendix J, paragraph 9.

Step 3.d. determines the difference between the assets and the requirements.

The procedure includes several "looping" routines that ensure planning for all ICCV jobs in all NICPs.

SUMMARY AND CONCLUSIONS

The research conducted in Work Unit JOBGOAL resulted in a method for defining on-the-job training programs with the purpose of training personnel to do the work required in one organization in the context of performing similar work in a different organization.

The method involves determining the tasks required by the jobs men do in the target organization and determining which job positions in the training organization have the same tasks. The analytical procedures involved in the course of this research permit the identification of the best job position within the training organization that can be

used as the OJT training position. The curriculum of the program would consist of a set of tasks derived from the task analysis of the jobs in the target organization. The particular subset of tasks appropriate to any selected training organization job position would depend both upon the tasks reported performed at that job position and upon the particular assumptions and constraints imposed upon the training program.

Insofar as specific applicability of the research findings is concerned, a wide variety of on-the-job training programs for personnel holding MOS 76P40 may be constructed and installed at one or more National Inventory Control Points to provide training in the tasks found to be performed by one or more of the 18 unique job positions identified for such personnel at the Inventory Control Center, Vietnam. As noted earlier, the specific form such programs would take depends upon administrative and mission constraints that necessarily would structure the program.

Three models illustrative of how different planning assumptions and constraints result in differently structured OJT programs were prepared, and a procedure has been developed by which other OJT programs may be created as a function of different assumptions and constraints. It seems likely that these methods might be applicable in other circumstances where the content of OJT programs needs to be defined for MOSs in which a substitute organization must serve as the training base.

GLOSSARY
AND
APPENDICES

GLOSSARY

AICP	Army Inventory Control Point
AVSCOM	Aviation Systems Command
CALB	Customer Assistance Liaison Branch
CAO	Customer Assistance Office
CATB	Catalog Branch
CCIL	Commander's Critical Item List
CD	Control Division
CLIB	Closed Loop Incoming Branch
CMB	Construction Materiel Branch
CODE	Code
DMOS	Duty Military Occupational Specialty
EAB	Equipment Authorization Branch
ECOM	Electronics Command
IAD	Inventory and Adjustment
ICC	Inventory Control Center
ICCV	Inventory Control Center, Vietnam
ID	Identification
IM	Item Manager
MAB	Management Assistance Branch
MECOM	Mobility Equipment Command
MICOM	Missile Command
MILSTAMP	Military Standard Transportation and Movement Procedures
MOS	Military Occupational Specialty
MTDA	Modification Tables of Distribution and Allowances
MUCOM	Munitions Command
NCOIC	Noncommissioned Officer in Charge
NCOLP	Noncommissioned Officer Logistics Program
NICP	National Inventory Control Point
OJT	On-the-Job Training
PMOS	Primary Military Occupational Specialty
RBOP	Red Ball Operations
RBRP	Red Ball Reports
RBRS	Red Ball Research
SE	Stock Excess
SOP	Standing Operating Procedure
SRSB	Stock Record Support Branch
TACOM	Tank, Automotive Command
TDA	Tables of Distribution and Allowances
TEB	Technical Edit Branch
USARPAC	United States Army, Pacific
WECOM	Weapons Command

Appendix A

MATERIALS RECEIVED FROM USAICCV

Appendix A

MATERIALS RECEIVED FROM USAICCV

U.S. Army Inventory Control Center, Vietnam
Organization Chart
Tables of Distribution and Allowances - TDA

Office of Commander, U.S. Army Inventory Control Center, Vietnam
Mission
Functions

Department of the Army, Headquarters, U.S. Army Infantry Control Center, Vietnam
Support Operations
Policy Number I 6 November 1969
Subject: Duty Hours
Policy Number II
Subject: Handling and Storage of Classified Documents
Policy Number III
Subject: Orientation of Newly Assigned Personnel
Policy Number IV
Subject: Initial Processing of Newly Assigned Officers, NCO's and DAC's, GS 9 and above.
Policy Number V
Subject: Re-enlistment Interview
Appendix I: Re-enlistment Options Available
Policy Number VI
Subject: Control of Overseas Telephone Calls
Policy Number VII 20 September 1969
Subject: Dissemination of Information to Assigned Personnel
Desk Procedure Number 1
Subject: Establishment and Maintenance of Files Within the Directorate of Support Operations.
Appendix II: Selective List of Administrative Files
Desk Procedure Number 2
Subject: Typing Procedures
Desk Procedure Number 3
Subject: Message Preparation

Supply Operating Procedures
No. 1 18 May 1970
Subject: Processing of Hand Carried Requisitions
No. 2 29 March 1969
Subject: Preparation of Supply Control Studies on Secondary Items and Repair Parts

Change 1 14 August 1969

Detailed Instructions for Preparation of USAICCV Item Management Available Secondary items on AVCA Form 111R, 18 March 1969.

No. 3 30 September 1969
Subject: Intensive Management of Secondary Items

No. 5 29 October 1968
Subject: Passing of PEMA Initial Requisitions to the USARPAC Material Management Agency

No. 8 15 September 1969
Subject: Preparation of Supply Control Studies on PEMA Principal Items

Detailed Instructions for the preparation of USAICCV supply control study/ analysis PEMA principal items AVCA Form 130 and supplemental supply analysis sheet AVCA Form 129, 15 April 1969.

No. 11 1 February 1969
Subject: Management Review of Requisitions

No. 16 27 April 1969
Subject: Instructions for Completion of USAICCV, Form No. 8, Request for ADP Services.

No. 18 3 May 1969
Subject: Processing of Support List Allowance Cards (SLAC) Decks, Supply Status Cards and Supply Directive Cards under 3SVN

No. 20 15 May 1969
Subject: Management and Visibility of Selected Items in Vietnam (MAVSIR)
Appendix I: Instructions for Completing Management Forms

No. 21 19 May 1969
Subject: Management of Temporary Loan of Equipment

Detailed Instruction for Preparation of Temporary Loan Status Record and Report Format (UNIVAC 1005 system)

No. 22 31 May 1969
Subject: Procedures for the assignment of Management Control numbers (MCN's)

Support Operations
Standing Operating Procedures

Customer Assistance Office
Standing Operating Procedures 6 May 1969
Customer Branch
Project AT Code Branch
Customer Assistance Liaison Teams
Desk Procedures

Headquarters, U.S. Army, Vietnam
Regulation Number 725-12 7 January 1970
Requisition and Issue of Supplies and Equipment Assignment and Use of Activity Address Codes

Department of the Army, Headquarters, 1st Logistical Command
Regulation Number 700-25 22 March 1968
Logistics
Project Codes

Department of the Army, Headquarters, U.S. Army Inventory Control Center, Vietnam
Red Ball Division
Standing Operating Procedures 20 May 1970
Appendices I - XXVII
Additional Red Ball information: organization chart, procedures, blank forms, codes

Headquarters, U.S. Army, Vietnam
Regulation Number 700-8 15 April 1970
Logistics
Project Red Ball

Commander's Guide to Red Ball 5 May 1970
(Only governing regulation for Red Ball - USARV Regulation 700-8, 15 April 1970).

Catalog Division
Standing Operating Procedures

U.S. Army Inventory Control Center, Vietnam
3SVN Output Reference
This booklet provides detailed information and cross-reference relationships for reading outputs for the 3SVN system, such as the purpose, usage, formats, error designations of files, audit procedures and in-the-clear columnar headings.

Task List
Major Item Manager
Secondary Item Manager

U.S. Army Inventory Control Center, Vietnam
Sample Computer Printouts
Daily ABF Assets and Status Report
Demand History from May 1969 to April 1970
Due-in Due-out Assets Status Report
Stock No. Inquiry Report
Candidate Asset Status Information
ABF Update Exception List

Appendix B

SAMPLE DATA COLLECTION FORMS

Personal Data Form
Task List (Inventory)
Task Parameters
Task Description Sheet
Inventory of Supply Cards and Documents

Appendix B

SAMPLE DATA COLLECTION FORMS

Personal Data

NAME _____ RANK _____

1. PMOS _____ 2. DMOS _____ _____

3. JOB POSITION NAME/TITLE _____

4. LOCATION OF JOB _____
Section - Branch - Division - Directorate

5. TIME ON ICCV JOB _____

6. PRIOR ASSIGNMENT _____
(Type of unit - ICC, GSU, SCC, Etc.)

7. EVER SERVE IN ICC, AICP or NICP _____
When - Where

8. TIME ON JOB TO BECOME PROFICIENT _____

9. How much are Regs., Supply OP's and SOP's utilized as job aids or guides?

A. Upon being assigned to job 1 2 3 4
(Circle One)

B. At present time 1 2 3 4
(Circle One)

RATING SCALE

1 - Used for all tasks
2 - Used for most tasks
3 - Used for few tasks
4 - Did not use

TASK LIST

JOB TITLE - LOCATION _____

TASK ID #	DESCRIPTION

TASK PARAMETERS

TASK ID= _____

1. Cue _____
2. Frequency _____
3. Time to Perform _____
4. Accuracy/Precision _____
5. Time on Job to Learn _____
6. Job Aids/Guides (Regs., SOPs, desk procedures) used:
   a. _____
   b. _____
   c. _____
   d. _____
7. Job Aids/Guides not used, but available:
   a. _____
   b. _____
   c. _____
   d. _____
8. Criticality (Circle One) 1 2 3 _____

COMMENTS/NOTES _____

TASK DESCRIPTION SHEET

ID# _____ LOCATION _____
Division Branch

DESCRIPTION

INVENTORY OF SUPPLY CARDS AND DOCUMENTS

INSTRUCTIONS: Indicate by a check (✓) the type of actions you take on the below listed cards and documents as part of your present job.

ACTIONS				CARD/DOCUMENT
Edit for completeness and accuracy	Prepare	Interpret and extract information	Edit/Correct errors and invalid data	
				Requisition
				Asset Status
				Authorized Requisitioner
				Back Order Transaction
				Basic Record Insert "A"
				Basic Record Insert "B"
				Cancellation Request
				Customer History Inquiry
				Customer Status/Performance Inquiry
				DHA Demand Data
				Demand Data Change
				Demand Data Inquiry
				Depot Requisition History Inquiry
				Financial Adjustment Transaction
				Follow-Up
				High Priority Single Inquiry
				High Priority Multi-Inquiry
				Requisitioning Objective Change
				Interchangeable and Substitute Card
				Inventory Request
				Issue and Back Order Transaction
				Issue Transaction
				Materiel Adjustment
				Materiel Release Order
				Materiel Release Order Status Request
				Order Ship Time Data Change
				Partial Freeze Card
				Passing Order
				Reconciliation Response
				Redistribution Order
				Referral Order
				Reject of MMA Supply Management
				Reply to Cancellation Request

Edit for Completeness and Accuracy		Prepare		Interpret and Extract Information		Edit/Correct Errors and Invalid Data	
How many per day, week or month	How much time per card/ document	How many per day, week or month	How much time per card/ document	How many per day week or month	How much time per card/ document	How many per day, week or month	How much time per card/ document

Appendix C

TASK LISTS

Catalog Branch (CATB)
Technical Edit Branch (TEB)
Stock Record Support Branch (SRSB)
Red Ball Operations (RBOP)
Red Ball Research (RBRS)
Red Ball Reports (RBRP)
Item Manager (IM)
Control Division (CD)
Management Assistance Branch (MAB)
Closed Loop Incoming Branch (CLIB)
Equipment Authorization Branch (EAB)
Stock Excess (SE)
Code (CODE)
Commander's Critical Item List (CCIL)
Inventory and Adjustment (IAD)
Construction Materiel Branch (CMB)
Customer Assistance Office (CAO)
Customer Assistance Liaison Branch (CALB)

Appendix C

TASK LISTS

Catalog Branch (CATB) Description

ID No.	
CATB-1	Identify descriptive noun from FSN
CATB-2	Identify FSN from descriptive noun
CATB-3	Identify end item application from FSN
CATB-4	Identify FSN from manufacturer's name and part number for an item
CATB-5	Identify name of manufacturer from FSN
CATB-6	Identify physical description of item from FSN
CATB-7	Identify components of a kit or assembly from FSN
CATB-8	Identify source of supply from FSN
CATB-9	Identify unit price from FSN
CATB-10	Identify acquisition advice code from FSN
CATB-11	Identify quantity in unit pack from FSN
CATB-12	Identify interchangeable or substitute item for FSN
CATB-13	Identify FIA code from FSN
CATB-14	Identify recovery expendability code from FSN
CATB-15	Identify unit of issue from FSN
CATB-16	Process Red Ball exceptions
CATB-17	Process 4UI exceptions (Unit of issue error)
CATB-18	Supervise and/or maintain control register

Technical Edit Branch (TEB) Description

TEB-1	Supervise and process 29 series exceptions from S032C (no ABF exceptions).

Stock Record Support Branch (SRSB) Description

SRSB-1	Process exceptions from Demand History Update Program S301D
SRSB-2	Supervise and/or assist in the processing of Support List Allowance Card (SLAC) decks received from NICP or item manager
SRSB-3	Supervise and/or assist in the processing of internal requests for catalog changes to update computer data files

ID No.	
SRSB-4	Process requests for management control numbers (MCN)
SRSB-5	Process 224 series exceptions from S224C program (Local AMDF and Skeleton AMDF update)
SRSB-6	Process 260 series exceptions from S262 programs (Master I & S File update)

Red Ball Operations (RBOP) Description

RBOP-1	Edit incoming requisitions for completeness and accuracy
RBOP-2	Review and control job requests to data processing
RBOP-3	Reinstate Red Ball requisitions
RBOP-4	Process validation error list and exception report
RBOP-5	Process rejected Red Ball requisitions
RBOP-6	Process off line pre-passes and pre-referrals
RBOP-7	Perform review and edit of the daily activity listing

Red Ball Research (RBRS) Description

RBRS-1	Process cancellations of Red Ball requisitions
RBRS-2	Process followups on Red Ball requistions
RBRS-3	Determine current status of Red Ball requisitions
RBRS-4	Determine status of CCIL items requisitioned under Red Ball

Red Ball Reports (RBRP) Description

RBRP-1	Review and process daily deadline report
RBRP-2	Prepare and post Red Ball weekly and monthly summary reports
RBRP-3	Process reconciliation requests from LCOP
RBRP-4	Process high priority ABF inquiries
RBRP-5	File LCOP weekly status list
RBRP-6	File lift data report

Consolidated Task List - Item Manager's Job (IM) Description

Task ID No.	
IM-1	Establish and maintain files on assigned major items
IM-2	Received and process status-in documents
IM-3	Prepare and obtain information from high priority inquiries
IM-4	Obtain lift data from LCOP and Okinawa
IM-5	Prepare data for quarterly DADAC Conference
IM-6	Determine disposition of depot reported excess materiel
IM-7	Justify air challenges from LCOP

Task No.	
IM-8	Process PEMA principal item requisitions
IM-9	Distribute information on data changes and support lists on items managed
IM-10	Review and/or process exceptions from ABF update program which require manager review
IM-11	Perform supply control study on PEMA principal items
IM-12	Review and/or process exceptions and Follow-up and Overdue Shipment listing from File Update program SØ12
IM-13	Review and determine, if necessary, to request for frustration of incoming shipments
IM-14	Prepare requests for cancellation of ICCV initiated requisitions
IM-15	Process customer cancellation requests
IM-16	Review and/or process cards and listing from RO Update program S3Ø2R
IM-17	Review and/or process cards and listing from replenishment program
IM-18	Review and process output from excess program
IM-19	Screen and requisition from PURA Excess Availability Report
IM-20	Compute requisitioning objectives
IM-21	Perform supply control on secondary items and repair parts
IM-22	Process dollar value rejected requisitions from program SØ50G
IM-23	Process reconciliation request documents from supply source
IM-24	Determine, prepare and process redistribution orders
IM-25	Prepare message on items reported as combat losses
IM-26	Review and revise quarterly Equipment STATUS Report
IM-27	Make liaison vists to depots
IM-28	Maintain exception requisition history file
IM-29	Provide information and support to special projects for Critical Engineer Equipment
IM-30	Validate high dollar value requisition
IM-31	Review Open in Stock Control Notice listing
IM-32	Review and/or process exceptions from Receipt, Adjustment and Misc. update program SØØ7A
IM-33	Review and/or process exceptions from Issue Processing program SØ32C
IM-34	Reveiw and/or process exceptions from Stock Number and U/I validation program
IM-35	Review and/or process exceptions from Requisition Control and Pre-obligation program SØ50
IM-36	Review and/or process Invalid Exceptions from program SØ34A
IM-37	Review vehicle park report for asset information
IM-38	Process computer rejected cancellation request documents
IM-39	Take action for assembly/disassembly of sets
IM-40	Review and recommend OST changes
IM-41	Update of demand data order ship-time master file
IM-42	Process CCIL

Task ID No.	
IM-43	Process cancellation request for fringe items
IM-44	Process reconciliation responses received from customers and acknowledge receipt of their response
IM-45	Process computer rejected reconciliation response documents
IM-46	Prepare and distribute reconciliation requests to customers
IM-47	Process handcarried Requisitions
IM-48	Take action on intensively managed item listing
IM-49	Process SLAC deck listing
IM-50	Process requests for, monitor, and control equipment on temporary loan
IM-51	Maintain temporary loan control register
IM-52	Process materiel release denials
IM-53	Process customer follow-up documents
IM-54	Review and process MILSTAMP inquiry listing and candidate TM1 cards
IM-55	Review and take action on MILSTAMP Exception Report
IM-56	Maintain control register for Adjustment document numbers
IM-57	Prepare and process MILSTAMP Inquiry cards

Control Division (CD) Description

ID No.	
CD-1	Receive, process, distribute, and control all "A"-type documents incoming to ICCV by transceiver and message
CD-2	Process computer generated exceptions from program S034A (Invalid exceptions)
CD-3	Process requisitions for PEMA items
CD-4	Process all requisitions for "Oddball" materiel category items
CD-5	Prepare attendance report for all division personnel
CD-6	Supervise maintenance and posting of the job control register; edit all computer input for correct cycle; control all ICCV job requests and card input to data processing directorate

Management Assistance Branch (MAB) Description

MAB-1	Maintain suspense files on special projects
MAB-2	Prepare and distribute weekly report on Project Purify
MAB-3	Review and/or process exceptions from the Final Edit and Requisition Control programs

Closed Loop Incoming Branch (CLIB) Description

CLIB-1.1	Receive, post, and maintain files of lift reports on incoming materiel. Receive, post and maintain files on bi-monthly inventory reports from four support commands

ID No.	
CLIB-1.2	Prepare bi-monthly incoming status reports
CLIB-1.3	Prepare card input to update ABF
CLIB-1.4	Obtain high priority inquiry listing
CLIB-1.5	Process requisitions received by telecon, message, and hand-carried. Maintain release, backorder, and exception requisition card file
CLIB-1.6	Maintain incoming and outgoing message file
CLIB-1.7	Process battle loss message for release
CLIB-1.8	Process and update CCIL
CLIB-1.9	Post daily status report register (for CG and CO) on Closed Loop items managed
CLIB 1.10	Review retrograde report for program slippage
CLIB-1.11	Prepare significant action reports
CLIB-1.12	Make periodic liaison visits to depot stock control and port of embarkation to take informal inventories and make releases
CLIB-1.13	Process Red Ball requisitions
CLIB-1.14	Prepare problem flasher and materiel release order messages
CLIB-1.15	Prepare AE1 documents with CA status to reject requisitions
CLIB-1.16	Coordinate releases with G4, USARV
CLIB-1.17	Prepare fact sheets
CLIB-1.18	Obtain supply and shipment status on incoming stock. Coordinate and follow-up shipment of items
CLIB-1.19	Determine requirement for and prepare when necessary redistribution orders
CLIB-1.20	Post document register for referrals, supply directives, and temporary loans
CLIB-1.21	Process temporary loan requests
CLIB-1.22	Process customer request for status on requisitions
CLIB-2.1	Give authority to issue DX item without returned equipment
CLIB-2.2	Receive, post and file semi-monthly incoming lift reports
CLIB-2.3	Take action on CCIL to provide status and EDD
CLIB-2.4	Prepare MRO confirmation and problem flasher messages. Process combat loss messages
CLIB-2.5	Prepare semi-monthly retrograde report
CLIB-2.6	Review and post from semi-monthly 6942 report listings
CLIB-2.7	Prepare supply directives (A1A & D7A)
CLIB-2.8	Post and maintain document register
CLIB-2.9	Edit and process AOE requistions
CLIB-2.10	Maintain supply document card file
CLIB-2.11	Request release authority for USARV controlled items
CLIB-2.12	Maintain asset board
CLIB-2.13	Prepare significant action report
CLIB-2.14	Process MMA Form 3 report

Equipment Authorization Branch (EAB) Description

ID No.	
EAB-1	Edit 2765-1 requisition for authorization
EAB-2	Prepare 1348 m as loan document; maintain and post the temporary loan register
EAB-3	Obtain and distribute the temporary loan listing

Stock Excess (SE) Description

SE-1	Work on Project Rapid Excess Disposition (RED)
SE-2	Take action on ICCV item manager nominated excess items
SE-3	Receive and distribute to ICCV item managers the ESS items
SE-4	Prepare monthly retrograde report (local form)
SE-5	Prepare PURA Report (message)
SE-6	Prepare MMA Reports (message)
SE-7	Process manager requests for shipping excess
SE-8	Prepare CAVAMP Reports (message)

Code (CODE) Description

CODE-1	Process requests for assignment, change or deletion of activity address codes
CODE-2	Prepare and distribute monthly listings of activity address codes
CODE-3	Provide information concerning activity address codes to all requesting parties
CODE-4	Receive incoming messages from AMC concerning project codes
CODE-5	Maintain incoming and outgoing files for project code messages
CODE-6	Maintain project code card file
CODE-7	Obtain information on unidentified project codes from AMC
CODE-8	Prepare and publish listing of unclassified project codes applicable to Vietnam
CODE-9	Provide project code identification information to requesting units and organizations
CODE-10	Maintain Inter-service Support Agreement (ISSA) file
CODE-11	Provide information concerning ISSAs to requesting parties

Commander's Critical Item List (CCIL) Description

CCIL-1	Process Commander's Critical Item List (CCIL)
CCIL-2	Perform follow-up actions on passed and backordered CCIL requisitions.
CCIL-3	Provide CCIL information to organizations

Inventory and Adjustment (IAD) Description

ID No.	
IAD-1	Request special inventories off-line in MILSTRIP message format
IAD-2	Process warehouse denials or exceptions forwarded to ICCV from depots
IAD-3	Process adjustment actions as necessary
IAD-4	Prepare Inventory Adjustment Reports (IAR)

Construction Materiel Branch (CMB) Description

CMB-1	Process Bill of Materials (BOM) for Project HIT
CMB-2	Obtain and record information required for weekly report on Project HIT
CMB-3	Prepare supply directives for items under Project HIT
CMB-4	Determine FSN or PN of items described on Bill of Materials (BOM)
CMB-5	Prepare supply directives for construction items, including USARV command controlled items
CMB-6	Process requests for cargo diversion

Customer Assistance Office (CAO) Description

CAO-1	Process supply documents received by mail, courier, or hand-carried
CAO-2	Receive visitors and handle their requests
CAO-3	Process hand-carried (expedite) requisitions
CAO-4	Provide information concerning status of previously submitted requisitions.
CAO-5	Publish and distribute USAICCV monthly supply management newsletter
CAO-6	Prepare monthly status listing for mailing
CAO-7	Prepare reconciliation listing for units on all PEMA items

Customer Assistance Liaison Branch (CALB) Description

CALB-1	Conduct entrance interview to identify problem areas
CALB-2	Determine and record if unit is submitting timely replenishement requisitions
CALB-3	Determine and record if unit is anticipating requirements for seasonal items
CALB-4	Determine and record if supply sources are correctly completing AE, AA, and AS documents
CALB-5	Determine and record if unit procedures for requisitioning command control items are adequate
CALB-6	Determine and record if follow-up format, procedures and time frames are adequate

ID No	
CALB-7	Determine and record if unit is receiving status cards and can interpret them
CALB-8	Record data on instances where "BF" status was received
CALB-9	Record data on compliance of transportation with MILSTAMP time frames
CALB-10	Record data on qualifications of unit personnel
CALB-11	Determine if stock record support to unit is timely and sufficient
CALB-12	Determine if the content of the USAICCV Newsletter fits the unit's needs
CALB-13	Conduct briefing on relationship of unit to depot /ICCV/ support commands
CALB-14	Conduct exit interviews to discuss problems identified and information obtained
CALB-15	Prepare trip report per Letter, AVCA-ICC-ADM Trip Report, dated 17 Sept. 1968
CALB-16	Inform unit of action being taken to correct problems identified during visit

Appendix D

SAMPLE TASK PARAMETER AND DESCRIPTION (SE-1)

Appendix D

SAMPLE TASK PARAMETER AND DESCRIPTION (SE-1)

TASK PARAMETERS

TASK ID= I-A-4.1 (SE-1)

1. Cue Information received by message or delivered by courier
2. Frequency every other day from 3 depots
3. Time to Perform 15 hours (covering time period of 24 to 26 days)
4. Accuracy/Precision A few errors maybe but not on A1A or other cards. No error on dollar value data.
5. Time on Job to Learn 60 days
6. Job Aids/Guides (Regs., SOPs, desk procedures) used:
   a. formats available for forms and messages
   b.
   c.
   d.
7. Job Aids/Guides not used, but available:
   a. None
   b.
   c.
   d.
8. Criticality (Circle One) 1 (2) 3

COMMENTS/NOTES

TASK DESCRIPTION SHEET

ID# I-A-4.1 LOCATION Retrograde - Stock Excess
Division - Branch

DESCRIPTION

1. Receive excess nominations on message format from depots or delivered by courier (Long Binh) on form 486.
2. If materiel category of reported excess item is not identified, use AMDG tape on Recordak machine to identify this information.
3. Prepare form 486 by materiel category for each depot.
4. Duplicate copies of form 486 and file copy with original incoming messages and forms.
5. Forward forms 486 to commodity divisions for materiel category of excess reported with 48 hour deadline.
6. Post suspense chart to indicate the current date and number of items sent to commodity divisions for review action.
7. Upon receipt of form 486 from commodity divisions, erase suspense on suspense chart.
8. Review form 486, identify what is indicated as excess and that which is to be retained.
9. Duplicate copy of form 486 returned which shows the item manager's decision.
10. Send copy by courier to depot reporting the excess.
11. For those items indicated as being excess, forward to catalog division and request to identify item as PEMA principal, PEMA secondary or secondary item.
12. Upon receipt of form 486 from catalog identify the classification of each excess item.
13. If item is PEMA principal
    a. Prepare message in FTE format (as prescribed in AR 755-1)
    b. Send message to MMA, USARPAC.

TASK DESCRIPTION SHEET

ID# I-A-4.1 (con't.) LOCATION _____
Division — Branch

DESCRIPTION

14. If item is secondary item, enter it into excess program as follows:

a. Prepare FTE document in card format (as in AR 755-1) on DA Form 2632 for item

b. Prepare job control card (USAICCV Form 56) with request for 2 part computer listing.

c. Post job control register and forward cards to keypunch

d. Receive cards and listing from Data Processing.

e. Post Julian date and initials to job control register.

f. File one listing and hold other in suspense file.

g. Edit suspense copy for correct format and missing data.

h. Correct any errors and obtain corrected cards from Data Processing.

i. Prepare job control card for request of 11 duplicates of original card deck.

j. Post job control register.

k. Send card deck to Data Processing.

l. Upon receipt of card decks, post job control register as in (e) above.

m. Wrap each deck with slip of paper identifying address to which they are to transceived.

n. Prepare job control card for each deck.

o. Post job control register.

p. Forward decks to transceiver room.

q. Upon receipt of job control cards from transceiver, post job control register.

TASK DESCRIPTION SHEET

ID# I-A 4.1 (con't.) LOCATION _____
Division - Branch

DESCRIPTION

r. Indicate suspense date for reply (15 days from time transceived) on the original work deck.

s. File card deck in card file.

15. Upon suspense date for reply (No reply is considered negative reply)

a. If no reply has been received

1) Pull original card deck from file.

2) Screen against Okinawa listing of 9 AW account to identify any item in card deck which is also on listing.

3) If an item appears on the above listing

(a) Prepare A1A supply directive to ship item to Okinawa.

(b) Prepare job control card with request for two part listing and post job control register.

(c) Send deck to data processing for key punching and listing.

(d) Receive cards and listings from D.P.

(e) Post Julian date and initials to job control register.

(f) File one listing and hold other in suspense.

(g) Edit listing for correct format and missing data.

(h) Correct any errors and obtain corrected A1A cards from data processing.

(i) Send deck to computer for input into S001 program (Run).

(j) Annotate cards in original work deck with letters "RED"

TASK DESCRIPTION SHEET

ID= I-A 4.1 (con't.) LOCATION _____
Division - Branch

DESCRIPTION

(k) Post to form 486 (Returned by item managers) the document number and ship-to-address of the A1A for the item.

(l) File by FSN the A1A original cards in the master card file for excess items.

4) If the item *does not* appear on the Okinawa listing.

(a) Screen item against the automatic return items list from USARPAC

(b) If item appears on above list

1. Prepare A1A supply directive for shipping item to address shown on ARI list

2. Repeat steps 15, 3), (b) through (1) above.

(c) If items *does not* appear on list, screen against "Items not to be retrograded file" listing.

1. Repeat steps 15, 3), (a) through (1) above (ship to address is same as for 9AW account in Okinawa)

(d) If item does appear on above list (it is not to be retrograded)

1. File FTE card for item in suspense file for disposition instructions from USARV.

15. b. If reply (A01) is received (from IESS screening)

1) Record quantity, dollar value, FSN and nomenclature of item wanted.

2) File above data for reference and use in compiling monthly IESS report.

3) Forward A01 cards to coordination and control office.

TASK DESCRIPTION SHEET

ID= I-A 4.1 (con't.) LOCATION _____
Division Branch

DESCRIPTION

16. Using the computer listings of all A1A supply directives, prepare listing as register in the following manner

a. Enter unit price for item

b. Compute extended dollar value by multiplying unit price times quantity.

c. Enter extended dollar value.

d. Total the number of items by depot.

e. Total the extended dollar value by depot.

f. Compute grand total of items for all depots.

g. Compute grand total of extended dollar value for all depots.

h. File each A1A listing in A1A listings register.

NOTE: The above data are used in preparation of the Monthly Excess Report.

Appendix E

ICC/NICP TASK INVENTORIES AS REFINED FOR USE IN QUESTIONNAIRE

Catalog Branch (CATB)
Technical Edit Branch (TEB)
Stock Record Support Branch (SRSB
Red Ball Operations (RBOP)
Red Ball Research (RBRS)
Red Ball Reports (RBRP)
Item Manager (IM)
Control Division (CD)
Management Assistance Branch (MAB)
Closed Loop Incoming Branch (CLIB)
Equipment Authorization Branch (EAB)
Stock Excess (SE)
Code (CODE)
Commander's Critical Item List (CCIL)
Inventory and Adjustment (IAD)
Construction Materiel Branch (CMB)
Customer Assistance Office (CAO)
Customer Assistance Liaison Branch (CALB)

Appendix E.

TASK INVENTORIES

Catalog Branch (CATB)

1. Identify descriptive noun from FSN
2. Identify FSN from descriptive noun
3. Identify end item application from FSN
4. Identify FSN from manufacturer's name and part number for an item
5. Identify name of manufacturer from FSN
6. Identify physical description of item from FSN
7. Identify components of a kit or assembly from FSN
8. Identify source of supply from FSN
9. Identify unit price from FSN
10. Identify acquisition advice code from FSN
11. Identify quantity in unit pack from FSN
12. Identify interchangeable or substitute item for FSN
13. Identify FIA code from FSN
14. Identify recovery expendability code from FSN
15. Identify unit of issue from FSN
16. Process Red Ball requisitions rejected by computer because of error in the FSN or part number
17. Process Red Ball requisitions rejected by computer because FSN or part number is not on data files
18. Prepare card input to add or delete item in computer data files
19. Prepare card input to change data in item basic data file
20. Process computer rejected documents because of error in the unit of issue
21. Supervise and/or maintain job control register for incoming catalog work requests
22. Supervise and/or maintain job control register for catalog work requests to data processing

Technical Edit Branch (TEB)

1. Prepare card input to add or delete item in computer data files
2. Process document rejected by computer because FSN or part number is not on data files
3. Process catalog data change cards rejected by computer because of insufficient data
4. Process catalog data change card rejected by computer because new stock number is already on data files
5. Process catalog data change card rejected by computer because new stock number has phrase code F, L, M, N, P, Q, R, S or T
6. Identify and annotate correct status code to reject requisition with invalid, erroneous, unidentified, or changed FSN or part number
7. Process document rejected by computer because FIIN matches data file but FSC does not
8. Operate keypunch machine

9. Prepare supply status document for requisitions with invalid, erroneous or changed FSN or part numbers
10. Prepare card input to establish or reverse demand on item in computer data file

Stock Record Support Branch (SRSB)

1. Identify unit of issue from FSN
2. Prepare card input to change data in item basic data file
3. Operate keypunch machine
4. Process document rejected because computer cannot convert quantity from old UI to new UI
5. Prepare card input to change demand frequency and quantity for item
6. Prepare card input to change item stock number and/or unit of issue in data files
7. Prepare card input to enter quantity conversion factor code in computer
8. Process Support List Allowance Card (SLAC) decks
9. Process internal requests for catalog changes to update computer data files
10. Process requests for assignment of Management Control Number (MCN)
11. Post and maintain control register for Management Control Numbers
12. Process catalog data change cards rejected from computer program for scheduled update of item basic data file
13. Process catalog data change cards rejected from computer program for scheduled update of Master Interchangeable and Substitute (I & S) file
14. Prepare card input to obtain high priority inquiry listing from computer

Red Ball Operations (RBOP)

1. Perform accuracy and completeness edit on Red Ball requisitions
2. Supervise and/or maintain Red Ball job control register for work requests
3. Process Red Ball requisition reinstatement messages from Logistical Control Office
4. Reinstate customer's previously cancelled Red Ball requisition
5. Maintain and post reinstatement register for Red Ball requisitions
6. Take action to reject Red Ball requisition to customer
7. Process Red Ball requisitions being referred or passed off-line by item manager
8. Edit listing of computer passed or referred requisitions for invalid supply actions

Process Red Ball documents rejected by the computer because:

9. the routing identifier code is invalid
10. the document identifier code is invalid
11. there are invalid punches in document
12. the document number is invalid
13. the quantity field contains invalid data
14. the unit of issue is invalid
15. the control or override code is invalid
16. the serial number is invalid
17. the supplementary address is invalid
18. the V2 card is without matching V1 card
19. the quantity is less than one (1)
20. the priority is not 02
21. the project code is invalid

22. the status code is invalid
23. the date field contains non-numeric characters
24. the item has non-standard stock number
25. the data file has no record of this document
26. there was a duplicate V1 card on previous cycle
27. the customer is not authorized to requisition under Red Ball
28. the FSN or part number is not on data file
29. the item is command controlled and manager managed
30. the item is Closed Loop Support item
31. the quantity requisitioned is excessive
32. the item belongs to a materiel category not authorized for Red Ball
33. the item is a PEMA principal item
34. the unit of issue is in error
35. Red Ball expanded requisition cannot be filled from on hand assets
36. the item is not authorized for Red Ball

Red Ball Research (RBRS)

1. Process cancellation requests from customers for Red Ball requisitions
2. Prepare and process cancellation requests for Red Ball requisitions which have been passed or referred
3. Process Red Ball cancellation documents received from supply source
4. Post Red Ball cancellation document register
5. Process customer follow-up documents on Red Ball requisitions
6. Process off-line request for status of Red Ball requisitions
7. Maintain Red Ball message files
8. Provide status on Red Ball requisitions for items on CCIL

Red Ball Reports (RBRP)

1. Process daily equipment deadline report
2. Prepare Red Ball reports
3. Process Red Ball reconciliation requests from Logistical Control Office
4. Process 90-day cancellation notice listing of customer Red Ball requisitions passed to Logistical Control Office

Item Manager (IM-1)

1. Process document rejected by computer because FSN or part number is not on data files
2. Process catalog data change cards rejected by computer because of insufficient data
3. Process catalog data change card rejected by computer because new stock number is already on data files
4. Process catalog data change card rejected by computer because new stock number has phrase code F, L, M, N, P, Q, R, S or T
5. Process document rejected by computer because FIIN matches data file but FSC does not

Item Manager (IM-2)

Process issue type documents requiring manager review which were rejected by the computer because:

1. the item is a reportable item
2. the item is a special control item
3. the item is manager managed
4. the item has phrase code P, Q or R
5. the item is a Hi-Value item
6. the quantity to be released is excessive
7. the item is a PEMA principal item
8. the item has an acquisition advice code of A, B, M, S, W or Z
9. the item is a critical item
10. the document is without control or override code and with management code A, C E, F, or H
11. the document is without control or override code and with condition code of other than A
12. the document is without control or override code and with purpose code F
13. the stock record shows issuable on hand assets as being frozen
14. there is insufficient quantity on hand to fill requisition
15. there is insufficient due out quantity shown on data file
16. there is no due out recorded on data file
17. the issue reversal quantity is too large to be added to and recorded in the on-hand quantity data field
18. there is a substitute item available
19. an issue reversal has been processed for warehouse denial
20. the item is a condemned item
21. the item is a closed loop item
22. the item is beyond maintenance capability of requisitioner
23. the substitute item has phrase code Y or 9
24. the substitute item has unequal unit of issue
25. the substitute item has a frozen stock record
26. the issue item is computer/manager managed and document has no control or override code
27. the item has phrase code L, M, or N
28. the item has condition code E, F, G, or K assets available in issuable purpose/subpurpose codes
29. the control of issue for substitute item is not in processing command
30. the requisition quantity to be placed on due out is too large to be added to and recorded in the due out quantity data field

Item Manager (IM-3)

Review and/or process issue type documents rejected by the computer because:

1. tail number or aircraft model number does not match Aircraft Master Inventory File
2. date and mode of shipment fields are blank on document with DIC AR0
3. quantity field is blank or contains non-numeric data
4. document has invalid document number
5. RIC is not for this command or is erroneous or is invalid for this document

6. reversal is not authorized for this document
7. of missing or error data on document with DIC of other than A0___through A4 ____
8. of missing or error data on document with DIC of A0___through A4___
9. data file shows dead record code for item
10. requisition is from non-supported customer and for PEMA principal item
11. duplicate document number has already been recorded
12. customer is not listed as authorized requisitioner
13. there is no record of requisition in data files
14. document has unauthorized or invalid DIC
15. duplicate requisitions were entered in same cycle
16. document has an unauthorized or erroneous status code

Item Manager (IM-4)

Review and/or process adjustment and other than issue or due out type documents rejected by the computer because:

1. the document has an invalid document identifier code
2. the document has an erroneous management code
3. there is no stock record for item in data file
4. the stock record for item is frozen
5. there is insufficient quantity on hand or due in to process this document
6. reversal is not authorized for this document
7. the unit price on unit price change document matches that already on data file
8. DA___adjustment document shows no change in purpose/subpurpose or condition codes
9. the document quantity is too large to be added to and recorded in the on hand quantity data field
10. there is more than one Storage Master Locator (ZLI) card for this stock number in this cycle

Item Manager (IM-5)

Review and/or process adjustment type documents rejected by the computer because:

1. the document has invalid document number
2. the RIC is not for this command or is erroneous or is invalid for this document
3. reversal is not authorized for this document
4. the DIC of document is invalid or unacceptable to this computer program
5. of missing or error data on document with DIC of other than A0___through A4___
6. the data file shows dead record code for item
7. the DIC of document is not acceptable at this command
8. the conversion to a new unit of issue has left a partial unit of issue or residue quantity on the input document

Item Manager (IM-6)

Review and/or process receipt and other than issue or due out type documents rejected by the computer because:

1. the document has an invalid document identifier code
2. the document has an erroneous management code
3. there is no stock record for item in data file
4. the stock record for item is frozen
5. there is insufficient quantity on hand or due in to process this document
6. reversal is not authorized for this document
7. the document quantity is too large to be added to and recorded in the on hand quantity data field
8. the DIC is D6N or D6 with return advise code of 1Q or 1R. Manager has not reviewed
9. the return advice code is 1X and condition code is better than F or G
10. the $ value of customer returns which are excess to requirements is $5,000 or more
11. the document caused an increase in the on hand balance of item with phrase or acquisition advice code T
12. the stock level was deleted due to a stock number change
13. the item turned in was PEMA or its dollar value was $2,000 or more

Item Manager (IM-7)

Review and/or process receipt type documents rejected by the computer because:

1. the date materiel received and receipt status code fields are blank
2. the RIC is not for this command or is erroneous or is invalid for this document
3. reversal is not authorized for this document
4. DIC of document is invalid or not acceptable at this command
5. the input document has missing or invalid data
6. the due-in record differs from input document in one or more fields
7. there is no due-in established for this document
8. the recorded due-in quantity is less than the quantity on due-in adjustment document
9. the UI on supply or shipment status document does not agree with UI on due-in record
10. reject status has been received
11. the document cannot be processed in this cycle
12. the document stock number does not match stock number on due-in record
13. the receipt status code is for a receipt not due in to this command
14. the data file shows dead record code for item
15. the item is of a materiel category not authorized for stockage at this command
16. the conversion to a new unit of issue has left a partial unit of issue or residue quantity on the input document

Code (CODE)

1. Operate keypunch machine
2. Process request for deletion of Activity Address Code
3. Process request for assignment or change of Activity Address Code

4. Prepare card input to add, delete or change Activity Address Code data in computer files
5. Obtain and distribute computer printout of Activity Address Codes
6. Process requests for information on Activity Address Codes
7. Maintain punched card file for Activity Address Codes
8. Take action on messages received from AMC concerning project codes
9. Distribute to all concerned parties information received on project codes
10. Maintain message file for project codes
11. Maintain security files for classified project code material
12. Maintain card file on project codes
13. Obtain information on project codes from AMC
14. Obtain and distribute printout of unclassified project codes for this command
15. Process requests for information on project codes
16. Maintain Inter-Service Support Agreement (ISSA) data file
17. Process requests for information on ISSA

Commander's Critical Item List (CCIL)

1. Receive and control all incoming Commander's Critical Item Lists (CCIL)
2. Prepare and distribute CCIL to item managers for action
3. Assure CCIL suspense time is met by item managers
4. Maintain log of CCILs processed by this organization
5. Obtain status on CCIL requisitions passed or back ordered
6. Maintain and update suspense files for passed or back ordered CCIL requisitions
7. Obtain information on releases of CCIL requisitions on back order
8. Prepare and transmit reply to organizations submitting CCIL

Item Manager (IM-8)

Process outgoing requisitions, passing orders, or referrals rejected by the computer because:

1. there was a duplicate requistion on the previous cycle
2. there was a duplicate requisition on the same cycle
3. the requisition was not entered as a post-post
4. the document contains invalid or erroneous data
5. the FSN or part number is not on data files
6. the requisition and due in records do not match
7. a document with DIC of A3____has a due-in record
8. the document has a control or override code to bypass duplicate document number check
9. the customer is not authorized direct delivery
10. the item is unauthorized to this command
11. an off-line requisiton has passed to supply source

Item Manager (IM-9)

Process FSN, UI, UP and other catalog data change cards rejected by the computer because:

1. the new stock number is blank on FSN change card
2. the unit of issue is unmatched between old and new stock records in data file

3. the new and old unit of issue are the same on unit of issue change card
4. the UI change card has a blank quantity change code or conversion factor
5. the old unit of issue on UI change card does not match unit of issue on data file
6. the Price Signal Code is erroneous
7. the conversion of item assets to a new unit of issue resulted in a quantity too large to be added to and recorded in the data files
8. the unit price is erroneous
9. there is a partial unit of issue or residue quantity left from the conversion of the old unit of issue to the new unit of issue
10. the new stock number is already on data file with phrase code L
11. the old stock number has a dead record code
12. there are two or more catalog data change cards for this stock number which do not match

Item Manager (IM-10)

1. Establish and maintain files on items managed
2. Review and process status cards with DICAA____, AD___, AE___, AG_____, AR___, AS____or AU_____
3. Prepare card input to obtain high priority inquiry listing from computer
4. Interpret and extract data from computer listing of item asset, due-in, and due-out files
5. Obtain lift data on materiel on requisition
6. Prepare data for quarterly Department Army Distribution & Allocation Committee (DADAC) conference
7. Determine disposition of depot reported excess materiel
8. Justify air lift challenges
9. Process requisitions for PEMA principal or secondary items
10. Distribute information on data changes and support lists on items managed
11. Perform supply control study on PEMA principal or secondary item
12. Take action when reply to a cancellation request submitted by this command is not received from supply source
13. Take action when reply to a follow-up submitted by tnis command is not received from supply source
14. Take action when the estimated availability date or estimated time of arrival is past for a shipment due in to this command
15. Review incoming cargo listing to determine if frustration of shipment is necessary
16. Prepare request for cancellation of requisitions submitted by this command
17. Process cancellation requests from customers
18. Review and/or process candidate requisitioning objective (RO) change cards from computer RO update program
19. Review and/or process candidate replenishment requisitions from computer replenishment program
20. Review and take action on putput from computer excess program
21. Screen excess availability reports
22. Initiate and/or direct action to acquire materiel reported on excess availability reports
23. Compute requisitioning objectives
24. Perform supply control study on secondary item or repair part
25. Process requisitions rejected by computer for exceeding dollar value parameter
26. Process reconciliation request documents from supply source
27. Determine requirement for redistribution of assets or stock leveling
28. Initiate and/or prepare redistribution orders

29. Process report of combat loss
30. Review and revise quarterly Equipment Status Report (AR 711-5)
31. Make liaison visits to depots
32. Maintain exception type requisition history file
33. Provide information and support to special projects for Critical Engineer Equipment
34. Validate high dollar value requisition submitted by this command to a supply source
35. Review computer listing of customer requisitions, which are open and awaiting final action
36. Review vehicle park or vehicle depot storage report for asset information
37. Process computer rejected cancellation request documents
38. Direct and/or initiate assembly or disassembly of sets
39. Review and recommend order and ship time changes
40. Take action to update the demand data order ship time master file
41. Process Commander's Critical Item List (CCIL)
42. Process cancellation request for fringe items
43. Process and acknowledge reconciliation responses received from customers
44. Process computer rejected reconciliation response documents
45. Prepare and distribute reconciliation requests to customers
46. Process handcarried requisitions
47. Take action on intensively managed item listing
48. Process Support List Allowance Card listing
49. Process requests for, monitor, and control equipment on temporary loan
50. Maintain temporary loan control register
51. Process materiel release denials
52. Process customer follow-up documents
53. Review and process MILSTAMP inquiry listing and candidate TM1 cards
54. Review and take action on MILSTAMP Exception Report
55. Prepare and process MILSTAMP Inquiry cards

Control Division (CD-4)

1. Receive, control, and prepare customer document with DIC of A___for input to computer
2. Process requisitions for materiel not authorized stockage at this command
3. Prepare attendance report for division personnel
4. Supervise maintenance and posting of job control register
5. Control and edit card input for correct computer program and/or cycle
6. Control division or branch job requests and card input to data processing

Management Assistance Branch (MAB-2)

1. Process requisitions rejected by computer for exceeding dollar value parameter
2. Receive, control, and distribute action requests on special projects to item managers
3. Maintain suspense file on special projects
4. Manage project to correct (purify) item basic data file errors

Closed Loop Incoming Branch (CLIB)

1. Operate keypunch machine
2. Prepare card input to obtain high priority inquiry listing from computer
3. Interpret and extract data from computer listing of item asset, due in, and due out files
4. Review vehicle park or vehicle depot storage report for asset information
5. Receive, post, and maintain files on lift reports of incoming CLS materiel
6. Receive, post, and maintain files on CLS inventory reports from depots
7. Prepare report on status of incoming Closed Loop Support (CLS) materiel
8. Process customer requisitions off-line
9. Prepare card input to update computer data files for releases made off-line
10. Process CLS requisitions received by telephone, message or handcarried
11. Maintain CLS release, back order, and exception type requisition card file
12. Maintain incoming and outgoing CLS message file
13. Process report of combat loss of Closed Loop Support item
14. Process Commander's Critical Item List (CCIL) for Closed Loop Support item
15. Post Closed Loop Support program status report register
16. Review CLS retrograde report for program slippage
17. Prepare report of significant action taken on CLS program
18. Make liaison visit to depot to take informal inventory of CLS items
19. Visit port to take inventory and make on site releases of incoming CLS materiel
20. Process Red Ball requisitions for CLS items
21. Prepare problem flasher message on CLS program
22. Prepare materiel release order message
23. Annotate CLS requisition to be rejected with appropriate reject status code
24. Prepare supply status documents to reject requisitions for CLS items
25. Request authority and coordinate release of command controlled CLS items
26. Prepare fact sheet on Closed Loop Support items
27. Take action to obtain status on incoming CLS items
28. Coordinate and follow up shipment of CLS items
29. Determine need for and prepare redistribution orders on CLS items
30. Post document register for CLS supply actions
31. Process temporary loan requests for CLS items
32. Process request for status on CLS requisitions
33. Give authority to issue CLS direct exchange item without returned equipment
34. Prepare retrograde report on CLS items
35. Maintain asset board on Closed Loop Support items
36. Process progress report on Closed Loop Support program

Equipment Authorization Branch (EAB)

1. Perform authorization edit on customer requisition or request for issue
2. Prepare DD Form 1348m as a loan document
3. Obtain and distribute computer printout of items on temporary loan

Stock Excess (SE)

1. Process materiel reported as excess through screening program
2. Take action to determine disposition of excess reported by item managers
3. Distribute excess reports from other military services to item managers
4. Prepare report of excess message in DIC FEX format
5. Prepare report of excess message in DIC FTE format
6. Prepare supply directive for shipping excess from depot
7. Prepare periodic report on excess materiel retrograded

Code (CODE)

1. Operate keypunch machine
2. Process request for deletion of Activity Address Code
3. Process request for assignment or change of Activity Address Code
4. Prepare card input to add, delete or change Activity Address Code data in computer files
5. Obtain and distribute computer printout of Activity Address Codes
6. Process requests for information on Activity Address Codes
7. Maintain punched card file for Activity Address Codes
8. Take action on messages received from AMC concerning project codes
9. Distribute to all concerned parties information received on project codes
10. Maintain message file for project codes
11. Maintain security files for classified project code material
12. Maintain card file on project codes
13. Obtain information on project codes from AMC
14. Obtain and distribute printout of unclassified project codes for this command
15. Process requests for information on project codes
16. Maintain Inter-Service Support Agreement (ISSA) data file
17. Process requests for information on ISSA

Commander's Critical Item List (CCIL)

1. Receive and control all incoming Commander's Critical Item Lists (CCIL)
2. Prepare and distribute CCIL to item managers for action
3. Assure CCIL suspense time is met by item managers
4. Maintain log of CCILs processed by this organization
5. Obtain status on CCIL requisitions passed or back ordered
6. Maintain and update suspense files for passed or back ordered CCIL requisitions
7. Obtain information on releases of CCIL requisitions on back order
8. Prepare and transmit reply to organizations submitting CCIL

Inventory and Adjustment (IAD)

1. Prepare message requesting special inventory in MILSTRIP format
2. Take inventory adjustment action on materiel release denials for controlled items
3. Identify and correct inventory errors in computer files
4. Prepare Inventory Adjustment Reports

Construction Materiel Branch (CMB)

1. Identify FSN from descriptive noun
2. Process Bills of Materials (BOMs)
3. Process requests for construction items to include command controlled items
4. Assist in management of construction materiel special projects
5. Prepare weekly progress reports on special projects
6. Process request to divert incoming materiel

Customer Assistance Office (CAO)

1. Identify FIA code from FSN
2. Sort by DIC Customer supply documents received through mail or handcarried
3. Edit and correct errors on customer requisitions for input to computer
4. Identify materiel category code of item
5. Take action to reject requisition with missing data or uncorrectable errors
6. Edit fund code and signal code for consistency
7. Screen requisitions for completeness of exception data
8. Prepare customer supply documents for computer processing
9. Conduct tours and/or briefings for visitors to organization
10. Provide assistance and information to customers
11. Process customer request for expedite action on requisition
12. Receive visitors and determine purpose of their visit
13. Maintain visitor's log and issue passes to visitors
14. Coordinate and control processing of handcarried requisitions by item managers
15. Determine from FIA code if item is a PEMA or Stock Fund item
16. Receive, control, and distribute customer's status request
17. Publish and distribute supply newsletter
18. Distribute to customers a listing of the status of their requisitions

Customer Assistance Liaison Branch (CALB)

Serve as a member of a liaison team to assist, advise and instruct depot personnel in the following operations or activities:

1. Receipt, shipment and storage of materiel
2. Care, preservation, and protection of stocks
3. Conduct of special inventories and item searches
4. Maintaining control of Closed Loop Support items
5. Processing of Red Ball requisitions
6. Maintenance of issue document registers and files
7. Locating and identifying stocks requested
8. Providing assistance to customers
9. Processing requisitions from and making issues to customers
10. Use and maintenance of technical publication library
11. Processing of catalog data change documents
12. Maintenance of control register for Red Ball requests

Appendix F

SAMPLE NICP QUESTIONNAIRE ITEMS

Appendix F

Sample NICP Questionnaire Items

22. Supervise and/or maintain job control register for incoming catalog work requests to data processing.

29. Operate keypunch machine.

36. Process Support List Allowance Card (SLAC) decks.

39. Post and maintain control register for Management Control Numbers.

41. Process catalog data change cards rejected from computer program for scheduled update of Master Interchangeable and Substitute (I & S) file.

47. Prepare data for quarterly Department Army Distribution & Allocation Committee (DADAC) conference.

56. Review incoming cargo listing to determine if frustration of shipment is necessary.

72. Make liaison visits to depots.

74. Provide info and support to special projects for Critical Engineer Equipment.

77. Review vehicle park or vehicle depot storage report for asset information.

89. Process Support List Allowance Card listing.

94. Review and process MILSTAMP inquiry listing and candidate TM1 cards.

95. Review and take action on MILSTAMP Exception Report.

96. Prepare and process MILSTAMP Inquiry cards.

REVIEW AND/OR PROCESS ISSUE TYPE DOCUMENTS REJECTED BY THE COMPUTER BECAUSE

127. tail nr or aircraft model nr does not match Aircraft Master Inventory File.

REVIEW AND/OR PROCESS ADJUSTMENT AND OTHER THAN ISSUE OR DUE OUT TYPE DOCUMENTS REJECTED BY THE COMPUTER BECAUSE

152. there is more than one Storage Master Locator (ZL1) card for this stock number in this cycle.

REVIEW AND/OR PROCESS RECEIPT AND OTHER THAN ISSUE OR DUE OUT TYPE DOCUMENTS REJECTED BY THE COMPUTER BECAUSE

166. reversal is not authorized for this document.

169. the return advice code is 1X and condition code is better than F or G.

PROCESS OUTCOMING REQUISITIONS, PASSING ORDERS, OR REFERRALS BY THE COMPUTER BECAUSE

197 the document has a control or override code to bypass duplicate document number check.

PROCESS FSN, UI, UP AND OTHER CATALOG DATA CHANGE CARDS R REJECTED BY THE COMPUTER BECAUSE

207. the conversion of item assets to a new unit of issue resulted in a quantity too large to be added to and recorded in the data files.

209. there is a partial unit of issue or residue quantity left from the conversion of the old unit of issue to the new unit of issue.

210. the new stock number is already on data file with phrase code L.

211. the old stock number has a dead record code.

213. Receive, post, and maintain files on li[illegible] reports of incoming CLS materiel.

214. Receive, post, and maintain files on CLS inventory reports from depots.

222. Process Commander's Critical Item List (CCIL) for Closed Loop Support item.

223. Post Closed Loop Support program status report register.

226. Make liaison visit to depot to take informal inventory of CLS items.

227. Visit port to take inventory and make on site releases of incoming CLS materiel.

229. Prepare problem flasher message on CLS program.

238. Post document register for CLS supply actions.

239. Process temporary loan requests for CLS items.

241. Give authority to issue CLS direct exchange item without returned equipment.

243. Maintain asset board on Closed Loop Support items.

250. Prepare attendance report for division personnel.

251. Supervise maintenance and posting of job control register.

257. Prepare report of excess message in DIC FEX format.

261. Process request for deletion of Activity Address Code.

263. Prepare card input to add, delete or change Activity Address Code data in computer files.

264. Obtain and distribute computer printout of Activity Address Codes.

265. Process requests for information on Activity Address Codes.

266. Maintain punched card file for Activity Address Codes.

270. Maintain security files for classified project code material.

273. Obtain and distribute printout of unclassified project codes for this command.

278. Prepare and distribute CCIL to item managers for action.

279. Assure CCIL suspense time is met by item managers.

280. Maintain log of CCILs processed by this organization.

281. Obtain status on CCIL requisitions passed or back ordered.

289. Maintain control register for adjustment document numbers.

290. Process Bills of Materials (BOMs).

291. Process requests for construction items to include command controlled items.

292. Assist in management of construction materiel special projects.

294. Supervise and/or maintain Red Ball job control register for work requests.

304. Post Red Ball cancellation document register.

307. Maintain Red Ball message files.

308. Provide status on Red Ball requisitions for items on CCIL.

PROCESS RED BALL DOCUMENTS REJECTED BY THE COMPUTER BECAUSE

318. the V2 card is without matching V1 card.

319. the quantity is less than one (1).

320. the priority is not 02.

321. the project code is invalid.

322. the status code is invalid.

326. there was a duplicate V1 card on previous cycle.

PROCESS RED BALL DOCUMENTS REJECTED BY COMPUTER BECAUSE

327. the customer is not authorized to requisition under Red Ball.

332. the item belongs to a materiel category not authorized for Red Ball.

336. the item is not authorized for Red Ball.

337. Process daily equipment deadline report.

339. Process Red Ball reconciliation requests from Logistical Control Office.

340. Process 90 day cancellation notice listing of customer Red Ball requisitions passed to Logistical Control Office.

SERVE AS A MEMBER OF A LIAISON TEAM TO ASSIST, ADVISE AND INSTRUCT DEPOT PERSONNEL IN THE FOLLOWING OPERATIONS OR ACTIVITIES:

353. Receipt, shipment and storage of materiel.

354. Care, preservation, and protection of stocks.

355. Conduct of special inventories and item searches.

356. Maintaining control of Closed Loop Support items.

357. Processing of Red Ball requisitions.

358. Maintenance of issue document registers and files.

359. Locating and identifying stocks requested.

360. Providing assistance to customers.

361. Processing requisitions from and making issues to customers.

362. Use and maintenance of technical publication library.

363. Processing of catalog data change documents.

364. Maintenance of control register for Red Ball requests.

366. Maintain visitor's log and issue passes to visitors.

370. Publish and distribute supply newsletter.

Appendix G

SUMMARY FORM OF RESPONSE MATRIX (MECOM)

Appendix G

Summary Form of Response Matrix (MECOM)

	Percent of ICCV Job Elements Performed in NICP Job Positions										
	58E GS-11	59B GS-9	59D GS-7	59E GS-7	59G GS-7	59H GS-7	59J GS-?	59J GS-7	59K GS-11	59K GS-11	59K GS-9
CATB		32	9	64	5	5	32	5	32	41	41
TEB			10	20	10	20	10	10	40	50	40
SRSB		7	7	14		14	7	14	7	29	14
RBOP								3	81	89	81
RBRS									75	63	88
RBRP									50	50	50
IM		5	11	12	13	11	1	1	27	22	29
CP		2	20	15	17	22			28	33	24
MAB	13	20	7						40	67	40
CLIB		6	3	3		6			8	8	11
EAB		67									
SE						14					
CODE		6							18		6
CCIL											
IAD			100		100						
CMB		33		33					17	17	33
CAO	11	50	6	17	6	6			61	61	50
CALB									25		33
Number of ICCV Jobs in which Elements were Performed	2	10	9	8	6	8	4	5	14	12	14
Percent of ICCV Job Elements Performed	1.1	9.1	7.8	11.8	8.3	7.0	2.1	1.6	31.8	29.4	32.9

Appendix G *(Continued)*

Summary Form of Response Matrix (MECOM)

	Percent of ICCV Job Elements Performed in NICP Job Positions										
	59L GS-9	59M GS-9	59M GS-7	59O GS-9	59P GS-11	59P GS-9	59Q GS-9	59Q GS-7	62B GS-9	63A GS-7	63B GS-9
CATB	77	86	14	14	5	68	45	23	73	91	68
TEB	40	40	10				10	20	70	70	70
SRSB	36	36	7			7	43	29	50	29	57
RBOP	28	36									
RBRS	25	50									
RBRP											
IM	49	49	16	6	3	3	3	5	8	4	8
CD	39	37	17	2	2		4	4			
MAB	93	93	47		13		13	20		7	
CLIB	11	22			56	3	3	3		6	
EAB	67	100									
SE	29	29						14			
CODE	53	53			41		47	47			
CCIL		38									
IAD		50									
CMB	17	50			33	17	67	67	17	17	17
CAO	61	89		6	22	17	33	28		6	
CALB	25	42				8	17				
Number of ICCVJobs in which Elements were Performed	15	17	6	4	8	7	11	11	5	8	5
Percent of ICCV Job Elements Performed	40.6	47.6	8.3	4.5	11.0	6.2	11.0	10.2	9.9	8.0	9.9

Appendix G *(Continued)*

Summary Form of Response Matrix (MECOM)

	Percent of ICCV Job Elements Performed in NICP Job Positions										
	64C GS-9	65E GS-9	65F GS-7	65H GS-9	65H GS-7	65H GS-7	65H GS-5	651 GS-6	651 GS-6	68A GS-11	68B GS-9
CATB	73	50	68	9	14	14	14	68	68	64	
TEB	50		60	10	60	60	50	30	30	10	10
SRSB	57	7	36	14	29	50	36	29	29	36	
RBOP											
RBRS											
RBRP											
IM	9		5	1	8	8	7	3	3	39	6
CD				2			4			35	
MAB											
CLIB			3							78	3
EAB										33	
SE										29	
CODE	18									41	
CCIL										38	
IAD											
CMB	33	17	33					33	17	50	
CAO			11	6				22	22	44	11
CALB											
Number of ICCV Jobs in which Elements were Performed	6	3	7	6	4	4	5	6	6	12	4
Percent of ICCV Job Elements Performed	11.2	2.7	7.2	1.6	5.3	6.4	5.1	7.2	7.0	36.6	3.2

Appendix G *(Continued)*

Summary Form of Response Matrix (MECOM)

	Percent of ICCV Job Elements Performed in NICP Job Positions										
	68C GS-9	68D GS-11	69A GS-11	69D GS-11	69D GS-9	70B GS-11	70B GS-9	70E GS-7	71D GS-9	72B GS-11	72B GS-9
CATB	55	14	68	5	5	73	73	77	64	95	68
TEB		10		20	20			10	10	90	30
SRSB	36	21	36	36	36	57	50	21	14	64	29
RBOP			3							22	
RBRS											
RBRP											
IM	12	9	31	19	19	18	21	10	42	82	52
CD			20						20	80	70
MAB		13	13		7		7		7	67	60
CLIB	3	3	6	61	61	36	58	3	3	8	3
EAB			33						33	67	100
SE	29		71	14	29	14	14		43	100	57
CODE		35	35	35	35		6			35	6
CCIL			50							88	25
IAD		25	25		25	25	50			50	50
CMB	17	17	33	33	33	33	33	33	33	33	67
CAO	6	17	39	11	11	33	33	11	17	28	61
CALB										25	
Number of ICCV Jobs in which Elements were Performed	7	10	14	9	11	8	10	7	11	16	14
Percent of ICCV Job Elements Performed	10.2	9.1	27.0	19.0	19.8	19.3	23.0	10.2	26.2	58.6	37.4

Appendix G *(Continued)*

Summary Form of Response Matrix (MECOM)

	Percent of ICCV Job Elements Performed in NICP Job Positions										
	72B GS-7	72C GS-9	72D GS-7	74A GS-11	74A GS-9	74B E-7	74B GS-9	74C GS-11	74C GS-11	74C GS-9	
CATB	59	64	32	45	45			32	14	14	
TEB	30	30	30					10			
SRSB	14	21	29	14	14			7	29	29	29
RBOP		3	14								
RBRS			50								
RBRP				25							
IM	54	34	30	14	14	1		7	3	3	
CD	70	24	24	9	9		2				
MAB	80	33	7	20	20	7		13	13	13	
CLIB	6	14	3	17	17			6	11	11	
EAB		67	33	33	33						
SE	100	57	57	86	86						
CODE	18	29	6	24	24			35	35	35	
CCIL			25								
IAD		25	25								
CMB	17	17	17	100	100				17	17	
CAO	28	33	39	39	39		6		17	17	
CALB		8		42	42						
Number of ICCV Jobs in which Elements were Performed	11	15	16	13	12	2	2	7	8	8	
Percent of ICCV Job Elements Performed	34.2	27.3	24.9	20.1	19.8	0.5	0.5	8.0	8.0	7.0	

Appendix H

QUESTIONNAIRE DATA IN BAR-GRAPH FORM

Appendix H

Figures

Figures (Cont'd)

Figures (Cont'd)

Relative Opportunity for OJT on ICCV Jobs

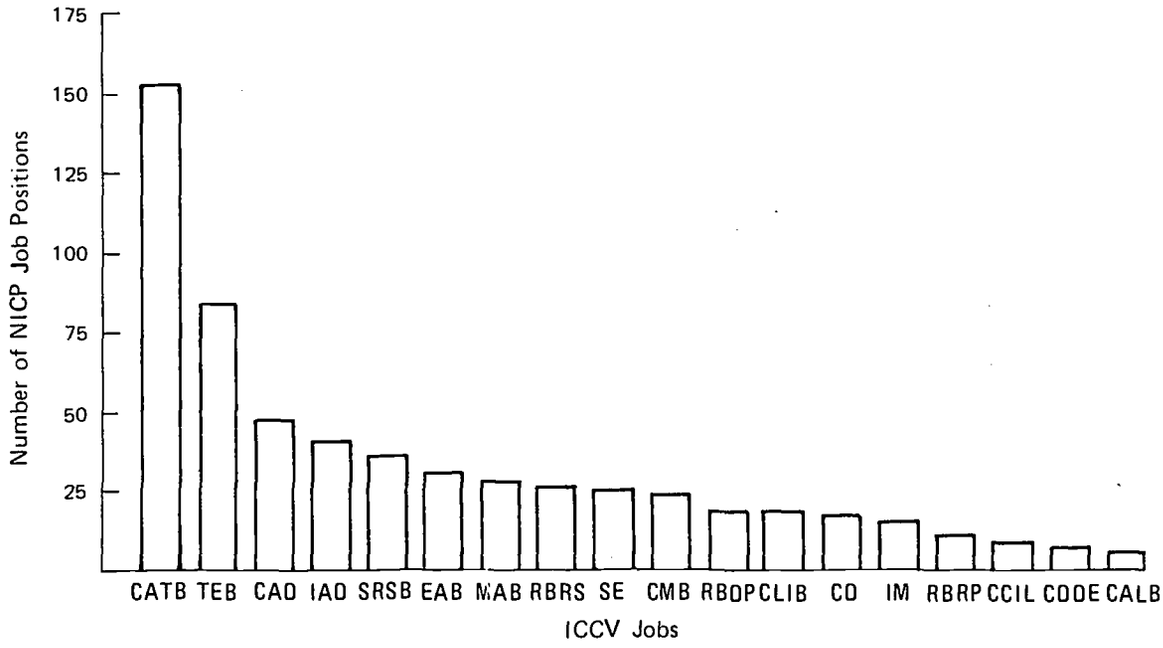


Figure H-1

Relative Opportunity Among the NICPs for OJT on One or More Different ICCV Jobs

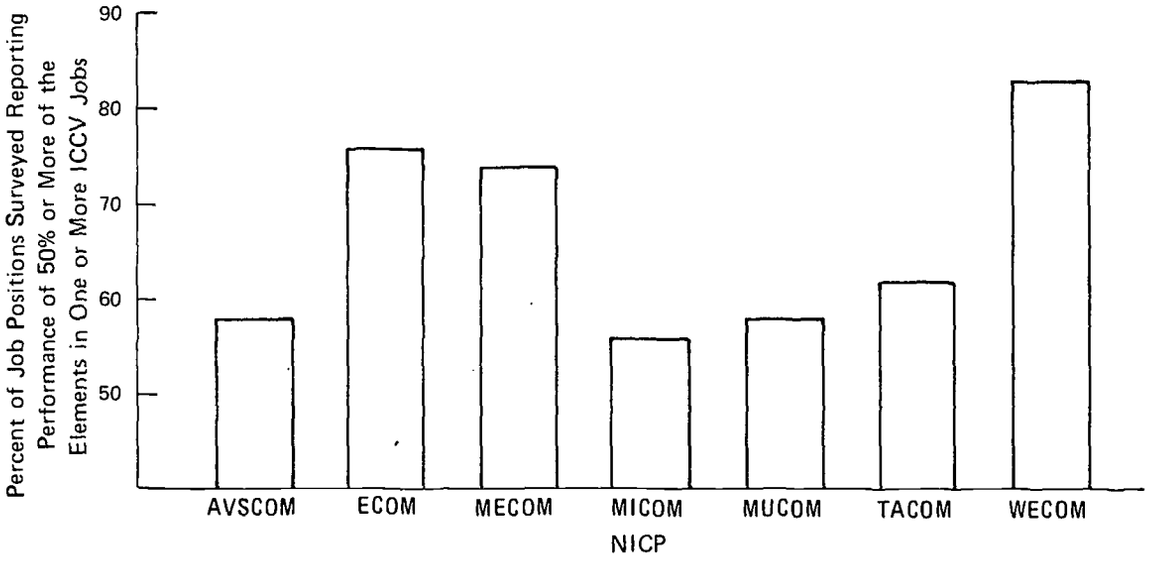


Figure H-2

Job Positions by NICP Reporting Performance of 50% or More of the Elements in One or More Different ICCV Jobs

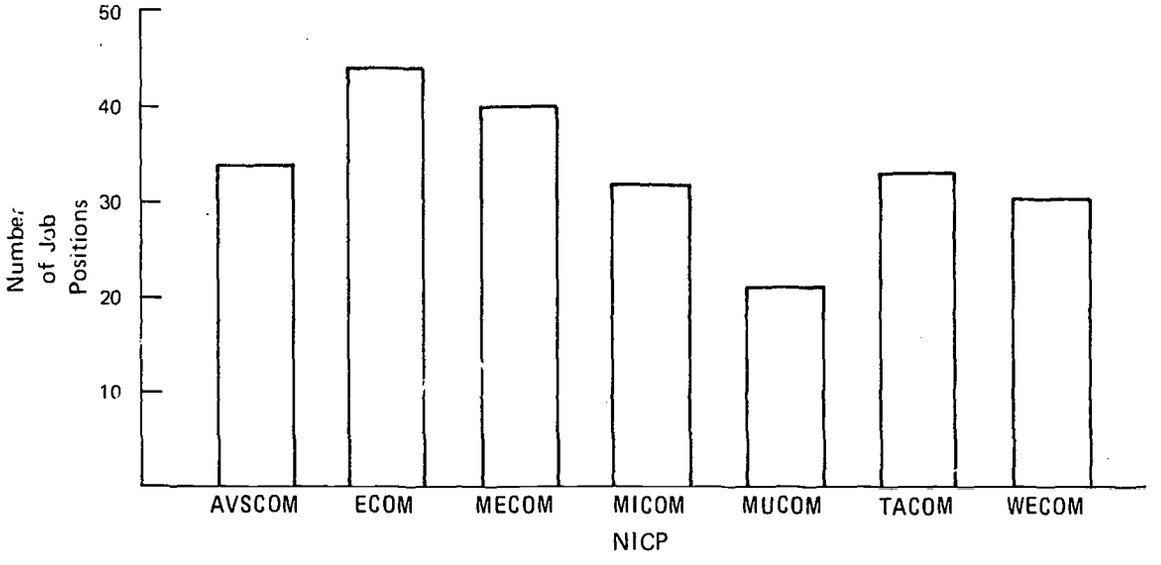


Figure H-3

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CATB (22 Elements)

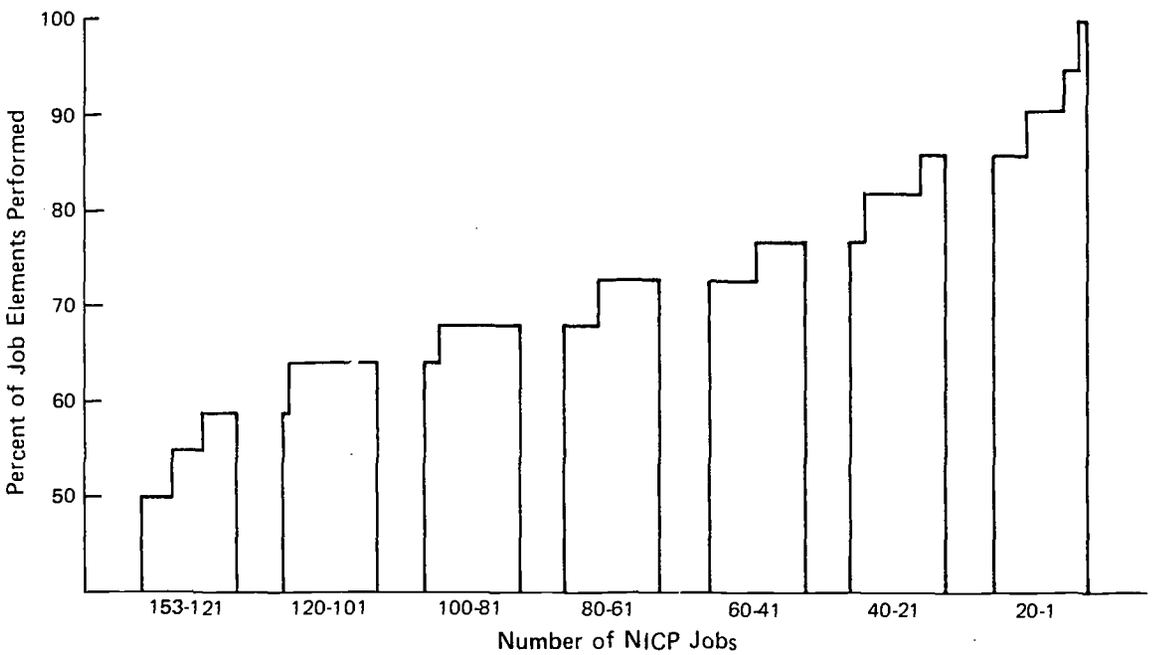


Figure H-4

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CATB

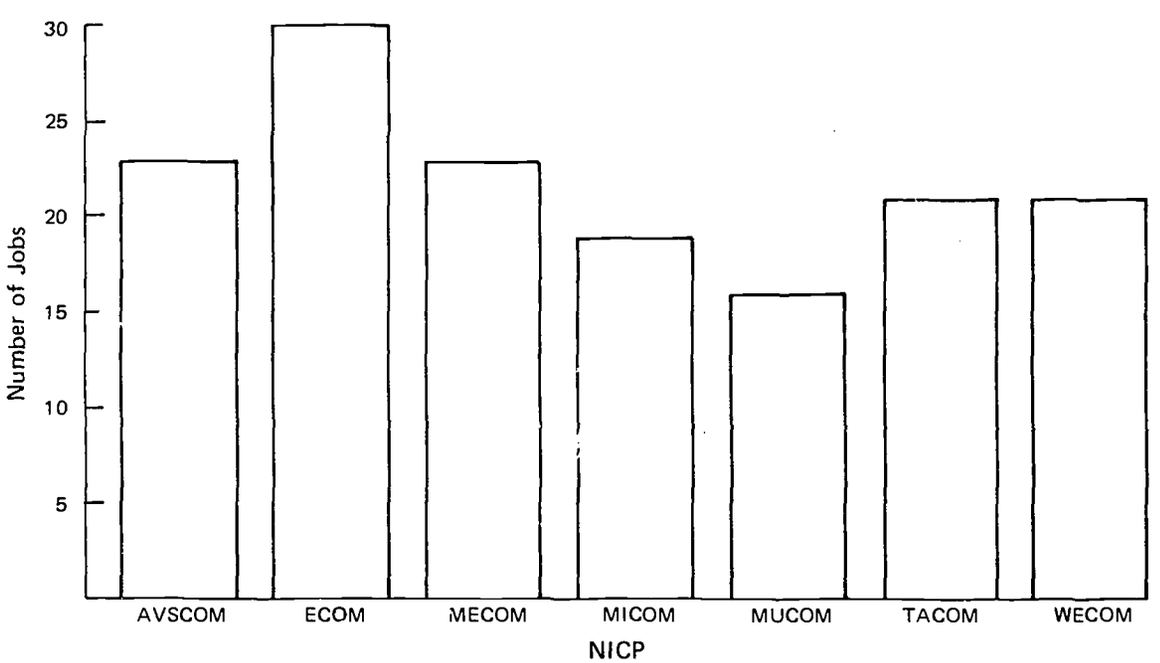


Figure H-5

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job TEB (10 Elements)

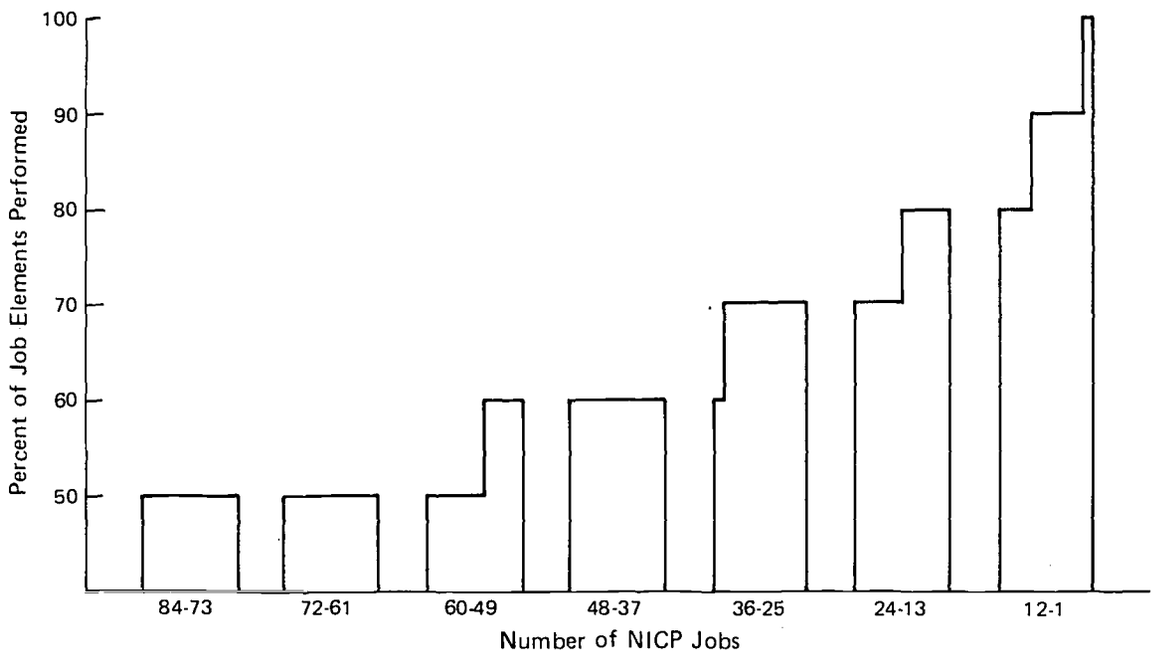


Figure H-6

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job TEB

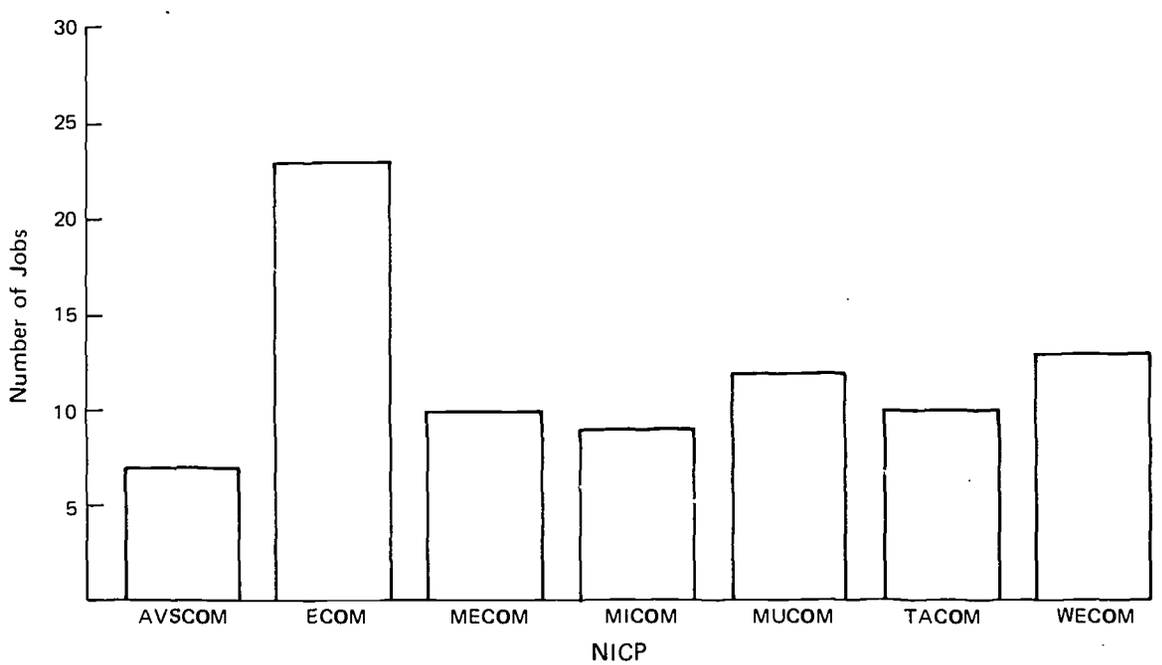


Figure H-7

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CAO (18 Elements)

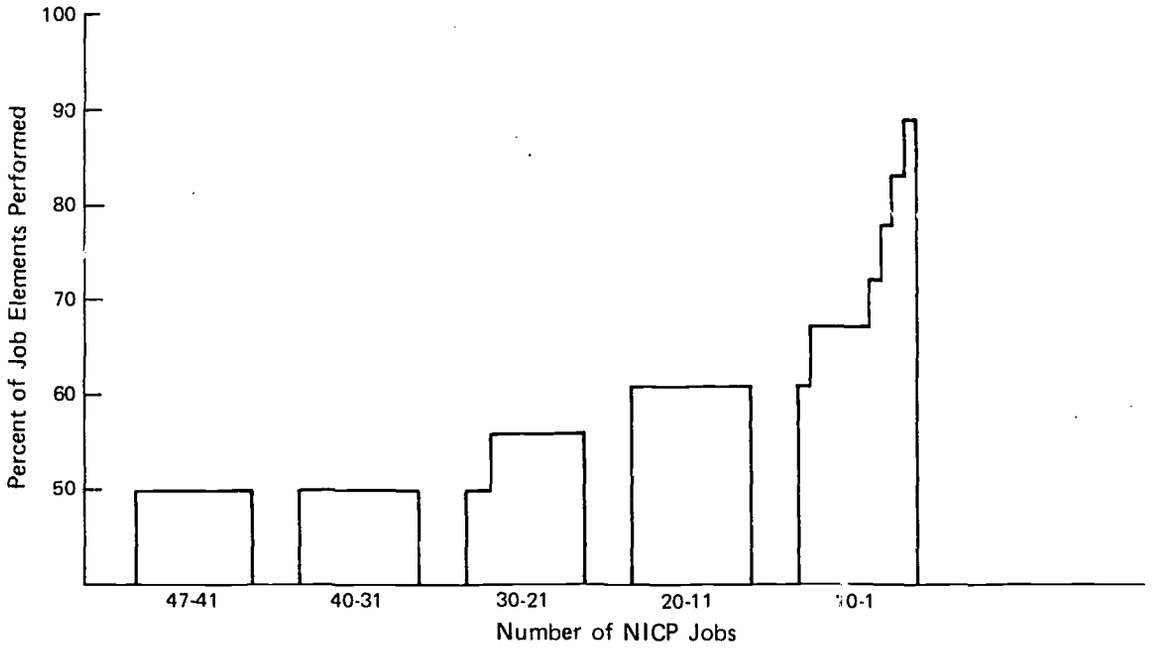


Figure H-8

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CAO

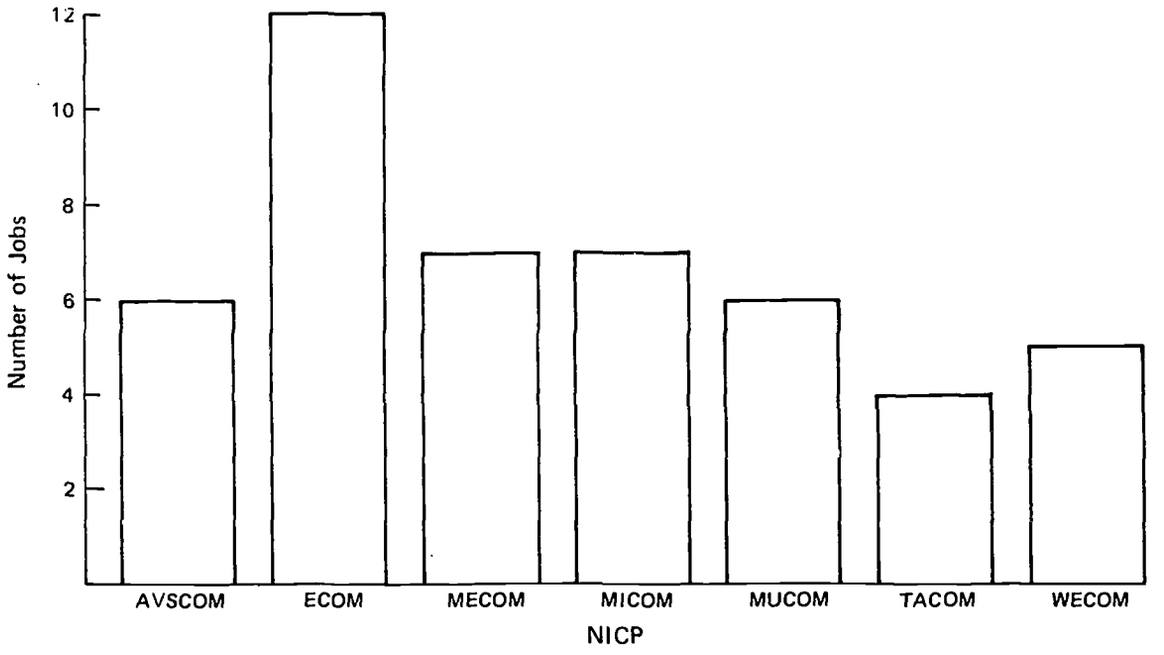


Figure H-9

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job IAD (4 Elements)

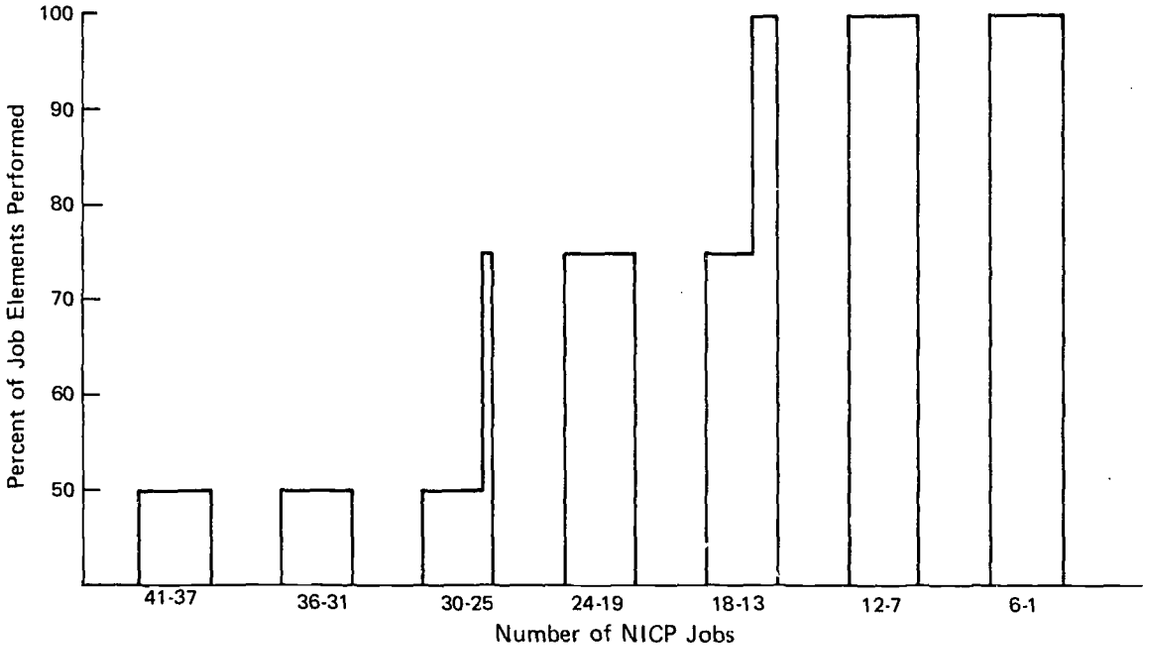


Figure H-10

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job IAD

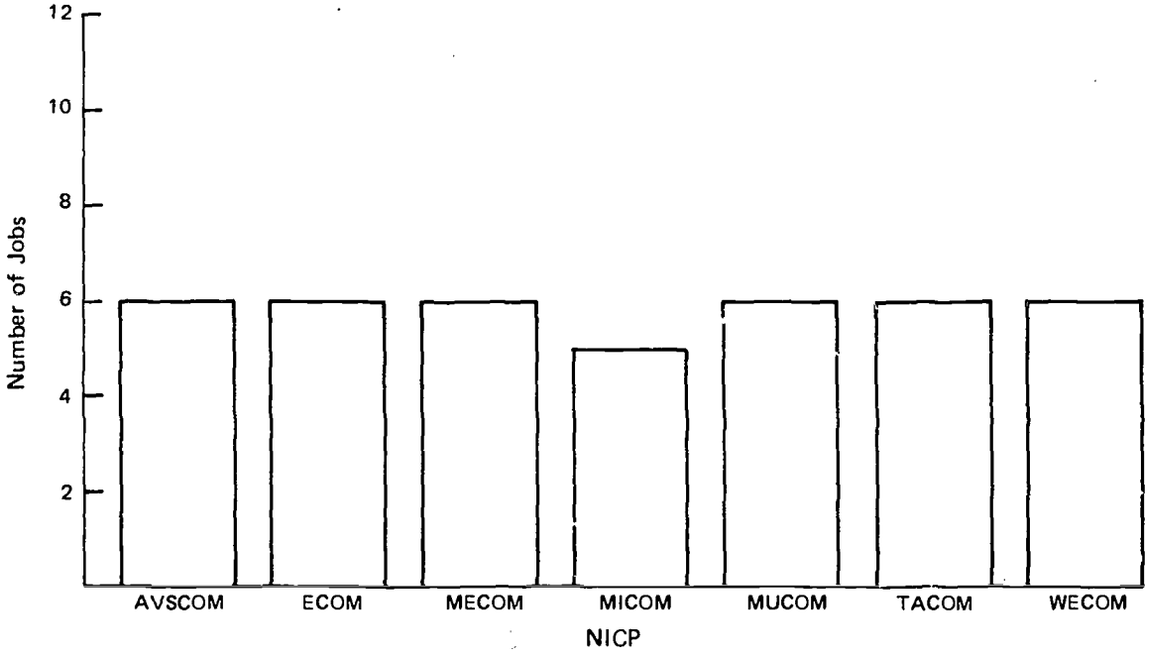


Figure H-11

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job SRSB (14 Elements)

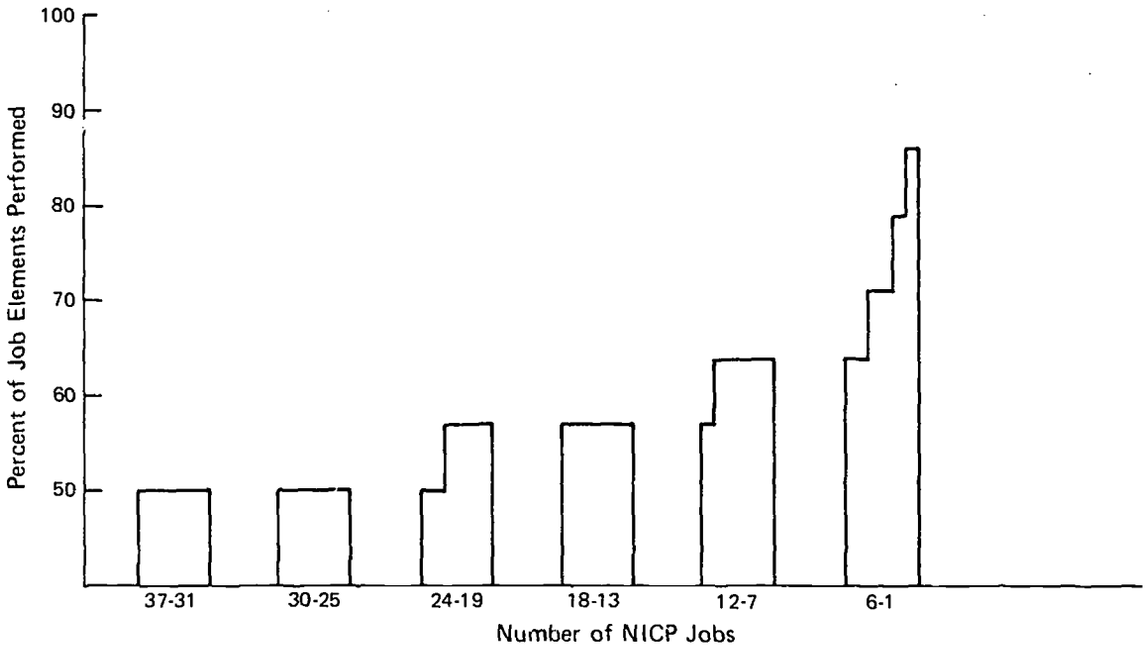


Figure H-12

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job SRSB

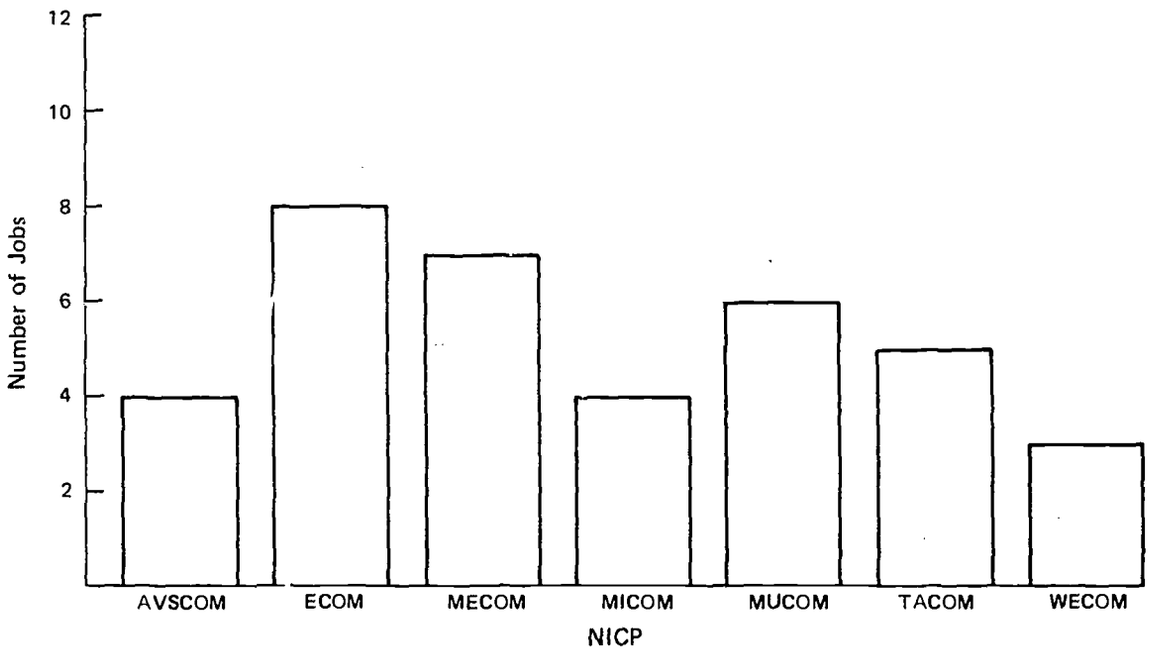


Figure H-13

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job EAB (3 Elements)

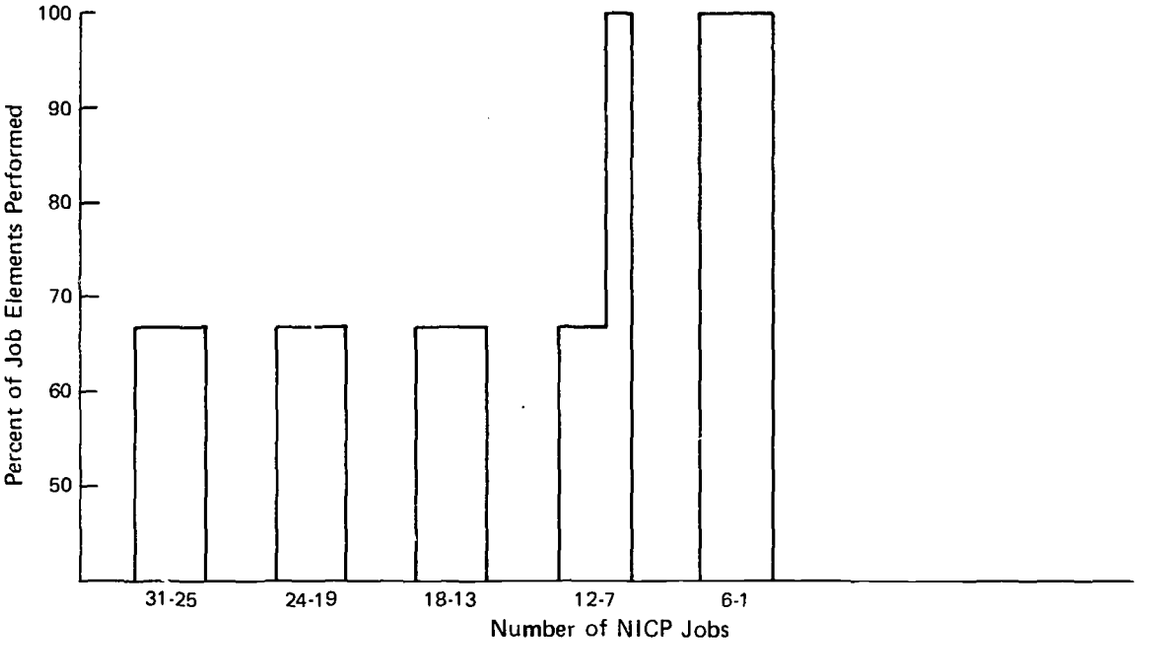


Figure H-14

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job EAB

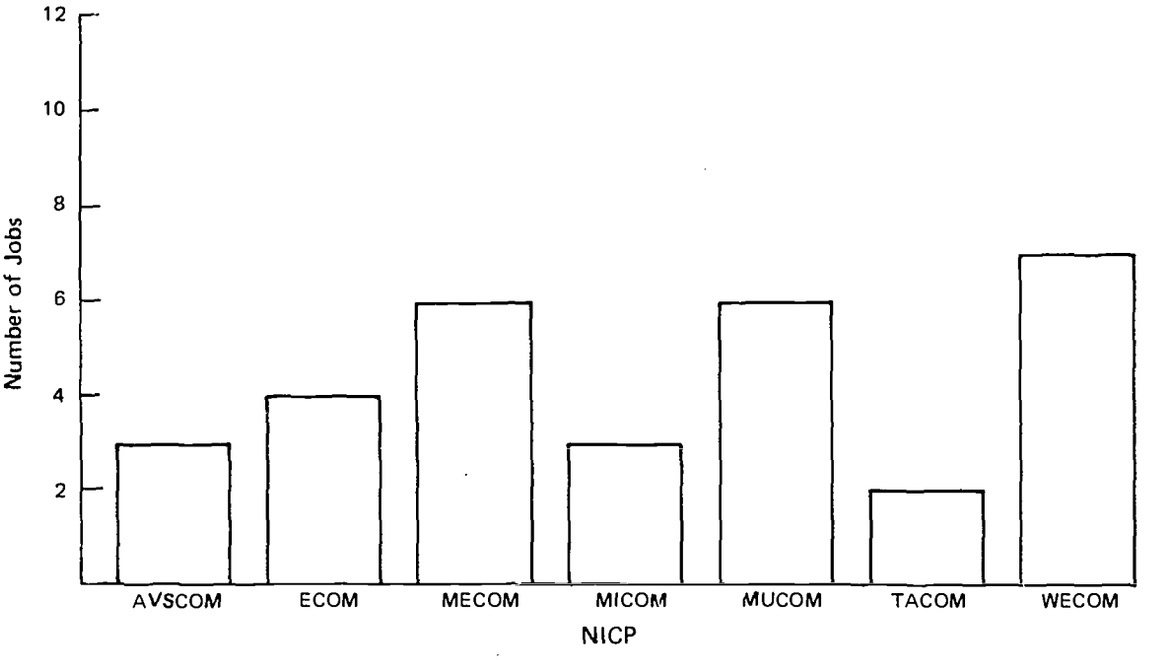


Figure H-15

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job MAB (15 Elements)

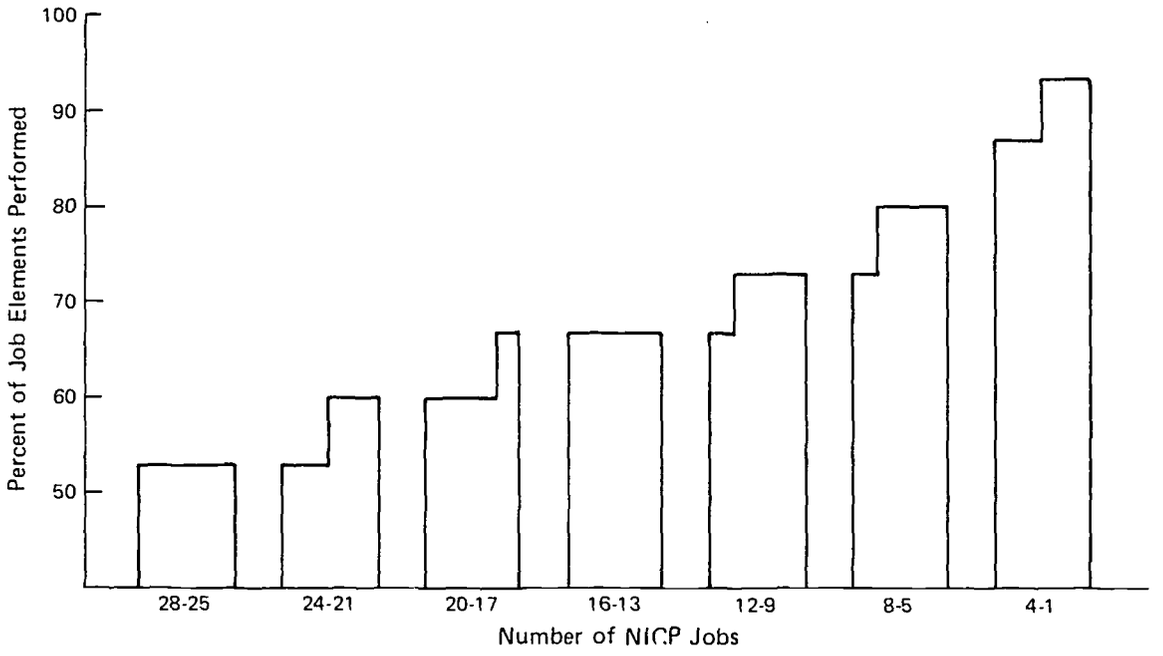


Figure H-16

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job MAB

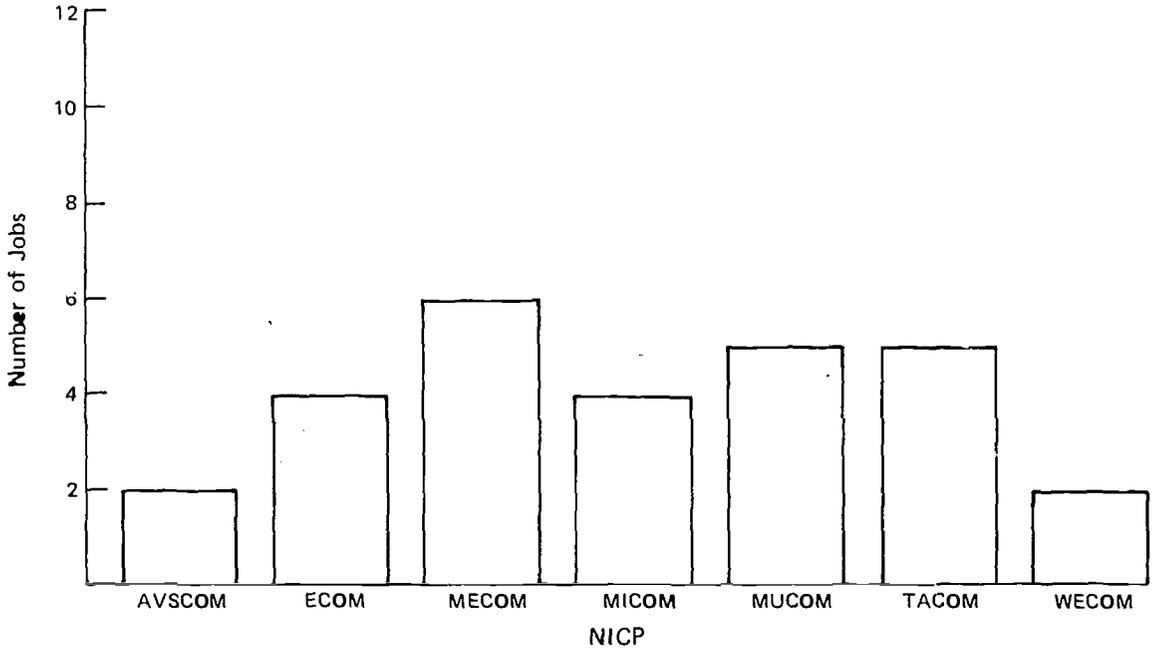


Figure H-17

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job RBRS (8 Elements)

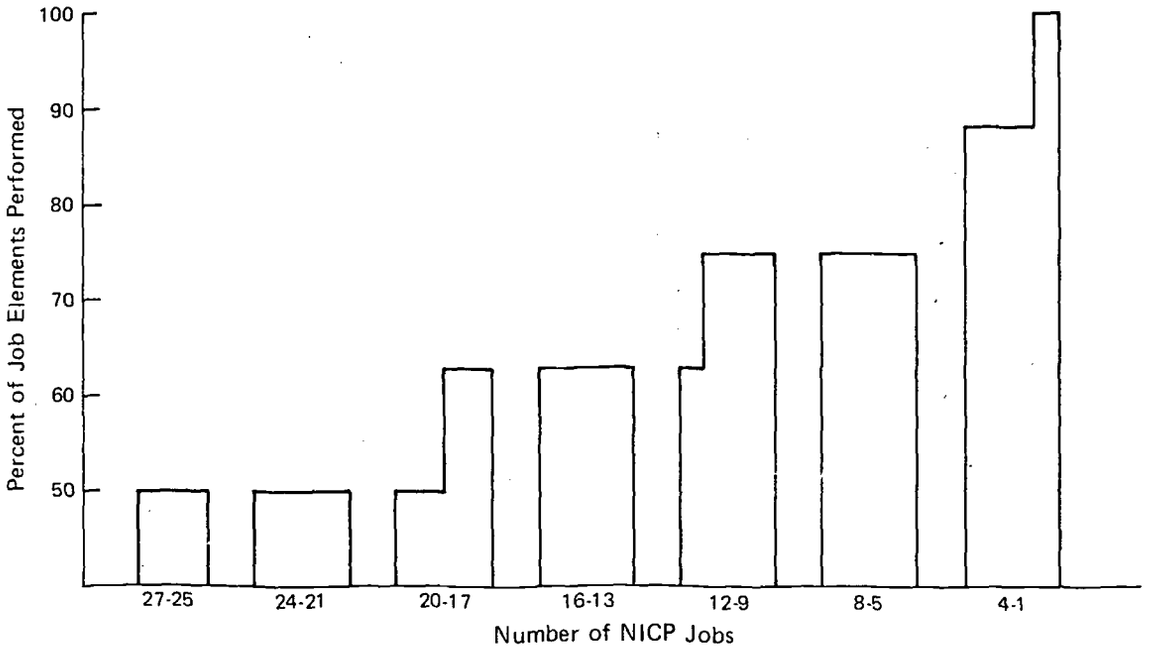


Figure H-18

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job RBRS

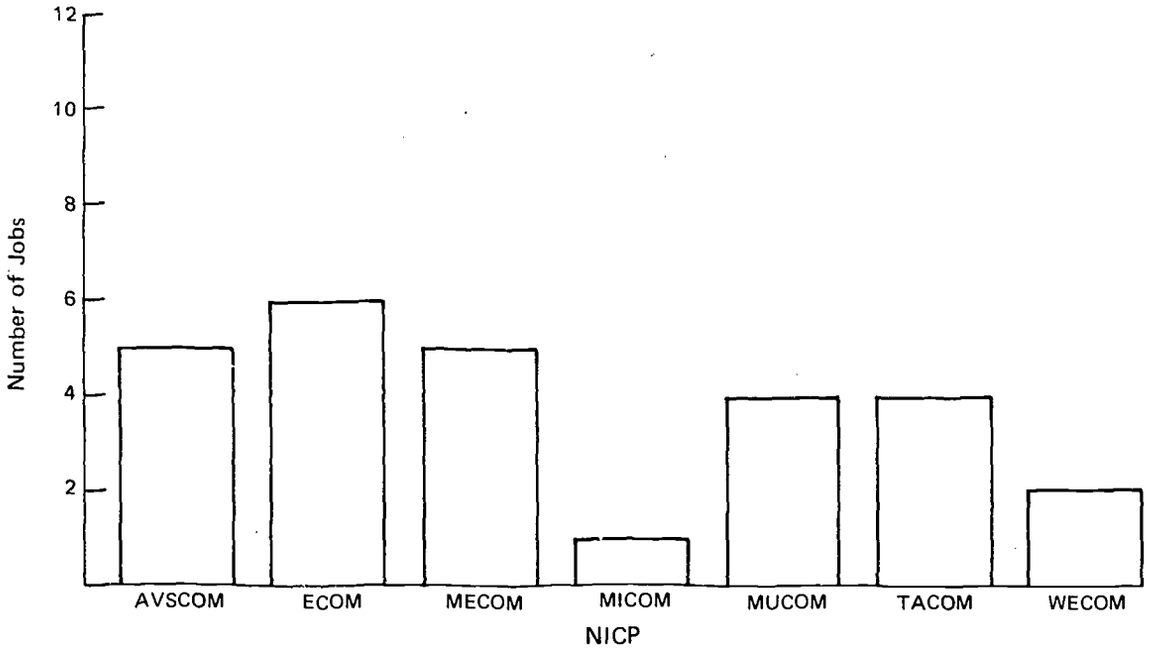


Figure H-19

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job SE (7 Elements)

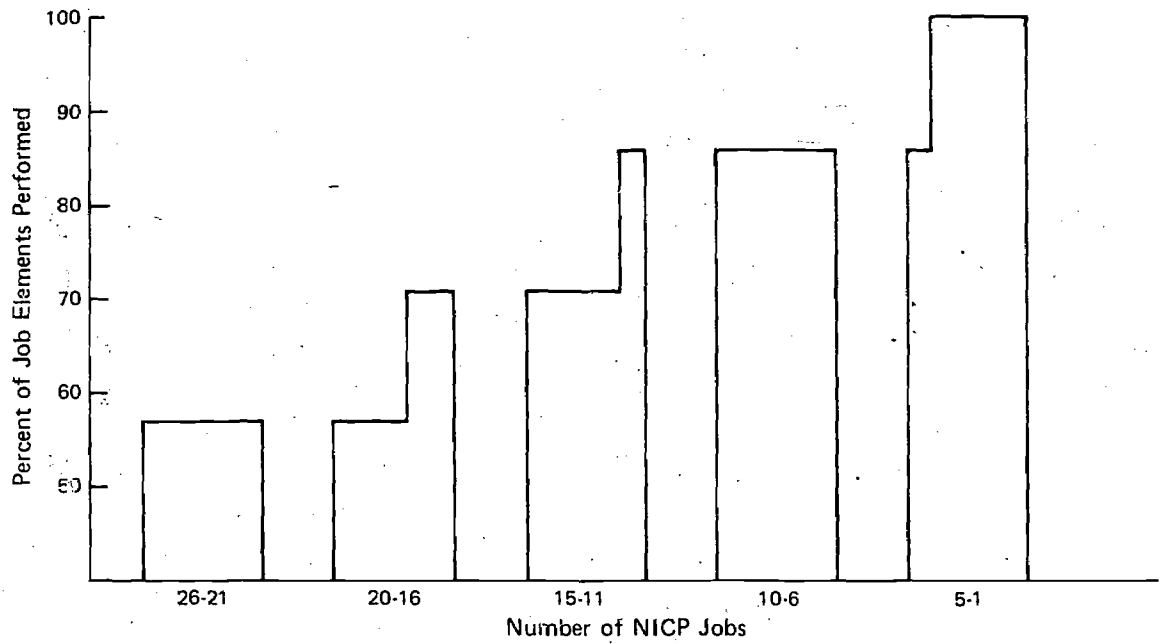


Figure H-20

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job SE

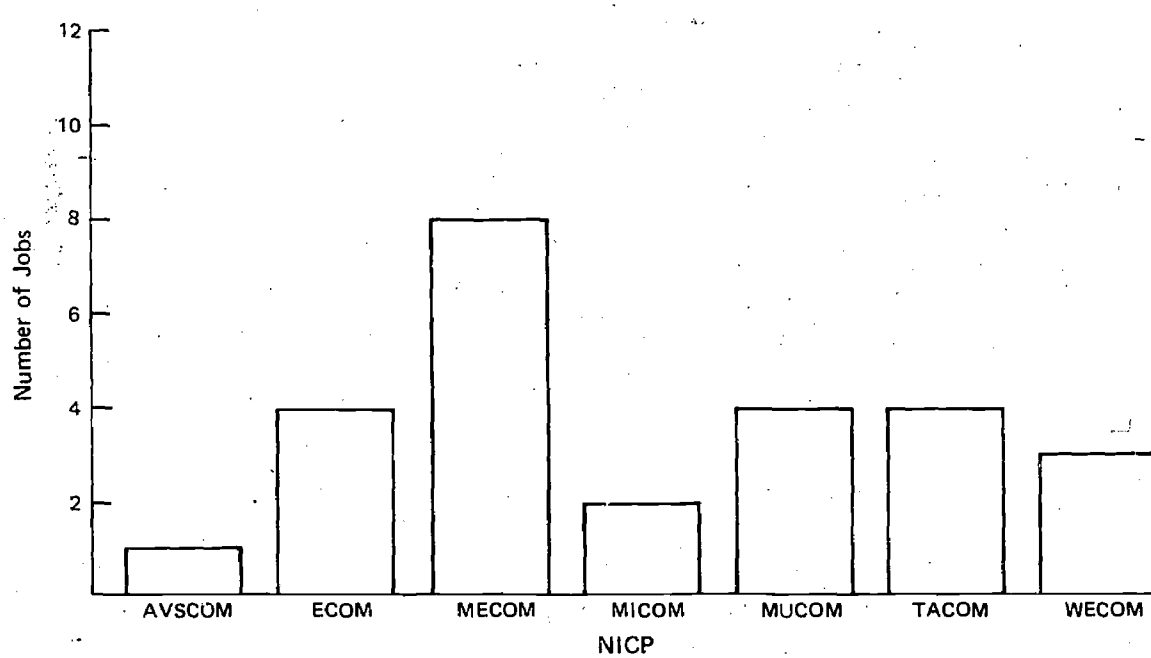


Figure H-21

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CMB (6 Elements)

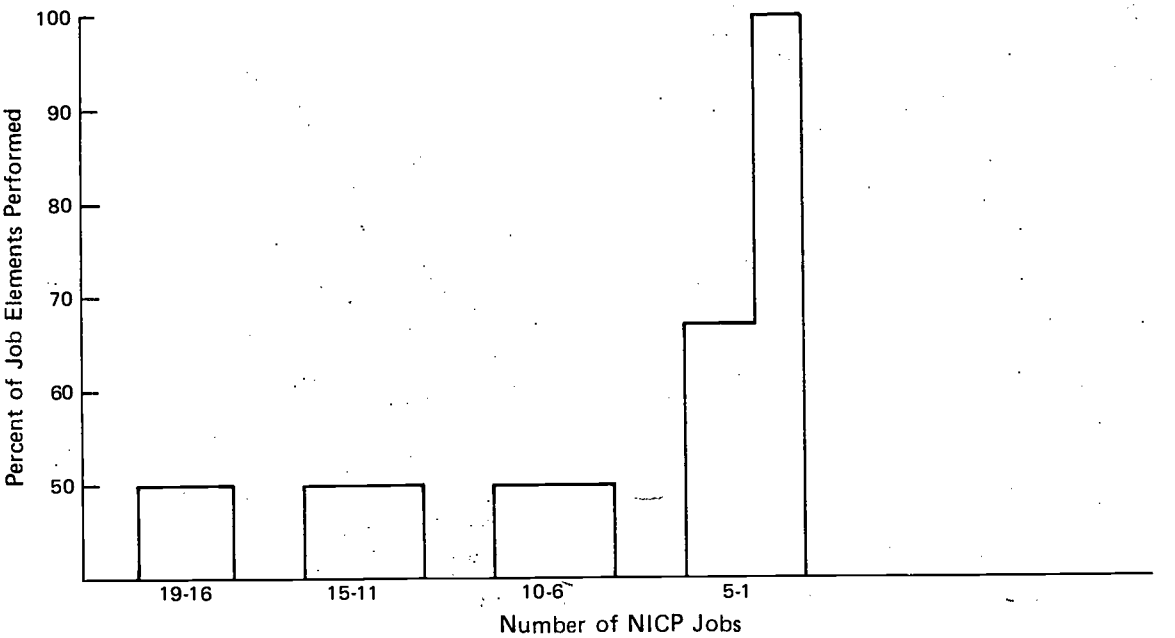


Figure H-22

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CMB

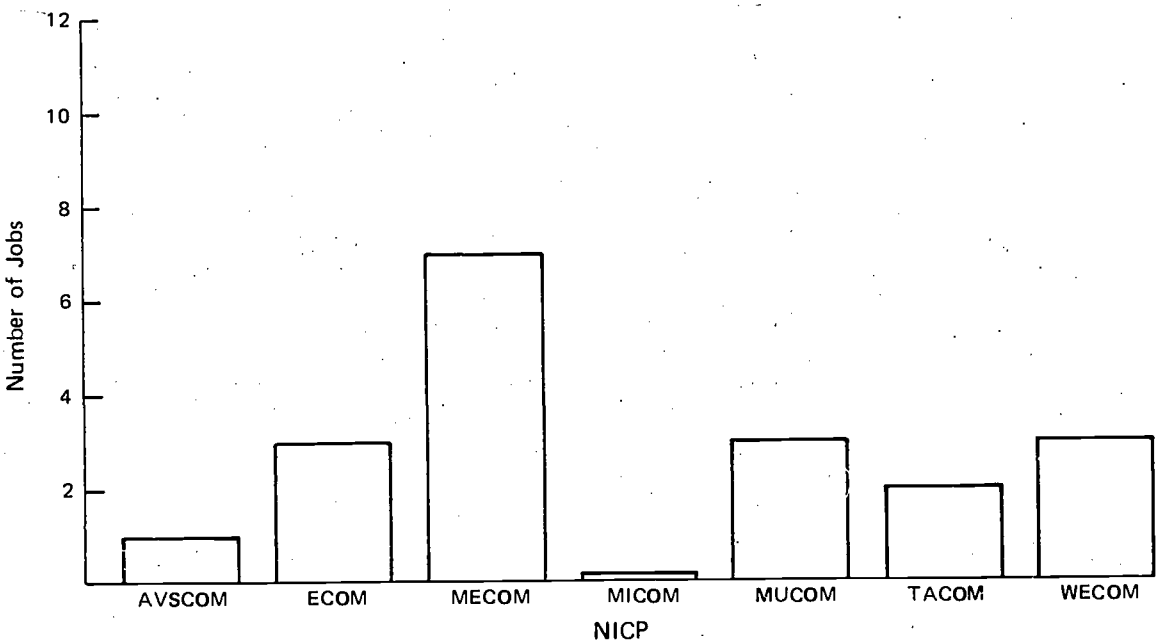


Figure H-23

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job RBOP (36 Elements)

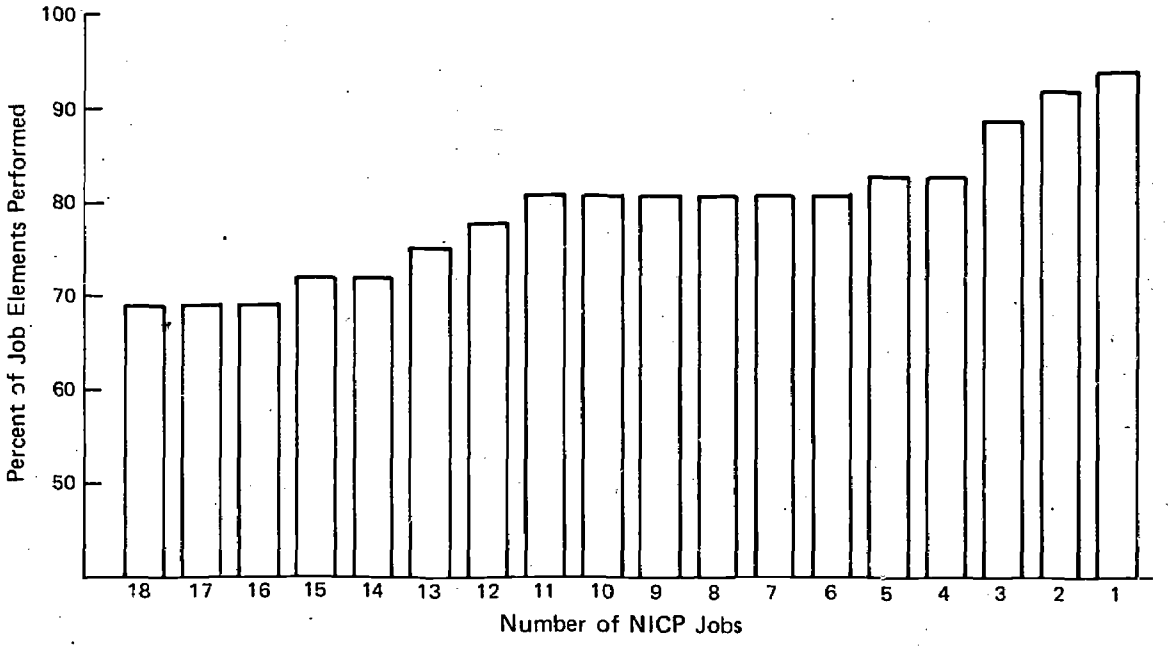


Figure H-24

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job RBOP

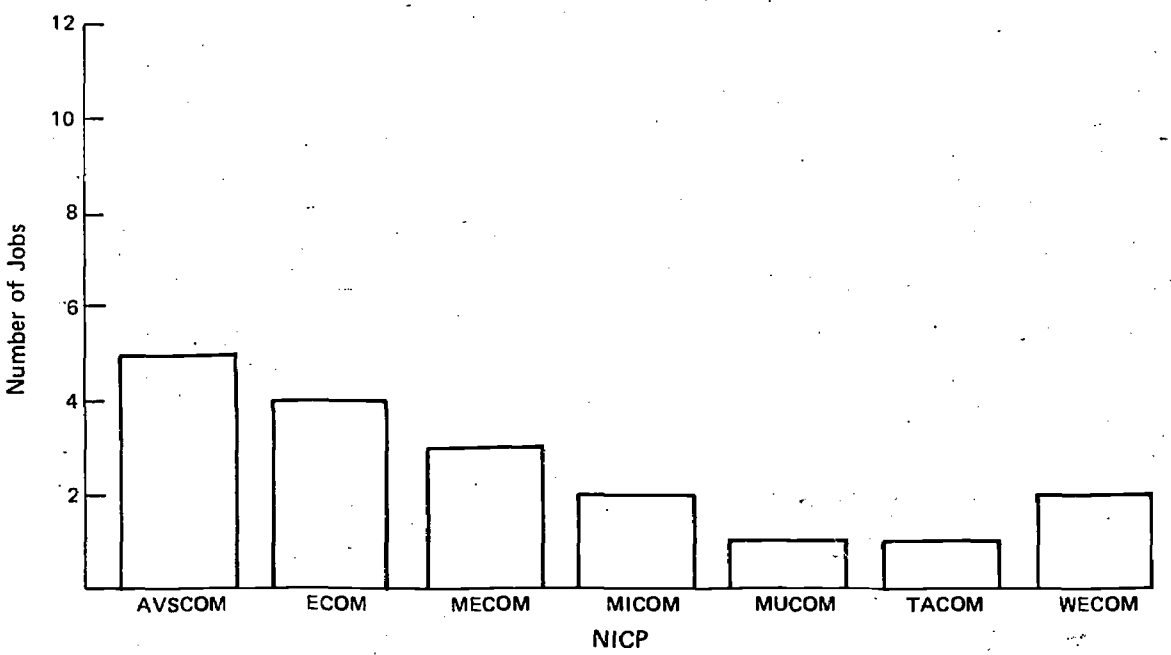


Figure H-25

NICP Jobs Reporting Performance of 50% or More of the Elements in ICCV Job CLIB (36 Elements)

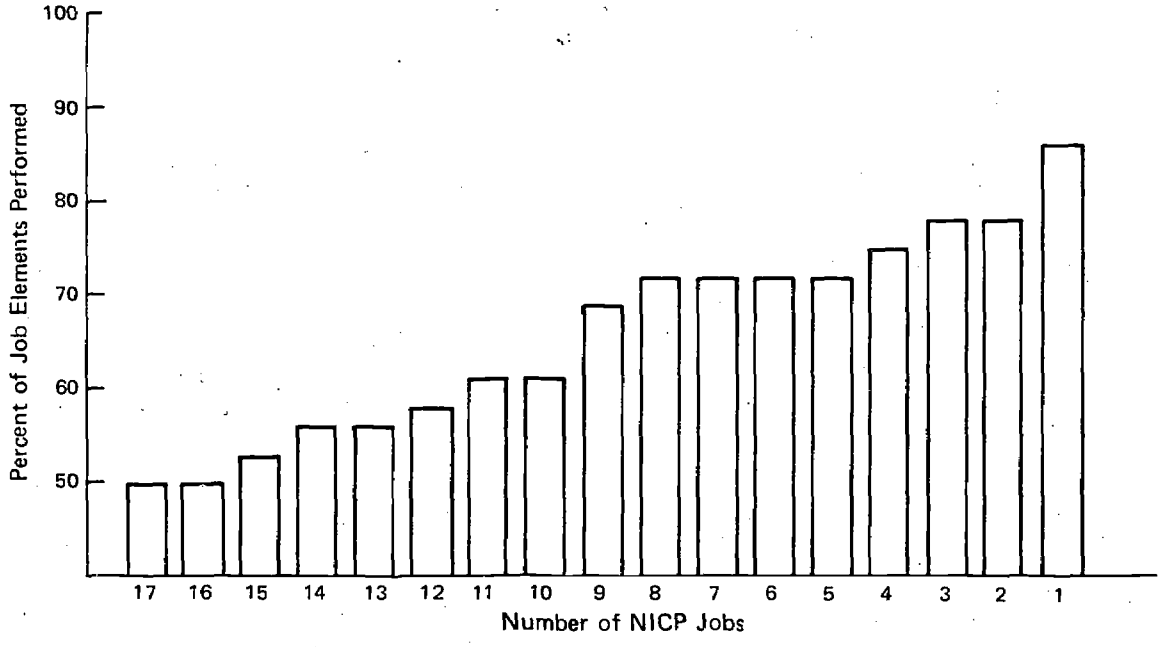


Figure H-26

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CLIB

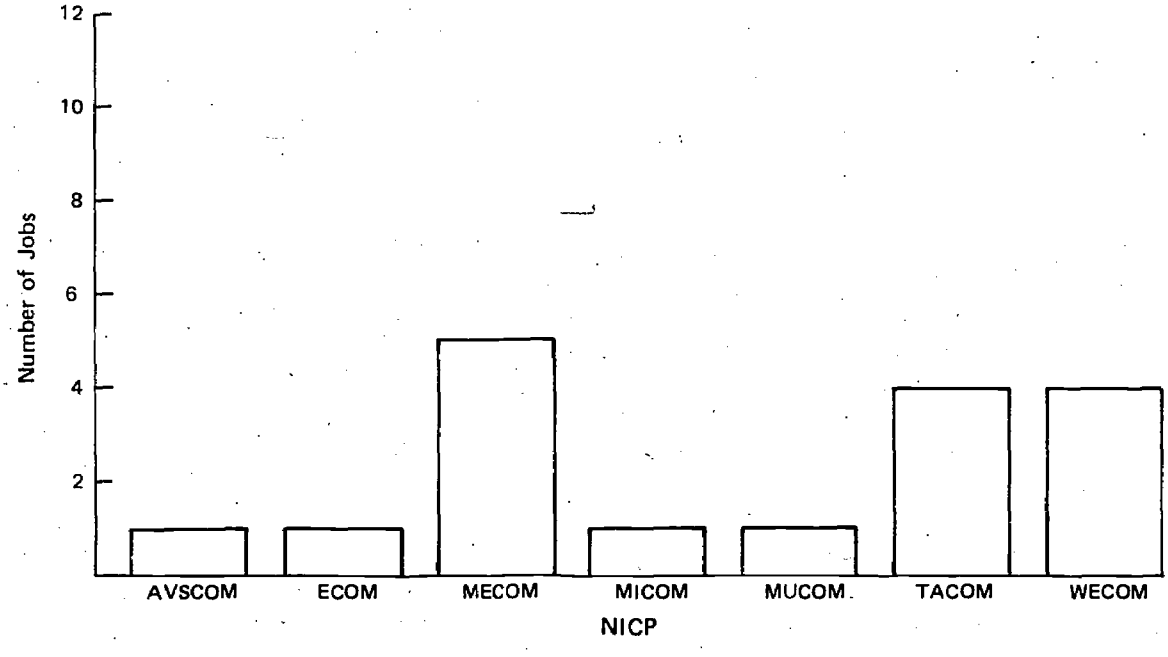


Figure H-27

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CD (46 Elements)

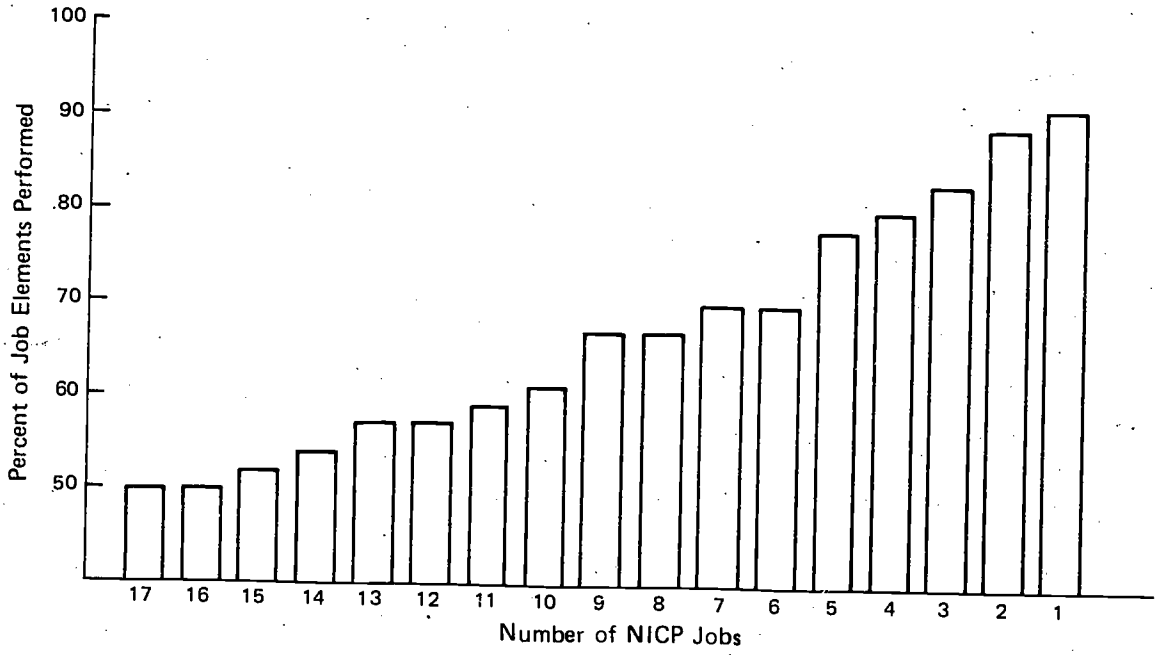


Figure H-28

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CD

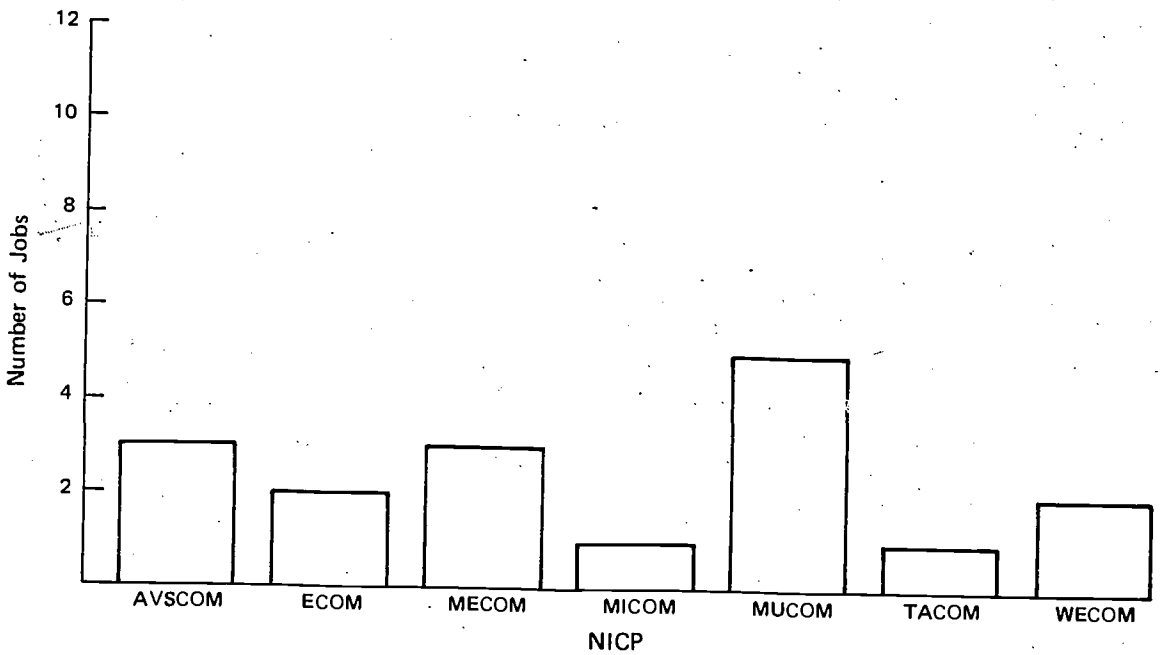


Figure H-29

NICP Jobs Reporting Performance of 50% or More of the Elements in ICCV Job IM (177 Elements)

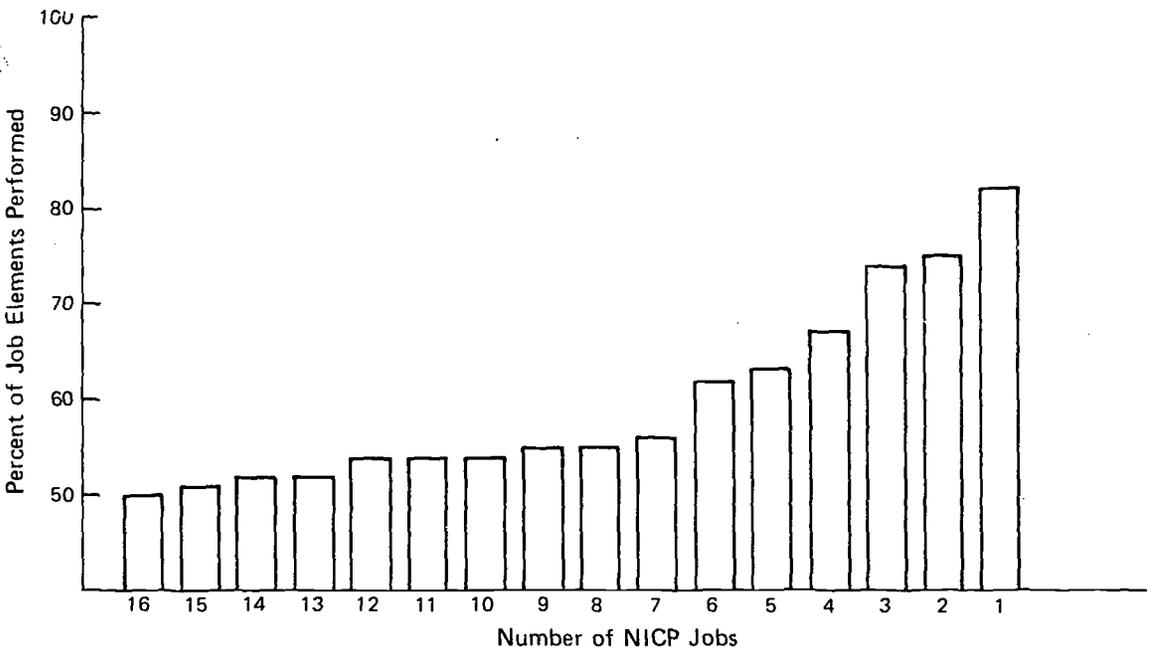


Figure H-30

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job IM

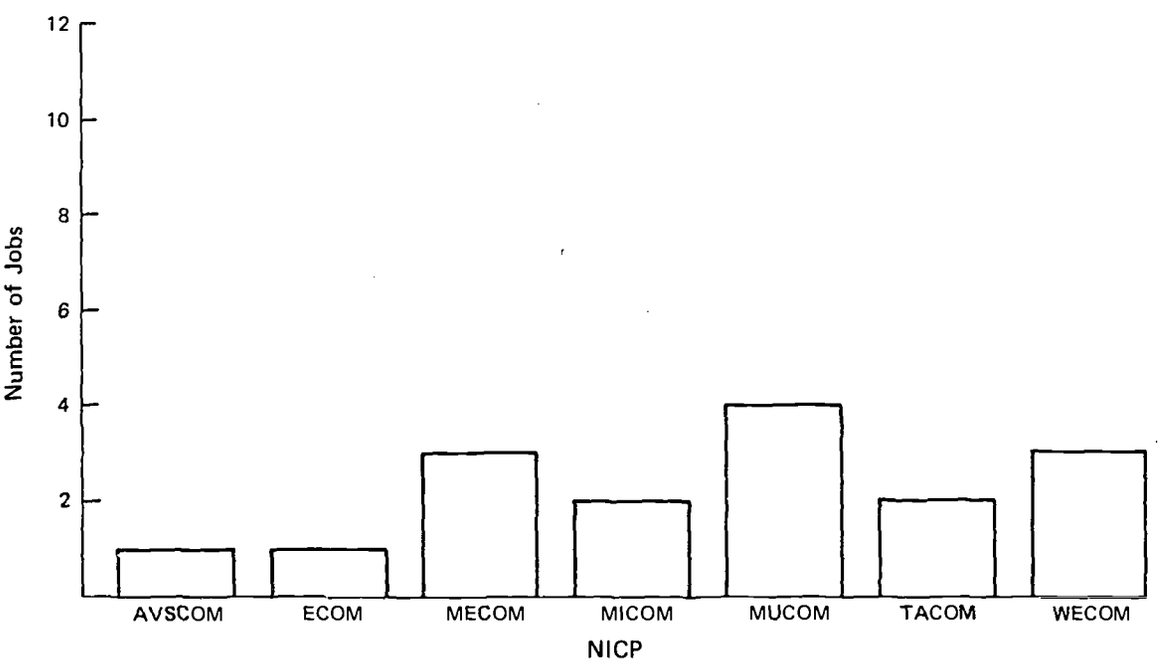


Figure H-31

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job RBRP (4 Elements)

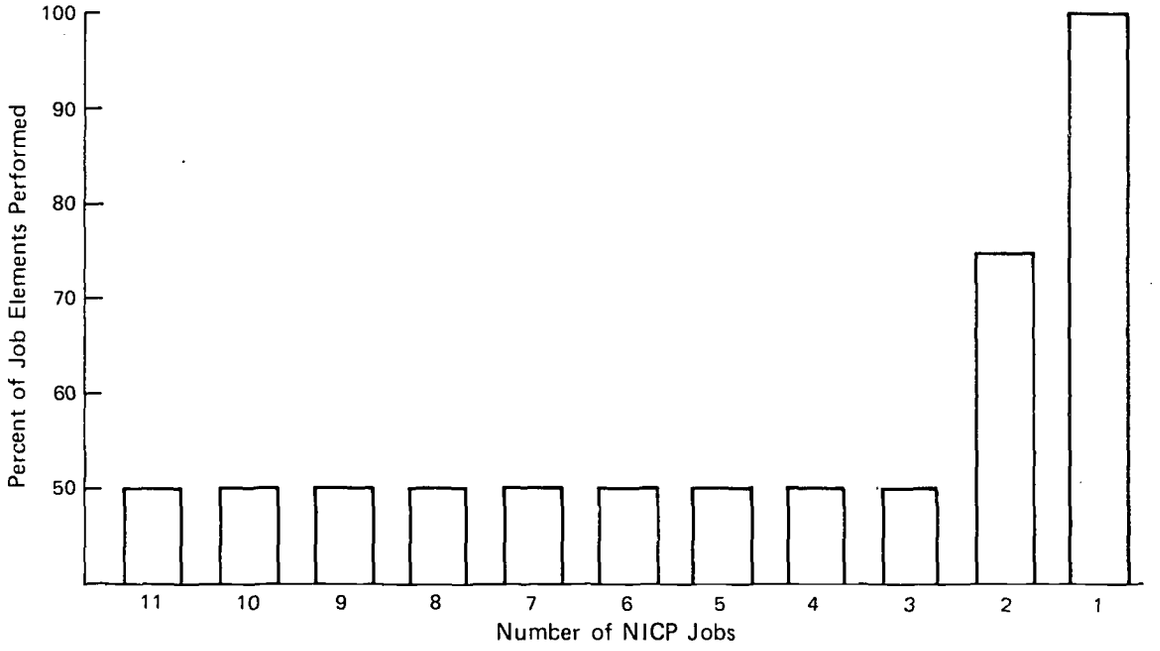


Figure H-32

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job RBRP

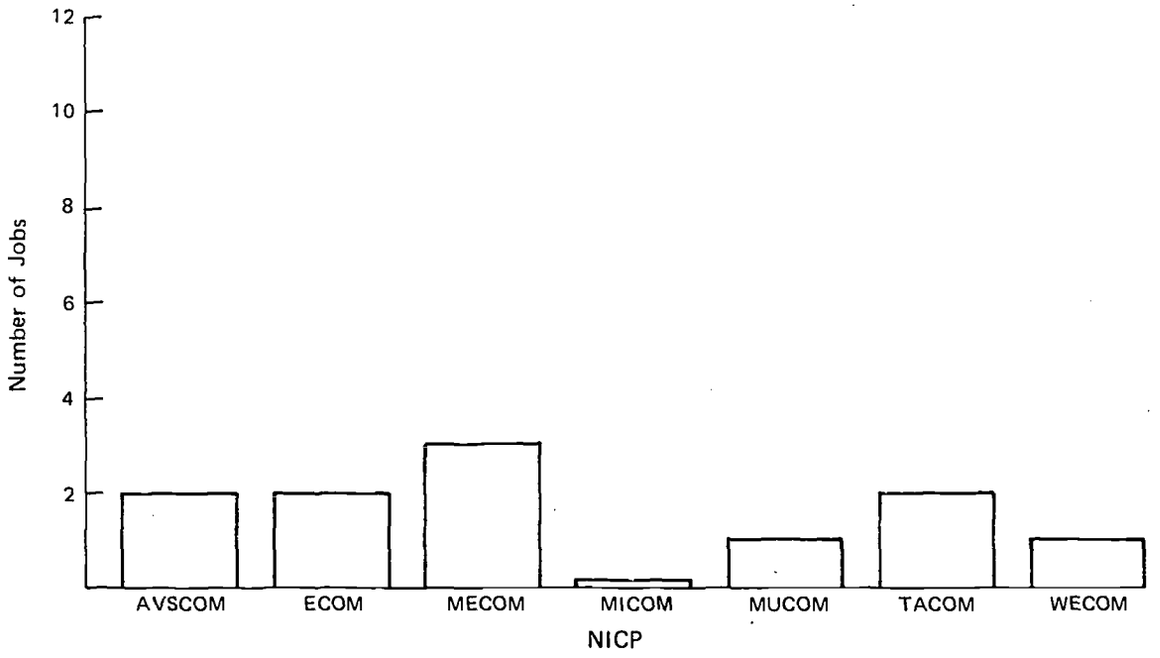


Figure H-33

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CCIL (8 Elements)

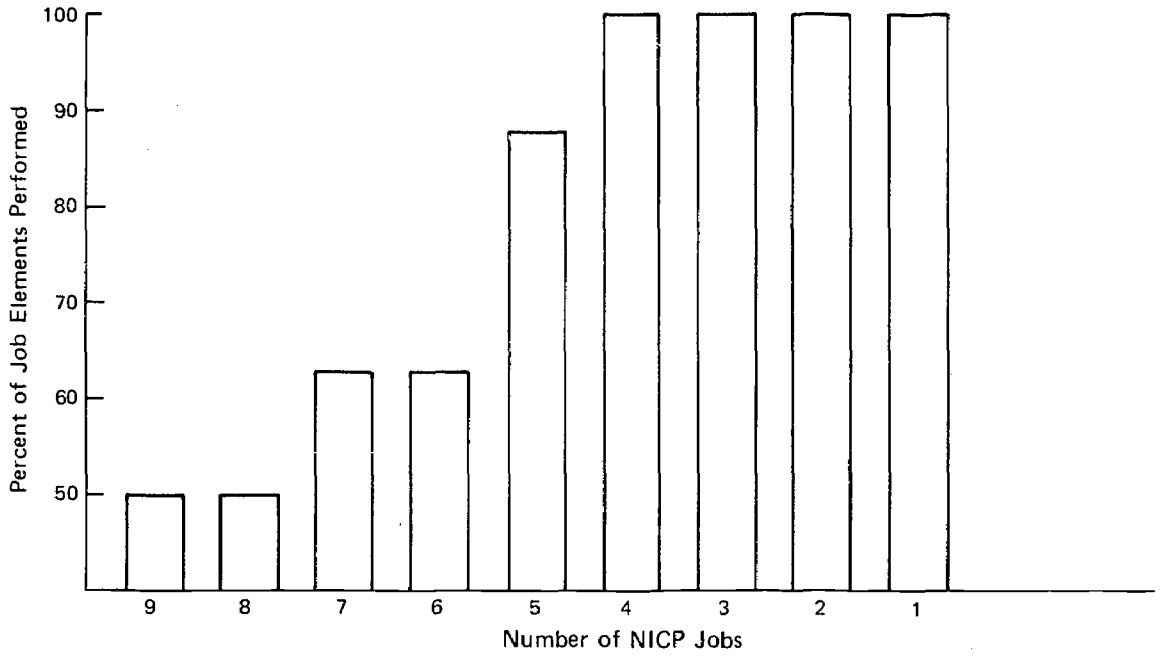


Figure H-34

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CCIL

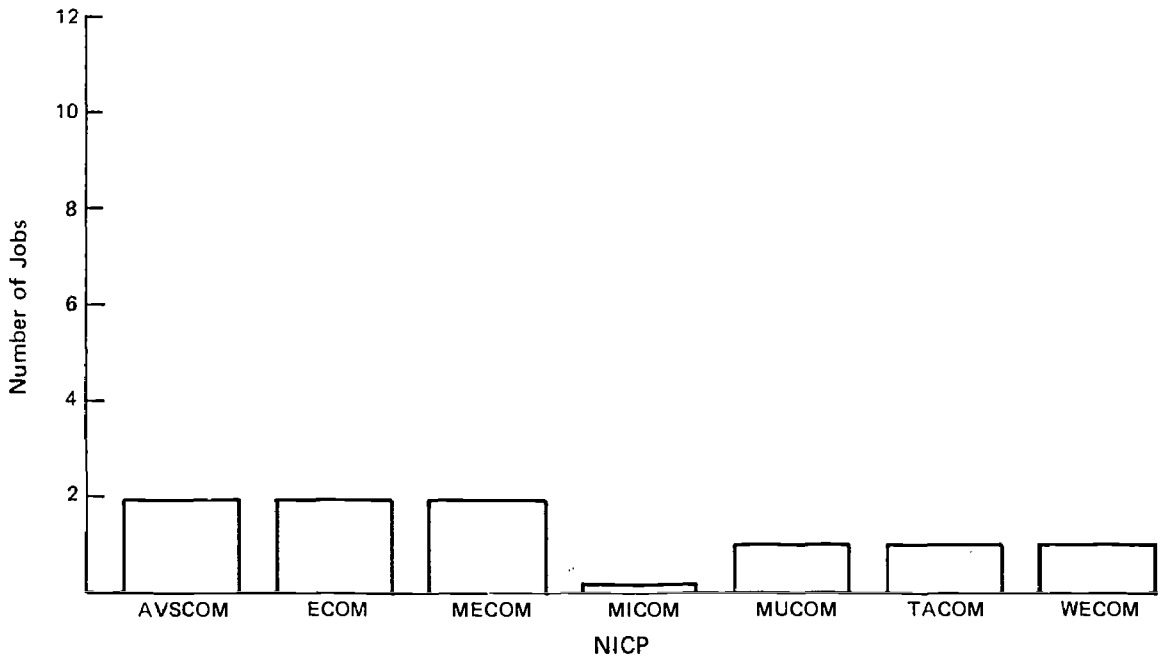


Figure H-35

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CODE (10 Elements)

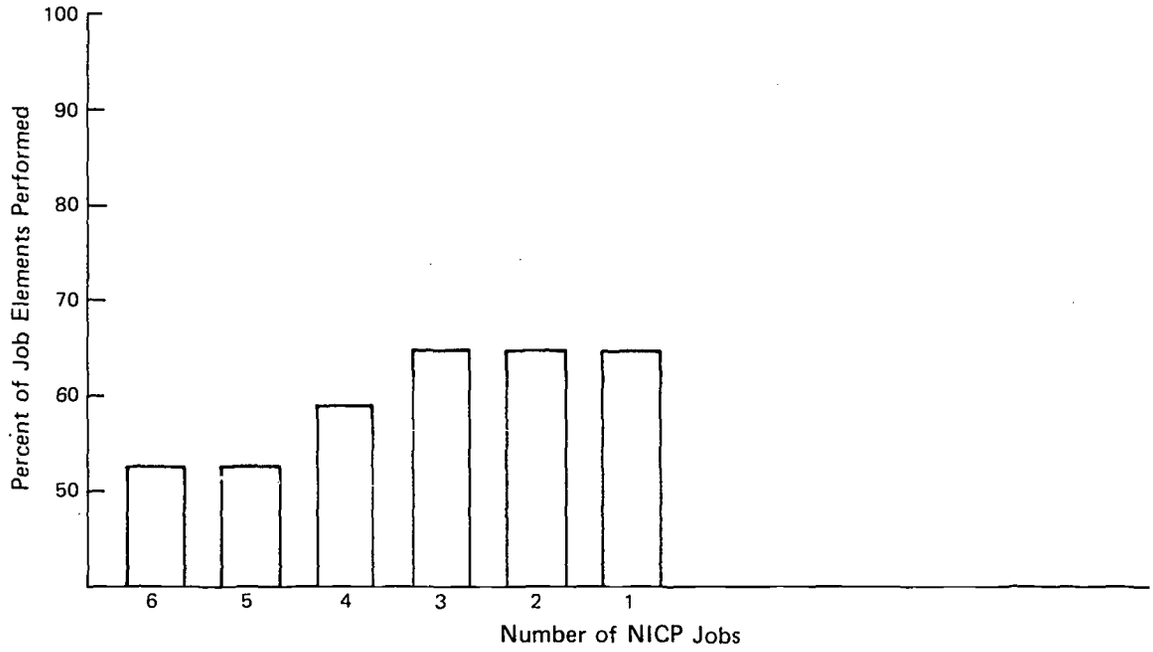


Figure H-36

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CODE

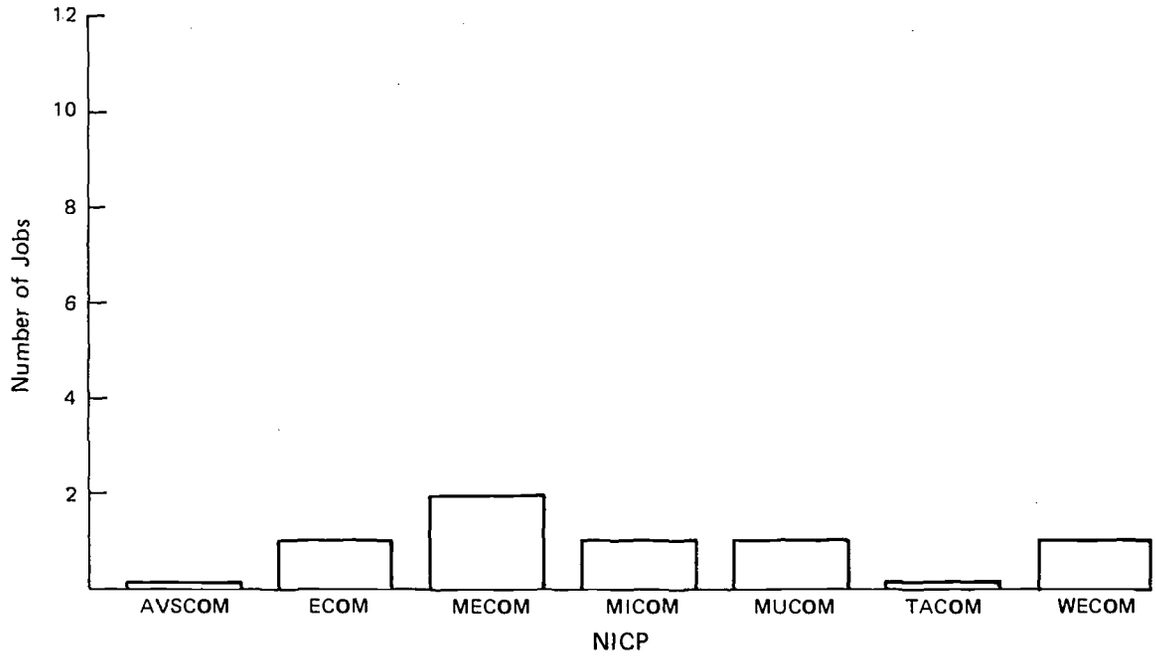


Figure H-37

NICP Jobs Involving Performance of 50% or More of the Elements in ICCV Job CALB (12 Elements)

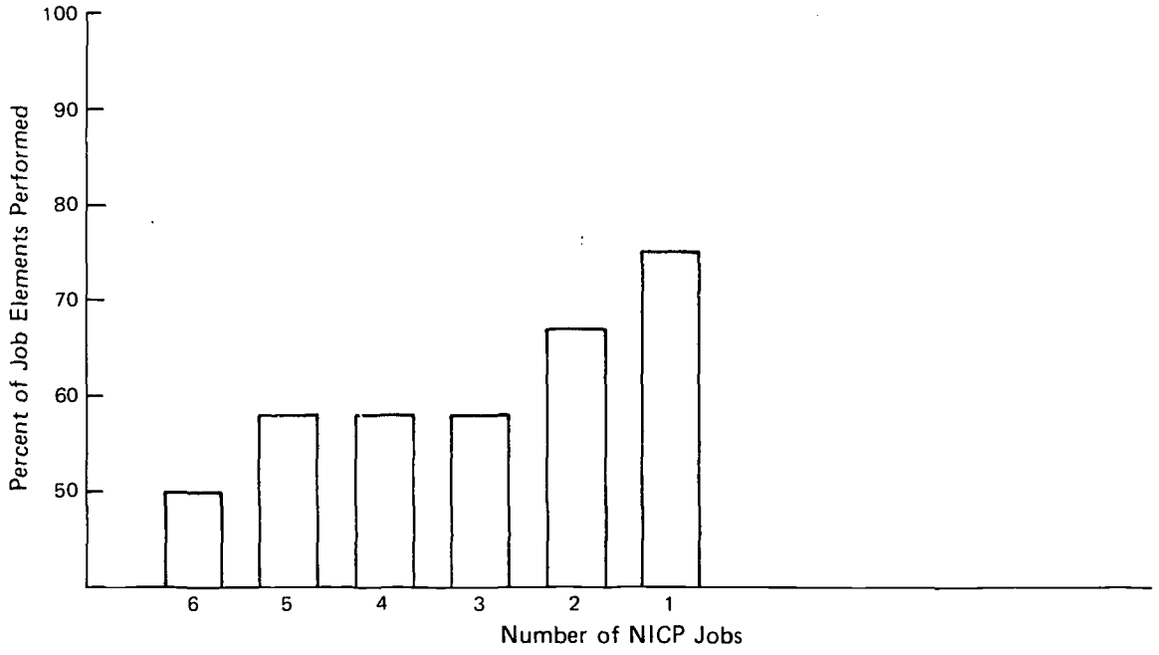


Figure H-38

Number of Jobs by NICP Reporting Performance of 50% or More of the Elements in ICCV Job CALB

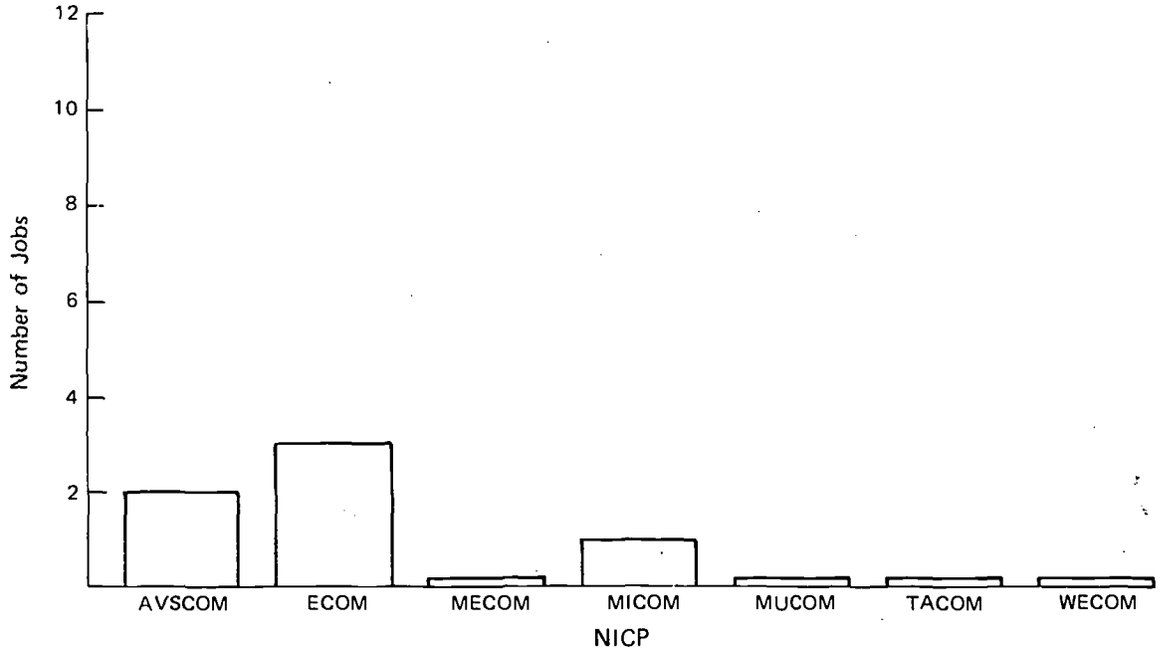


Figure H-39

Appendix I

ICC OJT PROGRAM PLANNING DATA FORMS FOR ASSIGNMENT MODELS 1, 2, AND 3

Appendix I

Model No. 1 Data Form

ICC OJT Program Planning

MOS 76P40

1. List Assumptions, Initial Conditions, or Constraints

   a. NICP job positions will be selected that provide opportunity for training on:
      1. Single ICC Job _X_ (Yes) / _____ (No)
      2. Combination of Jobs _____ (Yes) / _X_ (No)
         a. How many ICC Jobs----------per NICP Job _1_
         b. Which _____
         c. How Many "combination" type jobs per NICP _0_
         d. List ICCV Jobs in each combination
            1. _____
            2. _____
            3. _____
            etc.

   b. Length of OJT program
      1. _3_ years (PCS)
      2. _____ years (TDY)

   c. NICP trainee job position is
      1. fixed during tour _X_ (Yes) / _____ (No)
         a. Single occupant _X_ (Yes) / _____ (No)
         b. Occupants rotate _____ (Yes) / _____ (No)

   d. Level of ICC job coverage:
      1. Minimum acceptable level _____%
      2. Maximum available _X_

   e. Number of NICPs to participate _#7_
      1. List if less than 7

   f. Number of ICC jobs NICPs will support OJT programs for _18_ (0-18)
      1. List if less than 9 _____
      2. List ICC job not supported if less than or = to 9 _____

   g. Extent to which OJT programs at each NICP should be same:
      1. Maximum extent possible _____
      2. Other _*Unique program to depend on asset availability*_

h. Grade restrictions on candidate NICP job:
1. Not less than *GS5* or greater than *GS11*
2. No restrictions_____
3. Other_____

i. Number of NICP Job Positions Needed
1. Number single ICC job positions *(0-18)* X Number NICPs *(1-7)* = *18*
a. Number of NICP jobs needed per single ICC job *1*
2. Number double ICC job positions_____X Number NICPs_____= _____
a. Number of NICP jobs needed per double ICC job *0*
3. Number triple ICC job positions_____X Number NICPs_____= _____
a. Number of NICP jobs needed per triple ICC job *0*
4. More than three
a. Number_____ICC Job positions____X Number NICPs____= _____
b. (etc.)
5. Total NICP job positions required *18*
(=sum of the entries in paragraph i.1 through i.4 inclusive.)

Model #2 Data Form

ICC OJT Program Planning

MOS 76P40

1. List Assumptions, Initial Conditions, or Constraints

a. NICP job positions will be selected that provide opportunity for training on:
1. Single ICC Job_____/ *X*
Yes No
2. Combination of Jobs *X* /_____
Yes No
a How many ICC Jobs_____per NICP Job *maximum possible*
b. Which_____
c. How many "combination" type jobs per NICP *As many as possible*
d. List ICCV Jobs in each combination
1. *Unkown, will depend on data.*
2. _____
3. _____
etc.

b. Length of OJT program
1. *3* years (PCS)
2. _____years (TDY)

c. NICP trainee job position is
1. fixed during tour_____/ *X*
Yes No
a. Single occupant____/ *X*
Yes No
b. Occupants rotate *X* /_____
Yes No

d. Level of ICC job coverage:
1. Minimum acceptable level_____%
2. Maximum available *X* *Among 1st through 4th high scorers*

e. Number of NICPs to participate 7
1. List if less than 7 _____

f. Number of ICC jobs NICPs will support OJT programs for 18 (0-18)
1. List if less than 9 _____
2. List ICC job not supported if less than or = to 9 _____

g. Extent to which OJT programs at each NICP should be same:
1. Maximum extent possible_____
2. Other *tailored to that possible*

h. Grade restrictions on candidate NICP job:
1. Not less than *GS5* or greater than *GS11*
2. No restrictions_____
3. Other_____

i. Number of NICP Job Positions Needed
1. Number single ICC job positions_____X Number NICPs____= 0
a. Number of NICP jobs needed per single ICC job_____
2. Number double ICC job positions____X Number NICPs____= 0
a. Number of NICP jobs needed per double ICC job_____
3. Number triple ICC job positions 6 X Number NICPs 7 = 42
a. Number of NICP jobs needed per triple ICC job_____
4. More than three
a. Number_____ICC Job positions____X Number NICPs____=_____
b. (etc.)
5. Total NICP job positions required 42
(=sum of the entries in paragraph i.1 through i.4 inclusive.)

Model #3 Data Form

ICC OJT Program Planning

MOS 76P40

1. List Assumptions, Initial Conditions, or Constraints

a. NICP job positions will be selected that provide opportunity for training on:
1. Single ICC Job X (Yes) / _____ (No)
2. Combination of Jobs X (Yes) / _____ (No)
a. How many ICC Jobs----------per NICP Job 3
b. Which *CATB, TEB, SRSB*
c. How many "combination" type jobs per NICP 2
d. List ICCV Jobs in each combination
1. *CATB, TEB, SRSB*
2. *RBOP, RBRS, RBRP*
3. _____
etc.

b. Length of OJT program
1. 3 years (PCS)
2. _____years (TDY)

c. NICP trainee job position is
   1. fixed during tour ____ (Yes) / ____ (No)
      a. Single occupant __X__ (Yes) / ____ (No)
      b. Occupants rotate ____ (Yes) / ____ (No)

d. Level of ICC job coverage:
   1. Minimum acceptable level ____ %
   2. Maximum available __X__

e. Number of NICPs to participate __7__
   1. List if less than 7 ____

f. Number of ICC jobs NICPs will support OJT programs for __18__ (0-18)
   1. List if less than 9 ____
   2. List ICC job not supported if less than or = to 9 ____

g. Extent to which OJT programs at each NICP should be same:
   1. Maximum extent possible __X__
   2. Other ____

h. Grade restrictions on candidate NICP job:
   1. Not less than __5__ or greater than __11__
   2. No restrictions ____
   3. Other ____

i. Number of NICP Job Positions Needed
   1. Number single ICC job positions __12__ X Number NICPs __7__ = __84__
      a. Number of NICP jobs needed per single ICC job ____
   2. Number double ICC job positions ____ X Number NICPs ____ = ____
      a. Number of NICP jobs needed per double ICC job ____
   3. Number triple ICC job positions __2__ X Number NICPs __7__ = __14__
      a. Number of NICP jobs needed per triple ICC job ____
   4. More than three
      a. Number ____ ICC Job positions ____ X Number NICPs ____ = ____
      b. (etc.)
   5. Total NICP job positions required __98__
      (=sum of the entries in paragraph i.1 through i.4 inclusive.)

Appendix J

SURVEY RESULTS IN TERMS OF OPPORTUNITY FOR OJT AT NICPs ON ICCV JOBS

Appendix J

Survey Results in Terms of Opportunity for OJT at NICPs on ICCV Jobs

An opportunity for OJT is assumed to exist if the work performed by 76P40 personnel at ICCV was reported as being performed in the NICPs.

1. Of the 353 NICP job positions surveyed, 348 involved performance of some part of at least one ICCV job.
   (a). Over 85% of those surveyed involved performance of some part of five or more different ICCV jobs.
   (b). Nearly 50% involved performance of some part of nine or more different ICCV jobs.

2. Of the 374 work elements representing the 18 different ICCV jobs, only three elements were not reported as being performed at any NICP. The survey would tend to indicate the work represented by these 3 elements is unique to ICCV.

3. Scope of coverage in OJT on the ICCV jobs.
   (a). Total coverage (or 100%) of all elements in 16 of the 18 ICCV jobs could be provided. The missing elements of the two jobs represent 6% of each job respectively.
   (b). The average number of ICCV jobs for which total coverage could be obtained at any NICP is approximately seven; the range varying from a high of nine to a low of four.

4. Oportunity for OJT when the scope of coverage would be 50% or more of the work elements in the ICCV job.
   (a). A 50% or greater scope of coverage could be obtained on all 18 jobs at six of the seven NICPs.
   (b). A 50% or greater scope of coverage could be obtained on 17 of the 18 ICCV jobs at the seven NICPs.

5. Oportunity for OJT programs when the scope of coverage would be 50% or more and the training would occur in the context of individual NICP job positions.
   (a). Two hundred and thirty four different NICP job positions could support such a program on one or more ICCV jobs.
   (b). The seven NICPs could support such programs for at least 15 of the 18 ICCV jobs.
   (c). Only one of the seven NICPs could support such programs for all 18 ICCV jobs.

6. The relative opportunity of such OJT programs for the different ICCV jobs.
   (a). One hundred and fifty three different NICP job positions could support such a program for ICCV job CATB.
   (b). Only five NICP job positions could support such an OJT program for ICCV job CALB.
   (c). ICCV job SE represents the "median" opportunity where program support could be provided by approximately 25 different NICP job positions.

7. The range of the number of such OJT programs for different ICCV jobs which could be supported by individual NICP job positions.
   (a). Ninety four of the 234 NICP job positions could support an OJT program for only one ICCV job.
   (b). Two NICP job positions could support OJT programs for a maximum of 11 different ICCV jobs.
   (c). Eighty five (or 36%) of the NICP job positions could support OJT programs for three or more different ICCV jobs.

8. The relative distribution among the NICPs of these job positions which could support OJT programs on more than one ICCV job. (Interpretation of the following data should include consideration of the differences in NICPs in terms of number of job positions surveyed and percentage of survey questionnaires returned.)
   (a). The largest number of such job positions would be 27, located at ECOM.
   (b). The least number would be 15, at both AVSCOM and MUCOM.
   (c). The average for NICPs would be 20.

9. The most common combinations of two and three different ICCV jobs for which individual NICP job positions could provide OJT program support.
   (a). 65 NICP job positions could support OJT programs on the 2 ICCV jobs of both CATB and TEB.
   (b). 32 NICP job positions could support OJT programs on the 2 ICCV jobs of CATB and SRSB.
   (c). 30 NICP job positions could support OJT programs on the 2 ICCV jobs of TEB and SRSB.
   (d). 28 NICP job positions could support OJT programs on the 2 ICCV jobs of CATB and CAO.
   (e). 15 NICP job positions could support OJT programs on the 2 ICCV jobs of RBOP and RBRS.
   (f). 24 NICP job positions could support OJT programs on the 3 ICCV jobs of CATB, TEB, and SRSB.
   (g). 8 NICP job positions could support OJT programs on the 3 ICCV jobs of RBOP, RBRS, and RBRP.

10. The distribution of job positions across the NICPs which could support the OJT programs identified in 9 above.
   (a). Any of the OJT programs above involving a combination of two ICCV jobs could be supported by the seven NICPs.
   (b). The OJT program on the three ICCV jobs of CATB, TEB and SRSB could be supported by the seven NICPs.
   (c). The OJT program on the three ICCV jobs of CATB, TEB and SRSB could be supported by five of the seven NICPs, MUCOM and MICOM being the exceptions.

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE *(When Data Entered)*

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER HumRRO-TR-73-22	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE *(and Subtitle)* METHODS FOR IDENTIFYING ON-THE-JOB TRAINING CONTENT WHEN SURROGATE JOBS ARE USED FOR TRAINING		5. TYPE OF REPORT & PERIOD COVERED Technical Report 6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(S) Robert C. Trexler and Patrick J. Butler		8. CONTRACT OR GRANT NUMBER(S) DAHC 19-73-C-0004
9. PERFORMING ORGANIZATION NAME AND ADDRESS Human Resources Research Organization (HumRRO) 300 North Washington Street Alexandria, Virginia 22314		10. PROGRAM ELEMENT PROJECT TASK AREA & WORK UNIT NUMBERS 62107A; 2Q062107A745; 00; 109
11. CONTROLLING OFFICE NAME AND ADDRESS Behavioral Sci Ofc of Sci Div (DARD-ARS-B) Office, Chief of R & D Hq, Dept. of Army		12. REPORT DATE October 1973 13. NUMBER OF PAGES 152
14. MONITORING AGENCY NAME & ADDRESS *(if different from Controlling Office)*		15. SECURITY CLASS. *(of this report)* Unclassified 15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT *(of this Report)*

Approved for public release; distribution unlimited.

17. DISTRIBUTION STATEMENT *(of the abstract entered in Block 20, if different from Report)*

18. SUPPLEMENTARY NOTES

HumRRO Division No. 1 (System Operations), Alexandria, Va.;
Work Unit JOBGOAL II

19. KEY WORDS *(Continue on reverse side if necessary and identify by block number)*

*Personnel selection, training, and evaluation	Data collection
*Training programs	Inventory control centers
*Military training	Job elements
*Matrix methods	Job position
	Job position performance

(Continued)

20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

Research into problems associated with job training programs resulted in a method for defining on-the-job training where a substitute organization must serve as the training base for the organization in which the trainee ultimately will serve. The method involves determining the tasks required by the jobs men do in the target organization and determining which job positions in the training organization have the same tasks. The analytical

(Continued)

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE *(When Data Entered)*

19. (Continued)

Logistics personnel
On-the-job training
Program content
Questionnaire development
Task inventory
Training position
*0501, 0509, 1313

20. (Continued)

procedures involved in this research permit identification of the best job position within the training organization which can be used as the OJT training position. Three OJT program models were developed, each based upon different assumptions regarding the program structure. In addition, a general method for utilizing the data to develop different programs, responsive to other assumptions and constraints, was developed.

DISTRIBUTION LIST

1 DIR OASD MANPOWER & RESERVE AFFAIRS
2 NASA SCI & TECH INFO FACILITY COLLEGE PARK MD
1 CG US ARMY JAPAN APO SAN FRAN ATTN G3
1 CINC US EUROPEAN COMD ATTN SUPPORT PLANS BR J3
2 CG US ARMY EUROPE APO NY ATTN OPNS DIV
1 CG USA AD COMD ENT AFB ATTN ADGPA COLO
1 HQ USAREUR CIV PERSNL DIV ATTN TNG DIR APO NY
6 CG 1ST ARMY ATTN DCSOT FT MEADE MD
1 CG 3RD ARMY ATTN DCSOT FT MCPHERSON
4 CG SIXTH ARMY PRES OF SAN FRAN ATTN AMOPS-T2
1 CG USA CDC EXPERIMENTATION COMD FT ORD
2 INST OF LAND CBT ATTN TECH LIB FT BELVOIR VA
1 REDSTONE SCIENTIFIC INFO CTR USA MSL COMD ATTN CHF DOC SEC
1 CO FT HUACHUCA SPT COMD USA ATTN TECH REF LIB
1 SIXTH USA LIB DEPOT BLDG M 13 14 PRES OF SAN FRAN
1 CO HQ ARMY ENLISTED EVAL CTR FT BENJ HARRISON
1 CO FRANKFORD ARSNL ATTN SMUFA-N6400/202-4 PA
1 REF M MS IS NASA ALA
1 DIR OF INTERN TNG USA LOG MGT CTR FT LEE
3 CO USA TNG CTR (FA) ATTN AKPSITC-TT FT SILL
1 CG USA TNG CTR AND FT LEONARD WOOD ATTN ACOFS G3
1 CG USA INF CTR ATTN AJIGT-T FT BENNING
1 CG USA TNG CTR INF ATTN ACOFS G3 FT DIX
1 CG USA TNG CTR ATTN ACOFS G3 FT JACKSON
1 CG USA TNG CTR INF ATTN ACOFS G3 FT LEWIS
1 CG USA TNG CTR INF & FT ORD ATTN ACOFS G3
2 CG USA AD CTR ATTN G3 FT BLISS
1 CG USA TNG CTR INF ATTN ACOFS G3 FT CAMPBELL
3 LIB ARMY WAR COLL CARLISLE BARRACKS
1 US MILIT ACAD WEST POINT ATTN LIB
1 COMDT ARMED FORCES STAFF COLL NORFOLK
1 DIR OF INSTR US MIL ACAD WEST POINT NY
1 USA INST FOR MIL ASSIST ATTN LIB FT BRAGG
4 USA INST FOR MIL ASSIST ATTN COUNTERINSURGENCY DEPT FT BRAGG
1 DEF INFO SCH ATTN EA FT HARRISON IND
1 COMDT USA C&GSC OFC OF CHF OF RESIDENT INSTR FT LEAVENWORTH
1 EDITOR PARAMETERS USA WAR COLL PA
1 COMDT USA WAC SCH ATTN ATSWC-D
1 COMDT USA CA SCH ATTN OFC OF DOCTRINE DEVEL LIT & PLNS
1 DIR OF GRAD STUD & RSCH ATTN BEHAV SCI REP USAC&GSC
1 DCS-PERS DA ATTN CHF C&S DIV
1 DIR OF PERS STUDIES & RSCH ODCSPER DA WASH DC
2 ACSFOR DA ATTN CHF TNG DIV WASH DC
1 ARI WASH DC
1 DIR USA MOT & TNG LAB ARL VA
1 OFC RESERVE COMPON DA
12 ADMIN DDC ATTN TCA HEALY ALEX VA
1 CO USA MED RES LAB FT KNOX
1 CHF OF R&D ATTN CHF TECH & INDSTR LIAISON OFC
1 CAREER MGT BR ATTN R OETIENNE CAMERON STA
1 USA LIB DIV-TAGO ATTN ASDIRS
1 PRES ARMY MAINT BD FT KNOX
1 COMD TRADOC ATTN COL HUDAK
15 COMD TRADOC ATTN ATTS ITR
2 COMD TRADOC ATTN LIB BLDG 133
2 CBT ARMS TNG BD FT BENNING
1 USA ARCTIC TEST CTR CHF INSTR & TEST METH DIV SEATTLE
1 CHF USA AD HRU FT BLISS
1 CHF USA ARMOR HRU FT KNOX
1 CHF USA AVN HRU FT RUCKER
1 CHF USA INF HRU FT BENNING
1 CHF USA TNG CTR HRU PRES OF MONTEREY
1 DIR ARMY LIB PENTAGON
25 CO 13TH SUPT BDE ATTN S3 SEC FT HOOD
1 CINC US ATLANTIC FLT CODE 312A USN BASE NORFOLK
1 CDR TNG COMD US PACIFIC FLT SAN DIEGO
3 DIR PERS RES DIV BUR OF NAV PERS
1 TECH LIB BUR OF SHIPS CODE 210L NAVY DEPT
1 CO FLT ANTI-AIR WARFARE TNG SAN DIEGO
1 CO FLEET TNG CTR USN STA SAN DIEGO
1 CHF OF NAVL RSCH PERS & TNG BR CODE 458
1 DIR USN RSCH LAB ATTN CODE 5120
1 DIR MARINE CORPS INST ATTN EVAL UNIT
2 COMDT HQS US MARINE CORP CODE AOIM
1 CO THE BASIC SCH MARINE CORPS BASE QUANTICO
1 DIR ED CTR MARINE CORPS DEV & ED CTR
1 DIR DEV CTR MARINE CORPS DEV & ED COMD QUNATICO
1 OIC ORG DOCTRINE TACTICS TECQ DIV QUANTICO
1 DIR BRECKRIDGE LIB ED CTR QUANTICO
1 AST CHF OF STAFF G-4 (MC-AO4) HQ US MARINE CORPS
1 DPTY DIR OF PERSNL (MD-D) HQ US MARINE CORP
1 QM GEN OF THE MARINE CORPS (MC-CH) QUANTICO
1 DPTY CHF OF STAFF (RD&S) HQ US MARINE CORPS
1 DIR SYS SUPPORT GP (MC-AY) HQ US MARINE CORPS
1 CHF OF NAV AIR TECH TNG NAV AIR STA MEMPHIS
1 CHF OFCR PERS RES & REV BR COAST GUARD HQ
1 CO US COAST GUARD TNG CTR GOVERNORS ISLAND NY
1 TECH DIR TECH TNG DIV (HRD) AFHRL LOWRY AFB
1 CHF SCI DIV DRCTE SCI & TECH DCS R&D HQ AF
1 AFHRL MANPOWER DEV ATTN COL RATLIFFE
1 DEPT OF AF LIFE & BEHAV SCI ATTN DIR USAF ACAD
1 CO AFHRL (AFSC) ATTN DOJ2 BROOKS AFB
2 AFHRL (HRT) WRIGHT-PATTERSON AFB
1 AMD AMRH BROOKS AFB TEXAS
1 DIR AIR U LIB MAXWELL AFB ATTN AUL3T-63-253
2 CO HRL BROOKS AFB
1 PSYCHOBIOLOGY PROG NSF
1 DIR NATL SECUR AGY FT MEADE ATTN TDL
3 CIA ATTN CRS/ADD STND DIST
1 DEPT OF STATE BUR OF INTEL & RES EXT RES STAFF
1 EDUC MEDIA BR OE HEW ATTN T D CLEMENS
1 OFC OF INTERNATL TNG PLANNING & EVAL AID
2 ERIC OE WASH DC
2 RAC ATTN LIB MCLEAN VA
1 MITRE CORP BEDFORD MASS ATTN LIB
1 IDA RSCH & ENG SUPT DIV ARL VA
1 SCI & TECH DIV IDA ARL VA
1 EDITOR TNG RES ABSTR AMER SOC OF TNG DIRS U OF TENN
3 AUSTRALIAN NAV ATTACHE EMBSY OF AUSTRALIA WASH DC
6 SCIENTIFIC INFO OFC BRITISH DEF STAFF BRITISH EMBSY
1 AIR SILVER SPRING
1 AIR ATTN RSCH LIB PALO ALTO
1 APA ATTN PSYCHOL ABSTRACTS

HUMAN RESOURCES RESEARCH ORGANIZATION

300 North Washington Street • Alexandria, Virginia 22314