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An Analysis of Role Conflict and Role Ambiguity among Air Force Information Management Professionals

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AN ANALYSIS OF ROLE CONFLICT AND ROLE AMBIGUITY AMONG

AIR FORCE INFORMATION MANAGEMENT PROFESSIONALS

THESIS

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AFIT/GIR/ENV/03-08

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Wright-Patterson Air Force Base, Ohio

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Michele E. Johnson

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Abstract

The role of enlisted Air Force Information Management professionals has been expanded beyond traditional boundaries to include a new area of responsibility called workgroup management. Workgroup management duties include front-line support for the life-cycle management of information, maintenance of desktop computers and networks, development and management of web pages, performance of initial system diagnostics, and management of client workstation configuration and software. Anecdotal evidence suggested the new, broader role of workgroup manager, combined with the fact that the majority of these individuals are assigned to positions in non-communications units, may promulgate role conflict and role ambiguity. Role theory literature indicated that role conflict and role ambiguity lead to increased tension, decreased job satisfaction, and a higher propensity to leave (Kahn et al., 1964; Bedeian & Armenakis, 1981). A previously tested model that incorporated the influences of role conflict and role ambiguity on tension, job satisfaction, and propensity to leave was tested among workgroup managers. Furthermore, an additional construct, perceived role, which addressed perceptions surrounding the workgroup manager role, was introduced into the model. Results supported the addition of this construct into the model. Results partially supported the proposed relationships and warrant further research. Furthermore, findings suggest workgroup managers assigned to non-communications units experience more role ambiguity, a higher degree of perceived role, and a lower degree of job satisfaction than those assigned to communications units. Therefore, additional research should be conducted in this area to further explore these findings.

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AN ANALYSIS OF ROLE CONFLICT AND ROLE AMBIGUITY AMONG

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I. Introduction

Overview

The business of managing information has changed dramatically over the past 20

years due to the introduction of information technology (IT) into the workplace. Things

have changed so dramatically that information, as well as the practice of managing

information, is emerging as a strategic resource (Pemberton, 2002). Pemberton alleged

the following paradigm shift among the information management community:

> *The vision of information as a resource is shifting from the more familiar static model*
> *(information-as-documents) to one less tangible, more elusive, and more dynamic*
> *(like an electrical current flowing from anywhere to everywhere to anyone all the*
> *time and at the speed of light) (p. 2).*

In order to keep up with the pace of technology and the changes in information

management (IM) processes, the role of the IM professional has continued to evolve.

Information managers, the once paper-based professionals, are now responsible for

managing the technology used to manage the information as well as the information

itself. The role of the IM professional continues to evolve along side the technology.

Eiring (2002) classified the on-going changes in the information management profession

as "cataclysmic." Today, IM professionals are faced with many challenges, including

being able to manage both transient and intangible forms of information, which include

websites and e-mail messages (Pemberton, 2002). Storing information in a physical

filing cabinet is no longer the norm; storing information electronically, whether it is posted to a website, saved on a network server, or transmitted via e-mail, is commonplace today. Furthermore, Eiring concluded that information managers currently face several key challenges, including: (a) keeping up with trends in technology and processes; (b) being aware of evolving best practices; (c) adapting constantly to an ever-changing world; and (d) expanding personal horizons and growth. While these challenges apply to any career field, they are particularly relevant to IM professionals. IM personnel in the United States Air Force (AF) are not exempt from these challenges.

Background

According to the Air Force Policy Letter Digest (AFPLD) (2001), "The Air Force of the 21st century is fueled on and powered by information, its associated technology, and the knowledge and experience to master both" (p. 1). In the AF, those directly responsible for the information and its associated technology come from the Communications and Information (C&I) career field. These IM professionals, who are assigned a specific Air Force Specialty Code (AFSC) within the C&I career field, include enlisted personnel charged with the effective and efficient management of information.

Historically, IM was a separate specialty that provided administrative support (i.e., records management, publications management, forms management) and managed the base information transfer system (i.e., base mail) (McKeel, 2001). In the past, IM personnel focused on paper-based tasks. Before computers and networks were integrated into daily routines, workers relied on typewriters; stand-alone word processors; manual mail systems; and filing, storage, and retrieval systems; in order to complete their day-to-

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day tasks. In the AF, IM personnel were responsible for completing tasks associated with typing, filing, and storing physical information. However, once computers and networked systems became the rule, rather than the exception, end-users were able to complete many of the traditional IM duties at their desktop. The technology essentially transformed work and organizations (Joshi & Rai, 2000). The line that separated the manual and electronic management of information began to disappear. According to Eiring (2002), "The personal computer brought computing power directly to the users, becoming the primary vehicle for access to information in electronic form" (p. 21). Hence, there was a need to shift the focus of responsibilities from manual systems to computer-based systems (Air Force Communications Agency [AFCA], 2001).

At the same time, AF senior leaders recognized the importance of building a relationship between the effective management of information and the IT used in the workplace. Furthermore, leaders realized the C&I and IM career fields overlapped. The C&I career field comprised of personnel responsible for procuring and managing IT. The IM career field was responsible for managing the information stored on and transmitted by means of the IT. Because both career fields managed essential forms of information, it made sense to create a single C&I functional community (AFPLD, 2001). Therefore, in 1996, the IM career field was realigned under the C&I career field, creating one C&I community in the AF.

Currently, the AF IM professional fulfills three primary functions, namely administrative communications, records management, and workgroup management (AFCA, 2001). Thus, in today's Air Force, IM personnel must possess a broad range of subject knowledge in order to manage information throughout its life cycle. They must

also possess the skills to manage a broad range of information resources. Information managers are no longer responsible for only simple tasks; their role is more focused on multidimensional, general tasks that involve the entire process of managing information (Spencer, 1999). Overall, the skills required of an information manager in the 21st century are much different from the traditional role of the past. Specifically, the role of a workgroup manager encompasses a myriad of duties.

Workgroup management (WM), introduced after the merger, brings IM personnel directly to the front line of the information they are responsible for managing. AFCA (2001) describes WM as, "the front-line support for the life-cycle management of information and the 'first 400 feet' of the network within the functional users' area" (AFCA, 2001, p. 13). The "first 400 feet" area of responsibility spans from the physical computer system to where the computer is physically connected to the wall. In addition, workgroup managers are responsible for developing and managing web pages, performing initial system diagnostics, managing client workstation configuration, and managing software (DAF, 2002).

In particular, WM empowers IM personnel to perform tasks previously performed only by Network Control Center (NCC) personnel, who are assigned to a different AFSC within the C&I career field. Ideally, every unit at a particular base is assigned a workgroup manager who acts as the liaison between the unit and the base communications unit. In this respect, workgroup managers are the "first line of defense" for computer-related issues; they are responsible for all communications between their unit and the NCC. They accomplish a number of desktop maintenance actions that save the NCCs time in completing work orders for simple maintenance issues such as resetting

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passwords, installing software patches, and checking network connectivity (AFCA, 2001). This concept reduces the time NCC personnel spend on routine network maintenance activities, allowing them to dedicate more time to larger initiatives, such as server consolidation. Furthermore, personnel traditionally taken out of their primary job to perform local area network manager duties were able to return to their primary duties. While the WM program broadened the overall responsibilities of IM personnel, it was designed to benefit all AF units.

Workgroup managers have an overwhelming amount of responsibility. For any particular base, all of the workgroup managers are formally assigned to the communications unit. Then, they are assigned to different organizations across base, usually as the sole information manager in the unit. Thus, the majority of workgroup managers are physically separated from their functional communications unit. After the introduction of the WM program, workgroup manager positions replaced administrative communications positions throughout base units. However, existing administrative requirements were not accounted for, as workgroup management positions were designed to be full-time positions. Therefore, workgroup managers may face the challenge of having to complete workgroup management duties in addition to other IM-related duties.

Problem Statement

While the WM program has allowed IM professionals to focus more on network-based responsibilities, keep up with technology, and better support their customers, reports from the field suggest workgroup manager skills are being misused. Even though there is strict guidance that defines what a workgroup manager should be responsible for,

their individual roles vary from unit to unit and base to base because workgroup managers are out of the C&I community's immediate control. In many cases, when workgroup managers are assigned to non-communications units, their responsibilities tend to mirror those of the pre-merger IM career field. According to C&I leaders, some workgroup managers are assigned to personnel billets within unit orderly rooms and expected to perform personnel-related work (e.g., manage personnel actions), while others are assigned to positions that involved traditional administrative communications responsibilities (Small, 2002). While workgroup managers are directly responsible to their immediate supervisors, they also receive career field-related guidance from IM functional managers at their base. If the guidance they receive from supervisors and functional managers is not compatible, workgroup managers may experience job-related role conflict. In addition, if workgroup managers are not given clear guidance regarding their duties, role ambiguity may result. Role conflict and role ambiguity could have negative implications for the individual workgroup managers and for the overall career field.

The purpose of this study was to, first, examine role conflict and role ambiguity among enlisted AF workgroup managers. Specifically, the study evaluated perceptions regarding the workgroup management role, in addition to reconstructing a previously tested model designed to assess role conflict and role ambiguity among workers (Bedeian & Armenakis, 1981). Next, that role model was extended to incorporate the perceptions associated with the workgroup manager role. The second part of the study examined the extent to which these perceptions, when introduced into Bedeian and Armenakis' model, helped explain the variance of the model. Overall, because the workgroup manager role

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may be conducive to role conflict and role ambiguity, and because role conflict and role ambiguity have been related to increased tension, decreased job satisfaction, and an increased propensity to leave the organization (Kahn, Wolfe, Quinn, Snoek, and Rosenthal, 1964), findings from this study may influence efforts to reduce levels of job-related ambiguity and conflict among enlisted Air Force workgroup managers.

Research Focus

This research attempts to empirically address the following questions:

1. How do enlisted AF workgroup managers perceive their role?

2. Do enlisted Air Force workgroup managers experience role conflict?

3. Do enlisted Air Force workgroup managers experience role ambiguity?

4. Do role conflict, role ambiguity, and perceptions regarding workgroup manager roles affect tension, job satisfaction, and workgroup managers' propensity to leave the Air Force?

Summary

This chapter introduced the potential for enlisted AF workgroup managers to experience role conflict and role ambiguity. Specifically, this study addressed role conflict and role ambiguity among enlisted Air Force workgroup managers. In addition, this study addressed the perceptions surrounding the role of the workgroup manager. Furthermore, the relationships between role conflict and role ambiguity, and the associated consequences, which include tension, job satisfaction, and propensity to leave the Air Force, were also examined.

The following chapter presents an overview of role theory literature and relates it to the current status of AF information managers and workgroup managers. In addition,

hypotheses regarding the relationships among role conflict, role ambiguity, perceived workgroup manager role, tension, job satisfaction, and propensity to leave the Air Force are presented. Furthermore, relationships regarding role conflict, role ambiguity, perceived workgroup manager role, tension, job satisfaction, and propensity to leave the Air Force among workgroup managers assigned to different types of units are presented.

Chapter three outlines the methodology used to answer the research questions presented in this chapter and the hypotheses presented in chapter two. In addition, chapter three outlines specific details regarding the sample population, survey instrument, and data analysis methods. Chapter four provides an analysis of the data using Structural Equation Modeling (SEM) techniques and a one-way analysis of variance (ANOVA). Chapter five includes recommendations and conclusions based on the study findings, as well as research limitations, implications for the AF, and recommendations for future research.

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II. Literature Review

Overview

This literature review outlines the foundations of role theory, including definitions of two prevalent constructs found throughout the research, *role conflict* (RC) and *role ambiguity* (RA). In addition, a summary of previous role theory research is presented. Based on the literature review, a previously tested model is presented as a method for examining RC and RA among Air Force workgroup managers. The proposed research model measured three consequences of RC and RA, including tension, job satisfaction, and propensity to leave the organization. In addition, the proposed research model included a new construct, *perceived role*, which is correlated with RC and RA. Furthermore, relationships between RC, RA, and perceived role, and their associated consequences are proposed. In addition, the constructs included in the proposed research model are further explored in this section.

Role Theory

According to Kahn et al. (1964), "An *organization* is defined and its boundaries are determined by the relationships and patterns of behavior which carry out the continuing processes of input, transformation, and output" (p. 13). Furthermore, Kahn et al. (1964) describe an organization as "an open system; a system of roles" that consist of on-going cycles of activities that focus on the overall mission of the organization (p. 388). Therefore, an organization can be characterized by its environment, the individuals who comprise the organization, and the processes that occur within the organization.

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Classical organizational theory research suggests that for every position within an organization, there should be a defined set of tasks and responsibilities associated with that position, which makes up an individual's *role* (Rizzo, House & Lirtzman, 1970). Role theory literature defines a *role* as a certain set of behavior expectations associated with a position within a social structure (Rizzo et al., 1970). A role also includes the relationships that individual has with other individuals (Kahn et al., 1964, p. 389). In addition, a *role sender* is a person who communicates the expectations to the *focal person*, who receives guidance and expectations from the *role sender* (Kahn et al., 1964). While an individual's life may include an array of different roles, this study specifically focuses on the role Air Force enlisted members fulfill as workgroup managers.

Role Conflict

When a focal person receives conflicting guidance from more than one role sender with regard to his or her specific role, *role conflict* (RC) results. Individuals may experience role conflict for a number of different reasons. Role conflict may result from being asked to do the following: complete tasks that are not perceived to be part of the job, complete tasks that conflict with personal values or beliefs, or complete tasks that are not able to be completed in the time allotted (Joshi & Rai, 2000). Kahn et al. (1964) depict RC as deficient role sending. Furthermore, RC may result from more than one role sender communicating incompatible requests to the focal person, or when the role sender does not consider the abilities of the focal person.

A *boundary position* is a position in which the role sender is separated from the focal person (Kahn et al., 1964). People in boundary positions may be assigned to a different part of the same organization, or they may be assigned to a different

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organization altogether. This relates to the notion of matrixed personnel, where personnel are assigned to one functional area, but work in another. Role theory suggests that roles that involve boundary positions are particularly susceptible to RC due to the separation between the focal person and role sender.

While workgroup managers are directly responsible to their immediate supervisors, they also receive guidance from other sources. These additional sources, or role senders, include functional managers within the IM career field. Functional managers are assigned at the base, major command, and headquarters levels, and pass along information to the career field regarding policy changes, training issues, and other career field-related topics. Workgroup managers assigned to non-communications units are separated from their functional manager. By nature, this separation creates a boundary between the workgroup manager and their functional unit. Boundaries separate two or more groups of individuals or things, based on the mission of the group or organization, or location (Kahn et al., 1964). If not addressed correctly, this separation may generate power struggles or misunderstandings between the functional managers who have functional responsibility for the workgroup managers and the supervisors of the workgroup managers. Therefore, these workgroup managers may experience role conflict.

Because the person in the boundary position (e.g., functional manager) lacks formal power over the role senders (e.g., supervisors of workgroup managers) in other units, the lines of communications and trust between these two individuals must be kept open. Functional managers may have an idea of what workgroup managers should be doing based on official guidance, while supervisors may have a different idea based on

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unit requirements. In addition, supervisors may not fully comprehend what workgroup managers are trained to accomplish. Thus, functional managers are challenged to keep the supervisors of workgroup managers educated regarding workgroup management.

Baroudi (1985) discusses *boundary spanning*, and its relationship to RC and RA among information systems (IS) professionals. Boundary spanning, which is related to boundary positions, refers to having to cross interdepartmental and interorganizational boundaries in order to perform a job. Therefore, functional managers experience a high degree of boundary spanning in their day-to-day jobs as they are responsible for educating commanders and supervisors across the installation regarding the workgroup management program.

Rizzo et al. (1970) outlined two principles of classical organizational theory that also relate to role theory: *the chain of command principle* and *the principle of unity of command*. Rizzo et al. claim RC results from the violation of these two principles. In theory, individuals who work in organizations that have a single flow of authority should be more satisfied than if they were in an organization without such relationships. In addition, these organizations should also experience a higher degree of economic performance and goal achievement (Rizzo et al., 1970). The principle of unity of command is also consistent with role theory literature, and states that for a given task or activity, an individual should receive guidance from one superior only. Along this line, one leader should direct a group of activities that have equivalent objectives, thereby preventing individuals from being caught between conflicting sets of guidance. In addition, the principle of single accountability, which states every person in an

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organization, should be accountable for the completion of his/her responsibilities to only one superior, also supports role theory literature (as cited in Davis, 1951).

Role Ambiguity

When role senders communicate information unclearly or not at all, *role ambiguity* exists (Joshi & Rai, 2000). Kahn et al. (1964) classify RA as an additional form of inadequate role sending and "a direct function of the discrepancy between the information available to the person and that which is required for adequate performance of his [or her] role" (p. 73). Role ambiguity can pertain to the specific tasks associated with a role. If responsibilities, expectations, and priorities associated with a role are not clearly communicated, role ambiguity may result. Ambiguity also results from breakdowns in communication, which can stem from the generation of inadequate or inaccurate information. If individuals do not have access to the correct information required to complete a task, their ability to perform the task is negatively affected.

Furthermore, organizational change may play a role in the degree of ambiguity that exists among individuals in an organization. Three kinds of organizational change contribute to ambiguity, including organizational growth, changes in technology, and frequent personnel changes (Kahn et al., 1964). Specifically, continual changes in technology and frequent personnel changes are applicable to the military environment. When frequent personnel changes occur, focal persons may not have continual access to the information needed to do their job if their supervisor is responsible for providing access to that information. Constant changes in technology may contribute to role ambiguity as well due to the continual learning curve associated with the changing training requirements.

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Numerous studies over the past 50 years have examined the relationships between RC and RA and their effect on individuals in the workplace (Kahn et al., 1964; Rizzo et al., 1970; Bedeian & Armenakis, 1981; Kemery, Bedeian, Mossholder & Touliatos, 1985; Baroudi, 1985; Joshi & Rai, 2000). While previous studies have examined RC and RA among several different professions, through a review of the literature, there is a lack of research on the potential effects of RC and RA specifically on information management professionals. Furthermore, an exhaustive search of extant literature failed to find research that examines RC and RA, as well as the consequences of RC and RA, among military IM professionals. This research attempts to bridge this gap.

Previous Research

Kahn et al. (1964) sought to explore the extent to which RC and RA existed in industrial positions. They addressed the causal factors associated with RC and RA, as well as the responses to the existence of RC and RA. The studies dealt with the location of the individual in the organization, the pressures exerted upon him or her by his or her role senders, and the emotional tensions he or she experienced in connection with his or her work. Through their investigations, which included interviews with role senders and focal persons, they concluded the existence of a negative correlation between RC and job satisfaction and confidence in the organization; and a positive relationship between RC and job-related tension. Likewise, they identified a negative correlation between RA and job satisfaction and self-confidence, and a positive relationship between RA and tension and the focal person's sense of futility. Their studies supported the positive correlation between RC and RA, and the level of stress experienced by individuals within an

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organization. Overall, their conclusions, which identified RC and RA as stressors in the work environment, provided a solid foundation for future research in this area. Finally, while the common consequences of RC and RA are similar, research shows that the conditions occur independently of one another (Kahn et al., 1964).

Since this early study, others have relied on these fundamental ideas to study RC and RA (e.g., Bedeian & Armenakis, 1981; Jackson, 1983; Baroudi, 1985). Van Sell, Brief, and Schuler (1981) provided an extensive review of role theory research, as well as several conclusions and recommendations. First, their review highlighted the fact that previous study designs did not allow for the specification of causal relationships. In addition, because studies conducted since Kahn et al. (1964), have relied on the paradigm put forth by those researchers, Van Sell et al. recommended integrating different theories, such as expectancy theory models or information processing models, in order to gain further insight into the causal factors associated with RC and RA. Furthermore, they introduced the possibility that a certain degree of RC and RA may have some positive affects on an individual within an organization. While acknowledging the numerous productive studies on RC and RA, Van Sell et al. (1981) challenge the paradigm that researchers had embraced since Kahn et al.'s published their findings in 1954.

Shortly thereafter, Bedeian and Armenakis (1981) sought to reexamine three commonly accepted consequences of RC and RA: tension, job satisfaction, and propensity to leave the organization, using path analysis. These constructs have been previously associated with RC and RA (Kahn et al., 1964; Bedeian & Armenakis, 1981). Bedeian and Armenakis' proposed model (Figure 1) examined the following eight relationships: (a) RC and RA have a positive, direct impact on job-related tension and

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propensity to leave an organization; (b) RC and RA both have a negative, direct impact on job satisfaction; (c) satisfaction directly effects propensity to leave an organization; and (d) tension indirectly effects on propensity to leave an organization through experienced satisfaction.

Bedeian and Armenakis (1981) found RC and RA were associated with high levels of job-induced tension, which led to decreased job satisfaction, and an increased propensity to leave. Moreover, their use of path analysis allowed the inference of direct and indirect causal relationships between the constructs in the model. Based on their result, Bedeian and Armenakis concluded that organizations can reduce the negative consequences associated with role stress by ensuring individuals receive sufficient information to perform their job and ensuring individuals are not required to contend with conflicting guidance from superiors. The results from Bedeian and Armenakis' (1981) study generated additional research that further examined the causal factors of RC and RA among different samples.

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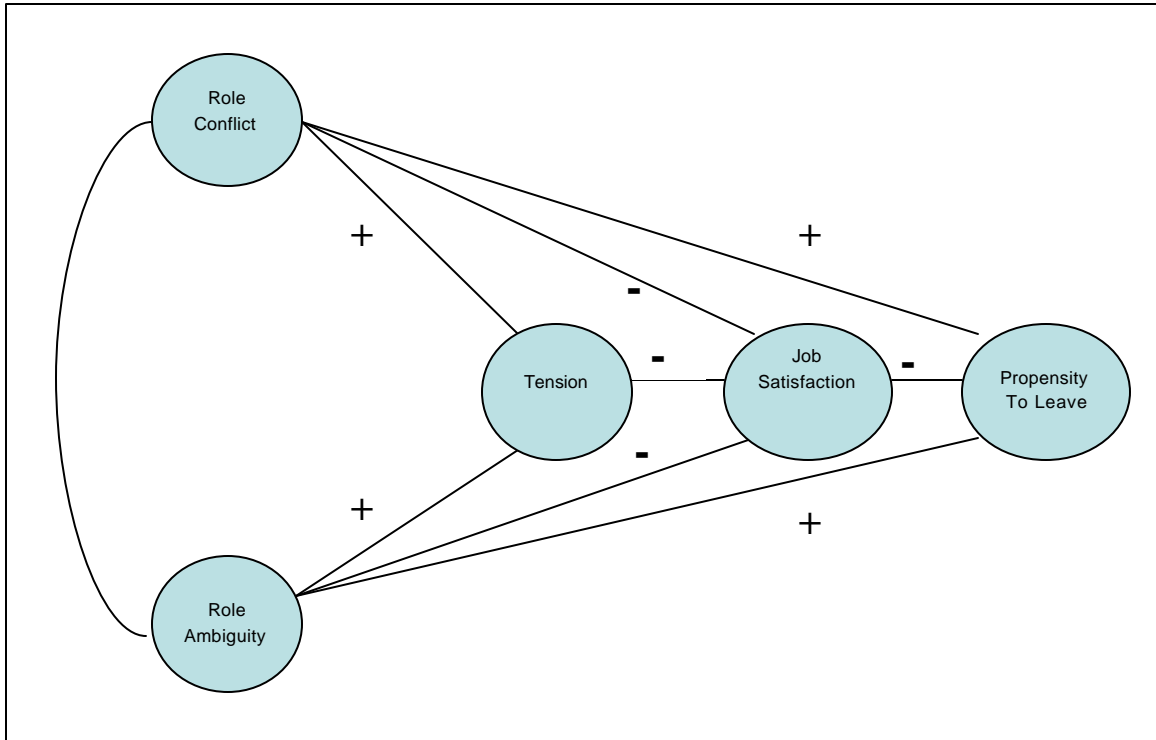
Figure 1: Bedeian & Armenakis' (1981) Causal Model of the Consequences of Role Conflict and Role Ambiguity

Kemery et al. (1985), replicated Bedeian and Armenakis' (1981) study by examining four independent samples, which included three samples of accountants and one sample of hospital employees. However, different measures were used to collect data from the accountants and hospital employees. The measures used to collect data from the accountants mirrored the measures used by Bedeian and Armenakis, while the measures used to collect data from the hospital employees was taken from a study performed by Jackson (1983) that examined emotional strain. Findings supported the proposed hypotheses in each of the accountant samples. However, while the hypotheses were not supported for the hospital employees, the small sample size, and the use of different instruments was cited as the rationale (Kemery et al, 1985).

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Extending these results to the IS community, Baroudi (1985) found that RC and RA strongly influenced job satisfaction and commitment among IS personnel. In addition, propensity to leave was related to RC and RA for IS personnel. In his research, which examined antecedents of turnover intention among IS personnel, Baroudi found that RA was the most influential variable. He noted that the dynamic nature of the IS field may be impossible to eliminate, leading to some constant level of RA. Moreover, he suggested it may be undesirable to do eliminate all RA within a role. Furthermore, evidence suggested the RC experienced by IS personnel was rooted in their *boundary spanning* activities (Baroudi, 1985).

Schaubroeck, Cotton and Jennings (1989) expanded the model tested by Bedeian and Armenakis (1981). Schaubroeck et al. integrated *participation, role overload,* and *co-worker social support* into the model as antecedent job conditions. In addition, their proposed model included *organizational commitment* as an outcome. The relationship between RC, RA, and propensity to leave contradicted previous findings; neither RC nor RA was found to be significantly related to propensity to leave. However, the direct relationship between RC and RA on tension and job satisfaction was supported. Results suggested future research should further examine the relationship between *participation* and *satisfaction*. Finally, results supported the previous claim that *role overload* is distinct from RC and RA (Kahn et al., 1964; Schaubroeck et al., 1989).

In summary, research over the past 50 years supports the conclusion that RC and RA are related to job related tension, job dissatisfaction, lack of self-confidence, and other dysfunctional consequences (Joshi & Rai, 2000). Anecdotal evidence suggests workgroup managers may experience RC and RA in their day-to-day roles. While some

RC and RA may be inherent to all roles, this study addressed RC and RA experienced by

enlisted AF workgroup managers. To test this, Bedeian and Armenakis' (1981) model of

causal consequences or RC and RA was applied to a group of enlisted AF workgroup

managers. RC and RA, in addition to their associate consequences, were measured. In

addition, RC and RA among workgroup managers assigned to communications units and

those assigned to non-communications units were compared.

Research Model

Bedeian and Armenakis' (1981) role model has been tested among accountants

and hospital employees. This study applied the model to a different group of personnel,

enlisted AF workgroup managers. However, prior to testing, a new construct was

introduced into the model as an extension of previous research.

Perceived Role

In the proposed research model (Figure 2), *perceived role* is introduced as a third

independent variable in the model. This construct addresses workgroup managers'

perceptions regarding the role they hold in their particular unit with respect to the

guidance that is prescribed by the C&I community. Workgroup managers' perceptions of

their own role may be influenced by several things, including the training they have

received, what tasks they complete as part of their day-to-day responsibilities, and

whether or not their supervisor communicates with the base IM functional manager.

Workgroup managers are trained first as overall information managers, and second as

workgroup managers. Therefore, they should be familiar with their functional

responsibilities as overall information managers as well as the specific responsibilities

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associated with the workgroup manager role. The perceived role encompasses perceptions regarding workgroup managers' day-to-day roles, as compared to what official guidance prescribes for the career field. Overall, perceived role can be conceptualized as the difference between what the career field prescribes a workgroup management role should be and the perceptions that workgroup managers have about their specific positions. As the level of perceived role increases, the difference between the prescribed and perceived roles also increases. As with RC and RA, a higher degree of perceived role may also lead to increased tension, decreased job satisfaction, and an increased propensity to leave.

As depicted in Figure 2, perceived role is posited to be correlated with RC and RA. In addition, as RC and RA have been directly linked to tension, job satisfaction, and propensity to leave, the research model proposes that perceived role is directly related to tension, job satisfaction, and propensity to leave. Therefore, based on the role theory literature and the anecdotal evidence that workgroup managers may be experiencing role conflict and role ambiguity, the following research model was used to answer the research questions presented in chapter one:

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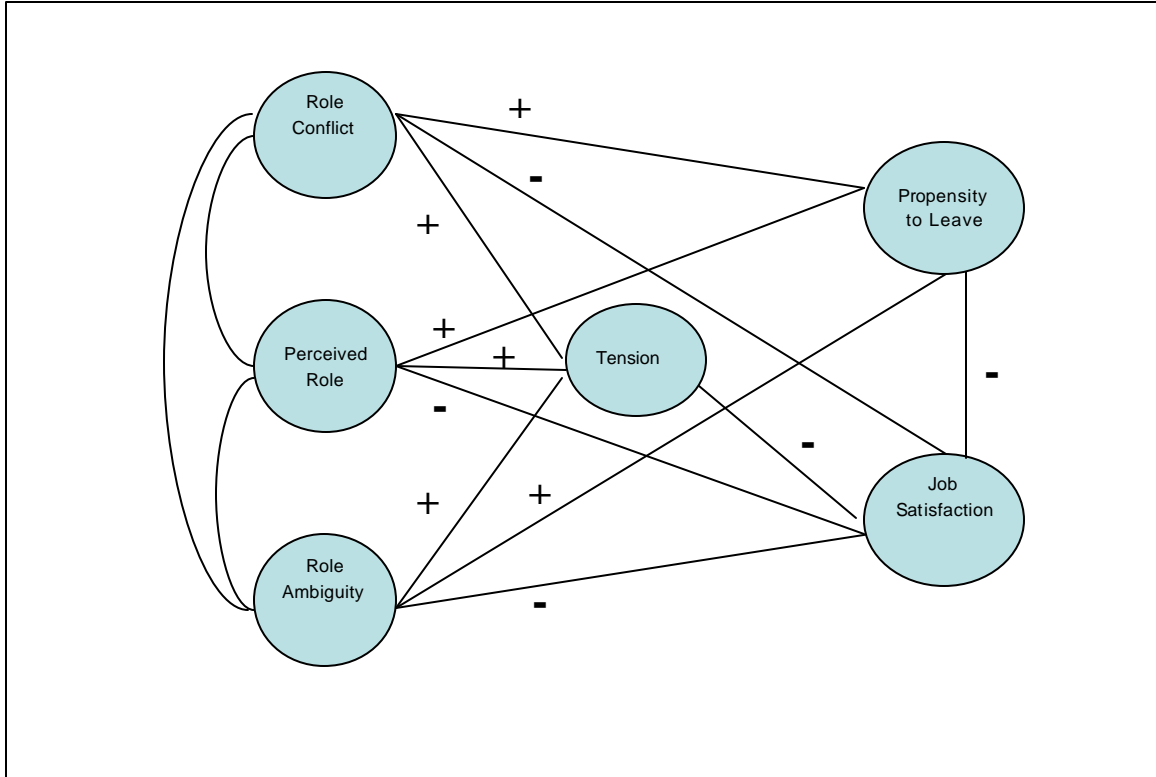
Figure 2: Proposed Research Model

Based on research that supports the claim that RC and RA are related to tension

levels, job satisfaction, and propensity to leave, and the proposed research model, the

following hypotheses are presented:

Hypothesis 1

H1a: There is a positive relationship between role conflict and tension among enlisted AF workgroup managers.

H1b: There is a positive relationship between role ambiguity and tension among AF workgroup managers.

H1c: There is a positive relationship between perceived role and tension among workgroup managers.

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Hypothesis 2

H2a: *There is a negative relationship between role conflict and job satisfaction among enlisted AF workgroup managers.*

H2b: *There is a negative relationship between role ambiguity and job satisfaction among enlisted AF workgroup managers.*

H2c: *There is a negative relationship between perceived role and job satisfaction among enlisted AF workgroup managers.*

Hypothesis 3

H3: *There is a negative relationship between tension and job satisfaction among enlisted AF workgroup managers.*

Hypothesis 4

H4a: *There is a positive relationship between role conflict and workgroup managers' propensity to leave the AF.*

H4b: *There is a positive relationship between role ambiguity and workgroup managers' propensity to leave the AF.*

H4c: *There is a positive relationship between perceived role and workgroup managers' propensity to leave the AF.*

Hypothesis 5

H5: *There is a negative relationship between job satisfaction and workgroup managers' propensity to leave the AF.*

Furthermore, in communications units, the functional manager and workgroup managers are assigned to the same unit, thereby reducing the implied RC and RA associated with the individuals being assigned to different units. Therefore, differences between levels of RC, RA, and perceived role among workgroup managers assigned to communications units and those assigned to non-communications units were examined. If there is a difference among the levels, the difference will be analyzed to determine if

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the differences between the means were statistically significant. Therefore, the following

relationships are proposed:

Hypothesis 6

H6a*: Workgroup managers assigned to communications units experience less role conflict than those assigned to non-communications units.*

H6b*: Workgroup managers assigned to communications units experience less role ambiguity than those assigned to non-communications units.*

H6c*: Workgroup managers assigned to communications units experience a lower degree of perceived role than those assigned to non-communications units.*

H6d*: Workgroup managers assigned to communications units experience less tension than those assigned to non-communications units.*

H6e*: Workgroup managers assigned to communications units experience a higher degree of job satisfaction than those assigned to non-communications units.*

H6f*: Workgroup managers assigned to communications units experience a lower propensity to leave the AF than those assigned to non-communications units.*

Summary

Role theory research over the past 40 years has been greatly influenced by

findings presented by Kahn et al. (1964) who identified role conflict and role ambiguity

as stressors in the work environment. Since then, additional research has explored

different antecedents and consequences of role conflict and role ambiguity on individuals

in the workplace (Kahn et al., 1964; Van Sell et al., 1981; Bedeian & Armenakis, 1981;

Kemery et. al, 1985; Baroudi, 1985). This study extended the research two steps further

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by applying an established model to a new population, and by introducing a new variable into the established model.

The model originally tested by Bedeian and Armenakis (1981) is the basis for this study. This research extended Bedeian and Armenakis' model to include a construct that addresses perceptions surrounding the role of workgroup mangers. Anecdotal evidence suggested workgroup managers experience RC and RA due to conflicting guidance received from supervisors and functional managers regarding core WM responsibilities. This study focused on measuring RC and RA among enlisted AF workgroup managers. In addition, this study examined the perceived role of the workgroup managers to see how their day-to-day role compared against official career field guidance. Finally, consequences of RC and RA, which include tension, job dissatisfaction, and propensity to leave the organization, were measured to see if RC, RA, and perceived role, influenced these consequences as previous studies suggested.

The following chapter summarizes the research methodology used to answer the research questions presented in chapter one and to test the hypotheses presented in this chapter. Chapter three also includes specific details regarding the measures used to collect data, the sample population, the survey instrument, and the data analysis methods used in chapter four. Chapter four includes an analysis of the data using SEM techniques and a one-way ANOVA. Finally, chapter five outlines findings and recommendations, limitations of the study, implications for the AF and researchers, and recommendations for future research.

III. Methodology

Overview

The preceding chapters outlined the current problem statement and reviewed previous literature pertaining to role conflict and role ambiguity among different types of workers. Perceived role was introduced as new variable that was addressed in this study. This chapter outlines the methodology used to develop and deploy the Workgroup Management Survey, which was designed to measure the research questions presented in chapter one and the hypotheses presented in chapter two. The Workgroup Management Survey addressed each of the constructs outlined in the proposed research model (Figure 2). This chapter encompasses information regarding the following areas: sample size; survey procedures; response rates; development, testing, and reliability of the survey instrument; and data analysis methods.

Sample

The sample selected for this study comprised enlisted AF information managers who were assigned to workgroup manager positions either at the time they took the survey or sometime in the past. Although this study was related directly to enlisted workgroup managers, the survey was also sent to officers, civilians, contractors, and enlisted personnel from other services assigned to workgroup manager positions. However, responses from these groups were not included in the analysis because they are not part of the official 3A0XX career field, and therefore do not have the same training requirements.

Prior to the survey being deployed, names of workgroup managers were collected through a series of e-mail messages from AF, major command (MAJCOM), and base IM functional managers (FM). Because WM positions are not differentiated from other IM positions in the personnel database, this was the simplest way to collect the information. From the e-mail messages, a list of workgroup managers was compiled. Because the Air Force IM FM estimated that approximately 25% of all IM positions in the AF were currently assigned to workgroup manager positions, the original anticipated sample size was 2,500 (Small, 2002). However, after compiling names submitted from FMs, the final list included information regarding 3,404 individuals. The sample included government civilians, enlisted and officer military members, and government contractors assigned to 48 different bases across 8 MAJCOMS. In addition, 39 of the bases were located in the continental United States, while 9 bases were located overseas. The sample was not all inclusive, as some bases did not respond to the initial request for information.

Procedures

The data were collected via a web-based survey. This method was chosen because it was a fast, economical method in which to capture data from workgroup managers across the AF. The AF FM sent an advance message to all MAJCOM FMs to inform them of the survey. An e-mail message was sent directly to 3,404 AF workgroup managers, of which 539 were immediately returned for bad addresses. A total of 1,452 usable responses were received, which represents a 50.7% response rate. A copy of the original e-mail message is located in Appendix C.

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Data collection commenced on 31 October 2002 and continued through 13 December 2002. In addition, after the initial deployment of the survey, the AF FM forwarded a copy of the original e-mail notification to all MAJCOM FMs so they could forward the survey link to their personnel. Thus, the original sample size increased as a result of the e-mail traffic from the FMs. When the list of responses was compared to the list of responses to the list of bases included in the original sample, there were an additional 47 locations (426 responses) which participated in the study as a result of the additional message forwarded by the FMs.

Measures

The constructs addressed in the survey include RC, RA, perceived role, tension, job satisfaction, and propensity to leave. In order to ensure validity, the questions regarding RC, RA, job satisfaction, and tension were all taken from previously validated surveys. Each of the six measures were each sufficiently reliable, with reliabilities ranging from .79 to .90. Nunnally (1978) maintains that reliabilities of .70 or higher are acceptable.

Role Conflict

RC was measured with eight items developed by Rizzo et al. (1970). Rizzo et al. based their questionnaire on findings presented earlier by Kahn et al. (1964). Numerous studies have used Rizzo et al.'s scale in organizational research to measure RC (Bedeian & Armenakis, 1981; Kemery et al., 1985, Joshi & Rai, 2000). Responses were based on a seven-point Likert scale, with responses ranging from *strongly disagree* to *strongly agree*, with a *neutral* response in the center. Respondents were asked questions such as,

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"I receive incompatible requests from two or more people." Joshi and Rai reported an internal consistency alpha equal to .80. Comer (1994) reported reliability estimates from several studies that used the scale developed by Rizzo et al. The alpha coefficients reported by Comer ranged from .78 to .88. The reported estimate of internal consistency from this study was .84.

Table 1: Statistics for Role Conflict Measure

Item	Alpha a =	M	SD
Role Conflict Scale	0.84	4.15	1.03
I have to do things that should be done differently under different conditions.		4.65	1.47
I receive assignments without the manpower to complete them.		4.21	1.78
I have to buck a rule or policy in order to carry out an assignment.		3.28	1.66
I work with two or more groups of people who work quite differently.		4.51	1.83
I receive incompatible requests from two or more people.		3.82	1.65
I do things that are apt to be accepted by one person and not by others.		3.83	1.72
I receive assignments without adequate resources and materials to complete them.		3.76	1.76
I work on unnecessary things.		3.75	1.86

N = 946

Role Ambiguity

Six items addressed the level of RA among workgroup managers. These questions were developed by Rizzo et al. (1970). As with the RC index, the RA

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questions were based on a seven-point Likert scale, with responses ranging from *strongly disagree* to *strongly agree*, with a *neutral* response in the center. Respondents were asked questions such as, "I have clear, planned goals and objectives for my job." All six items were reverse scored for analysis. Joshi and Rai (2000) reported an internal consistency alpha equal to .82. Comer (1994) reported reliability estimates from several studies that used the scale developed by Rizzo et al. The alpha coefficients reported by Comer ranged from .74 to .90. The reported estimate of internal consistency from this study was .89.

Table 2: Statistics for Role Ambiguity Measure

Item	Alpha $a =$	M	SD
Role Ambiguity Scale	0.89	2.83	1.15
I have clear, planned goals and objectives for my job. (R)		3.21	1.56
I know how to divide my time properly. (R)		2.53	1.24
I know what my responsibilities are. (R)		2.54	1.35
I know exactly what is expected of me. (R)		2.68	1.43
I feel certain about how much authority I have on the job. (R)		3.02	1.59
Explanation is clear of what has to be done. (R)		3.02	1.44

N = 946
(R) indicates the item was reverse scored for analysis.

Job Satisfaction

Four items were used to measure job satisfaction. They were selected from the Hoppock Job Satisfaction scale (1935). Responses were based on a seven-point Likert

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scale, with responses ranging from 1 through 7, with 1 representing the most negative

response and 7 representing the most positive response, and a *neutral* response in the

center. Two of the four questions were reverse scored during analysis. Each of the four

items addressed issues such as how much of the time the subject feels satisfied with his or

her job, and how well the subject likes his or her job. Each question had a different

response scale pertaining to the question asked. For example, the responses for the

question "How often do you feel satisfied with your job?" included answers ranging from

never to *all of the time.* Hoppock (1935) reported a split-half reliability of .83 (corrected

by Spearman Brown Formula; raw correlation = .71). The reported estimate of internal

consistency from this study was .89.

Table 3: Statistics for Job Satisfaction Measure

Item	*Alpha* $a =$	*M*	*SD*
Job Satisfaction Scale	0.89	4.60	1.23
Which one of the following statements describes how much of the time you feel satisfied with your job?		3.43	1.52
Which one of the following statements best describes how well you like your job? (R)		3.17	1.46
Which one of the following statements best describes how you feel about changing your job? (R)		3.38	1.46
Which one of the following statements describes how you think you compare with other people?		3.61	1.22

N = 946
(R) indicates the item was reverse scored for analysis.

Tension

Nine items were used to measure the tension experienced by workgroup managers. These items were originally presented by Kahn et al. (1964). The response scale ranged from 1 (*never)* to 7 (*always),* with 1 representing the most positive score and 7 representing the most negative score. A *neutral* response in the center. These items addressed how often the respondent felt bothered by different scenarios, such as, "being unclear on just what the scope and responsibilities of your job are." Kahn et al. (1964) and Lyons (1971) both used this scale using a five-point response scale. However, to remain consistent with the rest of the survey instrument, a seven-point response scale used, thus increasing the possible range of responses. Lyons estimated the split-half reliability of the index to be .70. The reported estimate of internal consistency from this study was .89.

Table 4: Statistics for Tension Measure

Item	*Alpha a =*	*M*	*SD*
Tension Scale	0.90	2.86	1.26
Being unclear on just what the scope and responsibilities of your job are.		3.17	1.63
Not knowing what opportunities for advancement or promotion exist for you.		2.89	1.79
Not knowing what your immediate superior thinks of you or how he/she evaluates your performance.		2.62	1.78
The fact that you cannot get information needed to carry out your job.		2.92	1.66
Not knowing just what the people you work with expect of you.		2.57	1.62

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Item	Alpha a =	M	SD
Feeling you have too heavy a workload, one that you cannot possibly finish during an ordinary workday.		3.38	1.93
Thinking the amount of work you have to do may interfere with how well it gets done.		2.97	1.84
Feeling you have to do things on the job that are against your better judgment.		2.21	1.50
Thinking you will not be able to satisfy the conflicting demands of various people over you.		3.01	1.81

N = 946

Propensity to Leave

Two items measured workgroup mangers' propensity to leave the AF.

Respondents were asked if they had decided to reenlist, separate, or retire after their

current term of enlistment. Participants indicated this propensity to leave using a seven-

point Likert-type scale, with potential responses ranging from *strongly disagree* to

strongly agree, and a *neutral* response in the center. As a measure of reliability, the

negative equivalent of this question was asked and was reverse scored during analysis.

The reported estimate of internal consistency for these two items was .84.

Table 5: Statistics for Propensity to Leave Measure

Item	Alpha a =	M	SD
Propensity to Leave Scale	0.84	3.43	1.96
I have decided to stay in the military past my current enlistment. (R)		3.37	2.02
I have decided to separate or retire from the military after my current enlistment.		3.49	2.20

N = 946
(R) indicates the item was reverse scored for analysis.

Perceived Role

Twelve items addressed perceptions regarding the day-to-day roles of a
workgroup manager. This measure addressed the workgroup manager's perception of
their own role and their day-to-day responsibilities as compared to the prescribed
guidance published by the AF. These items asked respondents to indicate the degree they
agree with statements, such as, "My day-to-day responsibilities include Information
Management duties outside of the workgroup management field." Responses were based
on a seven-point Likert scale, ranging from *strongly disagree* to *strongly agree*, with a
neutral response in the center. Nine of the twelve items were reverse scored for analysis.
Questions were designed based upon workgroup management guidance as described in
the Air Force Specialty Code 3A0X1 Information Management Career Field Education
and Training Plan (Department of the Air Force [DAF], 2002), and the Air Force Job
Qualification Standard 3A0X1-225D (DAF, 2000). The reported estimate of internal
consistency for this new measure was .79.

One open-ended question was included in the survey. Respondents were asked to indicate any implications that might result from not having sufficient time to complete workgroup management-related duties. A complete list of responses is listed in Appendix A. In addition, at the end of the survey, respondents were given space to provide additional comments regarding their workgroup manager roles. A complete list of comments is listed in Appendix B.

Table 6: Statistics for Perceived WM Role

Item	Alpha $a =$	M	SD
Perceived Role Scale	0.79	4.15	1.03
My primary duties are related to the workgroup management field. (R)		3.91	2.15
The workgroup manager training I received has been useful during my current job. (R)		3.86	1.81
I communicate often with the Base 3A0 Functional Manager. (R)		4.35	2.00
My daily responsibilities differ from the tasks listed in the workgroup management portion of the 3A0X1 Specialty Training Standard.		4.45	1.87
My day-to-day responsibilities include Information Management duties outside of the workgroup management field.		4.79	1.95
My daily responsibilities are aligned with the tasks listed in the workgroup management section of the 3A0X1 Specialty Training Standard. (R)		4.29	1.73
Performing non-workgroup management duties detracts from my workgroup manager responsibilities.		4.52	1.88
My supervisor communicates with the Base 3A0 Functional Manager. (R)		5.02	1.92
My supervisor understands the role of workgroup managers. (R)		3.70	1.92

My day-to-day responsibilities are aligned with my supervisor's goals. (R)	3.34	1.42
My supervisor understands the difference between workgroup management and other Information Management-related duties. (R)	3.56	1.90
My supervisor solicits my input on how our unit can better utilize my workgroup management skills. (R)	3.96	1.93

$N = 946$
(R) indicates the item was reverse scored for analysis.

Testing the Instrument

Student Test

Members of a graduate program in information resource management were invited to test the instrument prior to the pilot study. This group was asked to complete the survey and to report any concerns or problems they experienced. Fifteen students completed the questionnaire and provided constructive feedback regarding the nature of the questions and the format of the survey. All respondents (14 male, 1 female) were from the C&I career field. While the content of the survey itself was not modified after the student test, the feedback addressed minor technical problems and the survey format, such as respondents being able to select two answers for one question.

Pilot Test

After the changes recommended from the student test were implemented, a sample of workgroup managers assigned to Wright-Patterson Air Force Base (WPAFB), Ohio, pilot tested the instrument. The WPAFB FM coordinated the pilot test and provided the names and e-mail addresses of the base workgroup managers. The 88th Communications Group, located at WPAFB, maintains functional responsibility for all information managers assigned to WPAFB. The pilot test was supported by the

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Commander, 88th Communications Group, and the Functional Manager, Air Force Materiel Command Information Management and Postal.

The pilot study replicated the administration of the survey to the greatest extent possible. Specifically, an e-mail message was sent to 90 workgroup managers inviting them to participate in the study. A follow-up message included an Internet link to the survey. The pilot test was conducted for an 11-day period beginning 15 October 2002. At the conclusion of the test, 23 workgroup managers had completed the survey. When the original invitation was e-mailed to participants, 9 messages were returned as undeliverable. Therefore, the overall response rate for the pilot test was 28.4%.

Pilot study participants were military members ranging in rank from Airman First Class to Senior Master Sergeant. All participants were from the IM career field. They were assigned to 19 different units ranging across 5 organizational levels, including the MAJCOM, Center, Wing, and Group/Squadron. Of those that participated, 19 were either assigned to WM positions at the time they completed the survey, or had been assigned to WM positions in the past. Finally, 19 respondents had supervisors with different AFSCs, indicating that their supervisors were from a different career field.

Survey Modifications

The feedback received from the student and pilot tests was beneficial. After the student test, minor technical glitches were remedied. After the pilot test, changes were made to the specific wording on two questions. First, additional guidance was added to the "What unit are you assigned to?" question. In the pilot study responses, some participants included their full office symbol (HQ AFMC/CXX, ASC/RA, and 88

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CG/SCC), while others only listed their parent unit (HQ AFMC, ASC, and 88 ABW).

Hence, the question was changed to read as follows: "What unit are you assigned to

(Please include your organizational office symbol down to the 3-letter level, i.e., HQ

AFMC/CCX, ASC/PA, and 88 CS/SCX)?"

Second, additional guidance was added to the following question: "I have decided

to separate from the military after my current enlistment." The question was adjusted to

include an appropriate response for those members who will have enough time in service

to retire at the end of their next term of enlistment. Thus, the question was changed to

read the following: "I have decided to separate *or retire* from the military after my

current enlistment."

Data Analysis

The goal of this research was to examine RC, RA, perceived role, tension, job

satisfaction, and propensity to leave the AF among enlisted workgroup managers. In

addition, this study examined the extent to which RC, RA, and perceived role affect

tension, job satisfaction, and propensity to leave the Air Force among workgroup

managers. Therefore, in order to examine the relationships presented in the research

model (Figure 2), Structural Equation Modeling (SEM) techniques were used for the data

analysis.

SEM was chosen over ordinary least square regression for two reasons. First, the

proposed research model included three dependent variables. While regression allows

you to look at one dependent variable at a time, SEM allows for the examination of all

three at once. Second, one of the dependent variables (tension) in the research model was

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also a predictor. Regression allows for that as well, however, SEM provides a simpler method to analyze a model that includes such relationships. Overall, SEM allows for the examination of the strength of the relationships between the independent variables (RC, RA, perceived role) and the dependent variables (tension, job satisfaction, propensity to leave), while considering all of the paths in the model.

The covariance matrix for all six variables was used as input for the analysis within the LISREL software package (Joreskog & Sorbom, 1993). The fit of the model was assessed based on the goodness-of-fit indices outlined in Table 7. There are three classifications of goodness-of-fit indices. The chi-square ($?^2$) statistic is a measure of absolute fit and indicates if there is a perfect model fit for the population. A statistically non-significant $?^2$ (p > .05) is favorable and indicates a perfect model fit (Jaccard & Wan, 1996). However, $?^2$ is sensitive to sample size, such that as the sample size increases, smaller differences are detected. With large sample sizes, the $?^2$ value may lead to a rejection of the model when in fact the fit is acceptable. Therefore, several other goodness-of-fit indices were also examined.

Another measure of absolute fit includes the standardized root mean square residual (Std RMR), which indicates the average difference between the predicted and observed covariance matrices (Jaccard & Wan, 1996). A Std RMR with a value less than .05 is an indication of good fit. The third measure of absolute fit is the goodness-of-fit index (GFI). The GFI, as defined by Loehlin (1998), compares the proposed model to the perfect model, in which each construct is perfectly related to all of the other constructs. Furthermore, the GFI estimates the amount of variance accounted for by the model. GFI

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values range from 0 to 1.0, with a value greater than 0.90 indicating a good fit (Jaccard & Wan, 1996).

The second classification of goodness-of-fit indices addresses how parsimonious the model is and includes the root mean square error of approximation (RMSEA). The RMSEA is an indication of overall model fit, as it considers the maximum likelihood fit as a function of degrees of freedom (Jaccard & Wan, 1996). RMSEA values less than .08 are considered good, while values less than .05 are considered very good (Loehlin, 1998). The third classification includes measure of relative fit. The final indication of goodness-of-fit is the comparative fit index (CFI), which considers the relative fit of the model with respect to the null model, in which none of the constructs are related at all. CFI values range from 0 to 1.0, with a value greater than .90 indicating a good fit (Jaccard & Wan, 1996). Values for each of these indices were considered when determining the overall goodness-of-fit of the original Bedeian and Armenakis role model.

Table 7: Goodness-of-Fit Statistics

Measure	Indication of Good
p ($?^2$)	> .05
Std RMR	< .05
GFI	> .90
RMSEA	< .08
p (RMSEA)	> .05
CFI	> .90

To test hypothesis six, workgroup managers assigned to communications units were compared to those assigned to non-communications units. A one-way ANOVA was performed on two separate groups in order to determine if the differences between the

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means was statistically significant for each of the variables included in the proposed research model (Nicol & Pexman, 1999).

Summary

  This chapter outlined the methodology used when developing, testing, and conducting the Workgroup Management Survey. The survey was tested and conducted on-line. The sample population included 3,404 workgroup managers from across the AF. Once the list of workgroup managers was compiled, an e-mail message that contained an Internet link to the Workgroup Management Survey was sent out. A total of 1,452 usable responses were received. Then, the 946 responses from the 3A0XX personnel with workgroup manager experience were analyzed. After the data were collected, it was analyzed using SEM and a one-way ANOVA test to determine if the original hypotheses presented in chapter two were supported. In the following chapter, the data is outlined and analyzed. Chapter five presents conclusions and recommendations for the overall study.

IV. Analysis

Overview

The preceding chapters outlined the current problem statement, reviewed RC and RA literature, and presented the research questions and hypotheses tested in this study. In addition, chapter three outlined the methodology for collecting and analyzing data and outlined each of the six measures that comprised the Workgroup Management Survey. This chapter summarizes the survey findings and presents the data analysis.

Two data analysis techniques were used. First, hypotheses one through five, which posited relationships among the constructs in the proposed research model, were tested using SEM. These hypotheses related back to the first three research questions presented in chapter one. The data were tested against the original Bedeian and Armenakis (1981) role model to assess overall model fit. After slight modifications and the creation of a baseline model, the data were tested against the baseline model to determine if the amount of variance explained by the dependent variables increased when perceived role was introduced into the baseline mode.

Hypothesis six posited that workgroup managers assigned to communications units experience lower levels of RC, RA, perceived role, tension, and propensity to leave, than those assigned to non-communications units. In addition, hypothesis six posited that workgroup managers assigned to communications units have a higher degree of job satisfaction than those assigned to non-communications units. This hypothesis relates back to fourth research question presented in chapter one and was analyzed using a one-

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way ANOVA. For this analysis, the data were categorized into two grouping variables, WMs assigned to communications units WMs assigned to non-communications units.

Descriptive Statistics

Table 8 outlines the demographics of all participants, including all enlisted personnel, officers, contractors, and civilians who responded to the survey. Demographic information collected from respondents included rank, AFSC, unit, command, total workgroup manager experience, number of 3A0XX personnel assigned to their unit, number of workgroup managers assigned to their unit, and location of completed workgroup manager training.

Personnel from 38 different AFSCs participated in the study. As shown in Table 8, 1,086 of the overall responses came from the 3A0XX career field; 954 of those 3A0XX personnel had some degree of workgroup manager experience. Of the respondents who had workgroup manager experience, 826 (86.6%) are currently not assigned to positions within a communications unit. The remaining 128 (13.4%) are currently assigned to a position within a communications unit.

The analyzed data included responses from enlisted 3A0XX personnel with WM experience in the rank of Airman First Class through Senior Master Sergeant. The mean score, standard deviation, and measure of internal reliability estimates, skewness, kurtosis, error variance, and zero-order correlations for each measure are listed in Table 9. The mean of the responses for each measure was used to calculate the zero-order correlations.

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Table 8: Sample Demographics

Characteristic	n	%	Characteristic	n	%
Training			**# of WMs assigned to unit**		
None	226	15.6	0	124	8.5
Some	916	63.1	1	230	15.8
Additional (More than 1)	310	21.3	2	290	20.0
			3	183	12.6
AFSC			4	104	7.2
3AXXX	1,086	74.80	5	80	5.5
Other Enlisted AFSC	223	15.36	5+	276	19.0
Civilian/Contractor/Officer	143	9.84	DK	165	11.4
Assigned to Comm Unit (with WM experience, N=946)			**# of 3A0s assigned to unit**		
Yes	128	13.4	0	153	10.5
No	826	86.6	1	236	16.3
			2	202	13.9
Rank			3	150	10.3
Airman Basic	13	0.89	4	105	7.2
Airman First Class	136	9.37	5	96	6.6
Senior Airman	134	9.23	5+	343	23.6
Staff Sergeant	448	30.85	DK	167	11.5
Technical Sergeant	364	25.07			
Master Sergeant	191	13.15	**MAJCOM**		
Senior Master Sergeant	19	13.08	ACC	318	21.90
Chief Master Sergeant	2	0.14	AETC	127	8.75
First Lieutenant	2	0.14	AFMC	166	11.43
Captain	5	0.34	AFSOC	80	5.51
Major	1	0.01	AFSPC	186	12.81
Lieutenant Colonel	1	0.01	AMC	137	9.44
Civilian	107	7.37	OTHER	165	11.36
Contractor	29	2.00	PACAF	177	12.19
			USAFE	96	6.61

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Responses from those with WM experience were extracted from the overall responses and analyzed to determine the extent to which the hypotheses presented in chapter two were supported. Responses from other enlisted AFSCs, officers, contractors, and civilians were not analyzed because those individuals are not required to complete the same training that 3A0XX personnel are required to complete. In addition, responses from Chief Master Sergeants and Airman Basics were not included in the analysis. This is because Airmen Basics spend most of their time in basic training and technical school and Chief Master Sergeants are usually assigned to managerial positions. A total of 946 responses were analyzed (N = 946).

Table 9: Descriptive Statistics for Study Measures (N = 946)

Measure	Reliability	M	SD	Skewness	Kurtosis	Error Variance	Correlation Coefficient					
	(a)						1	2	3	4	5	6
1. Perceived Role	.79	4.15	1.03	-0.14	-0.15	0.222	-					
2. Role Conflict	.84	3.98	1.17	-0.05	-0.17	0.219	.31	-				
3. Role Ambiguity	.89	2.83	1.15	0.38	0.34	0.146	.46	.27	-			
4. Tension	.89	2.86	1.26	0.63	-0.2	0.175	.42	.58	.45	-		
5. Job Satisfaction	.89	4.60	1.23	-0.53	-0.08	0.166	-.49	-.27	-.51	-.41	-	
6. Propensity to Leave	.84	3.43	1.96	0.37	-0.91	0.614	.06	.13	.10	.18	-.16	-

Note: All correlations are significant at the 0.01 level (two-tailed)

Structural Equation Modeling

Hypotheses one through five were analyzed using SEM techniques. SEM provided the strength of the relationships among the constructs with respect the entire model. Before beginning the analysis, the data were tested the data for normality. This was important because SEM assumes the measures are multivariately normally distributed (Jaccard & Wan, 1996). If the measures are not normally distributed, there was an increased risk the maximum likelihood analysis would generate biased standard errors as well as an inaccurate chi-square test of overall model fit. Measures of skewness and kurtosis were calculated for each measure (Table 9). According to Shannon and Davenport (2001), "the closer the values are to zero, the more likely it is that the variables follow a normal distribution" (p. 77). All of the measures of skewness and kurtosis were within the acceptable range of -1 to 1. Therefore, the measures were considered normally distributed.

In order to perform the analysis in LISREL, a covariance matrix for all six measures was required. Table 10 displays the covariance matrix the six variables included in the hypothesized research model. The values on the diagonal of the covariance matrix represent variances for each respective measure.

Table 10: Covariance Matrix for Hypothesized Research Model

		Covariance				
	1	2	3	4	5	6
1. Perceived Role	1.06					
2. Role Conflict	0.37	1.37				
3. Role Ambiguity	0.54	0.37	1.33			
4. Tension	0.55	0.86	0.65	1.60		
5. Job Satisfaction	-0.62	-0.39	-0.72	-0.64	1.52	
6. Propensity to Leave	0.08	0.21	0.16	0.31	-0.27	1.95

N = 946

First, a baseline model was created without the variable of interest, perceived role. To create the baseline model, the role model proposed by Bedeian and Armenakis (1981) was tested against the data for overall model fit. Each path displayed in Figure 3 was included in the initial analysis. For Bedeian and Armenakis' original model, the exogenous (independent) variables included RC and RA. The endogenous (dependent) variables included tension, job satisfaction, and propensity to leave the organization. Results of the LISREL analysis and goodness-of-fit indices for the model are listed in Table 11.

For the original Bedeian and Armenakis model (Figure 1), five of the six goodness-of-fit criteria were met (Table 3). Therefore, the model was a good fit. However, upon examination of the modification indices, the data suggested the inclusion of a direct path from tension to propensity to leave. Modification indices greater than 4.0 indicate that the $?^2$ value will probably decrease significantly if the relationship is introduced into the model (Jaccard & Wan, 1993). In this case, adding the path from

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tension to propensity to leave made theoretical sense because the relationship between tension and propensity to leave is not entirely mediated by job satisfaction. Additional factors outside the scope of this model may contribute to an increased propensity to leave an organization. Therefore, since the modification index was greater than 4.0 (Beta = 5.35), the adjusted Bedeian and Armenakis model (Figure 3) incorporated the additional path from tension to propensity to leave. The adjusted Bedeian and Armenakis model became the baseline model; this baseline model was a perfect fit with zero degrees of freedom, eliminating the necessity to examine the goodness-of-fit indices.

The standardized path coefficients, unstandardized path coefficients, and error estimates for the baseline model are labeled in Figure 3. Six of the nine paths were statistically significant, including the new path from tension to propensity to leave. Since we had a one-tailed test, in order for the path to be considered significant, the respective z-score had to be greater than 1.65. The percentage of variance explained by tension, job satisfaction, and propensity to leave in the baseline model were 54%, 37%, and 5% respectively. These numbers indicate that 54% of the variance in the model is explained through tension, 37% through job satisfaction, and 5% through propensity to leave. These values are analogous to R^2 values obtained through regression. However these numbers also take into account the error that is introduced into the model from the reliability of the measures.
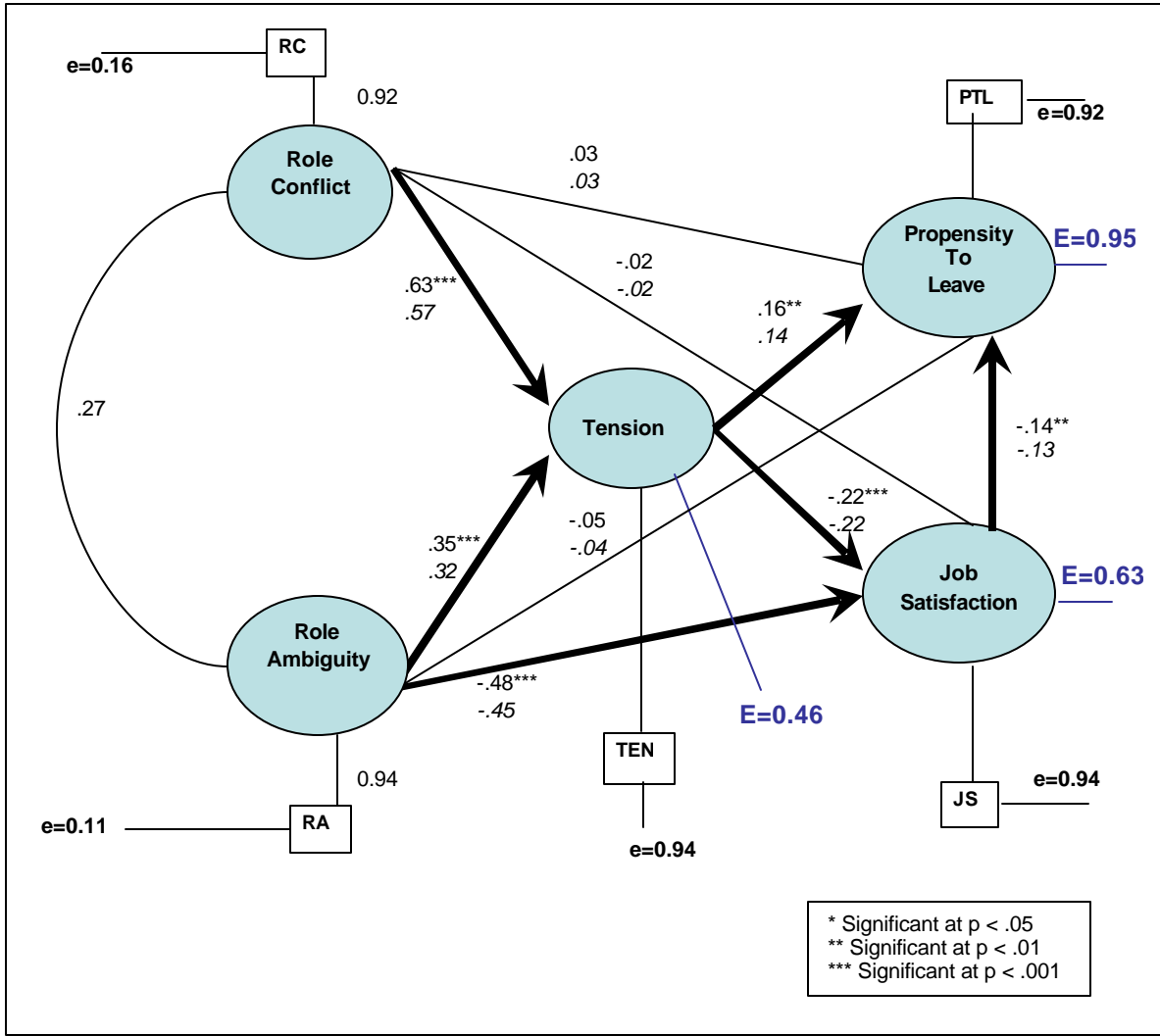
Figure 3: Baseline Model

Table 11: Goodness-of-Fit for B&A Model

Measure	Indication of Good Fit	Bedeian & Armenakis Model	Adjusted Bedeian & Armenakis Model (Baseline)
df		1	0
Chi-squared		5.35	0
p ($?^2$)	> .05	0.021	Saturated Model
Std RMR	< .05	0.013	The Fit is Perfect!!
GFI	> .90	1.00	
RMSEA	< .08	0.068	
p (RMSEA)	> .05	0.22	
CFI	> .90	1.00	

After determining that the baseline model fit the data, perceived role was introduced into the baseline model as an additional exogenous variable. Direct paths from perceived role to tension, job satisfaction, and propensity to leave were included in the adjusted baseline model (Figure 2). For the adjusted baseline model, the exogenous (independent) variables included role conflict, role ambiguity, and perceived role. The endogenous (dependent) variables included tension, job satisfaction, and propensity to leave. Each path outlined in Figure 2 was included in the SEM analysis.

The software program LISREL was used to perform the analysis using the covariance matrix. However, because the adjusted baseline model had zero degrees of freedom, the model was saturated and therefore, a perfect fit. The amount of variance explained by each of the dependent variables in the adjusted baseline model, as compared to that of the baseline model, was the primary concern.

The standardized path coefficients, unstandardized path coefficients, and error estimates for the adjusted baseline model are labeled in Figure 4. Nine of the twelve

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paths were statistically significant, including the three paths that extended from perceived role to each of the dependent variables. For the adjusted baseline model, the percentage of variance explained by tension, job satisfaction, and propensity to leave in the baseline model were 56%, 44%, and 6% respectively. These numbers indicate that for the adjusted baseline model, 56% of the variance in the model is explained through tension, 44% through job satisfaction, and 6% through propensity to leave.
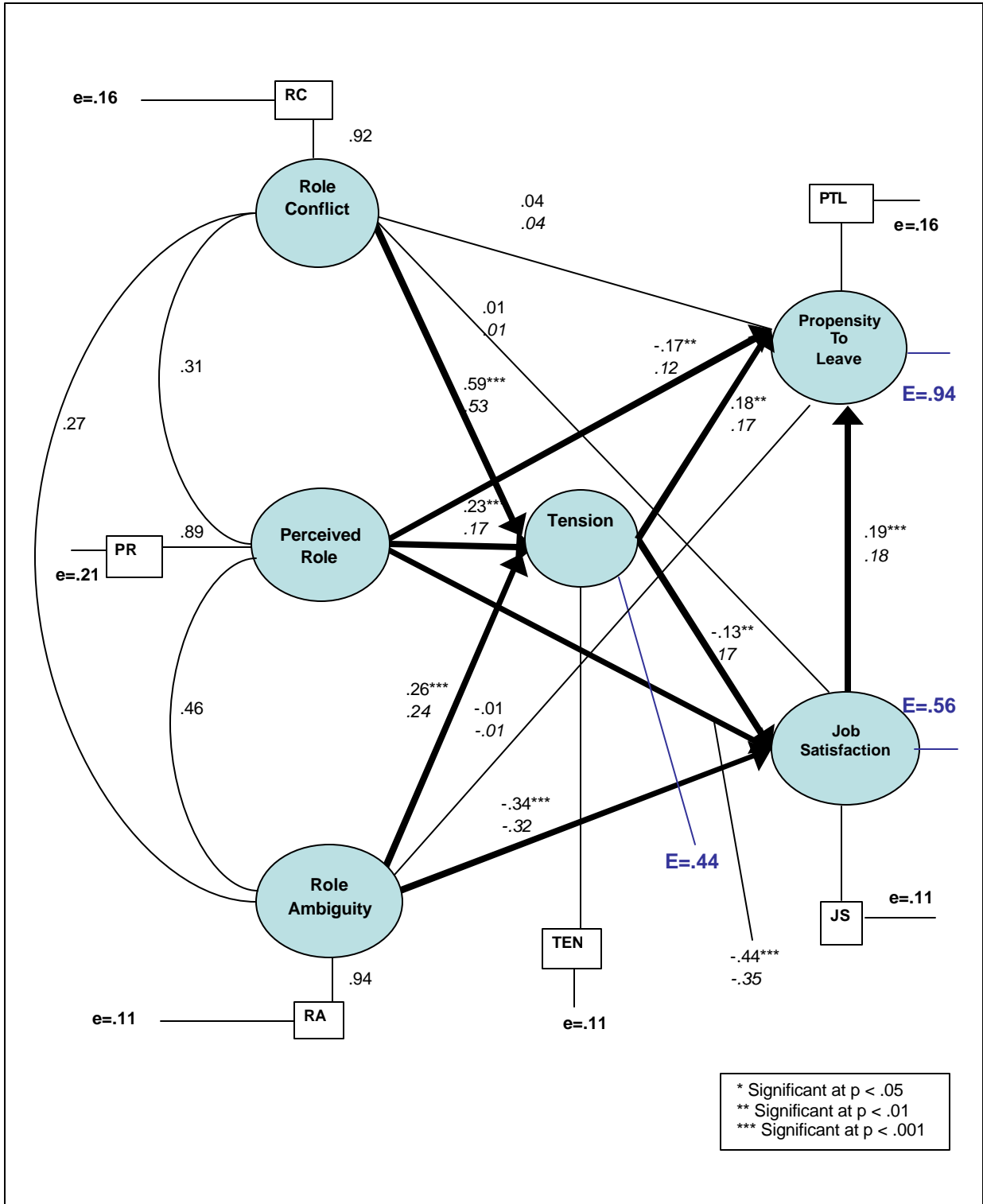
Figure 4: Adjusted Baseline Model

Next, the proportion of explained variation for the baseline model was compared with that of the adjusted baseline model. Overall, introducing perceived role does lead to an increased amount of variance explained by each of the three dependent variables. For tension, the amount of explained variance increased from 54% in the baseline model, to 56% in the adjusted baseline model. For job satisfaction, the amount of explained variance increased from 37% in the baseline model, to 44% in the adjusted baseline model. For propensity to leave, the amount of explained variance increased from 5% in the baseline model, to 6% in the adjusted baseline model. While the increases associated with tension and propensity to leave were minor, the increase associated with job satisfaction was modest. Therefore, perceived role does help explain the model.

The path from tension to propensity to leave was included in the adjusted baseline model (Figure 4). This path represented the relationship between tension and a workgroup manager's propensity to leave the Air Force. With respect to all of the paths in the research model, results indicated a significant positive relationship between tension and a workgroup manager's propensity to leave the Air Force. That is, as tension increased, so did the propensity to leave. This direct path also accounts for the other paths leading to propensity to leave. The unstandardized path coefficient for this relationship was .18 ($p < .05$), indicating that an increase in tension leads to an increased propensity to leave the AF among workgroup managers.

Hypothesis 1 Analysis

Hypothesis 1 stated that (a) there is a positive relationship between RC and tension experienced by workgroup managers; (b) there is a positive relationship between RA and tension experienced by workgroup managers; and (c) there is a positive relationship between the perceived role and tension experienced by workgroup managers.

With respect to the entire model and all of the paths included in the model, the path coefficients obtained from the SEM analysis determined the strength of these correlations. According to the path coefficients outlined in Figure 4, hypothesis 1a, 1b, and 1c are all supported. The unstandardized path coefficients for these three relationships were .59, .26, and .23, respectively, indicating that RC, RA, and perceived role do lead to tension among workgroup managers, with RC as the strongest predictor. Each of these path coefficients was significant at $p < .001$. Therefore, there is a significant positive relationship between the following constructs: (1) RC and tension experienced by workgroup managers; (2) RA and tension experienced by workgroup managers; and (3) perceived role and tension experienced by workgroup managers. Therefore, hypothesis 1a, 1b, and 1c are all supported. Overall, hypothesis 1 was fully supported.

Hypothesis 2 Analysis

Hypothesis 2 stated that (a) there is a negative relationship between RC and job satisfaction among workgroup managers; (b) there is a negative relationship between RA and job satisfaction among workgroup managers; and (c) there is a negative relationship between perceived role and job satisfaction among workgroup managers. These

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correlations are relative to the entire research model and take all of the paths in the model into account.

When all of the paths in the model are considered using SEM, hypothesis 2a is not supported, while 2b and 2c are supported. The unstandardized path coefficient for the path from RC to job satisfaction (.01) was statistically insignificant. The remaining path coefficients were -.34 and -.44, respectively, indicating that RA and perceived role do lead to decreased job satisfaction among workgroup managers. In this case, perceived role was the strongest predictor of job satisfaction. Both of these path coefficients were significant at $p < .001$. Therefore, with respect to the overall model, there were significant negative relationships between the following constructs: (1) RA and job satisfaction; and (2) PR and job satisfaction experienced by workgroup managers. Therefore, using this method of analysis, hypothesis 2a is not supported, while hypotheses 2b and 2c are supported. Overall, hypothesis 2 was partially supported.

Hypothesis 3 Analysis

Hypothesis 3 stated there would be a negative relationship between tension and job satisfaction among workgroup managers. That is, as tension increases, job satisfaction would decrease. This correlation is relative to the entire research model and takes all of the paths in the model into account.

When the entire model is considered, a significant ($p < .05$) negative relationship between tension and job satisfaction was also identified. This direct path from tension to job satisfaction also accounted for all of the paths in the research model. The unstandardized path coefficient for this path was -.13, indicating that an increase in

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tension leads to decreased job satisfaction among workgroup managers. Therefore, hypothesis 3 is supported. Overall, hypothesis 3 was fully supported.

Hypothesis 4 Analysis

Hypothesis 4 stated that (a) there is a positive relationship between RC and a workgroup manager's propensity to leave the Air Force; (b) there is a positive relationship between RA and propensity to leave; and (c) there is a positive relationship between the PR and propensity to leave. These relationships are relative to the entire research model and take all of the paths in the model into account.

With respect to the entire research model, the unstandardized path coefficients for the paths from RC to propensity to leave (.04) and from RA to propensity to leave (-.01) were both statistically non-significant. However, the path coefficient from perceived role to propensity to leave was -.17, indicating that perceived role had a significant negative effect on a workgroup manager's propensity to leave the Air Force (significant at $p < .05$). Therefore, as the gap between the prescribed and perceived role of a workgroup manager increased, their propensity to leave actually decreased. This was the opposite of what was proposed. Hence, using this method of analysis, hypotheses 4a, 4b, and 4c were not supported. Overall, hypothesis 4 was not supported.

Hypothesis 5 Analysis

Hypothesis 5 stated there would be a negative relationship between job satisfaction and a workgroup manager's propensity to leave the Air Force. That is, as job satisfaction decreases, propensity to leave would increase. This relationship is relative to the entire research model and takes all of the paths in the model into account.

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With respect to all of the paths in the research model, results indicated a significant negative relationship between job satisfaction and a workgroup manager's propensity to leave the Air Force. The unstandardized path coefficient for this relationship is -.19 (p < .001), indicating that an increase in job satisfaction leads to a decreased propensity to leave among workgroup managers. Therefore, hypothesis 5 was supported. Overall, hypothesis 5 was fully supported.

Hypothesis 6 Analysis

Hypotheses 6a, 6b, and 6c stated that workgroup managers assigned to communications units would experience less role conflict, less role ambiguity, and have a lower level of the perceived role than those workgroup managers assigned to non-communications units. It follows then, that hypotheses 6c, 6d, and 6e stated that workgroup managers assigned to communications units would experience less tension, have a higher degree of job satisfaction, and have a lower propensity to leave the AF than those workgroup managers assigned to non-communications units.

Each part of hypotheses 6 was analyzed using a one-way ANOVA, which is designed to compare the means of different groups (Shannon & Davenport, 2001). The test compared each measure among workgroup managers assigned to communications and those assigned to non-communications units. Table 12 includes the means and standard deviations for those assigned to communications units and those assigned to non-communications units. Results (Table 13) indicated a significant difference of means among three of the six variables, including, RA, perceived role, and job satisfaction. Recall that all measures were designed such that the higher the score, the

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more negative the measure of that construct. Therefore, for the analysis, higher measures of job satisfaction actually indicated low job satisfaction. Findings suggest workgroup managers assigned to communications units have lower levels of RA and a lower level of perceived role than those assigned to non-communications units. The difference of means for RC, tension, and propensity to leave were not statistically significant. However, job satisfaction among workgroup managers assigned to communications units was significantly lower than those assigned to non-communications units, which is the opposite of what we proposed. Therefore, hypotheses 6b and 6c are supported, while hypotheses 6a, 6d, 6e, and 6f are not supported. Overall, hypothesis 6 was partially supported.

Table 12: Means and Standard Deviations for Two Categories of Jobs and Six Dependent Variables

	Non-Comm (N=820)		Comm (N=126)		
	M	SD	M	SD	M_{DIFF}
1. Perceived Role***	**4.23**	**1.00**	**3.64**	**1.05**	**0.59**
2. Role Conflict	3.99	1.18	3.9	1.11	0.09
3. Role Ambiguity*	**2.87**	**1.15**	**2.62**	**1.15**	**0.25**
4. Tension	2.87	1.27	2.79	1.20	0.09
5. Job Satisfaction**	**4.56**	**1.23**	**4.87**	**1.18**	**-0.31**
6. Propensity to Leave	3.47	1.97	3.47	1.91	0.00

Note: *$p < 0.05$ **$p < 0.01$ ***$p < 0.001$

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Table 13: One Way Analyses of Variance for Effects of Two Groupings (Comm & Non-Comm Jobs)

Variable	Source	df	SS	MS	F	Sig.
1. Perceived Role	**Between Groups**	**1**	**37.60**	**37.60**	**37.04*****	**0.0000**
	Within Groups	944	958.30	1.02		
2. Role Conflict	Between Groups	1	0.92	0.92	0.67	0.4135
	Within Groups	944	1294.22	1.37		
3. Role Ambiguity	**Between Groups**	**1**	**6.49**	**6.49**	**4.92***	**0.0268**
	Within Groups	944	1245.68	1.32		
4. Tension	Between Groups	1	0.79	0.79	0.50	0.4799
	Within Groups	944	1501.27	1.59		
5. Job Satisfaction	**Between Groups**	**1**	**10.18**	**10.18**	**6.80****	**0.0092**
	Within Groups	944	1412.82	1.50		
6. Propensity to Leave	Between Groups	1	6.48	6.48	1.69	0.1938
	Within Groups	944	3619.82	3.83		

Note: $*p < 0.05$ $**p < 0.01$ $***p < 0.001$

Summary

This chapter outlined the results obtained during the study. SEM techniques were used to test hypotheses one through five, which were designed to analyze the strength of the relationships between each construct in both the Bedeian and Armenakis' (1981) role model (Figure 1) and the proposed research model (Figure 2). The path coefficients take all of the paths in the model into account when determining the strength of each relationship.

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When the data were tested against the Bedeian and Armenakis' role model, the results suggested adding a direct path from tension to propensity to leave. This path was added to the model, creating the adjusted Bedeian and Armenakis model (Figure 3), and a baseline model. When the baseline model was analyzed, the model was a perfect fit with zero degrees of freedom, and the new path was statistically significant. Next, perceived role was added to the baseline model, which created the adjusted baseline model (Figure 4). The amount of variance explained by each of the dependent variables in the adjusted baseline model was compared against the amount of variance explained by each of the dependent variables in the baseline mode.

For hypothesis 6, a one-way ANOVA was conducted to determine if the differences of means for workgroup manager in two different groups were statistically significant. The differences between means were significant in three of the six measures. A summary of results from each hypothesis test is listed in Table 14. The following chapter will provide conclusions and recommendations based on the results presented in this chapter.

Table 14: Summarized Support of Hypotheses

Hypothesis	Predicted Relationship	Result
H1a	As RC ?, Tension ?	Supported
H1b	As RA ?, Tension ?	Supported
H1c	As PR ?, Tension ?	Supported
H2a	As RC ?, Job Satisfaction ?	Not Supported
H2b	As RA ?, Job Satisfaction ?	Supported
H2c	As PR ?, Job Satisfaction ?	Supported
H3	As Tension ?, Job Satisfaction ?	Supported
H4a	As RC ?, Propensity to Leave ?	Not Supported

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Hypothesis	Predicted Relationship	Result
H4b	As RA ?, Propensity to Leave ?	Not Supported
H4c	As PR ?, Propensity to Leave ?	Not Supported
H5	As Job Sat ?, Prop to Leave ?	Supported
H6a	$RC_{Comm} < RC_{Non\text{-}Comm}$	Not Supported
H6b	$RA_{Comm} < RA_{Non\text{-}Comm}$	Supported
H6c	$PR_{Comm} < PR_{Non\text{-}Comm}$	Supported
H6d	$Tension_{Comm} < Tension_{Non\text{-}Comm}$	Not Supported
H6e	$Job\ Sat_{Comm} > Job\ Sat_{Non\text{-}Comm}$	Not Supported
H6f	$Prop\ to\ Leave_{Comm} < Prop\ to\ Leave_{Non\text{-}Comm}$	Not Supported

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Overview

The overall purpose of this study was to examine role conflict, role ambiguity, and the perceived workgroup manager role among AF enlisted workgroup managers. In doing so, this study replicated a previous study that measured RC, RA, tension, job satisfaction, and propensity to leave the organization. In addition, this study extended the previous research model by introducing an additional variable into the model: the perceived workgroup manager role. Furthermore, the relationships between the independent variables (RC, RA, and perceived role) and the dependent variables (tension, job satisfaction, and propensity to leave) included in the proposed research model were examined using SEM. Finally, different groups of workgroup managers were compared in order to determine if they experienced significantly different levels of the six variables.

AF enlisted workgroup managers in the 3A0XX career field were surveyed through a web-based instrument that returned 1,452 usable responses. From those responses, 956 responses from participants who had experience as a workgroup manager were analyzed. This chapter presents conclusions, implications for the AF, implications for the researcher, limitations of the study, and recommendations for future research based on the analysis of the data.

Discussion

The fourth research question, in addition to hypotheses one through five, addressed the significance of the relationships between each variable in the adjusted

baseline model (Figure 4). SEM produced path coefficients that were examined to assess the strength of the relationships with respect to all of the paths included in the model. SEM analysis allowed the introduction of causal paths between the variables, as well as the analysis of the entire model at the same time.

Hypothesis 1a predicted a positive relationship between role conflict and tension experienced by workgroup managers, while hypothesis 1b predicted a positive relationship between role ambiguity and tension experienced by workgroup managers. In addition, hypothesis 1c stated there would be a positive relationship between the perceived workgroup manager role and tension experienced by workgroup managers. Analysis yielded significant positive path coefficients, which support all three parts of hypothesis 1. Therefore, as predicted, increased levels of RC, RA, and perceived role among workgroup managers lead to increased tension among AF workgroup managers. Furthermore, the path from RC to tension was the most statistically significant of the three paths, indicating that RC was the strongest predictor of tension among workgroup managers. Overall, hypothesis 1 was fully supported.

Hypothesis 2a proposed a negative relationship between RC and job satisfaction among workgroup managers, while hypothesis 2b predicted a negative relationship between RA and job satisfaction among workgroup managers. In addition, hypothesis 2c stated there would be a negative relationship between the perceived role and job satisfaction among workgroup managers. Results suggested the direct path from RC to job satisfaction was not statistically significant. This finding does not support hypothesis 2a. Therefore, for our sample, increased RC did not lead to decreased job satisfaction. This might be explained by the fact that there are many different aspects that influence

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job satisfaction in addition to or instead of role conflict. In this case, the path from RC to job satisfaction was better explained through tension. Furthermore, the direct paths from perceived role to job satisfaction and from RA to job satisfaction were both significant. The path from perceived role to job satisfaction was the most significant path, indicating that as the difference between the prescribed and perceived workgroup managers' role increases, job satisfaction decreases. Overall, hypothesis 2 was partially supported.

Hypothesis 3 proposed a negative relationship between tension and job satisfaction among workgroup managers. The path coefficient indicated a significant negative relationship, indicating that when tension levels increased, job satisfaction decreased. Therefore, tension was a predictor of job satisfaction. Furthermore, tension mediated the relationships between RC, RA, and perceived role, and job satisfaction. Overall, hypothesis 3 was fully supported.

Hypothesis 4a stated there would be a positive relationship between RC and a workgroup manager's propensity to leave the AF; hypothesis 4b stated there would be a positive relationship between RA and a workgroup manager's propensity to leave the AF; and hypothesis 4c stated there would be a positive relationship between the perceived role and a workgroup manager's propensity to leave the AF. Results indicated that the direct paths from RA to propensity to leave and from RC to propensity to leave were not statistically significant. This may be explained by the fact that the paths from RC to propensity to leave and from RA to propensity to leave were better explained when mediated by tension and job satisfaction. The path from perceived role to propensity to leave was significant. However, this relationship suggested that workgroup managers' propensity to leave the AF was negatively influenced by their perceptions regarding their

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workgroup manager roles. For this sample, as the difference between the prescribed role and perceived role increased, the propensity to leave the AF decreased, which is the opposite of what was proposed in chapter two. The relationship between perceived role and propensity to leave is better explained through the path that leads from perceived role, through tension and job satisfaction. Therefore, hypothesis 4 was not supported.

Hypothesis 5 proposed a negative relationship between job satisfaction and a workgroup manager's propensity to leave the AF. The path coefficients indicated a statistically significant negative relationship. Therefore, as job satisfaction decreased, a workgroup manager's propensity to leave the AF increased. This direct path from job satisfaction to propensity to leave also accounts for the indirect paths that lead to propensity to leave through job satisfaction. Therefore, job satisfaction was directly related to propensity to leave. Job satisfaction also mediated the relationships between RC, RA, perceived role, and tension, and propensity to leave. Overall, hypothesis 5 was fully supported.

Furthermore, the additional path that was added to the proposed research model in order to form the baseline model was statistically significant. In addition, the path coefficient for this relationship indicated that tension not only affected propensity to leave through job satisfaction, but tension also directly affected propensity to leave. This direct path from tension to propensity to leave also accounted for the indirect paths that lead to propensity to leave through tension. Therefore, tension was directly related to propensity to leave, while tension also mediates the relationships between RC, RA, perceived role, and propensity to leave.

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Hypothesis 6a, 6b, and 6c predicted that workgroup managers assigned to communications units experience less RC, less RA, and a have a lower degree of perceived role than workgroup managers assigned to non-communications units. To follow, hypothesis 6d, 6e, and 6f proposed that workgroup managers assigned to communications units would experience less tension, have higher job satisfaction, and a lower propensity to leave the AF, as compared to workgroup managers assigned to non-communications units. Results indicated significant differences of means for three of the six measures, including RA, perceived role, and job satisfaction. Findings suggested that workgroup managers assigned to communications units indeed have lower levels of RA and lower degrees of perceived role than those assigned to non-communications units. However, job satisfaction among workgroup managers assigned to communications units was lower than those assigned to non-communications units, which is the opposite of what was proposed. There are several factors that contribute to job satisfaction other than RC, RA, and perceived role. These additional factors may have contributed to the results. While there were differences of means for RC, tension, and propensity to leave the AF in the anticipated direction, the differences were not statistically significant. Therefore, hypotheses 6b and 6c were supported, while hypotheses 6a, 6d, 6e, and 6f were not supported. Overall, hypothesis 6 was partially supported.

Implications for the Air Force

This study demonstrated that RC, RA, and perceived role do affect the tension, job satisfaction, and propensity to leave among enlist AF workgroup managers. Findings indicated career field leaders should further explore the role of the workgroup manager

and the underlying effects of RC and RA on workgroup managers. This RC and RA may be the result of insufficient training for supervisors of workgroup managers, or it might be a signal that commanders and supervisors have valid administrative requirements in their units that are not accounted for. Further research is recommended in order to determine the needs of commanders regarding information management personnel. Enhancing current training for commanders and supervisors may influence the amount of RC and RA experienced by workgroup managers by clarifying the prescribed role of the workgroup managers. Enhanced training may also help close the gap between the prescribed and perceived workgroup manager roles. Furthermore, if supervisors and commanders are more aware of what workgroup managers are trained to do, they will be able to better comprehend the intentions of what tasks workgroup managers are trained to perform. Finally, if functional managers are aware of what IM-related requirements commanders and supervisors have, they will be able to better support those requirements.

Finally, results indicated that workgroup managers assigned to non-communications units experience higher job satisfaction than those assigned to communications units. This may be explained by the fact that workgroup managers assigned to non-communications units benefit from being exposed to different types of units. Further research should be done to further explore this finding. Based on this finding, functional managers should continue to support the rotation of workgroup managers through different units during their tenure at a base.

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Implications for Researchers

First, this research applied a previously established model and applied it to a new group of workers: enlisted AF workgroup managers. Next, the study replicated a previous study conducted by Bedeian and Armenakis (1981), and took it one step further. When Bedeian and Armenakis' model was tested against our data, it was an acceptable fit. However, the analysis suggested that tension may have a direct effect on propensity to leave rather than the relationship from tension to propensity to leave being mediated through job satisfaction. Once this path was introduced to the model, it was a perfect fit with zero degrees of freedom, creating a baseline model for this study.

In addition, this study extended prior research by introducing an additional construct to the baseline model. When comparing the baseline results to the adjusted baseline model, the amount of variation explained by the model increased for all three dependent variables. Therefore, the new variable added to the strength of the overall model. Finally, even though the adjusted baseline model helped explain more variance associated with the baseline model, the increase was only modest for one of the dependent variables and slight in the remaining two. While this study was beneficial, further research is still required to better define the perceived role construct and to further explain the remaining variance in the adjusted baseline model.

Finally, the perceived role construct could be applied to different populations, such as private sector IM professionals or IM personnel in other military services. While the perceived role measure was designed specifically for enlisted AF workgroup managers, the questions could be applied to any career field or profession with minor revisions. This would allow for further testing of the model presented in this study.

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Limitations

There were several limitations to this study. First, the data collected was self-reported from workgroup managers across the AF. Self-reported data might contain self-serving biases regarding their personal work experiences, which might have tainted the results. In addition, this study presented relationships based on the paths presented in the proposed research model. However, while the self-reported data might have supported the constructs being presented in a different order, this study did not address that possibility.

Next, this study assessed the workgroup manager role solely from the perspective of the workgroup managers. If a similar survey was sent to both the workgroup managers and their immediate supervisors, a more reliable comparison could have been done on the differences between how the workgroup manager perceived their role and how their supervisor perceived their role as a workgroup manager.

In addition, the measures addressing the perceptions regarding the workgroup manager role and propensity to leave were not validated prior to the study. The questions regarding perceptions surrounding the workgroup manager role were created specifically for this study based on a thorough review of IM and WM career field guidance published by the AF (DAF, 2000; DAF, 2002; AFCA, 2001). Additional research should be done to further refine the perceived role measure.

Furthermore, this study did not address the possible positive outcomes of role conflict within the role of a workgroup manager. Baroudi (1985) and Jones (1993) maintain that a certain amount of RC and RA may be inherent to certain positions, and

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that RC and RA may have a positive impact on any given role. This notion was not addressed in this study.

Moreover, one of the questions that addressed propensity to leave was worded such that workgroup managers either separating or retiring would both answer *strongly agree* to the following question: "I have decided to separate or retire for the military after my current enlistment." Therefore, the results for this question may have been skewed because tenure was not accounted for. For example, a Senior Master Sergeant with 19 years of service who is eligible to retire and a Senior Airman with 5 years of service may have both *strongly agreed* that they were going to separate or retire after their current term of enlistment, when their reasons for separating were completely different.

Finally, one of the enlisted rank categories was inadvertently left off of the demographic section of the survey. Therefore, respondents who held the rank of *Airman* were forced to select another response when they were asked for their rank. This minor limitation did not affect the results of the study in any way since rank was not considered during the analysis. These limitations support the need for future research in the area of RC, RA, and perceived role among information management professionals.

Future Research

There are several opportunities for future research in the area. First and foremost, during this study, data was collected regarding specific tasks that workgroup managers complete in their day-to-day jobs. Questions addressed how often certain tasks were accomplished, how critical the tasks were to their job, and how recently they had completed the tasks. However, due to time constraints associated with this study, this

data was not analyzed. An analysis of this data might further define the workgroup manager role and provide an overall picture of what tasks workgroup managers are actually being asked to perform in their day-to-day roles versus what the career field guidance prescribes.

In addition, this study analyzed the data received from personnel within the Information Management 3A0XX career field who had workgroup manager experience (N = 946). Because the target population for this study was 3A0XX personnel, responses from officers, contractors, civilians, and other enlisted AFSCs, were not analyzed (N = 506). A follow-on study may compare the responses from this group to those of the 3A0XX career field. Furthermore, a future study might focus on collecting data from both workgroup managers and their supervisors at the same time, and comparing the differences in perceptions regarding the role of the workgroup manager.

Furthermore, the Workgroup Management Survey included one open-ended question and an area for participants to provide comments. A complete list of responses is provided in Appendix A and Appendix B. While the content of these comments was not analyzed, a brief review revealed the existence of some emerging themes that reflect the current state of the workgroup management field. Additional analysis of these responses may prove beneficial to the C&I community.

Conclusion

The role of enlisted Air Force Information Management professionals has been expanded beyond traditional boundaries to include a new area of responsibility called workgroup management. Workgroup Management duties include front-line support for

the life-cycle management of organizational information, maintenance of desktop computers and networks, development and management of web pages, performance of initial system diagnostics, and management of client workstation configuration and software. Anecdotal evidence suggested that the new, broader role of workgroup manager, combined with the fact that the majority of these individuals were assigned to non-communications units, may promulgate role conflict and role ambiguity. Role theory literature indicated that RC and RA lead to increased tension, decreased job satisfaction, and a higher propensity to leave the organization (Kahn et al., 1964; Bedeian & Armenakis, 1981). In this study, a previously tested model that incorporated the influences of RC and RA on tension, job satisfaction, and propensity to leave was tested among enlisted AF workgroup managers. Furthermore, an additional construct, perceived role, which addressed perceptions surrounding the workgroup manager role, was introduced into the role model. Results supported the addition of this construct into the model. Overall, results partially supported the relationships outlined in the proposed research model (Figure 2). Therefore, further research is warranted to further explore these findings.

Results suggested that enlisted AF workgroup managers experience RC and RA, which influences tension, job satisfaction, and their propensity to leave the AF. In addition, perceptions regarding the workgroup manager role influence tension, job satisfaction, and their propensity to leave the AF. Furthermore, findings suggested workgroup managers assigned to non-communications units have a higher degree of job satisfaction than those assigned to communications units.

Supervisors, commanders, and functional managers can reduce the negative consequences associated with RC and RA by ensuring workgroup managers receive sufficient information to perform their job and by ensuring workgroup managers do not have to contend with conflicting guidance. Therefore, managers should concentrate on reducing RC and RA among workgroup managers, which would influence tension, job satisfaction, and workgroup managers' propensity to leave the AF. Furthermore, closing the gap between the prescribed and perceived roles of the workgroup manager will influence tension, job satisfaction, and propensity to leave for the entire career field.

Appendix A: Comments to Open-Ended Question #1

In the survey, respondents were asked what implications exist for not having sufficient time to complete their workgroup management duties due to conflicting requirements. The following responses include comments from enlisted personnel, officers, civilians, and contractors. The comments were copied verbatim from the survey responses. Every attempt was made to remove any personal or identifying information.

Additional duties, being a FARM takes up a lot of my time.

I spend most of my time helping the customer service desk at our legal office. My job usually comes second. Due to TDYs, schools, it seems someone is always gone for an amount of time. So we all pitch in to take care of our customers. Most of the time, I will help our JA office in signing wills as their witness.

3A0s are not utilized in WGM duties. This is contracted out.

I'm not saying a can't complete my duties. Their are more tasks than there are hours in a day to complete them. Being a 1 deep position means I have to prioritize tasks as I receive them.

Vulnerabilities are not getting fixed, making the entire network unsafe. Software is not getting updated with the current version, making user's not as productive as they should be. Problems do not get fixed quick enough, reducing user's productivity.

constantly changing guidelines from base level domain and EUL cert implementations.

There are only 2 Information Managers in this squadron. I am the only Workgroup Manager, but do not perform Workgroup Manager duties. There are civilian's that work on the computers.

Other duties dictate rather I will be able to fulfill my WGM duties.

I do not perform workgroup manager duties

Currently I am not assigned as a WM but as NCOIC of Executive Services

I work in an orderly room where I do mostly personnelist duties along with FARM, OIs, and WGM. I do not have time for my WGM duties since all of my other duties take up most of my time, and there are other non-3A WGMs in the squadron.

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I don't have any workgroup management duties. I do a personnelist's job.

55. I do not spend any time doing workgroup manager duties. I'm doing other things.

C & A Package completion on hold.   Vulnerabilities; Patches/Software/hardware; upgrades; Migration; DMS/Fortezza; COUNTLESS SHORT-NOTICE COMM SUSPENSES. Nothing is completed, nothing

I DO STAFF SUPPORT

Budget, IMPAC, and physical inventory of equipment. Has nothing to do with WGM.

My primary position is a technical instructor and the WM is an additional duty.

Missed date to install patches or updates to software, setup a profile for a new user, or review permissions on shared files.

Until I can cross train into a field that will allow me to do nothing but workgroup management duties, it will always be a second job for me.

My primary responsibility is Mobility and WGM is secondary.

Task saturation

I PERFORM OTHER ADMIN WORK PARALLEL TO WORKGROUP MANAGEMENT

Our computers lack proper vulnerability fixes and patches. This lack of time contributes to the computers not performing to their potential and are security risks.

Additional Duties

Not enough time in a day.

I am designated as a WGM but I have not been given any tasks to complete WGM. In my section there are 2 Civilians and 1 Military individual(s) that do this job so I guess I am just an extra.

Network security suffers

I'm told that this squadron has civilians doing WGM duties and they don't give me access to the functions related to WGM.

It is not that we don't have the time. We are not getting the opportunity. We are viewed as traditional IM personnel and not technical experts. We get the training but not the opportunity to use what we've learned so we loose it.

I am actually an FSA (administrator) of a segment of a Network LAN comprised of 3,000 plus users. Many of the questions do not completely apply. Working with workgroup managers, I see how difficult it is for them to perform their duties. Often, their commanders move them to other jobs, leaving an

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inexperienced individual to fill the vacancy and start the learning process over again. Bottom line... DOD has a long way to go to compete with industry counterparts and produce and support Accredited Networks. A lot of this has to do with trying to spread personnel over multiple jobs. To network efficiently personnel should specialize in their job. Wearing two hats does not cut it. I work with 10 or so military personnel. Exercises, deployments, and other mission requirements pull military personnel into other jobs. As a result we can be very undermanned. Politics are a fact of life, but almost never do anything to promote efficiency. Funding of the network is very low priority and has been for years and results in a home grown approach to construction over the years. To improve or reconstruct the network will take many year to complete. The network user does what it takes to survive not thrive. Too many people doing their own thing.

I am the base records manager, we are 6 years behind getting everything up to speed. The last time our base held responsible training and inspections and held the units responsible was 1996. I have to many responsibilities and not enough time to get things done. I am very good at time management. I am the primary person in Records Management, I am also pulled consistently to cover shortfall of manning working the BITS office, I am also a supervisor whose troop when given to me had only 2 months left to get his 5-level and didn't have half the requirements taken care of, I am also the work group manager for two physically separate locations. I am spread to thin to get the daily job done that many things are done over the weekend and after duty hours. Then add on my AEF tasking...not enough time!

I am the Wing IM Functional Manager when we are short of people due to deployments/leave/short of personnel, I have to pick up the WM workload. My other duties which are staff work interfere with the completion of WM work. The implication being a computer is down or patches are not installed in a timely manner.

I am often used as a back for 3SX01 (personnel) and that is a daily normal occurrence. IM field is still the gopher AFSC of the Air Force and unfortunately it hasn't changed in over 15 years, except in name only.

All the tasks I am assigned to perform suffers. When a system goes down, that is supposed to be my #1 priority but sometimes is not able to do so.

other admin duties like EPRs, Decs and tdy orders

Management is reluctant to eliminate administrative type duties from 3A0's. Mostly due to experience levels in admin and reluctance to pass those duties to civilians/contractors. Also due to the large number of 3C0's in our organization who have been afforded FORMAL training, management seeks them out instead of 3A0's for computer support.

Waiting on new user accounts to be created. The delay between what we as workgroup managers are able to do, vs. what we are allowed to do.

To many additional duties and still having 3A's working in the Orderly Rooms. Also, everyone still has the Old "702" in mind

Additional duties have become the primary duty. Manpower decreases but add. duties do not go away...ever. They have taken a life of their own. As a 3A and former 702, we are the AF specialist...at everything. We are often required to handle programs that belong to other AFSCs, i.e., Safety, Public Affairs, Budget, Supply, Personnel Programs, Protocol, etc. We need to change the mindset of the old 702 and let people know we are the future 3C0s of the AF.

Numerous additional duties.

Personnel will not be able to do their mission if I cannot get to their problems and solve them.

Most of our personnel are using outdated machines with settings not conducive to the goals of the CS.

There isn't enough time in the day to do your normal 3A type duties as well deal with the no-notice demands of workgroup management type requests. As a 3A/WM I am task as a Security Manager, Unit Information Assurance Manager, ADPE Custodian, etc all which are big big programs, which makes for a lot of long days much too often.

The 1C3X1 career field are exempt from additional duties so therefore the majority of additional duties are defaulted to the 3A0X1. I am one-man doing most of the additional duties when there are could be 25 eligible members to assist, but are not obligated to.

Different career field. Volunteer as WGM due to extensive experience and computer knowledge.

EPR/OPR, DEC, PERSONNEL ISSUES

I am constantly on base details and they moved my supervisor to the First Term Airman's Course so now I really have no one to train me. I'm a one man shop and I have to learn a lot of this stuff on my own.

Staff support does not permit time to perform the duties required for WM. Also, WM is not mission critical to the mindset of the unit unless something fails...there is no proactiveness, maintenance or prevention.

Actually, my office mate and I are constantly performing even the most simple duties for the 2 primary WGMs (3A0). One is constantly tasked with long term additional duties (escort, FTAC etc), and the other one does not have the skill level required to handle WGM duties for an office complex of this size or any size for that matter. My office mate and I are actually designated as assistant WGMs, but we have to help the 3A0 daily with ridiculously simple things. Either the 3A0 school is not in depth enough, or we have just had the misfortune of getting a whole bunch of poor quality 3A's in the last 2 years.

For one person assigned in this job in this squadron is a huge responsibility. I have 10 facilities of computer that I maintain. I like the job but there is just way to much tasking from outside the squadron to do it all by myself. Taking leave is very hard to do for there is no one else able to take on that taskings from other places let alone the squadron customers.

my duties are only IM duties!!!

My office has 3 WGMs to take care of 300 plus people, about 50 computers. We also care of the EPRs and decorations, PCIII, FAST and IMPAC purchases.

My responsibilities for a group-level EPR, OPR and Decoration program consume the majority of my day; in addition, I am also responsible for a group-level domain LAN shop, for which I am too limited in time to manage properly.

Information Managers are still being used as Secretaries. We are looked upon to answer phones and take notes at meetings. Therefore, we are required to stay in the office and monitor phones while others

receive training.

I have answered no more because of the manpower issue than not having sufficient time. I am a one man shop for over 200 computers and there is never enough time to finish fixes problems, which causes many long days and weekends to be worked.

Yes, I have 12 other delegated duties as well as being the 3A0 and the WGM which are totally different areas. If I work real hard in the WGM area my 3A0 duties are hurt. I am a SrA filling a 2 person SSgt position. At other bases there is a LAN person and a 3A0...here I do both and this is my first base where I was a WGM with only a Continuity book to help me service the flight and management of the flight server. More in-depth training is needed for us.

I'm an air traffic controller not a properly trained computer technician. I am called upon throughout the day to address nit-noid computer related problems by members of the flight. Because of my lack of experience and proper training I spend half the time devoted to Workgroup Manager responsibilities on the phone with the Help Desk. They are prompt in providing the help I need but they aren't always able to provide the answer. In addition they can't just drop everything and come over and help. Workgroup Manager responsibilities takes away from the job I should be doing, Air Traffic Control.

I work in a group commander's office as the Executive NCO. My duties are primarily clerical and personnelist duties, not to mention 15 additional duties. To ensure our PCs are working at an optimum level and we, as an office, are using the technology that is provided but not yet tapped into I need more time to explore the different programs. Quick fixes are common day-to-day duties, however, there is very little time to delve into the PCs and bring to light better uses of the resources provided, due to the level of "other" work, that needs to be accomplished.

Lack of WM training related to WM duties. Lack of technical support.

To many responsibilities for 4 assigned personnel draw away from the ability to conduct WM duties (Getting plenty of training but not able to balance duties assigned.), EPRs and Decs, PHA and Dentals, Commander Programs, FARM, Random Taskings, UCC duties, daily RAM monitors, assisting personnel troops and other CSS representatives, providing customer service for virtually everything. Items that basically anyone in my squadron can do without tech school. I believe WM is whole new realm that shouldn't be involved with the duties. I may have continuity on these programs but other than that anyone can do these things. Currently we have extra 3C0X1 in the squadron that take on most WM responsibilities. Also placed in the common ways of the squadron, constantly being asked "is he in today?" doesn't help either.

I am expected to complete administrative duties only. I could be working in a work group management capacity 75% of my time, item #56 is not working properly.

To have a Supervisor that knows what a work group manager does and what the functions are.

Not able to complete TCNOs and other suspenses on time.

I am the only one in my office as a WGM and I am loaded down with extra duties. I have not been fully trained to do my job so there is a lot of researching to do before I am able to get a job completed. Having to use Remedy constantly slow the process down. I have to put in a ticket and then wait until the LAN gets to it.

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workgroup management duties are not my primary duties. I am a Military Equal opportunity counselor and spend almost all of my time in that job. WGM duties need someone who can spend all their time taking care of it. this should not be an additional duty for people outside of the career field.

In my mind the implication is that I'm not able to get the job done. If you should ask "Is there any adverse effects related to not being able to complete my work as a workgroup manager?" then I would have to say... No because none of my superiors seem to know or care about the daily requirements of the workgroup manager. They only know and expect results when we are in a crisis situation.

I am doing mostly personnel duties plus trying to get more involved in the computer part of the career field.

Disorganization of resources. No preventive maintenance performed, only work stoppage maintenance. Adequate backups, information security and use suffers.

Documentation and information management duties

I am answering the questions as if I was still a WM. I am however, processing EPRs/Decs, leave paperwork, and PCIII actions. All the duties that Personnelist do. I would much rather prefer to be utilizing my knowledge and four years of experience with computers in the computer arena.

Currently the wing uses their Information Managers to work in orderly rooms performing personal functions. When ask to get hands on training and time to perform WM duties we are not given the time to so. Our Commanders and supervisors are so use to the traditional IMer roles that they will not let us go to perform WM duties

Inadequate manning to support number of users, PCs and facilities. Military 3AO's are NOT available for 3AO duties, they are being held in traditional 702x0 related functions.

Paperwork for WGM duties must be done after or before duty hours, if not...I don't get time to sit down and perform them. Question 56 should be 120%. There are not enough knowledgeable WGMs for good customer performance.

3A0s are not allowed to touch computer equipment here. The civilian in charge says "there is no way a 3Ao is touching my equipment...I don't care if I get written-up by the IG...It's not happening!" He has been written-up by the IG, but we still aren't allowed to perform WGM duties. Therefore, what you learn in class (and CBTs) are quickly forgotten.

There are a few, but they usually end up being fixed by throwing time at the problem (a.k.a. longer days).

We are a squadron of 400 people with 3 workgroup managers. Besides workgroup management we are FARMs, ADPE Equipment Custodians, Unit Computer Security Managers, telephone control officers and PWCS Managers, and IMPAC card holders for the squadron. In order to run these programs at peak performance we would need to work 12 hour days, 7 days a week.

Other AFSCs are performing additional duties as WM.

I keep getting additional duties that I end up performing instead of the Primary. This takes away time that is desperately needed on a day to day basis. Workgroup manager is a full time position that hardly

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includes 3A0 duties. I spend 85 % of my time with network, computer and software issues. Plus I am responsible for imaging, upgrading and swapping out of unit machines. We just received 200 PCs, 136 laptops and are expecting 225 more PCs by the end of the year.

Just depends on what exactly it is. Right now our organization went through a REORG. Well none of my flights have ever had a file plan, so right now I not only have to do all the workgroup management stuff I am having to start from scratch with the file plans. It's a little overwhelming at this moment. But this is not a normal situation so it just one of those things

This is a additional duty for me and not my primary AFSC or civilian job task duties.

Being physically located in a customer service area carries a lot distractions.

I don't have a lot of workgroup management duties.

Performing CC Secretary and personnel duties

Well I'm the only IM or Personnelist in the Squadron. We don't have a lot of people however. 90% of this time I'm doing Personnel duties not IM. Right now I'm a Personnelist who test as an IM.

Yes, there are still many 3A0 jobs that are strictly staff support. I'm in a command section that is very busy and I don't have enough time to learn and apply WGM duties. I like staff support but I know I have to learn WGM and that by itself is frustrating.

My primary job is as Supt, Education Services. Workgroup manager is an additional duty. I have other additional duties as well. At this time I am the only WGM (no alternates)

When I served as a Workgroup Manager, people expected (and rightfully so) that you would be available to solve their computer problem in a timely manner. When your tied up with EPR/OPRs, Decs, Security Manager duties, Urinalysis monitoring, or whatever the duty, your not available for your primary duty. Many people have additional duties and that's just part of getting the mission done. However, in my experience, IMers generally bear the brunt of them in the unit. Many times supervisors or Commanders expect IMers to be proficient in both "skill sets" of the job and WGM duties become secondary to staff support functions (CSS).

I haven't had the training.

improper utilization of my career field

Due to Security Forces manning, duties are appear to be double and triple stacked

Too heavy of a workload at times for there to just be 1 3A in the office; known for being the busiest IG office and I support both Complaints and Inspections side's of the house here.

I have not completed the WGM training. Our base does it in three phases. Due to other details and duties, I have not been able to complete the third phase (networking). Because of not completing the course yet, I have not been assigned administrative rights to the network. So most of the duties I would perform I have trouble doing and end up spending too much time trying to get them done.

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TCNOs missed or rushed, Computers fail beyond repair due to improper OS maint.

The units suffer as a whole.

Too much to do--IMers were treated as "Personnelists" (some still are)--Personnel issues seem to take priority over the IM issues. Hard for IMers to get the training they need (especially the young ones, when the functional managers place them in a Commander's Support Staff (i.e., Orderly Room) and they learn 75% Personnel and 25% IM/WM duties. They are SO BUSY and SO OVERWORKED they can't get the proper training. Me, I'm just busy working and managing and take things home every night. I'm responsible for many progra ms, am the only qualified WM in my building, and still have to manage the training for 8 IMers. It will level off after most of the reorganization is complete and everything is up to the level it should be. Then the next HUGE task is to get the IMers ALL the training they need.

Performing IM duties and personnel related duties; EPRs, Decs, PHA, Dental, Leaves, Urinalysis, etc....

under manned; too many network issues ; machines not functioning properly...

Too much work. Not enough time. I have actually gotten a letter of counseling informing me I will work no more than 12 hour days. Now I must decide what will not get done. The other 3A0 just does not have the skill set or the willingness to do the job. And she is stuck doing Orderly Room work.

First of all, I don't know what's expected of me as a WGM. Secondly, the WGM training I received didn't really teach me anything other than the different parts of a computer and how to install Formflow. Finally, CS sends me WGM tasking ASSUMING I know what they're talking about. I end up wasting my time and other people's time trying to figure out what to do. If it wasn't for the friendly folks at the HELP DESKI'd be in serious trouble. WGM duties are extremely frustrating because of the lack of proper training.

performing MORE ADMINSITRATIVE DUTIES THEN wgm. work at the wing level for the wing commander

Where is to much interference of duties from higher ranging users. These users take up to much of my time on trivial tasking, Not Mission taskings. I have lack of position Power to control my environment.

Task to fill Security Forces Augmentee program (manning the Gate and ECP, checking ID Card etc..), tracking EPR/DEC suspense program, fill-in as Commander/Flight Commander's Secretary duties (1-2 days a week), and Additional Duties.

I've been in Personnel positions for two years now, and not had an opportunity to have hands on. *I would rather work on a Help Desk to gain more experience.*

All other primary and additional duties take up too much time.

Late patch and viruses updates done, dictated by the NCC. C&A Packages late.
Lack of NCC support for trouble shooting.

I'm not a 3A by trade, so sometimes it is hard to get some task completed.

There isn't much time allotted because I am not fully qualified. My supervisor has been trying to get me

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trained and signed off, but every time someone says they are going to help her they back out.

Inadequate training. I am in a one deep GSU. Often times, the individuals responsible for training overlook me. I have been left out of many opportunities for training on base and have had to be self-taught. In addition, the lowest priority is given to the Workgroup Manager (3A)when it comes to funding for training. All monies are given to other career-fields and I have had to wait to see if money is leftover. I am responsible for over 50 users as well as maintenance of the LAN. I am responsible for more than the average Workgroup Manager on base, yet I cant' get adequate training.

conflict of lank, position and weight of responsibilities

I am not a 3A0XX or 3C0XX. I am in this position out of necessity. This was a one person position until recently. This duty section has since acquired two individuals (non-3A0XX/3C0XX) whom I must train. The majority of the time is spent training myself, training others, and completing the multitude of tasks a dedicated 3A0XX/3C0XX would do.

Extra Hours

As a 3A0 working in an Orderly Room, I find it hard to perform my duties as a Workgroup Manager. Unfortunately Orderly Room tasks take too much of my time during a regular workday. I find myself performing 3S0 taskings on a regular basis. Both my supervisor and myself work in the Orderly Room and I feel our superiors do not understand the roles we play as 3A0s.

Too many additional duties outside the 3A0X1 area of responsibility.

Multiple Additional Duties and LeaveWeb Cmd Program Manager

No real solid knowledge of WM. Not sure of if I fall under 3C or 3A...and a big lack of Technical Experience. Some moments I'm standard 3A/Staff support, and other moments I'm "3C". No consistent exposure to really honing in on WM…although I do have the duty title…and no real experience....meaning could be a bad job evaluation for me. However just from a PCS from remote locale to this one, to answer questions as if I was still in that location would not be applicable.

In my situation if I had not taken the initiative to do many things on my own time to learn more about computers and applications when deploying I would have been lost on many tasks. Also it hurts the individual when you cannot have hands-on when it comes time to testing, would e better if what you do is a direct reflection of the CDCs.

Not enough manpower

AFIWC 6-FIXX gets tasked more often.

Not being in a position where a 3A0 is actually required on a daily basis. A workgroup manager can be detailed out to render assistance when something goes wrong, but not required "full-time"!

Security Risk, Inadequate training, poor customer service, disorganized continuity folders and historical documentation (trouble shooting), etc.

The only work completed on time is the mission essential work.

I'm not a 3A0 and I barely have enough time to do my own job as a Functional Area Manager for a MAJCOM. However, small office size dictates that someone has to be the WGM and I'm that person.

Too much work, not enough time.

Not enough trained personnel. No clear division of labor between 3A's and 3C's for small units. Loosing valuable mission time to unnecessary "required" training for 3C's to be 3A's (WGM)

Manning issues are a big reason. Also 3A utilization within the squadron. I can only suggest how 3As should be utilized, but the commander will utilize the 3As the way they want to. One 3A was placed in Readiness and that is their only job. That made my position one deep. Along with getting pipeline 3As from tech school not being trained to perform WM functions.

Doing Personnel duties, EPRs, Decs, etc.

- Lack of personnel to accomplish the numerous other tasks doled out by Comm Sq not listed within the STS that are required by reg for the WGM to accomplish: Certification and Accreditation packages; System Security Authorization Agreements for each program running on the computers within your control; Time Compliance Network Orders patches and/or updates that must be complied with to maintain security of the network and requires that each machine be visited to install these patches (with over 100 machines located in four different buildings covering a five square mile radius); Unit Computer Manager duties (which, by the reg, is a full time duty in and of itself!); Functional System Administrator duties (because everyone assumes that you, as the WGM, can fix every problem for every system and program out there; Create and maintain continuity books for initial installation and patch/upgrade installation for every program running on the machines your responsible for; Training newly assigned 3A0's that is more than inadequate and extremely outdated requires twice as much time.

What little training we receive is quickly lost when not allowed to perform those duties.

No implications.

Yes. There would be a slowdown in the ability of the members of my squadron to get their work done.

My main goal is to take care of this flight, and there needs, as an administrator not as a WGM.

My boss allow me whatever time I need for this duty, however my primary job is fixing jets. I do not have a block of time for workgroup manager duties.

WGM responsibilities are not part of my primary job--they are strictly a collateral duty. However, not being able to complete these duties would impact the daily operation of the division.

I work more as a personnelist sometimes than I do an Information Manager.

Periodic maintenance on equipment doesn't get done until there's a problem. Lack of spot checks performed on workstations.

The taskings and responsibilities assigned to the IMers at the group level.

The demand of workgroup management is extremely high. I am the only 3A in my office and I handle 5 offices total for WM duties. I have to put in 125% to do my WM duties and my Admin duties. A lot of times my Admin duties lack because of lack of time to complete them. I sometimes feel like I am failing at my job because I am unable to complete everything that is needed of me although I know the reason is because I just have to much to do. There is a need for a 2nd 3A in our office but there isn't a slot.

Due to being tasked with additional duties and old 702 responsibilities. On top of all this being thrown into a job that you are not given proper training or have to seek help from outside in order to learn. Working for non 3A's is horrible and causes a lot of frustration and undue stress. You give and give of yourself and you're still left with a feeling that no one cares. Something really needs to be done about the 3A career field and people wonder why our retention level is what it is....

My job is in a classroom, not an office. Therefore, I am not able to take care of the computers until after hours or weekends.

3A0's are still expected to do almost everything...I am currently the Workgroup Manger, Security Manager, Building Manager, Disaster Preparedness NCO & Hurricane Coordinator, Records Manager, Equipment Account (CA/CRL) Holder, ADPE Account Manager, DMS Rep., Performance Report and Decorations Monitor, Unit Computer Systems Security Officer, Terminal Area Security Officer, OPSEC & COMSEC Manager, etc.... The list goes on and on....When does a 3A0 have time for Workgroup Management duties and still complete all the other "Admin" type duties???

Our true 3A0's are being used as orderly folks and it has become our responsibility to maintain the 3A0's positions while still being required to fly and maintain our currency items on an annual basis. It is difficult to have continuity in the office because of flying schedules and TDYs taking people out of the office, this would not be a factor if the 3A0's were in this office.

Too many tasks, taskers, plus primary duties (deployed systems).

People just have to wait until I get to them.

I'm a one man shop. I take care of over seeing the group as a WGM and taking care of a portion of SQ level WGM items along with other tasks pertaining to computers as a 3C.

Being constantly stuck with secretarial duties, filling in for others during leave and taking up the slack when others don't complete their job.

My job requires me to utilize the administrative aspects of my 3A career field. Admin work is my daily duty and very rarely do I work as a workgroup manager. I enjoy being an admin troop.

Have a full-time job as a functional in a different specialty code.

FSA and workgroup management duties are an additional duty that I have never had in the past and I feel that I don't have the required training for proficiently completing the duties in a timely matter.

A lot of time is spent re-typing performance reports, decorations or general correspondence for key personnel.

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As the Unit PRP Monitor and Unit Security Manager as my primary duties, I cannot dedicate the required time necessary to workgroup management, which is an additional duty for me.

No, it's simply a matter of managing my time and resources, including my subordinate.

Most of my time is taking care of traditional 7025B (Staff Support) or now 3A051 tasks. I feel our career field still has the stigma of a secretary. I have never equated my job to that of a secretary, but as staff support. However, other career fields and personnel still see our career field as a secretary in nature and not as communications. These unwritten tasks will continually be with us until both civilian and AF personnel realize that our responsibilities and tasks have changed. EPRs, Decorations, orderly room functions, and protocol responsibilities were always the responsibility of the user or supervisor. We are still responsible for correspondence management, records management, publication management, and work group management functions. One of the problems I see is before we were specialist in our career field and now I believe we have become generalist, thus the saying "Jack of all, master of none". Our tasks and responsibilities are continually stretched both in admin and COMM area. The one consistency is the lack of appropriate training. The WGM course is a familiarization course, and covers the very basics. I had the opportunity to attend an A+ course provided by a contracted company at our base. This was the first course that I have taken through the AF channels that was informative and applicable to WGM duties. The use of CBTs to provide training is ineffective. Most information managers do not have the time to spend the many hours it takes to get through a single CBT. I feel that more off-base certification training is in needed. The promise the communications community stated when we fell under COMM structure was that we would be better represented, and care for. My experience has been that this has not happened. The 3C0X1's which was the career field we were to integrate with are reluctant to provide training because of job security and the fact that most of them did not receive appropriate training. Their needs to be AF-Wide training program initiated to provide (3A0X1) with a standardized training across the board no matter what command, base, or unit you come from. Currently there is a AF system in place. The system is the Field Training Detachments already at most AF installations AF-wide. The 3A0X1 schoolhouse could come up with the same standardized training materials and hire instructors (3A0X1) to go through the AF instructor school just like what we do for are maintenance community. This would be a major undertaking, however, the other choice is contracting out AF-wide training. Either way we need a standardized training plan that will provide the certifications required to accomplish our mission.

Simply that I am an office manager, my IM is deployed, AND I was the one who trained her for her duties since that capability only partially existed here at the time. The current IM Functional is changing that environment, and I believe it is improving constantly.

None really as long as the job gets done.

Back ups won't be done; patches and updated definitions won't be uploaded & distributed; security logs won't be checked; charts, network maps, slides won't be updated or created to be used for better management and documentation; less experience; mission failure in some cases...and many more

I am a part time work group manager my primary duties are more important than the additional duty of workgroup manager. This conflict makes it impossible to keep everything where it needs to be in the work group world. You said training I would love to get some. I am all things computer in my section and to really perform all those duties you need a full time person for it and someone who understands the lingo. They send out work orders in Greek and expect us to get it done.

More detail training.

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In my section there are 60 computer and 120 users. With the constant changes being made to systems these days, and also trying to do preventative maintenance on systems WGM duties need to be the primary job in this situation.

WORKING IN THE COMMANDER SUPPORT STAFF AND PERFORMING PERSONNEL DUTIES

Doing desk jobs/paper works

Too many restrictions as to what a WGM can and cannot do. To many tasking to install patches...can't these be pushed through the system?

I received partial WM training. I do not have an opportunity to complete the training and as such I don't have the ability/knowledge to complete the duties.

I really don't have any. We have an FSA, and not really allowed to touch anything. Not kept in loop about computer issues--all handled by civilian FSA. Training received was not very useful--didn't apply to real world WGM issues. They should form their own top ten list of common problems with users in field and concentrate on training us to fix those for starters. That would get us 90% of way there.

Not enough personnel to complete the mission.

manning, dedicated position for network, information, etc., management.

I am the only IMer in this squadron so I'm looked at to complete other IMer responsibilities along with WM duties. I work with 2 civilians who are more knowledgeable of computers than I and are slowly understanding that I have other responsibilities outside of this office. Our manning is based on how many military personnel are assigned and does not include civilians which is 75% of the squadron personnel. This office would be much better with another 3A0X1. Also, I am highly against question #32. I can't judge how much I like or dislike my job by how someone else likes or dislikes theirs.

I am the only workgroup manager for the flight of almost 200 individuals. I also have other IM duties, such as system admin, ADPE custodian, records custodian, eprs, decs, etc. Since the wing re-org, our flight grew, so I'm taking over more computers now, and I need to get an inventory of hardware, software and make sure all the software is up to date. I also have to rename all the computers, do lockdown procedures and maybe even upgrade some of those computers.

The base reorganization has not allowed me to complete WGM duties as I am training 3S0's on orderly room functions.

NOT ENOUGH TIME IN A DAY TO COMPLETE THESE TASK.

I also held the position of EPR/DEC/Ergo Monitor for the squadron, and this is the Commander's most highly visible program, which gets all of the attention. Also, lack of PROPER training for subordinates, including myself was a huge reason.

NONE

no

Patches aren't being loaded in a timely manner. I'm constantly working with the same people on issues with there systems, this because they change or manipulate their settings. 40% of the systems in my sections are 466 systems or lower.

Currently, this base has the WM responsibilities contracted out. As of 1 Dec the 3A0s are to resume this responsibility.

I have enjoyed being and information manager but I Will attempt to cross train in to something that I enjoy more and that interest me more.

Individuals with in my unit get impatient and attempt to fix the problem themselves. When they make a simple problem larger and require more time and effort then had the individual just waited.

I need to be involved with the WGM job but I am not unless I have the time to go ask the other WGMs if I can help with anything. But with the task that I have to do, I am unable to do any WGM duties.

This is an additional duty for me. My primary responsibility is Telecommunications Worker

YES, COMMANDER/STAFF CANNOT GET WORK DONE DUE TO COMPUTER FAILURES

Not enough people to carry out all assigned tasks

I have been assigned many Personnelists duties that I have to perform instead of WM duties, which in the end I do not have enough time to complete my IM duties, specially being in a one deep slot. An just don't have enough time to have everything running up to speed even working over time and weekend, we just are not able to catch up with everything.

Low - manning

Responsible for many other areas in addition to being a WGM.

Not getting jobs done to personal satisfaction. They work but with no "frills or personalization."

My position is also as an Information Technologies Manager, and not just as simple as Workgroup Manager, in that I am charged with coordinating the entire 35th Maintenance Group's WMs and making decisions for the whole of the Group and supporting Group IT plans and goals. For all of this, I also have WM responsibilities for the group staff and ops squadron, and I am a single person in a single office, and all the 3A0's in the squadron are 3 levels, which I am also charged to train in WM duties, not to mention my AFSC is that of an avionics maintainer. I accept the additional duties and responsibilities because I enjoy this work more than aircraft maintenance, however, I still only have my 2 hands and 1 body to accomplish all of it, so it does get a bit overbearing at times.

The position I am in along with 2 3C0s doesn't allow me to perform WGM duties. The 3C0s control all the computers and hardware along with the computer technicians assigned to the unit. I basically perform only admin related duties.

Unit focus is on EPRs/OPRs, Decorations and requiring IMers to make all changes on EPRs/OPRs and general typing. CCQ requires IMers to do all PCIII actions (CROs, Duty Title Changes, Gains and Alpha roster request, etc. Functional provides no career guidance. FOIA, ERM, etc has been farmed out

as additional duties. Help Desk sends out plenty of taskers via email (provides little training or job coordination).

OUR SYSTEMS WILL NOT BE COMPLIANT

I am sure everyone who has worked in the WM field realizes that it is very difficult to perform with a one or two deep shop. I mentioned above that we have >5 WM in our shop but only two are dedicated the others are performing either their IM, additional, or unrelated duties. That means they are getting the training, but no hands-on-experience. And we all know you can have all the knowledge but if you can't perform it is useless and vice versa.

I don't currently have workgroup management duties to perform.

The job is contracted out. Only 3Cs have any WM interplay and that is at a level normally below what most 3As do on AF bases.

WGM is contracted to civilians, all I can do at my present level is call the helpdesk. I've work WM for 2 years from former base, wireless communication, LAN management and such. Here, all I do is sit on my hands, but have the "title" of workgroup manager for the office, yet no administrative rights or access to resources to perform workgroup management.

Sometimes extra duties other that WM get in the way of performing 100% WM duties. I take it as part of the "BIG PLAN" and press on. I usually find ways to complete all duties

The unit I am assigned to has 2 3A's, but both are not workgroup managers. The other 3A is in the orderly room doing personnel stuff. I think that if we could bring her over to the computer section, and get rid of he personnel duties, it would increase our work productivity as well as her training. It takes at least 3 workgroup managers to do the job that 2 workgroup managers are expected to do.

My duties consist of traditional IM duties as well as NCOIC, WM Program Office for 300+ WMs.

Individuals who ask for help, don't give me time during the duty hours to help.

Computers were not being processed to meet the demand of the senior leadership.

I am assigned to SAF and most if not all workgroup managers slots/duties are performed by contractors. I have been trained at previous bases and have spend personal dollars on additional training only to be put in position in which I can use it.

My ability to perform Workgroup Management duties is limited. Because of where I work, everything is contracted out. I do very little WGM duties, other than hold the title and call-in the work orders. I don't feel I should be WAPS testing on something I don't do!

I spend most of my time answering phones and shopping for the snack Bar.

I don't have any workgroup manager duties.

Numerous taskings and other responsibilities not related to workgroup management

Systems, ADPE, Info Assurance, Web Pages, Upgrades, and customer support are neglected until it is an urgent need resulting in overtime.

My job is records. You deal with workgroup manager items very seldom.

LAN management is being ran by a career field outside of the 3A AFSC. My answer to #56 is 75% since it keeps reverting back to 0% after I input my change on the form.

I'm assigned to the Base records manager slot and am filling in as alternate FSgt. We do not have a real diamond wearer right not due to reorganization. I have never had WGM training and have been in the AF for 19 years. I have always been placed in Staff support slots and Orderly Rooms where you do not have time to go to WGM training. The classes are very long and the CBTs are even longer to complete if you have never had any computer training or understanding of it.

Because individuals still believe that the IM career field is one that is ADMIN first and WGM last.

We are extremely short-handed and fill positions in the orderly room tending to personnel programs (i.e. PC-III, Decs, and EPR/OER).

I have no WGM responsibilities. We currently have 2 civilians and 1 military doing the WGM job.

I didn't answer #55 because I am not allowed to perform workgroup management duties here because they are contracted out to civilians. That means I am not allowed to touch the computers AT ALL. No loading software, no troubleshooting, NOTHING!!! All I am ALLOWED to do is to sit here and color.

I am currently working in an orderly room that is undermanned so I spend a lot of my time work with personnel issues instead of workgroup manager duties

I don't have access or permission to do most of WGM duties.

I was in a personnelist position before I became a WM and my supervisor was as well. I have only been in the job for 2 months and my supervisor has only been in it for maybe a week. I still think there is a big misunderstanding as to what our job really is on my supervisor's part.

Not currently working in WGM job.

1. I'm our Sq's and Gp's WGM for approximately 1200 users. 2. I manage our Gp's LAN Office as well as fill a SQ IM position, in which, I mainly do "personnel" duties. Also, the Unit Security Manager, Sq and Gp Tele Control Officer and to much more to mention.

One deep position, working in the Special Security Office

I am currently assigned to a one person deep Orderly Room where I only perform personnel duties. My squadron has a contractor which is a LAN administrator so I am lacking experience in the IM career field.

I am in a WM position but I don't do.

Yes, I pass it on to someone else.

Not so much on me as an individual, but since COMM (quote, unquote) sets the standard for the program, pressure exists

OVERLOAD OF OTHER WORK

Late compliance with TCNOs, outdated computer systems, computer management issues and accountability.

Usually other non WGM related duties

The amount of work being passed to 3A0s in my unit is the equivalent of a full time position. It will be almost overwhelming, once the program is in full motion, to try and cover both my normal tasks and my WM tasks.

Training for assigned 3C0X1s and workgroup management training/assistance to assigned 3A0X1s would not be accomplished. Other programs I'm responsible for would not get accomplished.

With the many other duties WGM jobs is considered an Extra duty so I have to spread my time some days I may be doing WGM duties all day where others none or some.

1. I'm not assigned as a workgroup manager.
2. Our network is maintained by contractors.

Just the workload. Working with intel systems, there's so much more to do every day and different taskings coming down making systems work for their unique applications.

A lot of workgroup managers on this base are tasked with personnel duties just because there are not enough personnel people. I was trained in workgroup management and a little bit of office work but My job was workgroup management. Now I am in a new squadron doing leftover work that people don't want to do "give it to the admin" I hate it and it is unfair that our job is not in stone like everyone else's. I know being a airman there are certain things that I am going to be tasked with but I don't like not doing my job

Since I work in the SFS with the manning of 450 + people the 3A0X1's in my section mainly focus on EPRs/OPRs and Decs from the time we come to work until the duty day is over. We do SATE training but for the most part our main job is EPRs/OPRs & Decorations. Thanking you in advance for your time and patience to listen to a young A1C

Task saturation due to low manning

I do not perform WGM duties... My primary job is EPRs, Decs and any other administrative tasks.

My commander and superintendent demands my to do EPR/OPR, Decs, Recall Roster updates and phone roster updates, Distro run, PCIII print outs, TDY orders, In-process and out-process people. Get there height and weight, files plan, Plus more paper work in addition to the workgroup managers duties. The other IMer in the squadron is deployed. I work long hours to get the job done. I do personnel work, admin work and workgroup manager duties on op off all of the task. I'm the base disaster readiness team

and also they just task me to do ERGO monitor. We just finished with a reorg and I'm the ADPE monitor for the squadron. As well as the TBMCS monitor for the squadron. I can't do everything. I've been holding the fort down but soon I'll be way over worked and stress out. I'm just a SrA and I stay later than everyone else. I'm playing to cross train to 3C0X1, I pray I get the opportunity.

Users can suffer and possibly get to the point were they have a work-stoppage

BASICALLY, I'M IN AN INFORMATION WARFARE FLIGHT DOING ORDERLY ROOM (MOST OF THE TIME), COMM AND INFO (IF TIME PERMITS) DUTIES.

Please remove 3A0X1 from the computer career field, thank you.

Not having access to the CBTs now that I'm retired and a contractor.

It really depends on what type of workgroup management duties need to be done on any given day that determines on how long you do workgroup management duties that day. Loading a printer only takes about 5 or 10 minutes. Setting up a new computer takes all day.

There are 3 of us in the squadron to support 350 computers and 400 users, plus all of the other responsibilities. We manage but really need another full time computer support person

I work in finance and have a lot of finance junk to do. We have over 50 computers that I administer. I would much rather be just a workgroup manager.

JACK OF ALL TRADES -MASTER OF NONE

I'm not in a workgroup management job. I work in a orderly room. where I do personnel work such as oprs, eprs & decorations.

Other IM responsibilities outside of the WM spectrum.

Personal time is needed to complete some tasks here. We are not slated as normal workgroup managers. Our location makes it necessary to have the skills needed to rebuild computers that are having hardware problems. Manage Servers for applications that are designed for this squadron's mission. Maintain accounts for up to 250 people and manage up to 150 computers and rising.

I am in the Orderly Room and our squadron has their own 2C0X1s and 3C0X2s.

One WM to support 100 unit members equates to too many daily responsibilities for one individual to effectively manage, therefore some items remain unattended to. (i.e., accurate/appropriate documentation, additional training, etc...)

There are many unrelated duties i.e., EPRs/Decs and awards that take up a lot of my duty time. The emphasis with Information Manager's is to provide staff support to the organization they are assigned. Most of the time is spent reviewing and monitoring suspense's instead of working as a workgroup manager. Our career field has changed for the better with the technology improvements however, most 3As will continue to do the majority of their duties in a staff support function. Based on our CFETP we are required to be proficient in troubleshooting our computer resources under our control. There needs to be a mind shift fromour senior leaders on how we best accomplish and provide these training

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opportunities to all 3A's in the Air Force. If we were in any other career field the proper training is provided to ensure the individual can perform the duties expected i.e., jet mechanic, air traffic controller etc.

The majority of our time is spent daily on processing EPR/OPRs (8hrs), Awards and Decorations (4hrs), tracking PFWs, submitting computer account paperwork (various classifications) to the helpdesk for processing, assist the DO/ADO/DO1 on various tasks from the Group/Wing to ensure suspenses are in on time, and other miscellaneous tasks. There are not enough hours in the day or days in the week to stay on top of everything. We do the best that we can under the circumstances and some programs suffer(i.e. records management, etc..) because of a lack of time and manpower. Additionally, for the 97 IS, there is nothing in writing that defines what a Workgroup Manager is responsible for or what we should be doing. Additionally, SC (Comm Folks) will not allow us to carry out the functions of a Workgroup Manager. They pick and choose what they want to do and we get whatever is left, if any. As for training, we are not receiving WM training either. I have asked the Unit to pay for our (Ops Admin) training off base at a local college because this affects their career, promotion opportunities and assignments. This is how we are working around the training issue.

Inadequate / substandard training environment for subordinate 3A0X1's and decreased performance on future assignments and taskings, not to mention AEF deployments and most importantly career progression and promotion testing!

Personal: Staying late, or working weekends to ensure things are up to speed.
Work: Trying always to prioritize to get the work done; sometimes you're right.

System upgrades are completed behind schedule, troubleshooting and assisting users takes up all available time so IM functions suffer, equipment turn in takes excessive time to complete, time to train new personnel is non existent.

I am still doing all of the traditional IM duties and I don't have time to also do workgroup management duties, I would like to do one or the other

Having to do multiple additional duties and or another AFSCs duties.

I have too much "paper work" to do; EPRs, Decoration, Delegation letters. Plus distro runs, handing out mail, files plans, etc. I have so much ADPE account stuff to do and it can't get done because I have a HOT EPR on my desk. I'm getting 33 new computers in and I don't know how I will manage to Ghost them all in a reasonable time frame.

Workgroup Manager is a secondary job. I have other tasks that are placed higher then my workgroup manager responsibilities.

I'm not able to complete WM duties due to multiple tasks from multiple people and these duties/taskings have no affiliation with my AFSC, let alone WM duties.

Computers are not compliant to be on the network. Inventories are not completed on time.

I have more workgroup management duties than can be completed in an ordinary workday because my unit does not comprehend what the role of the workgroup manager is and therefore gives us tasks that are not part of our responsibilities as workgroup managers

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More experienced then most in my unit. Sometimes assist other personnel about questions that they have in WM functions. Although not part of my duties, assisting others so that there user have no downtime.

I'm a sys admin, not WM. I don't have enough time in a workday. Sometimes new equipment sets for days before I can set it up. If a user has a major computer problem my other duties suffer and I get terribly behind in my job. I often feel frustration because I can't do the quality of work I'd like to do. I've learned this is the nature of a 3A's duties and can't imagine it'll ever change. We have to work with it as best we can and do a good job with what we have. I'm learning to speak up and ask for help or tell co-workers that their's may not be my priority that day.

I'm failing to maintain proficiency in WM skills and failing to learn more about WM.

Lack of Training. The training I've received has been book or computer based w/o practical experience.

I was the only Systems administrator in the wing headquarters there at the time, so I needed to devote my entire day to that. Unfortunately, I was still expected to do other IM support functions on a daily basis.

The paperwork grind... Performance Reports, SSS, and Decorations

Other Information Management duties that need to be completed during the day. I perform workgroup management duties only when I can find the time.

The management assigns WM duties to people who are not trained or knowledgeable and then do not follow up to ensure that the workload is covered. Currently I am taking care of 40 PCs as an "extra duty" receiving NO credit for all the work and training I have done. I have no real authority to property do the job. The primary has 84 PCs/laptops and it is his full-time job. Since the Air Force does not provide man-hour guidelines for the WMs, our cries for help have been ignored. We are a civilian squadron so you may not be able to use this info, but we WMs feel like you should invest in WM full-time positions to manage the VERY expensive PCs that each sqdn has.

I'm not put in many positions to do any workgroup management responsibilities, therefore, I never really need time allotted for it.

I am filling the NCOIC Commanders Support Staff position, so I spend more of my time doing personnel type functions than workgroup management. My personal feeling is that the position I am in should be a 3S position since there is so much personnel work involved.

Bring back the shred outs so that those of us in the IM career field can be utilized in the support roles vs. WGM without penalty during testing, promotion boards and annual award programs.

Some fine tuning and polishing doesn't get done.

I am currently the Flt Sup for our squadron. The manpower document has not been changed since this squadron was created. When the manpower standard was created, our squadron did not have WM duties. Today our workload has doubled and the manpower standard has stayed the same. We continue to be a mini orderly room/info management with WM duties thrown on top. I currently have 2 3-levels and one 7-level working for me. I don't have time to train my airman and run a full info management/WM office. I am also the Resource Advisor and Billing official for the squadron which

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takes up 40% of my time. Since many of our personnel go TDY and we do not, many of the additional duties are put on us. BOTTOM LINE--OUR MANPOWER DOCUMENT NEEDS TO BE ADJUSTED TO REFLECT THE CORRECT NUMBER OF 3A0s NEEDED TO ACCOMPLISH THE MISSION! Training is another BIG issue. After being thrown into a position 16 months ago and being expected to know computers, I am convinced that each base needs to set up a core WM office/help desk. NOT A TICKET DESK. This office should consist of at least 4-6 fully qualified WMs to do nothing but provide assistance to the base WMs. A help desk is fine for minor troubleshooting but I've never had the helpdesk walk me through a problem. The only thing they are good for is unlocking accounts, adding computers to the network, etc (minor). What our WMs need is someone to come to them and show them what to do. The trainer will make sure that the WM needing assistance takes appropriate documentation so they can use their notes for future reference. Also, WMs need to meet at least monthly to discuss what problems they faced that month and what they did to resolve them. I can speak from experience, the WM class is a good introductory class, BUT IT WILL NOT PREPARE OUR WMs for what they will face out on the job ONLY hands on will do that! That is why if we want our WMs to learn their job, they are going to need NCOs to show them and encourage them. Our base offered one ACC funded A+ class. Only 12 WMs on the entire base could attend the training. The philosophy was; "the WMs who attend can come back and train those who didn't get the training". Excuse me, but that is SO WRONG! The Air Force has placed these requirements on us, they should train us. I have struggled with the frustrations of learning all there is to know about computers--it is never ending. If I didn't have someone encouraging me, I may have given up. I was very lucky, I had a civilian teach me and help me troubleshoot computers problems. I also, took some computers classes on my own time using my tuition assistance. My sq commander agreed to the remaining cost that TA didn't pay for. I am A+ certified, working on my Network+. I paid for my tests, both A+ tests, 150 ea without a voucher. The Network + test is $190 without a voucher. I can tell you this, not many 3A0s are willing to pay for training that the AF is telling them they need to know to their job! I'm tired of waiting on the Air Force to give me the training I need. I have a job to do and I want to do it well. But I will tell you this. I'm tired of hearing, do your CBTs--start providing some solid training, than push the CBTs, you'll get a better response.

As the NCOIC of the CSS, my superiors think I am also a personnelist...even my CC stated one day that I needed to get the other personnelists involved. We spend most of the time still completing EPRs/OPRs/Decs and personnel actions instead of doing "real" 3A work/training. I feel this has a severe impact on training...especially for the young "troops" and is one of the factors of them not wanting to stay in the 3A field.

I am work in an Orderly Room with my primary duties being Personnel. I am the NCOIC, and the squadron IM Trainer. I don't have the time to spend with my troops to train them properly on WGM duties.

I deliver mail.

I don't have the training I need to complete the task, one workgroup manager task could take a whole day to figure out, once I know what I'm doing I have 30 other computers to tackle all of this time takes away from my other duties. I just need more training on TCNOs and things I need to complete for my particular work center.

Just the daily grind of pushing papers and coordinating with various agencies take up a majority of my time. There needs to be a separate office established with a dedicated workgroup manager position. WGMs should be freed up to concentrate on making operations smoother and more efficient.

Additional duties like TCO, WAPS Monitor, ADPE Custodian, Leave Monitor, Ergonometry Monitor, and Urinalysis Monitor.

We strictly do Information Management and personnel duties, as well as other duties outside of our career field.

I am appointed as workgroup manager on paper but I do not perform actual hands-on. Our communications squadron went A-76 and most of the 3A's on this base do not have any computer experience whatsoever. Training is lacking. We have a new functional 3A manager now so hopefully some new training methods will come along. I am highly disappointed. But I realize the CBTs are readily available, but with no hands-on, this method is unproductive.

Yes, not being able to accomplish more workgroup management duties leaves me behind the power curb when it comes to job knowledge and experience. Civilians run my squadron's computer shop and they do most of the workgroup management duties in my squadron, this leaves IMers doing nothing but paperwork and additional duties.

Just communications squadron complaining. They get a large bonus vs. our small bonus and we do what they do--not fair.

Workgroup manager duties are contracted out.

Being the only IM in my unit, I am still responsible for the EPR/OPR/DECs, TDY Orders, written correspondence....along with WGM. Yet, I prefer the traditional/old IM responsibilities more. I was very upset with the IM/Comm merge. I probably did not even qualify ASVAB wise for Comm duties.

WE DON'T HAVE ENOUGH TIME TO COMPLETE CBT'S BECAUSE CUSTOMERS ARE CONSTANTLY IN AND OUT OF THE OFFICE.

Additional Duties pull me away from finishing WM jobs. I got more than 10 different additional duties which requires more than 50 percent of my work day. Others before yourself.

Working in bomb wing staff support, I'm a jack-of-all-trades. I don't get an opportunity to apply most of my WGM training. With constant shifting of priorities to support CC, CV, CCE and CCM, it's difficult to concentrate on one thing (i.e., WGM duties) for very long. Only when something goes horribly wrong with someone's computer does the priority shift in my favor :-)

INSUFFICIENT TRAINING FOR WORKGROUP MNGT, TASO, SA, AND EVERYDAY COMPUTER MALFUNCTIONS, DISCREPANCIES, ETC.. LACK OF TRAINING AND EXPERIENCE, HAVING TO ASK AROUND AND HUNTING FOR THE FIX MAKES IT EVEN LONGER. I'M TRYING TO GET SCHEDULED FOR SOME TRAINING BUT NO LUCK YET. I WAS TOLD AROUND JANUARY OF 03 WOULD BE A GOOD TIME. THERE IS NO 3A0 IN OUR UNIT, WE ARE ALL ACFT MECHS, TECHS, AND WEAPONS SPECS, AS A MAINTENANCE OPERATIONS CENTER CONTROLLER . I HAVE NO PROBLEM GIVEN THIS NEW POSITION, I'M EAGER TO WORK AND LEARN, IT'S AN INTERESTING JOB AND I WANT TO DO BETTER.

I am a civilian in a small office (less than 30 workers). The position of Workgroup Manager is an additional duty assignment. My primary duty is not related to IM tasks at all. I am somewhat limited on what I can accomplish with workgroup manager duties, but have been "warned" that workgroup managers can be held financially liable for not performing all of their duties and some kind of incident occurs.

If you don't understand the WM duties or CBTs then how can you possibly do the CBTs without help. Teaching yourself a career field is not the proper way to be trained. 3A0s should have been the only ones whom went to outside agencies to learn this work group management area. Not non-3A0s. Now the Air Force will not pay for our training nor will the non-3A0s do the job as it is not in there 623s as they say. But they are getting out and making money off of what they have learned.

I am the only WM for 75 computers + 6 network printers.

More training so that I can get the work done faster. Full time WGM duties is a large job. A person doing full time LAN ADMIN duties should not have to do regular 3A work as well.

My duties as a Workgroup Manager are more like an additional duty. All of my other tasks/responsibilities come first and then when I have time or have to make time to get certain things done.

I still have other duties that are now my responsibility that at one time Personnelists were doing. Also, I still do a lot of old 702 work. I have had very little training and an only part of IM/SC when SC needs to task me to do something they don't or won't do. It is very frustrating when your functional manager is not a 3A but a 3C and we are treated like red-headed step children, only being told what to do and not have any input. Who is looking out for me and the other 3A's in this squadron? The 3C career field had reenlistment bonuses but we don't if you want me to do the same type of work as the 3C's and Personnelists do you need to pay me to. How is it fair to compensate one group of people if they are not the only one's doing that particular job or duties.

Majority of the individuals I work with have been in the military at 16 years and they don't really understand the responsibility of the workgroup manager. Also, the base has not fully implemented a training program all the Workgroup Managers on station.

My airman ends up handling more of the WGM tasks

I work in the orderly room and it is really no time to work on any type of Workgroup Management things.

I don't have any workgroup management duties.

--have to wait a week for a log-on account --have no time at all to do a computer inventory --work stoppage, until I can get around to trouble shoot The list goes on... It's amazing I have time to fill out this survey!

I perform very little WGM duties, because the IMers are not being utilized in that aspect. We just have the WGM title.

Additional Duties, i.e. Impac, Facility Manager,...

Doing decorations and not enough manpower.

I am too busy fixing EPRs, Decorations, leave web, weight management, and Intro for any and everyone that comes into the squadron with a problem. I have talked to my superintendent about changing some of my taskings so that I may commit to my WM duties, and was denied!

I have never been trained on any tasks for WGM and I have been in the military going on 3 years. I am simply used as a mail boy for the base and we receive no recognition for the work we do because we don't know anything about computers.

I do not have access to an unclass computer very often and when I do have time, I am interrupted and have to log off of the system because it is share for many people in this area.

I'VE JUST RECENTLY REENLISTED INTO THE 3A CAREER FIELD AFTER SERIOUSLY CONCIDERING CROSSING INTO SOMETHING ELSE BECAUSE I FEEL AS IF I HAVEN'T BEEN AWARDED THE MANY OPPORTUNITIES AS THE OTHER 3A'S ON OUR BASE (POPE). IN MY OPINION, ONLY "CERTAIN" INDIVIDUALS GET THE OPPORTUNITY TO EXPERIENCE THE OTHER ASPECTS OF BEING A 3A INSTEAD OF BEING IN AN ORDERLY ROOM ENVIRONMENT, AS I HAVE BEEN SINCE I VERY FIRST GOT TO THIS BASE. IT WILL BE 4 YEARS IN 03, AND I'M STILLYET TO DO SOMETHING ELSE WITHIN THE CAREER FIELD. I'VE ASKED FOR A DIFFERENT JOB AND IT WAS SOMEWHAT GRANTED, ENDING WITH ME BEING TRANSFERED TO A DIFFERENT UNIT DOING THE VERY SAME THING WHILE OTHERS WHO GOT HERE AROUND THE SAME TIME, IF NOT AFTER ME, HAVE BEEN GIVEN THE OPPORTUNITY TO DO OTHER THINGS. TO BE HONEST, I FEEL AS IF I SHOULD BE A 3S AS WELL AS A 3A BECAUSE OF ME DOING BASICALLY A 3S'S JOB WITH THE EXCEPTION OF THE OCCASSIONAL FILE PLAN. WE'VE GONE THROUGH 2 FUNCTIONAL MANAGERS NOW, AND I'VE SUBMITTED REQUESTS TO BOTH AND STILL NOTHING HAS CHANGED. DON'T GET ME WRONG, WITH THE NEW 3A'S THAT COME TO THE BASE, THEY OFFER TRAINING FOR 2 WEEKS DOING DIFFERENT THINGS WITHIN THE CAREER FIELD WHICH IS GREAT IN EVERY ASPECT. ALSO, IN MY UNIT, THE 3A'S DO NOT GET THE OPPORTUNITY TO DO THE WM JOBS. INSTEAD, THERE ARE PEOPLE IN THE SQUADRON'S AFSC DOING THE WM DUTIES LEAVING US WITH COMPLETING EPRS, TDY ORDERS, ETC.

Get rid of personnel duties and place 3A's were they are actually needed to be in their fields of training.

As a MSgt and a Group 3AOX1 Functional Commander's Support Staff, there isn't a lot of time for training due to normal everyday taskings. With the downsizing of personnel, we no longer have appropriate manpower to work normal staff and workgroup management functions plus additional duties past downward. My personal view is that current manpower standard is still based upon old 702XO activities without figuring in the additional workgroup support. Most individuals expect 3AOX1 personnel to be computer gurus straight from Tech School and should know everything about a computer within a short period of time. Workgroup management is almost a full time job (sometimes 1 IM person supporting 50-150 computers and still expected to do staff work, personnel work, etc.

I haven't been assigned a workgroup manager because our base has contractors doing the job. Occasionally we help out with huge tasks that they don't have sufficient time to finish.

All the WGM and helpdesk type functions are contracted out so I can't even move a computer to another desk with out them getting all mad. That's just the type of BS we got to put up with everyday.

Comm Sq taskers/suspenses not getting accomplished. Software not compatible; Not WM certified; Have lost all the knowledge I gained from trng because I'm not doing any WM duties

I work in Mobility I.E. preparing folks to deployment exercises, and TDY deployments. My duties are scheduling people for chemical warfare, and m-16 training. My WGM duties are not used that much now that I work in this position.

Having to work on down days, holidays, and weekends to get the job done!

There is zero guidance how a standard workstation configuration to pass security scans. The security scans do not mirror requirements. Much duplication of work required because of 0 standards set. Vulnerability write-ups are often repeated and must be identified as false positives. Patches cannot be pushed. The entire computer security requirement is a total mess.

Yes, problems that I am unfamiliar with and trying to figure it out. It gets to be very frustrating! Other than that, sometimes the task is too large at hand, and no other man power to assist.

None, my supervisor, another 3A0X1, completes most of the work group management duties.

At this base, patches and updates are not pushed from the NCC and AMC as a whole is not very quick to send the OK to install patches. This tends to keep WMs, at this base anyway, very busy with the "patch of the day". I only have 30 computers to maintain here. At my last assignment, I had more than 100 systems to maintain, but was able to keep up with the maintenance because patches and updates were pushed out by the server when an individual logged on. I was able to complete all my admin and wm duties in the course of a normal duty day. I keep bringing this up at our LAN meetings but the response I get back is that no one here knows how to push the patches and further more, they don't have to money to purchase software or hire a temp contractor who has the expertise. My response is that there is always money; you just need to readjust your priorities. (Less flat panel monitors, etc.)

I am in a position specifically designed for a 3A0 TSgt to be the Facility Manager, Unit Training Manager, Chief of the Commander's Support Staff, and an Information Manager. Duties include all 3S and 3A duties, with one 3-level 3A and one 3-level 3S assigned to assist. However, the 3-level 3S has been on bed rest since the end of June and we do not expect her return until mid-January to February 03. When the wing was reorganized, the 3-level 3S was on bed rest and the previous 3S TSgt was on leave for the entire month of reorganization. I received no turn over on the personnel programs and have been figuring them out with the assigned executive officer and secretary, both of which are projected to leave with no replacement. Records management has greatly suffered due to filling 3S roles and additional duties. 3A training program development is conducted at my home during non-duty hours. The Defense Travel System has turned the orders program in to a nightmare; taking a 20-30 minute process in to a multiple hour or day process. Our domain administrative permissions were removed and now we spend more time troubleshooting accounts created by the NCC than we did creating a correct account previously. Since the NCC took our admin permissions, our WGM responsibilities have been significantly hindered, resulting in poor customer service.

I am currently assigned with 2 other 3As, who have very little to none WM experience. I have had enough training, etc., that I am more in tune to the duties at hand, therefore, I (meaning only me and not the others) am always called upon for WM issues. This takes me away from the already 13 additional duties that I currently have.

Being assigned to Records Management 1/2 day and WM the other half. I never do RM stuff, WGM stuff takes up my whole day, but the RM office suffers for this.

Time constraints. Lack of communication. Unfeasible standardization limitations. Limited resources and funding. Continued advancement in technology and integration.

The command staff would rather have me perform personnel functions then IM/WGM functions. When a WGM tasking is not completed, they cannot understand how the personnel taskings, i.e. eprs, oprs, decs, etc., stop me from completing the numerous WGM taskings. They cannot seem to understand that

WGM taskings are a full time occupation. I have enough trouble being able to complete my regular IM taskings, plus WGM taskings, plus training 3 individuals, plus doing additional duties, then on top of that, having to do personnel tasks because we have only one 3-level personnel specialist for 160 people.

Well if Me and my Supervisor didn't have all these extra duties then maybe it would greatly increase.

Individuals assigned to the Pentagon are unable to work as Workgroup managers because there are organizations that provide majority of our network support and several duties are performed by contractors and civilians.

Additional duties, special projects that have nothing to do with WM items, for example Audio Visual and Telephone type of projects that end up in my area because I am a Communication resource. These kind of things keep me from adequately maintaining my duties as a IMer and WM. We need more Personnelist to fill the gaps left open by our transition to WM related duties. We are still being used in Commanders Staff Support positions and that needs to change.

Currently I am just the alternate WM in my unit, so the question is difficult to accurately reflect percentage of time and having sufficient time. I am more knowledgeable and experience than the primary WM and I get asked for help fairly often. That is where my answers are derived. When performing WM duties, no, I do not have much time because of all the other tasks I'm trying to accomplish. My ultimate goal is to get into a position more geared toward WM so my knowledge and experience can better help the Air Force.

This organization uses non 3As to perform workgroup management duties. The senior leadership has been informed on 3A duties, but still fails to utilize the 3As accordingly

Too much workload from work not related at all to the 3A0 career field. Too many different trainers, not enough time to train/study.

I currently work in a squadron where the dedicated WGM positions are allocated to another AFSC other then 3As.

None of the IMers within my unit here have Server experience, so its very difficult to get "hired" within the computer office. However, working at Flight Level within the unit does give you WGM experience and being the rank I am, working a flight level job would be a demotion so to speak.

Due to the large unit I work for and the extent of my WM duties, I am always behind. My WM job is far more intense than what is required in my CDCs. I maintain a file and web server, fix all computer issues for a 600+ squadron and maintain the helpdesk on my own, daily. I am currently standing up a new file server and developing from scratch a new website. (Keep in mind, I have never had any official training and have only learned from trial and error)- this is very frustrating because I am still required to accomplish tasks I am not familiar with. We are short bodies but on the books it shows we are 100% manned. With us doing both sides of IM duties it is almost impossible to work with the 5 bodies we do have due to the network duties we perform. We are the only unit on the base that does both sides of IM. I do love the computer side, but it becomes overwhelming when you have to do it all and admin duties as well.

I'm doing regular IM duties as well as workgroup management duties for an entire section of our building and although there are quite a few IMers in here. I seem to be the only one willing to try to fix things.

Spending a lot of time tasked to complete duties, that may otherwise be done by other individuals. In a nutshell, I have to stay after work duty hours to get CBTs accomplished and other computer updates and things of that nature.

Correspondence being staffed through the Center Command Section, proper formatting of all correspondence is the main objective. Workgroup Management responsibilities are just as important when one of the processes is not running smoothly but I am not afforded the manpower or time to do the duties the way they need to be done.

I perform personnel type duties in addition w/work group management duties. However, most of my time is spent performing personnel type duties ie tracking EPRS, DECS, leave forms, etc. My work group management duties go as far as setting up email profiles, printer installations, internet connections, and other software components. I hardly handle computer hardware-type issues ie taking apart computers/replacing dysfunctional computer components.

Currently not performing WM at new assignment.

There are only two people in my shop with computer experience. Also the other individuals in the shop who do not have computer experience do not do hardly any IM duties period. They mostly do epr oprs awards and decs as well as PC III.

Currently in a position where the WGM is not the Primary task. I would need training and the networking personnel need to release some functions to the WGMs

My "Customers" have to wait until I get to them. That means they may be unable to do their work or some portion thereof.

I am in charge of a Commander's Support Staff, Government Travel Card monitor.

Yes, there are implications. I am working in the CSS, supporting the command section. Right now, I am not performing any Workgroup Manager duties. I really desire to perform Workgroup Manager Duties, I have had some extensive training & would like to put it to good use. Like the saying goes, "If you don't use it, you lose it"!

other misc duties

Working as an IMer, I cannot be away from my desk for long periods of time due to the fact that I have phones to answer and personnel work to complete.

Workgroup Mgmt duties are considered High Priority above and beyond Admin type duties...unless something goes down or wrong.

I am a staff IMer. I will always be a staff IMer and since that is the only experience I have it will be hard for me to ever break that perspective. There are staff IMers and computer IMers and never the two shall cross. I have all the training but the CBTs and its hard to get motivated to do that if I have not even the option to change the color on my monitor.

Can't stay on top of computer related training, updates, etc... Do not have enough time to ensure our systems are operating with all required updates and programming.

I'm being placed in charge of both the orderly room AND the computer room for over 100 people. Only one 3A to help and the Group is working to get a SSgt 3A. Squadron is dependent on me as well (35-40 other people) on my server.

UNFUFILLED REQUESTS FROM RANK AND FILE

Being the WGM is not my primary responsibility, when I receive a WGM tasking it is usually a last minute requirement and I have to drop everything else to complete it.

I am in charge Base Information Transfer Center and don't have any Workgroup manager duties.

workload -

Answering the commanders phone all day, moving furniture, writing memorandums and other miscellaneous paper work for the superintendent, cleaning up the office after somebody else messed it up. I work in the MPF, personnelist think that they are god over here compared to a WGM. They think I'm the maintenance man.

too much work with my day to day operations

My office support the wing commander. That is our mission and we do it well, but that doesn't leave a lot of time to work on our WGM skills. My office works very hard to meet all requirements, but WGM tasks take a back seat to our daily taskings.

Other responsibilities cause delays in responding to user needs.

It's not a priority in my office. We have civilian computer support and they don't get us involved.

The day-to-day administrative duties take too much time away from WGM duties. My squadron has over 500 personnel assigned and has the largest ADPE account on base.

This question is backwards. My WGM duties are not my primary duties. Therefore, I cannot dedicate my time fully to the WGM duties. I have to dedicate my time to my primary duty 100%. My WGM duty is an additional duty and it would be wrong for me to dedicate my time to this duty neglecting my primary duties as a paralegal.

Higher skill levels manned, equivalent to the number of customer per unit.

I don't have any duties since I been, absolutely no training. But hopefully I will soon.

I have many additional duties that take up a lot of my time

I'M IN THE NAVY FUNCTIONING AS THE WGM FOR MY DETACHMENT. FOR US, THIS IS SIMPLY A COLLATERAL DUTY AS WE HAVE NO AUTHORIZED BILLETS FOR THIS HERE. MY PRIMARY DUTIES ARE AS AN INSTRUCTOR AND I CANNOT TAKE TIME AWAY FROM MY CLASSES IN ORDER TO DO WGM DUTIES, ALTHOUGH I HAVE. MOST WGM DUTIES ARE PERFORMED ON MY PERSONAL TIME.

1). The implications of not being able to perform my workgroup manager duties 100% of the time are many. Most users do not care what needs to be accomplished to keep their systems, databases, WANs/LANs, websites, etc up and running they just want it operational 100% of the time. This cannot be accomplished with the lack of manning and talent we have at the wing.

2). I am a non-3A working as a workgroup manager. Most workgroup managers at my unit are non-3As, which means we do not receive workgroup manager training. Over the past 2 years I have requested on numerous occasions a JQS and training for non-3A workgroup managers with no success.

3). On numerous occasions I have been verbally abused (cursed) because I had a higher priority mission to accomplish and could not immediately attend to that particular users needs.

4). The user expects the workgroup manager to be the know-all end-all for every piece of software and hardware located in their duty section. This would be the ideal situation but we do not have the time or manning to become the expert they demand. Most users will not help themselves by reading the documents that are provided with the software (i.e. soft copy included in the software help function or hard copy provided with the software).

Example 1: Software - A user would like to copy text that is in a Word document and paste it in the exact same format in a PowerPoint slide. This cannot be done. You need to manually reformat the PowerPoint slide. Most users will then expect the workgroup manager to perform this task for them. This task depending on the number of slides would be very time consuming and keep the workgroup manager from priority jobs. When we show the user how to format the slide and inform them that they will need to perform this task they become irate.

Example 2: System access - As a workgroup manager I do not control access to the network, databases, file system, system connectivity (WAN/LAN), user logons, or outside user access (i.e. AIA Web, INTELINK, etc). Each user must fill out the required paperwork and take the required computer courses (i.e. piracy, ND-170, etc). When completed the workgroup manager will forward the paperwork to the proper office. The user in most cases will wait weeks for their required accesses. In most cases the extended wait is due to the office that creates the accesses is pulled to perform a higher priority job. The office is then left with a lack of individuals who do not have access to create the accounts or individuals who do not know how to create the accounts. The workgroup manager will then receive the wrath of the users frustration for the delay.

Example 3: System Outages/Connectivity – As a workgroup manager I do not control the network. The office I work in is located in the NSA building and our servers are located across the street in building 9839 so we must go through numerous NSA and Air Force routers/switches to access our servers. My office is split into 2 separate VLANs, VLAN2 and VLAN3. We have had connectivity problems with VLAN2 for years (ATM). When VLAN2 drops off the net we must first contact our Air Force support to check out the problem (almost always not a priority) then if the problem is not on the Air Force side they will contact the NSA for support, this is very time consuming and sometimes can take days to weeks to correct. Again the workgroup manager will receive the wrath of the users frustration. This problem could be corrected more efficiently and timely with the proper training and manning.

Example 4: File system/Email backups – On more than one occasion our servers have crashed and user files and their email has been lost. When the system administrators loaded the file system and/or email backup tapes no data was written to the tape. The individuals responsible never verified that the information was actually being written to the backup tapes. Was this problem caused from a lack of training or manning? And yet again the workgroup manager receives the wrath of the users.

Over all the wing mgt are willingly clueless as to the nature and scope of WGM duties, responsibilities, and requirements. In short, it is not their priority.

YES, CERTAIN INDIVIDUALS TAKE SHOTS AT US CAUSE WE CAN'T KEEP UP WITH WHAT IS BEING THROWN AT US.

At this base, the role of the Workgroup Manager (WM) has not been clearly defined. However, my supervisor would support me and my WM requirements if that was the bulk of my job.

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Doing EPRs/Decs of 3S0 career field, otherwise being a secretary for a flight. I want to expand my knowledge in computers that is why I joined 3A0, but I guess I was wrong. All 3A0's do another career fields work load, that is why no one is a 5 -level, or it takes 4-5 years to become a 5-level. We need an officer in our Career field to fight for us. All IMers need to stay consolidated together in one flight and mentor each other.

My lack of training, but really the lack of doing WM duties on a day-to-day bases. When it comes time to do something I have to train myself again since to much time has past since I last did it. I guess the training really wouldn't matter.... I end up spending twice the amount of time, if not more trying to figure out what to do. I also think the Sys Admin takes a lot of the WM duties away so we don't learn and is unwilling to train anyone because they feel like they learned on their own so should we. Can't say I don't blame them. I also think there is a HUGE late of instructions/guidance from the CS sq when it comes to new prgs/upgrades. There is a lack of communication between them. They all seem to give different guidance and expect WMs to install new pgrs with short suspenses. For example: DMS. There instructions do not match the actual installation process which leaves the WM in a timeless pit of trying to figure it out.

Just like any other IM's, there are big amount of additional duties IM's have to carry on.

Don't have enough hands on training to know what I'm doing.

wgm is an additional duty, the primary job always come first.

Workgroup Management is viewed as an additional duty versus a primary job.

Telephones, pagers, cell phones, equipment inventories.

Hard to answer this survey based on not doing IM job at this time but when I was the Workgroup Manager it was another job added onto other responsibilities -- being at a GSU does not leave the flexibility to concentrate on only IM/Workgroup Manager responsibilities, 1 man position plus other job responsibilities -

I'm 1-deep in a 30-person shop. I replaced a 3C(TSgt) and a 3A(MSgt) and absorbed both levels of responsibility. I'm more qualified for WGM duties but I am asked to do everything administrative in nature, which can be classified as everything. That often interferes with my WGM responsibilities.

In my opinion, it is very hard to do both computer work, and take care of EPRs, Decs, and other misc paperwork at the same time. In most cases, the computer problems I've encountered cannot be fixed in 2 seconds. Sometimes I may spend half a day at someone's office trying to repair their equipment, and I still have 20 EPRs to take care of, meetings to go to, distro to run, etc. I am honestly never at my desk to provide any support. It is very frustrating sometimes. And this has caused me to really hate having to do computer work.

As a MSgt it is not always necessary to know your subject matter to be a effective leader. To be a good leader it is good to know your specialty. When younger troops come to you they expect to get an answer or direct them where to find the answer. Being knowledgeable adds validity to your position. Supervisors, coworkers and subordinates expect you to be competent.

The problem lies in the prevailing wisdom that says 1 3A0 permanently assigned (supplemented by additional duty flying personnel (who are quite frequently gone)) is adequate manning.

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Degradation of mission & meeting customers needs

I currently work in the Military Personnel Flight and I feel that myself and my troop should not be here. If we have to be here because the mission requires it, then we should only be doing WM duties and not tasks that should be completed by a 3S0.

My squadron is only 20 Military and 19 Civilians. We have a civilian who does workgroup duties, I am her alternate. My duties are primarily of a 3S0X1 (personnelist) with very minimal duties of a 3A0X1 (workgroup). I have requested to get more involved with WM duties, but it is hard being a one man slot.

If I didn't perform my WGM duties, the "big guys" wouldn't be able to do their work...I cannot do anything else at all until they're up and running again.

There really are no formal implications, but it is an inconvenience for the FSAs in the squadron to have to keep helping me do the few duties that I have to do as a workgroup manager. I don't have a huge amount of knowledge of the Windows operating system. I'm a Mac person by trade. Scheduling Work Group Manager Training is impossible because of the constantly shifting primary duty schedule (I'm in the band). CBTs are ok, but unless you apply what you learn from them on a constant daily basis, you forget the stuff real fast. If the Air Force really wants people in the individual squadrons to be workgroup managers, they need to release those folks from their primary duties for a couple of weeks, so that those people can be trained to do that job.

Other tasks that are given to me from our unit that do nor pertain to my job.

Working in an orderly room environment, I sometimes have to do personnel duties. I am in the Reserves so I work only 2-5 days a week. But I feel overloaded with so many updates, troubleshooting, etc. that when I have to do other things I find I just do not have time.

Other tasks

Although I did not answer NO, many IMers are still doing personnel work when their jobs is a WGM. There needs to be more education at base levels (I'm not talking strictly about my base) and the Manpower Documents need to be changed from having an IMer assigned to orderly rooms. We should all (3A0X1) be under a resources flight.

I work for a non 3A, and I have to get what she needs done before I can do any WGM duties.

- Delegation of ADPE custodial duties to a non-WMer
- Most WM duties are accomplished in a reactionary vs. proactive mode; unless it is a matter of work stoppage, they are last on daily re-prioritizing

Our squadron is not permitted to do any Workgroup managing as our Wing commander feels it is best left to the Comm Flt. We use none of the training during day to day duties. The Comm Flt gives classes to fulfill the task requirement only.

because we do not have an HR/personnel specialist assigned, all of my duties are outside of the scope of the 3A career field

The implications are depended upon just how much the WGM is responsible for network security and

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program updates. If I don't have the time to complete the CTOs on time, security is affected. If I don't complete the CTOs and focus on other IM responsibilities, then my squadron is non-compliant and my commander must answer for this.

Work in an orderly room doing mostly 3S work.

Others in the unit have difficulty getting their work done.

Most supervisors do not understand your importance of the network until the network is down. They do not understand that daily maintenance is necessary to ensure unnecessary down time.

All of our WGM duties & rights are being taken away by Scott It gives us more time to complete Personnelist duties; ie EPR's/awards/decs/WMP/Ergo!

Lack of training due to me just cross training to this career field. Cross trained without going to any tech school. Learning the job on the job.

The timelines requested by supervisor. The supervisor don't realize on how much time it takes to upgrade or set up a new computer prior to giving it to an end-user. However, the supervisor has been more flexible as she knows that I have been working the WM issues.

The problem is twofold: 1., Management does not want to relinquish 3A0X1s to perform WM duties as they still perceive them as personnel specialists (3S0X1s). As a Civil Service employee my main function is to perform IT function and to be the expert. My assignment as a 3A0 is non-aligned with my duties! Assignment as WM simply "waters-down" my ability to operate in the capacity I was hired - as a system administrator. Second, there are many changes in the pipeline. We are never notified, the actions coordinated, nor are we staffed to accommodate all deadlines. I would be willing to discuss, in detail, the parameters surrounding these issues. I have spoken w/ the FM during his last visit here during the IPAAP inspection.

I'm not a workgroup manager in my current position. I'm staff support.

I am a 3A071 working in an orderly room. These are personnel functions and I feel 3As should not be in orderly rooms. The only WGM functions I perform are in office issues.

Doing personnel duties instead of Workgroup Manager duties.

Too many users to have to try and support by myself. My assistant is still in training and is a slow learner.

I am assigned to work out of 3A0 career field.

Performing non-workgroup management duties. Performing additional duties not related to 3AO function.

Work more than the standard 8 hour a day, 5 day, 40 hour work week which is no problem for us that understand the military is not a 9 to 5 job.

Lack of knowledge and everyone trying to learn together. Our work plates are full all of the time as well, there is no break from our daily tempo unless we make an effort to stop. Of course we are all information managers and other duties come with that title that require us to actually sit down at our desk and type, fix grammar errors and such.

Given additional duties that other members in the squadron could do, such as alternate security manager for a squadron with 500+ personnel.

Most of the time I feel more like a personnelist than an IMer. As of now I am setting up a new orderly room and trying to get all computer systems organized. Only two things, right? But the duties that come along with these broad task are really difficult. Just looking at these two things I have to be almost an expert in two different AFSCs. And also have knowledge of many other things to handle the every day fires that pop-up. I have a headache.....

I have an additional duty of Unit Deployment Manager.

Time - let's face it; it takes 2.5 hours to load and configure just Windows 2000 on a workstation for me. Gone are the days of picking up your pc from the Comm Sq when it's ready to be used - God forbid they should bring it to your shop and hook it up for users. Training - 3C0's are trained for computers not anyone else; let them do their job. 3A0 Career Field - Call it what you want - Admin, IM - it's always been and always will be the same. Get rid the 3A0 career field. It should have happened long ago. I don't feel the desire to make up complicated rules just to justify keeping a career field based on nostalgia and fond memories of being a 3A0. The "catch all" career field. Contracts - Get rid of the 3C0 then. Call in the professionals that really know how to run a network for business. Stop wasting $ on training 3C's who ditch after certification. Who wouldn't. You never should have put this comment box here - I could write a book.

I was appointed the base 3A0 Functional Manager 3 months ago, but still have the full responsibilities of my previous job as well. Between that job and the FM job (deployments, manning, etc.) for 77 personnel and dealing with 100+ WM, I do not have time to set up the WM program the way it should be. This issue should be alleviated in January 2003, when I can concentrate fully on FM duties to include WM.

EVEN THOUGH WE ATTEND WORKGROUP MGR TRAINING, WE ARE NOT ALLOWED TO PUT THESE SKILLS TO USE DUE TO MOST OF THE WORKGRP MGT DUTIES ARE DONE BY CONTRACTORS. IT REALLY HURTS WHEN OR IF WE HAVE TO DEPLOY TO FULFILL THESE DUTIES.

Desktop systems are not being reviewed for currency of patches and updates. Positive control of ADEP equipment is not 100%.

I use to do just workgroup management duties and I worked in line with the 3C0's and helped out with all computer issues. I now work in the Orderly room and I barely ever touch workgroup management type issues. Once in a blue moon the Commander needs help with his computer but that's about it. I would love to get involved more with the Workgroup Manager tasks instead of the paperwork tasks and personnel work that I've been doing.

NOTE: I only perform 10% of WM duties in my current assignment.

I enlist help from others who work for me - it takes many more people than just me to complete the task.

I'm not fully qualified to be a WGM yet.

Yes, there are hardly any workgroup manager duties on our base, everything is contracted out to civilians. They pretty much do "my job as a workgroup manager" and I do personnel work in my office, such as EPR/OPRs TDY Orders and those kind of things.

I am often poorly equipped to perform my WGM duties, and usually busy with admin stuff.....

I do not get to do any workgroup management.

Lack of Training and Direction

Working personnelist job instead of doing IM job... being assigned to the orderly room.

The WM duties usually do not get done, customers do not get serviced and/or I have to call the NCC to have techs help the customers I should be helping. The is barely time to do TCNOs, let alone trouble shoot and fix CPUs.

Unsatisfied customers who have to wait to do their work because I have to make airline & hotel reservations. I really have to remember to use my inside voice!

Working as an administrative staff support/secretary for a Director in Headquarters where workgroup manager is just an additional duty.

Yes, the implications are beginning at group level on down, an workgroup manager will receive negative reaction to not completing any WM related tasks. This is due to additional NON-IM and/or NON-WM tasks given to information managers assigned to Commander Support Staffs. This problem has continued for years and still no one is listening. The response is always due to "manning issues". We don't see any personnelists being pulled from their units to offset shortages of information managers in other areas. Basically IMers are told, "Well, IMers have to start speaking up for themselves." What will this accomplish if the majority of us are NOT in a senior leadership position to do this?!!

The amount of additional duties and ready program requirements greatly detract from my job responsibilities. I can only do small workgroup manager tasks because higher priority tasks are more important to my superiors. These higher priority task are not always in line with 3A0X1 responsibilities. It detracts greatly on what I can get completed. Sometimes lesser 3A0X1 responsibilities get neglected which I feel guilty about but there is not enough hours in the workday. I already work a 10 hour workday.

The WM program is just now beginning extended to the 3A's we have 3C's assigned to the unit and they do most of the WM... INTELL is a joint and strange world sometimes. We are working to change this however training has been an issue for us.. We are a tenant unit on a base that has just stood up as an active base in the last year so a lot of things were pushed aside in the past and WM is one of them. We are on track to take over the WM duties as soon as we get properly trained.

I have none basically. What I am trying to convey is we are not getting to do what we are supposed to be doing. Ex: Being in an orderly room and doing a lot of personnel work. Get us out of here!

I'm in a Unit Training Manager position. The position and job are okay, if you are an Air Force Training

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Manager. I'm expected to know my workgroup manager duties, however, I'm not being utilized as a workgroup manager.

Doing Personnel Specialist work, awards, decorations, EPRs , weight management, Resource Advisor.

Not being allowed to be involved in WM duties.

We get so loaded down with other non-WM or IM tasks that it makes getting the WM stuff done in a timely manner without working longer and harder more difficult and sometimes stressful.

I have too many of the administrative tasks that staff support Information Managers do on a daily basis.

Working in the orderly room or CSS and doing Information Manager work, Personnel work and WGM duties.

Most of the people that I work for still see me as a 702 person instead of a 3A071 work group manager. So i tend to do secretarial duties instead of WGM Duties. Such as doing labels, opr/epr's, letters, reviewing memos and such.

Yes, we have a Warrant Officer assigned to our unit who is an expert doing workgroup manager duties in our squadron because the past leadership has let this go on since the last 3A0 assigned in my current position did not want to step up. There are other WM positions across the base which utilize other than 3A0s. Partly due to lack of personnel but mostly lack of training.

Additional duties.

I do not do workgroup managers' job therefore this time is not needed.

As the workgroup management duties are more readily seen by the leadership and customers, they are the first priority in most cases. It is the other programs (files, privacy act, etc.)that suffer when I am constantly called upon to do WM duties . I am also responsible for other additional duties items that take time away from my primary duties.

Inventory program updates , computer assembly, reload of software. I'm stationed at an army installation with no 3C support, I have 120 computers and a Server to maintain and a combat role to supply computers and maintain. I'm deployable as our parent organizations Work group manager.

Yes! Resources are not available when needed.

updates in general I wouldn't have time to complete. this alone in general is one of the reasons that may at least lessen the load. Secondly the biggest thing is not having all the proper tools to get the job done from our desk. like having hyena, sms client remote tools, Exchange console for making changes, rights to read the dhcp log to determine failure or problems occurring. last minute request from higher up like unfounded requirements that are needed the next day.

As a 3A0 at this base, we don't have any WM duties because they are all done by civilian contractors

I perform a lot of additional duties that take my time.

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The main implication preventing myself and my two subordinate IMers from carrying out our WGM responsibilities is the fact our unit has a "Computer" shop manned by civilian employees.

a class on the duties for a WGM, which my supervisor should attend.

No implications, just the lack of training - proper training. Outdated CBTs are not the answer (my opinion) to work on systems that are not covered in the CBTs.

There are too many computers and too broad an area of responsibility for 1 person to handle in my Group.

i don't always have time during a normal duty day to complete all tasks. When i visit different sections within my unit I am always stopped several times for questions. i gladly answer all the questions I can, but it does slow me down.

I could probably spend twice as much time as I do and still not be able to accomplish everything.

not enough time to complete all job related and WM duties

Some machines do not get fixed right away, they maybe down for a day or two till I get time to fix them. Working long hours, after normal duty hours, fixing computers when nobody is using them.

Degraded information system performance. Security vulnerabilities that are not patched. Slow to upgrade.

This base has contractors to do the WGM work. All I do is sign software load requests. We get trained but by the time we ever get to do anything, I've forgotten everything.

Working in the orderly room.

Acting as an office assistant to the commander and customer service representative for squadron members.

Some days it differs from others. I may have a lot of WM duties and feel overwhelmed; or the exact opposite. I am not quite sure what other duties I am to perform if I am a WM.

I BELIEVE THAT THE MORE TIME WE AS 3A'S CAN DEDICATE TO WM DUTIES, THE BETTER WE WILL BECOME AT PERFORMING THOSE DUTIES. THIS WILL RESULT IN GREATLY IMPROVED CONFIDENCE AND MORALE FOR ALL 3A'S.

i have always been in the orderly room (2yrs) doing everything but my primary 3ao duties

There is a base contract that does not allow WGMs to touch the base computers. We get to sign a form that says so & so need accounts that is it at this point. Went to a tremendous class however none of the practical can be utilized due to the contract.

We are still required to do many staff support duties.

This base does not allow us as WGMs to do our job, we just recently were allowed to Defrag our own computer. We are well behind the other WGMs in the Air Force and most of all overseas bas es. They get to actually do the job we get paid to learn and to do. It is Fraud Waste and Abuse if you ask me, the government is paying for us to be trained to do our job and then they pay the contractors to do the same job. And we are not allowed to develop our skills, it doesn't matter if we have been trained, "if you don't use it, you lose it!!!"

I don't work as a WGM, but as a core IMer, such as FOIA/PA, Records Manager, and Functional Manager

Work stations are not working nor complying to there potential.

Well, my implications for not being able to complete my Workgroup Manager duties is that I work in an orderly room. My main duty is being the OPR/EPR monitor. I also perform duties in PC-III, and other related CSS duties like in-processing/out-processing, etc... If I was not in an orderly room or if the orderly was evenly divided between Personnelists and Workgroup Managers and each did their respective duty AFSC work, only then will I be able to complete my duties as a Workgroup Manager/Information Manager.

Working in a command section, tracking suspenses, reports, feedbacks, and doing a lot of personnel stuff. This delays the workgroup management duties.

Network migration.

It takes many times longer to acquire the needed WGM training.

Manpower is a big issue on station and within our squadron. The current alignment of 3As are tasked with information management duties, where workgroup management is done by other AFSCs/civilians.

I am also the resource advisor for my squadron

I'm constantly getting tasked to do other work outside of workgroup management.

The training offered often isn't aligned with what my customers need. I'm totally out of touch with my career field and I'm a MSgt! There doesn't seem to be any real focus generated from others/supervisors on what our purpose should be. I'm not totally sure sometimes. I will retire in exactly 1,600 days.

local directives do not get completed on time or my duties get pushed to the other workgroup manager

Too much is expected; not enough training

Negatively reflect on my ability to complete tasks in an effective or timely manner; otherwise traditional IM functions suffer such as Records Mgmt, etc. Not an easy balancing act and allot of prioritization on my part.

additional duties

Just not enough time in a day. Everybody wants you right there and now. Don't have an appointment,

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then everybody is looking for you.

I do not get required training and support from CF. I also have other 3A0 duties to attend to.

We don't get to perform WM duties here. The LAN shop is contracted out.

too many duties not related to WGM

This unit is so far behind because no one took the initiative to stay on top of the following items: Files Plans, Publications/TOs, and suspense tracking for Awards/Decs/EPRs. So we are trying to be prepare for our ORI in March but it doesn't look good because no one wants to put in any effort to understand what they need to accomplish.

hired as a "secretary" to the commander - what should be a civilian position but was allowed by Manpower to be switched to a 3A0 slot - real bad decision

First of all training is the most important because how am I suppose to work on something when I have to take the time to learn it first? And that consists of Microsoft help and common sense. its ridiculous.

For the most part we are not assigned any Workgroup Management duties

My section is currently severely undermanned. I am covering 3 positions and the duties that go along with them.

Other responsibilities and duties keep me from focusing much time to Workgroup Management Duties.

Yes. Pressure from supervisors to address computer related problems for squadron personnel.

I do not wish to be a workgroup manager. that is not what i came in the air force to be, and i do not like working with computers, so i don't want to be a part of that.

I work in a Joint Unit and IMers are not allowed to touch computers, contractors and 3C's do it all.

Way too many additional duties.

- Busy doing other time sensitive work for the mission

Have too many additional duties, FARM, Security Manager, Government Travel Card Manager, Privacy Act, Web Master, Trusted Agent, TDYs, Orderly Room Functions, etc...

We have contractors to do that job. Most of our duties are additional duties which do not pertain to our career field.

Have a contracted MIS team, there seems not to be a need for WGM from IMs

Workload is heavy. 75% of our computers by any standard are very inadequate and crash or require more maintenance than any new system we've received. Computer use is heavy and requires constant,

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consistent attention to ensure they are 100% mission capable. Due to the lack of computer systems, the fact they are ancient by any means; slows progress, requires more maintenance, and if a single systems goes down it affects everyone in the area for now they have to search out a vacant computer to complete their respective mission. Balancing WM responsibilities and managing IM duties is frustrating due to the fact it is difficult to concentrate on a IM project while constant interruptions take place and require immediate assistance.

I am the Secretary, the Enlisted assigned career field are Chapel managers. A Chaplain is an alternates - we have no one person who's career field assigned as a Work Group Manager. This takes us away from our regular jobs to try and figure out what needs to be done when all these NOTAMS, etc. are sent out.

Being used in a commander support staff setting.

We are undermanned. We have two people right now that are doing a five manned job.

Frequent early or late hours. Always on call 24/7. Expected to respond to all calls for help regardless of what day or time it is.

My unit is new to the concept of a base LAN. Since our workflow is structured not to use computers the transition and learning curve are time and labor intensive. As the members learn to use the network in their daily activities less time can be spent on WGM duties.

In a word, they have piled on this additional IT workload without adequate training and ample manpower to accomplish the increasing IT workload. Strongly recommend deleting much of the admin/paper pushing tasks from the 3A0 career field, thereby allowing us more time to become proficient in IT [war fighting/war-winning] skills. This would serve the Air Force and DoD very well.

Appendix B: End-of-Survey Comments

At the end of the survey, respondents were given space to provide additional comments regarding their workgroup manager roles. The following responses include comments from enlisted personnel, officers, civilians, and contractors. The comments were copied verbatim from the survey responses. Every attempt was made to remove any personal or identifying information.

I think more emphasis needs to be placed on moving 3A0's out of Orderly Rooms and Flights and more into their new career field, which is IT Management. Thank you for asking for my response on this survey.

Being a 3A0 its unfair that we get a .5 bonus and the 3C0's get a 6 bonus, while we do most of their work!

I AM NOT A 3A0, BUT SINCE I HAVE SOME KNOWLEDGE OF COMPUTERS AND WE HAVE GONE THROUGH THREE 3AO'S IN THREE YEARS, I HAVE TAKEN OVER THE TASK OF WGM

I am primarily a backup to our IT guy (I work funds) and trouble shoot PC/SW problems when he's not here or snowed under with another job. I do some monkey see monkey do type work when it's required and someone shows me how to do what has to be done. Very little training on the job, mostly from working on my PC's at home when my wife or children have problems.

I am also given every additional duty - all 3A0s here are. I am the building mgr, cell phone POC, telephone control officer, LMR POC, Fortezza Card POC, CSSO, IMPAC Card Holder (takes up to 50% of my time), ADPE Custodian, Internal Management Control monitor, STU-III responsible officer, Emission Security POC, appointed to the Safety Board (when convened), CE work order manger for the entire group, DRMO POC for the entire group, Equipment Custodian, COMPUSEC/SATE Manager, plus I am the group 3A0 functional manager with 16 3A0s assigned. There is NO way, ever, to get all this work done! NEED HELP IMMEDIATELY PLEASE! :-)

MY JOB IS UNIQUE FOR A 3A. I AM A TEAM CHIEF SUPERVISING A TEAM ON A HELP DESK (FAB). I SUPERVISE 4 MILIARY AND 5 CONTRACTOR CIV. I HAVE A 20 DIFFERENT SYSTEM ASSIGNED TO MY TEAM WHICH WE TAKE TROUBLE CALL ON. WOULD THIS JOB BE CONSIDER FOR WGM.

I would like for us 3A0's to have more hands on with computers in the near future.

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Information Managers get 90 to 95 percent of the additional duties in a unit. I am fortunate, I happen to be a Workgroup Management Instructor and I am able accomplish duties and tasks that relate to the I.M. career field. Other Information Managers on this base are not as fortunate as I am. Feedback that I get in the classrooms paint an ugly picture of Information Managers that do not perform their core tasks and are simply there to manage commanders programs and additional duties.

The only comment I have is that it doesn't seem that there is enough training being provided for Workgroup Manager's on Base. Although I have been to WM Training, that is very basic compared to the actual duties that I perform. WM Training alone is not enough. I feel that WMs should be given more extensive training either by near by schools or TDYs to locations that are providing computer classes. Basically what I'm saying is that even though I can perform some of my duties without help from the FSA, there is still a lack of knowledge because there is no training and that limits me to reaching my full potential. If you are wondering why can't I get the training I need from my FSA...well I do try but to be honest he is an extremely poor teacher. He knows his job very well and is Microsoft certified but he has a hard time with breaking the information down to my level for me to begin to understand which makes it extremely difficult to learn. Thank you.

As you can see I do not do 3A0X1 duties. I do personnel duties. I have tried to cross train and was denied. This is why I am separating the Air Force. I do not want to be a personnelist!

I filled the information the best that I can. I am a Navy Personnel who's collateral duties are IT workgroups. This isn't my primary job. We are supported by the AF here. The beginning of the survey had question and information of the individual who is an Air Force service member, so I couldn't understand some of the AF specialty codes that were asked. I did the best that I can to provide the information that was asked.

WE ARE CURRENTLY UNDER A SUPERVISOR THAT HAS KNOW IDEA WHAT IT TAKES TO SETUP A UNIT FOR COMPUTER USE. WE ARE WAITING ON THE AIR FORCE TO STANDUP THE IT DIRECTORATE. THIS WAY WE WILL WORK FOR PEOPLE WHO KNOW WHAT WE DO.

I am very lucky that workgroup management responsibilities is part of my job. Most IM personnel at Hanscom do not perform any workgroup management duties at all because those jobs have been contracted out. Most of my day is taken care of upgrade training requirements for other 3A0's because our Base Education Center has been contracted and Unit Training Managers was not included in the contract. 2-Ltr's are now standing up a Unit Training Manager which is being taken out of hide. Most IM personnel here spend more time with additional duties than IM functions.

Computer systems are THE MOST technical of systems we have in the Air Force, yet the training/time allowed to operate/configure/maintain these systems is basically non-existent. The Comm world thinks our only function is WM, the squadron commanders believe we should proof-read written communications and run CSSs - unacceptable. The CBT system is worthless and the whole "do more with less thing" must stop somewhere. Now is the time to place and keep the IMers in Comm and out of Personnel and every other additional duty.

In regards question number 31-Which one of the following statements best describes how you feel about changing your job. I really like my job as far as the computer aspect of it goes, but I do plan on cross-training next year simply because of the fact that if I get stationed at another base, there is a very high probability that I will get stuck in an orderly room pushing paper. I have done that part of our job, and I hated every minute of it. I feel that everything that I have learned in the past year or so in the computer section would be lost if I were to go back to the boring orderly room life. I am not trying to be negative

just REAL!

I am very proud of where our career field is going. I do find it very sad that some commanders will not let go of the old 702 days where we handled all paperwork and work in orderly rooms but, I do think we are moving in the right direction. Thanks!

The need for WGMs in my unit is constant, yet there are no true WGM slots assigned. The only 3AO we have is required to work in Health Services Administration. Somewhere in our chain of command, the word of our needs aren't being heard.

If Information Managers are going to be assigned Workgroup Manager duties, they need to be trained and paid. 3Cs receive a bonus and 3As do not; however, 3As are now required to do computer work (3Cs work)

Many 3A0's are not afforded the time required to remain efficient in WGM dot to performing 3S duties in orderly rooms.

I answered these questions based on my most recent position. I am currently TDY and will fill a different position when I return. You've heard this before I'm sure, but the 3As are being used to often as 3S (Personnel) and also, to little computer and to much clerical. The "powers that be" refuse to relinquish there mind set of the 3A as a secretary vs. a computer person. We feel expected to do two full time jobs.

I've been in this career field for 10 years. I am currently trying to cross train. Between 1996-1998 I was very excited about the transition into computer field. I even took over a year of computer class and certifications at college to help in the transition. However, in the past 3 years, the movement has came to a stand still. Senior leadership is not supporting the movement because no hard direction is given to them on how to use the 3A0X1's. I know our MAJCOM (AFSPC) is behind the power curve but I also know that senior leadership up to AF level is not really pushing the movement to hard. I feel I can better accommodate the Air Force through another career field. I plan on spending at least 10 more years in the AF and feel this is the best movement for myself and the AF. I just feel like we've been sitting around for three years and having a tug of war over this career field. I see our career field outsourcing because of new technology (SMS) and cutbacks.

More base-level or contracted training needed.

I am currently working as a Workgroup Manager. My biggest complaint would be having to be the middle man between the NCC and the user. When a new user comes to my flight I cannot setup the proper groups for the user or unlock/change passwords to there account, I have to e-mail the NCC which groups the user needs, and usually the NCC gets it wrong the first time, it is a real pain. Another problem I have is we are no longer able to purchase computers for our areas. The Wing decides who receives new computers.

As NCOIC of the shop, I oversee a lot, but deal mainly with WGM to include ADPE custodian, and also serve as the squadron Resource Advisor. Some of my answers on the survey should be "Depends" because it depends on who is asking and how fast they need it. Although I see myself and a WGM and RA, my supervisor sees me and my two airmen as his personal assistants and regardless of what my goals and suspenses for the day are, I find us doing unrelated tasks such as washing all the dishes in the unit break room that other people just toss into the sink for the "Admin" folks to deal with. I used to like, in fact, love my career field and this job in particular, then I got a new supervisor, the unit commander, that has made the last 2 years pretty much a living hell. My group and wing functional

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managers listen, but I can see and understand their roadblocks to improving my situation. We have a change of command soon and I will have a new supervisor which I have only heard good things about him. I have made up my mind though, and I am on my last reenlistment, this one brings me up to retirement and I feel that my rank, title, and experience mean nothing, I do what I am told, exceed the expectations (I'm usually told that later) and still get treated like a direct duty Airman that just got here yesterday.

A lot of this stuff I do, however, I'm currently deployed and don't get to do any of the computer related items at my deployed location. Once I return to my home base, all I'll be doing is computer related work none of the other administrative details .

WGM as an additional duty to non-3A0 personnel is fairly burdensome in time, tasks and especially training, and takes away from my primary duties. 3A0s should be assigned to any work center that has WGM requirements.

I'm an WM instructor and that is the reason that I answered the questions A lot of the 3A's on tinker work in the orderly room or some other place that does not allow them much WM experience. Thank you for your concern to our Career Field

I feel that I should be a little more involved in WGM, and less in what I am doing at the present time. Thanks for your help.

I feel as an 3A0 we should be placed in our own office doing IM functions not CSS. I believe now that it is in writing and directed by the AF that now our goal is to match what our current career field has developed into. I don't think there is much hesitation from the 3A0 personnel but from those appointed over us. This needs to change.

I work in the medical facility running our internal network. We aren't considered WGMs per say, but we do get tasked with a TON of taskings from base comm to install patches, updates, network configuration changes, etc. We have a good working relationship with our CS folks and meet with them weekly. The only complaint I have is that consolidation is taking it's toll on everyone. MDG's have lost the ability to do most everything, and now MAJCOM consolidations are taking the control away from the base level. It takes days or weeks to get things done that used to take 5 minutes from my desktop. Lastly, we are fully trained, certified in many areas, some are M CSE's but we're often treated as ignorant run of the mill WGMs who are just performing additional duties to help CS. We have a lot to offer to the CS community AF wide and are willing to help if given the chance.

Good Luck and happy networking.   Effective technical solutions contain less than 10% politics. Ones and zeros don't care. Another cliché ... Want it bad, get it bad.

I work with some absolutely wonderful civilians. I am over worked and over-tasked. I am constantly working weekends and evenings to FIX what has been wrong for several years. I am the "Go To" person. I have fixed the problem recently encountered MAJCOM wide with the FOIA program to complete the end of year report, I am also the main contact point for all of bases on the Interim Solution for Electronic Records Management which this module/questionnaire did not touch on. I spend hours on the phone training other bases and NCCs on how to set this program up. I just finished working a week in BITS and am trying to gear up to leave on AEF 8. We don't have our conex ready to deploy so I am responsible for working with the Functional Manager on this problem for our UTC. I have tried to get this fixed for the last year. The weather is also a critical factor in my staying in the military along with the location. My spouse is also in the military and I never see him. The ONLY way I will stay in past 20 years is to receive an assignment outside of this base. I am hoping for XXX Base, as my husband can

teach there and I will be able to have a life with my spouse again. It isn't just job satisfaction that affects my judgment but my inability to spend time with my family. I am hoping to PCA to the OG in the upcoming future but as my functional manager stated "I am too valuable to the squadron to move me". There is still too much to get fixed and I am just the person to do it. We are the lead in the command and want to keep it that way, these are the reasons I am told, yet I am not important enough to stay in my JOB in Records Management so I "can" get all the items needed fixed.

When I got to this base I was assigned to a CSS. From the moment on, I made it a priority to seek out a WGM position. My efforts landed me in the LG LAN Shop, which had it's own domain, consisting over 11 servers and more than 800 users. There I began to train 3A Folks throughout the LG and communicating with the squadron CC's of what our responsibilities were. Many of them grumbled but finally began assigning their IMers to the WGM positions. Then base com was contracted out. The contractors fought to have the LG LAN shop shut down, due the one base one network concept. Talk, was began about me being placed in the CSS once the shop was shut down, So I began to seek employment elsewhere which landed me in OG. I was originally projected into EWO which required me to have TS, (which I thought I had). It turned out that me security clearance was never completed. Due to this, I was placed in the CSS. I was also given several other responsibilities (such as Squadron Superintendent, OG 3A Functional Manager, 3S Functional Manager, and other responsibilities). The Computer Support job which I am currently working, was filled with a services troop. Within 5-6 months of my arrival to OG the Services Troop got orders I then volunteered for the position and My Commander approved. Currently my responsibilities include OSS Squadron Superintendent, OG Functional Manager and OG Computer Manager. While I was in OSS I built a web site for the squadron, now that I'm the Group Computer Manager my plan is to develop a group site and use the OSS site as a benchmark for the other squadrons. The AF Plan to have 3A's as WGMs is finally starting to work. I'm now having fun.

The standard for workgroup managers should be the same for each base. At some bases, WGMs are allowed to unlock passwords/establish accounts. Other bases, the WGM barely had the ability to add a machine to the domain. A standardization needs to be established Air Force wide.

Requesting Certification Education courses and classes...A+, MCSE, Networking, Database, and web design...Need to be well, inform of new technology and education..

Please let me know the finding for this base. If you did other bases, please let me know the end results. Just curious what WGMs do (stats) in some of the other locations. Even WGMs on this base.

I am a financial systems administrator (civilian contractor)who is employed by Soza & Co Ltd; been on this job 3+ years. I do WGM and FA duties and anything else required by my Comptroller. I really enjoy IT work. Special note: we have an ISWG (Information Systems Work Group) that is a fantastic "tool" for the base IT professional community-we actually talk! I commend our 436CS folks for this and highly recommend it for all bases.

I went from being a certified Networking Instructor three years ago to being the NCOIC of the Squadron's Orderly Room. I put in for and hired into a 1 deep Special Duty slot that lets me utilize all of my workstation and networking skills. The only way you will ever fix the problem of 3A's being utilized as Personnelists will be to pull all of the 3A slots away from the Squadrons and assign them to the Base's Comm SQ. Then the Bases Comm Sq can assign teams to fix sq's problem.

Very good survey. Suggestion: under the Frequency/Recency/Criticality portion, recommend including management duties like Unit IA Manager and Organization Computer Manager. Also, RA, IMPAC, and Supply are special duties even WMs stuck with most of the time. By the way, I'm cross training into

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3C0 career field. I'm a MSgt select and I don't think the 3A0 career field in the Sr NCO ranks works much WM duties which is why I'm cross training.

Senior SC leadership needs to begin a top down education so senior officers at all levels of command understand the changes to the 3A career field. Only with their support and buy in will the career field become more than stand-ins for orderly room personnel, collection points for additional duties and runners. Trying to convince leadership from the field up does not work.

I am a 3C0X1; of the 6 Workgroup Managers in the unit only 1 is a 3A0X1.

The 3A0X1 career field is a great one with lots of opportunities in the information technology spectrum. Unfortunately, for myself, it keeps me indoors and tied to a desk most of my days. In my case, I'm usually in one deep positions and amongst folks who are at times slow to understand where the 3A0x1 career field is going, so I'm often utilized to perform additional duties outside my specialty and I'm not afforded the opportunity to supervise which I feel at my current rank is a hindrance. I'm finding more often than not, I like to get out and do some manual labor and traveling (TDYs) and not stare at a computer monitor for the better part of my days. Due to this, I have decided to cross-train and/or apply for a special duty assignment which will get me out and about more. I also want play the part of an impact person helping to steer/advise personnel. I've been doing the staff support/wgm long enough and am not fulfilled by the jobs as I used to feel, where I could not wait to put on my uniform and go to work. I am just looking for a change within the Air Force where I can find and also use my experiences somewhere not behind a computer. I know there are plenty of folks who want to work in the wgm field and I'm happy to make room for them so that I may find new goals to meet and horizons to explore.

Additional duties seem to be taking time away from WM duties.

The real problem is having a supervisor who knows nothing about your job, yet insists that a 3A0 should be doing things that aren't part of our career field anymore. Another thing is that in 1 deep slots we get no recognition for anything. We're step children to the unit.

I don't feel that just because we are 3A's that we should be forced to become Workgroup Manager's. There are plenty of 3A's who are interested in this work, but I am not one of them.

My sole function at this base is as the Functional Systems Administrator for the entire wing staff and Wing Staff Agencies. I manage the domain consisting of over 400 workstations and 9 servers. I am filling a 3A billet that used to be a 3C billet.

I think that all 3A0X1 should have a SRB.

I'm currently working in a helpdesk for USAFE intel.

Being the only 3A in my section, I get tasked with almost all additional duties, which in turn, take up a lot of time that I could dedicate towards Workgroup Management tasks. I also find it hard to find help with problems. I have been just recently given the challenge as a Workgroup Administrator, and knowing a place to go to when you get stumped on a problem, would be very welcomed.

Workgroup Management is the best thing that happened to our career field.

Remember your brother in arms in Supply, X2's!!!!!!!!!!!!

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Thanks for taking the time out to develop this survey. I trust that the information will be used to address the number of concerns in the 3A community.

Training is hard to come by. Most of my WGM knowledge comes from a personal interest in computers and previous co-workers that share the same interest. Even with the one week WGM training, it doesn't help that 3A0s only deal with WGM issues once in a blue moon. A skill that's not practiced often tends to be forgotten. Another is mis-utilization. My suggestion is get 3A0s out of the orderly room and give them proper training.

If the 3A051 Career field would be treated the same as a 3C position as in the same SRBs I may have decided to stay. If they said they would code the 3A's that have done Staff Support and enjoy it and code those that have done nothing but Workgroup Manager or System Administrator work and enjoyed it. If they would code us and not change our AFSC, then I would consider staying in...right now, we are expected to do Staff Support, Computer Support, Web Support, Telephone Support and who knows what else but yet we can't go to training because we are not 3C's;therefore, we can only go to a workgroup management training course that is on base and expected to learn everything else from other 3C's or read a book and learn. We should be entitled to get training depending on our positions that we are working not based on our AFSCs.

As always the same old gripe from the 3A0's. I would be more than happy to perform workgroup managers duties if given the opportunity. Most of the offices that I have worked in have those duties performed by contractors and they will not, let me repeat, will not allow the 3A0 workgroup manager's to even complete the most basic things such as resetting a password after the client has been locked out. That's problem 1. Problem 2 is for years 3AO's have been the dumping ground for additional duties, ask any 3A0 or maybe ask the VCO, Impact Card holder, TDY orders guy, budget guy (well you get my point). My suggestion would be to incorporate 3AO's into the contract with the IT contract and allow us to do our primary job as a workgroup manager.

Ensure 3A's are better trained, and don't cut the manpower in half for half their tour. Everyone thinks they can just yank the 3A's out of the office for however long, and somehow the WGM stuff will get done.

I like my job, but don't have time to do everything. Getting a .5% SRB and doing to work of the personnel that are getting 6% has made up my mind that this not the job to be in. I have learned more out in the field doing their job than what they know at the helpdesk when I call for help. I have given them the answers at times. Thank you for this survey. It has made me realize that maybe someone out there may start helping us as WGMs.

MOST 3A0s ARE STILL DOING EPR/OPR AND DECORATIONS!!!! WHEN IS THIS GOING TO CHANGE. ALSO, THIS IS THE MAIN REASONS I AM RETIRING AS SOON AS I AM ELIGIBLE. I WAS DOING WM DUTIES AT MY LAST BASE THEN PCS HERE AND REGRESS TO REPORTS AND DECORATIONS--WHAT A WASTE OF TIME AND YEARS GETTING WM TRAINING!

WGM should be trained more on computer hardware, diagnosing, and installing. They also should be taught the basics of the Windows Operating systems, directories, software, configuring, etc.

As a group-level administrator, I wear three hats; (1) I run all the paperwork that flows to and from a group staff, (2) I am in charge of a squadron\group level LAN shop that does both Sys Admin and WM duties, and (3) I am the 3A0X1 Functional Manager for the group 3A0 population. The biggest problem I see is that flight- and squadron-level 3A0s' duties relating to EPRs, OPRs and Decorations usually keep

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them from being their area's Workgroup Manager. Consequently, these duties are handled by other AFSCs. The opportunities are there, but there's not enough time for our group's 3A0s to do both the Personnel-related and WM duties. Only 3 of the 12 WMs in my group perform WM duties, while nearly all of them could if their duties were re-aligned. It's an issue I wrestle with continuously. Other than that, standardization of WM training is an issue. Being overseas, most inbounds come from other MAJCOMs; their WM training isn't recognized here and they usually must begin from scratch. While the AFJQS helps, without clear guidance on how to teach to class or which CBTs are still valid, this problem will continue. Thank you for this survey and the chance to offer details about my present duties.

These questions are not the proper questions to be asking about Workgroup Managers. 3As are not being used as Workgroup Managers as the Air Force intended. We are still consider to be Secretaries in Management eyes, so they assign us Staff Support Jobs.

More training is needed and not via the CBTs. CBTs should be used to reinforce training and not to provide initial training.   There are still too many 3A's that do not want to do WM duties and far too many commander's and supervisor's that do not understand proper utilization of 3A's in WM and "Traditional Admin" duties. Can't a shred-out or identifier be created identifying qualified WMs from the 3A's that are primarily "Traditional Admin"??

I answered these questions only in respect to my responsibilities as a Workgroup Manager, not in respect to my primary job of Air Traffic Control. I am an Air Traffic Controller not a Workgroup Manager. WM is only an additional duty.

I know if I was to stay permanent in the WM position the ratings to these questions would be in the 6 and 7s. I had in squadron WM OJT by 3C0X1s and have worked all of these issues multiple times. I feel like I bounce around between the 3 main focal areas of IM. Also, If 3CX01s know all of this, what is wrong with letting them maintain it and cross train willingly 3A0s into the 3CX01 AFSC? Also, I personally felt this survey is important so I made it my first priority of the day otherwise I would not have taken the time away from my other taskings. The reason I dislike this job is because I feel the lowest of the low in the air force, one reason is the .5 SRB multiplier, another is that 3C0X1s already know these skills plus networking skills and feel like I have been placed to take on small tasks for lazy 3C0s, but I love WM duties and Networking duties and lastly doing tasks that could be done by anyone and because I do not operate or maintain equipment that costs millions like many others, the good thing is I am a part of a team. Thanks for the survey. I hope these surveys go out to commanders, and 3C0 career fields to fill out as well.

I would like to be involved & perform Work Group Management procedures and requirements. I have forgot nearly everything that I was taught during Work Group Management training.

There is only one 3A in this squadron, that is me and I work in the orderly room. My duties as a 3A in this squadron is to make and keep track of dental, PHA, weigh in, and ergo appointments. I update the recall roster. The only thing I do that might be related to 3A duties is TDY orders. On paper I am the alternate work group manager but because I have to be in the orderly room at all times I don't have time to watch or train with the maintenance FSA. I think it is wrong and this squadron should have at least two 3S's to be in the orderly room. My supervisor is a 3s

I am not in the 3A0X1 career field so much of this survey does not pertain to me. I am a 3C051. I have not been in a job that requires computer knowledge for the past 3 years and then I am thrown in a WGM position and am expected to know all the ins and outs of computers. The training I received was inadequate at best.

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I do a lot of the things in questions 58-66 as a MEO counselor but not as a WGM

Most of my actual "Workgroup Manager" time is spent setting up and installing PCs, configuring the PCs on the network, teaching fundamentals of computer use to novice users, troubleshooting and repairing PCs, network connectivity, etc. However we are going to migrate to Active Directory this month and I will be responsible for the management of the Branch OU. I am constantly being pulled off of my WM duties to perform other functions. I'm also the POC for all Telephone, LAN problems. I'm the unofficial Vehicle Maintenance Officer, I'm the Building manager for Two buildings and I'm make all IMPAC purchases for computer, software, teleconferencing equipment. I'm responsible for over 200 computers and the other WM assigned to this organization isn't assigned (nor capable) of performing even the most minor computer related duties. He cannot assist me and isn't even given WM tasks by his supervisor. I'm expected to provide instant, on the spot training to anyone who needs it on any software in use (whether or not I myself use it) and I've only been allowed to train for my position when training was made mandatory (like the two classes for active directory I took this past summer). All of my knowledge is from the school of hard knocks and experimentation. In the past twenty years I've managed to keep the computers in my area (25) up and running with minimal assistance and that ability uniquely qualified me to become the Workgroup Manager, responsible for over 200 computers now. Management views "Workgroup Management" as an additional duty, not a job. That goes for IMPAC, Building Management, etc. I would be a lot happier if I was allowed to get proper training to become the expert that I'm expected to be. I also feel that since the position here was "created" we were improperly categorized in the 1101 job series instead of the 2200 job series. I am in a dead end position viewed (by my management) as a necessary evil that they'd rather not give up a body to perform these duties. I'm not given a fair opportunity for promotion or advancement because I do perform a valuable function. And they (management) have no one to replace me with and no desire to train another person. I have in excess of nine years left in my civilian career and no desire to stay in this position if I'm not given the proper training and time to do the job. Prior to becoming a workgroup manager I have nearly 20 years experience as an 0895 Industrial Engineering Technician and I was not even given consideration in three recent promotions within my former office because of my duties as a workgroup manager. In my current position there is no apparent room for advancement and because I'm uniquely classified as an 1101 instead of a 2200 series I can't compete for other IT positions that would provide an opportunity for advancement. I believe that classification was intentional by upper management.

I have recently went under new supervision to get a better chance of being utilized within our career field. Working on things outside of the 3A career field will definitely affects my promotion chances.

Recently, Workgroup managers have had password reset permission revoked. This permission is important and should be reinstated to workgroup managers to save time and reduce workload at base help desk centers.

I was required to answer 28 before I could submit my answers. Even though I answered this question it does not apply to me because I will not be reenlisting.

I WORKED AS A WGM FOR 5 YEARS AS PART OF MY SYSTEMS ADMINISTRATOR DUTIES. THE 3AOs OFTEN WOULD NOT ALLOW ME THE APPROPRIATE ACCESS NEEDED TO DO THE JOB. MY SUPERVISORS WOULD MAKE COMPUTER DECISIONS BASED ON THEIR KNOWLEDGE OF COMPUTERS (BUY A ZIP DRIVE TO OPEN A .ZIP FILE). SUPERVISORS DISREGARDED MY INSTRUCTIONS ON HOW TO MANAGE COMPUTERS, WHAT TRAINING THE PERSONNEL SHOULD HAVE, WHAT EQUIPMENT TO PURCHASE AND ITS FLAWS, INSTALLATION OF UNLISCENSED SOFTWARE ON MULTIPLE COMPUTERS, AND THE FACT THAT I RESIGNED AS WORKGROUP MANAGER. BECAUSE THEY WOULD NOT INCLUDE THE JOB IN MY POSITION DESCRIPTION I WAS UNABLE TO RECEIVE AN

UPGRADE IN MY POSITION, WAS PASSED OVER FOR A PROMOTION AND WAS UNABLE TO APPLY FOR OTHERS. THEY STILL EXPECT ME TO COMPLETE TASK NORMALLY DONE BY THE WGM AND THE OTHER PERSONNEL CALL ME FIRST WHEN THEY HAVE COMPUTER PROBLEMS. EVEN THE WGMs ASK ME FOR ADVICE. 3AO WGMs NEED TO BE COMPUTER PERSONNEL FIRST AND LAST. THEY ARE UNABLE TO DEAL WITH THE TASKINGS FROM THREE DIFFERENT JOB DESCRIPTIONS, AND THEY CAN'T BE OFFICE CLERKS AND GET THE JOB DONE. CIVILIAN SYSTEM ADMINISTRATORS SHOULD BE REQUIRED TO HAVE THE JOB IN THEIR POSITION DESCRIPTION IN ORDER TO DO THEIR JOB. THAT WAY THERE IS NO CONFLICT WHEN A NETWORK INTERFACE PROBLEM OCCURS OR A PIECE OF EQUIPMENT NEEDS REPAIR.

I want to work in Civil Service doing what I do now!!

As far as the rank goes, I'm a SFC (E-7) in the Army. My MOS is 93P (Aviation Operations). I do the computer duties as an additional duty.

There is no clear cut guidance for civilian workgroup managers. There have been many civilians 'drafted' for this function. This function then becomes a full time job. Management does not see these people as real IT professionals even though there is a lot of research spent in trying to do the best job possible. The AF considered WGMs and ISSOs as one in the same. I am part of a major system and they are not. Supervisors have a hard time making that distinction when reviewing the AFIs. Not all work is at the base level!

I really enjoy my job in the Standardization and Evaluation Division of 8th AF, however, I do not enjoy the responsibilities of the WGM. I do not feel that we have been given the proper training and when we call the communication help desk they act as though we should know how to do this or they will tell us what needs to be done, but do not give us direction were to find the info that we need. When we only perform our WGM duties a small amount of time, it is hard to try to remember all the stuff that the comm personnel use every day.

With the merger of the active duty and the guard we are finding out that the active duty workgroup managers will not be able to perform workgroup manager duties as we did in the past (in other words the "guard" NCC is taking away some of our duties). One of their rules are "if we can't fix the computer in 15 minutes--we reformat. How are we going to learn troubleshooting procedures? etc....etc....etc

Please be advised that many (most) of your questions assume a 3A0 background; I am not. That said, I have answered truthfully the questions dealing with WGM duties and kind of slacked on those that deal with 3A0 duties.

As stated before, the leadership has never allowed most of the IMers the necessary training for WM. What training we have received is not used due to the fact most IMers are sitting in orderly positions and are not allowed time to get hands on training. The leadership can not afford to let us stay out of the office. Most orderly rooms consist of 1 personal and 2 IMers. The manning needs to be looked at and a solution needs to be found. There are things that I am ask to do and I don't like having to tell members of my unit I don't know! I think the wing should have a centralized WM area so that we can learn to troubleshoot and fix problems as they arise. It's time that not only the leadership at the unit understand the new role of the IMer but the base leadership as well. As an IMer, I do not do any functions that are listed in my CFEPT/STS. It's time to change the mind set. Let us learn our new jobs!

Thanks, but this was written for military 3AO's. Actually, in the field, there are probably more non-3AO military and civilians occupying WM management positions. An N/A option on military 3AO specific

questions would have been a good indicator for you to use to preclude the skewed data you are going to have.

Thank you for allowing us to have an input on what we do from day to day. ALL IM functions are important. I have been a successful Functional System Administrator/Workgroup Manager because of my self education/college. The WGM CBTs are great; however, they are utilized correctly by trainees. They are becoming a square to fill, not the learning tool the should be. I look forward to the future of Information Management.

I currently am working as a Wing Inspector General and don't get the opportunity to do WGM duties daily. The WGM training I received prior to assuming my current position has helped me in maintaining a web site, establishing an electronic filing system, and being able to maintain the office computers. The rating I put in the yellow selection above indicates the importance I feel the training would be in those areas. Thanks for allowing me to participate in this survey.

I wish to clarify my answers in regards to job satisfaction and cross training. I recently received a line number for MSgt and will cross train into the First Sergeant career field. However, the 3A career field is fantastic and the troops that work for me and highly motivated and love it as well.

Do to the size of our squadron we have pulled all the 3A's into one office. We have become a mini NCC. Sq members call us and we deploy to fix the problem or set up new members. There is still some heartache with flight commanders over the non workgroup manager duties. They do not want to fill that "secretary position" with a mechanic/operator. The workgroup manager duties in this squadron are tremendous and can't be overlooked.

The answers may seem strange, but I am a Civilian 1084 who was the organizational Technical Services Chief. I am now the Branch Chief, with a new Technical Services Chief and a 3C assistant.

Most of the time the problem is people using the computers don't know how to configure them or have a problem with hardware. Mostly our job is concerned with internal customers and helping those with computer problems or network problems, our job is dealing less and less with records management and privacy act (Although I still get questions about it and still do work this program). But it is hard to keep current in this area when most of my time is dealt with computer problems. I think this was a very good idea and would be happy to provide more information or surveys as necessary.

I have already accepted a position somewhere else doing the same job but now I will get the IT pay as a 334 series not a 335. And without the paperwork issues I face now.

I feel it is a waste of my training to be a work group manager. I have always been in the Network Administrator realm and it is a waste to put a 3C071 as a WGM. I feel like I should be doing much more. I certainly never decided to stay in the AF because of the money, but if they can afford to waste an experienced 3C0 as a WGM, they no longer need my services. I plan on leaving rather than waste my last 3 years (I have been in 17) falling behind technology by doing this job!

Our 3A is a traditional reserve and with CC directed letters and EPR/OPR due all the time our 3A is not involved at all with the WGM/FM phase of her job. She doesn't touch any of the Computers in our unit. We have a prior AFSC 3C assigned who is retraining into AFSC 3E5X1 to assist me (AFSC 3E6) in our requirements for our CPU's. Both of us have this job as an Additional duty

I wish we can have more practice in computer. I went already to the A+ computer training and I get my certification already, I'm just a 3 level and i will be happy if we can have the opportunity to do that most

often. I'm working in the Orderly room right now its not bad because I learned how to do a lot things. I' am a good worker but I want computer to fix. Hopefully every IMERS can have the opportunity to learn about computer and be happy. Thank You.

There is too much attention being made towards paperwork. Supervision does not see the difference in an Information Manager and Personnelist.

WGM is my part time job (when I came do it). Personnel in the CSS is my primary.

I would like to see 3A0's broaden their horizons with the WGM material but there will always be the need for straight staff support and there will always be those of us willing to fill those support positions. Thanks--

Thank you for the opportunity.

Your survey (Q58-Q86 is very busy and hard to complete, I did not bother to answer those questions the right way due to the design of the survey form)...

The assignment I am in is a special duty at NORAD, Cheyenne Mountain AFS, CO. Up in the mountain, we do all personnel work --3S, not 3A0. No WGA/WGM here.

I was assigned to the WGM position because our NCOIC at the time was retiring. I did not take the first training course until I had been doing or trying to do the job for six months. I still have not completed my CDC's so a lot of the time I feel lost. My suggestion is that it should be a priority for someone appointed to the position to be properly trained.

Many people look to Workgroup Managers to be there when they have a problem, however, when their computer/network is running fine, they want to do things their way, regardless of any rules or regulations. Workgroup Managers at my installation has no access to create/edit/reset user accounts. We simply call the Comm Help Desk and they do all the leg work themselves. There is no possibility to remaining proficient with new software and technology without the hands-on, day-to-day responsibility of doing this work ourselves. It is also very difficult to sign off on the younger troops training records when they can't demonstrate competency in these tasks.

Need to have a mandatory shadow program for 3A0s to shadow comm help desk, would be very helpful.

I am a 3V acting as a 3A or 3C. Not a good idea. I am in the position to manage an Air Staff AF 3V FTP server that continually fails.

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This is how I see WGM/FSA. Level 1 WGM Support (IM/3A0.
Responsibilities: Electronic Records Management; File Permissions on SAN; Level 1 Customer Support; Ensure Machine Compliance Maintenance; Hotfixes, Security Patches, Service Pack; Updates, etc.; Ensure Machine Scan Report Filed by Machine Serial Number; Unit Computer Security Manager (UCM); Letter of Appointment to Wing Information Assurance Office (WIAO); POC for WIAO Network Security Updates; POC for Time Compliance Network Orders (TCNO); POC for Comm Tasking Order (CTO); Single Point of In-processing for Domain Account; Network User Licensing (SATE); Unit Security Manager Maintains DISA Fm 41; Submit Template For Domain Account; Submit Template For Exchange Account; NSA Form G6521; Automated Data Processing Equipment Inventory (ADPE); Requires quarterly inventory to keep current; mandatory inventory annually; Software License Compliance;   Software Updates (CivMod, ACES, AFRIMS, ABSS, Norton Anti-virus, WIXEL, Racer 2002, Microsoft Binder-2); Certificate to Operate for Non-PACAF approved Software Remnance Security; reutilization of out of date computers (DRMO, Donations); AFWAY POC; Network Control Center (NCC) POC; Unlock User Accounts; Reset User Password; Account Modifications; Domain User Account maintenance (Rank, office symbol, phone number changes); Level 2 WGM/FSA Support (2210/Competent 3A0) Responsibilities: Directory Creation/Permissions on SAN; Level 2 Technical Troubleshooting Interface; Initial Machine Configuration/Build; deploy to WM for distribution to squadron and customer specific software installation; Ensure Machine Scanned prior to deployment; Ensure Machine Scan Report Filed by Machine Serial Number; Automated Data Processing Equipment Inventory (ADPE); Requires quarterly inventory to keep current; Mandatory inventory annually; Software License Compliance; Software Updates (CivMod, ACES, AFRIMS, ABSS, Norton Anti-virus, WIXEL, Racer 2002, Microsoft Binder-2); Certificate to Operate for Non-PACAF approved Software Remnance Security; Reutilization of out of date computers (DRMO, Donations); AFWAY POC; NCC POC; Networking Issues - transport, subnet failure, poor network performance, file/mail server; inaccessibility Network Maintenance Notifications/Actions; Information Security Scan (ISS); Firewall Issues; Proxy Server Issues; Print Server Issues; Remote Access Service (RAS) - Dial Up Connection or lack thereof; Communication Support Requirement Document (CSRDs - AF Form 3215); NIPERNET POC; SIPERNET POC; Network Component Analysis/troubleshoot; Computer Specifications for new buys; EOY Unfunded Requirements; (i.e., Computers, Networking Equipment, Workstations/Laptops, Printers, Software); The biggest problem I see with 3A0s is two fold - (1)their supervisors don't want them spending all their time working on computer/network issues when they are assigned as secretaries and are reluctant to send them to training. (2) there are various levels of competency or interest with the vast majority (from what I have observed) simply not interested in learning even the basics of computer operation/maintenance. They appear to only want the answer to the immediate problem and not learn fundamentals in order to solve all the problems encountered.

This survey would be completely different if I had been asked the same question 3 months ago. Six months ago 75% of my job was "Personnel." (I.e, PCIII, Intro, etc.). When I got to this base two years ago, they looked at me like I was crazy because I didn't know how to use PCIII or do any "Personnel" programs. I had NEVER used it because I am an IMer and didn't think you had to. I know MANY IMers on this base, however, who are still having to do Personnel work/programs on a daily basis, and all throughout the Air Force. The Personnel duties had to take priority over everything. I have two IMers in upgrade training now who are struggling because until two months ago, all they were doing was Personnel work. There were not enough Personnelists around (there never have been on this base) and they used the IMers as Personnelists. This was all managed through the functional manager for the Wing and I discussed it with the individual many times. I never got any straight answers, only "feel better" answers, so I tended not to believe anything from the Wing level anymore. Since the reorganization, things have changed for the better (for me, and I'm making it that way for my IMers also). I manage the small computer/IM office for 800+ people. I have two airman who work directly for me and 6 information managers who work indirectly for me. I have fought HARD to ensure they don't do personnel work and they are allowed to do Workgroup Management and IM duties. Part of the problem is that some have had only WM training and performed WM duties only (no IM duties), and

some have only performed Personnel duties. They are not well-rounded. They don't know the IM part too. It's important to know ALL of the information. I encourage them to review their own CFETP. I am working hard to get them the training they need and deserve and make them well-rounded IMers, NOT Personnelists. It's a struggle, but we'll get there. This base, however, and the rest of the Air Force really needs to wake up and get IMers the training they need and deserve and stop using and abusing us. We seem to be the "catch-all" AFSC and I am doing the best I can to change that in the mind of others, but leadership and functional managers for our career field Air Force-wide really need to help with that. I've been lucky and had good jobs, until I got to this base (it's now getting better since I have the ability to change things and make them better for myself and the other IMers). Some of the other IMers have HUGE horror stories about all the "catch-all jobs" they have done and still have to do. I realize we all have to do our share of "catch-all" jobs--it's just part of the territory. It's when we have to do Personnel work and still be expected to upgrade and pass CDCs and work WM issues when we don't have time to work any IM/WM stuff because of the Personnel stuff that we have BIG problems. The key to promotion is letting us actually do our job--IM and WM--it needs to get improve in order for that to happen. Everything I do is a medium-high priority--I have to juggle and balance BOTH because they are BOTH important. As I do my job now, it's better, but it should be better for everyone in the AF.

I have experienced at this base a lot of non-3A0s filling WM positions. Suggest mandating WM positions be filled by 3A0s vs. non-3A0s. Also, the Comm Sq has very few to no seats for WMs to get formal training.

Civilian Training for WGA is lacking. This a part time job but we still need to know what we are doing.

I am the only 3A in the 61st Medical Squadron. I manage the network, have no additional duties, and spend 100% of my time in workgroup management duites. I love my job and just reenlisted for five more years!

Manning is not sufficient to do the job. Too much work, not enough workers..

I PLAN ON RETIRING IN SEP 03. I FEEL THAT COMMANDERS AT ALL LEVELS ARE NOT TAKING THE TIME TO ENSURE ALL 3A'S ARE APPOINTED AS WORKGROUP MANAGER. WE ARE MOVING TO A WORLD OF COMPUTER AGE. EXAMPLE: CANNON AFB NM HAS 100 APPOINTED WORKGROUP MANAGERS, ONLY 35 ARE 3A'S AND THAT'S LESS THEN 50 % OF THE 3A'S ASSIGNED TO THE BASE. THIS OCCURS AT ALL BASES AND WILL NEVER BE CORRECTED DURING MY TENURE IN THE AF. THANK YOU FOR ALLOWING ME TO ADD MY COMMENTS.

I would like to see more computer classes offer to our 3A0 career filed. The CBT courses are not helping at all (useless), beside who have the time to complete the courses when we are so over tasked.

I am usually the gopher. I work in a command post and generally inherit what ever duties controls just don't have time to do regardless of the task. I work out of my AFSC a lot of the time.

As a civilian GS7, 0335 I have the duties as a Systems Admin for a specific Server. I would like the to see the job title of a Computer Specialist and Computer Assistant duty position compared to some of the contract positions in which a lot the contractors are being paid outrageous amounts of money to perform equal or less than equal amount of money for what they do, especially oversees.

Most leaders are not aware of the amount of time involved in performing workgroup manager duties.

It seems like this survey is geared toward 3A0X1 personnel rather than 3C0X1 personnel.

I am one of the 3A that just happens to like the Staff Support part of the job more then the WGM side...this could also be because we get trained on how to do the WGM duties but never get into a position to apply them.

I work for the 3A Functional Mgr and only recently was assigned to SCS as Superintendent Base IM Trng where we teach WGM and are working on an offer to provide class room instruction/assistance for CBTs, DMS, Outlook, MS Office (tailored), etc... I'm currently deployed where I have done some WGM duties, but for the most part the work is administrative in nature. Concerning Answer 44 (I work for the Functional Mgr).

Lack of Technical trng/experience/expertise in the 3C side of my 3A(primary afsc) is real burden. Not sure of correct answers to questions at times regarding systems or day to day issues encountered by my users. Granted I do have the title of WM...but no real exposure to this.

All WGM duties I have taken it upon myself to do these tasks

While my job is the WM Training program manager for the base, this survey would be best administered to the 3A0 Personnel who are currently sitting in positions that have nothing to do with the career field (Orderly Room/Additional Duty positions). It seems that the 3A0 career field is still the catch all field, when someone doesn't want to do a job or if a commander feels that the only career field that will do a good job is a 3A0.

Our CS does not allow us to manage user accounts or distro boxes.

All I have to say is this, I am more anxious and ready to reclaim the title of "Mr." in the summer of 2004!! I feel this AFSC is a joke, and has been a waste of my time for the last two years. Just as well contract it out to the civilian sector like everything else. The "training" is worthless, and being forced into one man deep positions right out of tech school is a cruel mind game that puts the airmen through hell. Just because we come right of tech school we are expected to know everything there is to know, and get chewed out when we don't know how to do our jobs effectively. Trying to get the section chiefs to allow us to get training off site is not an easy task, especially when we are put into one deep positions. Additionally, the idea of having so many people "having their say" as to where I work, and what I have to do is cruel. I have to listen to the functional of my AFSC, be ready to jump when the comm squadron CC says, listen to the squadron CC to which I am assigned along with those in the directorate to which I am assigned from my squadron. I need to create a flow chart to keep myself straight!! Not only that, the wide variations of the AFSC should be divided into different shreds...the admin side, and the workgroup management side...or again, contract it out just like the AFMC does for everything else.

All computer relates jobs were performed at last assignment.

When will we (3A0X1's) be utilized as envisioned when we first merged with the Communications Squadron? I've been in these one deep positions which all require a little knowledge in everything, but what we are suppose to be trained in - (small computers!)

I'm the FSA for my unit

I'm an AMMO troop doing a COMM job?

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Assigning WGM duties to small directorates such as HO, HC, etc. is questionable. Additional duties and the associated workloads are too much on offices with only 4 or 5 people. The WGM function is just one of several additional duties that have to be accomplished.

I am a full time Work Group Manager. This is my civil service job, so I'm not sure if this only applies to 3AO's that are performing Work Group Manager duties in addition to their regular jobs.

I feel our career field should have higher bonus. We do a lot of comm work and take loads of work off them.

We are recently a new squadron created under the reorganization. Therefore a lot of things are not quite clear as far as what direction we are going and the types of things I need to do. There is no lack of support from supervision or my supervisor.

A "by-pass" test or qualification standard needs to be addressed for 33S3's and 3C0x1's. I've had my 3C's (with MSCE, CISSPs, and CCNE's and BS Degrees) go to the "required to get your WGM priv" course only to find it so basic for where they are. Taking apart a computer (already in the CFETP and trained) or installing Win2K basics (installed over 300 machines). Some areas were needed but overall, 3C's should be able to "test or certify" out of the basic "this is a computer" portions.

The 3As in the field constantly hear about the merger with 3Cs, only to find out that there is nothing going on with the merger. The last info I read was the in the year I believe 2010 the career fields will merge. I will be retired long before then and that does me no good. I would like to see more info on the chief's website about what is happening with the career field. I really mean down and dirty answers not just what is politically correct answers we get those all of the time.

- 3A0 Airmen arriving do not have the aptitude or understanding of basic electronic parts or theory, never mind a computer. Suggest raising ASVAB scores for entry into the career field.

Very few 3A0X1's are performing duties as WGMs. The 3A0X1's that are performing as WGMs are still expected to perform the traditional 3A0X1 duties at the same time. This leads to an environment where the W GMs are extremely over tasked.

Since 3A0's can be placed in a lot of different positions, we should consider putting 3A0's in just WGM positions. For instance, I'm being utilized as a Resource Advisor (RA)for my directorate. My RA duties take up approximately 90% of my workload. In addition, I have to spend any and every extra minute that I have doing WGM duties to at least stay proficient in my career field. It's very hard to maintain proficiency in my career field when you are not actually assigned to a WGM position or primarily doing WGM duties.

I feel that everyone situation is different, my priorities fall on my supervisor need. Whether it deals with WGM, files, memorandums, or suspenses.

I am supervised by a personnelist which doesn't understand my job as the primary WGM in the building and doing such rates me lower than I feel and many others feel I deserve. I due to this reason am seriously considering leaving the air force or getting out of the 3A051 career field.

I am speaking only of personnel who perform WM functions as an additional duty, not 3A0s... I believe that the practice of prohibiting experienced and capable people from performing WM functions because their duties will not permit them the time to execute the full training regimen is one of the more self-

defeating policies I have encountered in my nearly 23 years of service. I have asked, and there is absolutely no option to prove one's abilities by a test-out or bypass procedure. This training, intended for the new IMer in skill level upgrade is redundant for many people who have managed and maintained AF systems for years because they had to, and were capable of learning it on their own. We allow people to bypass Air Force level Technical Training and to go DDA to their first assignment. But we will not do this for local WM skills? Something is wrong with this scenario… Additionally, what happened to qualifying personnel by duty position? Normally the NCOIC (or equivalent) determines what is required in the assignee by identifying the tasks on the 797 (or equivalent). They then train and qualify, or prove their competency, on the tasks required, and go to work. It works for every other career field… Upon arrival here I put my skills to work assisting our fledgling WMs because I could, and I did complete some of the training. I did this for the past 4 1/2 years; only recently being removed because I had not completed all "required training". It is unfortunate that our system is so blind to the real world needs of our units. This policy has compounded the problem by simply overloading our one remaining additional duty WM even more. I realize this may not be AF policy; but I thank you for taking the time to read my 2 cents worth.

Survey was geared more for the military member (questions #26, #28, & #47) have no applicability for civilians--but the survey forces you to answer them). WGM position requires numerous hours of training. Due to the turnover rate of military members (PCAs and deployments), a small office is often forced to tolerate the absence of an admin troop for various training reasons. By the time one WGM is trained and PCSs, an incoming troop requires WGM training--developing into a constant cycle of training. In certain offices, not all, the position would better be served by an individual that will provide long-term continuity in the office.

In the future, a separate survey created for those who only perform WM duties as an additional duty would be more productive. It would give a better perspective on how primary duties interfere with WM additional duties and vice versa...

Being a Workgroup Manager is great. I love what I do but I have a hard time where I am currently located due to the high demand of work and the low in WMs trained and experienced to do the job. Whenever there is a problem with a computer individuals will come to me before going to their WM. There is little to no time to complete my admin tasks and I am told to do things by management to just do what I need to get things done as fast as possible. I like to do things the right way, which in many cases causes unrest with management.

3A need to be sent to computer school for hands on training The CBTs just don't cut it

I'm tired of running around in this career field like a chicken with it's head cut off. I keep hearing oh, you take your job to serious, it'll get better and it's not it just keeps getting worse. I'm ready to cross train. I chose this career field in 1998 with a happy attitude. Now I'm just to unhappy with the career field overall. Something really needs to be done here. Working weekends etc. just doesn't cut it & at what price?

WM functions/responsibilities are significantly reduced at my current duty station, compared to my previous duty location. WMs do not perform many functions (load new systems, unlock user network accounts, etc.). These functions are allocated to contractor personnel to apparently validate contract requirements.

I do not feel WGMs should be other than the 3A0 career field. The amount of information needed to learn is like learning a whole other career field. It is not feasible to expect another career fields to learn WGM duties on top of their own.

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Please produce a list to Commander's that 3AO's should NOT DO. We are still being treated as 702's and are being expected to fill the 702 role, the 3A0 role, and everything else that other AFSCs don't want to do because they are not 3A0's.

2S0X2 performs majority of workgroup managers duties and responsibilities in supply community, how about converting this AFSC into a 3Cs or 3As AFSC?

Need to get better training. Hands-on.

Hands on training. CBTs are cheaper, but they lack the ability to provide feedback. Feedback is crucial to training the 3A's (and 3C's) that work for me. Between deployments and normal work, there is very limited time to actually train, and a TDY for classroom hands-on training is vital if they are to receive the information required to perform their mission.

I think it would be good to distinguished between Secretarial/Commander support staff and Workgroup Managers. I really think they should be separate AFSCs.

Until a couple of months ago, I wasn't even assigned as a WM to our squadron, for the past 4 years, I have been doing nothing but pointless administrative work. I am just now getting the basic WM knowledge, and a lot of IMers here feel the same way.

I've had to learn most of what I know to fill my past and present WGM position on my own, whether it was through off-duty college, reading books, etc. I've been asked to complete some tasks before that i had no idea where to start, but my reading up on the task got the job done. On the other hand, a 3C0 was asked to perform the same duty and he obviously excelled because he was trained and didn't look one bit stumped.

I thought the survey was great!

On #28 my Job is why I will not re-enlist

This may be skewed due to my current position working in the NCC (Computer Helpdesk).

Unfortunately, our own career field allows very little to career progression. Look at the structure of most 3A0X1 positions in the units across the AF and you will see very few 9/7 level positions, and the vast majority of positions are five levels. This places a lot of pressure on one deep slot, which makes up most of those three level positions. For example we only have one authorized seven level for the entire group, and we have four seven levels assigned.

Thank you. Although I am not an Information Manager, I feel included in the processes and am eager to complete the CBTs and classroom training as my busy schedule will allow (or stretch to accommodate).

To clear things up, I love my Work Group Management work. I just don't like the DP personnel work I do which is 85% of my work. I was a Functional System Admin for straight 2 years before my job now.

I am a 3C051 assigned as Network administrator on a Unix network, but my secondary duties are to assist the NT network admins, helpdesk, and occasionally the 3A's here.

More 3A0 training, ex: Access Databases, Excel Spreadsheets, More Troubleshooting.

I'm an additional duty WGM, not a 3A0. That being said, is all the training that 3A0s require really needed? Not that I mind, but are 264.5 hrs of CBTs the best use of my time?

3A0's need a bonus for doing more than what we're expected.

The WGM should have more control over their user accounts. They should be able to create profiles and reset passwords.

Training for 3A0X1 has been given priority in writing, but until 3A0X1s are mandated to actually leave the duty section and attend formal AF training courses, many will never receive the necessary training. The 3A0X1 career field needs to become obsolete and absorbed into another AFSC. That is the only way the old "702" mindset will be changed and all 3A0X1s will have a fair opportunity to be trained and utilized effectively as information managers vs. administrators and personnelist.

Since computers are the life line of the way we do business everyday, 3A0s need to be better trained. Yes we have CBTs and our CDCs/SKTs but the real training is in hands on workshops. Has there been any mention of adding a specialty code in our career field? (example: 3A0X1A, Workgroup Manager Certified).

Good idea to survey! In my opinion, 3A0X1s aren't being utilized properly and when they are, they aren't receiving proper training to accomplish the mission. There needs to be funded training from professionals, instead of other 3A0X1s that have received training hands on and not from proper professional training in their past.

I just hope that I filled this out correctly. If it is not please let me know so that I may take it again. Thank You

This survey is not really representative for me at this time. Being duel-hatted with what are two fulltime jobs leaves me frustrated and unable to do either job well. The future should bring some positive changes which will improve the situation.

It is difficult to use my current job position to complete this survey. I am tasked with training all network professionals regardless of AFSC as per AFI 33-115 V1. My duties encompass much more than what is in the 3A STS. I do not perform many duties outside the network professional arena. My "boss" is a 3C. Most of my assigned tasks and duties follow that of a 3C instead of a 3A.   My thoughts of separating have nothing to do with my job and EVERYTHING to do with "civilianizing" bases and job positions. I feel abandoned by the military so I am leaning towards abandoning them. I guess if I want to keep a job that is challenging and will actually utilize the training and experience that I have I will have to separate. Sorry for the soap box....but it's true.

I would like to be able to do more with the IM Career Field, and not have to deal with the Personnel Career Field. My supervisor is a Personnelist, and doesn't see the need for me to grow in my career field.

3A0 Career Field has too many broad responsibilities. We are like a Jack and Jill of all trades. If we are to be responsible for what the 3C0 Career Field gives us as leftovers then the "Paper-Work" side of the career field (3A0)should be shreaded out as once done back in 1980 (702-A-B-C)so we can get the proper training and be put in the appropriate jobs. We have 3A0's working in orderly rooms who never

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see a computer as far as being a workgroup manager, staff support who basically do all the paperwork and whatever else needs to be taken care of and no computer management at all. The 3-day WGM training is a joke, you are taught how to take a computer apart, what the main functions are, how to put it back together again, and how to configure some software/hardware. How come we don't get the same training the 3C's get down at Keesler for 3-months? We are not taught how to troubleshoot problems and how to fix the problem... so we spend 45 mins sometimes or all day working on a problem with little or no help and the rest of the work is stacking up at our desks. Do we send our maintenance folks out to fix an airplane without instructions on how to fix landing gear, I think not... why can't our career field come up with some instructions on how to fix common problems clients will encounter on their computers. Until these problems are addressed and a solution reached I don't see a light at the end of the tunnel.

If my duties were to just WM and administrative everything would be running a lot better and I would like my job 100% more. But with all the Personnelist issues that I have to perform, and the Sq Leaders not wanting to help us out and make a change to help us perform better than all the IM positions in the sq hates it, because 50% is related to IM and to other is personnelist or performing other duties.... so we have to work extended duty hours and sometimes weekend to just catch up with our work

Most of my workgroup manager duties do take precedence over my IM duties, but I'm still working both. The reorganization that just happened a couple of months ago with the fighter squadrons gave the 13FS less people, so that means less computers that I work with. Before the reorganization I was the alternate WGM and my supervisor was primary. Now I'm the primary for the 13FS and my new supervisor has never been a WGM. I would like to go full time WGM with a few IM duties for the times I am not so busy with WGM work. I think that maybe there should be career fields for WGMs by itself. They should be taught only WGM advance duties. That way there will be IM personnel, WGM personnel, and the COMM personnel can stay and work the big routers and servers in the Communications Squadron and the WGMs can help by working only WGM issues in the squadrons.

I am currently working in 2 offices (2 full days and 1 half day in each) with distinctly different missions due to a decrease in manning. I perform very little WM duties in one office and no WM duties in the other.

A few of the questions which must be answered do not apply to civilians, however they are required to submit the form (i.e. questions 26,28,46,47,52).

Great job, keeps me mentally active but adds nothing to the physical realm. Need more trained WGMs especially when current manning allows personnel to be rotated out on TDY assignments. Should shoot for 1 full time WGM per 75 users to manage effectively without supporting TDYs and additional details.

I feel that the 3A0 AFSC is mis-utilized on a regular basis. I see more 3A0 personnel performing personnelist duties and secretarial work, and never touching the inside of a computer. Where these people can easily use and configure office applications, they could not install a simple printer driver in order to use those office applications for anything productive. My opinion is that the Air Force needs to make a decision weather to make the 3A0 the workgroup manager, or the secretarial career field, because doing both grossly misuses their time and skills, and decreases the quality of the training required to be competent as a WM.

I am very happy with my job, and I feel that I make a difference. I also feel appreciated in doing my work, and I look forward to coming to work each day.

I know that it would take a lot of planning, but when you look at the WM vs. the IM field they are the

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same but also quite different. Would there be a way to identify the obligations of both Air Force wide. I mean when I receive my CDCs and they are separated so that I can understand both without confusion, why not give this info to those who don't work in our field so they can understand exactly what they need when they approach an IM/WM with a question. I try to preach it at my level but no one seems to care. Most of our customers are those maintain jets and they already feel that we are unimportant, at least where I sit.

I am currently deployed and my responses reflect home station duties, not deployed. So that's why a lot of my answers have been "Within the last 3 months", etc.

Workgroup Mangers are important to every mission that uses the computer. Often there are work centers without WMs or not enough - those work centers are suffering. Our daily work keeps the mission going. We WMs need consistent upgrade training as technology changes.

My job is a little different dealing with the management of the WM Program. I still perform WM duties, however, not to the extent of a WM where it is there full time job.

I get frustrated because when working in Supply, we get used as secretary's only and not given any system admin projects to do. This hurts us for testing purposes and for when we PCA or PCS.

Hooray Air Force!!!!! This is a great survey. Whoever created it keep up the good work. We are gearing up to teach WGM courses here and are very excited. I love the Air Force and look forward to the future for IMers assisting 3CO's in there daily duties. If your organization needs any assistance please let me know. And if you have any good input's for us, they would be greatly appreciated

In the last six years of my 12-year career I only had to do general admin duties for about 1.5 years. I was used as a test subject at my last base to see how well a 3A0X1 would migrate from office personnel to the NCC. Worked my way through almost all the levels of the BNCC and now work as the NCOIC, Web Operations. The only people who know I'm not a 3C0 are my FM, OIC, and a handful of other 3A0s in AFPCA. Additionally, I am working with the HAF training section to set up WM training for all 3A0s in the National Capital Region who are not already WM certified. I do not get a reenlistment bonus but I would not trade this job/responsibility for anything. However, with the plans to outsource my agency in the Pentagon to contractors I am fearful I'll be back at the office level again in the near future at a new assignment...that is not a good thing.

My title as this office's WGM is just that... a title. I do very little WGM work. I do enjoy the job that I do. I do have job satisfaction, BUT, I wish I was not made to WAPS test on something I don't do (WGM duties). It has certainly slowed my career growth!

Although primary duties include ADMINCOM; numerous duties/responsibilities include Personnel Programs (3S/Orderly Rm/MPF) functions. Workgroup Management is considered an "Additional Duty" , Secretarial work is considered Primary. Numerous 3As are still being assigned to Orderly Rooms managing Personnel Programs and have zero contact with WM duties also Orderly Room manning is normally heavy with 3As and NOT the functional "Personnel" experts (3S). CCs and units continue to hire/place non-3As in positions as System Administrators/WM (i.e. MX personnel). Recommend all Orderly Rooms be manned by only Personnel Specialists and establish under the CSSs a "WM/Administrative" Section to implement/manage career field specific functions Information and Communications Mgmt.

I am currently the Trainer for Workgroup Managers. Prior to this I worked at the squadron level job where I was swamped with additional duties and was required to perform some personnel duties and all

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his duties in his absence. Squadron level organizations need additional 3S personnelist to perform their functions such as EPRs OPRs and other functions which will allow 3As to perform their duties and remove the WM additional duty from other AFSCs.

A lot of these jobs I used to do, but I've only been in my present job for 4 days.

Here I perform duties that are more aligned toward 3S0X1 than 3A0X1. And this to me is a complete mystery to me. Not to mention a total misuse of manpower. Sure wish someone, ANYONE, could tell me why a 3A0X1 is working in a Commander's Support Staff supervising not one but two 3S0X1.

I feel that there should be more WM classes available of make the classes larger or at least prioritize the people needing to take the class. ie. If a troop is not in a WM position a troop who is should have priority for the class.

It was very hard to answer question concerning WGM issues , because they are treated case by case. When at that time it seems like high priority, but just because it is a high priority for my customers does that mean it is a high priority for me.

Survey was hard for me to complete--I've only been in my current position 1 month. Previously worked in LAN Office where my primary duties were Functional Administrator/WGM 100%. 1. Enforce the separation of 3As and Personnelist. 2. Hire civilians to conduct Administrative "paper work" for flight or Squadron CCs . 3. AF needs a better distinction between 3As and 3Cs. 4. Get rid of the CBT requirement--most of the CBTs are just head knowledge--3As need Hands on training. CBTs only confuse trainees, because they have no clue what they are "trying" to learn. 5. On a personal note and because of the above, I Have a line number for MSgt and when I get my degree and fulfill my 2yr obligation--I will retire. Also, would like to note that My WGM responsibilities have been primarily self-taught--the CBTs are a joke. Another note is the fact that our "3A0X1s'" STS lists things we're supposed to know; however, most of them listed are things we don't/can't touch--it lines up more to what "3Cs" are doing at the NCC. Based on our STSs you would think we "3As" would all be NET+ qualified.

I now have the following industry certifications: Note: MCP = Microsoft Certified Professional 1. Microsoft Certified Systems Engineer 4.0 2. MCP +Internet (TCP/IP and IIS 4.0) 3. MCP - Implementing and Supporting NT 4.0 Workstation 4. MCP - Implementing and Supporting NT 4.0 Server 5. MCP - Implementing and Supporting NT 4.0 Server in the Enterprise 6. MCP - Internetworking with MS TCP/IP on MS Win NT 4.0 7. MCP - Implementing and Supporting MS IIS 4.0 8. CompTIA Network+ Certified Professional (2001) 9. CompTIA A+ Hardware Certified Professional (2002, includes Win2K); I am qualified in the following: 1. Panduit Qualified Category 5 Installer and Certifier 2. Panduit Qualified Fiber Optic Installer and Certifier I am industry qualified to teach the following: 1. CompTIA A+ Course: http://www.comptia.org/certification/aplus/index.htm 2. CompTia Network+ Course: http://www.comptia.org/certification/networkplus/index.htm And hope to soon be a professional member of: The Electronics Technicians Association http://www.eta-sda.com/

It is imperative that the WGM function be separate from the traditional IM function. The two jobs are apples and oranges, varying to the farthest ends of the spectrum. No job in corporate America would ever get away with trying to perform such a job function merger; the skill sets vary too greatly. If salary is any indication of the extremes, take a look at how much computer administrators get paid in relation to secretarial work.

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This survey is too long to be accurately completed!

RE-EVALUATE THE REENLISTMENT BONUS!!!!!! As in....I'D LIKE ONE!!!!!

I'm currently an Education and Training Technician, WM duties are extra, but take up a lot of my time. I requested the WM duties, because I've got a CIS degree and working on computers and programs is what I love to do and hopefully will get a civ position doing this full time.

At my prior base, I was the Workgroup manager for the Group Commander I went through a lot of workgroup manager training and completed my CBT of workgroup manager. Since I have been in the NCR I have learned that AFPECA does everything. I work in a office where I am the lowest ranking member and I work with Maj and above to include a BG. If as a 3A my customers are my co-workers how am I to keep them happen when all they have to do in call in a trouble ticket for minor problems. If it is just a matter of keeping a log, I can do that. But it is hard for this unit because of the different software being use, I have to call a help-desk member to add the software to the users machine. Which is really just a click of a button. I just don't understand we are spending millions of dollars on training for WMs and when you don't give us any lead space to use our training then we mine as well get out. People like me who aren't in the military for the money are the ones being hurt.

Admins at a squadron is fine. But flight admins and admins of one small office like 20 computers and 50 personnel is unnecessary. We are very under utilized. I don't like doing just left over work. My job is my job and a lot of us are not doing it. And with no hands on how are we expected to pass our CDC's. Our job is broad enough as it is.

Thanks for taking the time out to send out a survey.

I just switched jobs so that is the reason so many of mine are never....because I have never done them here yet, but I have in my previous job.

I do allot of LAN, Hardware and software work from upgrading to troubleshooting. I am trying to cross train to 3COX1. I turn in my CJR in December of this year. I just hope there opening in the 3C career field.

I love my job, but I dislike the people that I work for. They are maintenance squadron, and a lot of times I guess that my job isn't as important as theirs, so oftentimes, I am discouraged about coming to work. I love the workgroup manager job and being a 3A0. I wouldn't change that for anything. I am a retrainee from supply, so I love this job, but I feel that a lot of my issues, such as training and training classes are overlooked, and everything is focused on maintenance. Thank you for listening

Please remove 3A0X1 from the computer career field, thank you.

Good Survey!

what exactly is all of the responsibilities of 3A0X1s???

Request improved communication from Functional Managers to unit-level 3As on the direction the 3A career field is moving.

For the Work Group Managers job in the this squadron, I would say that we do more than a typical

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IM\WGM is trained to do. I have not received any IM/WGM training other than a CBT to get me qualified for the WGM accesses and the security portion of this job. There are very few things that this CBT taught me that I didn't already know. There are quite a few things that I knew above and beyond the CBT and even more that I have had to find out on my own. I would say that these tasks probably were not intended for your average IM troop coming out of Tech School but are not covered in any training that have seen to date. I looked at the CFETP for the 3A career field and find it pretty basic.

I just recently PCS'd here (3 months ago). My previous assignment was overseas where I performed SSO duties for 3 years. I never was responsible for WM duties

If I could cross-train I would. What has happened to the 3A career field should have never happened. There is a lot of animosity between the 3Cs and 3As Air Force wide because the 3Cs think we are taking over their career field and in return they don't want to pass on any knowledge/training to us. We see and hear this everyday. Workgroup Management was not something the 3As chose to do but is something we were directed to do. In my opinion, the 3As were not taken care of properly when the Workgroup Management initiative was imp lemented. Soon, you may see a retention problem within the 3A career field now.

- I believe that there is inadequate information or focus from 3A0X1 upper tier staff MAJCOM and above to subordinates who are at Wing/Group/Base level on the direction, purpose and implementation of actual Workgroup Management (WGM).
Some organizations are forward thinking and integrated IMers as a resource. Most are torn between the in fighting which exists when IMers are co-located with actual 3C0X1's comm operators and or 3C0X2's comm programmers. Without true AFI guidance with a structured / mandated curriculum, true integration with the communication career field (programmers / operators) the WGM program will fail! The only success I have encountered since receiving WGM training are when someone in my senior leadership has experienced the pleasure of being in an environment or organization with a successful WGM program; "Rare".
- In my last assignment performed the duties as a WGM in an Air Force Special Operations Group. We had an excellent program with leadership, direction from our commanders and MAJCOM alike. This made for increased productivity, beneficial training which corresponded with our Air Force Specialty/promotions training and helped with our duties both at home station and on deployments.
- It appears from my experience that the only members with actual / true experience in a WGM program are those who have acquired it while assigned overseas; (PCS or deployment(s)). It appears to be a political issue or indecisiveness on the direction / implementation of WGM in the CONUS environment.
- Question(1): If IMers are only trained on WGM in overseas locations and comm operators and comm programmers are being outsourced for contractors CONUS. How are you going to prevent shortfalls with increased dissatisfaction, manning / retention and increased deployments in the time to come?
- Question (2): Case in point; many organizations have redundant resources with military and contractors and see their military members as an expendable and are eliminating their positions. How do you think this is going to affect deployment taskings! Who's going to fill the positions from the tasking orders? Contractors?
- Suggestion: Not all 3A0x1's perform WGM duties. Integrate the comm operator and programmer career fields to include WGMs to make one AFSC with different shreds / suffixes so us WGMs who perform the same duties as our comm counterparts could receive actual / true buy-in and so we could also receive the same SRB for performing the same duties!

There are some things that workgroup managers can do to help out the help desk. Different bases seem to operate differently. I was surprised after coming from a base that allowed workgroup managers to create user accounts, e-mail accounts, and add computers to the network to find that here, we aren't even allowed to unlock a user account. I'm sure the base has their reasons, but if workgroup manager training

includes all this, why am I now somehow reduced to helping someone install a printer. I understand there may be some trigger happy WMs out there, but let those who are responsible have a little freedom back to at least free up the help desk to do real troubleshooting.

I've been trying cross train out of 3A career field since joining the AF in 1991. Every time I enquire about cross training, I have to get promoted. The AF would let someone separate rather than cross train them into something that interests them and they will ultimately be more productive for the AF. When I attend computer courses, I get up beat and look forward to working with computers and then I get back to the shop and lose what I don't use. I have to make computers a priority over other responsibilities just to be current with the minimal day to day computer issues.

Computers require more of our time than I think our senior leaders thought it would. I only have 30 systems to take care of but a 3A that is a WM that has over 150 systems has to devote all their time to WM duties. But we know that is not always the way it goes. Our AFSC needs an overhaul with hands-on training for WM duties. CBTs are not the answer. You need to be able to touch and see a computer and how it reacts when things happen. CBTs can't do that, they just provide info. I have lots to say but not enough space. As a WM instructor for 2 years I've just about seen it all. Make all 3As computer people and give our "office" duties to the 3S career field. If people don't want to be WMs, make them a 3S.

I also was responsible for installing patch panels, switches and running CAT5 cable. Also installed a server and set up an entire network. I ran the help desk as well.

My last job prior to retiring is as the Base 3A0 Functional Manager. This job certainly carries enough responsibility but there is ABSOLUTELY NO AUTHORITY WHATSOEVER to function effectively. I'm finally in a position to see that proverbial "Big Picture" of the 3A0 world at base-level yet don't have any power to make essential PCAs happen to get IMs in the proper places for the most effective utilization. My role is not one designed for decision-making but more for advisory purposes, yet my justified inputs on 3A issues are often spurned without rationalization. True story: A group-level, non-3A0 CMSgt requested a list of 'available' 3A0 TSgts to fill his single authorized group-level 3A071 TSgt billet (the only one 3A0 TSgt billet in that group and its squadrons; no higher skill level or rank authorized). I state that within the squadrons of his group are not one but TWO 3A071 TSgts, both residing in SrA (I repeat: Senior Airman) billets, and that constitutes the list that the Chief can draw from. End result? That group pulled a TSgt from another group and retained those other two TSgts with the CMSgt stating that the two weren't suitable to fill his TSgt position. Here's another one: I was placed in charge of setting up the work center for a 100+ person command IG team but wasn't provided any modern equipment or given the funds to purchase new equipment; all of the computer equipment I acquired was salvaged out of ADPE turn-ins (most was mismatched and failed to meet minimum IG-stated configuration standards). The last-minute arrival of new computers which an organization graciously loaned out for a fortnight was the only reprieve. Please don't discount these comments since they're coming from someone who's going out the door. Yes, I'm disgruntled about how those in command misuse and abuse their 3As. True, I'm not pleased that most of the 3As aren't properly trained or have a good outlook on their future in this career field. I've never before been in a position where there's so much potential to get things turned around for the better, only to find out that there's no support from the commanders, chiefs, and others in influential positions to make it happen. It's frustrating and depressing. For the most part, my efforts are worthless. I'm at one of those bases where the leadership proudly puts the word "Team" in front of the base name; obviously its only for morale and publicity purposes because that word "team" doesn't fit at a base where its leaders are primarily looking out for their own good instead of selflessly contributing and sacrificing when and where it's needed to support the mission as a whole. I hope you take my responses and remarks on this survey seriously as my ultimate goal is to provide you with candid feedback so that improvements can be made with the 3A

career field. Thank you.

The Survey is too long, and it does not ask what would persuade us to stay in this career field. A bonus would be nice. 3Charlies get a healthy bonus of around $60,000. We get nothing but a .5 and that's for Zone B. If they merge the career fields like they were once talking about, they could lower the bonus and the 3 Charlie career field wouldn't be so under manned. As a WGM, we perform a lot of similar responsibilities and get nothing for it when it comes time to reenlist. It's just not fair. Something really needs to be done about this .

I DON'T LIKE THE IDEA OF USING WORKGROUP MANAGERS IN ORDERLY ROOMS OR AS STAFF SUPPORT PERSONNEL. I FEEL LIKE IT CAN HURT THEM IN THE LONG RUN BECAUSE THE WM DUTIES ARE VERY EXTENSIVE AND ARE BETTER LEARNED THROUGH REPETION AND THROUGH TRIAL AND ERROR. WE ARE TOLD IT IS VERY IMPORTANT THAT WE GET UP TO SPEED ON ALL THE PROCESSES OF BEING A WM, BUT IN THE SAME BREATH WE ARE RUNNING INTO RESISTANCE BY MANAGEMENT STILL WANTING TO USE US AS ADMIN TROOPS AND WORKING IN ORDERLEY ROOMS ETC.

I was the SA at my last duty station. At this assignment I do not perform any WGM or SA tasks.

NOTE: I am in charge of a Networks shop that is 100% computer related. Standard Information Manager duties really do not exist and WM is the primary duty

Hope this helps.

I believe this is a pretty neat concept and plan, but it is more of a mirage for individuals that get stuck in an orderly room or an office that we are just a body in which our prior training and skills means nothing. Our job is laid out by a maintainer or someone who has one idea and that is "personal secretary". I have heard this concept, became well trained in it and tasted it but for some odd reason either the job position we were filling or WGM itself was really just a burden. We TRULY NEED OUR HIGHER UPS to FIGHT for us. Convert the AFSC then maybe we can get a bonus or something and maybe individuals will stop thinking the 3A career field is one of the most expendable AFSCs in the Air Force(Ask the troop that is called up from his family to support the AEF with other individuals with a SRB if he/she is expendable to there office or for that matter to that AEF rotation). Sorry for the gripe but this is a concern for the younger troops, the change can start there. I'm tired being a secretary when I was recruited to work with computers.

The training WGM training is absolutely useless for 3C0's who do Sys Admin jobs and the training is extremely outdated for everyone. Why do 3A's need to know about Windows 3.1/ 95 or what autoexec.bat does? It was a complete waste of my (and my subordinate's) time. The questions on the "tests" were very misleading, outdated, and sometimes flat out wrong.

I feel there should be some type of school set up, maybe 4 - 6 weeks in length to help the WGMs better become acquainted with what we need to know. Most places have NCCs that do most of what we do, and therefore do not allow the WGMs to have a lot of permissions to change computer settings. There is a lack of training, and the 40 hour course, although good, is not enough.

Bring back the shred outs so that those of us in the IM career field can be utilized in the support role vs. WGM without penalty during testing, promotion boards and annual award programs.

If you are in a staff support position, people expect you to be their gopher. The mind set has not

changed, they expect us to do all the running around. People have been spoiled by having 3A0s do the "crap work". If no else is around or other careers fields don't want to do it, give it to an Admin person. If you want that to stop, you need to have staff support as a separate career field. I personally think all staff support positions should be converted to Personnel positions. Since most of the work is personnel related.

I recently moved jobs, I am now in the comm sq but wanted to answer this survey as to my last appointment where the 3A duties are completely by the wayside. It seems that 3A's are not being allowed to get the training they need or to complete workgroup management duties, instead they are being used as "clerks". I had a young troop recently assigned to me, and honor graduate from tech school, who was so excited about the 3A field and all the workgroup management she was going to learn. I only had her in my shop for a week. She was moved to an orderly room where her job description is EPRs/OPRs/Decs, the leave program, and other personnel actions. Needless to say she has emailed me several times and is not very happy or excited with her situation. As for myself, I am much happier where I am now. I have a great boss and 5 young 3As under me. We "make" the time to secure the proper training and application, even though they don't do workgroup management on a daily basis - at least they are receiving training and are learning to troubleshoot problems on a weekly basis. Thank you for your time and attention.

I would really like to see the IMers pulled completely out of the "Orderly Rooms". There needs the be some education on what Command Support Staff is and which duties should be assigned to an IMer versus a Personnelist. One of the complaints I hear from my airman is that they are being used for secretary duties, additional duties, and housekeeping.

I am a non-3A0, but the primary WGM for my unit. This often puts me at odds with my supervisor, who feels that I spend too much time on "additional duties" and not enough on primary duties. Unfortunately, the only 3A0 in our unit is not nearly as skilled as I am (although he is learning) and he is swamped with other IM tasks. This makes things pretty uncomfortable for me much of the time, trying to balance WM duties (which are constant) with my primary duties.

I am the only 3A0/WGM in the entire unit and I also work in the Orderly Room (CSS). This is why I hardly have time to focus on functional 3A0 tasks.

Just please please lets get some 3A0 training done and hands-on experience. Get us out of the commander's support staff offices. If training cannot be provided, please don't WAPS test us on the computer side of the house. Thanks!

I have been in the information Management career field for ten years, there has been some positive changes but unfortunately the changes did not really impact 2nd -3rd termers like they did our first term IMers. The career field would interest me if we were all doing what we are tested on in our SKTs, but unfortunately not all of us are lucky enough to be able to do our job.

We have a help desk that does not allow any user any rights to change, add or modify systems. We use Windows NT 4.0 and they have locked everything. I don't even have the permissions to change the clock! I feel once I leave this organization I will be behind other 3A. I have requested to go to the base training but no training date has been set. At least I will have something.

your survey assesses only WGM and Information Manager jobs, what about all the additional duties that we carry, here is some of the "additional" duties that are not part of my AFSC and take more than 50% of my time Impac card holder ADPE Custodian Training Manager DMS/Fortezza Card Holder Fitness Program Monitor Forms/Repro manager TCO Government Travel Card Program and "Rep for this and

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rep for that" :-)

I wish IMers would have had the option at the time of the merge to either cross-train (Personnel perhaps)or go with the merge into what is primarily Comm. Right now I have so much time invested in my career and I love the Air Force - that I would not consider throwing it away.

I have been assigned as a FSA for about 6 months now. My prior position required me to write EPRs and Decoration's along with fixing them after they have been bled over. My fellow 3A's are still regarded as EPR and Decoration fixers which I have been trying to change for the last 16 months. Our non 3A supervisors don't want to loose their (Admin) for reasons I cannot justify having them in the flight's for. I have arranged for my fellow 3A's to come to the LAN shop for training but still have a hard time keeping them here due to being called to do non 3A duties (3S). The positions filled by 3A's I feel can not allow Information Managers to reach their full potential by requiring them to correct issues that OPRs are responsible for. My goal is to have all of my fellow 3A's to be working together in a functional area capable of giving the required training and ability to do their required 3A core tasks with a hands on environment I feel that this can be accomplished.

Would this survey help us in the migration to being in the computer communications career field? Is it true that a merger is taking place between the 3A0's and the 3C0's?

I WOULD LIKE TO GET IN A CLASS ASAP INSTEAD OF NEXT YEAR!

Again, my only comment is that organizations like mine have not allowed for a full-time position as Workgroup Manager. The Workgroup Manager also has to perform duties as the Unit Compusec Monitor, Information Assurance monitor, Functional Systems Administrator (alt), and possibly TMAP responsibilities. All of these responsibilities detract from our ability to perform our primary non-systems duties. This test is not well suited for civilians. Some of the questions require answers that do not apply to civilians. There should be a N/A answer allowed.

Let us cross train out of career field instead of forcing us to do a job that we did not enlist to do. Personnel is a much closer counterpart to us. Just because we use a computer does not mean we need to know how to build/troubleshoot/maintain/partition etc...

Air Force needs to commit to formal training in a tech school environment. Especially for those of us who went through tech school more than five years ago.

Although, I'm not the sole WM in the flight, I am able to dabble a little with the WM functions. I make time to reset passwords, troubleshoot, modify and manage work center accts. However, as the Special Security Representative for the wing, I'm not able to do this fulltime since my primary duties are full-time responsibilities.

My primary job is WGM, but I also track, review, turn-in, process and organize EPRs, OPRs and Decs. I really would like to see these duties be a part of the 3S career field rather than it being tasked as an additional duty to a 3A. I understand tracking and editing correspondence are part of our duties, but I believe in our CFEPT, we as IMers should work strictly under our field of study...or be sent to some type of special OPS.

I don't think this survey allowed me to accurately portray my day-to-day duties. It was vague and the questions in the beginning of the survey confused me as to whether I was answering them as a 3A0X1 or as a Workgroup Manager.

This was a good survey with sound questions, however I hate to be a nay sayer but it won't change or help the current 3A situation. It is not easy to work with people who think that because you are a 3A that you are a jack of all trades. Other career fields are required to write epr's but somehow we are the experts. The IM career field is changing fast and while it is the way of the future forcing IMers into doing WGM duties plus other administrative duties is not fair. I also take exception with an article someone recently wrote that said that we should go and research training to learn WGM by going out and taking college courses, volunteering at schools/churches etc.. It's not bad enough the AF won't pay to train us but it's okay for us to go out and break computers for schools/churches. My husband is a mechanic and has gone on many TDYs to learn how to fix one piece of machinery, one time for 6 weeks. Not getting us training is like saying what we do is not valuable. You get what you pay for and in the long run the AF is going to have a lot of under educated 3A's that are not going to be able to fix computers. I am planning to cross-train as soon as possible!!!!!!!!!!!!!!!!!!!!!!!!!!!

When I attended 7-Level School majority of the students in my class were more advance than I were when it came to Workgroup Management. Maybe MacDill will give the same workgroup manager training as most bases in the military and the Air Force as a whole give all 3A0's a more understanding where our career field is heading. Are workgroup management our primary responsibility or we expected to continue to performing personnel duties, 3S's (deployed locations is where this most evident).

I would like to see personnel not directly affiliated with the comm career field (3A, 3C, 2E) removed from the FSA/WM function mainly because it detracts from getting the right people trained. A growing problem "I" personally have seen is the rash of individuals outside of the communications career field (i.e., intelligence analysts, cooks, jet mechanics, fuels specialists)getting certifications such as an MCSE or a CCNA, expect to be or actually become the FSA or WM because commander's either don't want to spend the money or allow the time for their 3A's to get the training. The result of this action is the individual having a certification (or personal interest) takes all of the training intended for the FSA/WM, to include getting the training for their own respective career field. Regardless of what certification someone outside of the Comm arena earns, it should "never" override the fact that someone with the required and mandated "AFSC" is first and foremost the undisputed maintainer of the FSA/WM duty position. Currently, I hold a certificate of training in the following areas:
NT4 Workstation/Server; 2000 Workstation/Server; Networking Essentials (Network Troubleshooting); System Administration; Defense Messaging Service (DMS); I've also received formal instruction in TCP/IP. Only because I had a 3A supervisor at the time did the opportunity for me to begin learning the aspects of my career field become available. I hope my being prompted to make additional comments doesn't go unread, otherwise it would give credence to the argument our leadership inside the communications community isn't willing to see this issue through. If possible, I would really like for someone associated with the administration of this survey to contact me should the time come available.

WGM classroom training is available, but if you can't put it to use, it does you no good.

This is one of the best and potentially useful AF surveys I've ever taken. I am a full-time WM and feel that having a full-time WM can greatly benefit each unit. With the number of computers/servers now, WM can no longer be an "additional duty". Also, WM training MUST be a priority for our junior IMers and those new to WM positions. I believe the 3 and 7-level schools should incorporate much more WM training into the curriculum, perhaps to the extent of lengthening the course by an additional week. The benefits will outweigh the cost, in my opinion.

My base had a program where the 3A rotated through the help desk for a 3 week period exposing WGMs to the multitude of troubleshooting opportunities. I feel that this training benefited me most.

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I like doing the Workgroup Management part of my job. I just hate not having the training needed to efficiently complete the task, or satisfy the high demands. Also being assigned to Orderly Rooms keeps you from doing a lot of the Information Management jobs and duties. Or from having an IM supervisor

I hope this survey will help shine some light on how our IMers are being utilized across the board.

I would like to work more on the WM side of my career field. I am still in upgrade training being that I cross trained into this career field. I have brought my superintendent and supervisor that I needed more hands on training towards my CDC's, and was ignored!

It is not a good feeling to know that people who have just got in the military know a lot more about there job than a person who has been in longer. I feel i have been looked over when it comes to anything that involves advancement in my career.

THE WM DUITES IN OUT UNIT ARE PERFORMED BY OTHER PEOPLE WITH A DIFFERENT AFSC (3M).

I have a few comments to make. I have performed WGM tasks at my last base. But states at this command, everything is contracted out and it really is hurting our career field for promotion testing and we still got people working in orderly rooms and they do not belong in orderly rooms.

In CS/SCX we have a fairly green 3Ao31/WGM. I have been trying to give her as much support as possible while still doing my Mobility duties, Sometimes users from the squadron come to me for help, because their own WGM can't or are unable to perform the needed tasks (Like account resets because the WGM is on leave, PST imports, and network adding of new systems, because I have a permission to do it it is called DOMAIN ADMINS privilege.)

As a workgroup manager, my abilities are not hampered in anyway by my end-users. My job is very frustrating which is caused by the Communications Community. We have no set standards, no clear guidance, not enough knowledge at our helpdesk, too many problems with no real solutions. However, the top complaint I have would be that we are not being kept informed of the IT happenings. For instance, we are notified of server outages by my users, when in fact, the NCC should be making the initial notifications as to what's going on with the server and some type of estimated down-time, as well as notifications when the servers are back up and running. We are not being notified when application upgrades, patches, virus updates are available on the LAN for end-users. However, recently, we are being bombarded with Systems and Server Maintenance Notifications as many as 10 per day about systems that don't affect the average end-user. Along with WM duties, there's the issue with Security. Security Updates and Patches are passed along to us via the Information Assurance Office. However, there is no clear knowledge of what their passing along. We are given compliance dates, but never any guidance on how to comply. The e-mails refer us to websites, where we have the time-consuming tasks of reading through all the information and deciphering what is applicable to us. Only to get to the end and still no understanding of what's required. The answer I get from the Information Assurance Office is that they're not sure what it is we're suppose to be doing but they are just passing the messages along and to ensure compliance. On the flip side we're told by the NCC to not download from the website, but instead the LAN, but only after they've tested patches and updates. However, we are not notified of their availability. It's only after a compliance date has been missed that we happen to look on the LAN to sometimes find what we need. The local WM drive is never current and not too frequently updated for the required guidance to perform WM duties. For almost 1 year, WMs rights to create and modify user accounts were taken away. By chance, I found out about DRA. I received minimal training and then one day was told by the NCC that we were to now create our own user accounts in DRA. Again, I was not made aware of this change until a request was sent to the helpdesk to create a user account. The first

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problem experienced was that the server to DRA had been switched without my knowledge. Again, I wasn't notified of this until I called with my problem of accessing DRA. Once in DRA, there were still properties I couldn't access to fully bring users on-line. Still, I had to call the helpdesk for them to finish the account creation. I could go on and on about my frustrations with my concerns with the WM community on base. This was just a few.

My work center consists of 34 Emergency Action Controllers (command post)any myself (only IMer), and none of them have any computer experience, are not proactive, and expect to be catered to (from AB-MSgt) continuously. I perform allot of duties in this work center that could be done by the airmen, and the Superintendents will not re-assign my all of my additional duties to the airmen. I love doing my WGM duties and this work center would crumble if I were to leave, however I believe the Superintendents need to utilize the airmen and junior NCOs in a more efficient manner. Picking up distro, 9 additional duties etc., does not have to be done by an IMer. There are Airmen in this work center who do not have additional duties and are not involved in anything other than coming to work and going home.

As the NCC Workgroup Manager Liaison, I don't do 3A0X1 work, except for the WM part of it all.

WGMs at this base should be given the tools to set-up/maintain user accounts without requesting Helpdesk assistance. When we set-up new user accounts we are unable to provide adequate access rights and have to request Helpdesk assistance.
AMC NOSC should inform WGMs when procedures or other vital information changes. Recently, half of my directorate was moved to a new mail server when our e-mail went down for 2 days and we were never notified until those of who were moved lost our e-mail capabilities yesterday. Today, our e-mail is back up, but we have lost all e-mail that was in our inboxes prior to the crash as well as calendars being wiped clean, and all contacts and taskings being lost. The attitude we hear is "Oh well, we'll look into it". While trying to set-up a new user account we found that the website for DRA had changed--after we called the Helpdesk to inquire why we couldn't access the website we were provided. We are never notified when updated applications, patches, etc. are made available. While all these items are frustrating, they are nothing compared to the DMS issues we face. We have take a huge step backwards with this process. Messages that used to take minutes to do now take hours or even days to complete. X.509's seem to change weekly and instead of trying to streamline the single page we currently use, we will soon see a 4-page document to complete. We've taken the manpower that used to be in the Comm Center and placed them in positions within the DMS process uneducated and uninformed of anything. Constant mistakes made by the Comm folks during the card-cutting process require us to complete another 509 to clean up their mess. Instead of "one-stop shopping" several offices are involved in getting a card cut--and none of them talk to each other. Our users are totally frustrated with the process and the program. I feel the Air Force needs to step back and swallow the fact that this was an ill-fated program from the start and give our users something that makes their job easier. Whether that means going back to Sarah-Lite or making each of our computers a mini Comm-Center, I don't know. I do know that something needs to be done & it's not happening. As you can see, I am very frustrated with our Comm community as are many of my peers and customers. I could go on all day with the frustration and problems we encounter daily. Programs and procedures need to be looked at, with senior leadership involvement, and updated to provide WGMs with the information and tools they need to provide answers and support to our customers. Until that is done, we will continue to provide as poor a service to our customers as we receive from our comm community.

Why can't they give us 3AOs the opportunity to decide whether or not we want to do the New Computer Version of the 3AO career Field or Cross-Train? Some of us no matter how hard we try are not cut out to work on computers and do some of the things we have to do. If it were up to me, I would LOVE to cross-train. I'm a traditional 3AO, but dealing with the computer emersion that is sometimes very difficult for me to grasp or learn. Also, MORE MANPOWER is needed in the 3AO community to help

with the computer portion of our jobs now. Just not enough people.

3A0's are, as you are well aware, are being asked to do more and more by the NCC and their functionals . Although my last assignment was a dream because of the seemingly endless money supply for any training I wanted, this new assignment has awakened me to the real world. My last assignment was a rarity. The fact is, most of the Air Force units are very strapped for cash, especially for training purposes. As you may be aware, computer training is not cheap. I was one of the lucky ones to receive training as a Web Master and Cisco Router training. I am a Master Certified Web Master Designer, i-Net + certified and successfully passed semester one of the Cisco Academy and I still feel I only have the minimum tools necessary to carry out my WM duties. The courses the AF offers are minimal and mostly out dated. For example, teaching office 97 instead of the AF standard Office 2000 and windows 95/98/NT instead of windows 2000. The CBTs offered are very valuable but I keep hearing from some that they don't like to take the courses on line or that they are yelled at for wasting time doing the training at work while they should be doing their daily tasks. (Some supervisors don't understand the importance of the CBTs because it isn't a scheduled class in a classroom). My thoughts are the AF needs to improve its classroom training, get its courses up-to-date, and have all personnel in WM positions master the material before giving them the title. Also, I feel that all 3A0's should be Microsoft Office User Certified (MOUC) before achieving the 5 skill level. There is nothing worse than being at a deployed location with several SrA who have their 5 level but can't even produce a PowerPoint presentation, develop graphs and charts using excel and forget about Access. Most can open word and create a document that is acceptable but when at a deployed location you need all your Admin troops fully trained and ready and able to perform.

Question 81. We are only allowed to create workstation accounts.
Question 84. We are no longer allowed to create or modify domain accounts or groups. This has greatly hindered customer service.
Question 85. We are not allowed to do this any longer.
Question 86. We have to troubleshoot as many problems as possible because the NCC cannot figure out anything but the simplest problems. If it is anything more than a simple problem, the NCC provides very limited if any support.
There are many issues with the 3A career field that makes it difficult to perform the mission identified for us in the CFETP. We are, once again, becoming the catch all for additional duties. Whenever our career field makes a major change, the only people on board with it are the communications community. Since our merger with the 3C community and removal of officers, we are more alienated as a career field than we were before. The WGM role was never really accepted by senior leadership and that has greatly hindered the evolution of our career field. The only reason I received training was because I've had open-minded bosses that have given me the opportunity to learn the WGM role. Our career field has turned in to a dumping ground for non-world wide qualified personnel. At Ellsworth, there are 28 out of 67 personnel eligible for world wide deployment. We have an abundance of TSgt and MSgts that have retrained in to our career field performing training and speaking for 3As. Unless someone has been in our career field for more than 10 years, they can't possibly understand the mission requirements or history of our career field and the traditional roles that are expected of us. This is not a very good forum to discuss the issues of our career field, but I truly appreciate someone making the effort to at least see what we are doing. Thanks.

I just recently moved into my current position (w/in 1 month). I believe that my job could be easier / more controllable if things were more organized. My ops tempo in this job will be slow one day and extremely busy the next. I wouldn't be so extremely busy right now, if I had a better overlap with the individual I replaced. This job has a good / manageable balance between WM responsibilities and traditional admin responsibilities.

Restrictions placed on Workgroup Managers make it extremely difficult to assist clients in resolving

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problems and issues. The Communications Squadron policy that removed access rights to the User Manager, Server Manager and Exchange Manager has led to a requirement to contact one of several contacts. These contacts include the Squadron/Group FSA and the NCC help desk. This policy has created an inordinate amount of work for the NCC help desk personnel and converts a simple task such as unlocking a user's account into a long arduous process.

The rights that was taken away from us has caused a every day problem. Our users have so much problem with the NCC here at this base. When we was doing it, it ran so much smoother. It causes me and my supervisor problem after problem.

I do spend most of my time supporting users needs and resolving connectivity/email/access to files problems. Moving users from system to system based on position changes. I provide technical support to all our users randomly based on needs. All my other duties I attempt to complete around supporting my squadrons immediate user needs.

The program made you mark something in the Criticality box of questions 58 - 86 even though you do not do the task.

This base does have organizations that are accepting the WM side of our 3A job, but those are very few. The old 702/732 days are still very much alive here, especially within career field specific organizations that do not change very often. I can speak from my organization point of view...I have briefed our superintendent, exec, CCs on the importance of utilizing 3As for WM duties, I was provided with a lot of information frommy Wing 3A Functional as well as the Base Functional and given guidance on the best way to present my information...but the bottom line is Commanders will utilize their people how they want to regardless of how it may/may not affect careers.

A lot of the things that are in our CDC's we hardly ever use on a routine daily basis. One job differs from another IM job, there is no continuity. We can work in an Orderly Room, BITZ, Wing LAN shop.... We should only do what is considered part of our Career Field. CDC's need to be standardized.

Manpower Study/Changes would be nice. How much 3S work does an IMer do? How much WGM work does an IMer do? Change over some IM positions to 3S or something. Somewhere we have to draw the line and say stop without fear of reprisal. Some of us have made the escape to promised land of WGM. However, some of us have not and until then we can only do so much. We can only learn as much as our normal duties permit. Until someone from above puts into law that we are not secretaries/typist anymore, those of us who are stuck in the "702 time warp" will be forever pushing paper.

We have one comm troop assigned to our unit and 3 assigned to our squadron, therefore, I am not in a position that I can use my workgroup manager skills. My prior job was approximately 80% workgroup management and I kept in constant contact with my functional manager.

I think we, IMers, need more push or back-up support in implementing the new WM job and the same help in getting rid of those Personnel type jobs we still manage or jobs not required of us anymore. We need support in expressing the importance of what we are doing now. We need to have our command chain acknowledge and understand our IM mission to help us better support the unit's we service. Thanks.

This is a good survey that comes to the point upon our duties as information management.

I hope this information will be useful in making some decisions about the job duties/requirements of information managers.... Maybe it will not be as helpful in my situation, since I do not see any changes coming about within the next seven months. However, I think this survey is very thorough in answering a lot of concerns that I had as an information manager. Obviously, someone has been hearing us. Thank You.

I'm a workgroup manager whom only maintains personal accounts... Happen to be a computer technician for 4.5 yrs downtown... I assist all with software & hardware issues... Microsoft Certified Professional for Win 2000 Pro & Server... Wish I was in the 3C0 career field...

Answers are based on my current unit assignment where I'm currently not assigned as WM. Unit already has two WMs, so my role for now is 3A0 duties other than workgroup manager. I am however working toward getting WM certified.

I do not believe in the separation of WM duties from other IM duties. I believe every IM personnel should be their unit's FARM, WM, Info Assurance and Publications expert. After all, it is the very definition of our career field, as reflected by our core tasks in the STS.

I pretty much have an IMers Dream Job. I work pretty much as a 3C. It is clear that some IMers would rather work as the traditional Admin troops. I say let them. All IMers have the opportunity to become certified WGMs. Those who achieve this should be allowed to merged into the 3C career field, while those who choose not to, be merged into the Personnel career field and let them take over the Admin function. It concerns me that I can work as a Comm person, more or less, for 3 or more years and then turn around at the next base be a secretary again. That is a definite waste of manpower and experience, detrimental to morale and will be the last straw to force me to leave the Air Force so I can continue in my area of expertise in a better paying job on the outside.

Experienced 3C0X1 personnel should not be required to be trained in redundant areas just to fill a checkbox. Areas that they have already been trained in and working for years. For instance, PC hardware, i.e. disks, memory, etc.

I'm starting to like my job more when I do workgroup manager duties.

I hope that one day the Information Manager career field will be a clear career field as far as what job we are to be doing.

I have seen a lot of transition from military to contractor activity within the last few years. I am still seeing personnel outside of their AFSC maintaining computers. It is my opinion, it would benefit everyone tremendously if 3A0s were given more of this responsibility, freeing them up from all the personnel and administrative duties not listed in their CFETP. I recommend civilian GS types be solely responsible for Secretarial and Office Admin work. Allowing our 3A0s to be the "true" Workgroup Managers the "AF" meant them to be!

I think we need to shred our AFSC out. Only because until the AF does away with staff support you will always have those people who do one and those who do computer support. While I try to get involved with our computer support people, this job always takes priority over that.

My duties as a Workgroup Manager are in addition to the duties within my career field. My primary duties are to analyze contracting workload data and to identify trends. At times it seems my WM duties are expected to be top priority. If this is the case, then personnel in the 3A0 career field should fulfill

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them. I'm not the technical expert in these areas, haven't received training in them and shouldn't reasonably be expected to fulfill them.

My job here is as a workgroup manager but I am also the run the workgroup manager training course. So some of my answers do not reflex what most WM will go through. I have tried to answer from the stand point of a normal WM.

I truly wish there was a way we could become more of what the Air Force says we should be. I realize we will never be removed from offices as secretaries or receptionist but we need to inform our younger folks of this early. They come to a base ready for computers and for some they won't be able to touch them because of their duties.

I am a civilian, my primary job is Network administration for my squadron. Basically I do any and everything there is to do with computers. My job series is 0335 which is a computer assistant. I think this job and all like jobs throughout the Air Force should be looked at and converted to the 2210 series which is the Information Tech series. I have fought this battle here with no luck, maybe someone out there could address this somewhere higher up. I know that this survey is not suppose to point to exact people but if someone would like to talk to me personally here is my name and phone number.

This command networks are predominantly outsourced, but we employ a server for our squadron that I maintain. The base network is managed by a contractor which prevents WGMs from doing many of the tasks we would normally (i.e. managing accounts and hosting new workstations to the LAN). This is a significant obstacle for us in that work that I could complete in 3 hours requires 3 weeks to be coordinated and completed through the contractor. Also, because of contract stipulations, the base cannot do certain things like hosting laptops to the LAN because the contract does not cover maintenance/management of laptops. Were the base LAN still "blue-suit," no such problems would exist, and the WGM requirements would be much easier to fulfill producing more ready, capable WGMs for deployment.

I love my job in the AF. I am the NCOIC of the help desk, the WM liaison for 3C's and 3A's, and the WM training lead instructor/manager. I have been in the WM position for over 7 years. Unfortunately, I am not guaranteed this job in my next base. Being a SSgt most likely staff support/babysitter. It would be nice to see a shredout of the AFSC.

The items selected not used at this job will change in the future as I have been out sick most of the year. My supervisor lets me attend all WGM training and our LAN manager trains me when he's not traveling. Looking forward to being WGM certified this winter!

I work in a small unit (under 100 people) in the LAN/computer shop. It's a wonderful opportunity to get your feet wet as a WM.

I'm a TSgt select. I'm currently pursuing cross training into the 3C career field. Why? There are still many 3A's who turn their noses up to the possibility of our job being converted to a strictly WGM -type position. I love the Air Force, but I'm in a position where if things don't become more concrete for our AFSC, and I don't get the opportunity to cross train, I'll just separate from the Air Force in favor of a more stable working environment.

We have six people in our office and all are in upgrade training. We do not have a work group manager.

In the beginning, Computer Based Training (CBTs) was a good way of getting individuals exposure to

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the basic working ideas of workgroup management. Mandated time-frames for completion (ACC-wide), have watered down the CBTs & have become a supervisors hindrance & nightmare to try to be completed. Manning shortages & increased AEF, real-world taskings make it almost impossible to complete the required amount of CBTs on a timely basis. Using these CBTs as a reference tool, in comparison to old fashion hands-on training, is almost night & day! Funding should be set aside, or at least lobbied for, to provide for computer based, hands-on courses or available workspace & equipment to provide the sort of service required for many of today's WM customers.

Thank you for the opportunity to dispense information.

Since the duration of this base, I haven't received any type of training, but thanks to a friend hopefully I will accomplish that.

These questions have been written for the military member. There should be other questions to address the civilian work group manager.

I am scheduled to take the WGM classes here in January otherwise I would have filled that portion out as well.

1). On paper my AFSC is 1N2 but since 1990 I have been performing the duties of system administrator, database administrator, network administrator, web and graphics design, web master, and workgroup manager. 2). Originally I was thrown into the job of system administrator when I was selected as Senior Intelligence Analyst. I was asked if I would like to be the system administrator of a new intelligence system. I asked, "What does a system administrator do?". I was told, "Create user accounts and file system backups". Immediately I realized that creating user accounts and performing file system backups was a small portion of system administrator duties. I then informed my chain of command that I might not be the right person for the job; due to my lack of system admin training. I solicited my chain for system admin training and I was told, "it's not in our budget, and to do the best you can". My next step was to purchase textbooks at my own expense and teach myself. After 1 year as system/database administrator my chain sent me to 2 system administrator courses (SunOS/Solaris), 2 database administrator courses (Sybase), and introduction to C programming. 3). I functioned as a "3A" for 12 years losing most of my Intelligence analytic skills and not being allowed to keep current with new Intelligence analytic techniques because my chain needed me as an IT professional (jack of all trades). I took this responsibility very seriously as I was called upon numerous times to maintain systems/databases, train new 3As, and civilian employees (with computer science degrees). 4). On numerous occasions I requested to cross train into the 3A career field but was informed that I couldn't because my career filed (1N2) was critically manned, yet since 1990 I have always been placed in an 3A position or given an additional duty with 3A responsibilities that actually became my full time job. 5). I enjoyed performing these duties but it has hurt my chances for promotion. I have trained and worked side by side with many 3As and civilian equivalents. I have been through numerous promotion pass-overs where I needed a promotion score higher then my 3A counter-part yet the 3A and/or civilian worked under my supervision. 6). I come from a military family and would have enjoyed staying in the Air Force for 30 years if my situation was different. I cannot see myself going beyond the 20-year mark as a TSgt with no chance of promotion. I feel I have been denied at least 2 stripes due to the circumstances I have described above. I was expected to perform as a 3A but was looked upon as an outcast by the 3A community because I was a 1N2 and ignored as an Intelligence analyst because I worked as a 3A (Catch-22). 7). I am not unique to this situation in the Intelligence community (Air Intelligence Agency/AIA). Many AIA individuals are placed in 3A jobs because AIA does not have sufficient 3A manning. Most 3As that are assigned/support the command separate from the Air Force after 1-2 tours so we then pull non-3As into these jobs. The 3As that separate after 1-2 tours do so because of the significant increase in wages, benefits, and company funded training they will receive in

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the civilian sector. I am currently on an IT scholarship and was informed by the college that this area is in need for over 20,000 IT professionals.

8). I final out process from the Air Force on 12 November 2002 with a retirement date of 01 February 2003 and have already been contacted by numerous IT companies that would like to hire me because of my IT skills and that I also possess a Top Secret security clearance. I can expect a starting salary anywhere from $90,000-$100,000 in the Baltimore-Washington D. C. area.

9). To summarize the areas that needs attention in regard to the 3A community:

a). – Lack of training for 3As in all areas; (i.e. system administration, database administration, network administration, web development and management, graphics design, programming, WAN/LAN design and management, hardware maintenance and support).

b). – No incentive for 3As to pursue a career in the Air Force. Wages, benefits, and training in the civilian sector far outweigh what the Air Force offers.

c). – Open up cross training into the 3A career filed to all AFSCs. Many Non 3As would jump at the opportunity to cross train into the 3A career field.

d). - Pulling non-3As into 3A jobs with no recognition or promotion benefits, etc. I am retiring from the Air Force after 20 years and was informed that none of my IT training can be placed on my 214 because I am not a 3A. I now have to submit a 149 with justification. All my IT training and 3A functions have been documented in my EPRs and I can only hope that my 214 will be updated to include this training. Also ref para 5.

10). In conclusion I would gladly assist in any way to improve the situation of 3A and non-3A support to Air Force IT requirements and needs.

Great survey. I'd be interested in the final results. Thanks

I am a very professional IMer. I take my job serious. Commanders, supervisors and coworkers have rated me as being an exceptional WGM/FSA. The Comm Sq has removed WGMs from creating, modifying, and adding computers on to the domain with sending up paperwork. Using usermgr, exchange admin are no longer at our hands. When personnel out-process the squadron or group, they would stop by my office where I would delete or modify there account. When someone gets promoted I would change his or her rank. I now, have to send up e-mail for user who needs a slight change. In certain circumstances the CS have deleted their account to early and the info is lost. I could have easily have done it when the user is ready. In addition, it can take several days for our CS to process our username work orders when it can be done correctly by an experienced WGM. I think we should prove our abilities, and show them that it can be correctly instead of them thinking we are a box of rocks and taking all rights away. I understand keeping control of the network, making it secure, but yet I don't feel I am an extension of the CS when good quality work and ability should be a major factor on who can and cannot assist in managing the network. Some 3A's have only helpdesk experience. They may have never worked in a squadron with over 300 users and over 100 CPU's and thus are no help to me and my problem (If I had one). Me printing out a certificate that says I did a CBT doesn't mean that I'm capable. I could just easily keep retaking the CBT until I pass it. Give the results to my functional and have them sign off. Any good supervisor would give the job to the person they know can handle the position, not someone who is incompetent. Since I am deployed and am currently at an Army base, they have given rights to IM with a letter signed by the commander, we then sit in front of a computer and they watch us create a user, delete them, modify, etc. We proved ourselves. We assist the Army CS run their network. We install their IE, Office 2K, their version of AFCERT, and the list goes, the same thing we do at Shaw. How can we sign IMers off if we can't show them how to do it, right. The word I'm suggesting is ability. Just one opinion out of 3400 WGMs.

Question # 69 should be divided into two questions. I perform administrative communications for dispatch without ever being involved with classified material.

Consolidate your IMers, stop making them do EPRs and Decs, stop making them secretaries, WE should

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provide training classes for WGM, do our job according to out CFETP, update our CDC's. Look at Barksdale AFB 2MXS/sc squadron they should be the test bed base for the entire Air Force on what IMers are suppose to do.

Our NCC won't let WGMs do anything major for their job security and not willing to bother with problems that comes with giving too much access to anything!

Although this survey may be beneficial to a large portion of the 3A0 career field, it is difficult to really understand and fully grasp the 3A0 job when you do not do the job.

My position does not required me to deal with classified information.

re-enlistment questions do not pertain to civilians; should not have to be answered to complete survey

This organization has experienced several minor problems that could have been easily corrected by a workgroup manager. The value of having a experience workgroup manager is not evident to personnel on the Air Staff level. At field level I hear it is different. Our top leaders (3A0s, including myself) have done a poor job of convincing Air Staff Leaders that trained workgroup managers is a win/win situation for all parties.

I Feel This career Field Should Be separated from the Information Management Career Field, We should Fall under The 3c's.

I'm a 3C071 not a 3A0, reason is that, the 3A0s work on the General's Staff. Each division(15-45 people) has a workgroup manager and alternate, the only division(out of six) with 3A0s as workgroup managers is the General's. And the 3A0s are just glorified 3S0s, This is a common practice here, maybe you can make a difference for the 3A0's careers at Ft. Meade. Thanks for your time TSgt Henderson 3C071

Unfortunately, many of the things that are very important to being able to do my job are things we have not been given the ability to do. Anything to do with networks or accounts is jealously guarded by the 3C0 career field. Before we will be able to do our job, we must be given access to the tools necessary (i.e. the network).

Limitations such as contractual, funding, and political have a large impact on what I get to accomplish each day. The desktop and end user support (as in questions 71 through 86) is a large part of my current projects, due to the fact we scrounged excess PC's for our users so we could upgrade. But nothing is listed about the Sys Admin part of my life, with the server & network management duties. I guess that those are not typically WGM duties; I was not a 3A when I was in the service so I would not know. As a contractor you are hired expected to know everything there is to know about the job & the duties; and the base is not supposed to give you any training. Well, each organization and base is different in how they want things to be done. When there is no documentation or indoctrination session for new individuals into the Comm world you are a bit lost; and valuable time is wasted trying to piece all the information together on how exactly things are supposed to happen. You cannot expect to bring in contractors and have them read the minds on how the NCC wants things to be done – you need to work with them just like we are wearing the BDUs.

Due to having minimal WM duties, I feel my knowledge of WM responsibilities is minimal, therefore hard for me to interact with fellow WMs on computer issues. I also feel it will reflect a poor score on my performance report for not having knowledge of my career field responsibilities.

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It is very hard to perform "traditional" IM duties while assigned as a WGM. Everything stops until the "head" computers are fixed--no matter how long it takes. Commanders see an IM and a WGM, they expect you to do both when they ask. Plus, the training 3A0 receive is handed down the line, by the time it gets to us it isn't very useful. If we are performing the same functions as 3Cs, we should get the exact same training, not the watered down training from uncertified training instructors (3As versus FTD, college, or contractor).

The WGM position in my opinion has evolved into a AFSC of it's own. The duties assigned and tasked to our position have become so important and time consuming that no time is allotted to doing normal IM functions. The CDC's that the new WGMs are tasked to do are, while important to those tasked to do these functions, obsolete and just purely ineffective to our learning and career growing abilities. Keesler AFB has so many available courses that benefit the WGM tasked to do solely WGM duties, like ourselves at this base. Thank you for your time.

Many of the tasks in question #67 - #85, I have done, in previous WGM positions, but due to my current position being almost exclusively IM duties other than WGM, I don't currently perform these tasks at the moment.

The biggest problem I have with the Work Group Manager duties is the lack of computer knowledge that I have. Troubleshooting and fixing problems make up most of the WM Manager duties in this office. 90% of the time, I have to go find someone with some computer skills in order to walk me through the procedures. Again, like I said in the previous comment box, what needs to be done is TRAINING!!!!!...and that training needs to be done BEFORE someone becomes a Work Group Manager. I'm very good at following step by step directions (as long as they are accurate). However, I don't have the necessary knowledge to be able to troubleshoot and fix computer glitches on my own. I'm in a small unit with 5 people at the present time. I was chosen to be the WM, because my limited computer knowledge was more than anyone else in the unit. Most of us have been in the military for a long time, and when we came in, things were still typed and Xeroxed. Computer skills are necessary in today's world. My frustrations revolve around not being able to get the necessary training to do my WM Manager duties effectively due to both my constantly changing schedule, and the limited availability of the base computer training courses due to their manpower limitations. Hopefully, this is something than can be addressed. Thank you for your time.

Our base 3A0 does not get involved with the 3A community. My troop is a 3C and has an amazing support system in the base. Information from 3A0 is minimum. Training at this base is also at a minimum. For the 3A0 community, there's is the worst base I have been at for training, support, and information.

I feel that I do not have enough training to perform my job properly. I attended WGM Training about 3 years ago and this is the first time WM is included in my duties.

Although I did not answer NO to #55, many IMers are still doing personnel work when their jobs are a WGM. There needs to be more education at base levels to leaders of how our career field has changed (I'm not talking strictly about my base) and the Manpower Document needs to be changed from having an IMer assigned to orderly rooms. We should all (3A0X1) be under a resources flight. I would also like to see a computer learning center at every base made up of 3 3A0X1 for further training on applications and to the base populace. We should also change title to Information Technology. I love this job, cause you can create so many great initiatives and we have a few in TEAM IT that could be used in the entire Air Force!

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I took the WM classes and completed the CBTs about 3-4 years ago because it was a mandatory requirement for 3A0 MSgts and below; however, as a superintendent through those years, the 3A0s assigned to me were assigned WM duties and although I wanted to apply my new skills, it was not feasible to do so in that capacity. I'm in a Hq action officer position now and as 1 of 2 3A0s assigned, I am assigned as the WM because I have taken the classes and CBTs. Workload-wise, I really don't have to be a WM but so that I can perform when I need to, I've looked into retaking the WM classes for a refresher. Unfortunately, the WM classes are not available to SMSgts.

IT WOULD HELP US TO BE ABLE TO SEND MORE PEOPLE TO MORE COMPUTER CLASSES. ASK IMERS WHAT THEY WOULD LIKE TO DO IN CAREER. IT MAKES OUR JOB HARDER TO DO A JOB THAT WE ARE ONLY ALOUD TO DO PART OF OUR JOB, BUT BE EXPECTED KNOW ALL OF BNCC JOB TOO AND NEVER GET TO DO IT. BECAUSE WE ARE JUST WGMS.

3A0xx is on the wrong path. Workgroup managers should be 3C's. 3A's should be well versed but cannot combine traditional record keeping methods and administrative work with WGM work. In addition, commanders don't get it. Admin is still admin.

3C0's in the unit take over most of the computer setup, installation, troubleshooting, etc. Allowed to help out with some - but that is their main priority. Our office helps install new software, patches, etc., and is involved with a little of the troubleshooting. Getting into deployed equipment - our office responsible for setting up the network - but only deployed.

The WGM position should be a separate authorization in each squadron. Follow-up certification training should be managed by the comm sq training section in conjunction with the IM functional. Would be interesting to see how many 3A's have actually been WGM position certified on the JQS. Need to follow the AFI and ensure WGMs are appointed by the commander and that both the supervisor and the WGM understand that this is their primary responsibility. The core IM tasks still need to be accomplished and until such time as the manpower documents are changed, it is a 3A responsibility. The functions a WGM performs depends on what base they are assigned to. It is a man-hour intensive job if the NCC is not "pushing" updates with SMS. Then the WGM must go to each computer (in some cases, in excess of 400 machines) to accomplish the update. This takes time and results in the other "core" IM functions not being accomplished.

Although I work in an orderly room, we are expected to do both duties, 3S and 3A. More or less, we don't get a lot of training for WGM hands on at this level.

Some of the tasks that I don't currently do are because WGMs are not allowed to perform them. I have to make a request to the NCC to have them performed.

I am in a one-deep position at a detachment 3 hours from our host base. My duties primarily fall into the WM/Help Desk crew position areas, with some assorted sprinkles from other crew positions. My duties are probably somewhat different from a "standard" 3A.

The information provided was from my previous job at Kunsan AB South Korea.

I'm the base 3A functional mgr and many of these didn't apply to me, but to my folks. I am an appointed WM as a last resort and am qualified to perform WM duties.

I perform a large number of personnel duties that I feel detract me from performing my workgroup manager duties.

Some of the questions depend on what time of the year. We were able to receive fair amount of funds to purchase workstations. I have been busy setting it up for all of our folks within our office.

There is unclear delineation of responsibility when the BNCC is contacted out. We Civil Service personnel are hired as a 0335 who must operate as a 0334/2210. What makes matters worse is the WGM (0335-09) are hired as 3A0X1 when they should be (and perform duties as) 3C0s

The WGM (Air Reserve Technician, GS 3335) in no way compares to the active duty WGM. While the WGM in the Reserve component often times has over 900 computers and hundreds of different computer programs/applications to deal with spread out throughout various buildings, the active duty WGMs for the most part only contend with a handful of offices and similar applications respective to their career fields because it is typically an additional duty much like the ISSO. For this reason, the WGM in the active duty world does not come close in comparison to the full time WGM in the Air Force Reserve world. Currently the Air Force Reserve WGMs duties are classified under the GS-335, Computer Clerk, civilian position description which unjustly hinders progression opportunities. The expectations from the customer's standpoint are a lot greater and the WGM-ART is expected to repair both computer and programs so that people can get the job done. If the computers, printers, programs, and applications don't get fixed people don't get paid, don't get promoted, don't get their orders cut, their CACs, airplane parts, mobility gear, immunizations, etc., the Air Force mission fails. The customer does not want to hear the WGM doesn't know how to fix "it" they just want it fixed to get the job done. When the WGM-ART arrives, they must delve into the problem head-on and find the solution to ensure the Air Force mission does not suffer. It is up to the WGM to make the Air Force "vehicle" run smoothly. Today, more than ever we are so dependent on the computer that without it the Air Force can virtually come to a stand still. It is my opinion that the WGM-ART deserves more recognition and respect and at the very least be appropriately classified under the new GS-2210 series. Not for extra money or bonuses, but for equitable skill classification commensurate to the jobs being performed on a daily basis. The WGM-ART is presently performing over and above their civilian performance plans without hope for progression. This will in time prove counterproductive to the Air Force Reserve because many skilled and knowledgeable WGMs will leave the ranks in about the same time when the burnt out threshold is reached; about 3 years from now. Providing the WGM-ART with the skill codes and the appropriate series for advancement is the only and most honorable way to treat one of the most important assets of the Air Force Reserve - the WGM. Now, taking a look at the marriage of the WGM-ART to the military position and comparing both one can not help but notice the disparity in duties and responsibilities. The duties and responsibilities off the 3CXX CFETP vividly describe the WGM-ART. It will definitely make more sense to align the WGM-ART with the 3CXX career field on the military side rather than the 3A0 field. Converting the WGM-ARTs to the more appropriate 3CXX career field will provide a greater pool of IT professionals ready and able to fill in on AEF rotations and to more fully integrate with the total force in future DoD initiatives.

WM is an additional duty for me. We are an ANG unit of 53 people, 30 Fulltime. I am getting others trained to take this job over, but training them takes time. MSD

The IM field has no problem with being put into the side of work that they need to be in... the problem is getting both sides of the pie at once and being accepted to have the knowledge and trust from commanders and execs to do their job. The career field is fine... it's the upper levels that take too much control of the admin "catch-all" field...

Although my primary job is WGM, there should still be more training. I had a 1 week course that didn't really prepare me for the amount of computer problems we correct everyday.

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I believe that the 3A0 Career Field should get a reenlistment bonus better than what it has now. We are training to become better with computer and will have the same knowledge of other career fields in the Air Force that have a six selective reenlistment bonus rating, this should be either re-looked or raised for civilian counterparts. Indicating that most Workgroup Managers can do the same stuff as other AFSCs can who work in the computer field and sometimes more, so why cant WGMs get some of the benefit as well.

none of the WGMs on this base has received wgm training because it does not exist.

WGA Training is too general and not interfaced with NCC of what it needs/procedures to connect with NCC in order to serve users in each unit. As of now most WGA still have to call NCC for almost anything. Most 3A0 still perform 702 duties and other career field. Only a few 3A0 has enough knowledge and skill in WGA for deployment. The same people will continue to be selected to deploy.

I am assigned the additional duty of being the WGM for the Telephone Systems Shop. I load patches, set up Outlook, load software, reset passwords using intranet webpage, request setup and deletion of user accounts via email and maintain listing of all computers and their software capability. I have never received WGM training and since my primary job is Telephones and we are undermanned, I don't have time to attend training now that it is available. SMS was just installed at my base and hopefully it will load all patches for me.

I have always felt that before changing the IM career field the powers that be should have done a field survey to weed out the computer literate and illiterate. There are a lot of IMers who really dislike computers management (myself included) and we are forced into something that doesn't suite us. However, we have to adapt and overcome as usual but some of us have a harder time than others. If given the chance to retrain into Paralegal I would jump at it. I feel that I would have more job satisfaction than in my current position. Computers never seem to be fixed, when you leave work you tend to have to tackle the problem/user on a regular basis and it gets old after a while.

I am a new Airman to this base and to the military. I am learning my job and trying to fully understand my duties as a WGM and Info Manager. This survey may not be helpful to you. I haven't attended WGM training yet...#42 wasn't answered correctly, but I had to put something down....I take the class in DEC.

We have a contractor at my base that will not let the WGMs perform duties such as maintain/modify user profile/passwords or e-mail accounts. We do not even have domain admin rights to be able to add workstations to the network. We must use work arounds that make the task take much more time to complete. This make my job much more difficult! And I feel we are not given the proper rights on our network that would allow us to complete core task in the CFETP.

I have accomplished everything on the survey, just not here at NAIC and do not see it as part of my duty or any other 3A0s here do to contractors and management. I am a SNCO and my job is to set up processes and assign the JRNCO/AMN to do the work after helping them learn the job. I am not given that chance I a fully functioning WGM setting. I had more power and production because of less rules at my last job. To many Ivory Towers to knock over...Time to retire

I can say only one thing: Get rid of the 3A0 career field. Don't call them 3CA or anything else because they will always be "Admin".

We had a Comm section that handled the bulk of the setup/network duties. The rest of us helped out when we could/or when necessary

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Under the previous LAN Network, all functions were contracted out. The new contract that went into effect 1 Oct 02 provides for increased permissions to the WMs; however, it will take time to get an active program running due to increased training issues under the new contract and getting a viable program running. We are hoping to have these issues resolved and the new program running by January 2003.

IT DOES NOT DO A 3A ANY GOOD WHEN WE CANNOT IMPROVE OUR SKILLS BY ACTUALLY DOING WORKGROUP MGR DUTIES. AS THE SAYING GOES: "USE IT OR LOSE IT"

As with all AF surveys, this is very targeted and does not accurately reflect actual duties under normal situations. In this particular case, my unit consists of only 15 people and we have completely replaced all computer equipment recently. This is reflected in my responses indicating that I am very active/busy as a WM. Other than maintaining web pages and day-to-day user problems (again, only 15 people), and now that the new equip is in place and setup, my answers would be much different in the near future.

It would be nice to get more involved (like I use to be) with workgroup Management activities. I don't enjoy doing the personnelist side of the job. I extended to get an assignment but that's not going to happen so now I am just going to school for Computer Electronics with a major in Computer Network Systems. I feel I will enjoy this so much more...

NOTE: Q58-86 are duties I am performing in my current assignment. Our unit have 3Cs assigned and they take care of everything.

I love my job at this squadron! It's great to work under this wing! I wish our unit was not deactivating.

At this base, a lot of WGM duties are contracted out. We have very limited capabilities

Um. What if supervisor is the base functional? Made it hard to answer those questions. Recommend shred-out of 3A0X1 career field.

This survey may be confusing to you. I love my occupation - but hate my job due to being severely over-tasked.

It is hard to call yourself a workgroup manager when the only time you are allowed to "work on" a computer is during the workgroup managers course!

Working in "Space", most IMers are command staff, or used as 3Ss. Also our LAN is contracted, the only thing a WGM does is forward e-mail for the LAN desk to complete. We can not even change the screen saver, the whole system is locked down. Thank you.

Workgroup management is very low on my priority list but when a user asks me or any other WM to do something for them we can not. None of the WMs here at NOPS has any kind of permissions other than "user". So what's the point of being a workgroup manager? I'm a MCSE and have been managing information systems for 10 years and I cant do anything to help out my squadron on the Schriever AFB LAN accept to tell them to call the help desk.

Not sure if my situation is common? I am a 3A0 who is in charge of the Base Systems Administration shop; I have seven 3C0's that work for me. My main duties; base email/servers, (7000 plus accounts), resolving jobs for the base WMs/FSA; if problem can't be resolved by helpdesk; also maintain base web,

file, dns, wins, dhcp, norton av servers etc.

I am a CES guy and the only other enlisted person in a small office. That is how I became the alternate workgroup manager. The training that CS gave and the help desk get me through the tasks that need to be done.

Our NCC does not give the WMs network privileges. We cannot administer any network privileges for customers. WMs have very limited administrative rights.

Space Command has a private contractor to manage the computer system. Unlike other units, where I was assigned 2 years ago, our functional manager there stressed the importance of workgroup manager. I worked side by side with 3C doing all the above workgroup manager tasks at least 90 percent on a daily basis. I hope in the future the 3A will have a special prefix or suffix career field identifier. I've seen 3As who work only as a system administration. Here I'm stock being a staff support/personnel.

Based on how Information Managers were forced to take the additional Workgroup Manager tasks and responsibilities, if I am unable to retrain OUT of 3A0X1 into another AFSC, I WILL leave the Air Force at the end of my first enlistment.

Workgroup Managers mainly configure local computer software. NCC takes care of network software and accounts. We just call the problem in. Our server knowledge is extremely limited.

Currently our base use's contractor's to perform almost all of the workgroup manager's responsibilities. Even if this were to ever change. Most IMers I know work in the so called Staff Support role, so I don't see how the majority of IMers could ever hope to ever accomplish the so called Workgroup Manager duties with all the other additional duties our career field seems to be tasked to support (i.e., Government Purchase Card Program (GPC), Security Manager duties, Government Travel Card (GTC), Personnel Duties, Telephone Control Officer (TCO), Automated Data Processing Equipment (ADPE)Manager, etc... the list goes on). I have attended our bases Workgroup Manager training, but a lot of it was useless information, considering I will probably never use the information taught during the class. Overall I think our career field is fine as is and there is no need to add another additional duty as the Workgroup Manager seems to be. However, most IMers seem to have the basic grasp of installing software, configuring printer devices, etc. and I think the networking should be left up to the 3C career field.

Reserve Member working AD man-days. Study computers and will have degree Dec 02. Personnel who have computer knowledge are assets. With the computer environment in constant change, everyday is not without some sort of task. The changes are greater than most everyday users can keep up with. It is tough for those of us who study it. You can read everyday and still not be up on new technology.

We have not been trained for our WM duties so the 3C's take on the WM duties for our squadron. Being a 3A is a thankless but necessary job.

Thanks for letting me take this survey. Our unit is very fortunate to have stood up a Computer Support Section, which has become the model for this wing. We have 7 WGMs assigned but unfortunately 3 of them are 3A0's pulling full time duty as the Commanders Support Staff. The other 4 WGMs are of different career fields who happen to love working with computers. Our section maintains responsibility over the WGM, ADPE, CSRD and TCO programs. These programs have all been sited at being the best-managed programs on base. This could only happen by having us assigned to a permanent section to handle these duties. We are hoping to show the base as well as the Air Force these "additional duties" require full time support. I really feel for the undue stress put upon the 3A0 career field. Many good people (3A0's) are getting out of the Air Force because they can't do their job right. If they could do this

job full time like myself, I am sure they would love the job. I love doing what I am doing and wouldn't trade it for any other job. FYI: we have over 850 pieces of computer equipment we maintain within this unit, 4SOPS. With this large amount of equipment, we are always trouble shooting something for our customers. We have a great section and want the Air Force to know it.

The Air Force has changed our career field to information management, incorporating workgroup management, however, it doesn't change the fact that we are seen as 3SOs. Our positions here at Fort Hood, Texas, are still aligned in the Commander's Support Staff. We still do EPRs/OPRs, Awards and Decs, PC III, etc. We are not recognized as part of the computer field, but as administrators. Until the Air Force level of 3AO managers , focuses others down to the lowest level, to put us into the positions we are supposed to be in, let us actually perform our AFSC, we will still have dissatisfied 3AOs. Each military base or installation is diffe rent, it should not be. I've said from the beginning that all CSSs should have only 3SOs and the 3AOs should be separate so we can do our AFSC. Only at certain bases will you see this happen. We've had several 3AOs PCS in from other bases wanting to work on computers, and are dissatisfied to find, that they are put in the CSS to do a 3SO job. This causes a rift between the 3AOs and 3SOs, which in turn causes some individuals not to reenlist, get out, or cross train into another career field. The bottom line is, if we are going to test for our rank based on the computer world, then we ought to be able to perform our daily jobs doing what we are supposed to do. Equally, at every base.

Please consider I am not a 3A0 when viewing this survey. I inherited this position and had no incoming knowledge.

Get us out of the unit Orderly Rooms. This is hurting us for promotion and testing and has nothing to do with our primary duties. Change the attitude of our leaders to get us out of the Orderly Rooms.

I appreciate the opportunity to participate in this survey. This past year our unit stood up a Computer Support Section, which has been noted as the model for this wing. Currently, we have 7 WGMs appointed, however, 3 of them are 3AOs performing the Commander Support Staff duties. The Computer Support Section consist of 4 individuals from different career fields (2-1C6s;2-3C1s)who have a interest in computers and enjoy seeing customers/users satisfied when a computer problem software/hardware is resolved. Our goal is to provide the best customer service to our users. We are not only responsible for Workgroup Management, but also as equipment custodians maintain accountability for the unit's Automated Data Processing Equipment (ADPE), manage the squadron's communications systems requirement documents(CRSDs), and just recently, the telephone control officer duties for 4 SOPS. All of these programs have been lauded by base agencies (i.e. base ECO office, LAN administrators, base TCO)as the best managed programs in the wing. This happened because of our commander's decision to assign us to a permanent section to provide computer/telephone support throughout the squadron. We would like to prove to the base and the Air Force that the fore mention "additional dutie s" requires full time management. I feel that the 3AOs have been done a disservice by not being allowed perform the their assigned duties. Many of them are getting out because they cannot do their job. I have enjoyed working with computers and seeing customer satisfaction. We have the largest ADPE account on base over 850 computer systems. With this large account we are constantly troubleshooting computers/printers for our customers. We have an outstanding section and we want the Air Force to know it!!

I am expected to be both a 702 and a 3AO at the same time when and where will the change over to one or the other ever happen. Either make us glorified secretaries are WGM that work on computer problems. I am leaning to the WGM.

AFSPC does not use the WMs as they should be. The network is maintained by contractors. From establishing a LAN account to unlocking passwords. Many 3As are very disgruntled and the word out in

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the community is to avoid AFSPC bases since the 3A does not get the experience they need and it also hurts our readiness to deploy on AEFs. I speak from first hand experience since I was assigned to the 21 CS at Peterson AFB to oversee the Workgroup Manager Program.

I have just started working in my squadron's small computer office in the last 2 weeks.

My experience w/ WM duties is limited to filling out an electronic request (NAR) for network action to be taken by contractors. The training I received was good--but was rooted in building a network--we don't even touch the network--only make request for changes/deletions/additions. I understand that many 3As deploy and are expected to build networks--though chances are they're not qualified. We shouldn't be made to look the fool. How is it CCs in the field are led to believe 3As can build networks, but at home station, CCs are unaware of what we do????? Either 3As are committed to WM duties or we're not. The hit and miss training AF-wide and the undue burden placed on lower ranking 3As is a disgrace. Receiving the network training at a base--once, doesn't do much good for a professional whose skills should be honed on a recurring basis. I often think about cross-training but believe one day I'll be in a position to do our career field right. It appears we've talked up the career field to be into the IT mindset, but lack the qualification and access to be effective. I recommend we shut down the career field and start all over again. Our career field is truly in shambles.

Because we are stationed at this command, our computer support is outsourced which causes us very, very limited computer workgroup manager duties.

questions 76, 82, and 84 are highly important items but we do not have the rights to do the tasking.

At this base, we are receiving great training in the WM area, but we are not allowed to perform any WM duties. I feel if the AF is going to spend the money to train 3A0s to perform these duties we should be doing them. Also, with these tasks now in the CFETP, it's going to be difficult to upgrade our Airmen to the next skill level when we can't sign them off in the WM area when they are core tasks

Work Group Manager is an additional duty for me. My supervisor is the alternate WGM. My unit is a reserve unit with only 12 full time people. There are no 3A0s in my unit. Most of the questions above seem N/A. As the WGM, responsibilities are somewhat limited as the base LAN office does most of the troubleshooting and work.

It's been very discouraging to see how the 3A0 career field has evolved w/o training it's 7-levels and above. Most of us are still in "support" positions yet we're required to learn WM duties via CBTs. There is no formal training or OJT. What you learn by CBT is is short term since you go back to your duty section and perform "support" work. If you don't work WM duties on a daily basis, you lose it quickly.

The mandatory training track that is required by the base should allow flexibility to individuals that are already versed in subject matters. Requiring basic courses for individuals that already possess advanced skills is a waste of the individuals time.

I am an Air Reserve Technician at a Reserve base. Responsibilities and procedures are quite different here than I feel they would be at an Active duty base. There are only 3 WGMs for the base.

I am a retired 702X0 currently working as a 0335 in a civil engineering squadron. i have worked with computers since about 1983 and encouraged other 702X0 personnel to work with computers. Most of the questions in this survey do not apply since i no longer do any "traditional" 702 things (e.g., typing,

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filing, etc.). I like my job, the challenges, and the people. I would only change jobs if a better one came along

I have taught the WGM courses and I believe they are an asset for our bases WGMs. But I also believe that our WGMs do not get the support they require from their supervisors and leaders to get the training they need or allowed to do the job they are required.

First let me say that I have a job that I absolutely love. Now with that said. When are Work Group Managers going to get the IT increase? On a daily basis we are working with and along side the network administrators who get the IT increase and we do not. We are responsible for anything and everything to do with the computers in our groups to which we are assigned. To include anything to do with the network and the users ability to get on and use the network. We are required to complete many of the same CBTs that the FSAs are required to do and are their right hand in resolving problems for the users. Do I think that the PD for the WMs need to be changed? Yes. They show that 80%,or so, of our job is to be software support and 20%, or so is hardware support. Boy is that backwards. The majority of my time is spent dealing with hardware and networking issues, leaving very little time to support software. Unless this positions is upgraded and given the IT increase it will become a revolving door position. Within our wing we are already loosing one WM to take a 334 series GS-11 position elsewhere, for which she was qualified for because of being a WM and the duties she performs on a daily basis. One of the other WMs is looking to leave just as soon as she can retire form the reserves, within the next 6 months, and has had several offers for 334 GS-11 or 12 positions elsewhere on base. Please don't make me do the same and leave a job that I absolutely love.

some questions are NA for civilians

Primary WGM 8-2001 to 8-2002, now Alternate WGM 9-2002 to present. There is at least one WGM for each flight in our squadron with MPF WGM as the focal point for the squadron.

THE AIR FORCE CBT SITE NEEDS TO BE UPDATED WITH CURRENT SOFTWARE TRAINING! Making work group managers go through Windows 98/NT 4.0/Office 97 Training when currently most systems are using Windows 2000/Office 2000 is a waste of my time. Give meaningful and useful training that keep WGM skills on the leading edge and you might get more career interest.

I think there needs to be better training for 3A's in the workgroup environment. I know at the my previous duty station although it was outlined in our CFETP what our workgroup duties were, I wasn't able to load software. I think our training needs to be standardized throughout the Air Force, not just by MAJCOM.

I wish we never would have merged with computers, if I would have known this would happen, I would have chosen personnel. Maybe I feel this way because this base doesn't let us touch a computer, it's all contracted out.

Previously, I worked as a Functional System Administrator. When I came to this base I worked as a Resource Advisor's assistant. Then I was moved to the orderly room and I work the duties of a personnelist/commander's assistant.

Is the AF going to give us a little bit more WM training? We would like some more, it is kind of confusing sometimes doing a job you don't feel fully trained to do.

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All of the answers that were answered last week; these were due to the fact that I was in a Schriever AFB WGM class. Other wise I do not get to do this, based on the base contract.

Questions 12-28 are difficult to answer concerning workgroup mgt, if you're currently not assigned to a duty position which requires WM. There is NOT ONE 3A position in the USAF that should not have WM requirements attached. There are computers everywhere you go, and at the very least, the 3A should be able to accomplish front-line trouble shooting. In my current position, there are contractors who service our computers which is a complete waste of money considering there are 3A positions that could accomplish that job, and still maintain the IM duties involved. Let's stop defining 3As as either WMs or "admin." We are 3A0X1s, Information Mgrs, and as such, should move into the ever-growing world of information technology--a logical, evolutionary step. Emphasis needs to be placed on records management, which has been neglected for years. Define the areas of responsibility; return personnel programs (EPRs/EPRs, awards & Decs) to the 3S community; utilize 3As as IMers--not secretaries; contract out the BITC function; and 3As will be able to perform all areas of IM/WM. The 3A community needs top-down leadership to define the career field; we have been fighting an uphill battle for years. There has been more progress " out in the field" in WM training than at the MAJCOM levels -- set the example, and give direction to those who are struggling without support from senior leadership. Functional managers need to emphasize on communication with their 3A community--they need to listen and forward concerns. Honestly, I don't see that happen often. The 3A career field is invaluable when utilized to its optimum performance.

The 3A0X1 career field manpower needs to increased base on client work stations maintained, not the current manpower equation of number of folks assigned.

If all Workgroup Managers (3A0s) work in some sort of computer room or any other separate office other than orderly rooms, we would have more time to accomplish our tasks, suspenses, etc.. Plus, we would have a better understanding of our career field. Like I stated above, I spend more time doing personnel work than my own WM/Admin work. That puts me in a disadvantage when I test for promotion. I hope that something positive comes out of this survey. Thank you for choosing me to fill your WM survey.

For the unit I am w/ the maintaining of web pages has been contracted out. We also have 3C's assigned which enhances our 3A's knowledge/experience.

This job has 2 Carriers Comm and Personnel. It's really hard to be doing 2 things at one time. There is no Jet Engine mechanics doing sheet metal on jets because it's to much. I think 3A0 should go one way or the other.

I sincerely hope this survey provides you with useful information. If I were properly trained and utilized I would love being a WGM...never a dull moment.

I don't think that the "WM" position should just be geared to 3A0X1's. In some scenarios such as mine there are no 3 Alpha's to fill the position. As a 3C051 I have received more training and understanding but to become a certified "WM" I must fall under the 3 Alpha's guidelines for classes and certifications. The process to become a "certified" WM is in my opinion extremely lengthy. I think it should be more simple.

Many WGM slots are filled by non-3A0 personnel. Many 3A0 personnel would be much better suited in different career fields; however, are not being released due to low manning. If manning is such a problem though, wouldn't a higher SRB help with retaining personnel?

This is a very demanding job, that needs to be done as a stand alone duty. Also, there is just not enough recognition, everybody thinks that you are there just for them, and that because they can't find you, you are not working on someone else's problems. But I love this position and I hope that I can stay in the workgroup manager position for the remainder of my 11 year career. I probably would have crossed trained if for not this position.

My current position is 100 percent WGM/ISSO related, the only problem is, I am consistently fighting off Physical Security taskings when there is a more than adequate physical security staff.

the NCC manages network accounts, as the unit WGM, I have limited permissions. I do however manage an internal network, a student learning resource center.

The worst thing about being a WGM is that in this Command we are part time WGMs and part time administrators. Jack of all traits and a master of none. Not only that it seems that when the AF does away with a career field the 3A's get tasked with the duties (i.e., supply/contracting we get IMPAC Cards). We have become a career field of generalists versus a specialized career field. It's real hard to take pride in a job/career that has no direction.

3A0s still being used in orderly rooms doing 3S0s jobs - leave, pcIII, orders, EPRS/OPRs, etc. - and expected to do WGM, but 3S0s don't need to learn the 3A0s job to help back them up - extremely frustrating and unfair - believe AF will lose a lot of experienced 3A0s (5 & 7 levels) - not worth staying in when doing 3C0s jobs and 3C0s getting $67,000 SRBs and the experienced 3A0s getting nothing to $2 - 3,000. Wish changes could be made to mandate that 3A0s "only" do wgm work and records mgt

I just think if this field is going to do computers lets do computers and move the filing, mail (etc.) to other fields. Unfortunately from the commanders on down we are still seen as the old 702's. This mind set will not change until we put some distance between this field and the old one.

It seems to me that the 3A0 career field should have been eliminated when it was realized that we were no longer needed. So much has been made available to the customer now (for example: electronic forms, pubs, etc), that there really is no reason to have IMers. We should've been given a choice to merge into Comm career fields or cross train into something else. Since the merge, the IT career field is not for me anymore. I cannot cross train because I am frozen in my AFSC.

I would say its a safe bet to say that 2 out of 10 3A0s are assigned as WGMs at Edwards AFB. Most of us are used to supplement the Orderly Rooms. This is why I am cross-training into another career field.

I do not want to be a computer person, and if i wanted to i would have gone into the 3C0 career field. Now I feel like I am being forced to do this.

I am a limited WGM. I manage specific programs for my office and personnel

Even though I do not perform a lot of WM duties, the other WM assigned to this job takes the lead on those critical duties. She is the lead WM currently as I am still catching up on WM duties in my spare time outside of doing IM duties and additional duties.

I am fulfilling the 3A tasks as we have no one assigned in our Reserve unit. Knowing the importance of the job and my enjoyment of the field, I have taken this on as an additional duty. I hope to be able to attend all the schools offered to the 3A career field.

Our base teaches a low level, initial WM training. It is practical in every sense and does an adequate job of basic familiarization. Any further training i.e. A+ certifications Microsoft certifications etc…are completed by individuals with 100% out of pocket expense and 100% of their personal time invested. In my opinion, if it benefits the USAF, essential to any WMer, and other AFSCs are either sent to, or receive specific training to ensure they are knowledgeable within their respective AFSC, why is it we receive only CBT/CDC training. CBT training is very inadequate, a poor answer to any classroom training which is a necessity, and virtually useless to any field maintenance and repair WMer. I have not spoken with a single IM/WM who has anything good to say about the type of training we receive, the amount or quality, but is expected to know their duties just because it's in a CDC or CBT; unbelievable, unacceptable and a serious problem for the future of the USAF IM/WM. In all respect, everyone got their hopes up years back to split the IM career field into 3 segments. This, in my opinion was about the best idea that has ever come out of the 10 years in this career field I have ever witnessed. It's a shame it didn't happen and I can't imagine the impact it had on retainability. It is very difficult to manage a balance between daily IM duties while expected to jump on any computer problem and dump IM duties; priority yes, IM responsibilities will always take a back seat therefore creating stress and backlogged work that will have to wait until time allows, unacceptable. I take great pride in my work and have great satisfaction with what I do. Taken any and every opportunity to better and further my knowledge and taken great care to ensure if I didn't know, well I would, either research at home or books I have purchase, again out of pocket and personal time. I cannot recall ever receiving the same care, attention, or training from upper IM down to the lowest level. It's a virtual anomaly, or ghost and information is not passed down, and if; it's seems a hope building/crashing piece of bad news and another disappointment. It seems information I receive is all about promises, tales of works and wonder, in reality, I have not experienced, witnessed, or seen a single change that had any benefit to me or other IMers. Perhaps it may be because information is sparse, vague, or just not there. Perhaps, and I hope there are many wonderful and exciting new revelations for IM and the future. By experience, I've seen nothing but a serious increase in workload and time personnel spend keeping up with technology. Perhaps that is why the civilian job world is so appealing; when you accelerate "out there" you get promotions and bonuses, therefore increasing your desire to learn and attain greater, beneficial knowledge. In the military, you may get a good EPR. There is really no benefit to learn or attain higher learning other than personal gain. Many just do what they have to get by, some have no interest whatsoever in IT world, others have no interest in IM, therefore concentrate on what they like to do IM or WM and the leftover takes a back seat. You can only do what you can in any given day and there will always be a sacrifice, seems my IM work will be low priority or vise versa. You either like the one or the other and I personally find it difficult to excel and care about the IM side of the house when I have to focus on the WM.

Referring to Questions 29 - 32. I just want to clarify that I am happy with my current job and my job prior to that one. I am very good at what I do and it shows. I would like to re-train into the 2E6 career field, but it doesn't seem possible. I am very smart with computers and networks, but I would also like to become an Air Force asset with telephone systems. If anyone actually reads this, how can you help me out? Give me a call. Thanks in advance for your response.

This survey seems to be gathering information about the 3A0 career field and how we are utilized in today's AF. 3A0 personnel in today's AF are utilized as the "Jack of all Trades." We are turned to for help on numerous different tasks from purchasing/setup/repair/maintenance/turn-in of computers, software, office equipment and furniture to many other related and un-related areas. We are often mis-utilized in units and are tasked to perform duties performed by other AFSCs. A prevalent example of this is that many of the younger 3AO airman are assigned to Unit Orderly Rooms with Personnel Specialist 3S0 supervisors and primarily perform tasks that are part of that career field such as PC-III system updates and managing the Leave program. In most units we are the "go to" person that can take care of almost everything. At the middle and higher ranks we are normally supervised by individuals

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that have little or no knowledge of our career field. Un its normally only have 1 or perhaps 2 3A0 personnel assigned at any given time (exception would be the Comm Group or Squadron for each base). This leads to a "Lone Wolf" mentality among a lot of our 3A0 personnel. There really isn't a person that is looking out for us and getting us the training and support that we need. In some units such as Security Forces and most flying squadrons, personnel trained in those career fields run the units network and perform all WM duties while the assigned 3AO personnel are misutilized as Personnel Clerks or assigned duties of other AFSCs or additional duties. At one point several years ago the 3AO career field was to be converted to a 3C career field. This might help further transition us into the Comm world. Most of us still feel that we are the outsiders even when we are assigned to a Comm unit. Perhaps changing our career field name to Information Systems Managers would also help. I feel we could better be integrated into computer systems than we have in the past.

3A still being required to perform a lot of 3S task and also being kept away from computer support field.

Appendix C: E-mail Sent to Survey Participants

Air Force Information Management Professional:

You have been selected to participate in a study conducted by a researcher at the Air Force Institute of Technology, Wright-Patterson AFB, OH. The study consists of a short survey (15 minutes) and is fully supported by the 3AXXX Career Field Functional Manager, CMSgt Richard Small, AF/ILCXD.

Your inputs are very valuable! The results of this survey will provide a snapshot of what workgroup managers are performing in their day-to-day roles. Overall, the study may influence career field improvements for both workgroup managers and their supervisors. Your contribution will make a difference!

The survey is designed for enlisted personnel in the Air Force Specialty Code 3A0X1, Information Management, who are currently assigned to a workgroup manager position or who have been assigned to a workgroup manager position in the past. However, if you are from a different career field, or if you are a civilian or contractor assigned to a workgroup manager position, you are also invited to complete the survey.

The survey will be available for the next 10 duty days. Your participation in this study is voluntary and completely anonymous. Your participation in the survey, as well as your answers, will be kept confidential. The Workgroup Manager Survey is located at the link below.

Thank you in advance for your participation!

http://en.afit.edu/env/workgroup_manager/index.cfm

This study has been approved by the HQ AFPC Survey Branch
and assigned Air Force Survey Control Number 02-082.

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Vita

Captain Michele E. Johnson was born in Rochester, New York. She graduated from Shenendehowa High School in 1991 and received a Bachelor of Science degree in Mathematics in 1995 from Saint Michael's College in Winooski, Vermont. Captain Johnson was a Distinguished Graduate from the Reserve Officer Training Corps and was commissioned into the United States Air Force as a second lieutenant in May 1995.

Captain Johnson's first assignment was to Beale Air Force Base, California, where she served as the Wing Protocol Officer, 9th Reconnaissance Wing, and as the Deputy Commander, Plans and Programs Flight, 88th Communications Squadron. In January 1999, Captain Johnson relocated to Wright-Patterson Air Force Base, Ohio, where she served as Executive Officer, 88th Communications Group, and as Commander, Command, Control, Communications-Computer Systems Flight, 88th Communications Squadron.

In August of 2001, Captain Johnson entered the Information Resource Management program at the Graduate School of Engineering and Management, Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio. Upon graduation, she will be assigned to the Headquarters Air Mobility Command Communications and Information Directorate, Scott Air Force Base, Illinois.

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14. ABSTRACT
The role of enlisted Air Force Information Management professionals has been expanded beyond traditional boundaries to include a new area of responsibility called workgroup management. Anecdotal evidence suggested the new, broader role of workgroup manager, combined with the fact that the majority of these individuals are assigned to positions in non-communications units, may promulgate role conflict and role ambiguity. Role theory literature indicated that role conflict and role ambiguity lead to increased tension, decreased job satisfaction, and a higher propensity to leave (Kahn et al., 1964; Bedeian & Armenakis, 1981). A previously tested model that incorporated the influences of role conflict and role ambiguity on tension, job satisfaction, and propensity to leave was tested among workgroup managers. Furthermore, an additional construct, perceived role, which addressed perceptions surrounding the workgroup manager role, was introduced into the model. Results supported the addition of this construct into the model. Results partially supported the proposed relationships and warrant further research. Furthermore, findings suggest workgroup managers assigned to non-communications units experience more role ambiguity, a higher degree of perceived role, and a lower degree of job satisfaction than those assigned to communications units. Therefore, additional research should be conducted in this area to further explore these findings.

15. SUBJECT TERMS
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