

AN INTRODUCTION
TO THE
DECISION LOGIC TABLE TECHNIQUE

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1. The purpose of this pamphlet is to acquaint managers with the Decision Logic Table (DLT) technique currently being used to restructure personnel directives.

2. In a pamphlet published by the General Electric Company, one of the most important pioneers in this field, they comment on the motivation for their research as follows:

"There is an enormous amount of decision making required to operate a business. Indeed, the number and complexity of these decisions is perhaps the most widely underestimated and misunderstood characteristic of industrial information systems, today. Tens of thousands of elementary decisions are made in the typical manufacturing business each day. All are necessary to guide and control the many functional activities.

"Some of these decisions are repeated many times each day for various sets of conditions. In the end result, one cannot help but be impressed with the multiplicity of these detail choices and selections.

"Composing a detailed list of these elementary business decisions is more than an academic exercise.

3. A DLT might be described as a translation of narrative statements into a tabular format which renders the information recorded more useful because it provides a quicker and more accurate point of reference.

4. Some documents we refer to frequently are already made up in modified DLT format. Two well known examples are:

a. Finance tables showing the rate of pay an individual receives depending on his grade and years of service.

b. Theater schedules showing what pictures are playing at various military theaters in the Washington D.C. area on certain dates.

But now we discover that although some variations of DLT's are already familiar to us, their format and past uses are rather crude when compared with recent refinements.

5. A very rough example of DLT technique as applied to recording the contents of a directive is as follows:

IF CONDITION IS		THEN TAKE ACTION			
		1	2	3	4
A		X and			X
B			X and	X	
A and	B	X and			X
C		X and	X and	X and	X
A and	C				X

These blocks will describe the various conditions that would affect actions under consideration.

Instead of an "X" these blocks will contain instructions on actions to be taken.

6. DCS/Personnel studied the technique and recognized important potential benefits if applied to personnel directives. The Personnel System Development Office at Bolling working under the direction of AFPMP-B was therefore selected to establish a project to train and assist offices of primary interest in restructuring adaptable directives.

7. Many directives will not lend themselves to restructuring by this technique; however, the process of reviewing directives for possible application will in itself provide appreciable side benefits by focusing attention on requirements and procedures that need updating.

8. There are over 400 published directives pertaining to USAF personnel all of which are to be reviewed for possible restructure by DLT and concurrent analysis for requirements and procedures improvement. The plan of approach to accomplish this is as follows:

a. PSDO conducts a one day course of instruction for the project officers designated by various activities to work on their respective directives.

b. Project officers will then work in their own offices on directives of their choice, and with the assistance of a technical advisor from the PSD Office, for a period of one week.

c. They will then return to PSDO for a second, one day session for the purpose of airing problems encountered during the previous week and receive further instructions.

d. The project officers will then return to their activities and continue analyzing and restructuring directives on which they are prime, all under the supervision of their respective chiefs. A PSDO technical advisor will continue to be available on an "as required" basis.

e. Periodic reports on current progress will be obtained for management purposes at PDC level.

9. Details of the simplicity and improved utility value that are obtained by using this technique may be observed in the "before" and "after" examples of AFR 36-10. (Attachments A & B). Currently used as a class problem.

Although restructuring with this technique frequently results in directives of abbreviated length, this is considered a collateral benefit as primary consideration is to develop a more useful directive.

OFFICER EFFECTIVENESS REPORTS

ORIGINAL

EXTRACTED FROM AFM 36-10, CHAPTER 5, of PARAGRAPH 5-3

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5-3. WHO WILL INDORSE THE EFFECTIVENESS REPORT: This responsibility is confined to the chain of command and will not be delegated. The report will be indorsed initially by the person immediately supervising the reporting official.

a. If the reporting official is junior in rank or grade to the officer being reported on, the indorsing official will cite the special order or other document effecting the duty assignment of the reporting official.

b. If an indorsing official is junior in rank or grade to the reporting official or a prior indorsing official, he will cite the special order or other document effecting his duty assignment.

c. When both the reporting and indorsing officials are junior in rank or grade to the officer reported on, the report will be additionally indorsed by the immediate supervisor of the indorsing official.

d. Outstanding or referral reports (as defined in Chapter 4) on officers below the grade of colonel will be additionally indorsed by one of the following:

- (1) A USAF general officer.
- (2) The appropriate general or flag officer in joint activities.
- (3) A colonel occupying a manpower authorization document position of general officer or serving as commander of a wing, or as a commander at equivalent or higher echelon.
- (4) Civilians in grade GS-16 and above, whose duties have been designated as being equivalent to those performed by a general officer.

e. Outstanding or referral reports (as defined in Chapter 4) on colonels will be additionally indorsed by one of the following:

- (1) A USAF general officer.
- (2) The appropriate general or flag rank in joint activities.
- (3) Civilians in grade GS-16 and above, whose duties have been designated as being equivalent to those performed by a general officer.

NOTE: When the normal indorsing official falls into one of the categories cited in d and e above, the additional indorsement is, although permitted, not required.

f. The additional indorsing official required in d or e above will review the ratings and comments of the reporting and indorsing officials for completeness and impartiality and indicate his agreement or disagreement with the report. Even though the additional indorsing official may not have personal knowledge of the officer reported on, he can accomplish an effective review of the report to determine its

Atch "A"

qualitative adequacy. Thus this review serves both the purposes of quality control over individual reports and of control over rater and indorser tendencies to over-rate. The mandatory additional indorser should unhesitatingly reject poorly prepared reports and downgrade ratings that are not substantiated or reflect unacceptable inflationary practices. If he does not agree with one or more ratings he may place his initials (without encircling them) in the appropriate boxes. Any disagreement with ratings or comments will be substantiated by specific comment. In addition, include any information which will contribute to a more complete report.

g. Any official who is superior to the indorsing official in the chain of command may attach an additional indorsement (AF Form 77a or 707a, as appropriate) to any report, provided it adds substantive information about the officer's performance; however, he will not place his initials in any section to indicate disagreement with the contents of the report. Disagreement will be noted in the body of the indorsement, with any comments which will add to the objectivity of the report.

NOTE: Paragraphs f and g outline general criteria and because of this would be carried in the title sheet when this regulation is fully constructed into a Tabular Decision Table.

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OFFICER EFFECTIVENESS REPORTS

REVISED

USING DLT TECHNIQUE

5-3. Who Will Indorse the Effectiveness Report

a. Responsibility is confined to the chain of command and will not be delegated.

b. Any official who is superior to the indorsing official in the chain of command may attach an additional indorsement, provided it adds substantive information about the officer's performance. He will not place his initials in any section to indicate disagreement with the contents of the report. Disagreement will be noted in the body of the indorsement, with any comments which will add to the objectivity of the report.

c. Comments of more than one additional indorsing official may be included on a single indorsement sheet. In this case authentication by the preparing official in the format shown in section II of the indorsement sheet will immediately follow each indorsement.

d. Mandatory indorsing officials will be as indicated in the following tables.

TABLE OER-1		INDORSEMENT OF ALL OER'S				
CONDITIONS TO BE MET		ACTIONS TO BE TAKEN				
R U L E	IF REPORTING OFFICIAL IS	AND IF NORMAL INDORSING OFFICIAL IS	INITIAL INDORSEMENT BY IMMEDIATE SUPERVISOR	AND INDICATING OFFICER WILL CITE SO OR OTHER DOCUMENT EFFECTING	AND BE ADDITIONALLY INDORSED BY	AND GO TO
1	SENIOR TO OFFICER RATED	SENIOR TO REPORTING OFFICER	REPORTING OFFICIAL			TABLE OER-2
2	SENIOR TO OFFICER RATED	JUNIOR TO REPORTING OFFICER	REPORTING OFFICIAL	DUTY ASSIGNMENT OF INDICATING OFFICER		TABLE OER-2
3	JUNIOR TO OFFICER RATED	SENIOR TO OFFICER RATED AND REPORTING OFFICER	REPORTING OFFICIAL	DUTY ASSIGNMENT OF REPORTING OFFICER		TABLE OER-2
4	JUNIOR TO OFFICER RATED	JUNIOR TO OFFICER RATED	REPORTING OFFICIAL	DUTY ASSIGNMENT OF REPORTING & INDICATING OFFICIAL	IMMEDIATE SUPERVISOR OF INDICATING OFFICER	TABLE OER-2

TABLE
OER-2

ADDITIONAL INDORSEMENT

R U L E	CONDITIONS TO BE MET		ACTIONS TO BE TAKEN	
	IF REPORT IS OUTSTANDING OR REFERRAL	AND IF NORMAL OR ADDITIONAL INDORSING OFFICIAL IS	REPORT WILL BE ADDITIONALLY INDORSED BY	AND GO TO
1	NO			DIST TABLE
2	YES	BELOW USAF GEN'L OFF OR EQUIV (SEE NOTE)	USAF GEN'L OFF (SEE NOTE)	TABLE OER-3
3	YES	USAF GEN'L OFF OR EQUIV (SEE NOTE)	PERMITTED	DIST TABLE

NOTE: (Lt Col and below only) A colonel occupying a manpower authorization document position of general officer or serving as commander of a wing, or as a commander at an equivalent or higher echelon.

The appropriate general or flag officer in joint activities.

Civilians in grade GS-16 and above, whose duties have been designated as being equivalent to those performed by a General Officer.

TABLE
OER-3

ADDN'L INDORSEMENT BY A GEN OFFICER

R U L E	CONDITIONS TO BE MET		ACTIONS TO BE TAKEN	
	IF GENERAL OFFICER'S INDORSEMENT	INITIAL APPROPRIATE BLOCKS	AND INDORSEMENT MUST INCLUDE	AND GO TO
1	AGREES			DIST TABLE
2	DISAGREES	PERMITTED	SPECIFIC SUBSTAN OF DISAGREEMENT	DIST TABLE