



Research Note 2023-06

**Army-wide Job Analysis for Officers: Branch and
Functional Area-specific Knowledge, Skills, and
Behaviors requirements from the Army Talent
Attribute Framework Volume II: Appendices**

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December 2022

**United States Army Research Institute
for the Behavioral and Social Sciences**

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**U.S. Army Research Institute
for the Behavioral and Social Sciences**

**Department of the Army
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14. ABSTRACT The Army-wide Job Analysis for Officers identifies Knowledge, Skill, and Behavior (KSB) requirements for active-duty officers ranked Second Lieutenant through Lieutenant Colonel using the Army Talent Attribute Framework (ATAF). This study used an online survey sent to a large sample of officers who rated the importance of job duties and ATAF KSBs for successful job performance. This report summarizes KSB importance ratings for officers in basic branches and functional areas, along with rank-specific KSB requirements. This research serves as a baseline for future talent management research, such as investigating new job analytic techniques, tracking Army modernization efforts, and analyzing force restructuring demands for particular attributes. This research also serves as a critical baseline for informing numerous current and future Army talent management efforts outlined in the Army People Strategy (2019) – (a) Acquire, (b) Develop, (c) Employ, and (d) Retain. Army stakeholders, workforce analysts, talent managers, and strength managers (i.e., those responsible for tracking incoming and outgoing Soldiers) may use these findings to determine position-specific attribute requirements, match individuals to open positions, identify talent gaps, and provide individual developmental opportunities. Additionally, results can be used for career pathing and identifying individuals with in-demand talents and providing opportunities for career advancement.					
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ARMY-WIDE JOB ANALYSIS FOR OFFICERS: IDENTIFYING BRANCH AND FUNCTIONAL AREA-SPECIFIC KNOWLEDGE, SKILL, AND BEHAVIOR REQUIREMENTS FROM THE ARMY TALENT ATTRIBUTE FRAMEWORK VOLUME II: APPENDICES

EXECUTIVE SUMMARY

Research Requirement:

The Army has focused on developing a talent management system that effectively recognizes and uses an individual's knowledge, skills, and behaviors (KSBs). The Army People Strategy (2019) outlines the Army's approach to a strategic talent management-based personnel system through: 1). Acquiring, 2). Developing, 3). Employing, and 4). Retaining Talent. Implementing a modernized, data-driven talent management systems and processes for the Army will enable strategic workforce development, reduce talent gaps, and increase overall Army readiness. An essential component to modernizing the Army's talent management system is to identify the attributes that are necessary for performance. To meet this critical need of the Army, the purpose of this research was to conduct a large-scale job analysis to identify the attributes critical to success for officers across each Army Branch/Functional Area and rank using the newly developed Army Talent Attribute Framework (ATAF).

Procedure:

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) developed an online job analysis survey (Army-wide Job Analysis for Officers) in collaboration with the Army's Talent Management Task Force (ATMTF). A total of 51,172 participants were invited via email to participate in the survey. Four weeks into the data collection, an open-internet link to the same survey was approved to increase response rates and survey access. Participants responded to position and service questions (e.g., time in position, time in rank, Area of Concentration), then responded to a branch/FA-specific duty list based on their AOC input. From there, participants were presented with the complete ATAF KSB list and asked to rate the importance of each for performance in their position. The survey was open from 4 November 2021 to 31 March 2022. After data cleaning, the dataset consisted of total of 3,267 officers across all branches/FAs.

Findings:

This report summarizes officer KSB importance ratings for the basic Branches/Functional Areas (FAs). Observing KSB importance ratings across the Army, regardless of rank or Branch/FA, communication appears to be one of the most important attributes for Soldiers. KSBs related to Communication Ability tended to dominate the top KSBs across multiple Branches/FAs. Observing which KSBs emerged as most important Army-wide by rank showed that First and Second Lieutenants ranked Stress Tolerance and Dependability as the most important attributes, while Captains, Majors, and Lieutenant Colonels rated Communication Ability as being the top attribute required. Captains also tended to report KSBs related to Leadership and Management,

and additional higher level thinking skills such as Critical Thinking and Analytical Thinking as being important. KSBs that appeared at the Major level tended to be those related to broader Organizational Perspective, Coordinating Multiple Groups, and Systems Thinking. Army Values emerged as a top attribute for Lieutenant Colonels, suggesting that officers at this level are expected to be examples of integrity, loyalty, and service. Further, observing Branch/FA-specific KSB requirements, Communication Ability emerged as the top KSB required by 16 of the basic Branches/FAs, though officers in FAs tended to indicate a greater variety of top attributes, likely due to their specialized training and task requirements.

Utilization and Dissemination of Findings:

The results of this job analysis will be used by ARI to guide numerous talent management research efforts. For example, this data will allow researchers to explore new approaches to job analysis (e.g., by extracting job requirements from text responses using natural language processing) and identify where and how assessments may most be needed (and, where necessary, develop such assessments). This job analysis also serves as a critical baseline for supporting current and future Army talent management efforts based on the Army People Strategy of acquiring, developing, employing, and retaining critical talent. A vital part of an effective talent management system is identifying key attributes necessary to perform a given job.

The results of this study support the Army's focus on acquiring talent by clearly identifying attributes from the ATAF that were important for officers to perform successfully in positions by rank and by Branch/FA. For Army talent management and strength managers (i.e., individuals responsible for tracking incoming and outgoing Soldiers), the results of this study clearly outline attribute requirements for each position, which further allows them to communicate these requirements to the talent pool and match candidates to available job positions based on alignment between the candidate's strengths and position requirements using an effective selection and assessment strategy. The results of this study will also be used to improve the AIM2 Marketplace process for officers applying to positions by enabling them to communicate their strengths to units of interest. In support of the Army's focus on developing talent, these results allow the identification of talent gaps and opportunities to develop individuals through appropriate training, education, and credentialing. It also allows individuals to identify areas in which they need further development in preparation for a desired position. Supporting the Army's emphasis on employing talent, this job analysis also has implications for officer career pathing and succession planning, as well as aligning individuals to jobs and career opportunities based on their attributes. In support of the Army's focus on retaining talent, the position requirements outlined by this study will allow Army talent management to identify individuals with in-demand talents and engage these individuals with opportunities for career counseling and permeability (i.e., moving between different workforce positions for which they may be suited). Further, individuals can identify developmental areas to facilitate their career trajectory and engage in relevant trainings or experiences.

ARMY-WIDE JOB ANALYSIS FOR OFFICERS: IDENTIFYING BRANCH AND
FUNCTIONAL AREA-SPECIFIC KNOWLEDGE, SKILL, AND BEHAVIOR
REQUIREMENTS FROM THE ARMY TALENT ATTRIBUTE FRAMEWORK VOLUME II:
APPENDICES

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Appendix A

Survey Content for Service and Position Items (Section I) and Demographics (Section IV)

Introduction and Welcome:

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is working with the Army Talent Management Task Force (ATMTF) to conduct a job analysis to better understand the knowledge, skills, and behaviors (KSBs) required of jobs across the Army, as well as the most critical tasks or duties related to your position. This research will be used as part of broader efforts to address Army talent management.

This task is the first step of the job analysis process. The purpose of this task is to identify the KSBs that are required for successful performance in your job. We are asking for your help with this task because of your job-related experience and knowledge. You will be provided with a list of KSBs and asked to rate the importance of each for successful performance in your job. You will also be asked to identify the most important tasks or duties associated with your job. Your participation in this task is voluntary. We expect this task will take approximately 30-40 minutes in total. If you are not able to complete the survey in one sitting, you can save your progress at any time and pick back up where you left off.

The information you provide will play a vital role in helping ARI and the ATMTF achieve a successful outcome in this mission.

Project Summary

Purpose of the project: The purpose of this project is to identify 1) the required knowledge, skills, and behaviors (KSBs) for your job position and 2) the tasks that are most critical to success in your job position.

What you will be asked to do in this project: In this project, you will be asked to rate the importance of the responsibilities associated with your job, and the KSBs that are important to success in your job position. We will also ask you some general background information about yourself. With appropriate review, the data collected here may be used in future research projects.

Voluntary participation: Your participation is voluntary; there is no penalty for not participating, and nobody outside of the research team will know who did or did not participate. You have the right to withdraw from the project at any time without bias.

Confidentiality: We will not identify you, nor attribute specific responses to you or any other particular participant within this project. All responses will be kept confidential and your privacy protected. All data analyses will be conducted only by persons engaged in and for the purpose of this project or future approved projects. We will NOT include your name or the name of your unit, or other personally identifiable information in any report or documents provided outside of

the context of this project. All data will be stored in an encrypted database, in a safe, locked location within the researchers' facilities. Only project personnel who have been officially documented and approved will have access to the data. We cannot provide "confidentiality" or "nonattribution" to a participant regarding comments involving criminal activity/behavior or statements that pose a threat to yourself or others.

Time required: 30-40 minutes. If you are not able to complete the survey in one sitting, you can save your progress at any time and pick back up where you left off.

Risks: We do not anticipate that your participation has any risks greater than those that would be encountered in everyday life. The questions focus on your judgments, experiences, and views rather than on information that would be considered personal in nature. Disclosure of identifiable recorded data is a risk to the participant; however, steps are taken in storing the data to make this risk as low as possible.

Benefits: There are no direct benefits to you. Your responses will help to develop a better understanding of the KSBs required in your job.

Compensation: None.

Whom to contact if you have questions about the project or in the event of a project-related injury: You should send your questions to usarmy.belvoir.hqda-ari.mesg.surveys@mail.mil. Reference project name: Army-wide Job Analysis - Officers.

Whom to contact about your rights in the project: You should send your questions to usarmy.belvoir.hqda-ari.mesg.surveys@mail.mil. Reference project name: Army-wide Job Analysis - Officers.

Privacy Act Statement

AUTHORITY: 10 U.S. Code Section 3013, Secretary of the Army; 10 U.S. Code Section 2358, Research and Development Projects

PRINCIPAL PURPOSE: To facilitate scientific assessments of personnel and training dimensions essential to the recruitment, selection, assignment, evaluation, and training of military personnel; and to inform Army policies that may enhance the Soldier lifecycle, human capital management, and the readiness effectiveness of the Army. See the System of Record Notice A0602 AHRC-ARI.

ROUTINE USES: The routine use is for research and reporting purposes and not for making determinations about specific individuals. In addition to the disclosures generally permitted under 5 U.S.C. 552a(b) of the Privacy Act of 1974, these records or information contained therein may be disclosed outside the DoD as a routine use pursuant to 5 U.S.C. 552a(b)(3).

DISCLOSURE: Providing information on this survey is voluntary. There is no penalty for not responding to any question.

By clicking the "Next" button, you indicate your understanding and informed consent to participate in this study.

Service Questions

The following questions are related to your service background:

What is your current paygrade?

- ☐ O-1
- ☐ O-2
- ☐ O-3
- ☐ O-4
- ☐ O-5

Please select the total time in your current grade:

- ☐ Less than 6 months
- ☐ 6 months to 1 year
- ☐ Between 1 and 2 years
- ☐ Between 2 and 3 years
- ☐ More than 3 years

Please select the total time in service:

- ☐ Less than 6 months
- ☐ 6 months to 1 year
- ☐ Between 1 and 2 years
- ☐ Between 2 and 3 years
- ☐ More than 3 years

Please select the total time in your current position:

- ☐ Less than 6 months
- ☐ 6 months to 1 year
- ☐ Between 1 and 2 years
- ☐ Between 2 and 3 years
- ☐ More than 3 years

To which of the following components of the US Army do you belong?

- ☐ Active Duty
- ☐ National Guard
- ☐ Army Reserves

Position Questions

The following questions are related to your current job position:

What is the title or common name of your current position? _____

What is the title of your billeted position as listed on TDA/MTOE? _____

If known, is your position a branch/combat/medical immaterial position?

- ☐ Yes
- ☐ No
- ☐ Don't know

Please select your Branch or Functional Area from the following list:

- ☐ 11 - Infantry
- ☐ 12 - Engineer
- ☐ 13 - Field Artillery
- ☐ 14 - Air Defense Artillery
- ☐ 15 - Aviation
- ☐ 15 - Aviation, Maintenance
- ☐ 17 - Cyber Warfare
- ☐ 18 - Special Forces
- ☐ 19 - Armor
- ☐ 25 - Signal Corps
- ☐ 26 - Information Systems Engineering
- ☐ 27 - Judge Advocate General Corps
- ☐ 30 - Information Operations
- ☐ 31 - Military Police
- ☐ 34 - Strategic Intelligence
- ☐ 35 - Military Intelligence
- ☐ 36 - Finance and Comptroller
- ☐ 37 - Psychological Operations
- ☐ 38 - Civil Affairs (AA and USAR)
- ☐ 40 - Space Operations
- ☐ 42B - Adjutant General Corps - Human Resources
- ☐ 42C - Adjutant General Corps - Army Music
- ☐ 46 - Public Affairs
- ☐ 47 - US Military Academy Stabilized Faculty
- ☐ 48 - Foreign Area Officer
- ☐ 49 - Operations Research/Systems Analysis (ORSA)
- ☐ 50 - Force Management
- ☐ 51 - Research, Development, and Acquisition
- ☐ 52 - Nuclear and Counterproliferation
- ☐ 56 - Chaplain
- ☐ 57 - Simulations Operations
- ☐ 58 - Marketing

- ☐ 59 - Strategic Plans and Policy
- ☐ 60, 61, 62 - Medical Corps
- ☐ 63 - Dental Corps
- ☐ 64 - Veterinary Corps
- ☐ 65 - Army Medical Specialist Corps
- ☐ 66 - Army Nurse Corps
- ☐ 67 - Medical Service Corps
- ☐ 70 - Health Services
- ☐ 71 - Laboratory Sciences
- ☐ 72 - Preventive Medicine Sciences
- ☐ 73 - Behavioral Sciences
- ☐ 74 - Chemical, Biological, Radiological, and Nuclear (CBRN)
- ☐ 88 - Transportation
- ☐ 89 - Explosive Ordnance Disposal
- ☐ 90 - Logistics
- ☐ 91 - Materiel Maintenance and Munitions Management
- ☐ 92 - Quartermaster Corps

Section IV - Demographic Questions

Are you male or female?

- ☐ Male
- ☐ Female

Are you of Hispanic, Latino, or Spanish origin or ancestry?

- ☐ No, not of Hispanic, Latino, or Spanish origin or ancestry.
- ☐ Yes, Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or other Hispanic/Latino/Spanish origin.

What is your race? Mark all that apply.

- ☐ American Indian or Alaska Native
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or other Pacific Islander
- ☐ White

Please select your age from the options below:

- ☐ 17-20
- ☐ 21-25
- ☐ 26-30
- ☐ 31-35
- ☐ 36-40
- ☐ 41-45
- ☐ 46 or older

Appendix B

Survey Content – Position-Specific Items (Section II)

Note: All officers responded to Common Duty Ratings below. Participants selecting their rank as either O-4 or O-5 will complete open-ended items on pages 2-3, then will be branched within the survey to continue to Section III (ATAF KSB Importance Ratings). Additionally, O1-O3 participants without a branch/FA-specific duty list will also complete open-ended duty items on pages 2-3 and continue to Section III. Participants ranked O1-O3 with a branch/FA-specific duty list complete the appropriate duty list listed on pages ____ based on which Branch/Functional Area they select. Following responding to their own duty list, these individuals will continue onto Section III and complete ATAF KSB importance ratings.

Position Duty Questionnaire (All Officers)

The following questions are related to the duties you perform in your current job position:

Common Duty Ratings

The following items are common duties performed as an officer. Please rate the following:

How **important** is the duty to the performance of your current position?

	Not performed	Not important	Somewhat important	Important	Very important	Extremely important
Operate, maintain, and correct malfunctions on small arms, optics, and night vision equipment	☐	☐	☐	☐	☐	☐
Operate tactical communications equipment during voice communications (SITREP, MEDEVAC, etc.)	☐	☐	☐	☐	☐	☐
Perform functions as a direct supervisor, including: coaching, counseling, disciplining, and rewarding activities	☐	☐	☐	☐	☐	☐
Advise senior commanders on and provide MOS-specific input to tactical plans	☐	☐	☐	☐	☐	☐

(End of Page)

After officers completed this page, they were then branched to either open-ended duty items on page 2, or were given a branch-FA-specific duty list

Position Duty Questionnaire

The following questions are related to the duties you perform in your current job position:

Position-specific Duties/Tasks

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Please list up to 10 of the specific duties (or tasks) that are most important to successful performance in your position. Please list these duties/tasks in order of importance and list only one duty/task per box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Critical Duty/Task 1:

Critical Duty/Task 2:

Critical Duty/Task 3:

Critical Duty/Task 4:

Critical Duty/Task 5:

Critical Duty/Task 6:

Critical Duty/Task 7:

Critical Duty/Task 8:

Critical Duty/Task 9:

Critical Duty/Task 10:

(End of Page)

After officers completed this page, they were then branched to Section III – KSB Importance Ratings.

Individual Duties/Tasks Ratings
11- Infantry

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Develop plans for/conduct reconnaissance	☐	☐	☐	☐	☐	☐
Direct fire support and energy warfare	☐	☐	☐	☐	☐	☐
Lead preparations for combat	☐	☐	☐	☐	☐	☐
Inspect equipment, weapons, and optics of an infantry battalion	☐	☐	☐	☐	☐	☐
Conduct training in a combat environment	☐	☐	☐	☐	☐	☐
Make tactical decisions	☐	☐	☐	☐	☐	☐
Lead a unit in a nuclear, biological, and chemical environment	☐	☐	☐	☐	☐	☐
Communicate in an electronic warfare environment	☐	☐	☐	☐	☐	☐
Direct the medical evacuation of casualties	☐	☐	☐	☐	☐	☐
Manage the handling of known or suspected enemy personnel	☐	☐	☐	☐	☐	☐
Conduct vehicle inspections	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 12- Engineers

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Supervise and manage training and development of subordinates	☐	☐	☐	☐	☐	☐
Advise command and provide mission support on base operations (life support), protection, survivability, and base maintenance activities	☐	☐	☐	☐	☐	☐
Plan and conduct mobility operations	☐	☐	☐	☐	☐	☐
Plan, manage, and monitor projects related to the construction and repair of buildings, structures, and roads	☐	☐	☐	☐	☐	☐
Advise command, act as technical expert, and provide mission support on defensive operations	☐	☐	☐	☐	☐	☐
Plan and conduct Engineer platoon movement operations and combat tactics, and reconnaissance missions	☐	☐	☐	☐	☐	☐
Advise command on and direct information requirement collection to support military decision-making process	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
 Other duty/task 2 _____
 Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 13 – Field Artillery

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Plan, coordinate, and direct employment of gun systems and/or surface-to-air missile systems and their associated command and control systems	☐	☐	☐	☐	☐	☐
Supervise the maintenance and operation of field artillery radars to include: providing target location, advising on technical considerations involving field artillery radar, coordinating activities of field artillery radar personnel, and supervising the movement and emplacement of radar and associated equipment	☐	☐	☐	☐	☐	☐
Monitor equipment during testing, simulations, and missile firing exercises to detect operator error and/or systems malfunctions and initiate corrective action, if required	☐	☐	☐	☐	☐	☐
Prepare, plan for, and coordinate the execution of joint fire support	☐	☐	☐	☐	☐	☐
Direct handling, fueling, servicing, and firing of missiles; collect, analyze, and interpret data secured from missiles during flight	☐	☐	☐	☐	☐	☐
Supervise or assist in operation, maintenance, and repair of weapons, weapons control equipment and systems	☐	☐	☐	☐	☐	☐
Direct operation and maintenance of missile armament including designation and fire control equipment, associated navigational equipment, attack aids, test equipment,	☐	☐	☐	☐	☐	☐

telemetry equipment used in firing and controlling missiles, launchers, loading systems, and loading and launching control systems						
Conduct onsite liaison with supported headquarters	☐	☐	☐	☐	☐	☐
Compute and verify safety of the environment, positions, and equipment to ensure safety of personnel	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings

14 – Air Defense Artillery

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Plan, coordinate, and direct employment of gun systems and/or surface-to-air missile systems and their associated command and control systems	☐	☐	☐	☐	☐	☐
Analyze the enemy's tactics, techniques, and procedures; analyze threats and considerations related to defense during operations	☐	☐	☐	☐	☐	☐
Maintain, coordinate, and operate field artillery radars to provide target location; advise on technical considerations, movement, and placement of radar and associated equipment	☐	☐	☐	☐	☐	☐
Analyze capabilities, operation, and threats to Patriot system; supervise the repair and maintenance of Patriot air defense missile control equipment, data processing and simulator equipment, and radars	☐	☐	☐	☐	☐	☐
Monitor equipment during testing, simulations, and missile firing exercises to detect operator error and/or systems malfunctions and initiate corrective action, if required	☐	☐	☐	☐	☐	☐
Apply and develop policies and procedures for current and future nuclear and missile operations systems	☐	☐	☐	☐	☐	☐
Plan integrated defense with joint and coalition assets	☐	☐	☐	☐	☐	☐
Direct handling, fueling, servicing, and firing of missiles; collect, analyze, and	☐	☐	☐	☐	☐	☐

interpret data secured from missiles during flight						
Supervise or assist in operation, maintenance, and repair of weapons, weapons control equipment and systems, and communication systems	☐	☐	☐	☐	☐	☐
Advise commanding officer on weapons operations, capabilities, and problems	☐	☐	☐	☐	☐	☐
Lead, prepare, plan for, coordinate, and implement operations and programs, including joint operations/support.	☐	☐	☐	☐	☐	☐
Analyze complex environments (e.g., space) including the capabilities and consideration related to operating within them	☐	☐	☐	☐	☐	☐
Initialize and utilize an Information and Coordination Central (ICC) tactical weapons control system	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 15 - Aviation

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Plan flights, ascertaining factors such as load, weight, fuel supply, route, altitudes, or schedules, as necessary to complete the mission safely	☐	☐	☐	☐	☐	☐
Supervise loading and unloading of aircraft to ensure load stability, balance, and adherence to aircraft load limitations	☐	☐	☐	☐	☐	☐
Pilot and command assigned aircraft under tactical and non-tactical conditions for military purposes	☐	☐	☐	☐	☐	☐
Conduct pre- and post-administrative and tactical mission briefings	☐	☐	☐	☐	☐	☐
Execute emergency operating procedures for assigned aircraft	☐	☐	☐	☐	☐	☐
Supervise mission planning, preparation, and filing of flight plan, and crew briefing	☐	☐	☐	☐	☐	☐
Operate aircraft controls and equipment	☐	☐	☐	☐	☐	☐
Perform, supervise, or direct navigation, in-flight refueling, and weapons delivery	☐	☐	☐	☐	☐	☐
Conduct or supervise training of crewmembers	☐	☐	☐	☐	☐	☐
Develop policies and plans, monitor operations, and advise commanders	☐	☐	☐	☐	☐	☐
Monitor, evaluate, and direct flying operations and training programs	☐	☐	☐	☐	☐	☐
Analyze rated manpower requirements and formulate personnel policies	☐	☐	☐	☐	☐	☐

Command or assist in command of an aviation unit	☐	☐	☐	☐	☐	☐
Consult with engineering and maintenance personnel and prepare recommendations concerning equipment and performance discrepancies	☐	☐	☐	☐	☐	☐
Pilot various types of training planes/helicopters to instruct student officers and aviation cadets in the operation of aircraft	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 15 - Aviation Maintenance

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Direct shop operations, including supply, scheduling, workflow, and personnel management; use automated and manual systems in managing supplies of repair parts, tools, fuel, and technical publications	☐	☐	☐	☐	☐	☐
Evaluate and inspect maintenance operations and develop and implement corrective action plans where necessary to comply with regulatory and statutory requirements applicable to industrial maintenance operations in fixed facilities or field environments	☐	☐	☐	☐	☐	☐
Diagnose complex malfunctions and instruct personnel on isolation and repair of unusual malfunctions	☐	☐	☐	☐	☐	☐
Supervise setup, maintenance, and operation of machine tools used to make or repair metal parts, mechanisms, tools, or machinery	☐	☐	☐	☐	☐	☐
Develop and coordinate studies to achieve maximum utilization of manpower, material, and facilities within the maintenance division	☐	☐	☐	☐	☐	☐
Inspect incoming equipment to determine repair requirements, assign work to subordinates, and ensure quality of work performed by inspection of outgoing equipment	☐	☐	☐	☐	☐	☐
Establish maintenance and repair schedules based on equipment schedules and availability of parts, tools, personnel, and unit mission	☐	☐	☐	☐	☐	☐

Schedule overhaul, repair, and modification of aircraft, engines, and aviation equipment	☐	☐	☐	☐	☐	☐
Make preliminary inspections of in-service aircrafts to determine battle damage or recommend routine repairs required	☐	☐	☐	☐	☐	☐
Direct the planning for and calculation of the cost of the alteration, repair, and overhaul, of aircrafts, engines, and aviation equipment	☐	☐	☐	☐	☐	☐
Supervise and conduct recovery operations and maintenance of aircrafts, engines, and aviation equipment	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 17 - Cyber

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Use tactics, techniques, and procedures to deliver cyberspace actions, including: cyberspace defense, attack, security, intelligence, surveillance, and reconnaissance, as well as operational preparation of the environment	☐	☐	☐	☐	☐	☐
Utilize personnel, resources, and capabilities to engage and create effects against adversaries in and through cyberspace and/or electromagnetic spectrum	☐	☐	☐	☐	☐	☐
Protect data, networks, net-centric capabilities, and other designated systems	☐	☐	☐	☐	☐	☐
Project power by the application of force in or through cyberspace	☐	☐	☐	☐	☐	☐
Plan, integrate, and synchronize cyberspace and electromagnetic warfare operations with other lethal and nonlethal actions to enable commanders to mass effects and gain advantages in the cyberspace, electromagnetic spectrum, and other domains during multi-domain operations (MDO) in support of unified land operations (ULO).	☐	☐	☐	☐	☐	☐
Command, lead, direct, and manage Cyber Mission Force or EW teams and associated units and organizations.	☐	☐	☐	☐	☐	☐
Lead, direct, manage, plan, integrate, synchronize, and/or execute cyberspace, EW operations, and DODIN operations	☐	☐	☐	☐	☐	☐

Use tactics, techniques, and procedures for performing electromagnetic spectrum (EMS) operations to deliver cyberspace effects and conduct electromagnetic warfare missions, including electromagnetic attack, protection, and support.	☐	☐	☐	☐	☐	☐
Search for, intercept, identify, and locate or localize adversary electromagnetic vulnerabilities to enable future operations	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 19 - Armor

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Plan, coordinate, and conduct sustainment, resupply, and logistic operations	☐	☐	☐	☐	☐	☐
Supervise maintenance and inspection operations	☐	☐	☐	☐	☐	☐
Conduct troop-leading procedures and plan subordinate training	☐	☐	☐	☐	☐	☐
Develop unit protection measures, including: supervising the integration of air defense, conducting area and route security	☐	☐	☐	☐	☐	☐
Conduct information collection and evaluate intelligence	☐	☐	☐	☐	☐	☐
Develop and coordinate appropriate plans for offensive/defensive maneuvers, reconnaissance, fire support, nuclear, biological and chemical defense, and directed energy warfare	☐	☐	☐	☐	☐	☐
Conduct and direct units in offensive/defensive maneuvers, reconnaissance, fire support, nuclear, biological and chemical defense, and directed energy warfare	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 25 - Signal

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Supervise and manage all aspects of planning, installation, operation, and maintenance of data, telecommunications, and computer systems	☐	☐	☐	☐	☐	☐
Formulate, coordinate, and implement communication policy	☐	☐	☐	☐	☐	☐
Develop, provide and maintain adequate procedures for secure communication systems and classified information.	☐	☐	☐	☐	☐	☐
Supervise the collection, evaluation, and display of communication information	☐	☐	☐	☐	☐	☐
Maintain liaison with communication planning staffs of other services and agencies	☐	☐	☐	☐	☐	☐
Direct planning, administration, and review of all phases of communication, such as frequency allocations, standard operating procedures, and publications	☐	☐	☐	☐	☐	☐
Plan, coordinate, and supervise the training, administration, operation, supply, maintenance, transportation, security, and allocation of resources related to communication initiatives	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings FA30 - Information Operations

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Direct synchronized planning, execution, and assessment of IO-related capabilities for mission planning in order to effectively wage information warfare throughout the full spectrum of military operations	☐	☐	☐	☐	☐	☐
Ensure all Information Operation policies and guidance are integrated into mission planning and comply with all existing DOD policies and directives	☐	☐	☐	☐	☐	☐
Lead IO focused input to assessment plans and evaluates data in order to provide IO related assessment recommendations	☐	☐	☐	☐	☐	☐
Advise leadership regarding implications, analysis, theories, and research findings relevant to the Information Environment	☐	☐	☐	☐	☐	☐
Drive the coordination and integration of information related capabilities with Service, Joint, and Interagency organizations	☐	☐	☐	☐	☐	☐
Lead and facilitate IO working groups with participating units and IO specialists to ensure that all objectives are supported with capabilities, all requisite support and resources are identified, and any requirement issues are resolved	☐	☐	☐	☐	☐	☐
Assist with training, directing and staffing of IO-related mission requirements, including requests for support, and requests for forces	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 31 - Military Police

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Enforce standards of conduct, discipline, and adherence to laws and directives	☐	☐	☐	☐	☐	☐
Participate in the administration and operation of confinement and corrections facilities and hospital prisoner wards within a unit	☐	☐	☐	☐	☐	☐
Lead, direct, or participate in individual and team patrol movements, tactical drills, battle procedures, convoys, military operations, and antiterrorism duties	☐	☐	☐	☐	☐	☐
Operate and maintain communications equipment (e.g., Force XXI Battle Command Brigade-and-Below/Blue Force Tracking)	☐	☐	☐	☐	☐	☐
Operate and maintain equipment including vehicles, intrusion detection equipment, firearms, and other special purpose equipment	☐	☐	☐	☐	☐	☐
Oversee police services, security, military working dog, and confinement operations	☐	☐	☐	☐	☐	☐
Follow standards and policies for initial acquisition, change-of-hands, modification, and replacement of inventory, equipment, and other resources	☐	☐	☐	☐	☐	☐
Plan surveillance, develop response plans, and conduct searches	☐	☐	☐	☐	☐	☐
Conduct traffic patrol, respond to traffic incidents, and perform traffic stops	☐	☐	☐	☐	☐	☐
Perform First Aid as a First Responder	☐	☐	☐	☐	☐	☐

Apprehend suspects, process detainees, apply restraint devices, transport prisoners, perform personal searches, and employ deadly force when necessary	☐	☐	☐	☐	☐	☐
Review and facilitate programs for anti-terrorism, drug enforcement, customs inspection, crime prevention, and canine enforcement	☐	☐	☐	☐	☐	☐
Process, protect, and participate in the investigation of crime scenes	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings Intelligence Branch

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Planning and Direction - Establish the consumer's intelligence requirements.	☐	☐	☐	☐	☐	☐
Planning and Direction - Plan intelligence activities based on consumer's intelligence requirements.	☐	☐	☐	☐	☐	☐
Collection - Perform collection operations to gather data required to produce the finished product from relevant sources such as news reports, imagery, and government or public documents.	☐	☐	☐	☐	☐	☐
Processing & Exploitation - Process and exploit collected data and information by converting it into a comprehensible format that is usable for production of the finished product.	☐	☐	☐	☐	☐	☐
Analysis & Production - Integrate, evaluate, analyze, and prepare the processed information for inclusion in the finished product.	☐	☐	☐	☐	☐	☐
Dissemination - Deliver the finished product to the consumer that requested it and to others as applicable.	☐	☐	☐	☐	☐	☐
Evaluation - Acquire and evaluate feedback during intelligence cycle.	☐	☐	☐	☐	☐	☐
Evaluation – Refine intelligence activities to improve the intelligence cycle based on customer feedback.	☐	☐	☐	☐	☐	☐
Maintain files and databases to provide intelligence support to the military decision-making process	☐	☐	☐	☐	☐	☐
Perform evidence custodian duties	☐	☐	☐	☐	☐	☐

Direct and conduct all intelligence operations in accordance with applicable laws, policies, and treaties.	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
 Other duty/task 2 _____
 Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings

36 - Finance and Comptroller

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

1. How important is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Plan, direct, and administer budget, financial plans, schedules, and programs	☐	☐	☐	☐	☐	☐
Manage disbursement and receipt of funds, while reporting or resolving irregularities in disbursing agent's account	☐	☐	☐	☐	☐	☐
Examine, control, and certify military and civilian payrolls, travel, commercial vendor accounts, and nonappropriated funds	☐	☐	☐	☐	☐	☐
Provide oversight for funds and financial management	☐	☐	☐	☐	☐	☐
Establish security procedures and safeguards for assets, and against fraud and fund losses	☐	☐	☐	☐	☐	☐
Identify required financial resources and approve allocation of funds to programs and organizational units	☐	☐	☐	☐	☐	☐
Conduct cost comparisons and projections	☐	☐	☐	☐	☐	☐
Verify that estimated costs are realistic and reasonable	☐	☐	☐	☐	☐	☐
Analyze resource utilization effectiveness	☐	☐	☐	☐	☐	☐
Forecast demand for supplies	☐	☐	☐	☐	☐	☐
Establish performance standards for personnel	☐	☐	☐	☐	☐	☐
Prepare reports and financial statements to inform and advise leadership and staff about management, status of funds, budget, accounting, and cost analysis	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 38 - Civil Affairs

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Establish cooperative relationships with host nation populations, military, government agencies, and organizations	☐	☐	☐	☐	☐	☐
Supervise enlisted, civilian, U.S., and foreign support personnel; manage administrative and logistics functions in support of an office located in an embassy of the United States of America	☐	☐	☐	☐	☐	☐
Coordinate and manage collection, processing, and dissemination of regional intelligence and human intelligence (HUMINT) gathering pertaining to assigned area	☐	☐	☐	☐	☐	☐
Provide cultural and regional expertise to leadership and participate in all phases of civil affairs operational planning	☐	☐	☐	☐	☐	☐
Advise commanders and staff on security, protocol, military courtesies, and public affairs of host nation.	☐	☐	☐	☐	☐	☐
Build and maintain in-country social and service contacts to carry out mission objectives	☐	☐	☐	☐	☐	☐
Conduct analytical studies based on regional situations and trends, and prepare studies, reports, and surveys on political implications of proposed actions	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 40 - Space Operations

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Advise leaders and staff on the development and acquisition of space systems and effectiveness of space operations systems	☐	☐	☐	☐	☐	☐
Consult with decision makers on combat readiness and the development of operational plans	☐	☐	☐	☐	☐	☐
Operate and manage space operations systems related to orbital analysis and surveillance, spacelift booster, space warning, and satellite status and control	☐	☐	☐	☐	☐	☐
Disseminate space situation data to all users	☐	☐	☐	☐	☐	☐
Develop policies, procedures, and directives for current and future space systems	☐	☐	☐	☐	☐	☐
Make decisions on personnel requirements for mission accomplishment	☐	☐	☐	☐	☐	☐
Coordinate with national and international space agencies on satellite launching and related space activities	☐	☐	☐	☐	☐	☐
Perform space application training, and assess effectiveness of space systems training and evaluation programs	☐	☐	☐	☐	☐	☐
Plan and direct programs to ensure resource efficiency for successful operations and mission accomplishment	☐	☐	☐	☐	☐	☐
Manage budget estimates and financial planning functions according to operational requirements and resources	☐	☐	☐	☐	☐	☐

Evaluate space activities and ensure compliance with directives and standardized procedures	☐	☐	☐	☐	☐	☐
Perform satellite position predictions, satellite maneuver planning, orbital analysis, and space based object position	☐	☐	☐	☐	☐	☐
Perform recording and cataloging of foreign and domestic space objects	☐	☐	☐	☐	☐	☐
Oversee ground systems networks to support military satellite programs	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings
42B - Human Resources

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Direct HR policy formulation, interpretation, and implementation	☐	☐	☐	☐	☐	☐
Prepare, develop, and integrate human resource requirements into tactical planning processes	☐	☐	☐	☐	☐	☐
Plan, develop, direct, and report on personnel system programs concerning: strength accounting, maintenance of personnel records, personnel requisitioning, reassignments, reenlistments, promotions, casualty reporting, eliminations, and awards and decorations	☐	☐	☐	☐	☐	☐
Manage unit postal operations and implement postal operations plans and policies	☐	☐	☐	☐	☐	☐
Advise on process improvement, best practices, and optimal performance	☐	☐	☐	☐	☐	☐
Administer Morale, Welfare, and Recreation (MWR) Program	☐	☐	☐	☐	☐	☐
Orient, guide, and counsel personnel	☐	☐	☐	☐	☐	☐
Develop and coordinate people programs such as: equal opportunity, drug and alcohol abuse and control, overseas duty support, family support, and physical fitness	☐	☐	☐	☐	☐	☐
Determine service requirements for awards or decorations, medals, and ribbons	☐	☐	☐	☐	☐	☐
Administer or establish system affecting enlisted promotions; screen candidates for consideration; prepare qualification instructions for advancement	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 42C - Army Music

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

➤ How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Plan, develop, and direct activities of military bands and musical training of band members, and military performance/support team	☐	☐	☐	☐	☐	☐
Conduct technical inspections and evaluate operational status, technical capability, and proficiency of bands	☐	☐	☐	☐	☐	☐
Direct personnel, administration, supply (uniforms, instruments, and publications), repair, and maintenance activities of band units	☐	☐	☐	☐	☐	☐
Conduct or lead Music Support Teams (MST) in support of official military and civilian ceremonies and functions and communicate effectively with an audience during performances	☐	☐	☐	☐	☐	☐
Select music to accommodate abilities of MST and appropriate for a given performance	☐	☐	☐	☐	☐	☐
Evaluate proficiency, training, career development, effectiveness, and assignment of band personnel	☐	☐	☐	☐	☐	☐
Supervise the overall audiovisual program of the unit; establish and maintain a viable library of music, audio and visual recordings, and materials; apply copyright law as needed	☐	☐	☐	☐	☐	☐
Organize orchestras from band personnel for dances and other social functions	☐	☐	☐	☐	☐	☐
Develop musical programs, including composing, arranging, and scoring of music	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 50 - Force Development

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

➤ How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Manage the allocation of appropriate resources for units, detachments, and teams with a wide range of missions	☐	☐	☐	☐	☐	☐
Provide recommendations on the mobilization, demobilization, activation, inactivation, establishment, discontinuation, and reorganization of units	☐	☐	☐	☐	☐	☐
Document and review manpower and equipment resource requirements, authorizations, and structure	☐	☐	☐	☐	☐	☐
Develop, apply, and ensure compliance with policies and procedures for manpower requirement determinations, programming, and allocation	☐	☐	☐	☐	☐	☐
Develop, apply, and ensure compliance with policies and procedures for force development information systems and subsystems	☐	☐	☐	☐	☐	☐
Translate plans into force, including minimum risk force, planning force, program force, and budget resourced force, based on application of available resources	☐	☐	☐	☐	☐	☐
Participate in management actions that support the command's budget requests and the resource allocation efforts subsequent to budget approval	☐	☐	☐	☐	☐	☐
Maintain availability records based on quotas, enlistment, procurement, and transfer statistics	☐	☐	☐	☐	☐	☐
Analyze manpower authorizations, determining qualitative and quantitative accuracy and ensuring	☐	☐	☐	☐	☐	☐

balance with total allocations authorized						
Review program change requests and manpower survey reports for impact on activities	☐	☐	☐	☐	☐	☐
Lead a Force Validation Committee (FVC)	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 56 - Chaplains

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

➤ How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Conduct worship services, liturgies, and rites for many different faiths	☐	☐	☐	☐	☐	☐
Provide counseling, pastoral care, religious education, and spiritual renewal	☐	☐	☐	☐	☐	☐
Serve as an expert in the principles of religious diversity and accommodation, major faith group requisites, privileged communication, and ethics	☐	☐	☐	☐	☐	☐
Plan and manage morale and religious education programs, lay leadership programs, and humanitarian outreach opportunities	☐	☐	☐	☐	☐	☐
Prepare, develop, and integrate religious support requirements into tactical planning processes and unit engagement.	☐	☐	☐	☐	☐	☐
Advise leaders at all levels on spiritual, religious, ethical, moral, morale, and quality of life matters	☐	☐	☐	☐	☐	☐
Manage chapel operations, religious programs, and resources	☐	☐	☐	☐	☐	☐
Advise commanders of their responsibility to provide appropriate facilities or sites for worship, rites, and counseling	☐	☐	☐	☐	☐	☐
Provide supervision of subordinate personnel and manage distinctive religious group leaders	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings 74 - CBRN

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

- How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Organize disaster preparedness functions and teams	☐	☐	☐	☐	☐	☐
Plan, develop, and administer disaster preparedness program, including nuclear, biological, and chemical (NBC) defense	☐	☐	☐	☐	☐	☐
Prepare and administer measures to cope with chemical, nuclear weapon, reactor, and radiological accidents and incidents	☐	☐	☐	☐	☐	☐
Supervise the detection, location, isolation, and decontamination of nuclear, biological, and chemical hazards	☐	☐	☐	☐	☐	☐
Establish test programs for equipment and/or ordnance systems	☐	☐	☐	☐	☐	☐
Direct, coordinate, and support operations, including reconnaissance missions	☐	☐	☐	☐	☐	☐
Operate Nuclear Biological and Chemical Reconnaissance vehicles (NBCRV) and specialized equipment	☐	☐	☐	☐	☐	☐
Operate mission command systems including radios, CPOF, and Force XXI Battle Command Brigade-and-Below / Blue Force Tracking (FBCB2/BFT)	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____
Other duty/task 2 _____
Other duty/task 3 _____

(End of Page)

Individual Duties/Tasks Ratings
89 - EOD

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

1. How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Advise military and civilian authorities and agencies on hazardous conditions, disposition of hazardous materials, and searching techniques for explosive devices.	☐	☐	☐	☐	☐	☐
Plan and direct the locating, accessing, identifying, rendering safe, neutralizing, and disposing of explosive ordnance or other hazards that present a threat to operations, installations, personnel, or materiel	☐	☐	☐	☐	☐	☐
Plan, coordinate, and oversee EOD operations	☐	☐	☐	☐	☐	☐
Lead and train subordinate personnel	☐	☐	☐	☐	☐	☐
Manage the transport and storage or holding areas of Class V Materials	☐	☐	☐	☐	☐	☐
Perform EOD intelligence efforts and conduct threat and explosive vulnerability assessments	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1

Other duty/task 2

Other duty/task 3

(End of Page)

Individual Duties/Tasks Ratings
Logistics Corps, Quartermaster Corps, Transportation Corps, and Materiel
Maintenance and Munitions Management Corps

Please provide the broad duties and responsibilities of your current position (e.g., OER Duty Description):

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

The following duties/tasks are specific to your position. Please rate the following:

1. How **important** is the duty/task to the performance of your current position?

Duty/Task	Not performed	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Analyze the demand for supplies	☐	☐	☐	☐	☐	☐
Maintain inventory and issue equipment and supplies	☐	☐	☐	☐	☐	☐
Direct personnel who receive, inventory, store, and issue supplies and equipment or maintain supplies/equipment	☐	☐	☐	☐	☐	☐
Manage the inspection, shipping, handling, packaging, and security of supplies and equipment	☐	☐	☐	☐	☐	☐
Study and establish ways to use space and distribute supplies efficiently	☐	☐	☐	☐	☐	☐
Maintain and manage inventory, issue equipment and supplies, and recommend modifications in levels	☐	☐	☐	☐	☐	☐
Initiate procurement, assembly, and reservation of material	☐	☐	☐	☐	☐	☐
Maintain records of usage data and prepare reports, and issue documents and estimates for future replacement needs	☐	☐	☐	☐	☐	☐
Determine and establish appropriate locations and sites maintenance, sustainment, and distribution operations.	☐	☐	☐	☐	☐	☐
Lead recovery operations	☐	☐	☐	☐	☐	☐
Supervise mortuary affairs	☐	☐	☐	☐	☐	☐
Plan and manage, or manage supply and equipment operations, including safety programs	☐	☐	☐	☐	☐	☐
Perform tactical sustainment operations	☐	☐	☐	☐	☐	☐

Manage transport of military personnel, material, and equipment	☐	☐	☐	☐	☐	☐
Plan and execute unit movements of personnel, supplies, and equipment employing all modes of transportation	☐	☐	☐	☐	☐	☐
Prepare and execute plans to deploy and sustain combat forces	☐	☐	☐	☐	☐	☐
Direct maintenance and operation of railroad, automotive, construction, mobile firefighting, and other assigned equipment	☐	☐	☐	☐	☐	☐
Direct various procurement actions, financial documentation, and payment processes for transportation services	☐	☐	☐	☐	☐	☐
Supervise the operation of transportation shops and garages and the maintenance, overhaul, and repair of transportation equipment	☐	☐	☐	☐	☐	☐
Serve as a liaison between the Armed Forces and commercial transportation agencies	☐	☐	☐	☐	☐	☐
Direct planning and establishment of policies and administration of traffic, terminal, and transportation carrier operations involving movement of Department of Defense property and/or personnel by sea, land, and air	☐	☐	☐	☐	☐	☐
Plan for emergency and mobilization uses of military and commercial carriers	☐	☐	☐	☐	☐	☐

Are there other important duties or tasks you perform in your position? If so, please list each in a separate box below:

IMPORTANT: Please do not include any classified or operationally sensitive information in your responses

Other duty/task 1 _____

Other duty/task 2 _____

Other duty/task 3 _____

(End of Page)

Appendix C

Section III - KSB Importance Ratings from the Army Talent Attribute Framework

Cognitive Talent Domain (1 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Attention Control Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Attentiveness	Focuses on the problem or situation and shifts attention between activities when appropriate.	☐	☐	☐	☐	☐	☐
Focus	Mentally processes multiple sources of sensory information/data at the same time while avoiding distractions (e.g., flying a helicopter or commanding an armored vehicle).	☐	☐	☐	☐	☐	☐
Problem Sensitivity	Identifies when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.	☐	☐	☐	☐	☐	☐

Creativity Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Cognitive Flexibility	Considers new approaches to solving problems, creates new plans and ideas, and initiates and accepts change and innovation.	☐	☐	☐	☐	☐	☐
Creative Problem Solving and Innovation	Develops and utilizes new or novel and useful methods and strategies to accomplish work or achieve goals in both unexpected, unique or infrequent situations and in evolving and new work environments.	☐	☐	☐	☐	☐	☐

Decision Making Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Decision Making	Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.	☐	☐	☐	☐	☐	☐

Mental Agility	Flexibility of mind; the ability to break habitual thought patterns. Anticipate or adapt to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.	☐	☐	☐	☐	☐	☐
Sound Judgement	Capacity to assess situations shrewdly and draw sound conclusions. Tendency to form sound opinions, make sensible decisions and reliable guesses. Ability to assess strengths and weaknesses of subordinates, peers, and enemy to create appropriate solutions and action.	☐	☐	☐	☐	☐	☐

General Cognitive Ability Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
General Cognitive Aptitude	Capacity to understand and interpret information that is being presented, ability to identify and solve problems, and capability to learn new things quickly and efficiently.	☐	☐	☐	☐	☐	☐
Information Ordering	Capacity to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).	☐	☐	☐	☐	☐	☐
Memory	Capacity to retain and recall information without using external tools or aids.	☐	☐	☐	☐	☐	☐
Multi-Tasking	Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action when multiple things compete for his or her attention.	☐	☐	☐	☐	☐	☐
Perceptive	Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people, and communication).	☐	☐	☐	☐	☐	☐
Processes Information and Data	Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.	☐	☐	☐	☐	☐	☐

Meta-Cognition Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Analyzes and Organizes Information to Create Knowledge	Reflects on prior learning; organizes insights for future application. Considers source, quality or relevance, and criticality of information to improve understanding. Identifies reliable resources for acquiring knowledge. Sets up systems of procedures to store knowledge for reuse.	☐	☐	☐	☐	☐	☐
Awareness of Cognitive Biases	Realizes one's personal biases, predispositions, or inclinations in thinking when looking for solutions to problems.	☐	☐	☐	☐	☐	☐

Reflective Thinking	Regularly and actively reflects on the connections between new information and existing knowledge.	☐	☐	☐	☐	☐	☐

Cognitive Talent Domain (2 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Perceptual Speed and Accuracy Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Pattern Recognition	Detects similarities or differences in objects, words, or numbers.	☐	☐	☐	☐	☐	☐
Perceptual Speed And Accuracy	Perceives objects quickly and accurately.	☐	☐	☐	☐	☐	☐
Response Orientation	Capacity to choose quickly between two or more movements in response to two or more different signals (lights, sounds, pictures). It includes the speed with which the correct response is started with the hand, foot, or other body part.	☐	☐	☐	☐	☐	☐

Problem Solving Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Problem Solver	Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.	☐	☐	☐	☐	☐	☐
Structured Problem Solving	Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.	☐	☐	☐	☐	☐	☐
Troubleshooting	Determines causes of operating errors and decides what to do about it.	☐	☐	☐	☐	☐	☐
Unstructured Problem Solving	Identifies complex problems, gathers related information, evaluates information relevance, evaluates the credibility of alternative information sources, and generates alternative solutions.	☐	☐	☐	☐	☐	☐

Reasoning Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Active Learning	Understands the implications of new information for both current and future problem-solving and decision-making.	☐	☐	☐	☐	☐	☐

Analytical Thinking	Analyzes information and applies general rules and logic to address work-related issues and problems.	☐	☐	☐	☐	☐	☐
Analyze Data or Information	Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.	☐	☐	☐	☐	☐	☐
Assessing And Mitigating Harm	Determines the potential for damaging outcomes and takes steps to minimize the risk of harm to self, others, or equipment (e.g., performing cost-benefits analysis; mandating training to mitigate risk, etc.).	☐	☐	☐	☐	☐	☐
Critical Thinking	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	☐	☐	☐	☐	☐	☐
Interdisciplinary Reasoning	Understands and integrates multi-faceted information from multiple professional disciplines to complete tasks and projects.	☐	☐	☐	☐	☐	☐
Quantitative Reasoning	Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Is able to solve problems that involve mathematical concepts or numbers.	☐	☐	☐	☐	☐	☐
Verbal Reasoning	Reasons and draws conclusions based on verbal or written materials.	☐	☐	☐	☐	☐	☐

Situational Awareness Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Situational Awareness	Perceives what is happening in the immediate environment and is rarely surprised. Rapidly understands how information, events, and actions will impact current and near-term goals and objectives.	☐	☐	☐	☐	☐	☐

Spatial Ability Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Spatially Intelligent	Easily perceives, understands, and operates within the multi-dimensional world.	☐	☐	☐	☐	☐	☐
Spatial Orientation	Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself; readily orients oneself in an unfamiliar environment; ability to read and interpret maps or diagrams; ability to form mental pictures of things (e.g., equipment, terrain).	☐	☐	☐	☐	☐	☐

Spatial Visualization	Capacity to mentally visualize the relative positions of objects in three-dimensional space, and how they will be positioned if they are moved in different ways; imagine objects from different perspectives, and remain unconfused by different views.	☐	☐	☐	☐	☐	☐

Systems Thinking Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Strategic Thinking	Develops a complex, systems-level understanding of the relationship between his/her Army unit or organization and the broader environment and uses that understanding to envision a desirable future state for the unit/organization.	☐	☐	☐	☐	☐	☐
Systems Thinking	Conceptualizes and understands relationships and arrangements within and between relevant components and structures.	☐	☐	☐	☐	☐	☐

Communication Talent Domain (1 of 1 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Active Listening Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Active Listening	Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.	☐	☐	☐	☐	☐	☐

General Communication Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Communication Ability	Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.	☐	☐	☐	☐	☐	☐
Communicator	Precise, efficient, and compelling in both written and spoken word.	☐	☐	☐	☐	☐	☐
Encourages Discourse	Promotes discussion and recognizes the importance of considering input from diverse perspectives.	☐	☐	☐	☐	☐	☐
Intercultural Communication	Communicates effectively with people from different cultures or nationalities.	☐	☐	☐	☐	☐	☐
Language Learning Ability	Cognitive ability to learn new languages.	☐	☐	☐	☐	☐	☐

Oral Communication Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Oral and Nonverbal Comprehension	Listens to and comprehends instructions and other related messages. Pays attention to nonverbal cues to help clarify/interpret messages. Asks questions as appropriate.	☐	☐	☐	☐	☐	☐
Oral Communication Skill	Speaks in a clear, organized, and logical manner. Communicates information or asks questions in an efficient and understandable way. Adapts communication styles to different situations. Uses nonverbal	☐	☐	☐	☐	☐	☐

	gestures to supplement and reinforce spoken messages.	

Written Communication Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Reading Comprehension	Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.	☐	☐	☐	☐	☐	☐
Written Communication	Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.	☐	☐	☐	☐	☐	☐

Disposition Talent Domain (1 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Agreeableness Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Affiliation	Engages socially with others, participates in groups easily, and is seen by others as friendly and open, rather than shy and reserved.	☐	☐	☐	☐	☐	☐
Consideration	Considerate of others, affectionate, compassionate, sensitive, and caring.	☐	☐	☐	☐	☐	☐
Cooperation	Compliant, non-critical, trusting, cordial, and easy to get along with.	☐	☐	☐	☐	☐	☐
Humility	Is honest, puts others' needs or needs of the mission before one's own, and does not focus on being the center of attention.	☐	☐	☐	☐	☐	☐
Selflessness	Generous with one's time and resources.	☐	☐	☐	☐	☐	☐

Conscientiousness Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Achievement Orientation	Sets high personal goals and standards, is willing to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.	☐	☐	☐	☐	☐	☐
Dependability	Trustworthy, reliable, planful, and accountable. Respects the value of discipline. Does not shy away from responsibility. Makes an effort to keep promises.	☐	☐	☐	☐	☐	☐
Detail-Focused and Precise	Attentive to detail and is thorough, accurate, and precise in completing a task.	☐	☐	☐	☐	☐	☐
Discipline	Decisions and actions are consistent with the Army Values; willing obedience to lawful orders.	☐	☐	☐	☐	☐	☐
Introspective	Contemplative by nature; self-aware.	☐	☐	☐	☐	☐	☐
Non-Delinquency	Complies with rules, customs, norms, and expectations, and tends not to challenge authority.	☐	☐	☐	☐	☐	☐
Orderliness	Organizes tasks and activities and desires to maintain neat and clean surroundings.	☐	☐	☐	☐	☐	☐
Persistence	Focuses on tasks and activities until they are completed and is determined to accomplish one's goals even in the face of obstacles.	☐	☐	☐	☐	☐	☐

Prudent Risk-Taker	Acts boldly yet maintains appropriate focus upon personal, Soldier, and Unit safety.	☐	☐	☐	☐	☐	☐
Self-Management	Effectively manages the full range of one's work and nonwork responsibilities (e.g., setting and prioritizing goals, allocating effort and personal resources, and assessing own performance).	☐	☐	☐	☐	☐	☐
Virtue	Adheres to standards of honesty, morality, and selfless and charitable behavior.	☐	☐	☐	☐	☐	☐

Emotional Stability Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Adjustment	Is worry free, and handles stress well; low scoring individuals are generally high strung, self-conscious, and apprehensive.	☐	☐	☐	☐	☐	☐
Emotional Control	Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.	☐	☐	☐	☐	☐	☐
Even-Tempered	Calm and stable; does not often exhibit anger, hostility, or aggression.	☐	☐	☐	☐	☐	☐
Hostility to Authority	Suspicious of the motives and actions of legitimate authority figures. Views rules and directives from authority as illegitimate.	☐	☐	☐	☐	☐	☐
Machiavellianism	Deceives and manipulates others for personal gain.	☐	☐	☐	☐	☐	☐
Optimism	Tends to have positive outlook on life and tends to experience joy and a sense of well-being.	☐	☐	☐	☐	☐	☐
Resilience	Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows in resilience.	☐	☐	☐	☐	☐	☐
Self-Control	Tends to be cautious, levelheaded, patient, and able to delay gratification.	☐	☐	☐	☐	☐	☐

Empathy Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Empathy	Can experience something from another person's point of view. Ability to identify with and enter into another person's feelings and emotions. Desire to care for and take care of Soldiers and others.	☐	☐	☐	☐	☐	☐

Disposition Talent Domain (2 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Extraversion Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Assertiveness	Socially dominant, influential, energetic, and takes charge.	☐	☐	☐	☐	☐	☐
Attention Seeking	Engages in behaviors that attract social attention; loud, talkative, entertaining, and even boastful.	☐	☐	☐	☐	☐	☐
Enthusiasm	Experiences positive emotions and enjoys the company of others.	☐	☐	☐	☐	☐	☐
Initiative	Relies on own abilities to overcome obstacles, and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.	☐	☐	☐	☐	☐	☐
Sociability	Interest in and engages in friendly social interactions.	☐	☐	☐	☐	☐	☐

Interests Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Artistic Interests	Interest in expressing oneself creatively.	☐	☐	☐	☐	☐	☐
Conventional Interests	Interest in organizing data, people, or physical environments.	☐	☐	☐	☐	☐	☐
Enterprising Interests	Interest in persuading people or exerting influence over others.	☐	☐	☐	☐	☐	☐
Interest in Leadership	Interest in leading individuals and teams.	☐	☐	☐	☐	☐	☐
Investigative Interests	Interest in rational and systematic reasoning and working with facts, data, and abstract concepts.	☐	☐	☐	☐	☐	☐
Realistic Interests	Interest in practical, hands-on, concrete activities with physical objects.	☐	☐	☐	☐	☐	☐
Social Interests	Interest in working with and helping others.	☐	☐	☐	☐	☐	☐

Military-Specific Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Army Self-Efficacy	Confident in one's abilities to successfully perform the tasks of a Soldier and accomplish one's goals in the Army.	☐	☐	☐	☐	☐	☐
Army Values	Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated	☐	☐	☐	☐	☐	☐

	principles, standards, and qualities in others.						
Commitment to Serve	Feels an obligation to serve or continue serving in the U.S. Military.	☐	☐	☐	☐	☐	☐
Military And Professional Bearing	Models a professional image of authority. Energizes others through a commanding presence. Exemplifies adherence to standards through appearance, demeanor, actions, and words.	☐	☐	☐	☐	☐	☐
Warrior Ethos/Service Ethos	Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.	☐	☐	☐	☐	☐	☐

Motives Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Autonomy	Prefers to be self-sufficient, independent, and work alone. Depends upon his/her own abilities to overcome difficult or severe situations. Is confident in own abilities.	☐	☐	☐	☐	☐	☐
Learning Orientation	Seeks out learning opportunities, enjoys acquiring new knowledge and skills, and is comfortable applying new knowledge and skills on the job.	☐	☐	☐	☐	☐	☐
Locus of Control	Belief in the amount of control one has over situations, outcomes, rewards, and punishments - versus other people or external factors having that control.	☐	☐	☐	☐	☐	☐
Self-Efficacy	Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.	☐	☐	☐	☐	☐	☐

Openness to Experience Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Curiosity	Inquisitive and perceptive; interested in learning new information and attend courses and workshops whenever possible.	☐	☐	☐	☐	☐	☐
Innovative	Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.	☐	☐	☐	☐	☐	☐
Intellectual Efficiency	Scholarly and academically oriented; described by others as knowledgeable, astute, and intellectual; processes information quickly.	☐	☐	☐	☐	☐	☐
Tolerance	Interested in other cultures and opinions that may differ from one's own. Willing to adapt to novel environments and situations.	☐	☐	☐	☐	☐	☐
Tolerance for Ambiguity	Capacity to tolerate work situations where the right goal or the correct	☐	☐	☐	☐	☐	☐

	path to the goal is unclear, vague, or ill-defined.	
Adaptability	Modifies behavior or plans as necessary to reach goals. Is able to maintain effectiveness in varying environments with various tasks, responsibilities, or people.	☐ ☐ ☐ ☐ ☐ ☐

Stress Tolerance

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Stress Tolerance	Capacity to maintain emotional control and composure under pressure.	☐	☐	☐	☐	☐	☐

Expertise & Personal Competence Talent Domain (1 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Budget & Finance Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Financial Management	Uses financial resources effectively to set priorities and accomplish goals.	☐	☐	☐	☐	☐	☐

IT Programs & Systems

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Advanced Computer Skills	Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.	☐	☐	☐	☐	☐	☐
Basic Computer Skills	Uses personal computers and office software programs to create documents, spreadsheets, and presentations. Creates and maintains computer files. Locates and uses information on the Internet and uses other Internet functions including e-mail.	☐	☐	☐	☐	☐	☐
Software Development	Designs software applications and writes programming code in common programming languages (e.g., C#, java) for various purposes.	☐	☐	☐	☐	☐	☐
Web Development	Designs web applications and develops part or all of front-end (visual), middleware (application interfaces), and back-end (information storage) aspects of web development. Able to participate in design and development activities for web applications.	☐	☐	☐	☐	☐	☐
Cyber Knowledge	Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.	☐	☐	☐	☐	☐	☐
Information and Systems Security	Applies hardware and software methods to secure information systems, and information at rest and in transit.	☐	☐	☐	☐	☐	☐
Systems Architecture and Engineering	Designs, builds, and maintains computer hardware and software systems to support organizational or enterprise information system requirements.	☐	☐	☐	☐	☐	☐
Data Science	Uses data science tools and applications to collect, integrate,	☐	☐	☐	☐	☐	☐

	analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.						
Database Programming and Engineering	Designs, builds and maintains database applications to support enterprise and unit information requirements.	☐	☐	☐	☐	☐	☐
Innovating Technology	Creates new technologies or adapts existing technologies to perform new functions.	☐	☐	☐	☐	☐	☐
Knowledge Management	Applies controls to the flow of digital information. Uses knowledge management systems to sort, classify, combine, exclude, and present information so that it is useable by others.	☐	☐	☐	☐	☐	☐
Technologically Adept	Learns how to use and apply advances in technologies or technological systems.	☐	☐	☐	☐	☐	☐

Math & Science Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Advanced Mathematics	Uses advanced math such as geometry, statistics, or algebra to solve problems.	☐	☐	☐	☐	☐	☐
Basic Mathematics	Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.	☐	☐	☐	☐	☐	☐
General Science	Knowledge of life science, earth and space science, and physical science.	☐	☐	☐	☐	☐	☐
Mathematical Reasoning	Uses the right mathematical methods or formulas to solve a problem.	☐	☐	☐	☐	☐	☐
Mathematics Knowledge	Knowledge of mathematical concepts and applications.	☐	☐	☐	☐	☐	☐
Science methods	Uses scientific rules and methods to solve problems.	☐	☐	☐	☐	☐	☐

Mechanical & Electrical Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Auto and Shop Information	Knows information regarding automotive maintenance and repair, and wood and metal shop practices.	☐	☐	☐	☐	☐	☐
Basic Electronics Knowledge	Knows general information regarding electronics principles and electronics equipment operation and repair.	☐	☐	☐	☐	☐	☐
Basic Mechanical Knowledge	Knows general information regarding mechanical principles, tools, and mechanical equipment operation and repair.	☐	☐	☐	☐	☐	☐
Inspecting Equipment, Objects, Structures, or Materials	Inspects equipment, objects, structures, or materials to identify the cause of errors, problems, or defects.	☐	☐	☐	☐	☐	☐

Machine/Equipment Installation	Installs equipment, machines, wiring, or programs to meet specifications.	☐	☐	☐	☐	☐	☐
Mechanical Comprehension	Knows the principles of mechanical devices, structural support, and properties of materials.	☐	☐	☐	☐	☐	☐
Mechanically and Technologically Savvy	Possesses deep expertise in how specific machinery, equipment, or technology works. Uses specialized technology effectively or is able to diagnose and correct problems with technology or machines.	☐	☐	☐	☐	☐	☐

Expertise & Personal Competence Talent Domain (2 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Multi-Domain Collaboration Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Interdisciplinary	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective.	☐	☐	☐	☐	☐	☐
Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	Understands the motivations, methods, and perspectives of two or more agencies, components, organizations, or foreign partners within the context of accomplishing a task, mission, or common effort.	☐	☐	☐	☐	☐	☐
Working in Multidisciplinary Contexts	Works alongside or in teams of non-military individuals who possess significant professional expertise very different from one's own.	☐	☐	☐	☐	☐	☐
Working with the Public	Works with or among (non-government) U.S. civilians or civilian organizations as part of one's work.	☐	☐	☐	☐	☐	☐

Safety & Compliance Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Evaluating Compliance	Uses relevant information, knowledge, and individual judgement to determine whether events or processes comply with laws, regulations, or standards.	☐	☐	☐	☐	☐	☐
Process-Disciplined	Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.	☐	☐	☐	☐	☐	☐
Quality Control Analysis	Conducts tests and inspections of products, services, or processes to evaluate quality or performance.	☐	☐	☐	☐	☐	☐
Safety Compliance	Follows safety guidelines and instructions. Monitors others to ensure compliance.	☐	☐	☐	☐	☐	☐

Tactical/Technical Competence Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important

Knowledge of Combined Arms Operations	Applies and effectively integrates multiple warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.	☐	☐	☐	☐	☐	☐
Knowledge of Processes and Procedures	Employs appropriate technical procedures or organizational processes to accomplish tasks.	☐	☐	☐	☐	☐	☐
Knowledge of System Inter-Relations	Capable of analyzing how goals and operations of own unit are inter-related with other units and systems. Can see the larger strategic picture and interpret how one's own unit relates to it.	☐	☐	☐	☐	☐	☐
MOS/Branch-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field.	☐	☐	☐	☐	☐	☐
Functional Area/Occupation-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform functional area-specific technical tasks. Stays informed of the latest developments in field.	☐	☐	☐	☐	☐	☐
Proficiency with Mission Systems	Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.	☐	☐	☐	☐	☐	☐
Soldier Common Task Knowledge and Skills	Possesses the necessary knowledge and skill to perform common individual tasks at the appropriate skill level (e.g., land navigation, field survival techniques, and CBRN protection).	☐	☐	☐	☐	☐	☐
Specialized Expertise	Applies advanced technical expertise to diagnose or solve problems and perform tasks. Is an expert in a highly technical or specialized domain (e.g., medicine, engineering, chemistry, explosives).	☐	☐	☐	☐	☐	☐

Interpersonal Talent Domain (1 of 1 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Cultural Awareness Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Cross-Culturally Fluent	Aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational).	☐	☐	☐	☐	☐	☐
Cultural Awareness	Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.	☐	☐	☐	☐	☐	☐
Cultural/ Interpersonal Adaptability	Modifies one's style and behavior to fit the situation and culture; open-minded.	☐	☐	☐	☐	☐	☐
Maintains Relevant Geopolitical Awareness	Learns about relevant societies experiencing unrest. Recognizes Army influences on unified action partners and enemies. Understands the factors influencing conflict and peace building, peace enforcement, peacekeeping, peacemaking, and peace operations.	☐	☐	☐	☐	☐	☐

Social Skills Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Interpersonal Relationship Building	Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.	☐	☐	☐	☐	☐	☐
Interpersonal Tact	Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.	☐	☐	☐	☐	☐	☐
Perspective Taking	Skill in understanding how people interpret events and interpersonal interactions.	☐	☐	☐	☐	☐	☐

Social Perceptiveness	Accurately perceives and understands other people's motives, attitudes, and feelings based on what they do or say, and accurately perceives one's own impact on the behavior of others.	☐	☐	☐	☐	☐	☐

Teamwork Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Conflict Management	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.	☐	☐	☐	☐	☐	☐
Cooperation/ Teamwork	Works collaboratively with others to solve problems and achieve group goals and objectives.	☐	☐	☐	☐	☐	☐
Coordination	Adjusting actions in relation to others' actions.	☐	☐	☐	☐	☐	☐
Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	Encourages people to work together effectively. Promotes teamwork and team achievement to build trust. Draws attention to the consequences of poor coordination. Integrates new members into the unit quickly.	☐	☐	☐	☐	☐	☐
Team Building	Assembles a team of people that work together effectively. Identifies and effectively utilizes the appropriate mix of mission-relevant skills. Fosters group identity and cohesion by clearly communicating team goals, and encouraging and rewarding cooperation among team members.	☐	☐	☐	☐	☐	☐
Team Development	Presents challenging assignments for team or group interaction. Provides resources and support for realistic, mission-oriented training. Sustains and improves the relationships among team or group members. Provides feedback on team processes.	☐	☐	☐	☐	☐	☐
Team Orientation	Enjoys being part of a team, has a strong identification with one's team and other team members, and feels a sense of commitment and obligation to the team.	☐	☐	☐	☐	☐	☐
Team Planning	Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.	☐	☐	☐	☐	☐	☐

Coordinating Multiple Groups	Coordinates the efforts of multiple, diverse groups to accomplish a mission.	☐	☐	☐	☐	☐	☐

Leadership & Management Talent Domain (1 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Leadership Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Consensus Building	Builds effective working relationships. Uses two-way, meaningful communication. Identifies individual and group interests. Identifies roles and resources. Generates and facilitates generation of possible solutions. Applies fair standards to assess options.	☐	☐	☐	☐	☐	☐
Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	Involves others in decisions and informs them of consequences. Allocates responsibility for performance. Guides subordinate leaders in thinking through problems for themselves. Allocates decision-making to the lowest appropriate level. Acts to expand and enhance subordinate's competence and self-confidence. Rewards initiative.	☐	☐	☐	☐	☐	☐
Improves the Organization	Makes decisions and takes action to improve the organization beyond one's own tenure.	☐	☐	☐	☐	☐	☐
Inspirational Leader	Motivates teams to work harmoniously and productively towards a common goal.	☐	☐	☐	☐	☐	☐
Leads By Example	Serves as a decisive leader and positive role model who upholds standard and Army Ethic (legal and moral Army principles).	☐	☐	☐	☐	☐	☐
Motivating Others	Generates support, involvement, energy, and enthusiasm for the mission among subordinates and others using appropriate influence techniques (e.g., inspiration, role modeling, collaboration, persuasion, mentoring, conflict management, etc.) given the mission, time, and conditions.	☐	☐	☐	☐	☐	☐
Organizational Perspective	Assesses situations, missions, and assignments to determine the parties involved in decision-making, decision support, and possible interference or resistance.	☐	☐	☐	☐	☐	☐

Peer Leadership	Seeks positions of authority among peers. Comfortable with being in charge of a group and accepts responsibility for the group's performance.	☐	☐	☐	☐	☐	☐
Shared Leadership	Identifies appropriate circumstances and empowers individuals with the right expertise to lead efforts and solve problems in response to situational needs and events (right person, right problem), while maintaining overall command or authority.	☐	☐	☐	☐	☐	☐

Management Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Delegating	Appropriately delegates authority and responsibility for decision making, and for planning and executing tasks.	☐	☐	☐	☐	☐	☐
Project Manager	Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.	☐	☐	☐	☐	☐	☐
Resource Management	Manages and tracks funding, people, and equipment to accomplish a mission. Allocates adequate time for task completion. Allocates time to prepare and conduct rehearsals. Continually seeks improvement in operating efficiency, resource conservation, and fiscal responsibility. Attracts, recognizes, and retains talent.	☐	☐	☐	☐	☐	☐
Task Planning and Management	Schedules activities to meet commitments in critical performance areas. Notifies peers and subordinates in advance of required support. Keeps track of task assignments and suspenses; attends to details. Adjusts assignments, if necessary. Assesses progress toward mission accomplishment, provides additional guidance, or resets the team as necessary.	☐	☐	☐	☐	☐	☐
Time Management	Manages one's own time and the time of others.	☐	☐	☐	☐	☐	☐

Leadership & Management Talent Domain (2 of 2 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

Performance Management Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Encourages Fairness and Inclusiveness	Provides accurate evaluations and assessments. Supports equal opportunity. Prevents all forms of harassment. Encourages learning about and leveraging diversity.	☐	☐	☐	☐	☐	☐
Enforces Standards	Reinforces the importance and role of standards. Performs individual and collective tasks to standard. Recognizes and takes responsibility for poor performance; addresses it appropriately.	☐	☐	☐	☐	☐	☐
Monitoring	Monitors/assesses performance of oneself, other individuals, or organizations to make improvements or take corrective action.	☐	☐	☐	☐	☐	☐
Providing Feedback	Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.	☐	☐	☐	☐	☐	☐
Improves Unit Performance	Employs learning strategies to improve unit performance. Uses assessment techniques and evaluation tools (such as after action reviews) to identify lessons learned and facilitate consistent improvement. Determines the appropriate setting and timing for feedback.	☐	☐	☐	☐	☐	☐
Recognizes and Rewards Good Performance	Recognizes individual and team accomplishments; rewards appropriately. Credits subordinates for good performance; builds on successes. Explores reward systems and individual reward motivations.	☐	☐	☐	☐	☐	☐

Sustains Climate & Morale Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important

Balances Mission and Welfare of Followers	Assesses and routinely monitors effects of mission fulfillment on mental, physical, and emotional attributes of subordinates. Monitors morale, physical condition, and safety of subordinates. Provides appropriate relief when conditions jeopardize success of the mission or present overwhelming risk to personnel. Addresses subordinates' and families' needs (health, welfare, and development). Stands up for subordinates. Routinely monitors morale and encourages honest feedback.	☐	☐	☐	☐	☐	☐
Sustains a Climate of Trust	Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to expectations of others. Is firm, fair, and respectful to gain trust.	☐	☐	☐	☐	☐	☐
Warrior Ethos	Removes or fights through obstacles, difficulties, and hardships to accomplish the mission. Demonstrates the commitment to persevere despite adversity, obstacles, and challenges. Demonstrates physical and emotional courage. Shares hardships with subordinates.	☐	☐	☐	☐	☐	☐

Training and Developing Others Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Assesses Developmental Needs of Others	Determines strengths and weaknesses of subordinates under different conditions. Evaluates subordinates in a fair and consistent manner. Assesses tasks and subordinate motivation to consider ways to improve work assignments, cross-train on tasks, and accomplish missions. Designs ways to challenge subordinates to improve weaknesses and sustain strengths. Encourages subordinates to improve processes.	☐	☐	☐	☐	☐	☐
Mentoring	Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.	☐	☐	☐	☐	☐	☐

Creates a Learning Environment	Uses effective assessment and training methods. Encourages leaders and their subordinates to reach their full potential. Motivates others to develop themselves. Expresses the value of interacting with others and seeking counsel. Stimulates innovative and critical thinking in others. Seeks new approaches to problems. Communicates differences between professional standards and a zero-defects mentality. Emphasizes learning from one's mistakes.	☐	☐	☐	☐	☐	☐
Instructing	Teaches others how to do something.	☐	☐	☐	☐	☐	☐
Training and Developing Others	Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.	☐	☐	☐	☐	☐	☐

Physical Talent Domain (1 of 1 pages)

For each KSB below, please rate the following:

How **important** is the KSB to the performance of your current position?

Note: For a description of each KSB, hover your mouse or pointer over the KSB and a definition will appear in a text box.

General Fitness Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Bodily-Kinesthetic	Adept at performance and learning through physical activity. Is coordinated and dexterous. Has a keen awareness of one's own body, movement, and space near one's person.	☐	☐	☐	☐	☐	☐
Health and Fitness Orientation	Tends to maintain good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep. Committed to a lifestyle of physical fitness.	☐	☐	☐	☐	☐	☐
Physical Endurance	Exerts oneself physically over long periods of time without getting winded or out of breath.	☐	☐	☐	☐	☐	☐
Physical Strength	Meets the physical strength demands of Army work (i.e., push, pull, carry, or throw objects; propel).	☐	☐	☐	☐	☐	☐
Physically Fit	Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well even under extreme physiological duress. Physically tough, gritty, and tenacious.	☐	☐	☐	☐	☐	☐
Swimming	Swims capably, uses water survival skills, avoids water hazards.	☐	☐	☐	☐	☐	☐

Psychomotor Ability Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Balance	Keeps or regains one's body balance or stays upright when in an unstable position.	☐	☐	☐	☐	☐	☐
Control Precision	Quickly and repeatedly adjusts the controls of a machine or a vehicle to exact positions.	☐	☐	☐	☐	☐	☐
Physical Coordination	Performs activities that require eye-hand coordination, or coordinating the simultaneous movements of one's limbs.	☐	☐	☐	☐	☐	☐
Reaction Time	Quickly responds physically (e.g., with the hand, finger, or foot) to a signal (e.g., sound, light, picture) when it appears.	☐	☐	☐	☐	☐	☐

Appendix D

DESCENDING ORDER OF KSB IMPORTANCE RATINGS FOR OFFICERS ARMY-WIDE AND BY RANK

Because of the high number of KSBs, we provided the 30 highest rated KSBs in the main report, Appendix D provides complete overall officer and overall rank KSB ratings. Appendix E provides all 198 KSB ratings by branch/FA. Appendix F contains the top 30 KSBs per branch/FA by rank when there were sufficient responses per rank.

Note: M^* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table D1

Army-wide Officer KSB mean importance ratings (Weighted Means)

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	3,252	4.40	0.73
2	Communicator	3,254	4.25	0.76
3	Dependability	3,235	4.04	0.80
4	Sound Judgement	3,232	4.03	0.81
5	Oral Communication Skill	3,239	3.98	0.81
6	Written Communication	3,247	3.94	0.82
7	Reading Comprehension	3,247	3.81	0.85
8	Active Listening	3,246	3.77	0.85
9	Attentiveness	3,251	3.77	0.83
10	Mental Agility	3,246	3.74	0.86
11	Self-Management	3,227	3.73	0.87
12	Cooperation/Teamwork	3,238	3.69	0.87
13	Critical Thinking	3,247	3.69	0.88
14	Adaptability	3,222	3.68	0.88
15	Coordination	3,238	3.63	0.88
16	General Cognitive Aptitude	3,243	3.62	0.86
17	Problem Solver	3,250	3.61	0.90
18	Analytical Thinking	3,246	3.56	0.90
19	Time Management	3,196	3.53	0.91
20	Detail-Focused and Precise	3,236	3.49	0.89
21	Analyzes and Organizes Information to Create Knowledge	3,237	3.48	0.91
22	Active Learning	3,244	3.46	0.91
23	Cognitive Flexibility	3,238	3.46	0.93
24	Interpersonal Tact	3,238	3.45	0.91
25	Problem Sensitivity	3,235	3.43	0.92

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
26	Oral and Nonverbal Comprehension	3,243	3.42	0.92
27	Stress Tolerance	3,231	3.39	0.95
28	Sustains a Climate of Trust	3,125	3.36	0.96
29	Cooperation	3,239	3.35	0.92
30	Resilience	3,232	3.28	0.96
31	Emotional Control	3,244	3.28	0.94
32	Perceptive	3,240	3.26	0.94
33	Initiative	3,225	3.26	0.95
34	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3,230	3.25	0.97
35	Processes Information and Data	3,223	3.22	0.96
36	Self-Control	3,231	3.21	0.96
37	Focus	3,222	3.21	0.96
38	Verbal Reasoning	3,229	3.19	0.96
39	Situational Awareness	3,219	3.17	1.00
40	Discipline	3,237	3.17	0.95
41	Interpersonal Relationship Building	3,229	3.16	0.97
42	Creative Problem Solving and Innovation	3,223	3.15	1.00
43	Analyze Data or Information	3,238	3.13	0.98
44	Even-Tempered	3,227	3.13	0.96
45	Army Values	3,220	3.11	1.02
46	Improves the Organization	3,177	3.07	0.99
47	Organizational Perspective	3,165	3.07	0.98
48	Task Planning and Management	3,185	3.07	0.99
49	Structured Problem Solving	3,239	3.06	0.99
50	Team Building	3,223	3.05	1.00
51	Basic Computer Skills	3,204	3.02	1.00
52	Decision Making	3,235	3.01	1.03
53	Perspective Taking	3,223	3.01	0.98
54	Persistence	3,230	3.00	0.99
55	Interdisciplinary Reasoning	3,229	3.00	1.01
56	Unstructured Problem Solving	3,227	3.00	1.02
57	Multi-Tasking	3,244	3.00	1.02
58	Intellectual Efficiency	3,224	3.00	0.99
59	Team Planning	3,215	2.99	1.02
60	Providing Feedback	3,134	2.97	1.00
61	Team Development	3,210	2.96	1.03
62	Military And Professional Bearing	3,223	2.94	1.04
63	Leads By Example	3,156	2.93	1.04
64	Coordinating Multiple Groups	3,203	2.93	1.04
65	Team Orientation	3,215	2.92	1.02
66	Learning Orientation	3,225	2.92	1.00
67	Systems Thinking	3,212	2.90	1.03

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
68	Self-Efficacy	3,209	2.90	0.99
69	Conflict Management	3,223	2.87	1.03
70	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	3,064	2.87	1.04
71	Virtue	3,199	2.85	1.05
72	Enforces Standards	3,126	2.84	1.05
73	Social Perceptiveness	3,204	2.83	1.02
74	Adjustment	3,217	2.83	1.00
75	Encourages Discourse	3,212	2.82	1.05
76	Balances Mission and Welfare of Followers	3,034	2.79	1.06
77	Motivating Others	3,164	2.78	1.04
78	Improves Unit Performance	3,115	2.77	1.05
79	Creates a Learning Environment	3,096	2.77	1.07
80	Reflective Thinking	3,233	2.76	1.06
81	Strategic Thinking	3,204	2.75	1.09
82	Information Ordering	3,219	2.74	1.05
83	Shared Leadership	3,127	2.72	1.05
84	Delegating	3,112	2.71	1.07
85	Tolerance for Ambiguity	3,205	2.71	1.08
86	Monitoring	3,122	2.71	1.03
87	Training and Developing Others	3,072	2.70	1.08
88	Project Manager	3,143	2.70	1.07
89	Humility	3,223	2.69	1.08
90	Achievement Orientation	3,215	2.68	1.04
91	Mentoring	3,065	2.65	1.09
92	Selflessness	3,213	2.65	1.08
93	Troubleshooting	3,211	2.64	1.08
94	Assesses Developmental Needs of Others	3,047	2.62	1.08
95	Innovative	3,221	2.61	1.06
96	Awareness of Cognitive Biases	3,221	2.59	1.10
97	Tolerance	3,207	2.58	1.08
98	Memory	3,235	2.57	1.05
99	Recognizes and Rewards Good Performance	3,044	2.57	1.10
100	Consideration	3,233	2.56	1.05
101	Encourages Fairness and Inclusiveness	3,107	2.56	1.11
102	Knowledge of Processes and Procedures	3,113	2.55	1.08
103	Consensus Building	3,158	2.51	1.06
104	Empathy	3,178	2.51	1.12
105	Resource Management	3,111	2.44	1.12
106	Peer Leadership	3,121	2.43	1.13
107	Assessing And Mitigating Harm	3,182	2.43	1.15
108	Warrior Ethos/Service Ethos	3,188	2.43	1.16
109	Assertiveness	3,217	2.42	1.07

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
110	Autonomy	3,190	2.37	1.17
111	Warrior Ethos	3,068	2.36	1.16
112	MOS/Branch-Specific Knowledge and Skill	3,074	2.36	1.20
113	Affiliation	3,220	2.35	1.08
114	Orderliness	3,230	2.34	1.11
115	Commitment to Serve	3,193	2.32	1.19
116	Sociability	3,208	2.30	1.10
117	Curiosity	3,206	2.29	1.13
118	Interdisciplinary	3,095	2.28	1.11
119	Non-Delinquency	3,206	2.28	1.15
120	Introspective	3,201	2.28	1.12
121	Army Self-Efficacy	3,160	2.26	1.16
122	Instructing	3,060	2.26	1.16
123	Knowledge of System Inter-Relations	3,050	2.25	1.13
124	Enthusiasm	3,200	2.25	1.11
125	Inspirational Leader	3,126	2.21	1.17
126	Optimism	3,173	2.14	1.17
127	Intercultural Communication	3,125	2.13	1.23
128	Process-Disciplined	2,971	2.09	1.16
129	Quantitative Reasoning	3,179	2.07	1.21
130	Working in Multidisciplinary Contexts	3,043	2.06	1.19
131	Interest in Leadership	3,144	2.05	1.20
132	Functional Area/Occupation-Specific Knowledge and Skill	2,850	2.03	1.26
133	Evaluating Compliance	2,913	1.96	1.19
134	Investigative Interests	3,096	1.94	1.21
135	Knowledge Management	2,874	1.94	1.19
136	Prudent Risk-Taker	3,115	1.92	1.23
137	Locus of Control	3,115	1.89	1.20
138	Maintains Relevant Geopolitical Awareness	2,973	1.88	1.23
139	Cultural/ Interpersonal Adaptability	3,003	1.88	1.22
140	Cultural Awareness	3,012	1.87	1.22
141	Pattern Recognition	3,122	1.83	1.22
142	Perceptual Speed and Accuracy	3,070	1.83	1.23
143	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	2,978	1.83	1.26
144	Spatially Intelligent	3,054	1.78	1.25
145	Quality Control Analysis	2,784	1.78	1.24
146	Knowledge of Combined Arms Operations	2,833	1.75	1.29
147	Safety Compliance	2,844	1.74	1.28
148	Technologically Adept	2,883	1.73	1.20
149	Social Interests	3,084	1.71	1.23
150	Basic Mathematics	2,902	1.68	1.23
151	Proficiency with Mission Systems	2,842	1.67	1.27

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
152	Spatial Orientation	3,010	1.64	1.28
153	Spatial Visualization	2,993	1.64	1.28
154	Specialized Expertise	2,839	1.58	1.37
155	Health and Fitness Orientation	2,789	1.56	1.24
156	Physically Fit	2,795	1.51	1.28
157	Realistic Interests	3,015	1.51	1.29
158	Response Orientation	2,952	1.50	1.33
159	Cross-Culturally Fluent	2,925	1.49	1.29
160	Conventional Interests	2,979	1.49	1.20
161	Enterprising Interests	3,007	1.48	1.25
162	Physical Endurance	2,724	1.39	1.29
163	Working with the Public	2,844	1.37	1.35
164	Financial Management	2,664	1.36	1.32
165	Soldier Common Task Knowledge and Skills	2,811	1.36	1.31
166	Mathematical Reasoning	2,622	1.34	1.25
167	Mathematics Knowledge	2,604	1.32	1.20
168	Bodily-Kinesthetic	2,594	1.32	1.25
169	Physical Strength	2,701	1.31	1.28
170	Information and Systems Security	2,518	1.31	1.26
171	General Science	2,566	1.26	1.27
172	Cyber Knowledge	2,513	1.25	1.21
173	Physical Coordination	2,476	1.17	1.31
174	Science methods	2,490	1.15	1.32
175	Advanced Computer Skills	2,742	1.14	1.28
176	Balance	2,475	1.13	1.31
177	Reaction Time	2,453	1.12	1.34
178	Control Precision	2,396	1.11	1.33
179	Inspecting Equipment, Objects, Structures, or Materials	2,013	1.08	1.24
180	Basic Mechanical Knowledge	1,942	1.07	1.13
181	Mechanically and Technologically Savvy	1,966	1.06	1.20
182	Basic Electronics Knowledge	1,966	1.05	1.16
183	Data Science	2,166	1.01	1.31
184	Mechanical Comprehension	1,823	0.98	1.15
185	Innovating Technology	2,039	0.91	1.35
186	Language Learning Ability	2,656	0.89	1.49
187	Auto and Shop Information	1,622	0.88	1.12
188	Machine/Equipment Installation	1,670	0.85	1.10
189	Artistic Interests	2,570	0.81	1.21
190	Advanced Mathematics	2,114	0.80	1.20
191	Systems Architecture and Engineering	1,875	0.78	1.33
192	Database Programming and Engineering	1,809	0.77	1.22
193	Swimming	1,858	0.74	1.17

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
194	Web Development	1,744	0.68	1.13
195	Hostility to Authority	2,333	0.66	1.51
196	Software Development	1,725	0.64	1.20
197	Machiavellianism	2,187	0.62	1.47
198	Attention Seeking	2687	0.60	1.29

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table D2*Army-wide 2LT/1LT KSB mean importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Stress Tolerance	467	3.76	0.88
2	Dependability	464	3.70	0.88
3	Communication Ability	469	3.69	0.88
4	Communicator	470	3.65	0.88
5	Time Management	457	3.62	0.90
6	Sound Judgement	470	3.53	0.91
7	Adaptability	464	3.52	0.93
8	Attentiveness	473	3.44	0.91
9	Detail-Focused and Precise	469	3.42	0.92
10	Oral Communication Skill	468	3.38	0.93
11	Self-Management	462	3.34	0.96
12	Coordination	469	3.34	0.94
13	Task Planning and Management	456	3.29	0.94
14	Active Listening	469	3.27	0.94
15	Cooperation	468	3.26	0.95
16	Cooperation/Teamwork	469	3.25	0.96
17	Mental Agility	471	3.25	0.96
18	Self-Control	465	3.24	0.95
19	Initiative	466	3.22	0.96
20	Delegating	451	3.22	0.98
21	Problem Solver	471	3.20	1.00
22	Resilience	466	3.19	0.99
23	Processes Information and Data	470	3.18	0.98
24	Written Communication	470	3.18	0.97
25	Reading Comprehension	469	3.18	0.97
26	Critical Thinking	469	3.14	1.01
27	Situational Awareness	464	3.13	1.02
28	Multi-Tasking	473	3.12	1.01
29	Emotional Control	470	3.10	0.99
30	Sustains a Climate of Trust	444	3.06	1.03
31	Focus	466	3.04	0.99
32	Analytical Thinking	471	3.03	1.01
33	Problem Sensitivity	472	2.99	1.02
34	General Cognitive Aptitude	468	2.99	1.02
35	Active Learning	468	2.98	1.01
36	Discipline	467	2.98	0.99
37	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	448	2.97	1.01

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Army Values	463	2.94	1.04
39	Interpersonal Tact	469	2.94	1.01
40	Improves Unit Performance	447	2.94	1.00
41	Cognitive Flexibility	467	2.93	1.04
42	Resource Management	450	2.92	1.02
43	Oral and Nonverbal Comprehension	470	2.92	1.02
44	Project Manager	450	2.91	1.02
45	Organizational Perspective	451	2.91	1.01
46	Analyzes and Organizes Information to Create Knowledge	468	2.89	1.03
47	Analyze Data or Information	469	2.87	1.05
48	Improves the Organization	451	2.86	1.03
49	Persistence	465	2.85	1.04
50	Enforces Standards	453	2.85	1.04
51	Leads By Example	451	2.85	1.07
52	Even-Tempered	469	2.84	1.04
53	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	465	2.84	1.05
54	Perceptive	470	2.83	1.03
55	Decision Making	471	2.82	1.08
56	Structured Problem Solving	470	2.82	1.05
57	Team Planning	461	2.78	1.06
58	Self-Efficacy	461	2.78	1.04
59	Selflessness	460	2.76	1.04
60	Team Building	463	2.76	1.06
61	Motivating Others	452	2.75	1.04
62	Learning Orientation	465	2.75	1.05
63	Basic Computer Skills	462	2.74	1.07
64	Conflict Management	466	2.74	1.06
65	Military And Professional Bearing	465	2.74	1.07
66	Creative Problem Solving and Innovation	461	2.72	1.09
67	Team Development	459	2.72	1.07
68	Providing Feedback	451	2.71	1.05
69	Troubleshooting	467	2.71	1.09
70	Coordinating Multiple Groups	466	2.70	1.09
71	Intellectual Efficiency	463	2.70	1.06
72	Team Orientation	461	2.70	1.07
73	Monitoring	450	2.70	1.03
74	Unstructured Problem Solving	464	2.69	1.09
75	Balances Mission and Welfare of Followers	443	2.65	1.10
76	Adjustment	463	2.65	1.08
77	Warrior Ethos	440	2.62	1.11
78	Interdisciplinary Reasoning	468	2.62	1.10

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Interpersonal Relationship Building	467	2.62	1.07
80	Perspective Taking	466	2.61	1.07
81	Verbal Reasoning	464	2.60	1.09
82	Achievement Orientation	463	2.57	1.08
83	Orderliness	470	2.57	1.07
84	Virtue	460	2.56	1.08
85	Warrior Ethos/Service Ethos	460	2.55	1.13
86	Creates a Learning Environment	447	2.54	1.10
87	Recognizes and Rewards Good Performance	444	2.53	1.11
88	Assesses Developmental Needs of Others	445	2.52	1.11
89	Shared Leadership	452	2.51	1.10
90	Humility	462	2.50	1.12
91	Information Ordering	467	2.48	1.13
92	Training and Developing Others	441	2.48	1.13
93	Social Perceptiveness	464	2.48	1.09
94	Autonomy	457	2.46	1.15
95	Assessing And Mitigating Harm	467	2.46	1.15
96	Tolerance for Ambiguity	459	2.45	1.14
97	Tolerance	460	2.45	1.09
98	Systems Thinking	462	2.44	1.14
99	Knowledge of Processes and Procedures	450	2.41	1.10
100	Memory	470	2.38	1.13
101	Mentoring	446	2.37	1.15
102	Army Self-Efficacy	462	2.36	1.14
103	Empathy	454	2.35	1.15
104	Non-Delinquency	464	2.35	1.14
105	Assertiveness	466	2.34	1.14
106	Encourages Fairness and Inclusiveness	448	2.34	1.16
107	Consideration	466	2.33	1.10
108	Innovative	463	2.32	1.16
109	Consensus Building	449	2.30	1.08
110	Safety Compliance	439	2.29	1.15
111	Process-Disciplined	449	2.26	1.10
112	Affiliation	466	2.25	1.11
113	Reflective Thinking	469	2.25	1.16
114	Sociability	463	2.25	1.14
115	Encourages Discourse	466	2.25	1.16
116	Inspirational Leader	447	2.24	1.16
117	Peer Leadership	443	2.21	1.18
118	Interest in Leadership	451	2.19	1.17
119	Quantitative Reasoning	464	2.18	1.20

120	Strategic Thinking	462	2.14	1.23
121	Knowledge of System Inter-Relations	437	2.11	1.14
122	MOS/Branch-Specific Knowledge and Skill	444	2.11	1.26
123	Instructing	445	2.10	1.19
124	Locus of Control	449	2.10	1.19
125	Evaluating Compliance	449	2.07	1.16
126	Introspective	458	2.05	1.19
127	Investigative Interests	433	2.01	1.18
128	Perceptual Speed and Accuracy	459	1.99	1.23
129	Commitment to Serve	459	1.99	1.26
130	Awareness of Cognitive Biases	466	1.97	1.24
131	Curiosity	461	1.94	1.22
132	Interdisciplinary	434	1.93	1.19
133	Optimism	450	1.93	1.26
134	Enthusiasm	463	1.92	1.23
135	Prudent Risk-Taker	451	1.91	1.25
136	Quality Control Analysis	432	1.90	1.23
137	Spatially Intelligent	452	1.85	1.28
138	Intercultural Communication	445	1.84	1.27
139	Proficiency with Mission Systems	419	1.84	1.26
140	Realistic Interests	433	1.82	1.23
141	Spatial Orientation	448	1.82	1.28
142	Functional Area/Occupation-Specific Knowledge and Skill	399	1.81	1.28
143	Physically Fit	414	1.81	1.24
144	Health and Fitness Orientation	413	1.80	1.21
145	Knowledge of Combined Arms Operations	413	1.79	1.27
146	Knowledge Management	375	1.76	1.24
147	Soldier Common Task Knowledge and Skills	432	1.76	1.26
148	Basic Mathematics	427	1.74	1.23
149	Spatial Visualization	446	1.74	1.31
150	Pattern Recognition	461	1.73	1.27
151	Cultural/ Interpersonal Adaptability	427	1.71	1.21
152	Physical Endurance	409	1.67	1.27
153	Technologically Adept	397	1.64	1.25
154	Cultural Awareness	428	1.63	1.23
155	Social Interests	436	1.63	1.26
156	Bodily-Kinesthetic	400	1.63	1.24
157	Maintains Relevant Geopolitical Awareness	417	1.61	1.22
158	Physical Strength	409	1.60	1.27
159	Response Orientation	453	1.60	1.32
160	Conventional Interests	430	1.54	1.22
161	Working in Multidisciplinary Contexts	419	1.53	1.29
162	Physical Coordination	382	1.41	1.30

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
163	Inspecting Equipment, Objects, Structures, or Materials	363	1.41	1.26
164	Specialized Expertise	415	1.40	1.38
165	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	408	1.40	1.32
166	Financial Management	395	1.39	1.33
167	Reaction Time	380	1.39	1.33
168	Balance	378	1.38	1.29
169	Control Precision	376	1.37	1.31
170	Enterprising Interests	425	1.36	1.29
171	Mathematics Knowledge	377	1.34	1.22
172	Mathematical Reasoning	384	1.33	1.29
173	General Science	358	1.30	1.21
174	Information and Systems Security	348	1.30	1.31
175	Cross-Culturally Fluent	411	1.30	1.26
176	Basic Electronics Knowledge	337	1.29	1.15
177	Auto and Shop Information	308	1.27	1.18
178	Basic Mechanical Knowledge	345	1.27	1.21
179	Mechanically and Technologically Savvy	340	1.26	1.21
180	Mechanical Comprehension	329	1.21	1.18
181	Advanced Computer Skills	396	1.19	1.27
182	Cyber Knowledge	342	1.14	1.25
183	Working with the Public	390	1.14	1.39
184	Science methods	345	1.11	1.26
185	Machine/Equipment Installation	302	1.10	1.19
186	Language Learning Ability	378	0.90	1.49
187	Data Science	296	0.90	1.39
188	Innovating Technology	268	0.83	1.33
189	Advanced Mathematics	306	0.81	1.19
190	Swimming	306	0.80	1.28
191	Systems Architecture and Engineering	250	0.75	1.39
192	Database Programming and Engineering	246	0.72	1.34
193	Artistic Interests	349	0.72	1.29
194	Hostility to Authority	378	0.72	1.53
195	Machiavellianism	349	0.69	1.49
196	Web Development	239	0.62	1.24
197	Attention Seeking	392	0.62	1.37
198	Software Development	246	0.59	1.32

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table D3*Army-wide CPT KSB mean importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	1,133	4.47	0.73
2	Communicator	1,131	4.26	0.77
3	Dependability	1,123	4.09	0.80
4	Sound Judgement	1,121	4.08	0.81
5	Oral Communication Skill	1,123	4.04	0.80
6	Written Communication	1,127	3.91	0.83
7	Self-Management	1,118	3.87	0.85
8	Reading Comprehension	1,129	3.83	0.83
9	Adaptability	1,121	3.77	0.87
10	Attentiveness	1,129	3.77	0.83
11	Active Listening	1,125	3.77	0.86
12	Mental Agility	1,127	3.69	0.87
13	Cooperation/Teamwork	1,122	3.66	0.88
14	Stress Tolerance	1,122	3.65	0.90
15	Coordination	1,124	3.61	0.89
16	Interpersonal Tact	1,121	3.60	0.89
17	Critical Thinking	1,127	3.59	0.90
18	Problem Solver	1,128	3.56	0.91
19	Time Management	1,107	3.55	0.92
20	Detail-Focused and Precise	1,122	3.55	0.88
21	General Cognitive Aptitude	1,123	3.54	0.88
22	Analytical Thinking	1,128	3.52	0.90
23	Active Learning	1,127	3.48	0.91
24	Resilience	1,124	3.47	0.93
25	Oral and Nonverbal Comprehension	1,127	3.45	0.91
26	Analyzes and Organizes Information to Create Knowledge	1,119	3.42	0.92
27	Cognitive Flexibility	1,123	3.42	0.93
28	Problem Sensitivity	1,117	3.41	0.93
29	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	1,118	3.33	0.95
30	Sustains a Climate of Trust	1,081	3.33	0.98
31	Situational Awareness	1,118	3.31	0.97
32	Interpersonal Relationship Building	1,116	3.28	0.95
33	Emotional Control	1,125	3.28	0.94
34	Initiative	1,119	3.28	0.96
35	Cooperation	1,122	3.26	0.95
36	Focus	1,122	3.24	0.95
37	Self-Control	1,127	3.22	0.98

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Processes Information and Data	1,118	3.19	0.98
39	Even-Tempered	1,115	3.17	0.97
40	Verbal Reasoning	1,120	3.17	0.96
41	Perceptive	1,124	3.15	0.98
42	Team Building	1,114	3.14	0.99
43	Improves the Organization	1,101	3.13	0.98
44	Perspective Taking	1,116	3.13	0.97
45	Discipline	1,121	3.10	0.98
46	Multi-Tasking	1,125	3.08	1.01
47	Team Development	1,111	3.07	1.01
48	Task Planning and Management	1,106	3.06	1.00
49	Persistence	1,120	3.03	0.99
50	Analyze Data or Information	1,123	3.02	1.01
51	Structured Problem Solving	1,124	3.02	1.00
52	Interdisciplinary Reasoning	1,115	3.01	1.01
53	Creative Problem Solving and Innovation	1,117	3.01	1.04
54	Providing Feedback	1,087	3.01	1.00
55	Army Values	1,124	3.00	1.06
56	Conflict Management	1,116	3.00	1.01
57	Team Planning	1,112	2.99	1.03
58	Decision Making	1,118	2.99	1.05
59	Organizational Perspective	1,094	2.99	1.00
60	Team Orientation	1,112	2.98	1.02
61	Social Perceptiveness	1,110	2.98	1.00
62	Intellectual Efficiency	1,118	2.97	1.01
63	Basic Computer Skills	1,112	2.97	1.02
64	Unstructured Problem Solving	1,119	2.96	1.03
65	Enforces Standards	1,084	2.94	1.04
66	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	1,058	2.92	1.03
67	Adjustment	1,113	2.91	1.00
68	Self-Efficacy	1,114	2.89	1.01
69	Leads By Example	1,091	2.86	1.07
70	Virtue	1,107	2.86	1.07
71	Coordinating Multiple Groups	1,100	2.85	1.06
72	Balances Mission and Welfare of Followers	1,053	2.85	1.06
73	Military And Professional Bearing	1,125	2.85	1.08
74	Learning Orientation	1,122	2.84	1.04
75	Encourages Discourse	1,107	2.83	1.06
76	Improves Unit Performance	1,081	2.80	1.06
77	Training and Developing Others	1,069	2.79	1.08

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Mentoring	1,058	2.76	1.07
79	Motivating Others	1,093	2.75	1.06
80	Monitoring	1,082	2.75	1.04
81	Reflective Thinking	1,121	2.74	1.06
82	Creates a Learning Environment	1,071	2.73	1.08
83	Systems Thinking	1,110	2.73	1.07
84	Tolerance for Ambiguity	1,112	2.69	1.10
85	Assesses Developmental Needs of Others	1,061	2.67	1.08
86	Information Ordering	1,115	2.66	1.07
87	MOS/Branch-Specific Knowledge and Skill	1,073	2.66	1.14
88	Humility	1,117	2.65	1.10
89	Delegating	1,084	2.65	1.10
90	Troubleshooting	1,113	2.63	1.09
91	Memory	1,119	2.62	1.05
92	Shared Leadership	1,077	2.62	1.09
93	Selflessness	1,113	2.61	1.11
94	Assertiveness	1,119	2.61	1.03
95	Project Manager	1,090	2.60	1.10
96	Innovative	1,118	2.57	1.08
97	Consideration	1,122	2.56	1.06
98	Empathy	1,095	2.56	1.13
99	Tolerance	1,115	2.55	1.10
100	Recognizes and Rewards Good Performance	1,058	2.55	1.11
101	Strategic Thinking	1,104	2.55	1.12
102	Knowledge of Processes and Procedures	1,081	2.54	1.09
103	Assessing And Mitigating Harm	1,109	2.54	1.14
104	Encourages Fairness and Inclusiveness	1,075	2.53	1.13
105	Autonomy	1,113	2.52	1.16
106	Achievement Orientation	1,116	2.52	1.09
107	Resource Management	1,086	2.50	1.11
108	Awareness of Cognitive Biases	1,113	2.48	1.14
109	Consensus Building	1,085	2.45	1.09
110	Warrior Ethos	1,067	2.44	1.16
111	Warrior Ethos/Service Ethos	1,115	2.44	1.17
112	Orderliness	1,120	2.39	1.10
113	Sociability	1,117	2.38	1.10
114	Affiliation	1,119	2.34	1.11
115	Instructing	1,058	2.33	1.17
116	Peer Leadership	1,074	2.33	1.17
117	Enthusiasm	1,106	2.31	1.11
118	Non-Delinquency	1,113	2.27	1.15

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Curiosity	1,106	2.26	1.15
120	Army Self-Efficacy	1,103	2.25	1.18
121	Commitment to Serve	1,111	2.20	1.24
122	Process-Disciplined	1,045	2.19	1.14
123	Knowledge of System Inter-Relations	1,055	2.19	1.16
124	Inspirational Leader	1,082	2.18	1.19
125	Introspective	1,109	2.17	1.15
126	Optimism	1,103	2.15	1.19
127	Intercultural Communication	1,095	2.15	1.24
128	Interdisciplinary	1,065	2.11	1.16
129	Evaluating Compliance	1,014	2.10	1.16
130	Locus of Control	1,088	2.05	1.17
131	Quantitative Reasoning	1,102	2.02	1.22
132	Cultural Awareness	1,046	1.97	1.21
133	Cultural/ Interpersonal Adaptability	1,041	1.96	1.22
134	Maintains Relevant Geopolitical Awareness	1,040	1.95	1.22
135	Interest in Leadership	1,093	1.95	1.24
136	Working in Multidisciplinary Contexts	1,041	1.94	1.21
137	Safety Compliance	1,005	1.90	1.25
138	Perceptual Speed and Accuracy	1,068	1.90	1.24
139	Proficiency with Mission Systems	995	1.89	1.23
140	Pattern Recognition	1,085	1.88	1.23
141	Knowledge Management	981	1.88	1.23
142	Functional Area/Occupation-Specific Knowledge and Skill	960	1.87	1.30
143	Spatially Intelligent	1,068	1.86	1.24
144	Prudent Risk-Taker	1,074	1.86	1.27
145	Quality Control Analysis	975	1.85	1.23
146	Investigative Interests	1,075	1.84	1.23
147	Knowledge of Combined Arms Operations	976	1.81	1.30
148	Social Interests	1,075	1.74	1.23
149	Spatial Visualization	1,049	1.73	1.27
150	Spatial Orientation	1,057	1.73	1.27
151	Specialized Expertise	982	1.72	1.33
152	Technologically Adept	998	1.70	1.21
153	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	1,013	1.69	1.29
154	Basic Mathematics	1,007	1.67	1.24
155	Health and Fitness Orientation	971	1.61	1.26
156	Response Orientation	1,021	1.61	1.32
157	Soldier Common Task Knowledge and Skills	996	1.59	1.28
158	Physically Fit	977	1.57	1.30

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
159	Cross-Culturally Fluent	1,014	1.53	1.30
160	Realistic Interests	1,064	1.52	1.29
161	Physical Endurance	962	1.49	1.29
162	Bodily-Kinesthetic	922	1.44	1.24
163	Conventional Interests	1,042	1.44	1.25
164	Physical Strength	962	1.43	1.28
165	Enterprising Interests	1,047	1.40	1.29
166	Mathematical Reasoning	896	1.38	1.22
167	Working with the Public	979	1.36	1.36
168	Financial Management	893	1.33	1.33
169	Mathematics Knowledge	895	1.30	1.19
170	Information and Systems Security	849	1.26	1.28
171	Physical Coordination	897	1.24	1.33
172	Cyber Knowledge	852	1.24	1.23
173	Balance	899	1.21	1.32
174	General Science	887	1.20	1.30
175	Control Precision	874	1.19	1.34
176	Reaction Time	895	1.19	1.36
177	Basic Mechanical Knowledge	696	1.14	1.10
178	Science methods	838	1.13	1.31
179	Inspecting Equipment, Objects, Structures, or Materials	722	1.09	1.26
180	Mechanically and Technologically Savvy	697	1.08	1.19
181	Basic Electronics Knowledge	718	1.08	1.19
182	Advanced Computer Skills	940	1.06	1.33
183	Data Science	726	0.99	1.32
184	Mechanical Comprehension	648	0.98	1.17
185	Auto and Shop Information	582	0.93	1.09
186	Language Learning Ability	923	0.88	1.51
187	Machine/Equipment Installation	588	0.87	1.14
188	Innovating Technology	675	0.85	1.37
189	Swimming	689	0.81	1.21
190	Advanced Mathematics	707	0.79	1.14
191	Artistic Interests	897	0.78	1.25
192	Systems Architecture and Engineering	627	0.76	1.33
193	Database Programming and Engineering	596	0.75	1.24
194	Web Development	579	0.67	1.18
195	Hostility to Authority	820	0.65	1.53
196	Software Development	577	0.63	1.23
197	Attention Seeking	956	0.60	1.33
198	Machiavellianism	769	0.58	1.53

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table D4*Army-wide MAJ KSB mean importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	915	4.38	0.73
2	Communicator	913	4.25	0.75
3	Written Communication	914	4.09	0.79
4	Dependability	911	4.02	0.79
5	Oral Communication Skill	909	4.01	0.80
6	Sound Judgement	910	3.96	0.82
7	Reading Comprehension	914	3.95	0.82
8	General Cognitive Aptitude	913	3.85	0.80
9	Mental Agility	912	3.82	0.84
10	Critical Thinking	913	3.80	0.85
11	Attentiveness	912	3.77	0.82
12	Cooperation/Teamwork	908	3.75	0.86
13	Active Listening	913	3.75	0.85
14	Self-Management	909	3.70	0.88
15	Problem Solver	912	3.68	0.87
16	Analytical Thinking	910	3.67	0.88
17	Analyzes and Organizes Information to Create Knowledge	911	3.64	0.87
18	Coordination	906	3.63	0.87
19	Adaptability	905	3.59	0.88
20	Cognitive Flexibility	913	3.53	0.91
21	Detail-Focused and Precise	909	3.52	0.88
22	Active Learning	911	3.51	0.89
23	Oral and Nonverbal Comprehension	907	3.49	0.89
24	Problem Sensitivity	910	3.43	0.92
25	Time Management	899	3.41	0.93
26	Interpersonal Tact	910	3.40	0.91
27	Cooperation	912	3.32	0.91
28	Sustains a Climate of Trust	878	3.30	0.96
29	Perceptive	908	3.28	0.92
30	Creative Problem Solving and Innovation	910	3.27	0.96
31	Verbal Reasoning	909	3.27	0.94
32	Emotional Control	911	3.23	0.92
33	Analyze Data or Information	909	3.21	0.97
34	Interpersonal Relationship Building	908	3.19	0.95
35	Resilience	907	3.19	0.95
36	Processes Information and Data	903	3.18	0.97
37	Initiative	904	3.14	0.97

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Discipline	911	3.14	0.95
39	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	907	3.13	0.99
40	Focus	903	3.12	0.97
41	Systems Thinking	907	3.12	0.98
42	Structured Problem Solving	909	3.09	0.97
43	Intellectual Efficiency	907	3.09	0.95
44	Even-Tempered	907	3.08	0.95
45	Basic Computer Skills	898	3.07	0.98
46	Self-Control	908	3.07	0.96
47	Organizational Perspective	891	3.05	0.98
48	Stress Tolerance	907	3.00	1.01
49	Interdisciplinary Reasoning	908	2.99	1.01
50	Learning Orientation	906	2.98	0.97
51	Task Planning and Management	893	2.98	1.01
52	Army Values	904	2.98	1.04
53	Improves the Organization	894	2.97	1.00
54	Strategic Thinking	905	2.97	1.03
55	Unstructured Problem Solving	908	2.96	1.03
56	Persistence	911	2.94	0.99
57	Perspective Taking	903	2.94	0.99
58	Team Planning	905	2.93	1.02
59	Team Building	906	2.92	1.02
60	Coordinating Multiple Groups	904	2.91	1.04
61	Situational Awareness	904	2.90	1.04
62	Decision Making	909	2.88	1.04
63	Self-Efficacy	901	2.88	0.98
64	Providing Feedback	878	2.88	1.00
65	Reflective Thinking	906	2.87	1.02
66	Military And Professional Bearing	904	2.86	1.04
67	Multi-Tasking	910	2.86	1.04
68	Team Orientation	906	2.85	1.03
69	Virtue	904	2.84	1.04
70	Leads By Example	887	2.84	1.03
71	Encourages Discourse	906	2.82	1.04
72	Team Development	901	2.82	1.05
73	Adjustment	905	2.81	0.96
74	Tolerance for Ambiguity	902	2.76	1.05
75	Achievement Orientation	904	2.76	1.01
76	Creates a Learning Environment	862	2.75	1.06
77	Information Ordering	907	2.75	1.04
78	Awareness of Cognitive Biases	903	2.73	1.05

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Social Perceptiveness	899	2.72	1.04
80	Shared Leadership	879	2.70	1.04
81	Project Manager	883	2.70	1.07
82	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	849	2.66	1.07
83	Conflict Management	905	2.66	1.06
84	Balances Mission and Welfare of Followers	835	2.65	1.06
85	Innovative	908	2.65	1.03
86	Training and Developing Others	854	2.64	1.08
87	Motivating Others	890	2.62	1.06
88	Enforces Standards	876	2.60	1.08
89	Humility	909	2.59	1.08
90	Troubleshooting	898	2.57	1.08
91	Monitoring	875	2.55	1.03
92	Improves Unit Performance	874	2.54	1.08
93	Knowledge of Processes and Procedures	874	2.54	1.07
94	Peer Leadership	883	2.52	1.10
95	Assesses Developmental Needs of Others	839	2.52	1.09
96	Memory	908	2.52	1.06
97	Consensus Building	894	2.51	1.05
98	Mentoring	849	2.50	1.11
99	Delegating	864	2.50	1.10
100	Encourages Fairness and Inclusiveness	867	2.50	1.10
101	Tolerance	901	2.50	1.07
102	Consideration	908	2.48	1.04
103	Selflessness	905	2.47	1.11
104	Recognizes and Rewards Good Performance	840	2.47	1.08
105	Interdisciplinary	877	2.41	1.09
106	Introspective	907	2.34	1.08
107	Empathy	900	2.34	1.12
108	Commitment to Serve	896	2.34	1.16
109	Autonomy	896	2.33	1.16
110	Assertiveness	898	2.30	1.07
111	MOS/Branch-Specific Knowledge and Skill	862	2.29	1.21
112	Curiosity	907	2.29	1.11
113	Affiliation	901	2.28	1.09
114	Working in Multidisciplinary Contexts	867	2.27	1.14
115	Knowledge of System Inter-Relations	860	2.26	1.12
116	Warrior Ethos/Service Ethos	889	2.26	1.18
117	Instructing	851	2.23	1.16
118	Non-Delinquency	899	2.23	1.15

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Resource Management	867	2.22	1.16
120	Assessing And Mitigating Harm	887	2.22	1.18
121	Functional Area/Occupation-Specific Knowledge and Skill	826	2.20	1.22
122	Orderliness	906	2.19	1.12
123	Enthusiasm	900	2.17	1.10
124	Inspirational Leader	874	2.17	1.14
125	Army Self-Efficacy	880	2.17	1.16
126	Warrior Ethos	857	2.16	1.19
127	Sociability	901	2.13	1.10
128	Knowledge Management	824	2.11	1.14
129	Optimism	891	2.10	1.14
130	Intercultural Communication	869	2.06	1.24
131	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	854	2.00	1.23
132	Quantitative Reasoning	891	1.99	1.22
133	Process-Disciplined	807	1.98	1.18
134	Interest in Leadership	881	1.93	1.20
135	Investigative Interests	875	1.91	1.21
136	Maintains Relevant Geopolitical Awareness	838	1.85	1.24
137	Prudent Risk-Taker	878	1.84	1.21
138	Evaluating Compliance	797	1.80	1.22
139	Pattern Recognition	873	1.79	1.21
140	Technologically Adept	812	1.79	1.18
141	Cultural/ Interpersonal Adaptability	840	1.77	1.24
142	Cultural Awareness	841	1.77	1.24
143	Locus of Control	872	1.75	1.23
144	Perceptual Speed and Accuracy	855	1.74	1.21
145	Knowledge of Combined Arms Operations	791	1.72	1.28
146	Quality Control Analysis	763	1.70	1.24
147	Basic Mathematics	812	1.68	1.23
148	Spatially Intelligent	853	1.67	1.25
149	Social Interests	860	1.61	1.23
150	Proficiency with Mission Systems	778	1.59	1.27
151	Safety Compliance	759	1.57	1.28
152	Enterprising Interests	843	1.54	1.19
153	Spatial Orientation	838	1.53	1.27
154	Spatial Visualization	831	1.53	1.29
155	Specialized Expertise	803	1.53	1.40
156	Conventional Interests	830	1.49	1.16
157	Cross-Culturally Fluent	814	1.48	1.28
158	Health and Fitness Orientation	774	1.41	1.23

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
159	Working with the Public	820	1.37	1.35
160	Mathematics Knowledge	724	1.36	1.21
161	Realistic Interests	833	1.36	1.29
162	Physically Fit	776	1.35	1.28
163	Mathematical Reasoning	729	1.34	1.26
164	Response Orientation	825	1.31	1.35
165	Financial Management	744	1.28	1.34
166	Information and Systems Security	713	1.25	1.26
167	Cyber Knowledge	716	1.23	1.23
168	Physical Endurance	752	1.22	1.29
169	General Science	722	1.22	1.31
170	Soldier Common Task Knowledge and Skills	769	1.21	1.28
171	Advanced Computer Skills	765	1.19	1.28
172	Science methods	713	1.15	1.35
173	Physical Strength	739	1.13	1.25
174	Bodily-Kinesthetic	714	1.12	1.23
175	Physical Coordination	676	1.06	1.26
176	Data Science	618	1.03	1.33
177	Reaction Time	665	1.02	1.27
178	Inspecting Equipment, Objects, Structures, or Materials	506	1.01	1.17
179	Balance	672	0.99	1.28
180	Mechanically and Technologically Savvy	510	0.98	1.20
181	Basic Mechanical Knowledge	504	0.98	1.10
182	Basic Electronics Knowledge	507	0.96	1.17
183	Control Precision	647	0.96	1.28
184	Innovating Technology	591	0.94	1.37
185	Mechanical Comprehension	465	0.91	1.11
186	Language Learning Ability	746	0.88	1.47
187	Artistic Interests	733	0.83	1.13
188	Advanced Mathematics	614	0.81	1.24
189	Database Programming and Engineering	525	0.77	1.21
190	Systems Architecture and Engineering	553	0.76	1.37
191	Machine/Equipment Installation	434	0.75	1.01
192	Auto and Shop Information	405	0.72	1.03
193	Web Development	515	0.70	1.04
194	Software Development	505	0.66	1.15
195	Hostility to Authority	649	0.65	1.48
196	Swimming	470	0.65	1.05
197	Machiavellianism	613	0.61	1.41
198	Attention Seeking	745	0.60	1.17

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table D5*Army-wide LTC KSB mean importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	732	4.99	0.61
2	Communicator	737	4.74	0.65
3	Written Communication	733	4.48	0.72
4	Sound Judgement	728	4.48	0.72
5	Oral Communication Skill	736	4.32	0.74
6	Active Listening	736	4.28	0.75
7	Dependability	734	4.25	0.75
8	Critical Thinking	735	4.16	0.79
9	Reading Comprehension	732	4.13	0.79
10	Mental Agility	733	4.12	0.78
11	Attentiveness	734	4.03	0.78
12	Cooperation/Teamwork	736	4.00	0.81
13	General Cognitive Aptitude	736	3.98	0.79
14	Analytical Thinking	734	3.94	0.82
15	Problem Solver	736	3.91	0.83
16	Analyzes and Organizes Information to Create Knowledge	736	3.89	0.82
17	Cognitive Flexibility	732	3.86	0.85
18	Self-Management	735	3.86	0.83
19	Coordination	736	3.86	0.82
20	Perceptive	735	3.81	0.82
21	Problem Sensitivity	733	3.80	0.84
22	Adaptability	729	3.75	0.86
23	Active Learning	735	3.71	0.84
24	Sustains a Climate of Trust	719	3.70	0.89
25	Interpersonal Tact	735	3.70	0.85
26	Oral and Nonverbal Comprehension	736	3.69	0.86
27	Army Values	726	3.68	0.91
28	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	737	3.62	0.90
29	Creative Problem Solving and Innovation	732	3.61	0.91
30	Time Management	730	3.59	0.89
31	Verbal Reasoning	733	3.59	0.87
32	Cooperation	734	3.58	0.88
33	Emotional Control	735	3.50	0.90
34	Strategic Thinking	730	3.47	0.94
35	Stress Tolerance	732	3.45	0.93
36	Discipline	735	3.44	0.89
37	Detail-Focused and Precise	733	3.43	0.89

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Self-Control	728	3.42	0.91
39	Military And Professional Bearing	726	3.41	0.94
40	Focus	728	3.41	0.93
41	Initiative	733	3.40	0.91
42	Analyze Data or Information	734	3.40	0.91
43	Situational Awareness	730	3.39	0.95
44	Decision Making	734	3.38	0.94
45	Interpersonal Relationship Building	735	3.37	0.93
46	Even-Tempered	733	3.37	0.91
47	Unstructured Problem Solving	733	3.34	0.95
48	Organizational Perspective	726	3.34	0.94
49	Processes Information and Data	730	3.34	0.92
50	Team Building	737	3.33	0.95
51	Encourages Discourse	730	3.31	0.94
52	Systems Thinking	730	3.29	0.95
53	Improves the Organization	728	3.27	0.95
54	Interdisciplinary Reasoning	735	3.26	0.95
55	Resilience	732	3.24	0.96
56	Team Planning	734	3.23	0.97
57	Structured Problem Solving	733	3.23	0.95
58	Perspective Taking	735	3.23	0.94
59	Providing Feedback	716	3.23	0.94
60	Leads By Example	724	3.23	0.98
61	Coordinating Multiple Groups	730	3.22	0.98
62	Awareness of Cognitive Biases	736	3.22	0.97
63	Basic Computer Skills	729	3.22	0.93
64	Team Development	736	3.14	0.99
65	Persistence	731	3.14	0.94
66	Intellectual Efficiency	733	3.13	0.95
67	Reflective Thinking	734	3.11	1.00
68	Team Orientation	733	3.10	0.98
69	Virtue	725	3.09	1.01
70	Conflict Management	733	3.08	0.97
71	Learning Orientation	729	3.08	0.95
72	Motivating Others	726	3.07	0.99
73	Enforces Standards	710	3.07	1.01
74	Humility	732	3.07	0.99
75	Task Planning and Management	727	3.07	0.99
76	Shared Leadership	716	3.04	0.98
77	Social Perceptiveness	728	3.04	0.97
78	Information Ordering	727	3.02	0.97

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Self-Efficacy	730	3.01	0.96
80	Balances Mission and Welfare of Followers	700	3.01	1.00
81	Creates a Learning Environment	713	3.01	1.01
82	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	706	3.00	1.02
83	Multi-Tasking	733	2.99	1.01
84	Improves Unit Performance	710	2.95	1.00
85	Achievement Orientation	729	2.93	0.97
86	Selflessness	732	2.90	1.03
87	Monitoring	712	2.89	0.99
88	Consideration	734	2.89	0.98
89	Mentoring	709	2.88	1.04
90	Adjustment	733	2.88	0.98
91	Encourages Fairness and Inclusiveness	714	2.87	1.06
92	Tolerance	728	2.86	1.01
93	Commitment to Serve	724	2.86	1.08
94	Delegating	710	2.85	1.03
95	Tolerance for Ambiguity	729	2.85	1.05
96	Empathy	726	2.85	1.04
97	Innovative	729	2.83	1.01
98	Training and Developing Others	705	2.83	1.05
99	Consensus Building	727	2.81	1.01
100	Recognizes and Rewards Good Performance	699	2.80	1.05
101	Assesses Developmental Needs of Others	699	2.74	1.06
102	Project Manager	717	2.73	1.05
103	Interdisciplinary	716	2.71	1.00
104	Troubleshooting	730	2.71	1.05
105	Memory	735	2.70	1.00
106	Knowledge of Processes and Procedures	705	2.70	1.04
107	Peer Leadership	718	2.66	1.08
108	Warrior Ethos/Service Ethos	721	2.59	1.13
109	Curiosity	729	2.58	1.05
110	Introspective	724	2.58	1.06
111	Assessing And Mitigating Harm	717	2.58	1.11
112	Working in Multidisciplinary Contexts	713	2.55	1.09
113	Affiliation	731	2.53	1.02
114	Sociability	724	2.49	1.03
115	Enthusiasm	728	2.49	1.05
116	Knowledge of System Inter-Relations	695	2.46	1.08
117	Intercultural Communication	714	2.44	1.15
118	Warrior Ethos	701	2.41	1.15

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Resource Management	705	2.39	1.12
120	Assertiveness	731	2.38	1.05
121	Orderliness	731	2.37	1.08
122	Army Self-Efficacy	712	2.36	1.14
123	Non-Delinquency	727	2.34	1.13
124	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	700	2.34	1.15
125	Optimism	726	2.34	1.12
126	Interest in Leadership	716	2.33	1.14
127	Instructing	703	2.33	1.14
128	Inspirational Leader	720	2.33	1.15
129	Functional Area/Occupation-Specific Knowledge and Skill	662	2.27	1.21
130	MOS/Branch-Specific Knowledge and Skill	692	2.25	1.22
131	Autonomy	721	2.17	1.22
132	Quantitative Reasoning	720	2.17	1.17
133	Prudent Risk-Taker	709	2.15	1.17
134	Maintains Relevant Geopolitical Awareness	675	2.11	1.21
135	Investigative Interests	710	2.08	1.18
136	Cultural Awareness	695	2.08	1.19
137	Cultural/ Interpersonal Adaptability	693	2.06	1.20
138	Process-Disciplined	667	1.97	1.19
139	Knowledge Management	691	1.94	1.15
140	Pattern Recognition	701	1.89	1.17
141	Evaluating Compliance	650	1.88	1.22
142	Social Interests	710	1.83	1.19
143	Spatially Intelligent	679	1.83	1.20
144	Perceptual Speed and Accuracy	685	1.82	1.20
145	Locus of Control	703	1.79	1.21
146	Technologically Adept	674	1.73	1.17
147	Quality Control Analysis	612	1.73	1.25
148	Knowledge of Combined Arms Operations	650	1.71	1.29
149	Basic Mathematics	654	1.65	1.23
150	Enterprising Interests	689	1.65	1.23
151	Spatial Visualization	665	1.64	1.25
152	Spatial Orientation	665	1.63	1.25
153	Cross-Culturally Fluent	684	1.62	1.28
154	Specialized Expertise	637	1.59	1.37
155	Health and Fitness Orientation	629	1.59	1.20
156	Response Orientation	652	1.59	1.27
157	Working with the Public	652	1.58	1.29
158	Realistic Interests	682	1.56	1.27

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
159	Conventional Interests	674	1.54	1.17
160	Physically Fit	625	1.54	1.24
161	Safety Compliance	638	1.51	1.35
162	Financial Management	629	1.50	1.28
163	Proficiency with Mission Systems	647	1.45	1.30
164	Information and Systems Security	606	1.44	1.19
165	Physical Endurance	599	1.39	1.24
166	Cyber Knowledge	601	1.38	1.14
167	General Science	597	1.36	1.21
168	Physical Strength	589	1.33	1.22
169	Bodily-Kinesthetic	557	1.32	1.17
170	Mathematical Reasoning	611	1.29	1.24
171	Mathematics Knowledge	606	1.28	1.20
172	Soldier Common Task Knowledge and Skills	613	1.21	1.26
173	Science methods	592	1.19	1.31
174	Advanced Computer Skills	639	1.18	1.22
175	Physical Coordination	520	1.16	1.26
176	Control Precision	498	1.10	1.27
177	Data Science	524	1.10	1.24
178	Reaction Time	512	1.09	1.28
179	Balance	525	1.09	1.30
180	Mechanically and Technologically Savvy	417	1.00	1.16
181	Inspecting Equipment, Objects, Structures, or Materials	421	1.00	1.13
182	Innovating Technology	504	0.99	1.32
183	Basic Mechanical Knowledge	396	0.97	1.04
184	Basic Electronics Knowledge	403	0.97	1.04
185	Artistic Interests	589	0.90	1.19
186	Mechanical Comprehension	380	0.89	1.10
187	Language Learning Ability	607	0.88	1.49
188	Systems Architecture and Engineering	444	0.85	1.25
189	Database Programming and Engineering	441	0.80	1.15
190	Advanced Mathematics	486	0.78	1.24
191	Machine/Equipment Installation	345	0.73	0.95
192	Auto and Shop Information	326	0.72	1.02
193	Web Development	409	0.71	1.08
194	Swimming	392	0.70	1.10
195	Hostility to Authority	484	0.67	1.50
196	Software Development	396	0.65	1.12
197	Machiavellianism	455	0.64	1.42
198	Attention Seeking	592	0.58	1.29

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Appendix E

DESCENDING ORDER OF KSB IMPORTANCE RATINGS FOR OFFICERS BY BRANCH AND FUNCTIONAL AREAS

Appendix E contains all 198 KSB ratings by basic Branch and Functional Area. For the top 30 Branch/FA by rank (where there are sufficient number of responses), please see Appendix F. Note: M^* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E1

Infantry Branch (BR11) – KSB Importance Mean Ratings (Weighted Means)

KSB Importance Rank	Infantry Branch (BR11) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	227	4.34	0.75
2	Communicator	227	4.33	0.74
3	Sound Judgement	225	4.32	0.76
4	Dependability	226	4.19	0.77
5	Oral Communication Skill	227	3.89	0.84
6	Self-Management	225	3.86	0.82
7	Critical Thinking	225	3.83	0.85
8	Attentiveness	225	3.82	0.82
9	Mental Agility	224	3.82	0.85
10	Problem Solver	226	3.72	0.87
11	Coordination	225	3.72	0.88
12	Adaptability	225	3.71	0.89
13	Active Listening	227	3.71	0.86
14	Problem Sensitivity	224	3.69	0.88
15	Coordinating Multiple Groups	225	3.68	0.89
16	Written Communication	224	3.63	0.90
17	Time Management	225	3.63	0.91
18	Cognitive Flexibility	223	3.61	0.89
19	General Cognitive Aptitude	223	3.60	0.87
20	Initiative	226	3.58	0.90
21	Focus	224	3.58	0.89
22	Emotional Control	227	3.56	0.90
23	Cooperation/Teamwork	227	3.56	0.92
24	Team Building	223	3.55	0.92
25	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	225	3.55	0.92

KSB Importance Rank	Infantry Branch (BR11) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
26	Self-Control	226	3.52	0.90
27	Reading Comprehension	224	3.51	0.91
28	Army Values	226	3.51	0.95
29	Military And Professional Bearing	227	3.50	0.93
30	Analytical Thinking	224	3.50	0.91
31	Cooperation	226	3.49	0.90
32	Sustains a Climate of Trust	219	3.49	0.94
33	Interpersonal Tact	228	3.48	0.90
34	Processes Information and Data	226	3.47	0.91
35	Discipline	227	3.47	0.88
36	Active Learning	224	3.47	0.89
37	Stress Tolerance	226	3.47	0.95
38	Task Planning and Management	223	3.41	0.93
39	Oral and Nonverbal Comprehension	228	3.40	0.92
40	Detail-Focused and Precise	227	3.37	0.90
41	Improves the Organization	224	3.36	0.95
42	Team Development	221	3.31	0.96
43	Structured Problem Solving	226	3.31	0.92
44	Perceptive	226	3.28	0.95
45	Knowledge of Combined Arms Operations	213	3.26	0.99
46	Even-Tempered	227	3.26	0.96
47	Analyzes and Organizes Information to Create Knowledge	226	3.25	0.96
48	Organizational Perspective	224	3.24	0.98
49	Knowledge of Processes and Procedures	220	3.24	0.96
50	Resilience	228	3.22	0.98
51	Unstructured Problem Solving	226	3.21	0.99
52	Interpersonal Relationship Building	227	3.21	0.97
53	Creative Problem Solving and Innovation	223	3.20	0.99
54	Team Planning	223	3.19	0.99
55	Situational Awareness	225	3.19	1.01
56	Decision Making	222	3.18	1.00
57	Team Orientation	223	3.18	0.98
58	Humility	224	3.17	0.97
59	Persistence	226	3.17	0.95
60	Virtue	224	3.11	0.99
61	Selflessness	223	3.10	1.00
62	Multi-Tasking	225	3.07	1.00
63	Verbal Reasoning	224	3.05	1.01
64	Information Ordering	223	3.02	0.98
65	Analyze Data or Information	225	3.01	1.00
66	Self-Efficacy	225	3.01	1.00

KSB Importance Rank	Infantry Branch (BR11) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
67	Adjustment	223	2.99	0.98
68	Improves Unit Performance	219	2.98	1.03
69	Perspective Taking	228	2.97	1.00
70	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	217	2.96	1.04
71	Systems Thinking	224	2.95	1.05
72	Project Manager	222	2.95	1.02
73	Tolerance for Ambiguity	224	2.91	1.05
74	Achievement Orientation	226	2.90	1.00
75	Warrior Ethos/Service Ethos	226	2.90	1.06
76	MOS/Branch-Specific Knowledge and Skill	211	2.90	1.07
77	Leads By Example	222	2.89	1.08
78	Creates a Learning Environment	216	2.84	1.07
79	Delegating	221	2.84	1.05
80	Providing Feedback	222	2.84	1.06
81	Learning Orientation	226	2.83	1.03
82	Balances Mission and Welfare of Followers	215	2.82	1.06
83	Shared Leadership	224	2.79	1.05
84	Intellectual Efficiency	223	2.79	1.05
85	Interdisciplinary Reasoning	223	2.78	1.06
86	Affiliation	226	2.77	0.99
87	Enforces Standards	222	2.77	1.07
88	Conflict Management	226	2.76	1.04
89	Encourages Discourse	224	2.76	1.08
90	Troubleshooting	226	2.75	1.02
91	Social Perceptiveness	227	2.74	1.05
92	Memory	225	2.74	1.01
93	Motivating Others	223	2.70	1.09
94	Warrior Ethos	216	2.68	1.11
95	Reflective Thinking	225	2.68	1.08
96	Consideration	227	2.66	1.01
97	Monitoring	222	2.63	1.05
98	Army Self-Efficacy	220	2.58	1.11
99	Mentoring	214	2.58	1.12
100	Basic Computer Skills	224	2.57	1.12
101	Peer Leadership	221	2.57	1.12
102	Innovative	225	2.57	1.07
103	Resource Management	220	2.55	1.09
104	Empathy	221	2.55	1.12
105	Training and Developing Others	218	2.52	1.16
106	Strategic Thinking	221	2.52	1.14

KSB Importance Rank	Infantry Branch (BR11) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
107	Recognizes and Rewards Good Performance	218	2.51	1.13
108	Consensus Building	221	2.51	1.05
109	Awareness of Cognitive Biases	226	2.49	1.12
110	Assesses Developmental Needs of Others	216	2.48	1.14
111	Commitment to Serve	226	2.48	1.18
112	Tolerance	223	2.47	1.09
113	Assessing And Mitigating Harm	224	2.45	1.16
114	Introspective	227	2.39	1.10
115	Knowledge of System Inter-Relations	219	2.36	1.16
116	Assertiveness	225	2.36	1.12
117	Autonomy	224	2.36	1.20
118	Interest in Leadership	219	2.34	1.18
119	Orderliness	228	2.30	1.10
120	Enthusiasm	225	2.28	1.12
121	Encourages Fairness and Inclusiveness	220	2.26	1.19
122	Sociability	227	2.24	1.14
123	Curiosity	221	2.20	1.15
124	Instructing	215	2.20	1.20
125	Inspirational Leader	223	2.19	1.18
126	Proficiency with Mission Systems	215	2.15	1.17
127	Spatially Intelligent	212	2.12	1.18
128	Spatial Orientation	214	2.07	1.20
129	Non-Delinquency	226	2.05	1.21
130	Interdisciplinary	215	2.04	1.16
131	Perceptual Speed And Accuracy	213	2.00	1.19
132	Optimism	223	1.97	1.24
133	Prudent Risk-Taker	222	1.95	1.27
134	Physically Fit	200	1.92	1.28
135	Functional Area/Occupation-Specific Knowledge and Skill	192	1.90	1.26
136	Maintains Relevant Geopolitical Awareness	210	1.90	1.18
137	Quantitative Reasoning	223	1.89	1.26
138	Knowledge Management	196	1.87	1.25
139	Spatial Visualization	212	1.87	1.27
140	Intercultural Communication	222	1.81	1.31
141	Cultural Awareness	212	1.79	1.19
142	Cultural/ Interpersonal Adaptability	212	1.79	1.21
143	Soldier Common Task Knowledge and Skills	210	1.79	1.30
144	Process-Disciplined	214	1.77	1.25
145	Health and Fitness Orientation	199	1.76	1.28
146	Response Orientation	211	1.76	1.26
147	Social Interests	210	1.76	1.24

KSB Importance Rank	Infantry Branch (BR11) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
148	Pattern Recognition	221	1.75	1.23
149	Working in Multidisciplinary Contexts	211	1.75	1.25
150	Locus of Control	220	1.73	1.28
151	Physical Endurance	198	1.70	1.34
152	Investigative Interests	215	1.70	1.28
153	Physical Strength	197	1.70	1.30
154	Basic Mathematics	203	1.69	1.20
155	Safety Compliance	209	1.69	1.28
156	Technologically Adept	194	1.66	1.19
157	Evaluating Compliance	206	1.64	1.28
158	Realistic Interests	210	1.63	1.29
159	Cross-Culturally Fluent	206	1.58	1.19
160	Conventional Interests	213	1.57	1.20
161	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	206	1.56	1.30
162	Enterprising Interests	209	1.51	1.29
163	Bodily-Kinesthetic	192	1.45	1.33
164	Mathematical Reasoning	188	1.42	1.12
165	Working with the Public	203	1.42	1.26
166	Quality Control Analysis	205	1.39	1.34
167	Specialized Expertise	194	1.37	1.38
168	Financial Management	181	1.36	1.31
169	Physical Coordination	186	1.35	1.37
170	Mathematics Knowledge	187	1.34	1.08
171	General Science	180	1.30	1.12
172	Balance	183	1.29	1.38
173	Reaction Time	184	1.29	1.38
174	Information and Systems Security	169	1.24	1.19
175	Control Precision	181	1.22	1.39
176	Science methods	171	1.15	1.15
177	Cyber Knowledge	161	1.14	1.14
178	Basic Mechanical Knowledge	155	1.09	1.15
179	Advanced Computer Skills	187	1.08	1.13/
180	Mechanically and Technologically Savvy	147	1.03	1.24
181	Inspecting Equipment, Objects, Structures, or Materials	162	1.02	1.29
182	Basic Electronics Knowledge	153	1.00	1.12
183	Mechanical Comprehension	145	0.94	1.23
184	Auto and Shop Information	137	0.92	1.12
185	Swimming	170	0.89	1.30
186	Language Learning Ability	196	0.87	1.47
187	Data Science	137	0.79	1.35

KSB Importance				
Rank	Infantry Branch (BR11) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
188	Machine/Equipment Installation	134	0.79	1.14
189	Innovating Technology	136	0.77	1.33
190	Systems Architecture and Engineering	127	0.76	1.23
191	Artistic Interests	180	0.76	1.23
192	Advanced Mathematics	140	0.69	1.05
193	Hostility to Authority	175	0.62	1.53
194	Machiavellianism	169	0.61	1.38
195	Database Programming and Engineering	121	0.59	1.12
196	Attention Seeking	189	0.57	1.18
197	Web Development	116	0.48	0.97
198	Software Development	115	0.47	1.01

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E2*Engineer Branch (BR12) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Engineer Branch (BR12) KSBs in descending order of importance rating	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Communication Ability	155	4.12	0.77
2	Communicator	155	4.10	0.76
3	Oral Communication Skill	154	3.94	0.76
4	Cooperation/Teamwork	155	3.69	0.86
5	Dependability	152	3.67	0.88
6	Sound Judgement	155	3.61	0.88
7	Coordination	155	3.61	0.87
8	Sustains a Climate of Trust	146	3.60	0.89
9	Active Listening	155	3.56	0.85
10	Interpersonal Tact	154	3.54	0.87
11	Oral and Nonverbal Comprehension	153	3.48	0.85
12	Cooperation	154	3.39	0.91
13	Adaptability	155	3.38	0.93
14	Self-Management	152	3.36	0.94
15	Team Building	154	3.31	0.92
16	Problem Solver	154	3.29	0.95
17	Written Communication	155	3.29	0.92
18	Interpersonal Relationship Building	154	3.27	0.91
19	Improves the Organization	150	3.27	0.93
20	Mental Agility	155	3.26	0.93
21	General Cognitive Aptitude	155	3.26	0.90
22	Team Planning	153	3.25	0.91
23	Perceptive	154	3.22	0.90
24	Time Management	153	3.22	1.00
25	Reading Comprehension	155	3.21	0.94
26	Team Orientation	150	3.21	0.93
27	Resilience	153	3.21	0.95
28	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	155	3.20	0.98
29	Perspective Taking	154	3.18	0.91
30	Critical Thinking	155	3.17	0.96
31	Attentiveness	155	3.17	0.93
32	Analytical Thinking	153	3.16	0.93
33	Conflict Management	153	3.16	0.91
34	Team Development	152	3.16	0.96
35	Situational Awareness	155	3.14	0.99
36	Coordinating Multiple Groups	153	3.11	0.98
37	Active Learning	155	3.09	0.96

KSB Importance Rank	Engineer Branch (BR12) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Analyzes and Organizes Information to Create Knowledge	154	3.07	0.96
39	Army Values	154	3.06	1.04
40	Balances Mission and Welfare of Followers	142	3.04	0.96
41	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	144	3.03	0.98
42	Stress Tolerance	154	3.02	1.04
43	Cognitive Flexibility	155	3.02	0.96
44	Discipline	152	3.02	0.97
45	Improves Unit Performance	146	3.01	0.95
46	Military And Professional Bearing	155	3.01	1.02
47	Self-Control	155	3.00	1.00
48	Self-Efficacy	152	2.99	0.95
49	Organizational Perspective	150	2.98	0.98
50	Persistence	151	2.98	0.91
51	Initiative	153	2.98	1.01
52	Detail-Focused and Precise	152	2.96	1.00
53	Multi-Tasking	155	2.94	1.01
54	Leads By Example	147	2.93	1.00
55	Processes Information and Data	154	2.93	0.97
56	Problem Sensitivity	154	2.92	1.00
57	Emotional Control	155	2.91	1.01
58	Decision Making	154	2.91	1.01
59	Verbal Reasoning	155	2.90	0.97
60	Enforces Standards	148	2.87	1.03
61	Even-Tempered	155	2.81	1.02
62	Shared Leadership	145	2.80	0.99
63	Structured Problem Solving	154	2.79	1.01
64	Learning Orientation	154	2.78	1.01
65	Analyze Data or Information	152	2.78	1.03
66	Motivating Others	149	2.78	1.01
67	Knowledge of Processes and Procedures	151	2.78	1.00
68	Adjustment	154	2.77	0.99
69	Monitoring	147	2.76	0.98
70	Recognizes and Rewards Good Performance	144	2.75	1.03
71	Social Perceptiveness	154	2.74	1.01
72	Assesses Developmental Needs of Others	144	2.73	1.02
73	Basic Computer Skills	154	2.72	1.04
74	Task Planning and Management	150	2.70	1.10
75	Delegating	147	2.70	1.05
76	Focus	155	2.70	1.01
77	Tolerance for Ambiguity	153	2.69	1.10

KSB Importance Rank	Engineer Branch (BR12) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Warrior Ethos/Service Ethos	152	2.68	1.09
79	Providing Feedback	150	2.67	1.05
80	Intellectual Efficiency	154	2.63	1.03
81	Affiliation	155	2.62	1.00
82	Encourages Discourse	154	2.62	1.05
83	Unstructured Problem Solving	155	2.61	1.10
84	Consensus Building	150	2.61	0.96
85	Creates a Learning Environment	147	2.60	1.07
86	Creative Problem Solving and Innovation	154	2.57	1.11
87	Encourages Fairness and Inclusiveness	146	2.54	1.08
88	Reflective Thinking	154	2.54	1.06
89	Achievement Orientation	151	2.53	1.04
90	Mentoring	145	2.53	1.10
91	Interdisciplinary Reasoning	155	2.53	1.10
92	Information Ordering	152	2.52	1.05
93	Warrior Ethos	145	2.52	1.10
94	Humility	154	2.46	1.09
95	Selflessness	153	2.46	1.13
96	Project Manager	148	2.45	1.14
97	Resource Management	149	2.45	1.09
98	Consideration	155	2.44	1.06
99	Training and Developing Others	145	2.44	1.12
100	Troubleshooting	154	2.43	1.10
101	Tolerance	153	2.41	1.07
102	Systems Thinking	154	2.38	1.14
103	Peer Leadership	145	2.38	1.13
104	Assertiveness	154	2.36	1.04
105	Virtue	152	2.36	1.17
106	Army Self-Efficacy	151	2.35	1.11
107	Inspirational Leader	146	2.32	1.08
108	Assessing And Mitigating Harm	151	2.29	1.16
109	Knowledge of System Inter-Relations	150	2.29	1.10
110	Empathy	150	2.27	1.14
111	Memory	154	2.26	1.05
112	Commitment to Serve	154	2.25	1.18
113	Innovative	151	2.25	1.12
114	Knowledge of Combined Arms Operations	138	2.20	1.19
115	Orderliness	152	2.19	1.12
116	Sociability	154	2.18	1.10
117	Awareness of Cognitive Biases	154	2.14	1.17
118	Interest in Leadership	151	2.12	1.15

KSB Importance Rank	Engineer Branch (BR12) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Enthusiasm	152	2.11	1.12
120	Strategic Thinking	153	2.10	1.22
121	Evaluating Compliance	145	2.10	1.13
122	Autonomy	152	2.09	1.26
123	Process-Disciplined	145	2.07	1.15
124	Instructing	145	2.06	1.17
125	Non-Delinquency	151	2.05	1.18
126	Proficiency with Mission Systems	136	2.04	1.15
127	Introspective	147	2.03	1.18
128	Curiosity	154	2.02	1.16
129	Safety Compliance	143	2.01	1.20
130	Optimism	151	1.96	1.19
131	Interdisciplinary	150	1.94	1.15
132	Working in Multidisciplinary Contexts	142	1.92	1.15
133	Quantitative Reasoning	151	1.91	1.20
134	Knowledge Management	142	1.91	1.20
135	MOS/Branch-Specific Knowledge and Skill	145	1.87	1.27
136	Intercultural Communication	148	1.87	1.26
137	Physically Fit	134	1.83	1.14
138	Maintains Relevant Geopolitical Awareness	139	1.81	1.23
139	Prudent Risk-Taker	145	1.80	1.24
140	Basic Mathematics	149	1.78	1.23
141	Cultural/ Interpersonal Adaptability	141	1.77	1.27
142	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	137	1.77	1.21
143	Investigative Interests	150	1.77	1.15
144	Spatially Intelligent	147	1.76	1.25
145	Cultural Awareness	140	1.75	1.26
146	Locus of Control	151	1.74	1.24
147	Health and Fitness Orientation	133	1.73	1.15
148	Perceptual Speed And Accuracy	147	1.73	1.21
149	Quality Control Analysis	140	1.71	1.27
150	Spatial Orientation	146	1.68	1.26
151	Spatial Visualization	145	1.65	1.28
152	Technologically Adept	138	1.65	1.16
153	Social Interests	149	1.64	1.18
154	Realistic Interests	146	1.62	1.16
155	Physical Endurance	131	1.62	1.15
156	Pattern Recognition	149	1.56	1.22
157	Physical Strength	131	1.54	1.13
158	Specialized Expertise	139	1.54	1.28
159	Soldier Common Task Knowledge and Skills	138	1.52	1.30

KSB Importance Rank	Engineer Branch (BR12) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Bodily-Kinesthetic	127	1.48	1.14
161	Response Orientation	138	1.48	1.28
162	Cross-Culturally Fluent	140	1.44	1.28
163	Enterprising Interests	146	1.42	1.21
164	Physical Coordination	117	1.42	1.13
165	Functional Area/Occupation-Specific Knowledge and Skill	127	1.41	1.36
166	Information and Systems Security	120	1.40	1.08
167	Financial Management	140	1.39	1.24
168	Working with the Public	135	1.38	1.25
169	Conventional Interests	150	1.37	1.21
170	Balance	118	1.34	1.13
171	Mathematical Reasoning	141	1.34	1.32
172	General Science	140	1.32	1.18
173	Mathematics Knowledge	141	1.31	1.27
174	Reaction Time	116	1.30	1.18
175	Control Precision	115	1.28	1.19
176	Inspecting Equipment, Objects, Structures, or Materials	116	1.27	1.29
177	Basic Mechanical Knowledge	115	1.25	1.07
178	Science methods	140	1.19	1.21
179	Advanced Computer Skills	132	1.17	1.16
180	Cyber Knowledge	119	1.17	1.16
181	Mechanically and Technologically Savvy	116	1.12	1.17
182	Mechanical Comprehension	108	1.12	1.14
183	Auto and Shop Information	94	1.10	1.00
184	Basic Electronics Knowledge	110	1.08	1.12
185	Machine/Equipment Installation	98	1.00	1.10
186	Advanced Mathematics	115	0.96	1.18
187	Data Science	107	0.92	1.28
188	Innovating Technology	99	0.91	1.26
189	Language Learning Ability	125	0.87	1.43
190	Swimming	100	0.87	1.07
191	Artistic Interests	124	0.75	1.20
192	Systems Architecture and Engineering	93	0.71	1.30
193	Database Programming and Engineering	86	0.68	1.28
194	Hostility to Authority	107	0.66	1.41
195	Attention Seeking	127	0.65	1.10
196	Machiavellianism	102	0.65	1.41
197	Web Development	80	0.60	1.16
198	Software Development	84	0.51	1.14

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E3*Field Artillery (BR13) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Field Artillery (BR13) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Dependability	150	4.40	0.70
2	Communication Ability	151	4.23	0.77
3	Sound Judgement	150	4.13	0.77
4	Communicator	151	4.11	0.78
5	Adaptability	151	4.06	0.78
6	Coordination	150	3.96	0.80
7	Situational Awareness	150	3.95	0.82
8	Cooperation/Teamwork	149	3.89	0.81
9	Mental Agility	150	3.87	0.82
10	Detail-Focused and Precise	151	3.86	0.79
11	Attentiveness	151	3.84	0.80
12	Self-Management	151	3.83	0.84
13	Reading Comprehension	149	3.83	0.82
14	Time Management	149	3.82	0.85
15	Written Communication	149	3.80	0.83
16	Problem Solver	150	3.79	0.85
17	Oral Communication Skill	151	3.78	0.86
18	Interpersonal Tact	149	3.68	0.82
19	Emotional Control	151	3.63	0.82
20	Active Listening	151	3.56	0.87
21	Knowledge of Processes and Procedures	150	3.56	0.87
22	Focus	149	3.55	0.87
23	Analyzes and Organizes Information to Create Knowledge	151	3.54	0.89
24	Military And Professional Bearing	149	3.50	0.88
25	Discipline	151	3.50	0.88
26	Even-Tempered	150	3.44	0.87
27	Critical Thinking	151	3.44	0.92
28	Analytical Thinking	151	3.41	0.89
29	Stress Tolerance	151	3.40	0.94
30	Cooperation	151	3.39	0.91
31	Interpersonal Relationship Building	149	3.38	0.90
32	Problem Sensitivity	150	3.37	0.93
33	General Cognitive Aptitude	150	3.33	0.93
34	Task Planning and Management	149	3.33	0.90
35	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	149	3.32	0.94
36	Resilience	148	3.30	0.95
37	Sustains a Climate of Trust	144	3.29	0.97

KSB Importance Rank	Field Artillery (BR13) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Organizational Perspective	146	3.28	0.94
39	Verbal Reasoning	149	3.25	0.92
40	Self-Control	150	3.25	0.95
41	Processes Information and Data	148	3.23	0.95
42	Active Learning	151	3.22	0.94
43	Improves the Organization	145	3.22	0.97
44	Unstructured Problem Solving	150	3.22	0.97
45	Oral and Nonverbal Comprehension	150	3.21	0.93
46	Providing Feedback	143	3.17	0.93
47	Perspective Taking	149	3.15	0.93
48	Basic Computer Skills	148	3.14	0.92
49	Team Planning	150	3.10	0.99
50	Systems Thinking	151	3.10	0.98
51	Team Development	150	3.09	0.98
52	Cognitive Flexibility	150	3.08	1.03
53	Initiative	150	3.07	1.00
54	Structured Problem Solving	151	3.06	0.95
55	Adjustment	147	3.05	0.92
56	Coordinating Multiple Groups	151	3.04	1.02
57	Team Building	149	3.03	0.99
58	Encourages Discourse	148	3.02	0.98
59	Perceptive	150	3.01	1.00
60	Analyze Data or Information	151	3.01	0.98
61	Training and Developing Others	142	3.00	0.98
62	Conflict Management	148	2.99	0.95
63	Multi-Tasking	150	2.96	1.04
64	Interdisciplinary Reasoning	149	2.95	1.01
65	Virtue	148	2.95	1.03
66	Motivating Others	147	2.94	0.99
67	Learning Orientation	150	2.94	0.96
68	Persistence	150	2.93	1.01
69	Army Values	150	2.92	1.07
70	Social Perceptiveness	147	2.91	0.98
71	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	140	2.90	1.02
72	Knowledge of System Inter-Relations	143	2.90	1.00
73	Improves Unit Performance	143	2.89	1.04
74	Memory	148	2.88	0.94
75	Team Orientation	149	2.87	1.03
76	Enforces Standards	143	2.86	1.04
77	Troubleshooting	149	2.85	1.04

KSB Importance Rank	Field Artillery (BR13) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Affiliation	150	2.85	0.90
79	Delegating	147	2.84	1.05
80	Strategic Thinking	150	2.82	1.05
81	Decision Making	149	2.82	1.09
82	Selflessness	149	2.82	1.04
83	Warrior Ethos/Service Ethos	149	2.79	1.07
84	Creative Problem Solving and Innovation	150	2.79	1.08
85	Monitoring	143	2.79	0.98
86	Achievement Orientation	150	2.77	1.01
87	Intellectual Efficiency	150	2.76	1.00
88	Assessing And Mitigating Harm	150	2.73	1.08
89	Balances Mission and Welfare of Followers	137	2.73	1.07
90	Shared Leadership	147	2.72	1.07
91	Knowledge of Combined Arms Operations	144	2.68	1.13
92	Creates a Learning Environment	143	2.67	1.07
93	Humility	150	2.67	1.08
94	Information Ordering	150	2.66	1.05
95	Leads By Example	146	2.66	1.12
96	Reflective Thinking	150	2.66	1.07
97	Army Self-Efficacy	148	2.61	1.06
98	Self-Efficacy	151	2.61	1.06
99	Consideration	150	2.60	0.97
100	Innovative	150	2.60	1.04
101	Enthusiasm	149	2.60	1.00
102	Tolerance for Ambiguity	150	2.58	1.13
103	Recognizes and Rewards Good Performance	140	2.57	1.11
104	Peer Leadership	145	2.54	1.10
105	Process-Disciplined	139	2.51	1.02
106	Resource Management	148	2.51	1.10
107	Project Manager	148	2.50	1.11
108	Assesses Developmental Needs of Others	141	2.49	1.09
109	Commitment to Serve	149	2.48	1.11
110	Mentoring	141	2.45	1.15
111	Warrior Ethos	142	2.45	1.16
112	Non-Delinquency	150	2.44	1.08
113	Assertiveness	150	2.44	1.07
114	Instructing	142	2.42	1.10
115	Sociability	149	2.40	1.04
116	Quantitative Reasoning	148	2.40	1.11
117	Empathy	147	2.39	1.12
118	Autonomy	150	2.36	1.13

KSB Importance Rank	Field Artillery (BR13) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Proficiency with Mission Systems	136	2.32	1.14
120	Tolerance	148	2.31	1.12
121	Interdisciplinary	138	2.31	1.07
122	Awareness of Cognitive Biases	148	2.30	1.15
123	Prudent Risk-Taker	145	2.29	1.16
124	Orderliness	151	2.29	1.09
125	Introspective	147	2.28	1.08
126	Safety Compliance	131	2.26	1.15
127	Encourages Fairness and Inclusiveness	141	2.23	1.18
128	Curiosity	149	2.21	1.11
129	Knowledge Management	127	2.21	1.10
130	Consensus Building	145	2.19	1.16
131	Basic Mathematics	142	2.15	1.11
132	Optimism	147	2.11	1.18
133	Maintains Relevant Geopolitical Awareness	133	2.11	1.11
134	Spatially Intelligent	142	2.11	1.24
135	Evaluating Compliance	133	2.08	1.08
136	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	136	2.07	1.20
137	Interest in Leadership	148	2.05	1.21
138	Spatial Visualization	139	2.04	1.24
139	MOS/Branch-Specific Knowledge and Skill	143	2.03	1.31
140	Working in Multidisciplinary Contexts	134	2.02	1.18
141	Perceptual Speed And Accuracy	145	2.00	1.20
142	Spatial Orientation	140	1.99	1.25
143	Quality Control Analysis	125	1.99	1.16
144	Inspirational Leader	145	1.97	1.25
145	Technologically Adept	135	1.95	1.08
146	Health and Fitness Orientation	132	1.94	1.17
147	Social Interests	143	1.92	1.11
148	Physically Fit	135	1.91	1.26
149	Investigative Interests	144	1.85	1.13
150	Realistic Interests	139	1.83	1.17
151	Cultural Awareness	129	1.78	1.18
152	Physical Endurance	134	1.77	1.26
153	Pattern Recognition	146	1.76	1.23
154	Mathematical Reasoning	129	1.75	1.14
155	Mathematics Knowledge	131	1.75	1.09
156	Intercultural Communication	142	1.73	1.32
157	Bodily-Kinesthetic	126	1.71	1.17
158	Soldier Common Task Knowledge and Skills	136	1.69	1.27
159	Locus of Control	148	1.68	1.24

KSB Importance Rank	Field Artillery (BR13) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Functional Area/Occupation-Specific Knowledge and Skill	125	1.65	1.33
161	Conventional Interests	141	1.62	1.08
162	Cultural/ Interpersonal Adaptability	129	1.61	1.26
163	Response Orientation	139	1.59	1.32
164	Physical Strength	133	1.59	1.29
165	Enterprising Interests	145	1.53	1.15
166	Specialized Expertise	130	1.41	1.38
167	Mechanically and Technologically Savvy	108	1.36	0.99
168	Information and Systems Security	119	1.36	1.19
169	General Science	126	1.34	1.21
170	Basic Electronics Knowledge	112	1.33	1.00
171	Cyber Knowledge	117	1.33	1.07
172	Financial Management	121	1.29	1.29
173	Basic Mechanical Knowledge	113	1.28	1.08
174	Advanced Computer Skills	129	1.26	1.09
175	Inspecting Equipment, Objects, Structures, or Materials	106	1.23	1.25
176	Science methods	118	1.23	1.27
177	Auto and Shop Information	95	1.23	1.02
178	Cross-Culturally Fluent	125	1.22	1.32
179	Balance	121	1.21	1.30
180	Mechanical Comprehension	96	1.18	1.07
181	Reaction Time	123	1.17	1.36
182	Working with the Public	122	1.16	1.33
183	Control Precision	118	1.16	1.33
184	Physical Coordination	123	1.15	1.37
185	Machine/Equipment Installation	85	1.11	1.06
186	Innovating Technology	95	0.88	1.25
187	Language Learning Ability	113	0.87	1.46
188	Data Science	98	0.85	1.18
189	Advanced Mathematics	109	0.82	1.25
190	Swimming	95	0.77	1.21
191	Artistic Interests	119	0.74	1.04
192	Systems Architecture and Engineering	90	0.66	1.24
193	Database Programming and Engineering	86	0.64	1.17
194	Software Development	81	0.62	1.03
195	Attention Seeking	136	0.61	1.25
196	Hostility to Authority	112	0.60	1.40
197	Web Development	80	0.59	1.15
198	Machiavellianism	106	0.55	1.41

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E4*Armor Branch (BR19) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Armor Branch (BR19) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	139	4.70	0.66
2	Attentiveness	141	4.47	0.67
3	Dependability	140	4.46	0.72
4	Communicator	140	4.30	0.74
5	Written Communication	142	4.17	0.76
6	Oral Communication Skill	140	4.00	0.80
7	Sound Judgement	139	4.00	0.80
8	Reading Comprehension	141	3.94	0.78
9	Oral and Nonverbal Comprehension	138	3.93	0.79
10	Perceptive	141	3.92	0.80
11	Focus	141	3.86	0.81
12	Analytical Thinking	139	3.85	0.83
13	Military And Professional Bearing	139	3.84	0.85
14	Self-Management	140	3.81	0.87
15	Interpersonal Tact	141	3.80	0.83
16	Active Listening	141	3.80	0.82
17	Cooperation/Teamwork	141	3.79	0.85
18	Analyzes and Organizes Information to Create Knowledge	139	3.76	0.82
19	Detail-Focused and Precise	140	3.68	0.85
20	General Cognitive Aptitude	141	3.67	0.83
21	Time Management	137	3.66	0.90
22	Adaptability	140	3.63	0.91
23	Coordination	140	3.63	0.87
24	Cognitive Flexibility	141	3.62	0.90
25	Critical Thinking	141	3.62	0.90
26	Problem Sensitivity	140	3.60	0.89
27	Situational Awareness	140	3.56	0.94
28	Active Learning	141	3.56	0.90
29	Improves the Organization	138	3.53	0.91
30	Army Values	140	3.51	0.95
31	Organizational Perspective	138	3.51	0.90
32	Mental Agility	141	3.51	0.90
33	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	140	3.50	0.92
34	Interpersonal Relationship Building	141	3.50	0.87
35	Problem Solver	139	3.47	0.94
36	Discipline	141	3.46	0.91
37	Even-Tempered	141	3.45	0.89

KSB Importance Rank	Armor Branch (BR19) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Initiative	138	3.44	0.90
39	Resilience	140	3.43	0.90
40	Emotional Control	141	3.41	0.91
41	Cooperation	141	3.39	0.92
42	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	130	3.38	0.94
43	Processes Information and Data	141	3.36	0.92
44	Stress Tolerance	141	3.36	0.95
45	Verbal Reasoning	141	3.35	0.90
46	Self-Control	141	3.31	0.95
47	Knowledge of Combined Arms Operations	132	3.29	1.02
48	Humility	140	3.28	0.95
49	Knowledge of Processes and Procedures	140	3.28	0.97
50	Perspective Taking	140	3.26	0.93
51	Warrior Ethos/Service Ethos	139	3.24	0.99
52	Sustains a Climate of Trust	137	3.24	1.01
53	Learning Orientation	140	3.21	0.92
54	Unstructured Problem Solving	140	3.21	0.95
55	Team Building	140	3.19	0.98
56	Persistence	139	3.19	0.97
57	Coordinating Multiple Groups	140	3.18	1.00
58	Intellectual Efficiency	140	3.16	0.94
59	Tolerance for Ambiguity	139	3.15	1.00
60	Creative Problem Solving and Innovation	140	3.12	1.00
61	Self-Efficacy	139	3.11	0.95
62	Multi-Tasking	141	3.10	1.00
63	Enforces Standards	134	3.09	1.01
64	Leads By Example	133	3.07	1.04
65	Structured Problem Solving	139	3.06	0.97
66	Information Ordering	139	3.06	0.97
67	Conflict Management	140	3.06	0.99
68	Social Perceptiveness	139	3.06	0.96
69	Improves Unit Performance	136	3.05	1.00
70	Team Orientation	140	3.01	1.01
71	Tolerance	139	3.01	0.97
72	Virtue	141	3.00	1.05
73	Motivating Others	136	2.99	1.01
74	Team Planning	140	2.99	1.02
75	Warrior Ethos	134	2.95	1.04
76	Analyze Data or Information	141	2.95	1.01
77	Training and Developing Others	131	2.93	1.07

KSB Importance Rank	Armor Branch (BR19) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Team Development	140	2.93	1.03
79	Selflessness	140	2.92	1.03
80	Awareness of Cognitive Biases	138	2.92	1.01
81	Achievement Orientation	140	2.91	1.00
82	Consideration	141	2.91	0.95
83	Task Planning and Management	139	2.90	1.07
84	Basic Computer Skills	140	2.89	1.00
85	Encourages Discourse	139	2.89	1.02
86	Knowledge of System Inter-Relations	138	2.88	1.02
87	Interdisciplinary Reasoning	141	2.87	1.05
88	Commitment to Serve	137	2.86	1.07
89	Reflective Thinking	139	2.85	1.04
90	Providing Feedback	136	2.82	1.07
91	Balances Mission and Welfare of Followers	131	2.80	1.08
92	Systems Thinking	140	2.80	1.06
93	Peer Leadership	136	2.78	1.06
94	Empathy	138	2.78	1.02
95	Shared Leadership	134	2.74	1.07
96	Memory	141	2.73	1.00
97	Consensus Building	136	2.71	1.01
98	Decision Making	139	2.68	1.12
99	Monitoring	134	2.67	1.06
100	Adjustment	140	2.66	1.05
101	Army Self-Efficacy	136	2.63	1.08
102	Autonomy	140	2.60	1.12
103	Creates a Learning Environment	132	2.58	1.15
104	Recognizes and Rewards Good Performance	127	2.57	1.12
105	Orderliness	141	2.57	1.07
106	MOS/Branch-Specific Knowledge and Skill	132	2.54	1.18
107	Strategic Thinking	138	2.54	1.11
108	Enthusiasm	135	2.53	1.04
109	Sociability	138	2.51	1.06
110	Delegating	135	2.50	1.18
111	Encourages Fairness and Inclusiveness	132	2.49	1.16
112	Assesses Developmental Needs of Others	130	2.48	1.17
113	Troubleshooting	140	2.46	1.12
114	Assertiveness	139	2.46	1.10
115	Affiliation	140	2.45	1.08
116	Innovative	139	2.44	1.11
117	Non-Delinquency	140	2.41	1.12
118	Mentoring	130	2.40	1.18

KSB Importance Rank	Armor Branch (BR19) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Project Manager	137	2.40	1.13
120	Optimism	138	2.39	1.09
121	Process-Disciplined	133	2.39	1.05
122	Perceptual Speed And Accuracy	139	2.38	1.09
123	Curiosity	137	2.38	1.12
124	Assessing And Mitigating Harm	141	2.37	1.19
125	Introspective	138	2.35	1.12
126	Inspirational Leader	134	2.33	1.16
127	Interdisciplinary	134	2.33	1.08
128	Spatially Intelligent	138	2.31	1.13
129	Safety Compliance	126	2.30	1.13
130	Intercultural Communication	135	2.27	1.16
131	Evaluating Compliance	132	2.24	1.09
132	Instructing	133	2.19	1.20
133	Locus of Control	137	2.19	1.12
134	Spatial Visualization	136	2.17	1.19
135	Pattern Recognition	138	2.14	1.12
136	Interest in Leadership	137	2.13	1.22
137	Response Orientation	134	2.12	1.17
138	Physically Fit	129	2.10	1.18
139	Spatial Orientation	137	2.09	1.20
140	Resource Management	137	2.08	1.23
141	Quantitative Reasoning	140	2.03	1.20
142	Knowledge Management	129	2.01	1.17
143	Maintains Relevant Geopolitical Awareness	131	2.01	1.19
144	Quality Control Analysis	127	1.99	1.16
145	Basic Mathematics	133	1.99	1.05
146	Soldier Common Task Knowledge and Skills	130	1.97	1.27
147	Proficiency with Mission Systems	134	1.96	1.25
148	Prudent Risk-Taker	137	1.91	1.28
149	Physical Endurance	127	1.87	1.21
150	Cultural Awareness	129	1.87	1.22
151	Cultural/ Interpersonal Adaptability	129	1.85	1.21
152	Physical Strength	126	1.80	1.22
153	Technologically Adept	128	1.76	1.16
154	Health and Fitness Orientation	129	1.76	1.26
155	Investigative Interests	136	1.75	1.27
156	Social Interests	138	1.74	1.23
157	Working in Multidisciplinary Contexts	132	1.72	1.27
158	Functional Area/Occupation-Specific Knowledge and Skill	118	1.70	1.35
159	Bodily-Kinesthetic	126	1.69	1.21

KSB Importance Rank	Armor Branch (BR19) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Cross-Culturally Fluent	129	1.62	1.17
161	Realistic Interests	138	1.60	1.29
162	Specialized Expertise	121	1.59	1.35
163	Physical Coordination	123	1.57	1.23
164	Conventional Interests	134	1.51	1.24
165	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	130	1.50	1.31
166	Reaction Time	121	1.47	1.30
167	Working with the Public	125	1.44	1.25
168	Balance	121	1.40	1.26
169	Enterprising Interests	137	1.38	1.29
170	Control Precision	121	1.38	1.31
171	Basic Mechanical Knowledge	109	1.38	1.18
172	Financial Management	119	1.36	1.27
173	Mathematics Knowledge	114	1.36	1.09
174	Mathematical Reasoning	114	1.35	1.22
175	Mechanically and Technologically Savvy	104	1.31	1.16
176	Auto and Shop Information	102	1.29	1.14
177	General Science	115	1.26	1.17
178	Basic Electronics Knowledge	104	1.23	1.16
179	Inspecting Equipment, Objects, Structures, or Materials	103	1.23	1.36
180	Cyber Knowledge	104	1.23	1.14
181	Information and Systems Security	113	1.20	1.23
182	Mechanical Comprehension	101	1.17	1.25
183	Science methods	111	1.08	1.19
184	Advanced Computer Skills	119	1.04	1.22
185	Language Learning Ability	117	0.98	1.39
186	Machine/Equipment Installation	91	0.92	1.23
187	Innovating Technology	86	0.89	1.24
188	Swimming	102	0.78	1.02
189	Systems Architecture and Engineering	86	0.75	1.30
190	Artistic Interests	120	0.71	1.29
191	Data Science	92	0.71	1.38
192	Database Programming and Engineering	80	0.63	1.25
193	Hostility to Authority	115	0.62	1.47
194	Advanced Mathematics	96	0.62	1.00
195	Machiavellianism	103	0.57	1.40
196	Web Development	77	0.56	1.14
197	Attention Seeking	119	0.53	1.33
198	Software Development	78	0.52	1.15

Note: M^* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E5*Military Intelligence Branch (BR35) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Military Intelligence (BR35) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	246	4.28	0.76
2	Communicator	246	4.27	0.76
3	Oral Communication Skill	246	4.01	0.81
4	Written Communication	247	3.97	0.82
5	Dependability	243	3.92	0.82
6	Reading Comprehension	247	3.87	0.85
7	Sound Judgement	245	3.60	0.91
8	Analytical Thinking	246	3.51	0.94
9	Critical Thinking	246	3.50	0.94
10	General Cognitive Aptitude	243	3.47	0.90
11	Analyzes and Organizes Information to Create Knowledge	242	3.47	0.93
12	Attentiveness	245	3.43	0.88
13	Mental Agility	245	3.42	0.93
14	Self-Management	241	3.39	0.94
15	Detail-Focused and Precise	243	3.39	0.93
16	Cognitive Flexibility	243	3.29	0.97
17	Stress Tolerance	244	3.28	0.96
18	Adaptability	245	3.27	0.97
19	Active Listening	245	3.25	0.95
20	Oral and Nonverbal Comprehension	247	3.23	0.96
21	Situational Awareness	242	3.21	0.99
22	Time Management	239	3.21	0.99
23	Cooperation/Teamwork	246	3.19	0.98
24	Problem Solver	247	3.17	0.99
25	Creative Problem Solving and Innovation	238	3.14	1.00
26	Perceptive	244	3.09	0.99
27	Verbal Reasoning	243	3.08	1.00
28	Active Learning	244	3.08	1.00
29	Processes Information and Data	240	3.03	1.02
30	Initiative	245	3.02	1.02
31	Coordination	246	3.01	1.02
32	Interpersonal Tact	245	2.98	1.05
33	Sustains a Climate of Trust	233	2.95	1.06
34	Cooperation	243	2.93	1.03
35	Resilience	242	2.93	1.05
36	Analyze Data or Information	244	2.93	1.06
37	Structured Problem Solving	246	2.91	1.01

KSB Importance Rank	Military Intelligence (BR35) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Emotional Control	243	2.90	1.02
39	Reflective Thinking	244	2.89	1.03
40	Interdisciplinary Reasoning	241	2.89	1.05
41	Problem Sensitivity	243	2.88	1.03
42	Intellectual Efficiency	241	2.88	1.03
43	Self-Control	244	2.87	1.03
44	Multi-Tasking	244	2.85	1.07
45	Strategic Thinking	245	2.84	1.07
46	Persistence	244	2.83	1.03
47	Unstructured Problem Solving	244	2.83	1.05
48	Decision Making	244	2.80	1.05
49	Discipline	244	2.79	1.04
50	Interpersonal Relationship Building	245	2.79	1.06
51	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	244	2.77	1.08
52	Focus	240	2.77	1.03
53	Basic Computer Skills	242	2.76	1.04
54	Task Planning and Management	240	2.73	1.07
55	Even-Tempered	241	2.71	1.05
56	Systems Thinking	245	2.71	1.08
57	Knowledge of Processes and Procedures	239	2.69	1.04
58	Encourages Discourse	246	2.69	1.08
59	Team Planning	244	2.67	1.09
60	Army Values	244	2.67	1.14
61	Providing Feedback	236	2.66	1.08
62	Organizational Perspective	238	2.64	1.11
63	Military And Professional Bearing	244	2.64	1.13
64	Tolerance for Ambiguity	242	2.61	1.10
65	Awareness of Cognitive Biases	244	2.60	1.12
66	Innovative	242	2.59	1.07
67	Monitoring	235	2.59	1.05
68	Balances Mission and Welfare of Followers	227	2.59	1.12
69	Improves the Organization	239	2.58	1.12
70	Enforces Standards	235	2.57	1.11
71	Improves Unit Performance	233	2.57	1.11
72	Virtue	241	2.56	1.12
73	Adjustment	242	2.53	1.06
74	Perspective Taking	245	2.51	1.12
75	Team Orientation	244	2.50	1.12
76	Learning Orientation	242	2.50	1.12
77	Achievement Orientation	242	2.49	1.09
78	Team Development	243	2.49	1.13

KSB Importance Rank	Military Intelligence (BR35) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	MOS/Branch-Specific Knowledge and Skill	231	2.48	1.16
80	Team Building	244	2.46	1.15
81	Project Manager	236	2.45	1.14
82	Information Ordering	241	2.45	1.12
83	Delegating	235	2.44	1.17
84	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	230	2.43	1.16
85	Conflict Management	243	2.43	1.13
86	Humility	242	2.43	1.14
87	Self-Efficacy	241	2.41	1.11
88	Tolerance	242	2.38	1.09
89	Leads By Example	237	2.35	1.20
90	Memory	243	2.35	1.11
91	Social Perceptiveness	243	2.34	1.14
92	Recognizes and Rewards Good Performance	227	2.33	1.16
93	Encourages Fairness and Inclusiveness	235	2.33	1.16
94	Coordinating Multiple Groups	243	2.32	1.20
95	Assessing And Mitigating Harm	236	2.32	1.15
96	Curiosity	242	2.31	1.15
97	Motivating Others	237	2.31	1.16
98	Mentoring	230	2.31	1.19
99	Assesses Developmental Needs of Others	225	2.30	1.17
100	Empathy	237	2.30	1.13
101	Knowledge of System Inter-Relations	237	2.30	1.12
102	Maintains Relevant Geopolitical Awareness	227	2.30	1.20
103	Selflessness	243	2.29	1.19
104	Assertiveness	243	2.28	1.11
105	Troubleshooting	240	2.27	1.15
106	Creates a Learning Environment	231	2.24	1.21
107	Orderliness	242	2.21	1.13
108	Shared Leadership	236	2.21	1.16
109	Consideration	244	2.21	1.11
110	Sociability	242	2.20	1.11
111	Training and Developing Others	231	2.19	1.20
112	Interdisciplinary	237	2.17	1.14
113	Affiliation	244	2.16	1.12
114	Resource Management	237	2.16	1.19
115	Warrior Ethos	230	2.15	1.20
116	Warrior Ethos/Service Ethos	242	2.14	1.23
117	Consensus Building	236	2.13	1.17
118	Peer Leadership	237	2.11	1.20

KSB Importance Rank	Military Intelligence (BR35) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Intercultural Communication	243	2.11	1.22
120	Investigative Interests	238	2.09	1.19
121	Army Self-Efficacy	241	2.07	1.19
122	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	229	2.06	1.22
123	Knowledge Management	229	2.06	1.16
124	Introspective	239	2.06	1.19
125	Working in Multidisciplinary Contexts	231	2.06	1.21
126	Enthusiasm	244	2.05	1.14
127	Spatially Intelligent	231	1.99	1.20
128	Cultural Awareness	229	1.99	1.19
129	Instructing	227	1.96	1.21
130	Commitment to Serve	243	1.95	1.28
131	Functional Area/Occupation-Specific Knowledge and Skill	213	1.95	1.23
132	Non-Delinquency	243	1.94	1.25
133	Optimism	237	1.93	1.20
134	Knowledge of Combined Arms Operations	228	1.90	1.28
135	Interest in Leadership	236	1.89	1.23
136	Autonomy	239	1.88	1.29
137	Inspirational Leader	234	1.84	1.27
138	Quantitative Reasoning	239	1.83	1.25
139	Spatial Visualization	227	1.83	1.23
140	Cultural/ Interpersonal Adaptability	226	1.82	1.25
141	Spatial Orientation	227	1.81	1.25
142	Pattern Recognition	235	1.81	1.29
143	Process-Disciplined	223	1.80	1.21
144	Proficiency with Mission Systems	225	1.75	1.23
145	Locus of Control	234	1.74	1.24
146	Technologically Adept	226	1.72	1.17
147	Prudent Risk-Taker	238	1.71	1.26
148	Perceptual Speed And Accuracy	230	1.70	1.27
149	Social Interests	230	1.63	1.23
150	Quality Control Analysis	207	1.57	1.25
151	Evaluating Compliance	215	1.56	1.27
152	Enterprising Interests	223	1.53	1.23
153	Conventional Interests	223	1.52	1.19
154	Cross-Culturally Fluent	221	1.49	1.28
155	Soldier Common Task Knowledge and Skills	217	1.48	1.23
156	Health and Fitness Orientation	204	1.47	1.26
157	Physically Fit	205	1.42	1.31
158	Information and Systems Security	196	1.41	1.27
159	Response Orientation	222	1.40	1.34

KSB Importance Rank	Military Intelligence (BR35) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Basic Mathematics	210	1.38	1.24
161	Specialized Expertise	209	1.36	1.37
162	Physical Endurance	195	1.33	1.29
163	Realistic Interests	227	1.33	1.32
164	Cyber Knowledge	195	1.33	1.16
165	Safety Compliance	210	1.32	1.34
166	General Science	190	1.27	1.09
167	Physical Strength	192	1.25	1.25
168	Mathematical Reasoning	190	1.25	1.11
169	Balance	170	1.16	1.23
170	Bodily-Kinesthetic	183	1.15	1.28
171	Mathematics Knowledge	188	1.14	1.07
172	Financial Management	195	1.13	1.32
173	Advanced Computer Skills	207	1.11	1.12
174	Reaction Time	168	1.10	1.27
175	Data Science	191	1.10	1.24
176	Physical Coordination	169	1.10	1.24
177	Control Precision	164	1.08	1.27
178	Science methods	178	1.05	1.22
179	Working with the Public	201	0.99	1.39
180	Basic Electronics Knowledge	133	0.94	1.05
181	Systems Architecture and Engineering	170	0.92	1.34
182	Basic Mechanical Knowledge	132	0.92	0.92
183	Inspecting Equipment, Objects, Structures, or Materials	139	0.89	1.06
184	Innovating Technology	165	0.89	1.25
185	Mechanically and Technologically Savvy	132	0.88	1.05
186	Language Learning Ability	203	0.85	1.50
187	Database Programming and Engineering	154	0.82	1.07
188	Mechanical Comprehension	130	0.81	1.02
189	Artistic Interests	197	0.78	1.15
190	Hostility to Authority	187	0.68	1.44
191	Swimming	138	0.66	1.22
192	Machiavellianism	179	0.65	1.40
193	Auto and Shop Information	118	0.64	0.94
194	Machine/Equipment Installation	119	0.64	0.91
195	Advanced Mathematics	152	0.63	0.88
196	Web Development	137	0.63	0.92
197	Attention Seeking	207	0.61	1.19
198	Software Development	135	0.60	0.97

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E6*Adjutant General Corps (BR42) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Adjutant General Corps (BR42) KSBs in descending order of importance rating	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Communication Ability	191	5.03	0.61
2	Communicator	191	4.97	0.62
3	Active Listening	189	4.64	0.69
4	Sound Judgement	189	4.50	0.69
5	Written Communication	191	4.40	0.74
6	Attentiveness	191	4.35	0.74
7	Reading Comprehension	190	4.31	0.75
8	Dependability	189	4.27	0.77
9	Detail-Focused and Precise	187	4.25	0.76
10	Adaptability	189	4.24	0.76
11	Cooperation/Teamwork	189	4.21	0.79
12	Mental Agility	189	4.21	0.75
13	Sustains a Climate of Trust	184	4.18	0.80
14	Oral Communication Skill	189	4.15	0.78
15	Resilience	190	4.07	0.80
16	Problem Solver	190	4.01	0.81
17	Analyze Data or Information	190	4.00	0.81
18	Interpersonal Tact	189	4.00	0.82
19	Analytical Thinking	189	3.97	0.82
20	Active Learning	190	3.97	0.79
21	Military And Professional Bearing	190	3.96	0.83
22	Self-Management	188	3.96	0.83
23	Coordination	190	3.94	0.84
24	Cooperation	188	3.92	0.81
25	Time Management	183	3.92	0.85
26	Focus	190	3.89	0.83
27	Interpersonal Relationship Building	189	3.88	0.84
28	Discipline	189	3.85	0.82
29	Oral and Nonverbal Comprehension	191	3.84	0.85
30	Perceptive	190	3.80	0.82
31	Problem Sensitivity	189	3.77	0.85
32	Stress Tolerance	188	3.77	0.87
33	Army Values	190	3.76	0.89
34	Initiative	188	3.75	0.86
35	Team Building	188	3.74	0.88
36	Processes Information and Data	190	3.74	0.86
37	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	190	3.72	0.89

KSB Importance Rank	Adjutant General Corps (BR42) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	General Cognitive Aptitude	191	3.71	0.85
39	Analyzes and Organizes Information to Create Knowledge	190	3.69	0.87
40	Basic Computer Skills	188	3.67	0.89
41	Critical Thinking	189	3.67	0.88
42	Improves the Organization	187	3.66	0.89
43	Perspective Taking	186	3.62	0.86
44	Balances Mission and Welfare of Followers	181	3.62	0.89
45	Verbal Reasoning	188	3.61	0.86
46	Multi-Tasking	190	3.61	0.89
47	Team Planning	186	3.56	0.92
48	Providing Feedback	183	3.54	0.90
49	Enforces Standards	182	3.53	0.93
50	Intellectual Efficiency	189	3.53	0.87
51	Even-Tempered	190	3.53	0.90
52	Leads By Example	184	3.53	0.93
53	Team Development	186	3.52	0.93
54	Organizational Perspective	186	3.52	0.90
55	Task Planning and Management	185	3.52	0.91
56	Emotional Control	190	3.51	0.92
57	Commitment to Serve	190	3.48	0.94
58	Self-Control	191	3.48	0.92
59	Structured Problem Solving	189	3.46	0.91
60	Persistence	189	3.45	0.93
61	Social Perceptiveness	185	3.44	0.92
62	Team Orientation	187	3.42	0.95
63	Delegating	181	3.41	0.96
64	Encourages Fairness and Inclusiveness	179	3.40	0.95
65	Situational Awareness	188	3.37	0.96
66	Coordinating Multiple Groups	183	3.36	0.97
67	Self-Efficacy	186	3.33	0.91
68	Memory	190	3.32	0.91
69	Encourages Discourse	187	3.27	0.96
70	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	180	3.26	0.97
71	Strategic Thinking	184	3.23	0.97
72	Training and Developing Others	179	3.23	0.99
73	Adjustment	189	3.22	0.95
74	Consideration	188	3.20	0.93
75	Innovative	189	3.20	0.94
76	Information Ordering	190	3.20	0.96
77	Recognizes and Rewards Good Performance	179	3.20	0.98

KSB				
Importance				
Rank	Adjutant General Corps (BR42) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Cognitive Flexibility	189	3.20	0.99
79	Project Manager	182	3.18	0.98
80	Improves Unit Performance	182	3.18	0.99
81	Conflict Management	189	3.18	1.00
82	Unstructured Problem Solving	187	3.18	0.98
83	Motivating Others	186	3.15	0.99
84	Empathy	187	3.13	1.02
85	Orderliness	188	3.13	0.99
86	Mentoring	181	3.12	1.02
87	Monitoring	182	3.10	0.99
88	Warrior Ethos/Service Ethos	189	3.10	1.03
89	Selflessness	188	3.09	0.99
90	Reflective Thinking	188	3.09	0.98
91	Learning Orientation	185	3.09	0.97
92	Assesses Developmental Needs of Others	181	3.07	1.04
93	Humility	189	3.05	1.01
94	Creative Problem Solving and Innovation	189	3.05	1.04
95	Systems Thinking	184	3.04	1.01
96	Warrior Ethos	183	3.02	1.05
97	Virtue	186	3.00	1.03
98	Decision Making	190	3.00	1.04
99	Creates a Learning Environment	182	2.98	1.06
100	Tolerance	188	2.98	1.02
101	Tolerance for Ambiguity	187	2.97	1.02
102	Non-Delinquency	189	2.93	1.00
103	Sociability	187	2.90	1.02
104	Interdisciplinary Reasoning	189	2.89	1.02
105	Consensus Building	183	2.84	1.02
106	Instructing	176	2.82	1.07
107	Resource Management	181	2.82	1.07
108	Troubleshooting	187	2.82	1.05
109	Optimism	190	2.81	1.04
110	Achievement Orientation	187	2.79	1.04
111	Army Self-Efficacy	186	2.79	1.07
112	Shared Leadership	182	2.79	1.08
113	Awareness of Cognitive Biases	189	2.77	1.08
114	Inspirational Leader	186	2.70	1.11
115	Autonomy	179	2.57	1.13
116	Affiliation	189	2.57	1.08
117	Enthusiasm	187	2.55	1.09
118	Intercultural Communication	185	2.54	1.13

KSB Importance Rank	Adjutant General Corps (BR42) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Knowledge of Processes and Procedures	172	2.53	1.09
120	Assertiveness	189	2.52	1.11
121	Peer Leadership	181	2.51	1.14
122	MOS/Branch-Specific Knowledge and Skill	180	2.45	1.16
123	Quantitative Reasoning	189	2.42	1.15
124	Process-Disciplined	170	2.42	1.10
125	Introspective	187	2.41	1.12
126	Interest in Leadership	184	2.38	1.16
127	Curiosity	188	2.32	1.11
128	Locus of Control	182	2.24	1.14
129	Cultural/ Interpersonal Adaptability	171	2.22	1.15
130	Pattern Recognition	184	2.18	1.16
131	Assessing And Mitigating Harm	184	2.17	1.21
132	Interdisciplinary	165	2.17	1.09
133	Evaluating Compliance	163	2.16	1.16
134	Quality Control Analysis	155	2.14	1.18
135	Cultural Awareness	171	2.12	1.17
136	Perceptual Speed And Accuracy	182	2.08	1.22
137	Knowledge of System Inter-Relations	167	2.00	1.17
138	Knowledge Management	169	1.98	1.23
139	Functional Area/Occupation-Specific Knowledge and Skill	163	1.88	1.27
140	Maintains Relevant Geopolitical Awareness	156	1.87	1.19
141	Investigative Interests	181	1.85	1.26
142	Working in Multidisciplinary Contexts	168	1.85	1.17
143	Proficiency with Mission Systems	152	1.84	1.22
144	Social Interests	184	1.83	1.29
145	Basic Mathematics	166	1.82	1.17
146	Working with the Public	166	1.82	1.22
147	Cross-Culturally Fluent	163	1.75	1.23
148	Specialized Expertise	148	1.74	1.30
149	Prudent Risk-Taker	179	1.73	1.28
150	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	158	1.66	1.25
151	Spatially Intelligent	178	1.66	1.29
152	Safety Compliance	150	1.64	1.30
153	Response Orientation	174	1.58	1.36
154	Spatial Orientation	172	1.57	1.27
155	Knowledge of Combined Arms Operations	145	1.56	1.21
156	Advanced Computer Skills	164	1.56	1.30
157	Technologically Adept	164	1.54	1.31
158	Conventional Interests	174	1.54	1.28
159	Health and Fitness Orientation	156	1.53	1.27

KSB Importance Rank	Adjutant General Corps (BR42) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Enterprising Interests	170	1.49	1.30
161	Spatial Visualization	168	1.47	1.31
162	Soldier Common Task Knowledge and Skills	154	1.46	1.35
163	Physically Fit	156	1.46	1.33
164	Realistic Interests	172	1.44	1.37
165	Mathematical Reasoning	142	1.36	1.18
166	Mathematics Knowledge	138	1.34	1.16
167	Financial Management	141	1.28	1.40
168	Physical Endurance	152	1.27	1.36
169	Physical Strength	152	1.21	1.38
170	Bodily-Kinesthetic	136	1.18	1.36
171	Information and Systems Security	143	1.11	1.41
172	Basic Electronics Knowledge	75	1.06	1.21
173	Inspecting Equipment, Objects, Structures, or Materials	79	1.06	1.07
174	Cyber Knowledge	142	1.04	1.33
175	Reaction Time	130	0.99	1.45
176	Science methods	119	0.95	1.07
177	Control Precision	123	0.95	1.49
178	Physical Coordination	133	0.94	1.48
179	Balance	133	0.93	1.49
180	Data Science	118	0.91	1.48
181	General Science	114	0.87	1.01
182	Artistic Interests	146	0.86	1.34
183	Advanced Mathematics	114	0.85	1.05
184	Mechanically and Technologically Savvy	76	0.84	1.23
185	Innovating Technology	108	0.81	1.44
186	Basic Mechanical Knowledge	68	0.78	1.17
187	Machiavellianism	120	0.76	1.53
188	Machine/Equipment Installation	67	0.75	1.09
189	Hostility to Authority	134	0.75	1.60
190	Language Learning Ability	157	0.75	1.61
191	Database Programming and Engineering	102	0.74	1.43
192	Mechanical Comprehension	68	0.70	1.14
193	Attention Seeking	155	0.67	1.47
194	Swimming	83	0.66	1.32
195	Auto and Shop Information	52	0.63	1.23
196	Systems Architecture and Engineering	91	0.63	1.37
197	Web Development	96	0.60	1.29
198	Software Development	98	0.57	1.44

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”. Includes 2 Army Music respondents.

Table E7*Air Defense Artillery Branch (BR14) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Air Defense Artillery Branch (BR14) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	61	4.51	0.70
2	Communication Ability	63	4.33	0.73
3	Attentiveness	63	4.25	0.70
4	Stress Tolerance	63	4.11	0.80
5	Adaptability	63	3.90	0.81
6	Oral Communication Skill	63	3.90	0.80
7	Mental Agility	62	3.89	0.82
8	Communicator	63	3.78	0.85
9	Active Listening	63	3.77	0.84
10	Cooperation/Teamwork	62	3.75	0.84
11	Coordination	63	3.70	0.85
12	Analyzes and Organizes Information to Create Knowledge	63	3.58	0.87
13	Written Communication	63	3.58	0.88
14	Reading Comprehension	63	3.47	0.90
15	Cooperation	62	3.46	0.88
16	Time Management	62	3.45	0.90
17	Sustains a Climate of Trust	60	3.42	0.96
18	Resilience	62	3.39	0.93
19	Structured Problem Solving	63	3.36	0.96
20	Self-Control	63	3.36	0.94
21	Monitoring	61	3.35	0.89
22	Providing Feedback	62	3.35	0.92
23	Even-Tempered	62	3.34	0.94
24	Military And Professional Bearing	62	3.29	0.99
25	Project Manager	61	3.28	0.89
26	Interpersonal Tact	63	3.28	0.92
27	Resource Management	60	3.27	0.89
28	Task Planning and Management	63	3.27	0.94
29	Focus	63	3.26	0.96
30	Detail-Focused and Precise	63	3.25	0.92
31	Problem Solver	63	3.25	0.97
32	Oral and Nonverbal Comprehension	63	3.24	0.93
33	Emotional Control	63	3.22	0.96
34	Discipline	63	3.20	0.90
35	Situational Awareness	63	3.20	1.01
36	General Cognitive Aptitude	62	3.19	0.96
37	Cognitive Flexibility	62	3.18	0.98

KSB Importance Rank	Air Defense Artillery Branch (BR14) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Coordinating Multiple Groups	61	3.18	0.96
39	Interpersonal Relationship Building	62	3.17	0.95
40	Self-Management	63	3.15	0.99
41	Problem Sensitivity	63	3.11	0.99
42	Warrior Ethos	60	3.08	1.03
43	Improves Unit Performance	62	3.07	0.98
44	Basic Computer Skills	62	3.07	0.98
45	Army Values	63	3.06	1.07
46	Knowledge of Processes and Procedures	61	3.06	0.93
47	Systems Thinking	63	3.05	0.98
48	Dependability	63	3.05	1.04
49	Leads By Example	60	3.00	1.02
50	Encourages Fairness and Inclusiveness	61	3.00	1.05
51	Analytical Thinking	63	2.98	1.02
52	Perceptive	62	2.95	1.01
53	Processes Information and Data	62	2.94	1.05
54	Multi-Tasking	62	2.93	1.02
55	Delegating	62	2.92	1.03
56	Critical Thinking	63	2.92	1.06
57	Balances Mission and Welfare of Followers	59	2.90	1.08
58	Tolerance for Ambiguity	63	2.85	1.05
59	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	60	2.84	1.05
60	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	62	2.83	1.06
61	Persistence	63	2.82	1.01
62	Creative Problem Solving and Innovation	62	2.82	1.07
63	Shared Leadership	61	2.81	1.06
64	Active Learning	63	2.80	1.02
65	Training and Developing Others	60	2.80	1.09
66	Analyze Data or Information	63	2.79	1.08
67	Decision Making	62	2.79	1.11
68	Social Perceptiveness	60	2.79	1.02
69	Knowledge of System Inter-Relations	61	2.78	0.97
70	Peer Leadership	60	2.77	1.06
71	Organizational Perspective	62	2.75	1.05
72	Information Ordering	62	2.75	1.05
73	Perspective Taking	62	2.75	1.02
74	Verbal Reasoning	62	2.73	1.09
75	Enforces Standards	61	2.73	1.11
76	Recognizes and Rewards Good Performance	60	2.73	1.09
77	MOS/Branch-Specific Knowledge and Skill	59	2.72	1.12

KSB Importance Rank	Air Defense Artillery Branch (BR14) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Team Planning	62	2.70	1.10
79	Initiative	62	2.69	1.06
80	Improves the Organization	62	2.69	1.06
81	Unstructured Problem Solving	62	2.69	1.08
82	Strategic Thinking	62	2.68	1.12
83	Team Orientation	62	2.67	1.06
84	Team Building	62	2.67	1.10
85	Self-Efficacy	61	2.66	0.99
86	Assesses Developmental Needs of Others	59	2.65	1.12
87	Creates a Learning Environment	60	2.63	1.13
88	Tolerance	63	2.60	1.09
89	Achievement Orientation	61	2.59	1.08
90	Mentoring	60	2.55	1.15
91	Conflict Management	63	2.54	1.10
92	Team Development	62	2.52	1.12
93	Warrior Ethos/Service Ethos	63	2.51	1.19
94	Interest in Leadership	60	2.47	1.13
95	Motivating Others	61	2.47	1.13
96	Process-Disciplined	61	2.46	0.97
97	Adjustment	62	2.46	1.09
98	Consideration	60	2.44	1.06
99	Troubleshooting	63	2.43	1.11
100	Virtue	62	2.41	1.17
101	Orderliness	63	2.40	1.06
102	Commitment to Serve	63	2.37	1.20
103	Assertiveness	61	2.37	1.02
104	Sociability	61	2.37	1.02
105	Awareness of Cognitive Biases	61	2.36	1.16
106	Interdisciplinary Reasoning	63	2.35	1.16
107	Humility	61	2.34	1.18
108	Encourages Discourse	63	2.33	1.17
109	Learning Orientation	61	2.31	1.13
110	Selflessness	61	2.28	1.17
111	Consensus Building	61	2.27	1.16
112	Non-Delinquency	61	2.27	1.12
113	Evaluating Compliance	59	2.24	1.09
114	Safety Compliance	59	2.24	1.12
115	Inspirational Leader	60	2.23	1.19
116	Memory	62	2.23	1.11
117	Intellectual Efficiency	62	2.22	1.16
118	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	61	2.19	1.17

KSB Importance Rank	Air Defense Artillery Branch (BR14) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Assessing And Mitigating Harm	62	2.17	1.20
120	Reflective Thinking	63	2.14	1.23
121	Working in Multidisciplinary Contexts	60	2.13	1.14
122	Innovative	62	2.11	1.16
123	Interdisciplinary	59	2.11	1.11
124	Enthusiasm	60	2.08	1.19
125	Affiliation	61	2.07	1.13
126	Army Self-Efficacy	63	2.06	1.25
127	Knowledge Management	58	2.04	1.07
128	Knowledge of Combined Arms Operations	57	2.02	1.24
129	Curiosity	60	2.01	1.19
130	Spatial Visualization	60	2.00	1.23
131	Empathy	61	2.00	1.27
132	Instructing	58	2.00	1.27
133	Intercultural Communication	60	1.95	1.28
134	Introspective	63	1.94	1.22
135	Response Orientation	57	1.93	1.24
136	Quality Control Analysis	52	1.93	1.13
137	Basic Mathematics	52	1.88	0.99
138	Maintains Relevant Geopolitical Awareness	58	1.88	1.21
139	Quantitative Reasoning	62	1.87	1.20
140	Physically Fit	59	1.87	1.06
141	Functional Area/Occupation-Specific Knowledge and Skill	48	1.85	1.23
142	Proficiency with Mission Systems	59	1.84	1.18
143	Autonomy	61	1.84	1.29
144	Spatial Orientation	60	1.83	1.25
145	Spatially Intelligent	59	1.82	1.26
146	Prudent Risk-Taker	60	1.79	1.29
147	Locus of Control	59	1.78	1.21
148	Health and Fitness Orientation	57	1.77	1.06
149	Cultural/ Interpersonal Adaptability	58	1.77	1.19
150	Soldier Common Task Knowledge and Skills	52	1.70	1.03
151	Optimism	60	1.69	1.32
152	Physical Endurance	55	1.69	1.07
153	Bodily-Kinesthetic	50	1.67	0.93
154	Perceptual Speed And Accuracy	62	1.64	1.34
155	Cultural Awareness	58	1.64	1.24
156	Balance	47	1.62	1.06
157	Financial Management	45	1.60	1.16
158	Pattern Recognition	62	1.59	1.29
159	Control Precision	46	1.58	1.06

KSB Importance Rank	Air Defense Artillery Branch (BR14) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Realistic Interests	57	1.55	1.27
161	Technologically Adept	54	1.53	1.19
162	Physical Coordination	46	1.51	1.06
163	Reaction Time	47	1.50	1.22
164	Information and Systems Security	43	1.50	1.22
165	Social Interests	60	1.48	1.31
166	Cross-Culturally Fluent	55	1.48	1.25
167	Physical Strength	54	1.46	1.07
168	Working with the Public	51	1.43	1.14
169	Investigative Interests	57	1.38	1.36
170	General Science	45	1.37	1.01
171	Cyber Knowledge	47	1.33	1.12
172	Enterprising Interests	58	1.30	1.29
173	Conventional Interests	57	1.26	1.26
174	Auto and Shop Information	29	1.26	0.86
175	Specialized Expertise	54	1.19	1.43
176	Advanced Computer Skills	51	1.14	1.18
177	Basic Electronics Knowledge	37	1.10	0.98
178	Basic Mechanical Knowledge	38	1.10	0.96
179	Mathematical Reasoning	44	1.10	1.12
180	Inspecting Equipment, Objects, Structures, or Materials	41	1.08	1.20
181	Mechanically and Technologically Savvy	37	1.04	0.93
182	Mathematics Knowledge	42	1.01	0.99
183	Data Science	31	0.97	0.96
184	Mechanical Comprehension	35	0.96	0.95
185	Systems Architecture and Engineering	31	0.92	1.30
186	Machine/Equipment Installation	31	0.88	0.99
187	Science methods	41	0.87	1.23
188	Language Learning Ability	51	0.75	1.42
189	Innovating Technology	31	0.75	1.22
190	Swimming	26	0.72	0.76
191	Attention Seeking	49	0.66	1.22
192	Artistic Interests	52	0.66	1.07
193	Hostility to Authority	46	0.58	1.54
194	Machiavellianism	47	0.54	1.50
195	Database Programming and Engineering	28	0.54	0.92
196	Software Development	25	0.46	1.05
197	Web Development	24	0.32	0.91
198	Advanced Mathematics	32	0.25	0.37

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E8*Aviation Branch (BR15) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Aviation Branch (BR15) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	103	4.18	0.77
2	Mental Agility	103	4.06	0.74
3	Communicator	102	3.99	0.80
4	Oral Communication Skill	103	3.99	0.74
5	Sound Judgement	103	3.96	0.83
6	Dependability	103	3.83	0.79
7	Adaptability	101	3.80	0.82
8	Processes Information and Data	103	3.73	0.79
9	Cooperation/Teamwork	101	3.72	0.84
10	Attentiveness	103	3.71	0.83
11	General Cognitive Aptitude	103	3.69	0.82
12	Detail-Focused and Precise	102	3.68	0.81
13	Analyzes and Organizes Information to Create Knowledge	102	3.67	0.82
14	Oral and Nonverbal Comprehension	103	3.62	0.79
15	Coordination	102	3.59	0.85
16	Active Listening	103	3.56	0.87
17	Self-Management	103	3.51	0.87
18	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	102	3.48	0.85
19	Emotional Control	103	3.48	0.84
20	Focus	103	3.46	0.91
21	Active Learning	103	3.45	0.85
22	Discipline	103	3.43	0.83
23	Stress Tolerance	102	3.41	0.94
24	Multi-Tasking	103	3.39	0.93
25	Problem Solver	103	3.37	0.92
26	Team Building	102	3.35	0.87
27	Critical Thinking	103	3.30	0.93
28	Cooperation	102	3.30	0.88
29	Situational Awareness	102	3.28	1.00
30	Reading Comprehension	103	3.28	0.88
31	Cognitive Flexibility	103	3.28	0.93
32	Team Planning	101	3.27	0.92
33	Self-Control	102	3.24	0.89
34	Analytical Thinking	103	3.24	0.92
35	Organizational Perspective	95	3.24	0.86
36	Time Management	98	3.22	0.97
37	Problem Sensitivity	102	3.21	0.93

KSB Importance Rank	Aviation Branch (BR15) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Even-Tempered	103	3.20	0.87
39	Team Development	102	3.19	0.91
40	Initiative	101	3.18	0.93
41	Task Planning and Management	96	3.17	0.95
42	Providing Feedback	95	3.12	0.89
43	Team Orientation	101	3.10	0.91
44	Written Communication	103	3.07	0.95
45	Leads By Example	95	3.05	0.96
46	Perceptive	102	3.05	0.95
47	Information Ordering	103	3.04	0.93
48	Interpersonal Tact	103	3.01	0.96
49	Sustains a Climate of Trust	96	3.00	1.03
50	Structured Problem Solving	103	2.97	0.95
51	Learning Orientation	103	2.97	0.95
52	Virtue	101	2.95	0.98
53	Basic Computer Skills	98	2.94	1.00
54	Army Values	102	2.93	1.05
55	Verbal Reasoning	102	2.91	0.98
56	Decision Making	103	2.89	1.06
57	Creates a Learning Environment	98	2.88	0.97
58	Enforces Standards	97	2.86	0.98
59	Memory	103	2.85	0.93
60	Improves the Organization	97	2.84	0.99
61	Monitoring	96	2.84	0.93
62	Shared Leadership	95	2.83	0.98
63	Delegating	98	2.82	1.02
64	Coordinating Multiple Groups	100	2.81	1.05
65	Resilience	102	2.81	1.04
66	Training and Developing Others	98	2.78	1.00
67	Interpersonal Relationship Building	103	2.77	0.99
68	Mentoring	97	2.77	0.98
69	Motivating Others	97	2.76	0.99
70	Knowledge of Processes and Procedures	103	2.75	1.01
71	Creative Problem Solving and Innovation	102	2.75	1.05
72	Systems Thinking	103	2.74	1.03
73	Project Manager	97	2.72	1.04
74	Perspective Taking	100	2.69	0.99
75	Assessing And Mitigating Harm	99	2.68	1.09
76	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	93	2.65	1.08
77	Encourages Discourse	102	2.65	1.05

KSB Importance Rank	Aviation Branch (BR15) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Intellectual Efficiency	102	2.65	1.00
79	Selflessness	101	2.65	1.04
80	Tolerance for Ambiguity	103	2.64	1.07
81	Humility	103	2.64	1.05
82	Unstructured Problem Solving	103	2.62	1.10
83	Balances Mission and Welfare of Followers	94	2.61	1.07
84	Adjustment	102	2.61	1.00
85	Interdisciplinary Reasoning	102	2.59	1.05
86	Improves Unit Performance	96	2.58	1.03
87	Non-Delinquency	102	2.57	1.00
88	Assertiveness	101	2.56	1.01
89	Achievement Orientation	102	2.56	1.04
90	Persistence	102	2.54	1.05
91	Self-Efficacy	101	2.53	1.03
92	Sociability	103	2.53	0.97
93	Social Perceptiveness	101	2.50	1.03
94	Conflict Management	101	2.49	1.08
95	Army Self-Efficacy	99	2.46	1.05
96	Military And Professional Bearing	102	2.45	1.11
97	Troubleshooting	103	2.43	1.08
98	Assesses Developmental Needs of Others	97	2.43	1.05
99	Orderliness	103	2.43	0.98
100	Peer Leadership	96	2.42	1.06
101	Recognizes and Rewards Good Performance	93	2.40	1.06
102	Consideration	103	2.40	0.99
103	Consensus Building	97	2.40	1.05
104	Encourages Fairness and Inclusiveness	96	2.40	1.06
105	Resource Management	94	2.39	1.13
106	Analyze Data or Information	103	2.39	1.12
107	Knowledge of System Inter-Relations	98	2.36	1.09
108	Autonomy	102	2.36	1.11
109	Tolerance	103	2.36	1.09
110	Empathy	101	2.30	1.11
111	Affiliation	102	2.30	1.02
112	Awareness of Cognitive Biases	102	2.27	1.15
113	Interdisciplinary	97	2.23	1.07
114	Strategic Thinking	103	2.23	1.17
115	Instructing	97	2.22	1.11
116	Introspective	102	2.21	1.06
117	Knowledge of Combined Arms Operations	99	2.18	1.20
118	MOS/Branch-Specific Knowledge and Skill	97	2.16	1.26

KSB Importance Rank	Aviation Branch (BR15) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Warrior Ethos	94	2.14	1.17
120	Warrior Ethos/Service Ethos	99	2.13	1.18
121	Reflective Thinking	103	2.08	1.19
122	Knowledge Management	90	2.06	1.11
123	Enthusiasm	103	2.04	1.15
124	Innovative	101	2.04	1.18
125	Locus of Control	97	1.99	1.14
126	Basic Mathematics	94	1.98	1.08
127	Process-Disciplined	93	1.98	1.19
128	Inspirational Leader	95	1.98	1.20
129	Curiosity	102	1.97	1.14
130	Interest in Leadership	99	1.96	1.17
131	Quantitative Reasoning	101	1.94	1.17
132	Working in Multidisciplinary Contexts	95	1.94	1.11
133	Maintains Relevant Geopolitical Awareness	93	1.93	1.13
134	Optimism	99	1.93	1.21
135	Perceptual Speed And Accuracy	98	1.91	1.18
136	Prudent Risk-Taker	98	1.90	1.26
137	Intercultural Communication	94	1.84	1.21
138	Commitment to Serve	100	1.83	1.27
139	Spatially Intelligent	100	1.81	1.30
140	Spatial Visualization	99	1.77	1.30
141	Technologically Adept	91	1.75	1.16
142	Physically Fit	86	1.73	1.16
143	Safety Compliance	90	1.73	1.32
144	Investigative Interests	99	1.71	1.15
145	Evaluating Compliance	91	1.71	1.25
146	Spatial Orientation	99	1.70	1.34
147	Pattern Recognition	100	1.69	1.14
148	Social Interests	97	1.69	1.16
149	Proficiency with Mission Systems	95	1.64	1.35
150	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	100	1.64	1.21
151	Functional Area/Occupation-Specific Knowledge and Skill	78	1.63	1.34
152	Conventional Interests	93	1.58	1.09
153	Quality Control Analysis	85	1.58	1.30
154	Health and Fitness Orientation	85	1.52	1.16
155	Response Orientation	95	1.52	1.31
156	Physical Endurance	84	1.51	1.20
157	Cultural Awareness	95	1.50	1.21
158	Cultural/ Interpersonal Adaptability	94	1.49	1.20
159	Realistic Interests	95	1.49	1.22

KSB Importance Rank	Aviation Branch (BR15) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Enterprising Interests	95	1.47	1.17
161	Mathematics Knowledge	85	1.44	0.97
162	Bodily-Kinesthetic	82	1.43	1.09
163	Specialized Expertise	93	1.43	1.42
164	Physical Strength	84	1.42	1.16
165	Mathematical Reasoning	87	1.39	1.07
166	Balance	80	1.38	1.23
167	Soldier Common Task Knowledge and Skills	91	1.36	1.18
168	General Science	86	1.34	1.17
169	Basic Mechanical Knowledge	72	1.31	1.13
170	Cross-Culturally Fluent	90	1.27	1.10
171	Working with the Public	86	1.26	1.12
172	Control Precision	79	1.24	1.43
173	Mechanical Comprehension	66	1.21	1.22
174	Mechanically and Technologically Savvy	72	1.21	1.21
175	Physical Coordination	79	1.21	1.41
176	Reaction Time	79	1.18	1.45
177	Science methods	83	1.16	1.01
178	Information and Systems Security	75	1.12	1.21
179	Basic Electronics Knowledge	69	1.10	1.03
180	Advanced Computer Skills	80	1.09	1.22
181	Financial Management	77	1.02	1.42
182	Auto and Shop Information	58	0.98	0.99
183	Inspecting Equipment, Objects, Structures, or Materials	65	0.97	1.26
184	Cyber Knowledge	68	0.95	1.05
185	Swimming	60	0.81	1.07
186	Data Science	60	0.81	1.03
187	Innovating Technology	55	0.80	1.24
188	Artistic Interests	81	0.73	1.15
189	Machiavellianism	77	0.72	1.41
190	Language Learning Ability	80	0.71	1.32
191	Machine/Equipment Installation	52	0.69	1.13
192	Hostility to Authority	79	0.68	1.39
193	Advanced Mathematics	66	0.67	0.96
194	Systems Architecture and Engineering	52	0.65	1.11
195	Database Programming and Engineering	48	0.61	1.02
196	Attention Seeking	85	0.60	1.31
197	Software Development	43	0.45	0.98
198	Web Development	43	0.45	0.98

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E9*Cyber Warfare Branch (BR17) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Cyber Warfare Branch (BR17) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Initiative	46	4.83	0.65
2	Dependability	46	4.80	0.65
3	Cyber Knowledge	43	4.75	0.69
4	Sustains a Climate of Trust	44	4.74	0.69
5	Interdisciplinary Reasoning	46	4.57	0.74
6	Systems Thinking	45	4.53	0.69
7	Self-Management	46	4.47	0.72
8	Adaptability	46	4.42	0.75
9	Detail-Focused and Precise	45	4.42	0.73
10	Sound Judgement	46	4.40	0.72
11	General Cognitive Aptitude	46	4.32	0.78
12	Critical Thinking	46	4.32	0.78
13	Reading Comprehension	46	4.26	0.74
14	Mental Agility	46	4.24	0.78
15	Coordination	46	4.22	0.73
16	Attentiveness	46	4.22	0.73
17	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	44	4.18	0.74
18	Written Communication	46	4.17	0.78
19	Problem Sensitivity	46	4.16	0.77
20	Persistence	46	4.12	0.81
21	Problem Solver	46	4.12	0.81
22	Organizational Perspective	45	4.12	0.77
23	Cooperation	46	4.10	0.81
24	Processes Information and Data	45	4.05	0.81
25	Perceptive	46	3.97	0.83
26	Communicator	45	3.96	0.84
27	Time Management	46	3.92	0.81
28	Basic Computer Skills	45	3.90	0.87
29	Communication Ability	46	3.90	0.86
30	Active Learning	46	3.87	0.89
31	Analyzes and Organizes Information to Create Knowledge	46	3.85	0.89
32	Creates a Learning Environment	45	3.83	0.89
33	Analytical Thinking	46	3.83	0.89
34	Active Listening	46	3.82	0.80
35	Cooperation/Teamwork	46	3.73	0.85
36	Interpersonal Tact	45	3.72	0.80
37	Analyze Data or Information	46	3.68	0.90

KSB Importance Rank	Cyber Warfare Branch (BR17) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Oral Communication Skill	46	3.65	0.88
39	Assesses Developmental Needs of Others	44	3.63	0.91
40	Leads By Example	45	3.63	0.89
41	Interdisciplinary	45	3.63	0.89
42	Shared Leadership	45	3.63	0.89
43	Encourages Discourse	45	3.62	0.88
44	Mentoring	44	3.61	0.90
45	Oral and Nonverbal Comprehension	46	3.59	0.83
46	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	45	3.57	0.93
47	Task Planning and Management	46	3.56	0.88
48	Resilience	46	3.56	0.89
49	Cognitive Flexibility	46	3.56	0.96
50	Technologically Adept	44	3.56	0.94
51	Working in Multidisciplinary Contexts	45	3.55	0.91
52	Learning Orientation	46	3.53	0.95
53	Virtue	44	3.53	0.86
54	Team Building	44	3.52	0.92
55	Interpersonal Relationship Building	44	3.51	0.82
56	Improves the Organization	45	3.47	0.94
57	Discipline	45	3.47	0.88
58	Peer Leadership	45	3.46	0.91
59	Providing Feedback	45	3.46	0.92
60	Training and Developing Others	44	3.45	0.95
61	Project Manager	44	3.44	0.90
62	Team Development	44	3.43	0.94
63	Team Planning	46	3.41	0.95
64	Military And Professional Bearing	45	3.38	0.96
65	Consensus Building	45	3.38	0.93
66	Humility	45	3.38	0.94
67	MOS/Branch-Specific Knowledge and Skill	44	3.38	1.02
68	Perspective Taking	45	3.35	0.89
69	Coordinating Multiple Groups	46	3.34	0.98
70	Prudent Risk-Taker	43	3.34	0.92
71	Information Ordering	46	3.33	0.95
72	Improves Unit Performance	44	3.28	0.96
73	Decision Making	46	3.26	0.97
74	Tolerance for Ambiguity	46	3.26	0.99
75	Stress Tolerance	46	3.26	0.98
76	Conflict Management	45	3.24	0.90
77	Balances Mission and Welfare of Followers	45	3.23	0.97

KSB Importance Rank	Cyber Warfare Branch (BR17) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Specialized Expertise	43	3.23	1.05
79	Strategic Thinking	46	3.20	1.03
80	Unstructured Problem Solving	46	3.19	1.07
81	Delegating	45	3.17	0.97
82	Even-Tempered	45	3.17	0.97
83	Motivating Others	44	3.14	0.98
84	Self-Efficacy	46	3.13	0.98
85	Team Orientation	44	3.13	1.00
86	Enforces Standards	46	3.12	1.04
87	Multi-Tasking	46	3.12	1.01
88	Emotional Control	46	3.10	0.97
89	Creative Problem Solving and Innovation	46	3.09	1.08
90	Achievement Orientation	46	3.07	1.00
91	Autonomy	46	3.05	1.05
92	Monitoring	46	3.05	0.98
93	Troubleshooting	45	3.03	1.08
94	Verbal Reasoning	45	3.03	1.02
95	Encourages Fairness and Inclusiveness	45	3.02	1.04
96	Intellectual Efficiency	45	3.02	1.06
97	Recognizes and Rewards Good Performance	44	2.98	1.06
98	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	46	2.98	1.05
99	Social Perceptiveness	44	2.97	0.95
100	Consideration	45	2.96	0.90
101	Self-Control	45	2.95	1.06
102	Instructing	42	2.95	1.02
103	Knowledge Management	45	2.93	1.02
104	Focus	46	2.93	1.06
105	Reflective Thinking	46	2.92	1.07
106	Army Values	45	2.89	1.08
107	Innovative	46	2.85	1.11
108	Knowledge of Processes and Procedures	46	2.82	1.07
109	Awareness of Cognitive Biases	46	2.82	1.07
110	Introspective	45	2.80	1.01
111	Memory	46	2.78	1.02
112	Assessing And Mitigating Harm	46	2.76	1.09
113	Structured Problem Solving	45	2.75	1.13
114	Situational Awareness	46	2.74	1.07
115	Adjustment	42	2.68	1.08
116	Knowledge of System Inter-Relations	45	2.67	1.12
117	Selflessness	46	2.66	1.06
118	Tolerance	45	2.58	1.13

KSB Importance Rank	Cyber Warfare Branch (BR17) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Assertiveness	45	2.55	1.04
120	Curiosity	46	2.55	1.19
121	Empathy	43	2.54	1.10
122	Quantitative Reasoning	46	2.54	1.15
123	Orderliness	45	2.52	1.10
124	Advanced Computer Skills	43	2.51	1.18
125	Functional Area/Occupation-Specific Knowledge and Skill	41	2.47	1.22
126	Resource Management	45	2.44	1.13
127	Investigative Interests	43	2.41	1.20
128	Information and Systems Security	44	2.41	1.19
129	Warrior Ethos	44	2.36	1.20
130	Maintains Relevant Geopolitical Awareness	44	2.30	1.09
131	Affiliation	45	2.30	1.12
132	Pattern Recognition	45	2.30	1.18
133	Inspirational Leader	45	2.25	1.23
134	Basic Mathematics	43	2.23	1.18
135	Mathematics Knowledge	43	2.19	1.10
136	Interest in Leadership	43	2.17	1.19
137	Mathematical Reasoning	43	2.15	1.16
138	Proficiency with Mission Systems	42	2.11	1.23
139	Enthusiasm	45	2.10	1.23
140	Locus of Control	44	2.06	1.27
141	Optimism	44	2.06	1.25
142	Sociability	45	2.06	1.16
143	Mechanically and Technologically Savvy	37	2.05	1.14
144	Commitment to Serve	44	2.04	1.29
145	General Science	41	2.03	1.19
146	Quality Control Analysis	44	1.93	1.23
147	Systems Architecture and Engineering	42	1.92	1.29
148	Warrior Ethos/Service Ethos	45	1.88	1.32
149	Evaluating Compliance	45	1.88	1.27
150	Knowledge of Combined Arms Operations	42	1.84	1.30
151	Cultural/ Interpersonal Adaptability	42	1.84	1.20
152	Non-Delinquency	46	1.82	1.28
153	Innovating Technology	41	1.82	1.36
154	Spatially Intelligent	44	1.79	1.30
155	Army Self-Efficacy	44	1.79	1.32
156	Safety Compliance	42	1.75	1.24
157	Process-Disciplined	45	1.71	1.31
158	Cultural Awareness	44	1.68	1.19
159	Spatial Visualization	42	1.67	1.36

KSB Importance Rank	Cyber Warfare Branch (BR17) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Basic Electronics Knowledge	41	1.67	1.27
161	Perceptual Speed And Accuracy	44	1.65	1.38
162	Science methods	42	1.60	1.35
163	Data Science	42	1.59	1.27
164	Conventional Interests	42	1.56	1.30
165	Intercultural Communication	44	1.51	1.34
166	Social Interests	41	1.49	1.34
167	Cross-Culturally Fluent	43	1.49	1.18
168	Spatial Orientation	42	1.47	1.38
169	Enterprising Interests	42	1.45	1.37
170	Database Programming and Engineering	41	1.31	1.36
171	Health and Fitness Orientation	39	1.30	1.27
172	Physical Endurance	36	1.30	1.18
173	Realistic Interests	42	1.24	1.44
174	Response Orientation	43	1.23	1.50
175	Financial Management	37	1.20	1.36
176	Advanced Mathematics	41	1.17	1.23
177	Physically Fit	37	1.16	1.30
178	Language Learning Ability	40	1.16	1.35
179	Bodily-Kinesthetic	34	1.09	1.09
180	Reaction Time	36	1.06	1.22
181	Physical Strength	36	1.06	1.22
182	Physical Coordination	35	1.04	1.09
183	Working with the Public	39	1.01	1.44
184	Inspecting Equipment, Objects, Structures, or Materials	32	1.01	1.23
185	Artistic Interests	39	1.01	1.34
186	Basic Mechanical Knowledge	35	0.96	1.21
187	Soldier Common Task Knowledge and Skills	40	0.95	1.39
188	Web Development	38	0.95	1.39
189	Control Precision	35	0.91	1.14
190	Balance	35	0.91	1.18
191	Software Development	39	0.90	1.58
192	Machine/Equipment Installation	29	0.90	1.10
193	Mechanical Comprehension	33	0.89	1.13
194	Machiavellianism	31	0.65	1.44
195	Hostility to Authority	30	0.62	1.50
196	Attention Seeking	40	0.55	1.46
197	Swimming	24	0.49	1.02
198	Auto and Shop Information	25	0.38	0.80

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E10*Special Forces Branch (BR18) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Special Forces Branch (BR18) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	63	4.68	0.69
2	Written Communication	63	4.53	0.69
3	Oral Communication Skill	62	4.51	0.72
4	Communicator	64	4.18	0.80
5	Reading Comprehension	62	4.05	0.79
6	Oral and Nonverbal Comprehension	61	3.93	0.84
7	Cooperation/Teamwork	62	3.91	0.83
8	Sound Judgement	64	3.83	0.89
9	Dependability	63	3.70	0.91
10	Adaptability	61	3.67	0.87
11	Time Management	60	3.66	0.88
12	Coordination	63	3.65	0.89
13	Interpersonal Tact	64	3.63	0.91
14	Active Listening	64	3.61	0.90
15	Military And Professional Bearing	60	3.59	0.88
16	Stress Tolerance	64	3.51	0.94
17	Attentiveness	63	3.48	0.87
18	Self-Efficacy	61	3.38	0.87
19	Critical Thinking	62	3.34	0.97
20	MOS/Branch-Specific Knowledge and Skill	61	3.33	0.99
21	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	62	3.33	1.01
22	Interpersonal Relationship Building	63	3.33	1.00
23	Focus	62	3.32	0.90
24	Problem Solver	63	3.31	0.98
25	Resilience	62	3.30	0.94
26	Sustains a Climate of Trust	59	3.28	1.00
27	Mental Agility	64	3.27	0.96
28	Self-Control	64	3.27	0.97
29	General Cognitive Aptitude	63	3.22	0.96
30	Situational Awareness	63	3.20	1.01
31	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	62	3.18	0.99
32	Emotional Control	64	3.17	1.00
33	Active Learning	63	3.16	0.97
34	Perspective Taking	63	3.15	1.02
35	Task Planning and Management	60	3.14	0.99
36	Army Values	60	3.14	0.99
37	Mentoring	57	3.13	0.98

KSB Importance Rank	Special Forces Branch (BR18) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Verbal Reasoning	63	3.13	0.94
39	Learning Orientation	63	3.11	0.99
40	Persistence	62	3.10	0.98
41	Even-Tempered	64	3.08	1.01
42	Shared Leadership	58	3.06	1.00
43	Knowledge of Combined Arms Operations	59	3.05	1.05
44	Delegating	57	3.05	0.98
45	Self-Management	63	3.05	1.04
46	Autonomy	61	3.01	1.03
47	Knowledge of Processes and Procedures	62	3.01	1.01
48	Encourages Discourse	61	2.96	1.05
49	Tolerance for Ambiguity	62	2.95	1.03
50	Cognitive Flexibility	62	2.95	1.04
51	Conflict Management	63	2.94	1.02
52	Coordinating Multiple Groups	60	2.94	1.05
53	Providing Feedback	58	2.94	0.99
54	Intellectual Efficiency	62	2.93	0.96
55	Initiative	62	2.93	1.02
56	Enthusiasm	59	2.92	0.90
57	Social Perceptiveness	63	2.92	1.06
58	Analytical Thinking	63	2.90	1.03
59	Project Manager	59	2.89	0.99
60	Leads By Example	62	2.88	1.10
61	Improves the Organization	61	2.87	1.06
62	Working in Multidisciplinary Contexts	62	2.85	1.07
63	Multi-Tasking	64	2.82	1.03
64	Problem Sensitivity	62	2.77	1.09
65	Organizational Perspective	61	2.77	1.07
66	Adjustment	63	2.73	1.03
67	Balances Mission and Welfare of Followers	59	2.72	1.06
68	Enforces Standards	59	2.71	1.07
69	Creative Problem Solving and Innovation	62	2.69	1.15
70	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	59	2.69	1.11
71	Basic Computer Skills	62	2.69	1.03
72	Cooperation	64	2.69	1.07
73	Analyzes and Organizes Information to Create Knowledge	62	2.68	1.09
74	Virtue	59	2.68	1.13
75	Strategic Thinking	61	2.67	1.15
76	Detail-Focused and Precise	63	2.67	1.06
77	Assessing And Mitigating Harm	58	2.67	1.09

KSB				
Importance				
Rank	Special Forces Branch (BR18) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Unstructured Problem Solving	62	2.66	1.14
79	Improves Unit Performance	59	2.63	1.07
80	Perceptive	64	2.63	1.09
81	Structured Problem Solving	63	2.62	1.11
82	Humility	63	2.62	1.09
83	Warrior Ethos	55	2.61	1.11
84	Selflessness	64	2.61	1.11
85	Maintains Relevant Geopolitical Awareness	62	2.61	1.17
86	Motivating Others	61	2.58	1.11
87	Creates a Learning Environment	58	2.57	1.15
88	Team Planning	62	2.56	1.15
89	Intercultural Communication	62	2.56	1.19
90	Team Orientation	62	2.52	1.16
91	Discipline	63	2.52	1.12
92	Warrior Ethos/Service Ethos	58	2.51	1.15
93	Army Self-Efficacy	58	2.51	1.09
94	Team Development	61	2.48	1.18
95	Decision Making	63	2.48	1.20
96	Team Building	62	2.47	1.18
97	Knowledge of System Inter-Relations	59	2.47	1.16
98	Commitment to Serve	60	2.46	1.14
99	Empathy	61	2.45	1.12
100	Peer Leadership	60	2.44	1.14
101	Systems Thinking	62	2.43	1.15
102	Resource Management	59	2.42	1.11
103	Cultural/ Interpersonal Adaptability	60	2.41	1.21
104	Interdisciplinary Reasoning	63	2.39	1.15
105	Consideration	64	2.39	1.04
106	Tolerance	61	2.39	1.11
107	Memory	63	2.38	1.05
108	Optimism	59	2.37	1.10
109	Interdisciplinary	64	2.37	1.15
110	Functional Area/Occupation-Specific Knowledge and Skill	51	2.35	1.17
111	Analyze Data or Information	63	2.34	1.16
112	Assesses Developmental Needs of Others	56	2.34	1.17
113	Cultural Awareness	61	2.31	1.24
114	Recognizes and Rewards Good Performance	58	2.31	1.14
115	Sociability	63	2.29	1.12
116	Assertiveness	62	2.28	1.08
117	Cross-Culturally Fluent	60	2.27	1.23
118	Innovative	62	2.25	1.18

KSB Importance Rank	Special Forces Branch (BR18) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Training and Developing Others	56	2.25	1.20
120	Achievement Orientation	62	2.22	1.14
121	Introspective	63	2.19	1.13
122	Curiosity	61	2.18	1.19
123	Spatially Intelligent	56	2.17	1.14
124	Processes Information and Data	63	2.16	1.22
125	Reflective Thinking	63	2.14	1.23
126	Locus of Control	59	2.13	1.12
127	Consensus Building	60	2.13	1.19
128	Inspirational Leader	61	2.12	1.24
129	Prudent Risk-Taker	60	2.11	1.22
130	Awareness of Cognitive Biases	62	2.10	1.25
131	Affiliation	63	2.07	1.13
132	Monitoring	59	2.04	1.14
133	Spatial Visualization	55	2.01	1.16
134	Spatial Orientation	55	1.96	1.18
135	Physically Fit	51	1.95	1.34
136	Interest in Leadership	57	1.94	1.27
137	Proficiency with Mission Systems	56	1.93	1.25
138	Troubleshooting	63	1.93	1.29
139	Perceptual Speed And Accuracy	58	1.92	1.14
140	Instructing	56	1.87	1.28
141	Orderliness	60	1.87	1.20
142	Information Ordering	62	1.81	1.28
143	Health and Fitness Orientation	53	1.81	1.34
144	Physical Endurance	52	1.80	1.36
145	Non-Delinquency	61	1.77	1.30
146	Process-Disciplined	57	1.77	1.15
147	Investigative Interests	58	1.75	1.25
148	Encourages Fairness and Inclusiveness	58	1.70	1.33
149	Physical Strength	51	1.70	1.34
150	Technologically Adept	55	1.69	1.14
151	Knowledge Management	53	1.69	1.26
152	Language Learning Ability	56	1.63	1.36
153	Evaluating Compliance	53	1.59	1.17
154	Pattern Recognition	58	1.57	1.26
155	Financial Management	49	1.52	1.25
156	Quantitative Reasoning	60	1.49	1.36
157	Balance	50	1.48	1.31
158	Safety Compliance	53	1.48	1.21
159	Enterprising Interests	55	1.48	1.30

KSB Importance Rank	Special Forces Branch (BR18) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Soldier Common Task Knowledge and Skills	54	1.47	1.38
161	Physical Coordination	49	1.45	1.38
162	Control Precision	50	1.45	1.33
163	Specialized Expertise	57	1.43	1.43
164	Quality Control Analysis	52	1.41	1.27
165	General Science	47	1.41	1.08
166	Response Orientation	57	1.41	1.34
167	Reaction Time	49	1.39	1.37
168	Bodily-Kinesthetic	51	1.39	1.45
169	Conventional Interests	53	1.36	1.15
170	Social Interests	56	1.35	1.36
171	Cyber Knowledge	48	1.34	1.21
172	Swimming	39	1.30	1.22
173	Basic Mathematics	51	1.25	1.29
174	Working with the Public	60	1.25	1.44
175	Science methods	43	1.23	1.16
176	Realistic Interests	58	1.16	1.39
177	Mathematical Reasoning	43	1.09	1.31
178	Information and Systems Security	50	1.08	1.25
179	Mathematics Knowledge	44	1.05	1.22
180	Mechanical Comprehension	35	0.95	1.17
181	Basic Mechanical Knowledge	38	0.91	1.04
182	Innovating Technology	43	0.89	1.29
183	Artistic Interests	47	0.88	0.88
184	Inspecting Equipment, Objects, Structures, or Materials	39	0.88	1.07
185	Hostility to Authority	45	0.87	1.37
186	Mechanically and Technologically Savvy	37	0.86	1.29
187	Advanced Computer Skills	49	0.86	1.26
188	Basic Electronics Knowledge	37	0.85	1.15
189	Data Science	38	0.83	1.21
190	Auto and Shop Information	32	0.73	1.22
191	Advanced Mathematics	37	0.73	1.04
192	Attention Seeking	53	0.70	1.26
193	Machiavellianism	42	0.69	1.42
194	Machine/Equipment Installation	33	0.67	1.12
195	Database Programming and Engineering	36	0.58	1.17
196	Systems Architecture and Engineering	38	0.54	1.03
197	Software Development	32	0.50	1.08
198	Web Development	34	0.47	1.05

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E11*Signal Corps (BR25) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Signal Corps (BR25) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	139	3.98	0.83
2	Communicator	139	3.75	0.87
3	Sound Judgement	139	3.65	0.87
4	Dependability	137	3.55	0.90
5	Self-Management	138	3.48	0.92
6	Time Management	138	3.47	0.88
7	Written Communication	138	3.36	0.92
8	Basic Computer Skills	138	3.36	0.96
9	Oral Communication Skill	139	3.34	0.95
10	General Cognitive Aptitude	139	3.33	0.92
11	Stress Tolerance	137	3.32	0.95
12	Reading Comprehension	137	3.22	0.96
13	Even-Tempered	137	3.20	0.91
14	Resilience	137	3.18	0.96
15	Adaptability	135	3.16	1.00
16	Initiative	139	3.13	0.98
17	Task Planning and Management	139	3.12	0.97
18	Analytical Thinking	139	3.11	0.98
19	Army Values	137	3.11	1.03
20	Self-Control	137	3.10	0.95
21	Attentiveness	141	3.09	0.96
22	Emotional Control	139	3.08	0.94
23	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	136	3.07	0.98
24	Detail-Focused and Precise	136	3.07	0.98
25	Sustains a Climate of Trust	139	3.06	1.03
26	Active Learning	138	3.06	1.00
27	Systems Thinking	138	3.04	0.98
28	Analyze Data or Information	137	3.03	0.99
29	Self-Efficacy	136	3.02	0.94
30	Coordination	141	3.01	1.00
31	Problem Sensitivity	139	3.01	1.02
32	Learning Orientation	137	2.98	0.97
33	Mental Agility	141	2.98	1.02
34	Enforces Standards	137	2.98	1.01
35	Strategic Thinking	137	2.98	1.01
36	Problem Solver	140	2.97	1.05
37	Cooperation	138	2.96	1.00

KSB Importance Rank	Signal Corps (BR25) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Adjustment	137	2.96	0.98
39	Discipline	138	2.95	0.99
40	Decision Making	139	2.94	1.03
41	Situational Awareness	135	2.93	1.04
42	Analyzes and Organizes Information to Create Knowledge	139	2.93	1.03
43	Cooperation/Teamwork	140	2.92	1.04
44	Multi-Tasking	138	2.92	1.03
45	Military And Professional Bearing	139	2.92	1.04
46	Intellectual Efficiency	136	2.91	0.97
47	Organizational Perspective	136	2.91	1.01
48	Team Planning	140	2.90	1.01
49	Active Listening	138	2.89	1.03
50	Project Manager	136	2.88	1.02
51	Improves the Organization	139	2.87	1.03
52	Persistence	137	2.87	1.00
53	Leads By Example	138	2.86	1.04
54	Team Development	140	2.83	1.04
55	Interpersonal Tact	140	2.83	1.03
56	Critical Thinking	139	2.82	1.05
57	Monitoring	136	2.80	0.98
58	Motivating Others	138	2.77	1.04
59	Structured Problem Solving	138	2.77	1.05
60	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	140	2.76	1.08
61	Balances Mission and Welfare of Followers	136	2.76	1.06
62	Team Orientation	140	2.74	1.05
63	Cognitive Flexibility	138	2.73	1.09
64	Team Building	140	2.72	1.06
65	Improves Unit Performance	137	2.72	1.02
66	Providing Feedback	137	2.72	1.03
67	Creates a Learning Environment	137	2.71	1.03
68	Shared Leadership	134	2.71	1.03
69	Oral and Nonverbal Comprehension	141	2.71	1.05
70	Processes Information and Data	138	2.67	1.08
71	Interpersonal Relationship Building	138	2.63	1.06
72	Achievement Orientation	136	2.62	1.00
73	Knowledge Management	132	2.60	1.04
74	Mentoring	135	2.59	1.06
75	Encourages Fairness and Inclusiveness	136	2.59	1.09
76	Creative Problem Solving and Innovation	138	2.57	1.15
77	Coordinating Multiple Groups	139	2.57	1.11
78	Interdisciplinary Reasoning	136	2.55	1.07

KSB Importance Rank	Signal Corps (BR25) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Resource Management	137	2.53	1.08
80	Technologically Adept	135	2.53	1.08
81	Recognizes and Rewards Good Performance	137	2.52	1.10
82	Delegating	137	2.52	1.13
83	Encourages Discourse	133	2.52	1.06
84	Assesses Developmental Needs of Others	135	2.52	1.07
85	Troubleshooting	137	2.50	1.15
86	Knowledge of System Inter-Relations	134	2.50	1.07
87	Verbal Reasoning	136	2.50	1.08
88	Conflict Management	138	2.50	1.08
89	Tolerance for Ambiguity	134	2.47	1.12
90	Knowledge of Processes and Procedures	131	2.47	1.06
91	Innovative	136	2.46	1.11
92	Humility	136	2.46	1.10
93	Unstructured Problem Solving	137	2.44	1.16
94	Perceptive	138	2.44	1.11
95	Optimism	137	2.43	1.08
96	Focus	139	2.42	1.10
97	Perspective Taking	137	2.40	1.11
98	Orderliness	138	2.40	1.03
99	Assertiveness	140	2.36	1.08
100	Consensus Building	139	2.35	1.08
101	Interdisciplinary	129	2.35	1.01
102	Reflective Thinking	140	2.34	1.11
103	Inspirational Leader	136	2.34	1.09
104	Tolerance	135	2.34	1.10
105	Selflessness	137	2.34	1.14
106	Information Ordering	137	2.33	1.11
107	Commitment to Serve	134	2.32	1.17
108	Introspective	134	2.31	1.06
109	Army Self-Efficacy	136	2.31	1.15
110	Virtue	136	2.29	1.17
111	Curiosity	136	2.28	1.07
112	Warrior Ethos/Service Ethos	137	2.27	1.20
113	Sociability	138	2.26	1.09
114	Training and Developing Others	137	2.22	1.16
115	Non-Delinquency	134	2.22	1.12
116	Locus of Control	131	2.21	1.06
117	Enthusiasm	137	2.20	1.07
118	Empathy	137	2.17	1.18
119	Interest in Leadership	136	2.14	1.19

KSB Importance Rank	Signal Corps (BR25) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
120	Information and Systems Security	127	2.11	1.18
121	Autonomy	133	2.10	1.25
122	Social Perceptiveness	139	2.10	1.17
123	Evaluating Compliance	125	2.04	1.17
124	Memory	136	2.03	1.19
125	Warrior Ethos	135	2.03	1.25
126	Affiliation	138	2.02	1.14
127	Cyber Knowledge	127	1.97	1.21
128	Process-Disciplined	131	1.96	1.17
129	Instructing	137	1.94	1.18
130	Investigative Interests	130	1.94	1.18
131	Consideration	139	1.90	1.22
132	Awareness of Cognitive Biases	137	1.87	1.23
133	Knowledge of Combined Arms Operations	121	1.86	1.15
134	Prudent Risk-Taker	133	1.85	1.20
135	Working in Multidisciplinary Contexts	133	1.82	1.17
136	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	130	1.79	1.20
137	MOS/Branch-Specific Knowledge and Skill	135	1.78	1.31
138	Assessing And Mitigating Harm	134	1.77	1.29
139	Quantitative Reasoning	132	1.76	1.26
140	Peer Leadership	132	1.75	1.29
141	Proficiency with Mission Systems	128	1.72	1.24
142	Intercultural Communication	127	1.68	1.30
143	Social Interests	134	1.67	1.18
144	Spatial Visualization	127	1.66	1.20
145	Spatially Intelligent	130	1.66	1.27
146	Enterprising Interests	131	1.62	1.17
147	Spatial Orientation	129	1.62	1.22
148	Pattern Recognition	130	1.61	1.21
149	Cultural/ Interpersonal Adaptability	125	1.61	1.18
150	Quality Control Analysis	124	1.59	1.26
151	Health and Fitness Orientation	120	1.59	1.19
152	Cultural Awareness	126	1.58	1.18
153	Perceptual Speed And Accuracy	125	1.58	1.23
154	Basic Mathematics	115	1.57	1.24
155	Physically Fit	122	1.56	1.21
156	Safety Compliance	127	1.56	1.31
157	Conventional Interests	126	1.56	1.12
158	Functional Area/Occupation-Specific Knowledge and Skill	120	1.56	1.26
159	Maintains Relevant Geopolitical Awareness	127	1.55	1.18
160	Realistic Interests	131	1.54	1.25

KSB Importance Rank	Signal Corps (BR25) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
161	Systems Architecture and Engineering	110	1.52	1.34
162	Soldier Common Task Knowledge and Skills	123	1.40	1.24
163	Physical Endurance	120	1.39	1.20
164	Innovating Technology	100	1.39	1.41
165	Basic Electronics Knowledge	111	1.36	1.27
166	Response Orientation	118	1.36	1.28
167	Data Science	102	1.36	1.28
168	Physical Strength	120	1.34	1.19
169	Mechanically and Technologically Savvy	105	1.33	1.25
170	Basic Mechanical Knowledge	97	1.31	1.11
171	Inspecting Equipment, Objects, Structures, or Materials	99	1.28	1.27
172	Bodily-Kinesthetic	115	1.26	1.17
173	Advanced Computer Skills	121	1.26	1.41
174	Mathematics Knowledge	108	1.26	1.19
175	Financial Management	118	1.25	1.38
176	Mathematical Reasoning	108	1.24	1.24
177	General Science	105	1.21	1.29
178	Cross-Culturally Fluent	117	1.15	1.29
179	Working with the Public	114	1.14	1.32
180	Physical Coordination	109	1.13	1.21
181	Science methods	103	1.11	1.28
182	Mechanical Comprehension	85	1.10	1.14
183	Balance	109	1.08	1.24
184	Specialized Expertise	125	1.08	1.45
185	Reaction Time	109	1.06	1.25
186	Machine/Equipment Installation	83	1.05	1.26
187	Database Programming and Engineering	90	1.04	1.36
188	Control Precision	105	1.01	1.24
189	Auto and Shop Information	74	0.93	1.23
190	Language Learning Ability	97	0.89	1.31
191	Advanced Mathematics	87	0.86	1.15
192	Web Development	89	0.85	1.39
193	Artistic Interests	102	0.80	1.17
194	Software Development	91	0.71	1.45
195	Swimming	78	0.68	1.10
196	Machiavellianism	89	0.65	1.37
197	Attention Seeking	115	0.62	1.26
198	Hostility to Authority	94	0.61	1.54

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E12*Military Police Branch (BR31) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Military Police Branch (BR31) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	93	4.61	0.67
2	Coordination	93	4.30	0.72
3	Dependability	93	4.29	0.74
4	Communicator	93	4.24	0.73
5	Cooperation/Teamwork	93	4.24	0.73
6	Resilience	93	4.20	0.75
7	Active Listening	93	4.17	0.77
8	Sound Judgement	93	4.14	0.80
9	Self-Management	92	4.12	0.78
10	Written Communication	93	3.95	0.81
11	Even-Tempered	91	3.82	0.83
12	Oral Communication Skill	89	3.82	0.85
13	Attentiveness	93	3.79	0.82
14	Adaptability	92	3.75	0.85
15	Interpersonal Tact	93	3.75	0.83
16	Emotional Control	93	3.69	0.88
17	Self-Control	93	3.68	0.86
18	Cooperation	93	3.64	0.84
19	Stress Tolerance	92	3.58	0.89
20	Problem Solver	93	3.56	0.91
21	Reading Comprehension	93	3.56	0.90
22	Focus	92	3.55	0.87
23	Critical Thinking	93	3.52	0.91
24	Conflict Management	93	3.49	0.94
25	Coordinating Multiple Groups	93	3.48	0.90
26	Team Building	93	3.48	0.90
27	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	93	3.47	0.92
28	Perceptive	93	3.46	0.83
29	Military And Professional Bearing	91	3.45	0.94
30	Team Planning	93	3.45	0.90
31	Active Learning	93	3.43	0.87
32	Unstructured Problem Solving	93	3.43	0.88
33	Social Perceptiveness	92	3.39	0.86
34	Problem Sensitivity	93	3.39	0.94
35	Analytical Thinking	93	3.37	0.92
36	Mental Agility	93	3.37	0.95
37	Verbal Reasoning	92	3.37	0.91

KSB				
Importance				
Rank	Military Police Branch (BR31) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	General Cognitive Aptitude	93	3.33	0.88
39	Interpersonal Relationship Building	92	3.26	0.94
40	Analyzes and Organizes Information to Create Knowledge	93	3.25	0.93
41	Oral and Nonverbal Comprehension	92	3.25	0.96
42	Analyze Data or Information	93	3.24	0.90
43	Perspective Taking	92	3.22	0.89
44	Army Values	91	3.21	1.03
45	Situational Awareness	91	3.19	1.02
46	Multi-Tasking	93	3.19	0.99
47	Team Orientation	93	3.18	0.95
48	Structured Problem Solving	93	3.17	0.93
49	Time Management	91	3.15	1.00
50	Detail-Focused and Precise	93	3.11	0.96
51	Team Development	93	3.10	1.00
52	Cognitive Flexibility	93	3.09	0.97
53	Discipline	93	3.09	1.01
54	Organizational Perspective	91	3.08	0.98
55	Interdisciplinary Reasoning	93	3.07	0.96
56	Improves Unit Performance	88	3.04	0.98
57	Providing Feedback	89	3.03	0.95
58	Sustains a Climate of Trust	88	3.00	1.05
59	Improves the Organization	91	2.97	1.01
60	Processes Information and Data	92	2.97	1.01
61	Decision Making	93	2.96	1.05
62	Task Planning and Management	92	2.96	0.99
63	Self-Efficacy	93	2.91	0.96
64	Virtue	92	2.86	1.04
65	Knowledge of Processes and Procedures	92	2.86	0.97
66	Initiative	92	2.84	1.06
67	Monitoring	88	2.84	0.97
68	Information Ordering	92	2.80	1.02
69	Tolerance	92	2.80	1.04
70	Warrior Ethos/Service Ethos	89	2.80	1.07
71	Adjustment	93	2.80	1.02
72	Persistence	93	2.80	1.01
73	Empathy	93	2.80	1.06
74	Enforces Standards	88	2.78	1.10
75	Creative Problem Solving and Innovation	92	2.77	1.06
76	Assessing And Mitigating Harm	92	2.77	1.04
77	Leads By Example	90	2.75	1.09
78	Encourages Discourse	93	2.74	1.08

KSB				
Importance				
Rank	Military Police Branch (BR31) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Consideration	92	2.72	1.02
80	Project Manager	89	2.72	1.04
81	Basic Computer Skills	92	2.72	1.04
82	Process-Disciplined	91	2.71	1.03
83	Commitment to Serve	91	2.71	1.10
84	Creates a Learning Environment	90	2.69	1.03
85	Recognizes and Rewards Good Performance	85	2.68	1.08
86	Memory	93	2.68	0.98
87	Autonomy	92	2.65	1.09
88	Assertiveness	90	2.65	0.98
89	Balances Mission and Welfare of Followers	85	2.64	1.09
90	Awareness of Cognitive Biases	93	2.62	1.08
91	Training and Developing Others	88	2.61	1.06
92	Sociability	90	2.60	0.99
93	Motivating Others	90	2.59	1.08
94	Tolerance for Ambiguity	90	2.58	1.09
95	Troubleshooting	93	2.57	1.11
96	Intercultural Communication	92	2.55	1.07
97	Reflective Thinking	93	2.55	1.08
98	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	88	2.53	1.14
99	Systems Thinking	93	2.51	1.10
100	Shared Leadership	92	2.50	1.09
101	Intellectual Efficiency	93	2.49	1.07
102	Delegating	89	2.48	1.14
103	Strategic Thinking	92	2.47	1.14
104	Consensus Building	90	2.46	1.06
105	Learning Orientation	93	2.44	1.08
106	Humility	92	2.43	1.16
107	Mentoring	87	2.43	1.10
108	Enthusiasm	92	2.41	1.04
109	Non-Delinquency	91	2.39	1.14
110	Selflessness	92	2.39	1.14
111	Optimism	92	2.38	1.12
112	Quantitative Reasoning	93	2.38	1.06
113	Assesses Developmental Needs of Others	87	2.36	1.10
114	Evaluating Compliance	91	2.35	1.11
115	Achievement Orientation	92	2.30	1.12
116	Army Self-Efficacy	91	2.29	1.14
117	Instructing	89	2.28	1.10
118	Pattern Recognition	91	2.24	1.05

KSB Importance				
Rank	Military Police Branch (BR31) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Interest in Leadership	90	2.24	1.17
120	Inspirational Leader	90	2.24	1.13
121	Innovative	93	2.21	1.13
122	Orderliness	93	2.21	1.14
123	Affiliation	92	2.20	1.12
124	Perceptual Speed And Accuracy	91	2.20	1.08
125	Knowledge of System Inter-Relations	89	2.19	1.15
126	Cultural Awareness	90	2.16	1.11
127	Prudent Risk-Taker	89	2.15	1.13
128	Resource Management	90	2.13	1.20
129	Warrior Ethos	89	2.12	1.22
130	Peer Leadership	90	2.10	1.18
131	Spatially Intelligent	90	2.10	1.08
132	Spatial Orientation	89	2.09	1.07
133	Encourages Fairness and Inclusiveness	90	2.09	1.22
134	Cultural/ Interpersonal Adaptability	89	2.09	1.12
135	Introspective	92	2.02	1.14
136	Quality Control Analysis	87	1.97	1.21
137	Health and Fitness Orientation	80	1.94	1.12
138	MOS/Branch-Specific Knowledge and Skill	88	1.94	1.28
139	Spatial Visualization	88	1.94	1.13
140	Locus of Control	89	1.93	1.19
141	Response Orientation	89	1.92	1.22
142	Interdisciplinary	89	1.90	1.19
143	Curiosity	93	1.87	1.20
144	Social Interests	88	1.87	1.20
145	Knowledge Management	89	1.86	1.17
146	Working with the Public	88	1.85	1.30
147	Safety Compliance	90	1.85	1.27
148	Investigative Interests	85	1.78	1.28
149	Realistic Interests	88	1.73	1.21
150	Maintains Relevant Geopolitical Awareness	89	1.72	1.24
151	Technologically Adept	85	1.71	1.08
152	Proficiency with Mission Systems	85	1.70	1.21
153	Physically Fit	80	1.69	1.25
154	Physical Endurance	79	1.67	1.21
155	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	85	1.67	1.29
156	Financial Management	79	1.62	1.21
157	Physical Strength	79	1.62	1.19
158	Functional Area/Occupation-Specific Knowledge and Skill	76	1.62	1.29
159	Working in Multidisciplinary Contexts	89	1.58	1.32

KSB Importance Rank	Military Police Branch (BR31) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Conventional Interests	83	1.53	1.21
161	Knowledge of Combined Arms Operations	83	1.52	1.32
162	Cross-Culturally Fluent	88	1.52	1.26
163	Basic Mathematics	80	1.50	1.19
164	Bodily-Kinesthetic	75	1.48	1.24
165	Soldier Common Task Knowledge and Skills	87	1.41	1.34
166	Physical Coordination	76	1.39	1.26
167	Control Precision	73	1.38	1.21
168	Enterprising Interests	81	1.36	1.29
169	Information and Systems Security	80	1.33	1.18
170	Reaction Time	75	1.33	1.36
171	Balance	76	1.28	1.27
172	Cyber Knowledge	69	1.28	1.07
173	General Science	69	1.24	1.07
174	Mathematics Knowledge	74	1.23	1.09
175	Mathematical Reasoning	74	1.22	1.15
176	Inspecting Equipment, Objects, Structures, or Materials	61	1.19	1.07
177	Specialized Expertise	81	1.18	1.43
178	Science methods	67	1.15	1.00
179	Advanced Computer Skills	82	1.12	1.23
180	Basic Mechanical Knowledge	56	1.10	0.79
181	Mechanically and Technologically Savvy	59	1.07	0.85
182	Language Learning Ability	80	1.03	1.42
183	Data Science	60	1.02	1.00
184	Auto and Shop Information	52	0.98	0.96
185	Basic Electronics Knowledge	59	0.93	0.95
186	Mechanical Comprehension	54	0.91	0.80
187	Innovating Technology	51	0.90	1.19
188	Machine/Equipment Installation	53	0.88	0.81
189	Swimming	52	0.80	1.10
190	Artistic Interests	72	0.74	1.28
191	Systems Architecture and Engineering	45	0.74	1.03
192	Database Programming and Engineering	45	0.72	0.83
193	Advanced Mathematics	55	0.68	0.83
194	Web Development	46	0.67	1.07
195	Attention Seeking	72	0.61	1.37
196	Software Development	47	0.58	0.95
197	Hostility to Authority	64	0.57	1.64
198	Machiavellianism	61	0.53	1.58

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E13*Finance Management Branch (BR36) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Finance Management Branch (BR36) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communicator	53	4.86	0.61
2	Communication Ability	53	4.78	0.64
3	Self-Management	52	4.48	0.70
4	Cooperation/Teamwork	53	4.44	0.69
5	Reading Comprehension	53	4.42	0.68
6	Attentiveness	53	4.38	0.72
7	Written Communication	53	4.35	0.71
8	Active Listening	53	4.31	0.70
9	Dependability	53	4.29	0.75
10	Sound Judgement	52	4.26	0.75
11	Coordination	53	4.24	0.73
12	Oral Communication Skill	53	4.21	0.72
13	MOS/Branch-Specific Knowledge and Skill	51	4.16	0.81
14	Problem Solver	53	4.10	0.79
15	Detail-Focused and Precise	53	3.95	0.79
16	Critical Thinking	53	3.95	0.78
17	Analytical Thinking	53	3.89	0.83
18	Military And Professional Bearing	53	3.89	0.82
19	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	52	3.88	0.83
20	Analyzes and Organizes Information to Create Knowledge	52	3.87	0.83
21	Processes Information and Data	53	3.87	0.79
22	Interpersonal Tact	53	3.87	0.79
23	General Cognitive Aptitude	53	3.87	0.78
24	Mental Agility	52	3.86	0.82
25	Army Values	53	3.85	0.86
26	Active Learning	53	3.80	0.84
27	Virtue	53	3.80	0.82
28	Basic Computer Skills	53	3.79	0.84
29	Time Management	53	3.79	0.84
30	Decision Making	52	3.78	0.84
31	Task Planning and Management	53	3.72	0.85
32	Adaptability	53	3.72	0.84
33	Cognitive Flexibility	53	3.72	0.81
34	Verbal Reasoning	52	3.72	0.81
35	Stress Tolerance	52	3.70	0.84
36	Initiative	51	3.68	0.85
37	Systems Thinking	53	3.65	0.84

KSB Importance Rank	Finance Management Branch (BR36) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Persistence	53	3.65	0.83
39	Information Ordering	53	3.59	0.85
40	Unstructured Problem Solving	53	3.58	0.89
41	Commitment to Serve	53	3.58	0.88
42	Situational Awareness	53	3.58	0.88
43	Structured Problem Solving	53	3.58	0.87
44	Focus	53	3.52	0.93
45	Strategic Thinking	53	3.51	0.91
46	Self-Control	53	3.51	0.88
47	Leads By Example	53	3.51	0.87
48	Cooperation	52	3.51	0.86
49	Resource Management	52	3.50	0.94
50	Discipline	53	3.47	0.87
51	Problem Sensitivity	53	3.45	0.89
52	Oral and Nonverbal Comprehension	53	3.45	0.88
53	Perceptive	52	3.44	0.89
54	Emotional Control	52	3.42	0.91
55	Team Building	53	3.38	0.92
56	Intellectual Efficiency	52	3.37	0.91
57	Monitoring	52	3.37	0.86
58	Sustains a Climate of Trust	52	3.35	0.93
59	Multi-Tasking	53	3.32	0.93
60	Providing Feedback	51	3.32	0.89
61	Team Planning	53	3.31	0.96
62	Perspective Taking	53	3.31	0.86
63	Improves the Organization	53	3.29	0.92
64	Creative Problem Solving and Innovation	53	3.29	0.92
65	Interdisciplinary Reasoning	53	3.29	0.91
66	Interpersonal Relationship Building	53	3.28	0.93
67	Resilience	53	3.26	0.95
68	Analyze Data or Information	53	3.25	0.99
69	Warrior Ethos/Service Ethos	53	3.25	0.97
70	Enforces Standards	52	3.24	0.95
71	Learning Orientation	53	3.23	0.90
72	Social Perceptiveness	53	3.22	0.88
73	Organizational Perspective	53	3.21	0.96
74	Humility	52	3.20	0.94
75	Motivating Others	53	3.19	0.93
76	Even-Tempered	51	3.17	0.96
77	Conflict Management	53	3.17	0.95
78	Recognizes and Rewards Good Performance	51	3.14	0.91

KSB Importance Rank	Finance Management Branch (BR36) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Encourages Discourse	52	3.13	0.98
80	Army Self-Efficacy	51	3.13	0.95
81	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	51	3.12	0.96
82	Project Manager	52	3.10	0.92
83	Awareness of Cognitive Biases	53	3.04	0.96
84	Financial Management	50	3.02	1.10
85	Consideration	52	3.02	0.97
86	Training and Developing Others	50	3.02	0.97
87	Functional Area/Occupation-Specific Knowledge and Skill	47	2.99	1.01
88	Coordinating Multiple Groups	53	2.99	1.01
89	Improves Unit Performance	51	2.99	0.98
90	Self-Efficacy	51	2.99	0.98
91	Balances Mission and Welfare of Followers	50	2.99	0.96
92	Creates a Learning Environment	49	2.98	1.02
93	Mentoring	50	2.98	0.97
94	Knowledge of Processes and Procedures	51	2.96	0.97
95	Memory	53	2.96	0.96
96	Shared Leadership	52	2.93	0.98
97	Troubleshooting	53	2.92	1.05
98	Assesses Developmental Needs of Others	50	2.91	0.98
99	Adjustment	52	2.90	1.01
100	Innovative	53	2.90	0.95
101	Team Development	53	2.86	1.07
102	Selflessness	52	2.85	1.06
103	Basic Mathematics	49	2.84	1.08
104	Process-Disciplined	51	2.84	0.99
105	Sociability	51	2.83	0.95
106	Warrior Ethos	52	2.82	1.05
107	Team Orientation	53	2.81	1.08
108	Autonomy	53	2.81	1.05
109	Delegating	52	2.80	1.00
110	Orderliness	53	2.78	1.04
111	Achievement Orientation	53	2.78	1.03
112	Reflective Thinking	53	2.75	1.05
113	Peer Leadership	52	2.73	1.05
114	Non-Delinquency	53	2.72	1.03
115	Tolerance for Ambiguity	52	2.69	1.04
116	Encourages Fairness and Inclusiveness	51	2.66	1.11
117	Consensus Building	52	2.64	1.02
118	Introspective	53	2.61	0.99

KSB Importance Rank	Finance Management Branch (BR36) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Empathy	52	2.59	1.09
120	Inspirational Leader	52	2.55	1.03
121	Evaluating Compliance	48	2.53	1.11
122	Instructing	51	2.52	1.08
123	Tolerance	53	2.49	1.06
124	Knowledge Management	50	2.49	1.05
125	Optimism	51	2.43	1.09
126	Interdisciplinary	49	2.41	0.97
127	Interest in Leadership	52	2.40	1.06
128	Assertiveness	51	2.39	1.12
129	Quantitative Reasoning	51	2.34	1.20
130	Quality Control Analysis	48	2.33	1.13
131	Prudent Risk-Taker	52	2.28	1.13
132	Knowledge of System Inter-Relations	51	2.28	1.06
133	Investigative Interests	51	2.22	1.14
134	Curiosity	53	2.19	1.15
135	Technologically Adept	44	2.19	1.08
136	Working in Multidisciplinary Contexts	48	2.19	1.02
137	Affiliation	51	2.18	1.14
138	Enthusiasm	51	2.18	1.14
139	Locus of Control	53	2.10	1.17
140	Perceptual Speed And Accuracy	48	2.07	1.18
141	Assessing And Mitigating Harm	53	2.06	1.21
142	Intercultural Communication	51	2.04	1.22
143	Specialized Expertise	48	2.01	1.28
144	Advanced Computer Skills	48	2.01	1.16
145	Mathematics Knowledge	47	1.99	1.14
146	Response Orientation	47	1.96	1.17
147	Cultural/ Interpersonal Adaptability	51	1.91	1.13
148	Social Interests	51	1.91	1.13
149	Pattern Recognition	50	1.90	1.29
150	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	46	1.84	1.18
151	Knowledge of Combined Arms Operations	45	1.76	1.06
152	Mathematical Reasoning	48	1.74	1.31
153	Spatially Intelligent	50	1.73	1.28
154	Physical Endurance	45	1.71	1.20
155	Health and Fitness Orientation	45	1.71	1.19
156	Enterprising Interests	51	1.70	1.13
157	Cultural Awareness	49	1.69	1.15
158	Spatial Orientation	50	1.64	1.28
159	Maintains Relevant Geopolitical Awareness	49	1.62	1.24

KSB Importance Rank	Finance Management Branch (BR36) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Realistic Interests	51	1.54	1.22
161	Safety Compliance	47	1.53	1.24
162	Spatial Visualization	48	1.51	1.33
163	Physically Fit	46	1.51	1.29
164	Conventional Interests	52	1.50	1.31
165	Soldier Common Task Knowledge and Skills	48	1.43	1.27
166	Bodily-Kinesthetic	42	1.41	1.24
167	Proficiency with Mission Systems	48	1.39	1.35
168	Data Science	44	1.38	1.33
169	Physical Strength	45	1.38	1.22
170	Advanced Mathematics	42	1.37	1.13
171	Cyber Knowledge	45	1.30	1.18
172	Working with the Public	48	1.25	1.40
173	Cross-Culturally Fluent	48	1.17	1.34
174	Physical Coordination	40	1.16	1.28
175	Reaction Time	40	1.15	1.31
176	Information and Systems Security	44	1.10	1.34
177	Balance	41	1.05	1.34
178	Science methods	38	1.05	1.24
179	Innovating Technology	38	1.04	1.24
180	Basic Electronics Knowledge	26	1.00	0.96
181	Database Programming and Engineering	35	0.99	1.26
182	Mechanically and Technologically Savvy	27	0.98	0.98
183	Systems Architecture and Engineering	34	0.97	1.20
184	Control Precision	40	0.95	1.36
185	Language Learning Ability	45	0.93	1.42
186	General Science	41	0.91	1.26
187	Swimming	26	0.85	1.24
188	Machine/Equipment Installation	22	0.79	1.08
189	Artistic Interests	44	0.78	1.22
190	Mechanical Comprehension	24	0.77	1.02
191	Software Development	34	0.74	1.30
192	Inspecting Equipment, Objects, Structures, or Materials	28	0.74	1.23
193	Web Development	33	0.72	1.15
194	Hostility to Authority	40	0.69	1.52
195	Machiavellianism	42	0.68	1.37
196	Basic Mechanical Knowledge	24	0.67	1.01
197	Attention Seeking	47	0.58	1.14
198	Auto and Shop Information	20	0.54	1.10

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E14

Chemical, Biological, Radiological, and Nuclear (CBRN) Branch (BR74) – KSB Importance Mean Ratings (Weighted Means)

KSB Importance Rank	CBRN Branch (BR74) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	74	3.95	0.82
2	Cooperation	74	3.92	0.76
3	Communicator	75	3.90	0.82
4	Dependability	75	3.89	0.82
5	Cooperation/Teamwork	73	3.86	0.82
6	Adaptability	75	3.80	0.86
7	Coordination	73	3.74	0.83
8	Active Listening	73	3.74	0.83
9	Written Communication	74	3.71	0.85
10	Reading Comprehension	74	3.65	0.84
11	Basic Computer Skills	72	3.57	0.87
12	Initiative	73	3.55	0.86
13	Persistence	74	3.52	0.86
14	Critical Thinking	73	3.49	0.92
15	Oral Communication Skill	74	3.49	0.86
16	Time Management	72	3.47	0.92
17	Team Planning	70	3.44	0.90
18	Problem Solver	75	3.43	0.94
19	Cognitive Flexibility	74	3.42	0.91
20	Attentiveness	74	3.39	0.89
21	General Cognitive Aptitude	73	3.39	0.88
22	Emotional Control	73	3.38	0.86
23	Sound Judgement	75	3.38	0.95
24	Army Values	72	3.33	0.97
25	Team Orientation	71	3.32	0.89
26	Situational Awareness	73	3.30	0.96
27	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	71	3.28	0.94
28	Detail-Focused and Precise	75	3.27	0.90
29	Active Learning	73	3.27	0.95
30	Interpersonal Tact	73	3.26	0.91
31	Self-Control	73	3.25	0.92
32	Interdisciplinary Reasoning	74	3.24	0.92
33	Intellectual Efficiency	75	3.22	0.92
34	Coordinating Multiple Groups	72	3.22	0.95
35	Team Building	71	3.21	0.93
36	Resilience	74	3.19	0.94

KSB Importance Rank	CBRN Branch (BR74) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
37	Mental Agility	75	3.19	0.95
38	Analyzes and Organizes Information to Create Knowledge	72	3.18	0.96
39	Perspective Taking	72	3.10	0.93
40	Organizational Perspective	69	3.08	0.95
41	Improves Unit Performance	69	3.06	0.97
42	Project Manager	68	3.06	0.96
43	Tolerance	73	3.04	0.94
44	Sustains a Climate of Trust	70	3.03	1.02
45	Task Planning and Management	71	3.02	1.01
46	Processes Information and Data	75	3.01	0.99
47	Problem Sensitivity	74	2.99	0.98
48	Conflict Management	72	2.99	1.00
49	Analyze Data or Information	75	2.98	1.02
50	Stress Tolerance	76	2.97	1.06
51	Non-Delinquency	73	2.97	0.98
52	Oral and Nonverbal Comprehension	73	2.95	1.00
53	Tolerance for Ambiguity	74	2.95	1.01
54	Autonomy	73	2.94	0.97
55	Resource Management	68	2.94	0.98
56	Analytical Thinking	75	2.94	1.04
57	Warrior Ethos	69	2.94	0.99
58	Team Development	71	2.92	1.03
59	Self-Efficacy	74	2.91	0.95
60	Even-Tempered	72	2.89	0.96
61	Military And Professional Bearing	73	2.89	1.03
62	Discipline	74	2.89	1.02
63	Learning Orientation	74	2.88	0.99
64	Social Perceptiveness	71	2.87	1.02
65	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	66	2.87	1.01
66	Decision Making	74	2.86	1.02
67	Leads By Example	70	2.85	1.01
68	Delegating	69	2.84	1.05
69	Improves the Organization	70	2.82	1.01
70	Adjustment	73	2.82	0.98
71	Innovative	74	2.79	0.96
72	Recognizes and Rewards Good Performance	68	2.76	1.02
73	Interpersonal Relationship Building	73	2.75	1.05
74	Verbal Reasoning	73	2.74	1.02
75	Multi-Tasking	75	2.73	1.09
76	Providing Feedback	69	2.73	1.06

KSB Importance Rank	CBRN Branch (BR74) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
77	Troubleshooting	73	2.72	1.04
78	Consideration	72	2.72	1.01
79	Motivating Others	69	2.67	1.06
80	Unstructured Problem Solving	75	2.65	1.10
81	Virtue	74	2.62	1.11
82	Assessing And Mitigating Harm	72	2.62	1.13
83	Self-Management	74	2.61	1.15
84	Assertiveness	72	2.59	1.03
85	Balances Mission and Welfare of Followers	69	2.59	1.07
86	Creative Problem Solving and Innovation	73	2.59	1.13
87	Warrior Ethos/Service Ethos	71	2.58	1.11
88	Peer Leadership	68	2.58	1.07
89	Selflessness	73	2.58	1.10
90	Shared Leadership	69	2.57	1.05
91	Enforces Standards	70	2.56	1.10
92	Information Ordering	74	2.56	1.09
93	Assesses Developmental Needs of Others	68	2.55	1.09
94	Locus of Control	68	2.54	0.98
95	Creates a Learning Environment	68	2.53	1.12
96	Consensus Building	68	2.52	1.06
97	Humility	73	2.51	1.14
98	Reflective Thinking	73	2.51	1.09
99	Training and Developing Others	69	2.48	1.14
100	Structured Problem Solving	74	2.45	1.12
101	Focus	74	2.45	1.14
102	Commitment to Serve	70	2.43	1.17
103	Orderliness	75	2.42	1.10
104	Systems Thinking	71	2.40	1.12
105	Encourages Fairness and Inclusiveness	70	2.39	1.14
106	Perceptive	75	2.39	1.16
107	Achievement Orientation	75	2.38	1.11
108	Army Self-Efficacy	72	2.36	1.14
109	Strategic Thinking	72	2.36	1.14
110	Empathy	74	2.35	1.17
111	Knowledge of Processes and Procedures	73	2.32	1.13
112	Safety Compliance	68	2.31	1.17
113	Mentoring	67	2.30	1.19
114	Monitoring	70	2.30	1.16
115	Affiliation	72	2.29	1.10
116	Sociability	72	2.25	1.10
117	Curiosity	74	2.23	1.09

KSB Importance Rank	CBRN Branch (BR74) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
118	Evaluating Compliance	69	2.22	1.12
119	Memory	74	2.16	1.15
120	Awareness of Cognitive Biases	73	2.13	1.18
121	Optimism	72	2.13	1.14
122	Quality Control Analysis	68	2.11	1.08
123	Instructing	68	2.08	1.22
124	Process-Disciplined	70	2.05	1.16
125	Quantitative Reasoning	73	2.03	1.22
126	Enthusiasm	71	2.01	1.18
127	Interest in Leadership	69	1.97	1.24
128	Intercultural Communication	69	1.97	1.27
129	Interdisciplinary	69	1.95	1.21
130	Introspective	74	1.93	1.22
131	Encourages Discourse	73	1.91	1.28
132	Inspirational Leader	67	1.88	1.23
133	Investigative Interests	69	1.86	1.23
134	Spatial Orientation	73	1.84	1.17
135	Knowledge Management	66	1.82	1.27
136	Spatially Intelligent	73	1.81	1.21
137	Spatial Visualization	72	1.80	1.24
138	Knowledge of System Inter-Relations	70	1.79	1.27
139	Realistic Interests	69	1.79	1.25
140	Knowledge of Combined Arms Operations	73	1.77	1.31
141	Perceptual Speed And Accuracy	70	1.77	1.25
142	Social Interests	69	1.77	1.19
143	Soldier Common Task Knowledge and Skills	71	1.75	1.28
144	MOS/Branch-Specific Knowledge and Skill	70	1.69	1.39
145	Prudent Risk-Taker	71	1.67	1.30
146	Technologically Adept	70	1.67	1.19
147	General Science	68	1.66	1.22
148	Basic Mathematics	71	1.64	1.27
149	Cultural Awareness	67	1.63	1.31
150	Pattern Recognition	70	1.58	1.27
151	Working in Multidisciplinary Contexts	66	1.57	1.33
152	Proficiency with Mission Systems	69	1.55	1.35
153	Functional Area/Occupation-Specific Knowledge and Skill	59	1.55	1.35
154	Health and Fitness Orientation	65	1.53	1.29
155	Maintains Relevant Geopolitical Awareness	67	1.53	1.34
156	Cultural/ Interpersonal Adaptability	68	1.53	1.34
157	Conventional Interests	68	1.44	1.27
158	Physically Fit	66	1.40	1.35

KSB Importance Rank	CBRN Branch (BR74) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
159	Science methods	68	1.38	1.23
160	Enterprising Interests	70	1.38	1.32
161	Mathematical Reasoning	62	1.38	1.28
162	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	65	1.37	1.40
163	Physical Endurance	66	1.37	1.34
164	Working with the Public	62	1.36	1.32
165	Physical Strength	67	1.34	1.35
166	Cross-Culturally Fluent	65	1.33	1.36
167	Response Orientation	67	1.30	1.40
168	Bodily-Kinesthetic	63	1.29	1.30
169	Specialized Expertise	70	1.26	1.48
170	Mathematics Knowledge	62	1.20	1.28
171	Physical Coordination	60	1.18	1.33
172	Financial Management	57	1.16	1.36
173	Inspecting Equipment, Objects, Structures, or Materials	57	1.16	1.29
174	Balance	59	1.15	1.35
175	Advanced Computer Skills	65	1.13	1.13
176	Reaction Time	58	1.12	1.38
177	Cyber Knowledge	57	1.10	1.17
178	Control Precision	59	1.09	1.37
179	Information and Systems Security	54	1.07	1.35
180	Data Science	48	1.02	1.27
181	Basic Mechanical Knowledge	52	1.00	1.18
182	Mechanically and Technologically Savvy	48	0.95	1.17
183	Mechanical Comprehension	49	0.93	1.13
184	Basic Electronics Knowledge	52	0.92	1.27
185	Auto and Shop Information	45	0.91	1.13
186	Hostility to Authority	55	0.82	1.53
187	Artistic Interests	60	0.81	1.20
188	Innovating Technology	46	0.81	1.27
189	Machiavellianism	49	0.72	1.50
190	Advanced Mathematics	56	0.72	1.28
191	Web Development	35	0.69	1.07
192	Language Learning Ability	59	0.69	1.54
193	Machine/Equipment Installation	44	0.69	1.31
194	Swimming	55	0.67	1.34
195	Systems Architecture and Engineering	40	0.64	1.15
196	Attention Seeking	58	0.59	1.35
197	Database Programming and Engineering	41	0.54	1.07
198	Software Development	36	0.54	0.97

Note: M^* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E15*Transportation Corps (BR88) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Transportation Corps (BR88) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Resource Management	27	4.04	0.72
2	Stress Tolerance	27	3.74	0.88
3	Cooperation	27	3.72	0.86
4	Unstructured Problem Solving	27	3.71	0.85
5	Self-Management	26	3.68	0.95
6	Task Planning and Management	28	3.49	0.89
7	Active Listening	28	3.48	0.90
8	Systems Thinking	26	3.45	0.85
9	Problem Sensitivity	28	3.42	0.86
10	Delegating	28	3.35	0.96
11	Monitoring	28	3.29	0.85
12	Cognitive Flexibility	28	3.24	1.01
13	Structured Problem Solving	28	3.24	0.97
14	Time Management	28	3.23	0.98
15	Even-Tempered	28	3.17	0.89
16	Problem Solver	28	3.15	1.06
17	Providing Feedback	28	3.13	0.88
18	Mental Agility	28	3.13	0.99
19	Communication Ability	28	3.12	1.05
20	Communicator	28	3.12	1.04
21	Sound Judgement	28	3.11	1.02
22	Coordination	28	3.11	1.03
23	Process-Disciplined	28	3.11	0.85
24	Improves Unit Performance	28	3.10	0.94
25	Assertiveness	28	3.10	0.94
26	Conflict Management	28	3.08	0.96
27	Sustains a Climate of Trust	27	3.07	1.01
28	Balances Mission and Welfare of Followers	28	3.06	0.98
29	Analyze Data or Information	28	3.04	1.00
30	Enforces Standards	28	3.02	1.02
31	Oral Communication Skill	28	3.01	1.03
32	Critical Thinking	28	3.00	1.06
33	Creative Problem Solving and Innovation	28	3.00	1.07
34	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	28	2.97	1.00
35	Focus	27	2.96	0.97
36	Dependability	27	2.94	1.08
37	Organizational Perspective	28	2.93	1.04

KSB Importance Rank	Transportation Corps (BR88) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Initiative	28	2.89	1.09
39	Evaluating Compliance	28	2.88	0.94
40	Self-Control	27	2.87	1.06
41	Emotional Control	28	2.86	1.04
42	Shared Leadership	28	2.84	0.97
43	Attentiveness	28	2.84	1.05
44	Adaptability	27	2.83	1.12
45	Assesses Developmental Needs of Others	28	2.82	0.92
46	Project Manager	28	2.82	1.07
47	Analytical Thinking	28	2.82	1.07
48	General Cognitive Aptitude	28	2.81	1.09
49	Mentoring	28	2.77	0.95
50	Written Communication	27	2.76	1.09
51	Reading Comprehension	27	2.76	1.09
52	Safety Compliance	28	2.73	1.04
53	Persistence	27	2.72	1.07
54	Recognizes and Rewards Good Performance	28	2.68	1.09
55	Oral and Nonverbal Comprehension	28	2.68	1.09
56	Motivating Others	28	2.66	1.06
57	Troubleshooting	27	2.64	1.09
58	Encourages Fairness and Inclusiveness	27	2.64	1.09
59	Training and Developing Others	28	2.62	1.02
60	Perceptual Speed And Accuracy	28	2.60	1.07
61	Interdisciplinary Reasoning	28	2.60	1.07
62	Active Learning	28	2.58	1.12
63	Detail-Focused and Precise	27	2.54	1.12
64	Achievement Orientation	27	2.54	1.12
65	Investigative Interests	26	2.54	0.86
66	Processes Information and Data	28	2.54	1.15
67	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	28	2.54	1.15
68	Interpersonal Tact	28	2.51	1.10
69	Tolerance	28	2.49	1.08
70	Discipline	27	2.48	1.10
71	Empathy	26	2.46	1.09
72	Orderliness	27	2.45	1.01
73	Creates a Learning Environment	28	2.45	1.04
74	Verbal Reasoning	28	2.44	1.15
75	Memory	28	2.44	1.09
76	Situational Awareness	28	2.42	1.20
77	Quantitative Reasoning	28	2.41	1.13
78	Perceptive	28	2.41	1.13

KSB Importance Rank	Transportation Corps (BR88) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Humility	27	2.41	1.14
80	Basic Computer Skills	27	2.37	1.21
81	Cooperation/Teamwork	28	2.37	1.20
82	Non-Delinquency	26	2.36	1.10
83	Innovative	28	2.36	1.14
84	Analyzes and Organizes Information to Create Knowledge	28	2.35	1.18
85	Learning Orientation	27	2.35	1.15
86	Warrior Ethos	27	2.33	1.14
87	Team Orientation	27	2.31	1.18
88	Social Perceptiveness	28	2.31	1.15
89	Self-Efficacy	28	2.31	1.15
90	Quality Control Analysis	28	2.26	1.13
91	Coordinating Multiple Groups	28	2.26	1.25
92	Multi-Tasking	28	2.24	1.26
93	Health and Fitness Orientation	25	2.24	1.08
94	Improves the Organization	28	2.22	1.18
95	Consensus Building	28	2.21	1.06
96	Leads By Example	28	2.21	1.25
97	Resilience	28	2.21	1.25
98	Adjustment	28	2.18	1.21
99	Encourages Discourse	28	2.18	1.17
100	Intellectual Efficiency	28	2.18	1.24
101	Sociability	28	2.17	1.19
102	Tolerance for Ambiguity	28	2.17	1.19
103	Affiliation	27	2.17	1.22
104	Assessing And Mitigating Harm	28	2.15	1.23
105	Decision Making	28	2.15	1.26
106	Spatial Orientation	28	2.12	1.25
107	Interest in Leadership	25	2.11	1.19
108	Awareness of Cognitive Biases	28	2.10	1.17
109	Perspective Taking	28	2.09	1.20
110	Spatially Intelligent	28	2.09	1.27
111	Peer Leadership	25	2.09	1.16
112	Selflessness	26	2.09	1.23
113	Physically Fit	25	2.06	1.16
114	Team Planning	28	2.04	1.28
115	Pattern Recognition	28	2.03	1.20
116	Knowledge of Processes and Procedures	28	2.02	1.17
117	Team Building	28	2.02	1.27
118	Instructing	28	2.00	1.17
119	Strategic Thinking	28	1.98	1.31

KSB Importance Rank	Transportation Corps (BR88) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
120	Virtue	26	1.98	1.21
121	Knowledge Management	25	1.95	1.13
122	Army Self-Efficacy	27	1.95	1.25
123	Spatial Visualization	28	1.94	1.29
124	Reflective Thinking	28	1.94	1.29
125	Information Ordering	28	1.92	1.23
126	Introspective	27	1.91	1.22
127	Team Development	28	1.90	1.30
128	Interpersonal Relationship Building	28	1.90	1.28
129	MOS/Branch-Specific Knowledge and Skill	28	1.90	1.28
130	Bodily-Kinesthetic	24	1.89	1.13
131	Financial Management	24	1.86	1.20
132	Army Values	27	1.84	1.39
133	Knowledge of System Inter-Relations	28	1.84	1.16
134	Interdisciplinary	27	1.81	1.19
135	Physical Endurance	25	1.81	1.21
136	Inspirational Leader	28	1.80	1.26
137	Locus of Control	27	1.79	1.31
138	Intercultural Communication	26	1.77	1.30
139	Military And Professional Bearing	28	1.75	1.29
140	Warrior Ethos/Service Ethos	27	1.75	1.35
141	Curiosity	28	1.74	1.25
142	Response Orientation	28	1.71	1.29
143	Soldier Common Task Knowledge and Skills	28	1.70	1.21
144	Optimism	26	1.69	1.33
145	Consideration	27	1.68	1.31
146	Enthusiasm	27	1.68	1.31
147	Proficiency with Mission Systems	27	1.65	1.23
148	Technologically Adept	25	1.64	1.27
149	Autonomy	28	1.64	1.40
150	Functional Area/Occupation-Specific Knowledge and Skill	25	1.62	1.36
151	Physical Strength	25	1.58	1.31
152	Physical Coordination	25	1.56	1.19
153	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	25	1.55	1.28
154	Prudent Risk-Taker	25	1.54	1.39
155	Working in Multidisciplinary Contexts	27	1.52	1.28
156	Knowledge of Combined Arms Operations	28	1.51	1.37
157	Control Precision	25	1.49	1.22
158	Balance	24	1.45	1.23
159	Reaction Time	25	1.43	1.26
160	Machine/Equipment Installation	23	1.42	1.04

KSB Importance Rank	Transportation Corps (BR88) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
161	Cultural/ Interpersonal Adaptability	25	1.42	1.29
162	Mechanically and Technologically Savvy	25	1.35	1.15
163	Social Interests	26	1.34	1.34
164	Enterprising Interests	26	1.33	1.06
165	Conventional Interests	25	1.32	1.08
166	Commitment to Serve	27	1.30	1.44
167	Auto and Shop Information	24	1.30	1.18
168	Mechanical Comprehension	25	1.30	1.24
169	Cross-Culturally Fluent	23	1.30	1.25
170	Basic Mathematics	27	1.30	1.31
171	Realistic Interests	25	1.29	1.41
172	Maintains Relevant Geopolitical Awareness	27	1.28	1.28
173	Working with the Public	25	1.23	1.40
174	Cultural Awareness	26	1.22	1.40
175	Advanced Computer Skills	26	1.21	1.17
176	Specialized Expertise	27	1.18	1.40
177	Basic Electronics Knowledge	25	1.18	0.99
178	Inspecting Equipment, Objects, Structures, or Materials	26	1.17	1.34
179	Mathematics Knowledge	24	1.16	1.13
180	Mathematical Reasoning	23	1.08	1.31
181	Basic Mechanical Knowledge	26	1.07	1.30
182	Science methods	19	1.05	1.13
183	Language Learning Ability	22	1.02	1.39
184	General Science	21	0.97	1.07
185	Cyber Knowledge	22	0.91	1.05
186	Innovating Technology	19	0.90	0.85
187	Data Science	19	0.81	0.98
188	Information and Systems Security	18	0.80	1.28
189	Attention Seeking	25	0.78	1.44
190	Artistic Interests	21	0.77	1.00
191	Swimming	21	0.74	1.47
192	Hostility to Authority	26	0.70	1.46
193	Database Programming and Engineering	17	0.69	0.93
194	Advanced Mathematics	20	0.68	1.15
195	Machiavellianism	22	0.62	1.19
196	Systems Architecture and Engineering	17	0.57	1.11
197	Software Development	16	0.56	1.09
198	Web Development	15	0.55	1.18

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E16*Explosive Ordnance Disposal (BR89) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	EOD (BR89) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	34	4.99	0.61
2	Communicator	34	4.88	0.65
3	Oral Communication Skill	34	4.53	0.71
4	Self-Management	33	4.45	0.71
5	Sustains a Climate of Trust	31	4.44	0.72
6	Critical Thinking	34	4.34	0.75
7	Mental Agility	34	4.29	0.74
8	Sound Judgement	34	4.28	0.79
9	Active Listening	34	4.22	0.70
10	Creative Problem Solving and Innovation	33	4.21	0.74
11	Written Communication	34	4.18	0.79
12	Cognitive Flexibility	34	4.15	0.78
13	Dependability	34	4.02	0.82
14	Stress Tolerance	33	4.00	0.83
15	Cooperation/Teamwork	34	4.00	0.82
16	Reading Comprehension	34	4.00	0.82
17	Problem Solver	33	3.98	0.83
18	Analytical Thinking	34	3.95	0.80
19	Adaptability	33	3.94	0.82
20	General Cognitive Aptitude	34	3.83	0.82
21	Interpersonal Tact	34	3.82	0.83
22	Verbal Reasoning	34	3.82	0.83
23	Perceptive	33	3.80	0.84
24	Functional Area/Occupation-Specific Knowledge and Skill	29	3.79	0.81
25	Situational Awareness	34	3.71	0.87
26	Analyze Data or Information	34	3.71	0.85
27	Unstructured Problem Solving	32	3.65	0.89
28	Training and Developing Others	31	3.60	0.86
29	Processes Information and Data	34	3.60	0.89
30	Coordination	34	3.60	0.89
31	Encourages Discourse	34	3.60	0.89
32	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	34	3.60	0.89
33	Active Learning	34	3.59	0.90
34	Resilience	34	3.59	0.90
35	Delegating	33	3.57	0.86
36	Analyzes and Organizes Information to Create Knowledge	33	3.56	0.90
37	Assesses Developmental Needs of Others	32	3.53	0.88

KSB Importance Rank	EOD (BR89) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Cooperation	34	3.52	0.85
39	Leads By Example	32	3.50	0.82
40	Detail-Focused and Precise	34	3.49	0.89
41	Team Development	34	3.49	0.91
42	Time Management	32	3.41	0.93
43	Systems Thinking	34	3.41	0.89
44	Social Perceptiveness	34	3.40	0.90
45	Conflict Management	34	3.39	0.91
46	Interdisciplinary Reasoning	34	3.39	0.93
47	MOS/Branch-Specific Knowledge and Skill	33	3.34	0.94
48	Selflessness	33	3.32	0.88
49	Improves the Organization	33	3.32	0.88
50	Task Planning and Management	32	3.30	0.88
51	Interpersonal Relationship Building	34	3.30	0.93
52	Team Planning	34	3.29	0.95
53	Oral and Nonverbal Comprehension	34	3.29	0.95
54	Team Building	34	3.28	0.96
55	Emotional Control	34	3.28	0.96
56	Decision Making	34	3.28	0.98
57	Learning Orientation	34	3.23	0.88
58	Creates a Learning Environment	32	3.20	1.00
59	Curiosity	32	3.19	0.91
60	Problem Sensitivity	34	3.18	1.00
61	Attentiveness	34	3.18	1.00
62	Providing Feedback	32	3.15	0.95
63	Perspective Taking	33	3.14	0.99
64	Coordinating Multiple Groups	33	3.14	1.00
65	Organizational Perspective	32	3.14	0.91
66	Intellectual Efficiency	33	3.10	0.97
67	Self-Control	34	3.08	0.95
68	Reflective Thinking	34	3.05	0.99
69	Strategic Thinking	33	3.04	1.03
70	Balances Mission and Welfare of Followers	30	3.01	1.03
71	Tolerance for Ambiguity	33	2.98	1.02
72	Persistence	34	2.96	1.02
73	Mentoring	30	2.92	1.05
74	Discipline	34	2.90	1.01
75	Motivating Others	32	2.83	0.96
76	Resource Management	32	2.83	1.03
77	Specialized Expertise	32	2.83	1.08
78	Structured Problem Solving	33	2.80	1.08

KSB Importance Rank	EOD (BR89) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Knowledge of Combined Arms Operations	30	2.75	1.01
80	Self-Efficacy	33	2.73	1.05
81	Consideration	34	2.73	0.90
82	Initiative	34	2.71	1.09
83	Even-Tempered	34	2.71	1.09
84	Monitoring	32	2.71	1.02
85	Team Orientation	34	2.70	1.10
86	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	32	2.70	1.05
87	Shared Leadership	32	2.69	0.98
88	Adjustment	34	2.69	1.07
89	Enforces Standards	32	2.67	1.07
90	Encourages Fairness and Inclusiveness	32	2.67	1.07
91	Multi-Tasking	34	2.63	1.11
92	Focus	33	2.61	1.16
93	Autonomy	34	2.60	1.14
94	Troubleshooting	33	2.59	1.06
95	Information Ordering	33	2.59	1.06
96	Awareness of Cognitive Biases	34	2.57	1.13
97	Military And Professional Bearing	34	2.55	1.11
98	Improves Unit Performance	32	2.53	1.11
99	Inspirational Leader	31	2.52	1.03
100	Project Manager	32	2.50	1.13
101	Quantitative Reasoning	31	2.48	1.09
102	Assessing And Mitigating Harm	34	2.43	1.22
103	Knowledge of System Inter-Relations	32	2.34	1.08
104	Humility	34	2.33	1.16
105	Knowledge of Processes and Procedures	33	2.33	1.17
106	Memory	34	2.32	1.13
107	Introspective	34	2.29	1.15
108	Army Values	34	2.28	1.22
109	Virtue	34	2.26	1.18
110	Sociability	34	2.25	1.15
111	Basic Computer Skills	34	2.23	1.20
112	Innovative	32	2.22	1.19
113	Perceptual Speed And Accuracy	33	2.22	1.12
114	Warrior Ethos	31	2.20	1.17
115	Proficiency with Mission Systems	32	2.18	1.11
116	Army Self-Efficacy	34	2.18	1.18
117	Recognizes and Rewards Good Performance	32	2.15	1.22
118	Assertiveness	34	2.15	1.18

KSB Importance Rank	EOD (BR89) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Commitment to Serve	34	2.11	1.20
120	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	32	2.11	1.22
121	Intercultural Communication	33	2.08	1.26
122	Achievement Orientation	32	2.07	1.21
123	Soldier Common Task Knowledge and Skills	30	2.00	1.10
124	Tolerance	33	1.99	1.26
125	Empathy	33	1.97	1.23
126	General Science	28	1.96	1.05
127	Peer Leadership	32	1.93	1.22
128	Working with the Public	30	1.92	1.25
129	Non-Delinquency	34	1.91	1.21
130	Instructing	31	1.87	1.30
131	Consensus Building	33	1.87	1.23
132	Technologically Adept	30	1.85	1.15
133	Safety Compliance	32	1.84	1.34
134	Enthusiasm	34	1.83	1.19
135	Spatially Intelligent	32	1.81	1.29
136	Mathematical Reasoning	27	1.80	1.03
137	Prudent Risk-Taker	33	1.79	1.37
138	Warrior Ethos/Service Ethos	33	1.77	1.32
139	Maintains Relevant Geopolitical Awareness	33	1.77	1.18
140	Interdisciplinary	34	1.77	1.26
141	Basic Mechanical Knowledge	25	1.76	1.25
142	Interest in Leadership	31	1.76	1.25
143	Working in Multidisciplinary Contexts	32	1.74	1.30
144	Spatial Visualization	30	1.71	1.31
145	Process-Disciplined	31	1.70	1.31
146	Evaluating Compliance	31	1.69	1.34
147	Orderliness	34	1.69	1.27
148	Spatial Orientation	32	1.69	1.29
149	Pattern Recognition	34	1.66	1.30
150	Social Interests	30	1.65	1.20
151	Health and Fitness Orientation	27	1.65	1.19
152	Physical Strength	28	1.64	1.13
153	Mathematics Knowledge	27	1.64	0.97
154	Physically Fit	29	1.61	1.20
155	Optimism	34	1.59	1.32
156	Bodily-Kinesthetic	27	1.58	1.25
157	Affiliation	34	1.57	1.32
158	Basic Mathematics	30	1.56	1.31
159	Response Orientation	32	1.55	1.33

KSB Importance Rank	EOD (BR89) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Physical Coordination	27	1.52	1.22
161	Cultural Awareness	32	1.51	1.27
162	Basic Electronics Knowledge	25	1.48	1.38
163	Locus of Control	31	1.47	1.32
164	Physical Endurance	28	1.46	1.23
165	Science methods	28	1.45	1.15
166	Cultural/ Interpersonal Adaptability	33	1.45	1.33
167	Quality Control Analysis	31	1.45	1.38
168	Knowledge Management	28	1.44	1.30
169	Balance	27	1.41	1.17
170	Reaction Time	26	1.38	1.26
171	Control Precision	26	1.29	1.34
172	Cross-Culturally Fluent	33	1.23	1.30
173	Investigative Interests	31	1.22	1.46
174	Mechanically and Technologically Savvy	28	1.22	1.44
175	Realistic Interests	31	1.14	1.40
176	Mechanical Comprehension	25	1.11	1.44
177	Auto and Shop Information	18	1.06	1.00
178	Data Science	20	1.05	1.00
179	Enterprising Interests	30	0.98	1.33
180	Conventional Interests	28	0.97	1.15
181	Cyber Knowledge	26	0.97	1.21
182	Innovating Technology	22	0.94	1.37
183	Inspecting Equipment, Objects, Structures, or Materials	26	0.91	1.46
184	Financial Management	29	0.89	1.51
185	Information and Systems Security	26	0.79	1.50
186	Machine/Equipment Installation	20	0.77	0.97
187	Advanced Computer Skills	28	0.72	1.33
188	Artistic Interests	28	0.68	1.13
189	Advanced Mathematics	19	0.61	0.70
190	Hostility to Authority	25	0.60	1.50
191	Systems Architecture and Engineering	19	0.58	0.77
192	Language Learning Ability	31	0.57	1.65
193	Swimming	19	0.54	1.32
194	Database Programming and Engineering	15	0.50	0.49
195	Machiavellianism	20	0.48	1.67
196	Attention Seeking	28	0.47	1.14
197	Web Development	15	0.39	0.82
198	Software Development	16	0.37	0.79

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E17*Logistics Branch (BR90) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Logistics Branch (BR90) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	302	4.25	0.76
2	Dependability	298	4.15	0.78
3	Communicator	301	4.09	0.80
4	Written Communication	301	4.04	0.81
5	Reading Comprehension	302	4.01	0.80
6	Self-Management	296	3.98	0.82
7	Sound Judgement	300	3.90	0.85
8	Oral Communication Skill	300	3.89	0.84
9	Active Listening	297	3.82	0.85
10	Cooperation/Teamwork	299	3.81	0.85
11	Attentiveness	301	3.81	0.82
12	Coordination	299	3.73	0.87
13	Stress Tolerance	297	3.73	0.88
14	Detail-Focused and Precise	298	3.72	0.83
15	Adaptability	296	3.72	0.89
16	Mental Agility	301	3.64	0.88
17	Problem Solver	301	3.62	0.88
18	Time Management	297	3.60	0.92
19	Critical Thinking	300	3.59	0.90
20	Analytical Thinking	299	3.56	0.90
21	General Cognitive Aptitude	301	3.55	0.87
22	Interpersonal Tact	299	3.50	0.90
23	Cooperation	300	3.49	0.90
24	Analyzes and Organizes Information to Create Knowledge	301	3.47	0.91
25	Sustains a Climate of Trust	293	3.46	0.94
26	Initiative	296	3.43	0.90
27	Army Values	296	3.43	0.96
28	Problem Sensitivity	300	3.41	0.93
29	Cognitive Flexibility	301	3.40	0.95
30	Situational Awareness	298	3.40	0.95
31	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	299	3.38	0.95
32	Active Learning	301	3.36	0.92
33	Coordinating Multiple Groups	298	3.36	0.94
34	Oral and Nonverbal Comprehension	301	3.35	0.95
35	Emotional Control	298	3.33	0.93
36	Processes Information and Data	297	3.33	0.95
37	Self-Control	297	3.31	0.94

KSB Importance Rank	Logistics Branch (BR90) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Resilience	297	3.28	0.98
39	Perceptive	301	3.27	0.93
40	Organizational Perspective	293	3.27	0.94
41	Improves the Organization	294	3.24	0.96
42	Team Building	299	3.24	0.95
43	Task Planning and Management	295	3.22	0.96
44	Analyze Data or Information	297	3.20	0.96
45	Discipline	297	3.20	0.96
46	Military And Professional Bearing	299	3.19	1.00
47	Focus	296	3.18	0.96
48	Team Development	298	3.18	0.97
49	Providing Feedback	294	3.18	0.95
50	Team Planning	298	3.17	0.98
51	Interpersonal Relationship Building	296	3.16	0.96
52	Verbal Reasoning	300	3.13	0.98
53	Enforces Standards	293	3.12	0.99
54	Persistence	296	3.10	0.97
55	Social Perceptiveness	296	3.10	0.95
56	Creative Problem Solving and Innovation	301	3.08	1.03
57	Even-Tempered	296	3.07	0.98
58	Perspective Taking	298	3.04	0.97
59	Conflict Management	298	3.04	0.99
60	Team Orientation	299	3.03	1.00
61	Leads By Example	293	3.03	1.02
62	Knowledge of Processes and Procedures	287	3.01	0.97
63	Systems Thinking	298	2.99	1.01
64	Delegating	283	2.99	1.00
65	Unstructured Problem Solving	296	2.99	1.02
66	Virtue	291	2.98	1.03
67	Improves Unit Performance	294	2.98	1.00
68	Basic Computer Skills	296	2.98	0.99
69	Project Manager	295	2.98	1.01
70	Learning Orientation	299	2.98	1.01
71	Intellectual Efficiency	297	2.97	1.00
72	Strategic Thinking	299	2.96	1.05
73	Multi-Tasking	300	2.96	1.04
74	Interdisciplinary Reasoning	300	2.91	1.02
75	Motivating Others	293	2.90	1.02
76	Structured Problem Solving	300	2.90	1.03
77	Balances Mission and Welfare of Followers	283	2.88	1.04
78	Decision Making	300	2.87	1.05

KSB Importance Rank	Logistics Branch (BR90) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	286	2.86	1.03
80	Achievement Orientation	297	2.85	1.00
81	Monitoring	293	2.84	1.01
82	Selflessness	296	2.84	1.05
83	Adjustment	296	2.83	1.01
84	Shared Leadership	293	2.83	1.04
85	Humility	298	2.83	1.05
86	Encourages Discourse	296	2.81	1.04
87	Creates a Learning Environment	286	2.81	1.06
88	Reflective Thinking	298	2.81	1.04
89	Encourages Fairness and Inclusiveness	291	2.79	1.06
90	Self-Efficacy	299	2.79	1.05
91	Troubleshooting	296	2.79	1.04
92	Recognizes and Rewards Good Performance	284	2.78	1.05
93	Tolerance	296	2.76	1.06
94	Tolerance for Ambiguity	294	2.76	1.08
95	Warrior Ethos/Service Ethos	295	2.76	1.10
96	Resource Management	287	2.76	1.05
97	Innovative	298	2.75	1.04
98	Knowledge of System Inter-Relations	279	2.73	1.01
99	Mentoring	285	2.72	1.09
100	Training and Developing Others	285	2.72	1.10
101	Assesses Developmental Needs of Others	284	2.70	1.08
102	Consideration	299	2.70	1.03
103	Empathy	290	2.68	1.08
104	Information Ordering	300	2.66	1.07
105	Army Self-Efficacy	295	2.64	1.08
106	Consensus Building	292	2.61	1.04
107	Warrior Ethos	289	2.57	1.14
108	Assertiveness	295	2.57	1.03
109	MOS/Branch-Specific Knowledge and Skill	277	2.56	1.11
110	Affiliation	295	2.53	1.04
111	Orderliness	297	2.52	1.09
112	Awareness of Cognitive Biases	296	2.50	1.13
113	Assessing And Mitigating Harm	297	2.49	1.10
114	Memory	301	2.49	1.09
115	Peer Leadership	289	2.49	1.13
116	Inspirational Leader	291	2.48	1.11
117	Interdisciplinary	284	2.45	1.04
118	Sociability	293	2.43	1.08

KSB Importance Rank	Logistics Branch (BR90) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Non-Delinquency	295	2.42	1.11
120	Enthusiasm	295	2.41	1.09
121	Curiosity	293	2.39	1.11
122	Quantitative Reasoning	296	2.36	1.12
123	Instructing	283	2.30	1.18
124	Process-Disciplined	276	2.28	1.11
125	Intercultural Communication	286	2.26	1.19
126	Autonomy	296	2.25	1.22
127	Introspective	295	2.25	1.15
128	Knowledge of Combined Arms Operations	274	2.24	1.14
129	Evaluating Compliance	277	2.24	1.11
130	Commitment to Serve	295	2.23	1.24
131	Cultural/ Interpersonal Adaptability	275	2.19	1.15
132	Interest in Leadership	287	2.17	1.19
133	Optimism	293	2.17	1.20
134	Working in Multidisciplinary Contexts	275	2.16	1.16
135	Cultural Awareness	276	2.15	1.15
136	Maintains Relevant Geopolitical Awareness	270	2.13	1.18
137	Pattern Recognition	288	2.11	1.14
138	Proficiency with Mission Systems	263	2.10	1.15
139	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	275	2.08	1.18
140	Functional Area/Occupation-Specific Knowledge and Skill	262	2.03	1.24
141	Spatially Intelligent	285	2.03	1.19
142	Investigative Interests	286	2.02	1.19
143	Prudent Risk-Taker	288	2.01	1.20
144	Knowledge Management	261	2.00	1.18
145	Safety Compliance	273	1.98	1.22
146	Perceptual Speed And Accuracy	284	1.94	1.21
147	Quality Control Analysis	265	1.86	1.22
148	Spatial Visualization	284	1.85	1.23
149	Locus of Control	287	1.84	1.23
150	Spatial Orientation	285	1.83	1.24
151	Basic Mathematics	271	1.80	1.21
152	Social Interests	286	1.73	1.24
153	Working with the Public	260	1.72	1.25
154	Realistic Interests	286	1.65	1.26
155	Soldier Common Task Knowledge and Skills	253	1.64	1.24
156	Health and Fitness Orientation	259	1.64	1.22
157	Technologically Adept	247	1.63	1.21
158	Financial Management	247	1.55	1.31
159	Response Orientation	277	1.55	1.33

KSB Importance Rank	Logistics Branch (BR90) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Physically Fit	260	1.54	1.29
161	Specialized Expertise	252	1.54	1.31
162	Enterprising Interests	273	1.54	1.27
163	Cross-Culturally Fluent	271	1.52	1.30
164	Conventional Interests	272	1.52	1.23
165	Physical Strength	251	1.49	1.23
166	Physical Endurance	254	1.48	1.28
167	Bodily-Kinesthetic	241	1.44	1.20
168	Mathematical Reasoning	242	1.37	1.27
169	Information and Systems Security	215	1.36	1.17
170	Mathematics Knowledge	242	1.35	1.20
171	Cyber Knowledge	221	1.26	1.15
172	Physical Coordination	227	1.22	1.31
173	Control Precision	220	1.21	1.29
174	Advanced Computer Skills	256	1.21	1.21
175	Reaction Time	228	1.20	1.33
176	General Science	223	1.16	1.18
177	Balance	227	1.15	1.36
178	Inspecting Equipment, Objects, Structures, or Materials	206	1.15	1.19
179	Science methods	221	1.14	1.19
180	Data Science	184	1.10	1.25
181	Basic Mechanical Knowledge	193	1.08	1.17
182	Auto and Shop Information	189	1.03	1.24
183	Language Learning Ability	249	1.02	1.48
184	Basic Electronics Knowledge	187	1.00	1.11
185	Innovating Technology	174	0.99	1.21
186	Mechanical Comprehension	185	0.97	1.21
187	Mechanically and Technologically Savvy	192	0.95	1.23
188	Machine/Equipment Installation	169	0.84	1.13
189	Advanced Mathematics	204	0.84	1.10
190	Artistic Interests	244	0.84	1.32
191	Database Programming and Engineering	151	0.80	1.13
192	Systems Architecture and Engineering	156	0.80	1.10
193	Swimming	181	0.79	1.11
194	Web Development	150	0.76	1.14
195	Software Development	148	0.71	1.10
196	Hostility to Authority	206	0.68	1.59
197	Attention Seeking	246	0.61	1.41
198	Machiavellianism	191	0.56	1.63

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E18

Materiel Maintenance and Munitions Management (BR91A) – KSB Importance Mean Ratings (Weighted Means)

KSB Importance Rank	Materiel Maint. & Munitions Mgmt. (BR91A) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Time Management	29	3.95	0.81
2	Delegating	29	3.80	0.84
3	Creates a Learning Environment	28	3.78	0.79
4	Decision Making	32	3.53	0.86
5	Adaptability	31	3.48	0.91
6	Mental Agility	32	3.41	0.93
7	Attentiveness	32	3.31	0.93
8	Assesses Developmental Needs of Others	28	3.31	0.88
9	Communication Ability	32	3.30	0.98
10	Coordination	31	3.28	0.93
11	Cooperation/Teamwork	31	3.26	0.96
12	Sound Judgement	31	3.25	0.98
13	Multi-Tasking	32	3.20	1.02
14	Coordinating Multiple Groups	32	3.20	0.96
15	Interpersonal Relationship Building	30	3.20	0.91
16	Detail-Focused and Precise	32	3.20	1.00
17	Tolerance for Ambiguity	31	3.19	0.95
18	Improves the Organization	28	3.13	0.98
19	Training and Developing Others	28	3.13	0.92
20	Focus	31	3.12	0.95
21	Interpersonal Tact	30	3.12	0.92
22	Communicator	32	3.09	1.03
23	Team Development	30	3.08	0.96
24	Army Values	31	3.07	1.00
25	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	31	3.06	0.94
26	Team Building	30	3.05	0.94
27	Processes Information and Data	31	3.04	1.05
28	Perceptive	31	3.02	0.98
29	Investigative Interests	26	2.99	0.98
30	Resource Management	29	2.98	1.02
31	Analyzes and Organizes Information to Create Knowledge	32	2.97	1.00
32	Oral Communication Skill	31	2.95	1.06
33	Active Listening	32	2.94	1.03
34	Reading Comprehension	32	2.94	1.03
35	Resilience	32	2.92	1.05
36	Stress Tolerance	32	2.91	1.07
37	Conflict Management	30	2.87	0.99

KSB Importance Rank	Materiel Maint. & Munitions Mgmt. (BR91A) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Selflessness	31	2.87	1.01
39	Improves Unit Performance	29	2.87	1.01
40	Active Learning	32	2.86	1.05
41	Perspective Taking	30	2.85	0.97
42	Interest in Leadership	32	2.83	0.96
43	Motivating Others	29	2.83	1.03
44	Dependability	32	2.83	1.08
45	Cognitive Flexibility	32	2.83	1.08
46	Problem Solver	32	2.82	1.09
47	Self-Control	32	2.82	1.09
48	Situational Awareness	32	2.81	1.13
49	Cooperation	32	2.81	1.05
50	Task Planning and Management	29	2.79	1.07
51	Organizational Perspective	28	2.78	1.05
52	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	28	2.78	1.05
53	Written Communication	32	2.77	1.08
54	Self-Management	32	2.74	1.11
55	Information Ordering	32	2.70	1.09
56	Creative Problem Solving and Innovation	31	2.70	1.11
57	Social Perceptiveness	30	2.69	0.99
58	Sustains a Climate of Trust	29	2.66	1.13
59	Army Self-Efficacy	30	2.66	1.04
60	Mentoring	29	2.66	1.05
61	Initiative	32	2.65	1.13
62	Troubleshooting	32	2.65	1.13
63	Warrior Ethos	29	2.64	1.10
64	Recognizes and Rewards Good Performance	29	2.64	1.10
65	Instructing	29	2.63	1.01
66	Project Manager	29	2.63	1.07
67	Intellectual Efficiency	31	2.62	1.09
68	Humility	32	2.61	1.08
69	Oral and Nonverbal Comprehension	32	2.59	1.10
70	Providing Feedback	29	2.59	1.04
71	Warrior Ethos/Service Ethos	31	2.58	1.12
72	Shared Leadership	29	2.57	1.11
73	Team Orientation	30	2.57	1.07
74	Basic Computer Skills	31	2.56	1.10
75	Unstructured Problem Solving	32	2.55	1.17
76	Persistence	32	2.55	1.13
77	Monitoring	28	2.54	1.08
78	Verbal Reasoning	31	2.54	1.16
79	Inspirational Leader	28	2.53	1.06

KSB Importance Rank	Materiel Maint. & Munitions Mgmt. (BR91A) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
80	Problem Sensitivity	32	2.51	1.16
81	Learning Orientation	31	2.51	1.11
82	Peer Leadership	29	2.50	1.07
83	Balances Mission and Welfare of Followers	29	2.48	1.18
84	Assertiveness	32	2.48	1.07
85	Discipline	32	2.47	1.12
86	Enforces Standards	29	2.47	1.11
87	Quantitative Reasoning	31	2.45	1.15
88	Emotional Control	32	2.44	1.18
89	Structured Problem Solving	32	2.44	1.18
90	Orderliness	32	2.42	1.13
91	Innovative	30	2.41	1.15
92	Analytical Thinking	32	2.41	1.20
93	Knowledge of System Inter-Relations	28	2.40	0.99
94	Systems Thinking	32	2.40	1.17
95	Even-Tempered	32	2.40	1.17
96	Tolerance	31	2.39	1.11
97	Critical Thinking	32	2.39	1.24
98	Knowledge of Processes and Procedures	30	2.38	1.07
99	General Cognitive Aptitude	32	2.38	1.19
100	Consideration	32	2.37	1.10
101	Interdisciplinary Reasoning	31	2.37	1.15
102	Team Planning	30	2.33	1.18
103	Prudent Risk-Taker	31	2.31	1.19
104	Leads By Example	29	2.31	1.21
105	Interdisciplinary	28	2.29	1.07
106	Assessing And Mitigating Harm	32	2.28	1.23
107	Autonomy	30	2.26	1.17
108	Non-Delinquency	32	2.24	1.20
109	Commitment to Serve	32	2.24	1.20
110	Adjustment	32	2.24	1.20
111	Memory	32	2.21	1.22
112	Analyze Data or Information	32	2.21	1.26
113	Reflective Thinking	32	2.19	1.21
114	Self-Efficacy	31	2.18	1.22
115	Military And Professional Bearing	32	2.18	1.20
116	Sociability	31	2.16	1.17
117	Introspective	32	2.15	1.16
118	Cultural/ Interpersonal Adaptability	27	2.13	1.12
119	Process-Disciplined	29	2.12	1.12
120	Affiliation	32	2.09	1.13
121	Safety Compliance	31	2.09	1.22

KSB Importance Rank	Materiel Maint. & Munitions Mgmt. (BR91A) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
122	Virtue	32	2.07	1.23
123	Awareness of Cognitive Biases	32	2.06	1.27
124	Soldier Common Task Knowledge and Skills	28	2.06	1.13
125	Perceptual Speed And Accuracy	31	2.05	1.24
126	Basic Mathematics	25	2.03	1.16
127	Spatially Intelligent	30	2.03	1.26
128	Consensus Building	29	2.02	1.18
129	Inspecting Equipment, Objects, Structures, or Materials	25	2.01	1.07
130	Knowledge Management	20	2.00	1.13
131	Curiosity	30	2.00	1.22
132	Quality Control Analysis	29	1.95	1.21
133	Optimism	32	1.94	1.26
134	Spatial Orientation	30	1.93	1.31
135	Intercultural Communication	27	1.92	1.25
136	Spatial Visualization	30	1.91	1.29
137	Evaluating Compliance	30	1.90	1.18
138	Social Interests	30	1.90	1.18
139	Encourages Discourse	32	1.87	1.31
140	MOS/Branch-Specific Knowledge and Skill	30	1.86	1.22
141	Auto and Shop Information	25	1.85	1.14
142	Knowledge of Combined Arms Operations	28	1.81	1.22
143	Technologically Adept	24	1.81	0.92
144	Encourages Fairness and Inclusiveness	29	1.78	1.34
145	Mathematics Knowledge	21	1.75	0.92
146	Reaction Time	23	1.74	1.13
147	Mathematical Reasoning	24	1.72	1.12
148	Pattern Recognition	31	1.71	1.34
149	Mechanical Comprehension	25	1.70	1.12
150	Mechanically and Technologically Savvy	25	1.69	1.16
151	Empathy	30	1.67	1.30
152	Proficiency with Mission Systems	27	1.65	1.22
153	Cultural Awareness	27	1.65	1.22
154	Achievement Orientation	32	1.64	1.37
155	Locus of Control	31	1.64	1.34
156	Basic Mechanical Knowledge	25	1.62	1.22
157	Physical Endurance	27	1.61	1.11
158	Physically Fit	27	1.60	1.13
159	Specialized Expertise	26	1.60	1.20
160	Bodily-Kinesthetic	27	1.56	1.04
161	Balance	23	1.56	1.13
162	Strategic Thinking	32	1.55	1.42
163	Enterprising Interests	29	1.55	1.25

KSB Importance Rank	Materiel Maint. & Munitions Mgmt. (BR91A) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
164	Maintains Relevant Geopolitical Awareness	26	1.55	1.18
165	Physical Coordination	23	1.53	1.18
166	Functional Area/Occupation-Specific Knowledge and Skill	27	1.53	1.31
167	Conventional Interests	30	1.52	1.16
168	Health and Fitness Orientation	26	1.51	1.17
169	Realistic Interests	29	1.50	1.32
170	Response Orientation	32	1.45	1.41
171	Language Learning Ability	23	1.44	1.28
172	Control Precision	24	1.44	1.16
173	Machine/Equipment Installation	24	1.42	1.19
174	Enthusiasm	32	1.41	1.44
175	Financial Management	27	1.40	1.37
176	Information and Systems Security	17	1.39	0.92
177	Physical Strength	27	1.37	1.24
178	Cross-Culturally Fluent	26	1.35	1.22
179	General Science	22	1.30	1.10
180	Advanced Computer Skills	27	1.21	1.12
181	Working in Multidisciplinary Contexts	25	1.11	1.44
182	Science methods	18	1.10	1.29
183	Basic Electronics Knowledge	23	1.10	1.34
184	Cyber Knowledge	19	1.03	0.91
185	Swimming	13	1.00	1.00
186	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	25	0.99	1.53
187	Data Science	16	0.95	1.31
188	Advanced Mathematics	17	0.93	0.69
189	Innovating Technology	13	0.79	0.86
190	Database Programming and Engineering	12	0.77	0.67
191	Working with the Public	22	0.76	1.57
192	Hostility to Authority	26	0.72	1.47
193	Machiavellianism	22	0.69	1.62
194	Artistic Interests	21	0.66	1.34
195	Systems Architecture and Engineering	11	0.54	0.51
196	Attention Seeking	26	0.53	1.54
197	Web Development	14	0.33	0.43
198	Software Development	14	0.33	0.43

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E19*Quartermaster Corps (BR92) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Quartermaster Corps (BR92) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Cooperation/Teamwork	20	3.75	0.86
2	Dependability	19	3.47	0.92
3	Coordination	20	3.36	0.97
4	Monitoring	21	3.29	0.92
5	Interpersonal Tact	21	3.26	0.96
6	Cooperation	21	3.23	0.89
7	Task Planning and Management	20	3.20	0.97
8	Written Communication	20	3.19	0.99
9	Communication Ability	21	3.19	0.92
10	Active Listening	21	3.13	0.97
11	Stress Tolerance	21	3.12	1.06
12	Initiative	21	3.03	0.97
13	Military And Professional Bearing	21	3.00	1.00
14	Reading Comprehension	21	3.00	1.00
15	Oral Communication Skill	21	3.00	1.00
16	Enforces Standards	21	2.96	1.04
17	Sustains a Climate of Trust	21	2.85	1.05
18	Self-Management	21	2.85	1.05
19	Army Values	21	2.83	1.07
20	Detail-Focused and Precise	21	2.83	1.07
21	Systems Thinking	19	2.80	1.01
22	Affiliation	21	2.79	0.87
23	Improves Unit Performance	21	2.71	1.10
24	Adaptability	21	2.66	1.15
25	Training and Developing Others	18	2.66	1.08
26	Analyze Data or Information	20	2.66	1.10
27	Sound Judgement	20	2.66	1.10
28	Mentoring	20	2.64	1.06
29	Communicator	21	2.64	1.09
30	Team Development	20	2.63	1.12
31	Conflict Management	20	2.60	1.09
32	Creates a Learning Environment	21	2.59	1.08
33	Problem Sensitivity	20	2.59	1.17
34	Active Learning	20	2.55	1.12
35	Delegating	21	2.54	1.18
36	Learning Orientation	21	2.51	1.09
37	Orderliness	21	2.49	1.06

KSB Importance Rank	Quartermaster Corps (BR92) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Team Orientation	21	2.48	1.16
39	Emotional Control	21	2.48	1.16
40	Knowledge of Processes and Procedures	19	2.47	1.10
41	Oral and Nonverbal Comprehension	21	2.46	1.12
42	Mental Agility	21	2.45	1.18
43	Basic Computer Skills	20	2.43	1.25
44	MOS/Branch-Specific Knowledge and Skill	19	2.42	1.18
45	Providing Feedback	21	2.42	1.15
46	Interpersonal Relationship Building	21	2.42	1.15
47	Resilience	21	2.41	1.22
48	Achievement Orientation	20	2.35	1.13
49	Encourages Fairness and Inclusiveness	21	2.35	1.20
50	Autonomy	21	2.35	1.20
51	Critical Thinking	21	2.34	1.17
52	Cognitive Flexibility	20	2.34	1.23
53	Attentiveness	20	2.33	1.18
54	Assesses Developmental Needs of Others	21	2.32	1.15
55	Self-Control	21	2.32	1.15
56	Virtue	21	2.31	1.12
57	Consideration	21	2.31	1.12
58	Intellectual Efficiency	20	2.29	1.21
59	Self-Efficacy	21	2.27	1.18
60	Instructing	19	2.27	1.12
61	Strategic Thinking	19	2.27	1.12
62	Processes Information and Data	21	2.26	1.22
63	Warrior Ethos/Service Ethos	20	2.26	1.23
64	Focus	19	2.23	1.21
65	Team Planning	21	2.23	1.24
66	Resource Management	20	2.23	1.26
67	Process-Disciplined	20	2.23	1.14
68	Assertiveness	21	2.21	1.12
69	Even-Tempered	21	2.18	1.24
70	Investigative Interests	20	2.17	1.10
71	Motivating Others	21	2.15	1.22
72	Project Manager	21	2.15	1.26
73	Time Management	21	2.15	1.26
74	Adjustment	21	2.14	1.20
75	Team Building	20	2.13	1.28
76	Bodily-Kinesthetic	18	2.13	1.25
77	Safety Compliance	20	2.11	1.22
78	Shared Leadership	21	2.09	1.23

KSB Importance Rank	Quartermaster Corps (BR92) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Organizational Perspective	21	2.07	1.28
80	Creative Problem Solving and Innovation	20	2.05	1.29
81	Persistence	21	2.04	1.26
82	General Cognitive Aptitude	21	2.04	1.26
83	Discipline	21	2.04	1.21
84	Improves the Organization	21	2.03	1.30
85	Analytical Thinking	21	2.03	1.24
86	Physically Fit	19	2.03	1.31
87	Tolerance for Ambiguity	21	2.00	1.32
88	Locus of Control	21	2.00	1.16
89	Verbal Reasoning	20	2.00	1.26
90	Health and Fitness Orientation	19	1.96	1.28
91	Non-Delinquency	21	1.96	1.31
92	Interdisciplinary	20	1.95	1.07
93	Sociability	21	1.90	1.20
94	Pattern Recognition	19	1.89	1.10
95	Consensus Building	21	1.89	1.25
96	Troubleshooting	21	1.89	1.25
97	Analyzes and Organizes Information to Create Knowledge	21	1.89	1.33
98	Perspective Taking	21	1.89	1.33
99	Situational Awareness	20	1.89	1.30
100	Specialized Expertise	17	1.88	1.11
101	Leads By Example	21	1.86	1.38
102	Evaluating Compliance	20	1.85	1.28
103	Memory	20	1.85	1.23
104	Enterprising Interests	18	1.83	1.08
105	Perceptual Speed And Accuracy	20	1.82	1.23
106	Innovative	20	1.81	1.28
107	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	20	1.79	1.36
108	Balances Mission and Welfare of Followers	21	1.79	1.36
109	Structured Problem Solving	21	1.78	1.32
110	Empathy	21	1.77	1.35
111	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	21	1.77	1.35
112	Humility	21	1.76	1.29
113	Decision Making	21	1.75	1.39
114	Interest in Leadership	21	1.73	1.33
115	Tolerance	21	1.73	1.37
116	Knowledge of System Inter-Relations	19	1.72	1.24
117	Physical Coordination	17	1.71	1.27
118	Army Self-Efficacy	21	1.70	1.33

KSB Importance Rank	Quartermaster Corps (BR92) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Spatial Visualization	19	1.69	1.18
120	Social Perceptiveness	21	1.68	1.40
121	Physical Strength	19	1.67	1.38
122	Recognizes and Rewards Good Performance	21	1.67	1.38
123	Multi-Tasking	21	1.67	1.38
124	Information Ordering	20	1.65	1.31
125	Quality Control Analysis	20	1.64	1.36
126	Assessing And Mitigating Harm	20	1.64	1.36
127	Selflessness	21	1.64	1.33
128	Physical Endurance	19	1.62	1.41
129	Problem Solver	21	1.61	1.45
130	Spatial Orientation	19	1.60	1.26
131	Cyber Knowledge	15	1.59	0.92
132	Enthusiasm	21	1.58	1.40
133	Control Precision	17	1.58	1.31
134	Balance	17	1.58	1.31
135	Working in Multidisciplinary Contexts	20	1.57	1.21
136	Curiosity	20	1.57	1.25
137	Knowledge of Combined Arms Operations	18	1.57	1.33
138	Prudent Risk-Taker	20	1.55	1.35
139	Perceptive	21	1.55	1.36
140	Unstructured Problem Solving	21	1.55	1.36
141	Coordinating Multiple Groups	21	1.55	1.46
142	Inspirational Leader	21	1.55	1.40
143	Warrior Ethos	21	1.55	1.40
144	Conventional Interests	19	1.51	1.22
145	Optimism	20	1.51	1.40
146	Response Orientation	19	1.50	1.29
147	Functional Area/Occupation-Specific Knowledge and Skill	16	1.50	1.35
148	Proficiency with Mission Systems	18	1.49	1.38
149	Quantitative Reasoning	19	1.48	1.39
150	Awareness of Cognitive Biases	21	1.47	1.28
151	Interdisciplinary Reasoning	20	1.46	1.39
152	Encourages Discourse	21	1.46	1.40
153	Basic Mathematics	18	1.44	1.42
154	Financial Management	18	1.43	1.32
155	Cultural/ Interpersonal Adaptability	21	1.42	1.39
156	Spatially Intelligent	19	1.41	1.31
157	Information and Systems Security	15	1.38	1.06
158	Cultural Awareness	21	1.37	1.43
159	General Science	15	1.37	0.98

KSB Importance Rank	Quartermaster Corps (BR92) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Technologically Adept	19	1.37	1.26
161	Mechanically and Technologically Savvy	17	1.36	0.78
162	Realistic Interests	20	1.35	1.42
163	Introspective	21	1.34	1.43
164	Science methods	15	1.32	0.83
165	Mathematical Reasoning	17	1.30	1.29
166	Peer Leadership	19	1.28	1.46
167	Soldier Common Task Knowledge and Skills	20	1.26	1.36
168	Reaction Time	17	1.25	1.39
169	Basic Mechanical Knowledge	16	1.25	0.89
170	Reflective Thinking	21	1.25	1.36
171	Auto and Shop Information	14	1.25	1.08
172	Mathematics Knowledge	17	1.23	1.30
173	Working with the Public	19	1.22	1.32
174	Basic Electronics Knowledge	17	1.21	0.79
175	Commitment to Serve	21	1.19	1.50
176	Social Interests	21	1.19	1.37
177	Intercultural Communication	21	1.16	1.48
178	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	17	1.15	1.28
179	Inspecting Equipment, Objects, Structures, or Materials	19	1.12	1.26
180	Maintains Relevant Geopolitical Awareness	19	1.09	1.45
181	Mechanical Comprehension	17	1.01	0.86
182	Machiavellianism	15	1.00	1.40
183	Knowledge Management	16	0.96	1.47
184	Advanced Computer Skills	17	0.92	1.32
185	Cross-Culturally Fluent	21	0.91	1.53
186	Machine/Equipment Installation	14	0.91	0.73
187	Attention Seeking	16	0.87	1.18
188	Data Science	8	0.84	0.89
189	Advanced Mathematics	16	0.70	1.20
190	Hostility to Authority	17	0.68	1.50
191	Database Programming and Engineering	9	0.62	0.88
192	Artistic Interests	14	0.58	0.65
193	Web Development	10	0.58	0.85
194	Swimming	15	0.57	1.39
195	Innovating Technology	9	0.57	1.36
196	Systems Architecture and Engineering	10	0.52	0.70
197	Language Learning Ability	15	0.44	1.72
198	Software Development	8	0.21	0.35

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E20*Information Systems Engineering (FA26) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Information Systems Engineering (FA26) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Analytical Thinking	44	4.83	0.63
2	Basic Computer Skills	44	4.79	0.69
3	General Cognitive Aptitude	43	4.38	0.67
4	Technologically Adept	43	4.35	0.77
5	Critical Thinking	43	4.19	0.76
6	Systems Architecture and Engineering	40	4.09	0.82
7	Cyber Knowledge	41	4.00	0.84
8	Time Management	44	3.96	0.79
9	Structured Problem Solving	43	3.93	0.78
10	Problem Solver	44	3.89	0.83
11	Analyzes and Organizes Information to Create Knowledge	44	3.87	0.80
12	Cognitive Flexibility	43	3.85	0.79
13	Functional Area/Occupation-Specific Knowledge and Skill	43	3.80	0.91
14	Adaptability	44	3.77	0.82
15	Oral Communication Skill	42	3.75	0.79
16	Detail-Focused and Precise	44	3.68	0.83
17	Dependability	44	3.68	0.84
18	Active Learning	44	3.62	0.91
19	Systems Thinking	44	3.60	0.89
20	Improves the Organization	44	3.59	0.87
21	Sustains a Climate of Trust	43	3.55	0.82
22	Information and Systems Security	40	3.55	0.99
23	Analyze Data or Information	44	3.54	0.94
24	Persistence	44	3.54	0.85
25	Self-Management	44	3.51	0.89
26	Coordination	43	3.50	0.87
27	Processes Information and Data	44	3.44	0.91
28	Multi-Tasking	44	3.44	0.91
29	Project Manager	41	3.43	0.90
30	Reading Comprehension	44	3.43	0.92
31	Initiative	43	3.41	0.90
32	Perceptive	44	3.38	0.85
33	Task Planning and Management	44	3.37	0.91
34	Creative Problem Solving and Innovation	44	3.35	0.95
35	MOS/Branch-Specific Knowledge and Skill	43	3.32	0.97
36	Cooperation/Teamwork	44	3.29	0.94
37	Learning Orientation	44	3.29	0.94
38	Attentiveness	44	3.24	0.93

KSB Importance Rank	Information Systems Engineering (FA26) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
39	Oral and Nonverbal Comprehension	43	3.23	0.88
40	Stress Tolerance	44	3.20	0.93
41	Written Communication	43	3.18	0.97
42	Communication Ability	44	3.14	0.98
43	Mental Agility	43	3.10	1.01
44	Communicator	44	3.09	0.99
45	Organizational Perspective	44	3.08	0.95
46	Self-Efficacy	44	3.07	0.90
47	Strategic Thinking	44	3.06	0.96
48	Information Ordering	44	3.05	0.95
49	Intellectual Efficiency	44	3.02	1.01
50	Shared Leadership	44	3.01	0.91
51	Providing Feedback	43	3.01	0.96
52	Problem Sensitivity	44	3.01	1.02
53	Even-Tempered	43	3.00	0.93
54	Innovative	44	2.98	1.00
55	Troubleshooting	44	2.98	1.06
56	Cooperation	44	2.98	0.97
57	Balances Mission and Welfare of Followers	41	2.94	0.92
58	Resilience	44	2.93	0.95
59	Active Listening	44	2.91	1.02
60	Focus	44	2.91	1.02
61	Conflict Management	44	2.89	0.93
62	Interdisciplinary Reasoning	43	2.87	1.01
63	Proficiency with Mission Systems	41	2.85	1.05
64	Self-Control	44	2.84	0.97
65	Coordinating Multiple Groups	43	2.83	1.03
66	Unstructured Problem Solving	44	2.83	1.06
67	Motivating Others	44	2.82	0.94
68	Advanced Computer Skills	42	2.81	1.17
69	Emotional Control	44	2.80	0.97
70	Discipline	43	2.79	1.01
71	Sound Judgement	42	2.79	1.09
72	Adjustment	43	2.78	0.93
73	Virtue	42	2.77	0.99
74	Leads By Example	44	2.75	1.03
75	Innovating Technology	41	2.74	1.13
76	Improves Unit Performance	43	2.73	1.00
77	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	43	2.73	1.05
78	Resource Management	43	2.71	1.05
79	Team Planning	44	2.68	1.03
80	Reflective Thinking	43	2.66	1.05

KSB Importance Rank	Information Systems Engineering (FA26) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
81	Assertiveness	44	2.64	0.97
82	Interpersonal Tact	42	2.61	1.06
83	Interpersonal Relationship Building	43	2.61	1.05
84	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	44	2.58	1.08
85	Team Development	44	2.57	1.03
86	Team Orientation	43	2.56	1.01
87	Decision Making	43	2.56	1.10
88	Training and Developing Others	41	2.55	1.08
89	Creates a Learning Environment	42	2.55	1.12
90	Consensus Building	43	2.55	1.07
91	Delegating	42	2.54	1.08
92	Warrior Ethos	42	2.52	0.99
93	Perspective Taking	43	2.51	1.08
94	Specialized Expertise	40	2.47	1.18
95	Memory	43	2.45	1.01
96	Monitoring	43	2.45	1.07
97	Awareness of Cognitive Biases	43	2.41	1.03
98	Knowledge of System Inter-Relations	44	2.40	1.11
99	Enforces Standards	43	2.39	1.12
100	Encourages Fairness and Inclusiveness	42	2.38	1.10
101	Team Building	44	2.37	1.12
102	Quantitative Reasoning	43	2.37	1.14
103	Verbal Reasoning	43	2.37	1.14
104	Recognizes and Rewards Good Performance	41	2.35	1.08
105	Tolerance for Ambiguity	43	2.33	1.13
106	Military And Professional Bearing	43	2.30	1.12
107	Enthusiasm	43	2.30	1.08
108	Peer Leadership	44	2.30	1.09
109	Assesses Developmental Needs of Others	42	2.29	1.06
110	Situational Awareness	44	2.29	1.14
111	Tolerance	43	2.26	1.10
112	Selflessness	43	2.26	1.12
113	Knowledge Management	42	2.24	1.23
114	Mentoring	42	2.24	1.13
115	Achievement Orientation	44	2.23	1.17
116	Prudent Risk-Taker	44	2.22	1.09
117	Curiosity	43	2.22	1.21
118	Optimism	44	2.21	1.06
119	Social Perceptiveness	43	2.20	1.14
120	Consideration	44	2.17	1.08
121	Working in Multidisciplinary Contexts	42	2.15	1.20
122	Army Values	44	2.11	1.23

KSB Importance Rank	Information Systems Engineering (FA26) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
123	Inspirational Leader	43	2.10	1.11
124	Warrior Ethos/Service Ethos	43	2.09	1.16
125	Orderliness	43	2.05	1.18
126	Humility	44	2.02	1.19
127	Process-Disciplined	40	2.02	1.26
128	Basic Mathematics	42	2.01	1.17
129	Commitment to Serve	43	2.00	1.20
130	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	42	2.00	1.27
131	Army Self-Efficacy	43	2.00	1.12
132	Non-Delinquency	44	1.98	1.19
133	Interdisciplinary	44	1.98	1.23
134	Data Science	40	1.97	1.24
135	Encourages Discourse	43	1.96	1.25
136	Instructing	41	1.96	1.18
137	Empathy	43	1.91	1.20
138	Sociability	44	1.90	1.12
139	Introspective	44	1.90	1.17
140	Autonomy	43	1.89	1.28
141	Investigative Interests	44	1.87	1.23
142	Affiliation	44	1.86	1.15
143	Evaluating Compliance	38	1.84	1.34
144	Mathematics Knowledge	39	1.83	1.17
145	Knowledge of Processes and Procedures	44	1.80	1.29
146	Perceptual Speed And Accuracy	41	1.78	1.23
147	Science methods	39	1.76	1.30
148	Database Programming and Engineering	40	1.75	1.28
149	Pattern Recognition	42	1.74	1.27
150	Spatially Intelligent	42	1.66	1.18
151	Mathematical Reasoning	39	1.63	1.31
152	Assessing And Mitigating Harm	43	1.59	1.38
153	Software Development	40	1.55	1.32
154	Social Interests	42	1.54	1.14
155	Quality Control Analysis	37	1.54	1.36
156	Maintains Relevant Geopolitical Awareness	39	1.53	1.14
157	Enterprising Interests	43	1.47	1.23
158	General Science	38	1.45	1.32
159	Intercultural Communication	39	1.44	1.33
160	Spatial Orientation	41	1.44	1.24
161	Knowledge of Combined Arms Operations	41	1.43	1.29
162	Interest in Leadership	44	1.41	1.29
163	Locus of Control	43	1.38	1.33
164	Financial Management	37	1.38	1.31

KSB Importance Rank	Information Systems Engineering (FA26) KSBs in descending order of importance rating	<i>N</i>	<i>M</i> *	<i>SD</i>
165	Cultural/ Interpersonal Adaptability	37	1.37	1.23
166	Basic Electronics Knowledge	36	1.34	1.38
167	Spatial Visualization	41	1.32	1.32
168	Conventional Interests	43	1.32	1.21
169	Realistic Interests	43	1.25	1.35
170	Cross-Culturally Fluent	36	1.23	1.27
171	Cultural Awareness	37	1.21	1.26
172	Web Development	40	1.19	1.39
173	Working with the Public	38	1.18	1.35
174	Basic Mechanical Knowledge	35	1.16	1.17
175	Health and Fitness Orientation	36	1.16	1.18
176	Response Orientation	41	1.05	1.42
177	Inspecting Equipment, Objects, Structures, or Materials	32	1.04	1.32
178	Bodily-Kinesthetic	36	1.03	1.18
179	Mechanical Comprehension	30	1.00	1.03
180	Advanced Mathematics	39	0.99	1.42
181	Physical Endurance	36	0.98	1.29
182	Language Learning Ability	35	0.95	1.42
183	Machine/Equipment Installation	32	0.91	1.31
184	Physical Coordination	34	0.90	1.29
185	Control Precision	34	0.90	1.29
186	Safety Compliance	35	0.89	1.56
187	Physical Strength	36	0.88	1.30
188	Mechanically and Technologically Savvy	34	0.87	1.58
189	Soldier Common Task Knowledge and Skills	37	0.85	1.36
190	Physically Fit	36	0.83	1.40
191	Balance	33	0.81	1.31
192	Reaction Time	34	0.81	1.36
193	Artistic Interests	39	0.74	1.10
194	Auto and Shop Information	21	0.71	0.75
195	Hostility to Authority	34	0.66	1.45
196	Machiavellianism	31	0.65	1.27
197	Attention Seeking	39	0.65	1.48
198	Swimming	27	0.55	1.26

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E21*Information Operations (FA30) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Information Operations (FA30) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Written Communication	22	5.48	0.49
2	Reading Comprehension	22	5.21	0.51
3	Communicator	22	5.21	0.51
4	Communication Ability	22	5.21	0.51
5	Critical Thinking	22	4.59	0.67
6	Analyzes and Organizes Information to Create Knowledge	22	4.30	0.61
7	Problem Solver	22	4.28	0.73
8	Cognitive Flexibility	22	4.28	0.73
9	Analytical Thinking	22	4.28	0.73
10	Cooperation	22	4.26	0.72
11	Perceptive	22	4.25	0.66
12	General Cognitive Aptitude	22	4.25	0.66
13	Interdisciplinary Reasoning	22	4.10	0.65
14	Reflective Thinking	22	4.05	0.71
15	Mental Agility	22	4.05	0.71
16	Oral Communication Skill	22	4.03	0.75
17	Active Listening	21	4.00	0.73
18	Time Management	21	4.00	0.78
19	Encourages Discourse	21	3.99	0.77
20	Functional Area/Occupation-Specific Knowledge and Skill	20	3.94	0.77
21	Information Ordering	22	3.89	0.72
22	Verbal Reasoning	21	3.88	0.71
23	Creative Problem Solving and Innovation	22	3.85	0.84
24	Oral and Nonverbal Comprehension	22	3.84	0.77
25	Sound Judgement	22	3.83	0.80
26	Interpersonal Relationship Building	22	3.83	0.80
27	Training and Developing Others	20	3.76	0.79
28	Interpersonal Tact	22	3.66	0.83
29	Problem Sensitivity	22	3.66	0.83
30	Awareness of Cognitive Biases	22	3.65	0.85
31	Multi-Tasking	22	3.65	0.87
32	Perspective Taking	22	3.59	0.79
33	Analyze Data or Information	22	3.59	0.79
34	Active Learning	22	3.50	0.87
35	Coordination	22	3.48	0.89
36	Cooperation/Teamwork	22	3.48	0.89
37	MOS/Branch-Specific Knowledge and Skill	21	3.42	0.91

KSB Importance Rank	Information Operations (FA30) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Tolerance for Ambiguity	21	3.42	0.91
39	Discipline	22	3.40	0.80
40	Even-Tempered	22	3.40	0.80
41	Knowledge of System Inter-Relations	20	3.38	0.81
42	Emotional Control	22	3.38	0.87
43	Mentoring	20	3.36	0.93
44	Creates a Learning Environment	20	3.36	0.95
45	Innovative	21	3.35	0.86
46	Persistence	22	3.33	0.92
47	Interdisciplinary	22	3.29	0.87
48	Intercultural Communication	22	3.29	0.81
49	Adaptability	21	3.29	0.92
50	Providing Feedback	20	3.25	0.92
51	Intellectual Efficiency	22	3.23	0.85
52	Situational Awareness	22	3.22	0.93
53	Selflessness	22	3.20	0.83
54	Dependability	22	3.20	0.95
55	Social Perceptiveness	22	3.18	0.89
56	Military And Professional Bearing	22	3.18	0.89
57	Learning Orientation	22	3.18	0.89
58	Army Values	22	3.17	0.99
59	Self-Management	22	3.16	1.02
60	Decision Making	22	3.14	0.92
61	Empathy	22	3.14	0.87
62	Attentiveness	22	3.14	0.87
63	Consideration	22	3.12	0.80
64	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	22	3.10	0.95
65	Sustains a Climate of Trust	20	3.08	0.97
66	Virtue	22	3.07	0.98
67	Initiative	22	3.05	1.00
68	Monitoring	20	3.04	0.93
69	Team Building	22	3.03	0.94
70	Self-Efficacy	22	3.03	0.94
71	Introspective	22	3.00	0.80
72	Team Development	22	2.99	0.97
73	Working in Multidisciplinary Contexts	22	2.99	0.92
74	Self-Control	22	2.97	0.89
75	Adjustment	22	2.97	0.89
76	Team Planning	22	2.96	1.00
77	Stress Tolerance	22	2.96	1.00
78	Improves Unit Performance	20	2.95	1.00

KSB Importance Rank	Information Operations (FA30) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Assesses Developmental Needs of Others	20	2.95	1.00
80	Improves the Organization	21	2.92	1.00
81	Team Orientation	22	2.90	0.94
82	Tolerance	22	2.89	0.90
83	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	21	2.86	0.98
84	Resilience	22	2.85	0.97
85	Memory	22	2.85	0.97
86	Instructing	20	2.84	0.97
87	Conflict Management	22	2.83	0.95
88	Enforces Standards	20	2.80	1.05
89	Coordinating Multiple Groups	22	2.80	1.01
90	Curiosity	22	2.77	0.91
91	Affiliation	21	2.76	0.93
92	Investigative Interests	21	2.76	0.93
93	Detail-Focused and Precise	21	2.76	0.97
94	Unstructured Problem Solving	22	2.74	1.14
95	Task Planning and Management	21	2.71	1.10
96	Quality Control Analysis	13	2.70	0.87
97	Motivating Others	21	2.69	0.97
98	Interest in Leadership	22	2.67	0.91
99	Humility	22	2.64	1.03
100	Focus	22	2.64	1.03
101	Commitment to Serve	22	2.63	1.00
102	Systems Thinking	21	2.61	1.12
103	Strategic Thinking	22	2.61	1.18
104	Social Interests	21	2.59	0.79
105	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	21	2.58	1.14
106	Achievement Orientation	22	2.57	1.01
107	Shared Leadership	21	2.56	1.02
108	Assessing And Mitigating Harm	21	2.56	1.02
109	Autonomy	21	2.55	1.11
110	Leads By Example	21	2.51	1.09
111	Organizational Perspective	21	2.51	1.14
112	Warrior Ethos/Service Ethos	22	2.51	1.05
113	Maintains Relevant Geopolitical Awareness	22	2.50	1.13
114	Knowledge of Processes and Procedures	21	2.50	1.03
115	Prudent Risk-Taker	21	2.50	1.03
116	Orderliness	22	2.47	0.95
117	Army Self-Efficacy	22	2.47	1.01
118	Cultural Awareness	22	2.45	1.05

KSB Importance Rank	Information Operations (FA30) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Knowledge of Combined Arms Operations	20	2.43	1.12
120	Processes Information and Data	22	2.40	1.06
121	Sociability	22	2.39	1.01
122	Cultural/ Interpersonal Adaptability	22	2.36	1.06
123	Structured Problem Solving	22	2.34	1.13
124	Assertiveness	22	2.32	1.06
125	Consensus Building	21	2.26	1.12
126	Knowledge Management	19	2.24	0.94
127	Balances Mission and Welfare of Followers	20	2.23	1.17
128	Process-Disciplined	16	2.21	0.93
129	Cross-Culturally Fluent	22	2.20	1.03
130	Recognizes and Rewards Good Performance	20	2.18	1.21
131	Encourages Fairness and Inclusiveness	20	2.18	1.21
132	Enterprising Interests	20	2.17	1.10
133	Cyber Knowledge	17	2.16	1.03
134	Enthusiasm	22	2.14	1.09
135	Non-Delinquency	21	2.14	1.20
136	Troubleshooting	21	2.14	1.20
137	Resource Management	21	2.12	1.03
138	Warrior Ethos	21	2.10	1.17
139	Spatially Intelligent	22	2.10	1.08
140	Project Manager	21	2.09	1.23
141	Evaluating Compliance	16	2.07	0.97
142	Basic Computer Skills	20	2.06	1.19
143	Peer Leadership	20	2.02	1.19
144	Physically Fit	19	2.00	1.03
145	Optimism	21	1.96	1.21
146	Conventional Interests	19	1.89	1.05
147	Inspirational Leader	20	1.88	1.16
148	Locus of Control	20	1.88	1.16
149	Technologically Adept	17	1.88	1.06
150	Delegating	21	1.87	1.31
151	Quantitative Reasoning	21	1.87	1.20
152	Bodily-Kinesthetic	16	1.85	0.98
153	Information and Systems Security	14	1.83	0.97
154	Physical Endurance	18	1.79	0.96
155	Proficiency with Mission Systems	18	1.76	1.23
156	Physical Strength	18	1.75	0.92
157	Financial Management	14	1.69	1.05
158	Safety Compliance	14	1.69	1.05
159	Pattern Recognition	21	1.65	1.26

KSB Importance Rank	Information Operations (FA30) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Reaction Time	12	1.59	1.21
161	Response Orientation	18	1.54	1.31
162	Working with the Public	21	1.48	1.24
163	Health and Fitness Orientation	18	1.45	1.23
164	Basic Mathematics	16	1.45	1.03
165	Control Precision	13	1.45	1.21
166	Innovating Technology	13	1.45	1.21
167	General Science	15	1.41	1.12
168	Artistic Interests	17	1.34	1.12
169	Realistic Interests	21	1.31	1.16
170	Perceptual Speed And Accuracy	21	1.31	1.37
171	Balance	13	1.31	1.32
172	Physical Coordination	13	1.31	1.32
173	Systems Architecture and Engineering	9	1.29	1.22
174	Data Science	13	1.27	1.03
175	Specialized Expertise	20	1.24	1.42
176	Mathematical Reasoning	11	1.20	0.98
177	Science methods	14	1.20	1.07
178	Spatial Orientation	20	1.15	1.36
179	Spatial Visualization	20	1.13	1.39
180	Soldier Common Task Knowledge and Skills	18	1.09	0.91
181	Database Programming and Engineering	11	1.00	1.00
182	Mathematics Knowledge	12	0.99	1.08
183	Basic Electronics Knowledge	8	0.98	1.13
184	Web Development	9	0.96	1.33
185	Attention Seeking	16	0.96	1.15
186	Machiavellianism	12	0.90	1.48
187	Software Development	8	0.90	1.28
188	Language Learning Ability	19	0.87	1.34
189	Advanced Computer Skills	17	0.83	1.36
190	Basic Mechanical Knowledge	8	0.80	1.20
191	Hostility to Authority	13	0.80	1.50
192	Mechanically and Technologically Savvy	10	0.75	1.25
193	Machine/Equipment Installation	7	0.67	1.21
194	Advanced Mathematics	9	0.65	1.27
195	Inspecting Equipment, Objects, Structures, or Materials	7	0.63	1.11
196	Mechanical Comprehension	7	0.63	1.11
197	Swimming	11	0.50	1.45
198	Auto and Shop Information	5	0.40	1.34

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E22*Strategic Intelligence (FA34) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Strategic Intelligence (FA34) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Reading Comprehension	13	5.89	0.44
2	Written Communication	14	5.69	0.47
3	Analyzes and Organizes Information to Create Knowledge	14	5.47	0.50
4	Attentiveness	14	5.18	0.52
5	Communicator	14	4.98	0.63
6	Interdisciplinary Reasoning	14	4.98	0.63
7	Analytical Thinking	14	4.98	0.63
8	Active Learning	14	4.98	0.63
9	Working in Multidisciplinary Contexts	14	4.83	0.65
10	Communication Ability	14	4.83	0.65
11	Dependability	14	4.72	0.65
12	Self-Management	14	4.64	0.65
13	Processes Information and Data	14	4.64	0.65
14	Perceptive	14	4.64	0.65
15	Focus	14	4.64	0.65
16	Detail-Focused and Precise	14	4.59	0.63
17	General Cognitive Aptitude	14	4.59	0.63
18	Initiative	13	4.53	0.63
19	Autonomy	13	4.53	0.63
20	Active Listening	14	4.34	0.76
21	Adaptability	14	4.34	0.76
22	Analyze Data or Information	14	4.34	0.76
23	Intellectual Efficiency	14	4.27	0.76
24	Problem Sensitivity	14	4.21	0.74
25	Time Management	14	4.21	0.74
26	Encourages Discourse	14	4.21	0.74
27	Sound Judgement	14	4.21	0.74
28	Basic Computer Skills	14	4.19	0.73
29	Knowledge of System Inter-Relations	14	4.19	0.73
30	Organizational Perspective	13	4.14	0.69
31	Verbal Reasoning	14	4.01	0.85
32	Sustains a Climate of Trust	14	4.01	0.85
33	Information Ordering	14	3.94	0.85
34	Cognitive Flexibility	14	3.90	0.73
35	Orderliness	14	3.90	0.73
36	Mental Agility	14	3.89	0.84
37	Maintains Relevant Geopolitical Awareness	13	3.89	0.88

KSB Importance Rank	Strategic Intelligence (FA34) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Coordination	14	3.86	0.77
39	Learning Orientation	14	3.85	0.80
40	Virtue	14	3.85	0.80
41	Problem Solver	13	3.82	0.76
42	Humility	14	3.65	0.78
43	Discipline	14	3.60	0.83
44	Providing Feedback	14	3.60	0.83
45	Cooperation/Teamwork	14	3.57	0.86
46	Systems Thinking	14	3.57	0.86
47	Interpersonal Tact	14	3.57	0.91
48	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	14	3.56	0.89
49	Non-Delinquency	14	3.56	0.89
50	Interdisciplinary	13	3.52	0.96
51	Mentoring	13	3.50	0.86
52	Process-Disciplined	12	3.44	0.85
53	Sociability	14	3.43	0.83
54	Enforces Standards	14	3.37	0.88
55	Cooperation	14	3.34	0.80
56	Critical Thinking	14	3.33	1.01
57	Perspective Taking	14	3.33	0.92
58	Reflective Thinking	14	3.30	0.99
59	Task Planning and Management	14	3.30	0.95
60	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	12	3.30	0.83
61	Delegating	13	3.26	0.91
62	Adjustment	14	3.24	0.86
63	Resource Management	13	3.22	0.95
64	Consideration	14	3.19	0.83
65	Emotional Control	14	3.17	0.92
66	Memory	14	3.17	0.92
67	Oral Communication Skill	14	3.12	1.09
68	Military And Professional Bearing	14	3.12	0.96
69	Intercultural Communication	14	3.08	1.00
70	Oral and Nonverbal Comprehension	14	3.06	1.07
71	Interpersonal Relationship Building	14	3.06	1.03
72	Knowledge of Combined Arms Operations	12	3.01	0.94
73	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	14	3.00	0.95
74	Self-Efficacy	14	3.00	0.95
75	Creates a Learning Environment	13	3.00	1.00
76	Project Manager	13	3.00	1.00
77	Selflessness	14	2.95	0.85

KSB Importance Rank	Strategic Intelligence (FA34) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Even-Tempered	14	2.94	1.00
79	Introspective	14	2.94	1.00
80	Creative Problem Solving and Innovation	14	2.89	1.04
81	Structured Problem Solving	14	2.89	1.04
82	Assesses Developmental Needs of Others	13	2.88	0.99
83	Army Values	14	2.85	1.07
84	Strategic Thinking	14	2.85	1.15
85	Knowledge of Processes and Procedures	14	2.83	1.10
86	Multi-Tasking	14	2.83	1.10
87	Affiliation	14	2.73	0.84
88	Achievement Orientation	14	2.73	0.99
89	Empathy	14	2.73	0.99
90	Coordinating Multiple Groups	14	2.72	1.07
91	Team Planning	14	2.67	1.11
92	Enthusiasm	14	2.64	1.05
93	Decision Making	14	2.64	1.14
94	Warrior Ethos	14	2.62	1.01
95	Awareness of Cognitive Biases	14	2.61	1.19
96	Assertiveness	14	2.58	0.94
97	Team Development	14	2.57	1.10
98	Persistence	14	2.53	1.07
99	Troubleshooting	14	2.53	1.07
100	Social Perceptiveness	14	2.52	1.14
101	Curiosity	14	2.42	1.23
102	Shared Leadership	13	2.40	1.11
103	Encourages Fairness and Inclusiveness	14	2.38	1.17
104	Tolerance	14	2.38	1.17
105	Knowledge Management	14	2.34	1.01
106	Balances Mission and Welfare of Followers	13	2.31	1.17
107	Cultural Awareness	13	2.31	1.17
108	Training and Developing Others	13	2.30	1.12
109	Improves the Organization	13	2.30	1.12
110	Self-Control	14	2.20	1.23
111	Motivating Others	14	2.17	1.16
112	Leads By Example	14	2.17	1.16
113	Quality Control Analysis	12	2.16	1.16
114	Situational Awareness	13	2.13	1.29
115	Monitoring	13	2.12	1.24
116	Cultural/ Interpersonal Adaptability	13	2.11	1.19
117	Locus of Control	14	2.10	1.16
118	Technologically Adept	13	2.10	1.12

KSB Importance Rank	Strategic Intelligence (FA34) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Pattern Recognition	13	2.10	1.12
120	Evaluating Compliance	11	2.09	1.21
121	Team Orientation	14	2.09	1.25
122	Team Building	14	2.09	1.25
123	Consensus Building	14	2.07	1.22
124	Tolerance for Ambiguity	14	2.06	1.33
125	Inspirational Leader	13	2.04	1.20
126	Cross-Culturally Fluent	13	2.04	1.20
127	Innovative	14	2.02	1.29
128	Resilience	14	1.99	1.27
129	Commitment to Serve	13	1.99	1.32
130	Perceptual Speed And Accuracy	14	1.97	1.14
131	Conflict Management	14	1.92	1.31
132	Warrior Ethos/Service Ethos	14	1.92	1.31
133	Stress Tolerance	13	1.84	1.32
134	Social Interests	13	1.81	1.27
135	Conventional Interests	14	1.78	1.14
136	Functional Area/Occupation-Specific Knowledge and Skill	14	1.75	1.34
137	MOS/Branch-Specific Knowledge and Skill	14	1.75	1.34
138	Optimism	14	1.74	1.28
139	Unstructured Problem Solving	13	1.73	1.25
140	Assessing And Mitigating Harm	13	1.68	1.38
141	Recognizes and Rewards Good Performance	14	1.68	1.38
142	Response Orientation	13	1.65	1.33
143	Cyber Knowledge	10	1.62	0.84
144	Improves Unit Performance	14	1.61	1.39
145	Instructing	13	1.58	1.32
146	Peer Leadership	14	1.56	1.34
147	Basic Mathematics	9	1.55	1.30
148	Financial Management	10	1.51	1.25
149	General Science	9	1.47	1.12
150	Safety Compliance	8	1.46	1.41
151	Army Self-Efficacy	14	1.46	1.40
152	Spatial Visualization	14	1.43	1.23
153	Spatial Orientation	14	1.43	1.23
154	Working with the Public	12	1.42	1.48
155	Spatially Intelligent	14	1.41	1.27
156	Specialized Expertise	11	1.39	1.49
157	Investigative Interests	14	1.30	1.45
158	Enterprising Interests	13	1.19	1.38
159	Physically Fit	10	1.18	1.26

KSB Importance Rank	Strategic Intelligence (FA34) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Quantitative Reasoning	14	1.17	1.41
161	Prudent Risk-Taker	12	1.16	1.48
162	Interest in Leadership	14	1.14	1.55
163	Mathematical Reasoning	9	1.10	1.24
164	Proficiency with Mission Systems	11	1.06	1.45
165	Soldier Common Task Knowledge and Skills	10	1.05	1.45
166	Science methods	7	1.04	1.27
167	Mathematics Knowledge	9	1.03	1.22
168	Advanced Computer Skills	12	1.03	1.23
169	Information and Systems Security	11	1.00	1.42
170	Bodily-Kinesthetic	11	0.96	0.94
171	Language Learning Ability	12	0.93	1.54
172	Basic Mechanical Knowledge	6	0.84	1.37
173	Data Science	11	0.79	1.14
174	Systems Architecture and Engineering	9	0.76	0.87
175	Health and Fitness Orientation	12	0.74	1.56
176	Physical Strength	9	0.71	1.36
177	Physical Endurance	9	0.71	1.36
178	Physical Coordination	7	0.70	1.51
179	Artistic Interests	13	0.67	1.38
180	Mechanically and Technologically Savvy	6	0.66	1.51
181	Basic Electronics Knowledge	6	0.62	1.47
182	Realistic Interests	12	0.56	1.62
183	Attention Seeking	13	0.55	1.34
184	Balance	8	0.55	1.60
185	Reaction Time	7	0.55	1.62
186	Machiavellianism	10	0.49	1.65
187	Control Precision	6	0.49	1.63
188	Mechanical Comprehension	5	0.46	1.67
189	Web Development	9	0.45	1.32
190	Swimming	6	0.45	1.55
191	Innovating Technology	8	0.40	1.60
192	Hostility to Authority	10	0.38	1.69
193	Software Development	9	0.37	1.33
194	Database Programming and Engineering	8	0.37	1.41
195	Advanced Mathematics	6	0.33	1.60
196	Inspecting Equipment, Objects, Structures, or Materials	5	0.25	1.79
197	Auto and Shop Information	3	-0.14	2.08
198	Machine/Equipment Installation	3	-0.14	2.08

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E23*Space Operations (FA40) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Space Operations (FA40) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Problem Solver	27	4.90	0.58
2	Critical Thinking	27	4.84	0.56
3	Communicator	27	4.39	0.67
4	Cognitive Flexibility	27	4.39	0.67
5	Written Communication	26	4.39	0.69
6	Analyzes and Organizes Information to Create Knowledge	27	4.38	0.66
7	Communication Ability	27	4.21	0.66
8	Self-Management	27	4.05	0.78
9	Verbal Reasoning	27	4.04	0.72
10	Analytical Thinking	27	4.03	0.76
11	General Cognitive Aptitude	27	4.03	0.76
12	Functional Area/Occupation-Specific Knowledge and Skill	27	3.94	0.84
13	Learning Orientation	27	3.89	0.75
14	Dependability	27	3.87	0.79
15	Active Learning	26	3.86	0.74
16	Creative Problem Solving and Innovation	27	3.74	0.88
17	Reading Comprehension	27	3.73	0.80
18	Oral Communication Skill	27	3.73	0.80
19	Coordination	27	3.73	0.80
20	Analyze Data or Information	27	3.68	0.76
21	Unstructured Problem Solving	25	3.63	0.87
22	Training and Developing Others	25	3.58	0.79
23	Innovative	27	3.58	0.86
24	Time Management	27	3.46	0.80
25	Detail-Focused and Precise	27	3.45	0.89
26	Interdisciplinary Reasoning	27	3.44	0.91
27	Sustains a Climate of Trust	25	3.40	0.87
28	Sound Judgement	27	3.40	0.85
29	Mental Agility	27	3.32	0.93
30	Creates a Learning Environment	25	3.31	0.82
31	Strategic Thinking	27	3.31	0.95
32	Organizational Perspective	27	3.24	0.86
33	Adaptability	27	3.22	0.94
34	Attentiveness	27	3.22	0.94
35	Intellectual Efficiency	27	3.20	0.96
36	Working in Multidisciplinary Contexts	27	3.19	0.97
37	Initiative	27	3.19	0.97

KSB Importance Rank	Space Operations (FA40) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Instructing	25	3.18	0.87
39	Team Planning	27	3.14	0.94
40	Systems Thinking	27	3.12	0.96
41	MOS/Branch-Specific Knowledge and Skill	27	3.10	0.98
42	Interpersonal Tact	27	3.08	0.93
43	Cooperation/Teamwork	27	3.05	0.96
44	Emotional Control	27	3.04	0.92
45	Resilience	27	3.04	0.92
46	Cooperation	27	3.02	0.98
47	Motivating Others	26	3.00	0.85
48	Assesses Developmental Needs of Others	23	2.97	0.84
49	Improves the Organization	27	2.96	0.97
50	Leads By Example	27	2.94	0.91
51	Recognizes and Rewards Good Performance	26	2.89	0.72
52	Basic Computer Skills	27	2.89	0.94
53	Discipline	27	2.88	0.92
54	Team Orientation	27	2.83	0.95
55	Providing Feedback	26	2.83	0.90
56	Team Development	26	2.79	0.99
57	Improves Unit Performance	26	2.78	0.90
58	Even-Tempered	27	2.78	1.03
59	Persistence	27	2.77	0.96
60	Multi-Tasking	26	2.77	0.94
61	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	27	2.76	1.09
62	Awareness of Cognitive Biases	27	2.74	1.01
63	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	27	2.74	1.01
64	Active Listening	27	2.74	1.01
65	Perceptive	27	2.72	0.97
66	Oral and Nonverbal Comprehension	27	2.72	0.97
67	Army Values	27	2.72	1.07
68	Specialized Expertise	24	2.71	1.08
69	Coordinating Multiple Groups	27	2.70	1.04
70	Team Building	27	2.68	1.02
71	Stress Tolerance	27	2.67	1.06
72	Reflective Thinking	27	2.67	1.06
73	Mentoring	24	2.65	0.97
74	Situational Awareness	27	2.62	1.03
75	Knowledge of Processes and Procedures	27	2.62	1.03
76	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	24	2.62	1.06
77	Achievement Orientation	25	2.61	0.96

KSB Importance Rank	Space Operations (FA40) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Consideration	27	2.61	0.93
79	Tolerance for Ambiguity	27	2.59	1.13
80	Curiosity	27	2.59	1.13
81	Knowledge of System Inter-Relations	27	2.58	1.06
82	Shared Leadership	27	2.57	1.10
83	Information Ordering	27	2.57	1.04
84	Encourages Discourse	27	2.54	1.12
85	Self-Control	27	2.54	1.12
86	Task Planning and Management	27	2.54	1.09
87	Focus	26	2.54	1.10
88	Enforces Standards	26	2.54	0.86
89	Monitoring	26	2.52	0.85
90	Processes Information and Data	27	2.52	1.07
91	Consensus Building	27	2.51	0.97
92	Autonomy	27	2.49	1.16
93	Interpersonal Relationship Building	27	2.47	1.07
94	Self-Efficacy	27	2.43	1.10
95	Peer Leadership	27	2.43	1.10
96	Interdisciplinary	27	2.42	1.17
97	Optimism	27	2.41	1.01
98	Investigative Interests	26	2.41	1.06
99	Social Perceptiveness	26	2.41	1.06
100	Affiliation	25	2.41	1.05
101	Process-Disciplined	21	2.40	1.03
102	Delegating	24	2.40	0.95
103	Conflict Management	27	2.39	0.94
104	Virtue	27	2.34	1.09
105	Problem Sensitivity	27	2.33	1.14
106	Prudent Risk-Taker	26	2.30	1.07
107	Cyber Knowledge	27	2.29	0.98
108	Military And Professional Bearing	26	2.26	1.13
109	Knowledge of Combined Arms Operations	27	2.25	1.12
110	Perspective Taking	27	2.23	1.09
111	Warrior Ethos	25	2.23	1.02
112	General Science	26	2.22	1.14
113	Spatial Visualization	26	2.22	1.16
114	Troubleshooting	24	2.21	1.10
115	Proficiency with Mission Systems	26	2.21	1.10
116	Commitment to Serve	26	2.21	1.10
117	Memory	27	2.20	1.15
118	Decision Making	27	2.20	1.15

KSB Importance Rank	Space Operations (FA40) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Adjustment	27	2.20	1.15
120	Balances Mission and Welfare of Followers	25	2.18	1.08
121	Spatially Intelligent	27	2.18	1.12
122	Army Self-Efficacy	26	2.18	1.10
123	Quantitative Reasoning	26	2.17	1.17
124	Encourages Fairness and Inclusiveness	26	2.16	1.03
125	Introspective	26	2.13	1.09
126	Inspirational Leader	27	2.11	1.05
127	Warrior Ethos/Service Ethos	25	2.07	1.19
128	Assertiveness	27	2.06	1.10
129	Orderliness	27	2.06	1.10
130	Evaluating Compliance	20	2.06	1.02
131	Spatial Orientation	26	2.04	1.13
132	Selflessness	27	2.01	1.19
133	Project Manager	26	2.00	1.24
134	Safety Compliance	19	2.00	1.03
135	Enthusiasm	26	1.99	1.11
136	Assessing And Mitigating Harm	27	1.97	1.13
137	Non-Delinquency	25	1.95	1.13
138	Humility	27	1.94	1.27
139	Innovating Technology	23	1.92	1.20
140	Structured Problem Solving	26	1.90	1.24
141	Technologically Adept	25	1.88	1.29
142	Basic Mechanical Knowledge	20	1.87	0.99
143	Sociability	27	1.86	1.21
144	Maintains Relevant Geopolitical Awareness	25	1.86	1.15
145	Social Interests	25	1.86	1.15
146	Knowledge Management	25	1.84	1.12
147	Tolerance	27	1.84	1.28
148	Pattern Recognition	26	1.82	1.06
149	Quality Control Analysis	20	1.75	1.17
150	Empathy	27	1.72	1.28
151	Locus of Control	25	1.70	1.21
152	Basic Electronics Knowledge	22	1.69	1.13
153	Resource Management	26	1.69	1.24
154	Conventional Interests	25	1.55	1.21
155	Intercultural Communication	24	1.54	1.34
156	Cultural/ Interpersonal Adaptability	24	1.54	1.14
157	Physically Fit	20	1.52	0.79
158	Health and Fitness Orientation	21	1.49	0.75
159	Science methods	25	1.48	1.31

KSB Importance Rank	Space Operations (FA40) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Data Science	22	1.46	1.13
161	Cross-Culturally Fluent	21	1.45	1.08
162	Mechanical Comprehension	18	1.44	1.26
163	Perceptual Speed And Accuracy	26	1.41	1.19
164	Cultural Awareness	23	1.36	1.16
165	Mechanically and Technologically Savvy	20	1.32	1.36
166	Basic Mathematics	27	1.28	1.37
167	Bodily-Kinesthetic	20	1.27	0.73
168	Information and Systems Security	22	1.26	1.34
169	Realistic Interests	26	1.24	1.35
170	Physical Endurance	19	1.24	0.98
171	Enterprising Interests	26	1.20	1.29
172	Inspecting Equipment, Objects, Structures, or Materials	15	1.19	0.88
173	Interest in Leadership	26	1.17	1.43
174	Database Programming and Engineering	18	1.16	1.20
175	Physical Strength	19	1.16	0.78
176	Systems Architecture and Engineering	19	1.15	1.36
177	Software Development	17	1.12	1.09
178	Mathematical Reasoning	25	1.08	1.37
179	Mathematics Knowledge	26	1.07	1.39
180	Response Orientation	25	1.04	1.29
181	Soldier Common Task Knowledge and Skills	25	1.04	1.22
182	Web Development	18	1.03	0.97
183	Financial Management	22	1.02	1.39
184	Advanced Computer Skills	24	0.94	1.47
185	Auto and Shop Information	14	0.89	1.11
186	Machine/Equipment Installation	14	0.88	1.23
187	Working with the Public	23	0.86	1.27
188	Artistic Interests	21	0.85	1.22
189	Language Learning Ability	17	0.83	1.36
190	Control Precision	18	0.78	1.00
191	Advanced Mathematics	21	0.72	1.46
192	Physical Coordination	18	0.67	1.07
193	Balance	18	0.67	1.07
194	Reaction Time	18	0.64	1.39
195	Hostility to Authority	20	0.60	1.33
196	Attention Seeking	23	0.58	1.21
197	Swimming	15	0.51	0.74
198	Machiavellianism	21	0.48	1.28

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E24*Public Affairs (FA46) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Public Affairs (FA46) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communicator	24	6.02	0.45
2	Working with the Public	24	5.81	0.48
3	Written Communication	24	5.81	0.48
4	Reading Comprehension	24	5.65	0.51
5	Oral Communication Skill	24	5.35	0.59
6	Interpersonal Tact	24	5.27	0.57
7	Interpersonal Relationship Building	24	5.27	0.57
8	Active Listening	24	5.17	0.58
9	Functional Area/Occupation-Specific Knowledge and Skill	24	5.10	0.62
10	Time Management	24	5.07	0.58
11	Adaptability	24	5.07	0.58
12	Stress Tolerance	24	5.00	0.59
13	Problem Sensitivity	24	4.91	0.65
14	Self-Management	24	4.91	0.65
15	Social Perceptiveness	24	4.82	0.65
16	Perspective Taking	24	4.82	0.65
17	Coordination	24	4.81	0.58
18	Situational Awareness	23	4.78	0.66
19	Communication Ability	24	4.74	0.74
20	Sound Judgement	24	4.68	0.71
21	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	24	4.64	0.66
22	Army Values	24	4.60	0.65
23	Strategic Thinking	24	4.59	0.72
24	Reflective Thinking	24	4.57	0.65
25	Training and Developing Others	23	4.50	0.62
26	Sustains a Climate of Trust	24	4.43	0.72
27	Dependability	24	4.39	0.72
28	Cooperation	24	4.39	0.72
29	Verbal Reasoning	24	4.38	0.78
30	Cooperation/Teamwork	24	4.36	0.71
31	Self-Control	24	4.31	0.69
32	Analyzes and Organizes Information to Create Knowledge	24	4.31	0.69
33	Initiative	24	4.31	0.69
34	Working in Multidisciplinary Contexts	23	4.28	0.70
35	Oral and Nonverbal Comprehension	24	4.27	0.78
36	Balances Mission and Welfare of Followers	21	4.26	0.74
37	Mental Agility	24	4.22	0.78

KSB Importance Rank	Public Affairs (FA46) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Perceptive	24	4.22	0.78
39	Detail-Focused and Precise	24	4.19	0.78
40	MOS/Branch-Specific Knowledge and Skill	21	4.17	0.81
41	Military And Professional Bearing	24	4.15	0.77
42	Multi-Tasking	24	4.15	0.77
43	Attentiveness	24	4.13	0.76
44	Team Planning	24	4.13	0.76
45	Active Learning	24	4.13	0.76
46	Creative Problem Solving and Innovation	24	4.13	0.76
47	Cognitive Flexibility	24	4.11	0.75
48	Decision Making	24	4.11	0.75
49	Critical Thinking	24	4.10	0.74
50	Empathy	24	3.93	0.81
51	General Cognitive Aptitude	24	3.93	0.81
52	Tolerance	24	3.93	0.76
53	Basic Computer Skills	24	3.92	0.79
54	Discipline	24	3.92	0.79
55	Assesses Developmental Needs of Others	23	3.92	0.73
56	Adjustment	24	3.77	0.80
57	Mentoring	24	3.77	0.80
58	Intellectual Efficiency	24	3.77	0.80
59	Awareness of Cognitive Biases	24	3.61	0.92
60	Innovative	24	3.60	0.83
61	Commitment to Serve	24	3.60	0.85
62	Resilience	24	3.59	0.91
63	Coordinating Multiple Groups	24	3.59	0.87
64	Focus	24	3.59	0.87
65	Emotional Control	24	3.58	0.90
66	Organizational Perspective	24	3.58	0.90
67	Task Planning and Management	24	3.58	0.88
68	Maintains Relevant Geopolitical Awareness	24	3.51	0.97
69	Creates a Learning Environment	24	3.50	0.83
70	Memory	24	3.50	0.83
71	Shared Leadership	24	3.43	0.92
72	Virtue	24	3.43	0.94
73	Intercultural Communication	23	3.34	1.04
74	Team Development	24	3.30	0.95
75	Cultural Awareness	24	3.28	0.98
76	Affiliation	24	3.28	0.98
77	Analytical Thinking	24	3.23	0.91
78	Consideration	24	3.23	0.91

KSB Importance Rank	Public Affairs (FA46) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	22	3.22	0.93
80	Team Orientation	24	3.20	0.93
81	Sociability	24	3.20	0.93
82	Motivating Others	24	3.18	0.96
83	Problem Solver	24	3.16	0.97
84	Improves the Organization	24	3.16	0.97
85	Team Building	24	3.16	0.97
86	Warrior Ethos/Service Ethos	24	3.16	0.99
87	Social Interests	23	3.11	0.98
88	Delegating	22	3.10	0.95
89	Knowledge of Processes and Procedures	22	3.09	0.74
90	Project Manager	23	3.03	0.98
91	Cultural/ Interpersonal Adaptability	24	3.01	1.05
92	Encourages Discourse	24	3.01	1.04
93	Enthusiasm	24	3.00	0.97
94	Warrior Ethos	24	2.98	0.93
95	Introspective	23	2.96	0.97
96	Structured Problem Solving	24	2.96	0.91
97	Even-Tempered	24	2.91	1.04
98	Interdisciplinary	22	2.91	0.94
99	Instructing	23	2.88	0.98
100	Non-Delinquency	23	2.88	0.98
101	Unstructured Problem Solving	22	2.85	1.02
102	Selflessness	23	2.84	1.07
103	Self-Efficacy	24	2.84	1.04
104	Leads By Example	24	2.81	1.06
105	Tolerance for Ambiguity	23	2.81	1.11
106	Learning Orientation	24	2.78	1.04
107	Encourages Fairness and Inclusiveness	24	2.77	1.10
108	Orderliness	23	2.77	0.97
109	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	23	2.74	1.09
110	Army Self-Efficacy	24	2.73	1.02
111	Knowledge of Combined Arms Operations	23	2.71	0.82
112	Interest in Leadership	22	2.69	1.00
113	Providing Feedback	24	2.66	1.08
114	Curiosity	24	2.66	1.08
115	Consensus Building	24	2.65	0.97
116	Investigative Interests	22	2.63	1.00
117	Peer Leadership	24	2.63	1.10
118	Interdisciplinary Reasoning	23	2.63	1.07

KSB Importance Rank	Public Affairs (FA46) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Assertiveness	24	2.60	1.01
120	Monitoring	23	2.59	1.05
121	Persistence	23	2.58	1.10
122	Information Ordering	23	2.58	1.10
123	Humility	24	2.55	1.12
124	Achievement Orientation	24	2.53	1.02
125	Knowledge of System Inter-Relations	23	2.38	1.04
126	Analyze Data or Information	24	2.38	1.10
127	Conflict Management	24	2.33	1.15
128	Autonomy	23	2.32	1.20
129	Recognizes and Rewards Good Performance	23	2.31	1.15
130	Perceptual Speed And Accuracy	23	2.31	1.15
131	Processes Information and Data	24	2.19	1.22
132	Cross-Culturally Fluent	24	2.13	1.18
133	Enforces Standards	24	2.13	1.20
134	Optimism	24	2.09	1.25
135	Improves Unit Performance	24	2.09	1.18
136	Knowledge Management	22	1.98	1.11
137	Enterprising Interests	22	1.98	1.22
138	Health and Fitness Orientation	24	1.87	1.08
139	Resource Management	22	1.87	1.29
140	Physical Endurance	22	1.87	1.09
141	Inspirational Leader	24	1.82	1.25
142	Physically Fit	22	1.77	1.11
143	Physical Coordination	20	1.76	1.10
144	Evaluating Compliance	18	1.74	1.22
145	Specialized Expertise	18	1.73	1.36
146	Systems Thinking	23	1.70	1.26
147	Soldier Common Task Knowledge and Skills	22	1.69	1.17
148	Troubleshooting	23	1.67	1.22
149	Conventional Interests	20	1.67	1.15
150	Response Orientation	22	1.65	1.29
151	Assessing And Mitigating Harm	23	1.63	1.34
152	Physical Strength	19	1.60	1.18
153	Artistic Interests	21	1.59	1.32
154	Quality Control Analysis	13	1.55	1.23
155	Process-Disciplined	19	1.53	1.17
156	Proficiency with Mission Systems	22	1.47	1.34
157	Pattern Recognition	23	1.45	1.35
158	Balance	20	1.43	1.23
159	Reaction Time	20	1.40	1.17

KSB Importance Rank	Public Affairs (FA46) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Spatial Visualization	21	1.40	1.38
161	Locus of Control	21	1.39	1.37
162	Technologically Adept	23	1.38	1.28
163	Control Precision	18	1.37	1.25
164	Prudent Risk-Taker	21	1.34	1.47
165	Quantitative Reasoning	21	1.23	1.42
166	Information and Systems Security	17	1.23	1.05
167	Basic Mathematics	19	1.21	1.12
168	Cyber Knowledge	21	1.20	1.21
169	Bodily-Kinesthetic	18	1.17	1.43
170	Spatially Intelligent	22	1.16	1.47
171	Web Development	21	1.13	0.92
172	Spatial Orientation	22	1.12	1.41
173	Language Learning Ability	21	1.07	1.42
174	Science methods	12	1.04	1.12
175	Realistic Interests	19	1.02	1.49
176	Safety Compliance	14	1.00	1.46
177	Financial Management	19	0.99	1.25
178	General Science	15	0.83	1.22
179	Advanced Computer Skills	19	0.83	1.32
180	Data Science	14	0.81	1.29
181	Mechanically and Technologically Savvy	10	0.78	0.70
182	Inspecting Equipment, Objects, Structures, or Materials	12	0.77	1.17
183	Mathematical Reasoning	15	0.76	1.13
184	Mathematics Knowledge	15	0.71	1.19
185	Basic Electronics Knowledge	11	0.68	1.17
186	Innovating Technology	16	0.65	1.26
187	Hostility to Authority	13	0.63	1.61
188	Attention Seeking	16	0.57	1.24
189	Machiavellianism	13	0.57	1.54
190	Machine/Equipment Installation	9	0.56	0.73
191	Swimming	13	0.55	1.52
192	Advanced Mathematics	11	0.53	0.82
193	Database Programming and Engineering	13	0.50	1.19
194	Mechanical Comprehension	8	0.46	1.39
195	Auto and Shop Information	9	0.45	1.32
196	Basic Mechanical Knowledge	9	0.37	1.33
197	Systems Architecture and Engineering	13	0.36	0.44
198	Software Development	14	0.30	0.58

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E25*Foreign Area Officer (FA48) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Foreign Area Officer (FA48) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Maintains Relevant Geopolitical Awareness	38	5.31	0.59
2	Written Communication	38	5.12	0.59
3	Self-Management	36	4.74	0.69
4	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	38	4.30	0.76
5	Communicator	38	4.28	0.80
6	Strategic Thinking	36	4.25	0.83
7	Cognitive Flexibility	37	4.19	0.76
8	Active Listening	38	4.09	0.79
9	Communication Ability	38	3.98	0.86
10	Cultural Awareness	38	3.94	0.89
11	Working in Multidisciplinary Contexts	36	3.81	0.87
12	Oral Communication Skill	37	3.80	0.90
13	Initiative	37	3.71	0.80
14	Interpersonal Relationship Building	36	3.70	0.90
15	Active Learning	37	3.69	0.86
16	Mental Agility	37	3.69	0.85
17	Sound Judgement	36	3.67	0.89
18	Reading Comprehension	38	3.64	0.90
19	General Cognitive Aptitude	38	3.62	0.89
20	Interpersonal Tact	37	3.61	0.91
21	Critical Thinking	37	3.60	0.91
22	Perceptive	37	3.60	0.84
23	Coordination	37	3.58	0.87
24	Verbal Reasoning	37	3.58	0.89
25	Attentiveness	38	3.52	0.88
26	Encourages Discourse	37	3.49	0.89
27	Cooperation/Teamwork	37	3.47	0.83
28	Tolerance for Ambiguity	38	3.42	0.94
29	Cooperation	38	3.42	0.93
30	Analytical Thinking	37	3.39	0.95
31	Cross-Culturally Fluent	38	3.35	1.06
32	Oral and Nonverbal Comprehension	38	3.34	0.98
33	Autonomy	38	3.33	0.95
34	Perspective Taking	37	3.29	0.97
35	Emotional Control	37	3.25	0.93
36	Adaptability	38	3.25	0.96
37	Even-Tempered	37	3.23	0.89

KSB Importance Rank	Foreign Area Officer (FA48) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Cultural/ Interpersonal Adaptability	38	3.16	1.08
39	Adjustment	37	3.16	0.88
40	Awareness of Cognitive Biases	37	3.10	0.96
41	Problem Sensitivity	38	3.08	1.02
42	Basic Computer Skills	37	3.07	0.91
43	Analyzes and Organizes Information to Create Knowledge	38	3.03	1.00
44	Reflective Thinking	37	3.00	1.00
45	Shared Leadership	35	2.99	0.93
46	Peer Leadership	36	2.97	0.93
47	Creative Problem Solving and Innovation	37	2.96	1.05
48	Improves the Organization	37	2.95	0.86
49	Processes Information and Data	36	2.94	0.95
50	Dependability	37	2.93	1.01
51	Social Perceptiveness	37	2.90	1.04
52	Interdisciplinary	37	2.89	1.01
53	Consideration	38	2.87	0.98
54	Analyze Data or Information	37	2.85	1.04
55	Military And Professional Bearing	38	2.84	0.97
56	Organizational Perspective	36	2.82	0.93
57	Intellectual Efficiency	38	2.82	1.05
58	Virtue	36	2.81	0.99
59	Focus	37	2.80	1.01
60	Intercultural Communication	38	2.78	1.17
61	Learning Orientation	38	2.78	1.05
62	Systems Thinking	36	2.76	1.05
63	Unstructured Problem Solving	37	2.74	1.10
64	Leads By Example	34	2.70	0.98
65	Detail-Focused and Precise	38	2.68	1.01
66	Problem Solver	37	2.67	1.05
67	Functional Area/Occupation-Specific Knowledge and Skill	36	2.66	1.18
68	Self-Control	37	2.65	1.04
69	Coordinating Multiple Groups	37	2.62	1.08
70	Persistence	38	2.61	0.98
71	Interdisciplinary Reasoning	37	2.60	1.10
72	Tolerance	37	2.58	1.06
73	Consensus Building	37	2.58	1.06
74	Sustains a Climate of Trust	35	2.55	1.10
75	Army Values	38	2.50	1.03
76	Discipline	37	2.49	1.04
77	Curiosity	38	2.48	1.13
78	Information Ordering	38	2.46	1.12

KSB Importance Rank	Foreign Area Officer (FA48) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Self-Efficacy	38	2.43	1.08
80	Sociability	37	2.42	1.07
81	Achievement Orientation	37	2.40	1.04
82	Improves Unit Performance	33	2.40	0.94
83	Structured Problem Solving	37	2.39	1.07
84	Humility	38	2.37	1.12
85	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	37	2.36	1.07
86	Affiliation	38	2.33	1.12
87	Providing Feedback	34	2.32	1.05
88	Resilience	36	2.25	1.13
89	Project Manager	36	2.24	1.15
90	Decision Making	37	2.24	1.19
91	Time Management	38	2.22	1.20
92	Motivating Others	35	2.21	1.06
93	Conflict Management	37	2.19	1.18
94	Team Building	37	2.18	1.09
95	Multi-Tasking	38	2.18	1.19
96	Memory	37	2.16	1.17
97	Specialized Expertise	31	2.13	1.26
98	Stress Tolerance	38	2.12	1.21
99	Orderliness	37	2.10	1.06
100	Introspective	37	2.08	1.05
101	Assertiveness	36	2.06	1.07
102	Knowledge of Processes and Procedures	32	2.04	1.04
103	Non-Delinquency	36	2.04	1.16
104	Investigative Interests	35	2.03	1.08
105	MOS/Branch-Specific Knowledge and Skill	33	2.01	1.14
106	Encourages Fairness and Inclusiveness	33	1.98	1.17
107	Team Orientation	37	1.98	1.16
108	Assessing And Mitigating Harm	35	1.97	1.20
109	Recognizes and Rewards Good Performance	30	1.94	1.14
110	Team Development	36	1.93	1.17
111	Enthusiasm	37	1.93	1.14
112	Prudent Risk-Taker	36	1.93	1.10
113	Knowledge Management	30	1.90	1.03
114	Monitoring	34	1.89	1.16
115	Empathy	37	1.86	1.26
116	Quantitative Reasoning	35	1.85	1.16
117	Training and Developing Others	35	1.85	1.16
118	Troubleshooting	35	1.82	1.24
119	Selflessness	38	1.82	1.24

KSB Importance Rank	Foreign Area Officer (FA48) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
120	Process-Disciplined	29	1.80	1.09
121	Team Planning	37	1.79	1.22
122	Task Planning and Management	38	1.78	1.27
123	Innovative	38	1.76	1.29
124	Quality Control Analysis	24	1.74	1.05
125	Enforces Standards	33	1.73	1.22
126	Commitment to Serve	38	1.69	1.23
127	Social Interests	36	1.69	1.25
128	Resource Management	35	1.68	1.22
129	Knowledge of System Inter-Relations	32	1.68	1.12
130	Balances Mission and Welfare of Followers	29	1.67	1.22
131	Delegating	35	1.67	1.16
132	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	31	1.64	1.31
133	Creates a Learning Environment	35	1.62	1.30
134	Safety Compliance	20	1.56	1.08
135	Knowledge of Combined Arms Operations	35	1.53	1.24
136	Technologically Adept	31	1.52	1.00
137	Situational Awareness	38	1.49	1.46
138	Mentoring	35	1.48	1.28
139	Optimism	37	1.47	1.23
140	Instructing	34	1.45	1.24
141	Inspirational Leader	33	1.45	1.32
142	Language Learning Ability	36	1.43	1.49
143	Pattern Recognition	35	1.43	1.21
144	Assesses Developmental Needs of Others	33	1.40	1.36
145	Realistic Interests	31	1.40	1.24
146	Warrior Ethos	32	1.39	1.25
147	Evaluating Compliance	26	1.38	1.26
148	Warrior Ethos/Service Ethos	38	1.37	1.34
149	Perceptual Speed And Accuracy	33	1.36	1.23
150	Interest in Leadership	36	1.34	1.16
151	Financial Management	31	1.33	1.31
152	Enterprising Interests	34	1.32	1.24
153	Locus of Control	38	1.30	1.32
154	Army Self-Efficacy	35	1.30	1.41
155	Information and Systems Security	25	1.29	1.08
156	Proficiency with Mission Systems	30	1.24	1.14
157	Response Orientation	33	1.21	1.20
158	Advanced Computer Skills	30	1.18	1.04
159	Bodily-Kinesthetic	25	1.18	1.11

KSB Importance Rank	Foreign Area Officer (FA48) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Conventional Interests	34	1.16	1.21
161	Mathematical Reasoning	28	1.16	0.88
162	Spatial Visualization	32	1.16	1.29
163	Mathematics Knowledge	25	1.13	0.95
164	Spatial Orientation	31	1.12	1.31
165	Physically Fit	30	1.10	1.10
166	Soldier Common Task Knowledge and Skills	25	1.10	1.14
167	Spatially Intelligent	32	1.07	1.32
168	Physical Endurance	30	1.03	1.00
169	Basic Mathematics	28	1.03	1.22
170	Health and Fitness Orientation	31	0.98	1.24
171	General Science	25	0.94	1.02
172	Physical Strength	29	0.93	1.00
173	Science methods	21	0.91	0.87
174	Cyber Knowledge	21	0.91	1.32
175	Innovating Technology	15	0.79	0.82
176	Machiavellianism	25	0.78	1.30
177	Data Science	19	0.76	0.69
178	Hostility to Authority	27	0.73	1.34
179	Inspecting Equipment, Objects, Structures, or Materials	16	0.72	0.95
180	Mechanically and Technologically Savvy	12	0.70	0.79
181	Artistic Interests	31	0.68	0.95
182	Balance	25	0.65	1.19
183	Reaction Time	23	0.62	1.29
184	Physical Coordination	24	0.61	1.19
185	Attention Seeking	35	0.60	1.27
186	Swimming	21	0.60	0.75
187	Control Precision	22	0.59	1.23
188	Working with the Public	32	0.59	1.69
189	Systems Architecture and Engineering	15	0.51	0.92
190	Database Programming and Engineering	17	0.50	0.94
191	Software Development	16	0.48	0.89
192	Advanced Mathematics	18	0.47	0.59
193	Basic Mechanical Knowledge	13	0.36	0.44
194	Basic Electronics Knowledge	13	0.36	0.44
195	Mechanical Comprehension	12	0.34	0.62
196	Web Development	16	0.30	0.40
197	Machine/Equipment Installation	11	0.29	0.40
198	Auto and Shop Information	10	0.00	0.00

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E26

Operations Research/Systems Analysis (FA49) – KSB Importance Mean Ratings (Weighted Means)

KSB Importance Rank	ORSA (FA49) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Analyze Data or Information	40	5.46	0.54
2	Analytical Thinking	40	5.18	0.58
3	Basic Computer Skills	40	4.88	0.66
4	Systems Thinking	40	4.87	0.60
5	Processes Information and Data	40	4.62	0.74
6	Written Communication	40	4.56	0.68
7	Active Learning	40	4.47	0.66
8	Analyzes and Organizes Information to Create Knowledge	40	4.44	0.75
9	Critical Thinking	40	4.29	0.78
10	Mathematics Knowledge	38	4.28	0.80
11	Communicator	40	4.25	0.74
12	Basic Mathematics	38	4.22	0.85
13	Mathematical Reasoning	38	4.20	0.83
14	Communication Ability	40	4.12	0.77
15	Problem Solver	40	4.09	0.81
16	Intellectual Efficiency	40	4.09	0.74
17	Creative Problem Solving and Innovation	40	4.07	0.81
18	Detail-Focused and Precise	40	4.03	0.81
19	Cognitive Flexibility	40	4.03	0.81
20	Quantitative Reasoning	40	3.93	0.88
21	Attentiveness	40	3.91	0.73
22	General Cognitive Aptitude	40	3.89	0.83
23	Reading Comprehension	39	3.87	0.84
24	Dependability	40	3.77	0.80
25	Mental Agility	40	3.77	0.83
26	Problem Sensitivity	39	3.74	0.82
27	Structured Problem Solving	40	3.71	0.89
28	Perceptive	40	3.69	0.81
29	Focus	39	3.66	0.82
30	Learning Orientation	40	3.55	0.82
31	Oral Communication Skill	39	3.46	0.89
32	Unstructured Problem Solving	40	3.43	0.98
33	Investigative Interests	40	3.42	0.89
34	Verbal Reasoning	40	3.37	0.88
35	Interdisciplinary Reasoning	40	3.35	0.89
36	Self-Management	40	3.33	0.92

KSB				
Importance				
Rank	ORSA (FA49) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
37	Achievement Orientation	40	3.32	0.83
38	Sound Judgement	39	3.31	0.92
39	Reflective Thinking	39	3.28	0.95
40	Time Management	40	3.21	0.92
41	Strategic Thinking	40	3.16	0.97
42	Awareness of Cognitive Biases	40	3.16	0.98
43	Curiosity	40	3.15	0.89
44	Project Manager	39	3.15	0.91
45	Information Ordering	40	3.14	1.03
46	Innovative	39	3.12	0.90
47	Functional Area/Occupation-Specific Knowledge and Skill	39	3.11	1.03
48	Advanced Mathematics	38	3.10	1.07
49	Adaptability	39	3.05	0.96
50	Active Listening	40	2.98	1.00
51	Encourages Discourse	40	2.95	0.98
52	Pattern Recognition	40	2.92	0.95
53	Task Planning and Management	39	2.91	0.97
54	Oral and Nonverbal Comprehension	39	2.86	1.00
55	Science methods	38	2.85	1.08
56	Data Science	39	2.81	1.15
57	Specialized Expertise	32	2.80	1.05
58	Self-Control	40	2.72	0.93
59	Creates a Learning Environment	37	2.69	0.93
60	Resilience	40	2.68	0.96
61	Troubleshooting	40	2.66	1.08
62	Memory	40	2.65	0.96
63	Initiative	40	2.65	1.02
64	Sustains a Climate of Trust	38	2.64	0.98
65	Cooperation/Teamwork	40	2.63	1.11
66	Interdisciplinary	40	2.61	1.00
67	Coordination	39	2.58	1.05
68	Knowledge of Processes and Procedures	38	2.58	0.98
69	Working in Multidisciplinary Contexts	40	2.55	1.01
70	Technologically Adept	39	2.55	1.16
71	Situational Awareness	40	2.53	0.99
72	Knowledge of System Inter-Relations	39	2.50	1.00
73	Army Values	40	2.48	1.14
74	Cooperation	39	2.45	1.05
75	Tolerance for Ambiguity	40	2.44	1.12
76	Resource Management	38	2.39	1.03
77	Knowledge Management	40	2.36	1.10

KSB				
Importance				
Rank	ORSA (FA49) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Emotional Control	40	2.34	1.03
79	Interpersonal Tact	39	2.31	1.01
80	Multi-Tasking	40	2.30	1.06
81	Persistence	40	2.30	1.14
82	Decision Making	39	2.26	1.07
83	Self-Efficacy	40	2.26	1.09
84	Improves the Organization	40	2.25	1.05
85	Organizational Perspective	39	2.24	1.07
86	Introspective	39	2.24	1.03
87	Discipline	40	2.21	1.17
88	Perspective Taking	39	2.20	1.01
89	Encourages Fairness and Inclusiveness	38	2.20	0.93
90	Motivating Others	37	2.18	0.97
91	Balances Mission and Welfare of Followers	33	2.17	1.03
92	Training and Developing Others	37	2.17	1.04
93	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	39	2.17	1.16
94	Social Perceptiveness	38	2.14	0.94
95	Instructing	39	2.13	1.02
96	Providing Feedback	38	2.13	1.10
97	Virtue	39	2.11	1.14
98	Mentoring	34	2.11	1.02
99	Enforces Standards	39	2.09	1.06
100	Stress Tolerance	39	2.08	1.11
101	Delegating	34	2.04	1.12
102	Advanced Computer Skills	39	2.02	1.24
103	Improves Unit Performance	37	2.02	1.07
104	Consensus Building	39	2.01	1.06
105	Interpersonal Relationship Building	39	2.01	1.13
106	Leads By Example	38	1.98	1.07
107	Team Building	38	1.97	1.20
108	Military And Professional Bearing	40	1.97	1.20
109	Even-Tempered	40	1.96	1.17
110	Autonomy	40	1.96	1.25
111	Adjustment	40	1.96	1.12
112	Team Planning	38	1.93	1.25
113	Monitoring	40	1.93	1.06
114	Conflict Management	38	1.92	1.04
115	Peer Leadership	39	1.89	1.21
116	Assertiveness	38	1.88	1.12
117	Commitment to Serve	39	1.86	1.23
118	Orderliness	40	1.86	1.21

KSB Importance Rank	ORSA (FA49) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Perceptual Speed And Accuracy	37	1.85	1.13
120	Team Orientation	38	1.84	1.21
121	Coordinating Multiple Groups	38	1.82	1.21
122	Empathy	39	1.81	1.05
123	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	38	1.79	1.18
124	Assesses Developmental Needs of Others	33	1.77	1.07
125	Team Development	37	1.75	1.28
126	Recognizes and Rewards Good Performance	34	1.74	1.14
127	Non-Delinquency	40	1.74	1.24
128	Selflessness	39	1.71	1.16
129	Tolerance	40	1.69	1.19
130	Shared Leadership	36	1.69	1.29
131	Sociability	39	1.67	1.12
132	Assessing And Mitigating Harm	40	1.66	1.29
133	Humility	40	1.66	1.24
134	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	33	1.66	1.23
135	Enthusiasm	38	1.64	1.15
136	Enterprising Interests	40	1.62	1.00
137	Spatial Visualization	36	1.61	1.17
138	Evaluating Compliance	32	1.60	1.04
139	Army Self-Efficacy	38	1.59	1.26
140	Prudent Risk-Taker	34	1.59	1.23
141	Warrior Ethos/Service Ethos	39	1.57	1.26
142	Locus of Control	36	1.57	1.18
143	Conventional Interests	39	1.54	1.30
144	Knowledge of Combined Arms Operations	36	1.53	1.20
145	Inspirational Leader	35	1.52	1.08
146	Process-Disciplined	32	1.51	1.27
147	Warrior Ethos	38	1.46	1.24
148	Affiliation	40	1.42	1.23
149	Spatially Intelligent	38	1.39	1.26
150	Consideration	39	1.38	1.27
151	Systems Architecture and Engineering	36	1.38	1.36
152	Quality Control Analysis	30	1.37	1.36
153	MOS/Branch-Specific Knowledge and Skill	34	1.35	1.33
154	General Science	36	1.35	1.40
155	Social Interests	38	1.32	1.05
156	Information and Systems Security	38	1.31	1.30
157	Interest in Leadership	39	1.30	1.31
158	Optimism	38	1.29	1.28

KSB Importance Rank	ORSA (FA49) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
159	Database Programming and Engineering	40	1.25	1.48
160	Cultural/ Interpersonal Adaptability	34	1.18	1.05
161	Cultural Awareness	32	1.17	0.99
162	Innovating Technology	39	1.17	1.43
163	Spatial Orientation	35	1.13	1.31
164	Maintains Relevant Geopolitical Awareness	36	1.11	1.38
165	Cross-Culturally Fluent	32	1.10	1.05
166	Cyber Knowledge	37	1.09	1.30
167	Proficiency with Mission Systems	32	1.08	1.34
168	Safety Compliance	30	1.03	1.06
169	Physically Fit	32	1.03	1.11
170	Intercultural Communication	37	1.02	1.49
171	Realistic Interests	35	1.01	1.36
172	Response Orientation	36	0.99	1.36
173	Web Development	38	0.98	1.19
174	Financial Management	35	0.97	1.13
175	Health and Fitness Orientation	31	0.89	1.08
176	Software Development	37	0.86	1.55
177	Physical Coordination	24	0.85	0.81
178	Working with the Public	34	0.82	1.32
179	Mechanically and Technologically Savvy	25	0.80	1.31
180	Physical Endurance	30	0.79	1.12
181	Physical Strength	30	0.77	0.94
182	Soldier Common Task Knowledge and Skills	27	0.77	1.26
183	Control Precision	24	0.77	0.77
184	Artistic Interests	31	0.77	0.96
185	Bodily-Kinesthetic	27	0.77	1.10
186	Basic Electronics Knowledge	22	0.75	1.21
187	Balance	24	0.74	1.06
188	Reaction Time	24	0.73	0.82
189	Inspecting Equipment, Objects, Structures, or Materials	22	0.69	0.99
190	Hostility to Authority	30	0.66	1.34
191	Basic Mechanical Knowledge	21	0.60	1.02
192	Language Learning Ability	27	0.58	1.64
193	Machiavellianism	29	0.56	1.44
194	Mechanical Comprehension	22	0.52	0.86
195	Machine/Equipment Installation	21	0.51	0.81
196	Attention Seeking	36	0.50	1.06
197	Auto and Shop Information	21	0.46	0.80
198	Swimming	21	0.33	0.62

Note: M^* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E27*Force Management (FA50) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Force Management (FA50) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Written Communication	20	6.04	0.41
2	Reading Comprehension	20	5.66	0.47
3	Oral Communication Skill	19	5.61	0.48
4	Active Listening	20	5.39	0.50
5	Communication Ability	19	5.22	0.58
6	Communicator	20	4.85	0.67
7	Strategic Thinking	18	4.61	0.70
8	Army Values	20	4.59	0.69
9	Dependability	20	4.53	0.69
10	Military And Professional Bearing	20	4.34	0.76
11	Detail-Focused and Precise	20	4.28	0.76
12	Structured Problem Solving	20	4.20	0.75
13	Focus	20	4.18	0.73
14	Perceptive	20	4.18	0.73
15	Active Learning	19	4.13	0.71
16	Oral and Nonverbal Comprehension	20	4.05	0.83
17	Attentiveness	20	4.01	0.82
18	Commitment to Serve	20	3.98	0.81
19	Discipline	20	3.96	0.80
20	Problem Sensitivity	20	3.96	0.80
21	Multi-Tasking	20	3.94	0.77
22	Systems Thinking	18	3.84	0.79
23	Adaptability	20	3.75	0.86
24	Self-Management	20	3.75	0.86
25	Task Planning and Management	20	3.75	0.86
26	Problem Solver	20	3.75	0.86
27	Mental Agility	20	3.55	0.92
28	Warrior Ethos/Service Ethos	20	3.54	0.91
29	Initiative	20	3.54	0.89
30	Stress Tolerance	20	3.54	0.89
31	Perspective Taking	20	3.42	0.86
32	Functional Area/Occupation-Specific Knowledge and Skill	18	3.41	1.04
33	Adjustment	20	3.39	0.89
34	Even-Tempered	20	3.39	0.89
35	Analytical Thinking	20	3.39	0.99
36	Verbal Reasoning	20	3.37	0.91
37	Knowledge of Processes and Procedures	19	3.31	1.00

KSB Importance Rank	Force Management (FA50) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Time Management	20	3.28	1.05
39	Critical Thinking	20	3.22	1.04
40	General Cognitive Aptitude	20	3.22	1.04
41	Coordination	20	3.22	1.04
42	Cooperation/Teamwork	20	3.22	1.04
43	Project Manager	18	3.21	1.00
44	Sound Judgement	20	3.20	1.03
45	Analyze Data or Information	20	3.19	1.02
46	Analyzes and Organizes Information to Create Knowledge	20	3.18	1.01
47	Interpersonal Tact	20	3.18	1.01
48	Emotional Control	20	3.08	0.97
49	Awareness of Cognitive Biases	20	3.04	0.93
50	Assertiveness	20	3.04	0.76
51	Cognitive Flexibility	20	3.04	1.02
52	Interpersonal Relationship Building	20	3.04	1.02
53	Enforces Standards	19	3.03	0.97
54	Virtue	20	3.02	1.04
55	Situational Awareness	20	3.02	1.07
56	Affiliation	20	3.00	0.91
57	Introspective	19	2.97	1.03
58	Training and Developing Others	15	2.96	0.94
59	Basic Computer Skills	19	2.94	1.10
60	Intellectual Efficiency	20	2.92	1.03
61	Self-Control	20	2.90	1.05
62	Social Perceptiveness	20	2.88	0.99
63	Processes Information and Data	20	2.87	1.09
64	Orderliness	20	2.84	1.02
65	Assesses Developmental Needs of Others	17	2.83	0.93
66	Non-Delinquency	19	2.81	1.08
67	Encourages Discourse	20	2.80	1.05
68	Providing Feedback	19	2.80	1.01
69	Self-Efficacy	19	2.79	1.10
70	Achievement Orientation	19	2.78	1.12
71	Troubleshooting	20	2.77	1.08
72	Persistence	20	2.77	1.08
73	Decision Making	20	2.75	1.10
74	Creative Problem Solving and Innovation	20	2.75	1.10
75	Mentoring	17	2.75	0.99
76	Resource Management	18	2.72	1.11
77	Organizational Perspective	20	2.71	1.15
78	Humility	20	2.69	1.07

KSB Importance Rank	Force Management (FA50) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Interdisciplinary Reasoning	20	2.69	1.07
80	Memory	20	2.69	1.07
81	Investigative Interests	19	2.68	0.96
82	Sociability	19	2.62	0.96
83	Selflessness	20	2.60	1.09
84	Conflict Management	20	2.55	1.12
85	Reflective Thinking	20	2.54	1.04
86	Enthusiasm	19	2.53	1.06
87	Innovative	20	2.51	1.11
88	Instructing	17	2.50	1.06
89	Information Ordering	20	2.45	1.21
90	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	20	2.42	1.17
91	Resilience	20	2.42	1.17
92	Knowledge of Combined Arms Operations	16	2.39	1.09
93	Sustains a Climate of Trust	19	2.39	1.20
94	Maintains Relevant Geopolitical Awareness	18	2.34	1.04
95	Encourages Fairness and Inclusiveness	19	2.33	1.15
96	Knowledge of System Inter-Relations	17	2.33	1.22
97	Consideration	20	2.30	1.16
98	Cooperation	20	2.26	1.23
99	Empathy	20	2.25	1.20
100	Army Self-Efficacy	20	2.21	1.28
101	Team Building	20	2.21	1.23
102	Monitoring	17	2.20	1.17
103	Unstructured Problem Solving	20	2.17	1.25
104	Consensus Building	20	2.13	1.24
105	Coordinating Multiple Groups	19	2.10	1.31
106	Process-Disciplined	18	2.08	1.28
107	Creates a Learning Environment	18	2.08	1.15
108	Delegating	19	2.08	1.24
109	Motivating Others	19	2.08	1.24
110	Optimism	19	2.07	1.21
111	Tolerance	20	2.05	1.23
112	Improves the Organization	20	2.05	1.29
113	Learning Orientation	20	2.00	1.23
114	Quantitative Reasoning	19	1.97	1.22
115	Response Orientation	15	1.96	1.18
116	Balances Mission and Welfare of Followers	16	1.95	1.29
117	Team Orientation	20	1.95	1.29
118	Assessing And Mitigating Harm	19	1.93	1.22
119	Leads By Example	20	1.93	1.33

KSB Importance Rank	Force Management (FA50) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
120	Conventional Interests	19	1.93	1.15
121	MOS/Branch-Specific Knowledge and Skill	17	1.93	1.34
122	Pattern Recognition	20	1.92	1.18
123	Intercultural Communication	19	1.84	1.33
124	Quality Control Analysis	15	1.82	1.30
125	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	17	1.82	1.28
126	Team Development	20	1.79	1.36
127	Perceptual Speed And Accuracy	19	1.79	1.26
128	Social Interests	18	1.78	1.24
129	Recognizes and Rewards Good Performance	16	1.74	1.35
130	Peer Leadership	17	1.74	1.36
131	Basic Mathematics	18	1.73	1.29
132	Tolerance for Ambiguity	20	1.68	1.35
133	Knowledge Management	17	1.63	1.33
134	Cultural Awareness	18	1.62	1.19
135	Cultural/ Interpersonal Adaptability	18	1.62	1.21
136	Realistic Interests	16	1.61	1.30
137	Warrior Ethos	19	1.61	1.35
138	Advanced Computer Skills	12	1.60	1.29
139	Interest in Leadership	19	1.58	1.35
140	Shared Leadership	17	1.58	1.37
141	Improves Unit Performance	17	1.54	1.37
142	Financial Management	17	1.54	1.37
143	Enterprising Interests	19	1.52	1.33
144	Health and Fitness Orientation	18	1.50	1.13
145	Information and Systems Security	12	1.50	1.38
146	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	20	1.47	1.45
147	Evaluating Compliance	18	1.43	1.34
148	Curiosity	20	1.43	1.38
149	Team Planning	20	1.42	1.48
150	Physically Fit	18	1.42	0.98
151	Autonomy	20	1.41	1.36
152	Locus of Control	20	1.40	1.32
153	Interdisciplinary	19	1.37	1.42
154	Working in Multidisciplinary Contexts	19	1.35	1.47
155	Spatially Intelligent	19	1.33	1.38
156	Inspirational Leader	19	1.30	1.46
157	Prudent Risk-Taker	18	1.25	1.42
158	Safety Compliance	13	1.21	1.34
159	Data Science	14	1.19	1.38

KSB Importance Rank	Force Management (FA50) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Spatial Visualization	17	1.17	1.41
161	Technologically Adept	16	1.16	1.45
162	Bodily-Kinesthetic	16	1.13	1.14
163	Mathematics Knowledge	12	1.13	1.36
164	Physical Endurance	16	1.06	1.11
165	Cross-Culturally Fluent	17	1.03	1.45
166	Physical Strength	15	0.99	1.13
167	Artistic Interests	15	0.98	1.30
168	Mathematical Reasoning	13	0.95	1.44
169	Proficiency with Mission Systems	14	0.95	1.54
170	Spatial Orientation	18	0.95	1.51
171	Inspecting Equipment, Objects, Structures, or Materials	5	0.92	1.34
172	Working with the Public	17	0.85	1.56
173	Database Programming and Engineering	10	0.85	1.43
174	Specialized Expertise	13	0.82	1.61
175	Language Learning Ability	12	0.81	1.60
176	Soldier Common Task Knowledge and Skills	15	0.78	1.57
177	General Science	13	0.78	1.22
178	Systems Architecture and Engineering	9	0.76	1.51
179	Mechanically and Technologically Savvy	6	0.74	1.26
180	Mechanical Comprehension	6	0.74	1.26
181	Hostility to Authority	11	0.71	1.57
182	Cyber Knowledge	12	0.70	1.65
183	Reaction Time	10	0.67	1.33
184	Physical Coordination	10	0.67	1.33
185	Control Precision	10	0.67	1.33
186	Balance	10	0.67	1.33
187	Science methods	11	0.59	1.57
188	Advanced Mathematics	11	0.57	1.38
189	Basic Mechanical Knowledge	6	0.56	1.33
190	Basic Electronics Knowledge	5	0.56	1.30
191	Attention Seeking	16	0.53	1.29
192	Auto and Shop Information	4	0.50	1.00
193	Machiavellianism	13	0.47	1.66
194	Swimming	6	0.46	1.60
195	Innovating Technology	10	0.45	1.75
196	Machine/Equipment Installation	4	0.38	1.50
197	Web Development	10	0.30	1.75
198	Software Development	9	0.18	1.86

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E28

Research, Development, and Acquisition (FA51) – KSB Importance Mean Ratings (Weighted Means)

KSB Importance Rank	Research, Development, and Acquisition (FA51) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	68	5.04	0.60
2	Communicator	68	4.81	0.65
3	Reading Comprehension	68	4.63	0.70
4	Written Communication	68	4.61	0.70
5	Self-Management	68	4.56	0.70
6	Oral Communication Skill	68	4.49	0.72
7	Active Listening	68	4.17	0.78
8	Cooperation/Teamwork	69	4.15	0.82
9	Problem Solver	68	4.12	0.80
10	Interpersonal Tact	69	4.10	0.79
11	Coordination	69	4.09	0.81
12	Project Manager	68	4.08	0.82
13	Time Management	68	4.08	0.82
14	Sound Judgement	68	4.06	0.82
15	Processes Information and Data	67	3.99	0.81
16	Sustains a Climate of Trust	64	3.94	0.87
17	Detail-Focused and Precise	68	3.93	0.82
18	Systems Thinking	66	3.90	0.86
19	Critical Thinking	68	3.79	0.84
20	Initiative	67	3.77	0.82
21	Dependability	68	3.74	0.86
22	Mental Agility	68	3.73	0.86
23	General Cognitive Aptitude	68	3.73	0.85
24	Analyzes and Organizes Information to Create Knowledge	67	3.73	0.87
25	Cooperation	67	3.71	0.85
26	Task Planning and Management	68	3.68	0.92
27	Attentiveness	68	3.67	0.87
28	Army Values	67	3.67	0.92
29	Adaptability	68	3.60	0.93
30	Problem Sensitivity	68	3.57	0.91
31	Coordinating Multiple Groups	69	3.56	0.94
32	Verbal Reasoning	68	3.56	0.87
33	Creative Problem Solving and Innovation	68	3.51	0.92
34	Analytical Thinking	68	3.51	0.92
35	Analyze Data or Information	68	3.51	0.92
36	Improves the Organization	67	3.50	0.93

KSB Importance Rank	Research, Development, and Acquisition (FA51) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
37	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	69	3.48	0.97
38	Team Building	69	3.48	0.94
39	Strategic Thinking	66	3.47	0.92
40	Self-Control	68	3.45	0.91
41	Structured Problem Solving	68	3.45	0.91
42	Active Learning	68	3.40	0.92
43	Even-Tempered	68	3.36	0.93
44	Persistence	68	3.35	0.94
45	Intellectual Efficiency	68	3.35	0.95
46	Oral and Nonverbal Comprehension	67	3.34	0.97
47	Focus	65	3.29	0.97
48	Team Planning	69	3.27	0.99
49	Creates a Learning Environment	64	3.27	0.98
50	Emotional Control	68	3.26	0.96
51	Resilience	68	3.26	0.96
52	Cognitive Flexibility	68	3.25	0.99
53	Discipline	68	3.25	0.98
54	Encourages Discourse	65	3.24	0.97
55	Military And Professional Bearing	67	3.23	1.00
56	Perspective Taking	69	3.23	0.97
57	Interdisciplinary Reasoning	68	3.22	0.95
58	Virtue	68	3.20	1.00
59	Humility	67	3.20	0.96
60	Social Perceptiveness	69	3.18	0.98
61	Interpersonal Relationship Building	69	3.18	1.01
62	Team Orientation	69	3.18	1.01
63	Team Development	69	3.18	1.01
64	Information Ordering	68	3.16	1.00
65	Assesses Developmental Needs of Others	61	3.16	1.00
66	Leads By Example	67	3.13	1.02
67	Learning Orientation	66	3.13	0.98
68	Functional Area/Occupation-Specific Knowledge and Skill	66	3.10	1.07
69	Innovative	68	3.09	0.99
70	Conflict Management	69	3.08	1.03
71	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	66	3.07	1.06
72	Balances Mission and Welfare of Followers	63	3.05	1.06
73	Improves Unit Performance	63	3.05	1.05
74	Troubleshooting	66	3.04	0.98
75	Enforces Standards	64	3.02	1.06
76	Situational Awareness	66	3.01	1.01

KSB Importance Rank	Research, Development, and Acquisition (FA51) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
77	Perceptive	68	3.00	0.96
78	Self-Efficacy	67	2.99	1.01
79	Motivating Others	68	2.98	1.04
80	Warrior Ethos/Service Ethos	65	2.96	1.04
81	Achievement Orientation	68	2.95	1.01
82	Consensus Building	68	2.94	1.05
83	Providing Feedback	64	2.93	1.07
84	Organizational Perspective	66	2.93	1.09
85	Adjustment	67	2.93	0.97
86	Training and Developing Others	61	2.92	1.05
87	Introspective	67	2.91	1.00
88	Tolerance for Ambiguity	68	2.86	1.04
89	Recognizes and Rewards Good Performance	63	2.86	1.08
90	Shared Leadership	67	2.86	1.05
91	Working in Multidisciplinary Contexts	66	2.85	1.02
92	Basic Computer Skills	68	2.84	1.10
93	Resource Management	66	2.84	1.11
94	Orderliness	68	2.82	1.03
95	Evaluating Compliance	63	2.79	1.05
96	Tolerance	67	2.77	1.04
97	Decision Making	68	2.77	1.10
98	Quantitative Reasoning	68	2.76	1.06
99	Encourages Fairness and Inclusiveness	64	2.75	1.12
100	Reflective Thinking	66	2.75	1.07
101	Quality Control Analysis	63	2.74	1.08
102	Delegating	68	2.73	1.11
103	Non-Delinquency	68	2.69	1.10
104	Selflessness	67	2.66	1.07
105	Curiosity	68	2.66	1.04
106	Mentoring	63	2.64	1.11
107	Stress Tolerance	68	2.64	1.16
108	Enthusiasm	67	2.63	0.99
109	Monitoring	65	2.60	1.13
110	Peer Leadership	67	2.60	1.10
111	Awareness of Cognitive Biases	63	2.59	1.10
112	Process-Disciplined	62	2.58	1.13
113	Multi-Tasking	68	2.54	1.12
114	Commitment to Serve	66	2.54	1.16
115	Optimism	65	2.54	1.09
116	Warrior Ethos	60	2.51	1.16
117	Assertiveness	67	2.44	1.05

KSB Importance Rank	Research, Development, and Acquisition (FA51) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
118	Sociability	66	2.41	1.04
119	Autonomy	65	2.40	1.20
120	Investigative Interests	64	2.40	1.13
121	Working with the Public	65	2.39	1.19
122	Unstructured Problem Solving	68	2.39	1.20
123	Memory	67	2.36	1.14
124	Knowledge of System Inter-Relations	65	2.34	1.14
125	Interdisciplinary	66	2.34	1.12
126	Consideration	66	2.33	1.14
127	Inspirational Leader	66	2.31	1.18
128	Knowledge of Processes and Procedures	65	2.27	1.19
129	Empathy	68	2.25	1.16
130	Intercultural Communication	62	2.20	1.23
131	Financial Management	65	2.18	1.27
132	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	66	2.17	1.15
133	Instructing	59	2.13	1.23
134	Army Self-Efficacy	65	2.11	1.21
135	Knowledge Management	64	2.04	1.22
136	Maintains Relevant Geopolitical Awareness	63	1.99	1.22
137	Basic Mathematics	67	1.99	1.28
138	Safety Compliance	63	1.97	1.24
139	Assessing And Mitigating Harm	63	1.96	1.26
140	Affiliation	67	1.96	1.22
141	Interest in Leadership	65	1.93	1.24
142	Prudent Risk-Taker	66	1.92	1.26
143	Technologically Adept	64	1.91	1.26
144	Locus of Control	61	1.91	1.22
145	Pattern Recognition	60	1.89	1.21
146	Cultural/ Interpersonal Adaptability	60	1.84	1.22
147	Mathematical Reasoning	63	1.81	1.18
148	Perceptual Speed And Accuracy	59	1.79	1.22
149	Spatially Intelligent	63	1.78	1.20
150	Social Interests	63	1.74	1.19
151	Response Orientation	58	1.69	1.28
152	Realistic Interests	65	1.64	1.24
153	Cultural Awareness	60	1.58	1.29
154	MOS/Branch-Specific Knowledge and Skill	64	1.55	1.41
155	Spatial Orientation	62	1.54	1.26
156	Conventional Interests	60	1.53	1.25
157	Specialized Expertise	61	1.50	1.40
158	Mathematics Knowledge	61	1.50	1.24

KSB Importance Rank	Research, Development, and Acquisition (FA51) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
159	General Science	60	1.49	1.11
160	Enterprising Interests	64	1.45	1.30
161	Physically Fit	55	1.43	1.15
162	Cyber Knowledge	60	1.43	1.17
163	Cross-Culturally Fluent	59	1.42	1.31
164	Proficiency with Mission Systems	61	1.42	1.27
165	Knowledge of Combined Arms Operations	61	1.42	1.31
166	Spatial Visualization	62	1.41	1.30
167	Health and Fitness Orientation	57	1.38	1.26
168	Information and Systems Security	63	1.38	1.20
169	Science methods	58	1.35	1.27
170	Soldier Common Task Knowledge and Skills	56	1.29	1.11
171	Advanced Computer Skills	63	1.23	1.27
172	Physical Endurance	56	1.23	1.14
173	Data Science	54	1.19	1.22
174	Physical Strength	55	1.15	1.14
175	Mechanically and Technologically Savvy	56	1.09	1.18
176	Basic Electronics Knowledge	54	1.09	1.02
177	Physical Coordination	49	1.06	1.17
178	Bodily-Kinesthetic	49	1.06	1.15
179	Basic Mechanical Knowledge	52	1.05	0.99
180	Mechanical Comprehension	50	1.03	1.01
181	Innovating Technology	58	1.01	1.46
182	Control Precision	50	0.98	1.20
183	Inspecting Equipment, Objects, Structures, or Materials	47	0.97	1.17
184	Balance	51	0.97	1.23
185	Artistic Interests	49	0.96	1.24
186	Database Programming and Engineering	50	0.96	1.02
187	Systems Architecture and Engineering	57	0.92	1.40
188	Reaction Time	49	0.90	1.24
189	Advanced Mathematics	54	0.89	1.27
190	Language Learning Ability	44	0.87	1.55
191	Machine/Equipment Installation	43	0.85	0.83
192	Software Development	47	0.83	0.78
193	Auto and Shop Information	40	0.77	0.86
194	Web Development	47	0.65	0.72
195	Attention Seeking	57	0.58	1.43
196	Swimming	32	0.55	1.01
197	Hostility to Authority	48	0.51	1.66
198	Machiavellianism	42	0.43	1.65

Note: M^* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E29*Nuclear and Counterproliferation (FA52) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Nuclear and Counterproliferation (FA52) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Time Management	30	3.71	0.80
2	Communication Ability	31	3.65	0.80
3	Cognitive Flexibility	31	3.48	0.92
4	Basic Computer Skills	31	3.47	0.78
5	Sound Judgement	31	3.41	0.87
6	General Cognitive Aptitude	31	3.40	0.89
7	Self-Management	31	3.26	0.96
8	Problem Sensitivity	31	3.21	0.93
9	Detail-Focused and Precise	31	3.19	0.95
10	Active Learning	30	3.16	0.95
11	Analytical Thinking	31	3.15	1.01
12	Discipline	31	3.07	0.84
13	Communicator	31	3.07	0.94
14	Written Communication	31	3.06	1.01
15	Critical Thinking	31	3.06	1.01
16	Creative Problem Solving and Innovation	31	3.05	1.02
17	Analyze Data or Information	31	2.99	0.96
18	Dependability	30	2.99	0.98
19	Team Orientation	31	2.95	0.81
20	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	31	2.93	0.85
21	Analyzes and Organizes Information to Create Knowledge	31	2.87	1.06
22	Processes Information and Data	31	2.87	1.01
23	Interpersonal Tact	31	2.83	0.89
24	Cooperation	31	2.83	0.94
25	Interdisciplinary Reasoning	31	2.82	1.05
26	Task Planning and Management	30	2.82	1.03
27	Team Building	31	2.81	0.79
28	Oral Communication Skill	31	2.80	0.99
29	Adaptability	30	2.79	0.98
30	Active Listening	31	2.78	0.97
31	Coordination	31	2.78	0.92
32	Leads By Example	30	2.78	0.86
33	Providing Feedback	28	2.76	0.88
34	Reading Comprehension	31	2.75	1.06
35	Organizational Perspective	30	2.75	0.90
36	Cooperation/Teamwork	31	2.74	1.00
37	Attentiveness	31	2.74	1.04

KSB Importance Rank	Nuclear and Counterproliferation (FA52) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Conflict Management	31	2.73	0.84
39	Intellectual Efficiency	31	2.71	1.10
40	Persistence	29	2.70	0.91
41	Initiative	31	2.68	1.05
42	Unstructured Problem Solving	31	2.68	1.14
43	General Science	29	2.66	1.05
44	Encourages Fairness and Inclusiveness	29	2.66	0.85
45	Coordinating Multiple Groups	31	2.65	0.96
46	Team Development	31	2.64	0.88
47	Specialized Expertise	30	2.60	1.11
48	Perceptive	31	2.60	1.04
49	Troubleshooting	31	2.60	0.99
50	Decision Making	31	2.56	1.05
51	Verbal Reasoning	31	2.55	1.02
52	Systems Thinking	31	2.53	1.09
53	Virtue	30	2.53	0.97
54	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	28	2.53	0.96
55	Tolerance for Ambiguity	30	2.50	1.06
56	Team Planning	31	2.49	0.95
57	Improves Unit Performance	29	2.49	0.94
58	Interest in Leadership	29	2.49	0.76
59	Learning Orientation	31	2.48	1.09
60	Assertiveness	30	2.48	0.91
61	Project Manager	31	2.44	1.10
62	Sustains a Climate of Trust	29	2.43	0.98
63	Stress Tolerance	30	2.42	1.09
64	Mental Agility	31	2.40	1.18
65	Improves the Organization	29	2.39	0.97
66	Shared Leadership	29	2.39	0.97
67	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	31	2.37	1.15
68	Self-Efficacy	31	2.35	1.09
69	Resilience	30	2.35	0.99
70	Science methods	30	2.33	1.18
71	Consensus Building	31	2.31	0.95
72	Self-Control	30	2.31	0.98
73	Problem Solver	31	2.30	1.22
74	Working in Multidisciplinary Contexts	30	2.30	1.15
75	Reflective Thinking	31	2.29	1.18
76	Interpersonal Relationship Building	31	2.29	1.09
77	Balances Mission and Welfare of Followers	25	2.28	0.94

KSB Importance Rank	Nuclear and Counterproliferation (FA52) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Commitment to Serve	31	2.28	1.06
79	Army Values	31	2.27	1.12
80	Delegating	28	2.27	1.10
81	Assessing And Mitigating Harm	30	2.27	1.11
82	Curiosity	30	2.27	1.11
83	Oral and Nonverbal Comprehension	30	2.23	1.11
84	Interdisciplinary	31	2.23	1.15
85	Autonomy	30	2.22	1.22
86	Empathy	28	2.22	0.80
87	Perspective Taking	31	2.20	1.04
88	Peer Leadership	30	2.20	0.99
89	Innovative	31	2.19	1.17
90	Even-Tempered	30	2.19	1.06
91	Situational Awareness	30	2.19	1.14
92	Knowledge of System Inter-Relations	31	2.18	1.09
93	Social Perceptiveness	31	2.17	1.02
94	Military And Professional Bearing	31	2.16	1.08
95	Assesses Developmental Needs of Others	26	2.16	1.03
96	Knowledge of Processes and Procedures	31	2.16	1.12
97	Creates a Learning Environment	29	2.16	1.18
98	Enforces Standards	29	2.13	1.07
99	Emotional Control	29	2.13	1.07
100	Awareness of Cognitive Biases	31	2.12	1.20
101	Functional Area/Occupation-Specific Knowledge and Skill	30	2.12	1.27
102	Enterprising Interests	29	2.11	0.85
103	Non-Delinquency	31	2.08	1.04
104	Recognizes and Rewards Good Performance	29	2.08	1.03
105	Monitoring	29	2.08	0.94
106	Training and Developing Others	27	2.07	1.15
107	Basic Mathematics	31	2.06	1.18
108	Information Ordering	31	2.06	1.15
109	Adjustment	30	2.06	1.06
110	Inspirational Leader	28	2.06	0.89
111	Humility	31	2.05	1.20
112	Sociability	30	2.05	1.05
113	Motivating Others	30	2.05	1.05
114	Multi-Tasking	31	2.04	1.18
115	Selflessness	30	2.03	1.12
116	Achievement Orientation	31	2.02	1.21
117	Encourages Discourse	31	2.00	1.14
118	Tolerance	28	2.00	1.11

KSB Importance Rank	Nuclear and Counterproliferation (FA52) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Knowledge Management	30	1.99	1.16
120	Investigative Interests	30	1.99	1.16
121	Warrior Ethos	28	1.98	0.93
122	Enthusiasm	30	1.97	1.05
123	Mentoring	28	1.96	1.04
124	Affiliation	31	1.94	1.09
125	Consideration	31	1.94	1.09
126	Instructing	29	1.94	1.17
127	Resource Management	29	1.93	1.21
128	Memory	31	1.90	1.20
129	Orderliness	31	1.88	1.12
130	Conventional Interests	29	1.86	0.82
131	Structured Problem Solving	31	1.84	1.31
132	Prudent Risk-Taker	31	1.82	1.15
133	Strategic Thinking	31	1.81	1.31
134	Quantitative Reasoning	31	1.80	1.33
135	Basic Mechanical Knowledge	25	1.76	1.15
136	Technologically Adept	31	1.76	1.25
137	Realistic Interests	28	1.76	1.17
138	Maintains Relevant Geopolitical Awareness	29	1.73	1.26
139	MOS/Branch-Specific Knowledge and Skill	28	1.73	1.29
140	Warrior Ethos/Service Ethos	31	1.71	1.23
141	Social Interests	29	1.67	0.95
142	Focus	31	1.65	1.36
143	Mechanically and Technologically Savvy	25	1.63	1.26
144	Mathematical Reasoning	29	1.61	1.38
145	Spatially Intelligent	29	1.61	1.18
146	Cultural Awareness	25	1.57	1.30
147	Intercultural Communication	28	1.57	1.22
148	Cultural/ Interpersonal Adaptability	25	1.56	1.29
149	Optimism	30	1.55	1.18
150	Process-Disciplined	30	1.54	1.28
151	Introspective	29	1.53	1.15
152	Mathematics Knowledge	30	1.50	1.38
153	Working with the Public	24	1.50	1.12
154	Pattern Recognition	30	1.49	1.23
155	Evaluating Compliance	30	1.49	1.23
156	Advanced Computer Skills	24	1.47	1.18
157	Knowledge of Combined Arms Operations	27	1.47	1.24
158	Spatial Visualization	29	1.45	1.23
159	Locus of Control	30	1.44	1.24

KSB Importance Rank	Nuclear and Counterproliferation (FA52) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Spatial Orientation	29	1.44	1.28
161	Basic Electronics Knowledge	25	1.42	1.27
162	Financial Management	27	1.40	1.29
163	Army Self-Efficacy	31	1.37	1.32
164	Safety Compliance	27	1.35	1.30
165	Advanced Mathematics	24	1.29	1.47
166	Data Science	27	1.23	1.19
167	Cross-Culturally Fluent	27	1.15	1.38
168	Response Orientation	27	1.15	1.19
169	Proficiency with Mission Systems	29	1.14	1.40
170	Soldier Common Task Knowledge and Skills	27	1.12	1.09
171	Perceptual Speed And Accuracy	30	1.09	1.35
172	Hostility to Authority	22	1.07	1.16
173	Physically Fit	24	1.06	1.09
174	Quality Control Analysis	26	1.05	1.43
175	Health and Fitness Orientation	25	1.02	1.09
176	Innovating Technology	25	0.98	1.48
177	Physical Endurance	23	0.97	1.20
178	Bodily-Kinesthetic	23	0.94	1.02
179	Mechanical Comprehension	25	0.92	1.44
180	Software Development	20	0.92	1.17
181	Physical Strength	23	0.91	1.09
182	Inspecting Equipment, Objects, Structures, or Materials	23	0.90	1.44
183	Information and Systems Security	25	0.89	1.04
184	Machiavellianism	20	0.88	1.12
185	Cyber Knowledge	26	0.86	1.26
186	Language Learning Ability	25	0.82	1.21
187	Artistic Interests	26	0.79	0.80
188	Database Programming and Engineering	21	0.78	1.22
189	Systems Architecture and Engineering	23	0.77	1.26
190	Physical Coordination	22	0.76	1.02
191	Auto and Shop Information	21	0.75	1.28
192	Reaction Time	22	0.69	0.74
193	Attention Seeking	24	0.66	0.78
194	Machine/Equipment Installation	20	0.64	1.39
195	Control Precision	21	0.60	1.02
196	Web Development	21	0.56	0.93
197	Balance	21	0.51	0.81
198	Swimming	13	0.13	0.28

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E30*Simulations Operations (FA57) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Simulations Operations (FA57) KSBs in descending order of importance rating	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Analyzes and Organizes Information to Create Knowledge	22	5.55	0.53
2	Task Planning and Management	22	5.37	0.50
3	Problem Solver	22	5.15	0.51
4	Time Management	22	4.98	0.60
5	Organizational Perspective	22	4.85	0.60
6	Knowledge Management	22	4.79	0.67
7	Improves Unit Performance	21	4.77	0.59
8	Project Manager	22	4.65	0.67
9	Dependability	22	4.59	0.67
10	Functional Area/Occupation-Specific Knowledge and Skill	22	4.55	0.67
11	Processes Information and Data	21	4.54	0.68
12	Communication Ability	22	4.51	0.66
13	Innovative	22	4.51	0.66
14	Communicator	22	4.49	0.65
15	Team Planning	22	4.48	0.61
16	Oral Communication Skill	22	4.48	0.61
17	Adaptability	21	4.47	0.66
18	Knowledge of Processes and Procedures	22	4.30	0.61
19	Self-Efficacy	22	4.30	0.61
20	Improves the Organization	22	4.28	0.73
21	Mental Agility	22	4.28	0.73
22	Achievement Orientation	22	4.25	0.66
23	Detail-Focused and Precise	22	4.25	0.70
24	Analyze Data or Information	22	4.25	0.70
25	Resilience	22	4.21	0.58
26	Creative Problem Solving and Innovation	22	4.05	0.78
27	Perceptive	22	4.05	0.71
28	Sound Judgement	22	4.05	0.71
29	Creates a Learning Environment	22	4.03	0.77
30	Strategic Thinking	22	4.03	0.73
31	Coordinating Multiple Groups	22	4.03	0.75
32	Cooperation/Teamwork	22	4.03	0.75
33	Sustains a Climate of Trust	20	4.01	0.82
34	Basic Computer Skills	22	3.99	0.86
35	Self-Management	22	3.95	0.86
36	Initiative	22	3.85	0.84
37	Reading Comprehension	22	3.84	0.77

KSB Importance Rank	Simulations Operations (FA57) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Coordination	22	3.84	0.83
39	Active Listening	22	3.83	0.80
40	Written Communication	22	3.83	0.80
41	Analytical Thinking	22	3.83	0.80
42	General Cognitive Aptitude	22	3.83	0.80
43	Troubleshooting	22	3.83	0.81
44	Critical Thinking	21	3.81	0.77
45	Attentiveness	22	3.70	0.79
46	Persistence	22	3.69	0.71
47	Interpersonal Tact	22	3.66	0.83
48	Cognitive Flexibility	22	3.65	0.85
49	Cooperation	22	3.65	0.87
50	Systems Thinking	22	3.65	0.87
51	Providing Feedback	21	3.62	0.83
52	Proficiency with Mission Systems	21	3.61	0.90
53	Interdisciplinary Reasoning	22	3.55	0.82
54	Intellectual Efficiency	22	3.55	0.82
55	Mentoring	22	3.52	0.84
56	Motivating Others	22	3.52	0.84
57	Technologically Adept	22	3.48	0.92
58	Oral and Nonverbal Comprehension	22	3.46	0.81
59	Knowledge of System Inter-Relations	22	3.42	0.84
60	Assesses Developmental Needs of Others	22	3.38	0.87
61	Interpersonal Relationship Building	22	3.35	0.90
62	Training and Developing Others	22	3.35	0.90
63	Verbal Reasoning	22	3.35	0.90
64	Reflective Thinking	22	3.35	0.90
65	Decision Making	22	3.34	0.83
66	Discipline	22	3.33	0.92
67	Information Ordering	21	3.33	0.81
68	Emotional Control	22	3.29	0.87
69	Even-Tempered	22	3.29	0.81
70	Learning Orientation	22	3.29	0.81
71	Situational Awareness	21	3.27	0.94
72	Active Learning	22	3.25	0.90
73	Knowledge of Combined Arms Operations	22	3.23	0.85
74	Self-Control	21	3.23	0.89
75	Team Orientation	22	3.22	0.93
76	Unstructured Problem Solving	22	3.20	0.95
77	Team Development	22	3.20	0.95
78	Team Building	22	3.20	0.95

KSB Importance Rank	Simulations Operations (FA57) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Problem Sensitivity	22	3.20	0.95
80	Encourages Discourse	22	3.18	0.89
81	Curiosity	22	3.18	0.89
82	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	22	3.16	1.01
83	Perspective Taking	22	3.14	0.87
84	Working in Multidisciplinary Contexts	22	3.08	0.91
85	Resource Management	22	3.07	0.98
86	Consensus Building	22	2.99	0.97
87	Conflict Management	22	2.99	0.97
88	Enthusiasm	22	2.99	0.92
89	Optimism	20	2.98	0.88
90	Delegating	21	2.98	0.90
91	Enforces Standards	21	2.98	1.02
92	Social Perceptiveness	22	2.97	0.89
93	Interdisciplinary	22	2.97	0.89
94	Structured Problem Solving	22	2.96	1.00
95	Peer Leadership	21	2.92	1.00
96	Warrior Ethos	22	2.91	1.05
97	Adjustment	22	2.89	0.90
98	Monitoring	21	2.86	0.98
99	Leads By Example	22	2.85	1.02
100	Non-Delinquency	22	2.85	0.97
101	Tolerance for Ambiguity	22	2.82	1.05
102	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	22	2.82	1.05
103	Military And Professional Bearing	21	2.81	1.09
104	Army Self-Efficacy	21	2.78	1.04
105	Balances Mission and Welfare of Followers	21	2.78	1.04
106	Multi-Tasking	22	2.77	1.09
107	Orderliness	22	2.77	0.91
108	Focus	22	2.77	0.98
109	Consideration	22	2.77	0.98
110	Instructing	22	2.76	1.04
111	Virtue	22	2.72	1.06
112	Awareness of Cognitive Biases	22	2.72	1.02
113	Stress Tolerance	22	2.72	1.02
114	Shared Leadership	22	2.70	0.99
115	Recognizes and Rewards Good Performance	21	2.68	1.06
116	Selflessness	22	2.64	0.96
117	Tolerance	22	2.64	0.96
118	Introspective	22	2.63	0.91

KSB Importance Rank	Simulations Operations (FA57) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Empathy	21	2.62	1.02
120	Humility	22	2.59	1.07
121	MOS/Branch-Specific Knowledge and Skill	21	2.51	1.09
122	Sociability	22	2.51	0.96
123	Memory	22	2.44	0.95
124	Investigative Interests	20	2.43	1.12
125	Commitment to Serve	21	2.42	1.15
126	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	22	2.40	1.06
127	Prudent Risk-Taker	21	2.40	1.03
128	Interest in Leadership	21	2.36	0.94
129	Assertiveness	22	2.36	1.06
130	Encourages Fairness and Inclusiveness	20	2.33	1.18
131	Cyber Knowledge	18	2.33	0.80
132	Quantitative Reasoning	22	2.32	1.06
133	Army Values	21	2.29	1.26
134	Inspirational Leader	22	2.25	1.10
135	Warrior Ethos/Service Ethos	21	2.15	1.26
136	Basic Mathematics	18	2.06	1.02
137	Spatial Visualization	20	2.05	0.97
138	Spatially Intelligent	21	2.02	1.08
139	Process-Disciplined	20	1.98	1.19
140	Soldier Common Task Knowledge and Skills	18	1.96	0.96
141	Systems Architecture and Engineering	19	1.91	0.99
142	Enterprising Interests	19	1.79	1.13
143	Social Interests	20	1.77	1.20
144	Spatial Orientation	20	1.76	1.07
145	Realistic Interests	20	1.76	1.07
146	Web Development	19	1.73	1.03
147	Intercultural Communication	22	1.69	1.21
148	General Science	18	1.69	1.02
149	Specialized Expertise	20	1.67	1.38
150	Innovating Technology	18	1.65	1.27
151	Affiliation	22	1.64	1.37
152	Data Science	20	1.60	1.14
153	Conventional Interests	20	1.58	1.19
154	Physically Fit	20	1.57	1.27
155	Quality Control Analysis	19	1.51	1.22
156	Evaluating Compliance	19	1.51	1.25
157	Mathematics Knowledge	18	1.50	0.83
158	Science methods	18	1.49	1.04
159	Autonomy	22	1.49	1.45

KSB Importance Rank	Simulations Operations (FA57) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Basic Electronics Knowledge	12	1.48	0.89
161	Information and Systems Security	19	1.46	1.18
162	Assessing And Mitigating Harm	22	1.43	1.10
163	Safety Compliance	18	1.43	1.28
164	Database Programming and Engineering	18	1.35	0.73
165	Physical Endurance	19	1.30	1.27
166	Advanced Computer Skills	22	1.29	1.27
167	Cross-Culturally Fluent	19	1.29	1.12
168	Maintains Relevant Geopolitical Awareness	19	1.27	1.33
169	Working with the Public	21	1.25	1.27
170	Cultural/ Interpersonal Adaptability	19	1.24	1.28
171	Mathematical Reasoning	18	1.22	1.00
172	Artistic Interests	16	1.21	0.62
173	Perceptual Speed And Accuracy	21	1.21	1.21
174	Health and Fitness Orientation	20	1.19	1.37
175	Cultural Awareness	20	1.19	1.30
176	Locus of Control	20	1.19	1.30
177	Physical Strength	19	1.17	1.33
178	Pattern Recognition	21	1.14	1.32
179	Response Orientation	20	1.11	1.23
180	Software Development	17	1.09	1.07
181	Mechanically and Technologically Savvy	12	1.07	1.44
182	Balance	17	1.05	1.22
183	Financial Management	20	1.02	1.15
184	Mechanical Comprehension	10	1.01	0.88
185	Physical Coordination	16	0.99	1.17
186	Basic Mechanical Knowledge	9	0.95	0.93
187	Reaction Time	14	0.94	1.27
188	Control Precision	13	0.91	1.21
189	Language Learning Ability	16	0.90	1.10
190	Advanced Mathematics	15	0.88	0.80
191	Bodily-Kinesthetic	18	0.86	1.38
192	Machine/Equipment Installation	9	0.86	0.71
193	Inspecting Equipment, Objects, Structures, or Materials	12	0.85	1.27
194	Hostility to Authority	6	0.74	1.26
195	Swimming	11	0.54	0.82
196	Machiavellianism	7	0.53	1.25
197	Auto and Shop Information	6	0.49	0.52
198	Attention Seeking	13	0.25	0.38

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Table E31*Strategic Plans and Policy (FA59) – KSB Importance Mean Ratings (Weighted Means)*

KSB Importance Rank	Strategic Plans and Policy (FA59) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Strategic Thinking	62	6.26	0.38
2	Written Communication	62	6.02	0.43
3	Oral Communication Skill	62	5.52	0.52
4	Critical Thinking	62	5.46	0.54
5	Reading Comprehension	62	5.32	0.56
6	Cognitive Flexibility	62	5.30	0.58
7	Unstructured Problem Solving	62	5.30	0.55
8	General Cognitive Aptitude	62	5.19	0.58
9	Communicator	62	5.17	0.59
10	Verbal Reasoning	62	5.12	0.58
11	Mental Agility	62	5.09	0.60
12	Problem Solver	62	5.00	0.59
13	Analytical Thinking	62	4.93	0.62
14	Analyzes and Organizes Information to Create Knowledge	62	4.87	0.66
15	Creative Problem Solving and Innovation	61	4.85	0.66
16	Communication Ability	62	4.69	0.69
17	Active Learning	62	4.61	0.69
18	Oral and Nonverbal Comprehension	62	4.49	0.69
19	Dependability	62	4.48	0.72
20	Attentiveness	62	4.43	0.68
21	Self-Management	61	4.33	0.74
22	Perceptive	62	4.32	0.74
23	Problem Sensitivity	62	4.23	0.76
24	Interdisciplinary Reasoning	62	4.13	0.80
25	Sound Judgement	62	4.06	0.79
26	Active Listening	62	4.01	0.82
27	Encourages Discourse	62	3.96	0.80
28	Systems Thinking	62	3.95	0.84
29	Detail-Focused and Precise	62	3.75	0.84
30	Coordination	62	3.75	0.83
31	Awareness of Cognitive Biases	62	3.63	0.89
32	Tolerance for Ambiguity	62	3.60	0.92
33	Interdisciplinary	60	3.60	0.90
34	Analyze Data or Information	62	3.59	0.84
35	Cooperation/Teamwork	62	3.57	0.90
36	Functional Area/Occupation-Specific Knowledge and Skill	60	3.56	0.93
37	Adaptability	61	3.55	0.91

KSB				
Importance Rank	Strategic Plans and Policy (FA59) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Peer Leadership	61	3.54	0.89
39	Perspective Taking	62	3.48	0.86
40	Reflective Thinking	62	3.47	0.95
41	Interpersonal Tact	62	3.47	0.87
42	Working in Multidisciplinary Contexts	60	3.41	0.95
43	Achievement Orientation	62	3.38	0.89
44	Coordinating Multiple Groups	61	3.37	0.94
45	Discipline	62	3.35	0.88
46	Initiative	62	3.28	0.98
47	Focus	61	3.26	0.96
48	Time Management	62	3.23	0.99
49	Information Ordering	62	3.19	0.96
50	Sustains a Climate of Trust	58	3.17	0.96
51	Knowledge of System Inter-Relations	59	3.16	0.92
52	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	60	3.13	1.04
53	Maintains Relevant Geopolitical Awareness	60	3.13	1.02
54	Intellectual Efficiency	62	3.12	1.02
55	Cooperation	62	3.12	0.94
56	Organizational Perspective	62	3.11	0.97
57	Resilience	62	3.09	0.94
58	Social Perceptiveness	60	3.07	0.91
59	Adjustment	61	3.02	0.86
60	Emotional Control	62	3.02	0.95
61	Consensus Building	62	3.00	0.90
62	Multi-Tasking	62	2.98	0.96
63	Team Planning	62	2.98	1.01
64	Structured Problem Solving	61	2.97	1.03
65	Self-Efficacy	62	2.95	0.96
66	Interpersonal Relationship Building	62	2.94	1.02
67	Shared Leadership	58	2.93	0.97
68	Memory	62	2.92	0.97
69	Innovative	62	2.91	1.04
70	Basic Computer Skills	60	2.88	1.03
71	Persistence	62	2.88	1.01
72	Task Planning and Management	60	2.85	1.04
73	Learning Orientation	62	2.83	1.06
74	Assessing And Mitigating Harm	58	2.82	0.94
75	Processes Information and Data	62	2.80	1.06
76	Self-Control	61	2.79	1.03
77	Team Orientation	62	2.76	1.03
78	Project Manager	61	2.73	1.08

KSB				
Importance Rank	Strategic Plans and Policy (FA59) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
79	Improves the Organization	61	2.71	1.06
80	Curiosity	62	2.64	1.10
81	Even-Tempered	62	2.63	1.04
82	Improves Unit Performance	58	2.62	1.04
83	Decision Making	62	2.59	1.05
84	Team Building	62	2.59	1.09
85	Tolerance	62	2.58	1.03
86	Leads By Example	61	2.56	1.05
87	Introspective	62	2.55	1.12
88	Team Development	62	2.52	1.09
89	Affiliation	62	2.51	0.97
90	Situational Awareness	60	2.49	1.02
91	Knowledge of Processes and Procedures	60	2.48	1.07
92	Providing Feedback	59	2.46	1.08
93	Recognizes and Rewards Good Performance	55	2.43	0.99
94	Creates a Learning Environment	58	2.41	1.09
95	Conflict Management	61	2.41	1.08
96	Stress Tolerance	60	2.39	1.13
97	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	62	2.39	1.17
98	Encourages Fairness and Inclusiveness	59	2.39	1.13
99	Delegating	58	2.35	1.03
100	Army Values	62	2.33	1.20
101	Troubleshooting	61	2.27	1.09
102	Virtue	62	2.26	1.19
103	Monitoring	57	2.23	1.06
104	Intercultural Communication	59	2.23	1.19
105	Military And Professional Bearing	62	2.22	1.18
106	Balances Mission and Welfare of Followers	55	2.22	1.12
107	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	57	2.22	1.10
108	Humility	62	2.20	1.17
109	Enthusiasm	60	2.16	1.09
110	Empathy	62	2.16	1.13
111	Sociability	60	2.12	1.04
112	Motivating Others	62	2.12	1.12
113	Consideration	62	2.10	1.10
114	Knowledge Management	56	2.06	1.08
115	Commitment to Serve	60	2.05	1.21
116	Selflessness	62	2.02	1.23
117	Warrior Ethos/Service Ethos	62	1.99	1.16
118	Assesses Developmental Needs of Others	55	1.99	1.13

KSB				
Importance Rank	Strategic Plans and Policy (FA59) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
119	Training and Developing Others	59	1.98	1.18
120	Autonomy	62	1.98	1.28
121	Investigative Interests	61	1.97	1.25
122	Cultural Awareness	57	1.97	1.12
123	Enforces Standards	58	1.95	1.20
124	Assertiveness	61	1.95	1.14
125	Mentoring	58	1.95	1.18
126	Inspirational Leader	59	1.91	1.11
127	Pattern Recognition	60	1.85	1.08
128	Cultural/ Interpersonal Adaptability	57	1.84	1.19
129	Warrior Ethos	53	1.84	1.20
130	Knowledge of Combined Arms Operations	57	1.82	1.27
131	Army Self-Efficacy	59	1.77	1.26
132	Interest in Leadership	62	1.71	1.15
133	Instructing	58	1.70	1.26
134	Optimism	59	1.69	1.21
135	Enterprising Interests	58	1.67	1.23
136	Social Interests	59	1.66	1.14
137	Resource Management	56	1.65	1.22
138	Prudent Risk-Taker	60	1.63	1.26
139	Orderliness	61	1.61	1.23
140	Technologically Adept	56	1.59	1.11
141	Perceptual Speed And Accuracy	57	1.58	1.25
142	Non-Delinquency	61	1.54	1.31
143	Spatially Intelligent	53	1.53	1.21
144	Quantitative Reasoning	62	1.51	1.32
145	Conventional Interests	56	1.50	1.17
146	Locus of Control	61	1.47	1.30
147	Cross-Culturally Fluent	56	1.44	1.32
148	Basic Mathematics	53	1.43	1.13
149	Spatial Orientation	52	1.41	1.22
150	MOS/Branch-Specific Knowledge and Skill	53	1.37	1.36
151	Information and Systems Security	49	1.35	0.86
152	Spatial Visualization	53	1.35	1.31
153	General Science	50	1.29	0.93
154	Cyber Knowledge	51	1.28	1.03
155	Financial Management	41	1.24	1.16
156	Mathematics Knowledge	50	1.21	0.92
157	Mathematical Reasoning	51	1.15	1.10
158	Specialized Expertise	47	1.14	1.50
159	Science methods	50	1.14	1.23

KSB Importance Rank	Strategic Plans and Policy (FA59) KSBs in descending order of importance rating	<i>N</i>	<i>M*</i>	<i>SD</i>
160	Physically Fit	46	1.13	1.13
161	Response Orientation	50	1.11	1.37
162	Working with the Public	56	1.09	1.31
163	Health and Fitness Orientation	45	1.09	1.21
164	Process-Disciplined	41	1.06	1.19
165	Realistic Interests	53	1.06	1.32
166	Data Science	45	1.06	1.12
167	Proficiency with Mission Systems	51	1.00	1.32
168	Quality Control Analysis	36	0.95	1.29
169	Advanced Computer Skills	44	0.94	1.06
170	Artistic Interests	51	0.91	1.34
171	Evaluating Compliance	40	0.91	1.24
172	Safety Compliance	35	0.89	1.06
173	Physical Endurance	39	0.86	1.20
174	Innovating Technology	38	0.84	1.11
175	Physical Coordination	34	0.81	0.90
176	Bodily-Kinesthetic	35	0.79	0.89
177	Physical Strength	38	0.75	0.90
178	Reaction Time	33	0.75	0.82
179	Control Precision	31	0.74	0.91
180	Balance	34	0.73	1.05
181	Hostility to Authority	48	0.68	1.28
182	Systems Architecture and Engineering	38	0.67	0.89
183	Advanced Mathematics	41	0.65	1.02
184	Language Learning Ability	48	0.63	1.52
185	Soldier Common Task Knowledge and Skills	46	0.63	0.93
186	Mechanical Comprehension	20	0.59	0.83
187	Mechanically and Technologically Savvy	23	0.58	0.79
188	Database Programming and Engineering	37	0.57	0.84
189	Machiavellianism	46	0.56	1.14
190	Basic Mechanical Knowledge	22	0.55	0.67
191	Attention Seeking	55	0.53	0.96
192	Basic Electronics Knowledge	23	0.50	0.84
193	Swimming	23	0.45	0.71
194	Web Development	32	0.41	0.69
195	Inspecting Equipment, Objects, Structures, or Materials	20	0.36	1.10
196	Software Development	30	0.36	0.79
197	Machine/Equipment Installation	19	0.31	0.54
198	Auto and Shop Information	20	0.09	0.22

Note: *M* * = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Appendix F

30 MOST IMPORTANT KSBS BY RANK WITHIN BRANCH AND FUNCTIONAL AREA

Table F1

Infantry Branch (BR11) – Top 30 KSB Importance Ratings (Weighted Means) by Rank

KSB Rank	1LT/2LT KSBs (N = 28-58)	M*	CPT KSBs (N = 41-78)	M*	MAJ KSBs (N = 26-52)	M*	LTC KSBs (N = 23-39)	M*
1	Adaptability	4.31	Sound Judgement	4.83	Communication Ability	4.60	Communication Ability	5.66
2	Communicator	4.28	Focus	4.66	Communicator	4.45	Communicator	4.80
3	Sound Judgement	4.15	Attentiveness	4.47	Oral Communication Skill	4.35	Dependability	4.70
4	Dependability	3.88	Communication Ability	4.34	Knowledge of Combined Arms Operations	4.30	Coordination	4.61
5	Stress Tolerance	3.80	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	4.23	Active Listening	4.30	Army Values	4.58
6	Time Management	3.77	Team Building	4.17	Dependability	4.28	Sound Judgement	4.53
7	Multi-Tasking	3.74	Dependability	4.11	Critical Thinking	4.09	Written Communication	4.53
8	Initiative	3.68	Communicator	4.07	Problem Sensitivity	4.08	Cooperation/Teamwork	4.38
9	Communication Ability	3.66	Stress Tolerance	4.06	Knowledge of Processes and Procedures	4.00	Sustains a Climate of Trust	4.32
10	Self-Management	3.60	Analytical Thinking	4.01	Self-Management	3.94	Reading Comprehension	4.30
11	Mental Agility	3.53	Self-Management	4.00	Written Communication	3.87	Coordinating Multiple Groups	4.19
12	Self-Control	3.51	Structured Problem Solving	3.99	Mental Agility	3.86	Commitment to Serve	4.16
13	Cognitive Flexibility	3.51	Oral Communication Skill	3.97	Systems Thinking	3.82	Team Building	4.14
14	Task Planning and Management	3.46	Active Learning	3.96	Cooperation	3.78	Oral Communication Skill	4.14
15	Emotional Control	3.43	Coordination	3.94	Organizational Perspective	3.78	Critical Thinking	4.14
16	Attentiveness	3.43	Problem Solver	3.91	Oral and Nonverbal Comprehension	3.78	Adaptability	4.12
17	Critical Thinking	3.40	Mental Agility	3.90	Attentiveness	3.77	Analyzes and Organizes Information to Create Knowledge	4.08
18	Coordination	3.37	Coordinating Multiple Groups	3.90	Analyzes and Organizes Information to Create Knowledge	3.76	Mental Agility	4.03
19	Cooperation	3.37	Situational Awareness	3.85	Army Values	3.74	Problem Sensitivity	4.03
20	Problem Solver	3.36	Critical Thinking	3.84	Sound Judgement	3.72	Problem Solver	3.99
21	Military And Professional Bearing	3.35	Team Development	3.83	Sustains a Climate of Trust	3.71	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3.99
22	Persistence	3.35	Emotional Control	3.82	Coordinating Multiple Groups	3.70	Military And Professional Bearing	3.99
23	Selflessness	3.34	Interpersonal Tact	3.79	Active Learning	3.70	Cooperation	3.97
24	Problem Sensitivity	3.32	Reading Comprehension	3.76	General Cognitive Aptitude	3.68	General Cognitive Aptitude	3.96
25	Oral Communication Skill	3.31	Cognitive Flexibility	3.76	Problem Solver	3.61	Active Listening	3.95
26	Resilience	3.31	Team Orientation	3.76	Verbal Reasoning	3.60	Improves the Organization	3.89
27	Detail-Focused and Precise	3.30	Active Listening	3.74	Cooperation/Teamwork	3.56	Systems Thinking	3.86
28	Project Manager	3.29	Processes Information and Data	3.73	Cognitive Flexibility	3.54	Self-Management	3.85
29	Processes Information and Data	3.26	Written Communication	3.70	Interpersonal Tact	3.51	Discipline	3.84
30	Discipline	3.23	Cooperation/Teamwork	3.68	Time Management	3.49	Unstructured Problem Solving	3.75

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Top KSBs for Infantry LTs included Adaptability, Communicator, Sound Judgement, Dependability, and Stress Tolerance. While Infantry LTs and CPTs shared 15 of their most highly rated 30 KSBs, new top 30 KSBs for Infantry CPTs tended to involve more leadership and team development skills, including Team Building, Coordinating Multiple Groups, and Fosters a Team Environment through Cohesion, Cooperation, and Esprit de Corps. Infantry CPTS also require Analytic Thinking, Situational Awareness, and Critical Thinking. Infantry MAJs shared 20 of their top 30 KSBs with lower ranks. However, several important new KSBs emerged when one became a field grade officer, including those related to understanding the larger operational picture, e.g., Knowledge of Combined Arms Operations, Knowledge of Processes and Procedures, Systems Thinking, and Organizational Perspective. Infantry MAJs also indicated leadership skills were important such as demonstrating Army Values and Sustains an Environment of Trust, as well as developing cognitive skills such as Verbal Reasoning. LTCs shared 27 of their highest rated KSBs with lower ranks but showed three new top KSBs including Commitment to Serve, Improves the Organization, and Unstructured Problem Solving.

Table F2*Engineer Branch (BR12) – Top 30 KSB Importance Ratings (Weighted Means) by Rank*

KSB Rank	1LT/2LT KSBs (N = 17-31)	M*	CPT KSBs (N = 37-67)	M*	MAJ KSBs (N = 13-25)	M*	LTC KSBs (N = 15-32)	M*
1	Organizational Perspective	3.65	Communicator	4.41	Communicator	4.00	Communication Ability	4.79
2	Project Manager	3.49	Communication Ability	4.34	Communication Ability	3.98	Oral Communication Skill	4.52
3	Cooperation	3.47	Sustains a Climate of Trust	4.22	Cooperation/Teamwork	3.96	Sound Judgement	4.39
4	Selflessness	3.43	Oral Communication Skill	4.21	Sound Judgement	3.96	Communicator	4.33
5	Communicator	3.37	Active Listening	4.15	Coordination	3.79	Interpersonal Relationship Building	4.32
6	Army Values	3.26	Dependability	4.03	Oral and Nonverbal Comprehension	3.69	Active Listening	4.18
7	Communication Ability	3.26	Adaptability	4.01	Oral Communication Skill	3.64	Interpersonal Tact	4.18
8	Self-Control	3.23	Cooperation/Teamwork	3.92	Dependability	3.63	Self-Management	4.14
9	Self-Management	3.21	Sound Judgement	3.90	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	3.61	Dependability	4.01
10	Oral Communication Skill	3.19	Reading Comprehension	3.89	Detail-Focused and Precise	3.52	Cooperation/Teamwork	3.89
11	Resource Management	3.19	Coordination	3.83	Attentiveness	3.43	Awareness of Cognitive Biases	3.89
12	Processes Information and Data	3.16	Time Management	3.74	General Cognitive Aptitude	3.40	Oral and Nonverbal Comprehension	3.89
13	Critical Thinking	3.16	Analytical Thinking	3.72	Interpersonal Relationship Building	3.38	Perceptive	3.78
14	Stress Tolerance	3.15	Mental Agility	3.72	Decision Making	3.35	Military And Professional Bearing	3.77
15	Persistence	3.11	Written Communication	3.71	Problem Solver	3.28	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	3.76
16	Analyzes and Organizes Information to Create Knowledge	3.02	Problem Solver	3.65	Sustains a Climate of Trust	3.23	Coordination	3.76
17	Analytical Thinking	3.02	Team Building	3.65	Interpersonal Tact	3.22	Team Building	3.67
18	Interpersonal Tact	3.02	Active Learning	3.65	Delegating	3.17	General Cognitive Aptitude	3.64
19	Resilience	3.02	Interpersonal Tact	3.64	Leads By Example	3.17	Resilience	3.57
20	Cognitive Flexibility	2.97	Self-Management	3.63	Perceptive	3.13	Shared Leadership	3.57
21	Conflict Management	2.96	Team Development	3.63	Affiliation	3.09	Adaptability	3.55
22	Task Planning and Management	2.95	Oral and Nonverbal Comprehension	3.61	Stress Tolerance	3.09	Coordinating Multiple Groups	3.53
23	Sustains a Climate of Trust	2.91	Conflict Management	3.60	Recognizes and Rewards Good Performance	3.07	Reading Comprehension	3.53
24	Coordination	2.90	General Cognitive Aptitude	3.59	Time Management	3.01	Written Communication	3.52
25	Self-Efficacy	2.90	Enforces Standards	3.58	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3.00	Cooperation	3.52
26	Military And Professional Bearing	2.90	Resilience	3.55	Team Orientation	2.98	Sustains a Climate of Trust	3.49
27	Team Orientation	2.89	Critical Thinking	3.55	Situational Awareness	2.95	Team Planning	3.47
28	Coordinating Multiple Groups	2.89	Team Planning	3.55	Improves the Organization	2.94	Learning Orientation	3.46
29	Cooperation/Teamwork	2.89	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3.55	Encourages Discourse	2.92	Team Development	3.45
30	Information Ordering	2.89	Perspective Taking	3.54	Active Listening	2.88	Perspective Taking	3.45

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Engineer LTs indicated top KSBs for their jobs were Organizational Perspective, Project Manager, Cooperation, Selflessness, and Communicator. Engineer LTs and CPTs shared 12 of their top 30 KSBs, however, CPTs indicated a number of new important KSBs such as Active Listening, Dependability, and Adaptability. MAJs shared 17 top KSBs with lower ranks, but also rated 13 new top KSBs for their job performance, including a number of leadership skills and behaviors such as Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership, Interpersonal Relationship Building, Recognizes and Rewards Good Performance, Delegating, Leads By Example, and Improves the Organization. MAJs also require Decision Making, Situational awareness, perceptiveness, and being Detail-Focused and Precise. New top rated KSBs for LTCs included Tolerance for Ambiguity, Awareness of Cognitive Biases, Shared Leadership, and Learning Orientation.

Table F3*Field Artillery Branch (BR13) – Top 30 KSB Importance Ratings (Weighted Means) by Rank*

KSB Rank	1LT/2LT KSBs (N = 14-27)	M*	CPT KSBs (N = 31-60)	M*	MAJ KSBs (N = 22-35)	M*	LTC KSBs (N = 14-27)	M*
1	Reading Comprehension	4.27	Dependability	4.86	Communicator	4.38	Sound Judgement	5.13
2	Sustains a Climate of Trust	3.94	Detail-Focused and Precise	4.47	Self-Management	4.11	Communication Ability	4.98
3	Dependability	3.94	Coordination	4.36	Communication Ability	4.00	Dependability	4.86
4	Self-Control	3.92	Communication Ability	4.36	Dependability	3.97	Reading Comprehension	4.79
5	Problem Solver	3.82	Adaptability	4.35	Written Communication	3.97	Written Communication	4.79
6	Adaptability	3.80	Sound Judgement	4.30	Verbal Reasoning	3.88	Active Listening	4.78
7	Detail-Focused and Precise	3.79	Communicator	4.23	Coordination	3.86	Communicator	4.72
8	Selflessness	3.78	Attentiveness	4.21	Reading Comprehension	3.86	Oral Communication Skill	4.58
9	Resilience	3.74	Analyzes and Organizes Information to Create Knowledge	4.19	Resilience	3.86	Systems Thinking	4.58
10	Situational Awareness	3.71	Cooperation/Teamwork	4.16	Cooperation/Teamwork	3.86	Perceptive	4.53
11	Self-Management	3.68	Mental Agility	4.14	Interpersonal Tact	3.84	Mental Agility	4.48
12	Time Management	3.67	Situational Awareness	4.13	Oral Communication Skill	3.77	Verbal Reasoning	4.42
13	Communication Ability	3.67	Knowledge of Processes and Procedures	4.00	Task Planning and Management	3.76	Critical Thinking	4.34
14	Sound Judgement	3.66	Analytical Thinking	3.98	Detail-Focused and Precise	3.75	Military And Professional Bearing	4.22
15	Enthusiasm	3.65	Time Management	3.94	Situational Awareness	3.73	Adaptability	4.21
16	Motivating Others	3.58	Interpersonal Tact	3.81	Problem Solver	3.73	Discipline	4.21
17	Balances Mission and Welfare of Followers	3.57	Problem Solver	3.79	Sound Judgement	3.73	Analyzes and Organizes Information to Create Knowledge	4.19
18	Focus	3.57	Oral Communication Skill	3.75	Adaptability	3.73	Army Values	4.10
19	Attentiveness	3.56	Military And Professional Bearing	3.70	Time Management	3.71	Cooperation/Teamwork	4.10
20	Coordination	3.54	Focus	3.69	Basic Computer Skills	3.67	Tolerance for Ambiguity	4.04
21	Active Listening	3.53	Written Communication	3.69	Even-Tempered	3.67	Self-Management	4.03
22	Emotional Control	3.53	Emotional Control	3.67	Discipline	3.63	Oral and Nonverbal Comprehension	4.03
23	Task Planning and Management	3.50	Self-Management	3.62	Mental Agility	3.62	Situational Awareness	4.03
24	Cooperation	3.41	Knowledge of Combined Arms Operations	3.61	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	3.57	Encourages Discourse	4.02
25	Interpersonal Tact	3.41	Even-Tempered	3.59	Team Building	3.55	Stress Tolerance	3.88
26	Problem Sensitivity	3.40	Interpersonal Relationship Building	3.55	Organizational Perspective	3.53	Attentiveness	3.88
27	Resource Management	3.40	Strategic Thinking	3.52	Improves the Organization	3.50	Problem Sensitivity	3.87
28	Memory	3.39	Processes Information and Data	3.50	Active Listening	3.50	Initiative	3.82
29	Stress Tolerance	3.30	Cooperation	3.47	Self-Control	3.50	Time Management	3.74
30	Oral Communication Skill	3.29	Critical Thinking	3.47	Critical Thinking	3.48	Problem Solver	3.73

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Field Artillery LTs indicated the top KSBs for their jobs were Reading Comprehension, Sustains a Climate of Trust, Dependability, Self-Control, and Problem Solver. CPTs shared 16 top rated KSBs with LTs and rated 14 new top KSBs as important for their job, including Communicator, Knowledge of Combined Arms Operations, as well as cognitive skills such as Processes, Analyzes and Organizes Information to Create Knowledge, Mental Agility, Analytical Thinking, and Critical Thinking. MAJs shared 23 of their top 30 most important KSBs with lower ranks, but reported seven new top KSBs, most of which involved team skills such as Team Building and Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps, as well as Monitoring. Additionally, MAJs reported new KSBs related to understanding the greater Army organization, specifically holding an Organizational Perspective and Improves the Organization. LTCs shared 23 of their top KSBs with lower ranks but showed seven new KSBs emerge as important for their job, such as Systems Thinking, Perceptive, Army Values, Tolerance for Ambiguity, Initiative, Oral and Nonverbal Communication, and Encourages Discourse.

Table F4*Air Defense Artillery Branch (BR14) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	61	4.51	0.70
2	Communication Ability	63	4.33	0.73
3	Attentiveness	63	4.25	0.70
4	Stress Tolerance	63	4.11	0.80
5	Adaptability	63	3.90	0.81
6	Oral Communication Skill	63	3.90	0.80
7	Mental Agility	62	3.89	0.82
8	Communicator	63	3.78	0.85
9	Active Listening	63	3.77	0.84
10	Cooperation/Teamwork	62	3.75	0.84
11	Coordination	63	3.70	0.85
12	Analyzes and Organizes Information to Create Knowledge	63	3.58	0.87
13	Written Communication	63	3.58	0.88
14	Reading Comprehension	63	3.47	0.90
15	Cooperation	62	3.46	0.88
16	Time Management	62	3.45	0.90
17	Sustains a Climate of Trust	60	3.42	0.96
18	Resilience	62	3.39	0.93
19	Structured Problem Solving	63	3.36	0.96
20	Self-Control	63	3.36	0.94
21	Monitoring	61	3.35	0.89
22	Providing Feedback	62	3.35	0.92
23	Even-Tempered	62	3.34	0.94
24	Military And Professional Bearing	62	3.29	0.99
25	Project Manager	61	3.28	0.89
26	Interpersonal Tact	63	3.28	0.92
27	Resource Management	60	3.27	0.89
28	Task Planning and Management	63	3.27	0.94
29	Focus	63	3.26	0.96
30	Detail-Focused and Precise	63	3.25	0.92

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Air Defense Artillery Branch overall were Sound Judgement, Communication Ability, Attentiveness, Stress Tolerance, and Adaptability.

Table F5*Aviation Branch (BR15) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	103	4.18	0.77
2	Mental Agility	103	4.06	0.74
3	Communicator	102	3.99	0.80
4	Oral Communication Skill	103	3.99	0.74
5	Sound Judgement	103	3.96	0.83
6	Dependability	103	3.83	0.79
7	Adaptability	101	3.80	0.82
8	Processes Information and Data	103	3.73	0.79
9	Cooperation/Teamwork	101	3.72	0.84
10	Attentiveness	103	3.71	0.83
11	General Cognitive Aptitude	103	3.69	0.82
12	Detail-Focused and Precise	102	3.68	0.81
13	Analyzes and Organizes Information to Create Knowledge	102	3.67	0.82
14	Oral and Nonverbal Comprehension	103	3.62	0.79
15	Coordination	102	3.59	0.85
16	Active Listening	103	3.56	0.87
17	Self-Management	103	3.51	0.87
18	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	102	3.48	0.85
19	Emotional Control	103	3.48	0.84
20	Focus	103	3.46	0.91
21	Active Learning	103	3.45	0.85
22	Discipline	103	3.43	0.83
23	Stress Tolerance	102	3.41	0.94
24	Multi-Tasking	103	3.39	0.93
25	Problem Solver	103	3.37	0.92
26	Team Building	102	3.35	0.87
27	Critical Thinking	103	3.30	0.93
28	Cooperation	102	3.30	0.88
29	Situational Awareness	102	3.28	1.00
30	Reading Comprehension	103	3.28	0.88

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Aviation Branch overall were Communication Ability, Mental Agility, being a Communicator, Oral Communication Skill, and Sound Judgement.

Table F6*Cyber Warfare Branch (BR17) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Initiative	46	4.83	0.65
2	Dependability	46	4.80	0.65
3	Cyber Knowledge	43	4.75	0.69
4	Sustains a Climate of Trust	44	4.74	0.69
5	Interdisciplinary Reasoning	46	4.57	0.74
6	Systems Thinking	45	4.53	0.69
7	Self-Management	46	4.47	0.72
8	Adaptability	46	4.42	0.75
9	Detail-Focused and Precise	45	4.42	0.73
10	Sound Judgement	46	4.40	0.72
11	General Cognitive Aptitude	46	4.32	0.78
12	Critical Thinking	46	4.32	0.78
13	Reading Comprehension	46	4.26	0.74
14	Mental Agility	46	4.24	0.78
15	Coordination	46	4.22	0.73
16	Attentiveness	46	4.22	0.73
17	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	44	4.18	0.74
18	Written Communication	46	4.17	0.78
19	Problem Sensitivity	46	4.16	0.77
20	Persistence	46	4.12	0.81
21	Problem Solver	46	4.12	0.81
22	Organizational Perspective	45	4.12	0.77
23	Cooperation	46	4.10	0.81
24	Processes Information and Data	45	4.05	0.81
25	Perceptive	46	3.97	0.83
26	Communicator	45	3.96	0.84
27	Time Management	46	3.92	0.81
28	Basic Computer Skills	45	3.90	0.87
29	Communication Ability	46	3.90	0.86
30	Active Learning	46	3.87	0.89

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, we can describe top KSBs for officers across the overall Branch. Cyber Warfare was one Branch that diverged from others in terms communication. The first communication-related KSB required by Cyber Warfare officers was Written Communication, which was ranked number 18 in terms of importance. Cyber Warfare officers rated Initiative, Dependability, Sustains a Climate of Trust, and Interdisciplinary Reasoning as top attributes required for their jobs.

Table F7*Special Forces (BR18) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	63	4.68	0.69
2	Written Communication	63	4.53	0.69
3	Oral Communication Skill	62	4.51	0.72
4	Communicator	64	4.18	0.80
5	Reading Comprehension	62	4.05	0.79
6	Oral and Nonverbal Comprehension	61	3.93	0.84
7	Cooperation/Teamwork	62	3.91	0.83
8	Sound Judgement	64	3.83	0.89
9	Dependability	63	3.70	0.91
10	Adaptability	61	3.67	0.87
11	Time Management	60	3.66	0.88
12	Coordination	63	3.65	0.89
13	Interpersonal Tact	64	3.63	0.91
14	Active Listening	64	3.61	0.90
15	Military And Professional Bearing	60	3.59	0.88
16	Stress Tolerance	64	3.51	0.94
17	Attentiveness	63	3.48	0.87
18	Self-Efficacy	61	3.38	0.87
19	Critical Thinking	62	3.34	0.97
20	MOS/Branch-Specific Knowledge and Skill	61	3.33	0.99
21	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	62	3.33	1.01
22	Interpersonal Relationship Building	63	3.33	1.00
23	Focus	62	3.32	0.90
24	Problem Solver	63	3.31	0.98
25	Resilience	62	3.30	0.94
26	Sustains a Climate of Trust	59	3.28	1.00
27	Mental Agility	64	3.27	0.96
28	Self-Control	64	3.27	0.97
29	General Cognitive Aptitude	63	3.22	0.96
30	Situational Awareness	63	3.20	1.01

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for the Special Forces Branch overall were Communication Ability, Written Communication, Oral Communication Skill, Communicator, and Reading Comprehension.

Table F8

Armor Branch (BR19) – Top 30 KSB Importance Ratings (Weighted Means) by Rank

KSB Rank	1LT/2LT KSBs (N = 16- 28)	M*	CPT KSBs (N = 36-52)	M*	MAJ KSBs (N = 27 – 32)	M*	LTC KSBs (N = 17-29)	M*
1	Dependability	4.53	Communication Ability	5.03	Oral and Nonverbal Comprehension	4.75	Communication Ability	5.51
2	Adaptability	4.44	Attentiveness	4.89	Dependability	4.74	Army Values	5.44
3	Attentiveness	4.42	Dependability	4.84	Written Communication	4.42	Active Listening	5.01
4	Stress Tolerance	4.36	Communicator	4.48	Communication Ability	4.26	Communicator	5.01
5	Problem Solver	4.35	Military And Professional Bearing	4.46	Reading Comprehension	4.20	Written Communication	4.92
6	Leads By Example	4.10	Coordination	4.39	Oral Communication Skill	4.07	Situational Awareness	4.86
7	Time Management	4.06	Self-Management	4.39	Communicator	3.92	Sound Judgement	4.74
8	Structured Problem Solving	4.06	Interpersonal Tact	4.37	Active Listening	3.90	Critical Thinking	4.57
9	Mental Agility	4.06	Problem Sensitivity	4.32	Attentiveness	3.89	Focus	4.57
10	Sound Judgement	4.06	Cooperation/Teamwork	4.32	General Cognitive Aptitude	3.76	Attentiveness	4.50
11	Communication Ability	4.05	Tolerance for Ambiguity	4.20	Interpersonal Relationship Building	3.66	Analytical Thinking	4.35
12	Sustains a Climate of Trust	4.03	Stress Tolerance	4.19	Interpersonal Tact	3.65	Emotional Control	4.33
13	Cognitive Flexibility	3.96	Conflict Management	4.18	Knowledge of Processes and Procedures	3.64	Strategic Thinking	4.30
14	Perceptive	3.94	Focus	4.11	Sound Judgement	3.54	Oral Communication Skill	4.30
15	Situational Awareness	3.91	Active Listening	4.10	Analytical Thinking	3.52	Active Learning	4.30
16	Creative Problem Solving and Innovation	3.91	Situational Awareness	4.09	Critical Thinking	3.52	Cognitive Flexibility	4.20
17	Reading Comprehension	3.91	Perceptive	4.09	MOS/Branch-Specific Knowledge and Skill	3.52	Training and Developing Others	4.18
18	Analyzes and Organizes Information to Create Knowledge	3.91	Time Management	4.05	Active Learning	3.52	Military And Professional Bearing	4.18
19	Multi-Tasking	3.90	Self-Control	4.05	Perceptive	3.52	Problem Sensitivity	4.12
20	Encourages Subordinates to Exercise Initiative, Accept Responsibility, and Take Ownership	3.88	Interpersonal Relationship Building	4.03	Analyzes and Organizes Information to Create Knowledge	3.48	Cooperation/Teamwork	4.10
21	Warrior Ethos	3.79	Oral and Nonverbal Comprehension	4.00	Even-Tempered	3.44	Reading Comprehension	4.10
22	Interpersonal Tact	3.77	Sound Judgement	4.00	Military And Professional Bearing	3.42	Self-Management	4.10
23	Focus	3.77	Oral Communication Skill	3.96	Discipline	3.42	Unstructured Problem Solving	4.09
24	Analytical Thinking	3.76	Written Communication	3.94	Detail-Focused and Precise	3.41	Perceptive	4.09
25	Processes Information and Data	3.76	Detail-Focused and Precise	3.94	Emotional Control	3.36	Analyzes and Organizes Information to Create Knowledge	4.09
26	Troubleshooting	3.75	Resilience	3.92	Encourages Discourse	3.30	Detail-Focused and Precise	4.09
27	Initiative	3.75	Organizational Perspective	3.91	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3.28	Processes Information and Data	4.00
28	Communicator	3.73	Warrior Ethos/Service Ethos	3.90	Coordinating Multiple Groups	3.26	Problem Solver	3.97
29	Intellectual Efficiency	3.69	Team Building	3.87	Perspective Taking	3.24	Improves the Organization	3.95
30	Written Communication	3.69	Analytical Thinking	3.84	Learning Orientation	3.22	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3.95

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Armor LTs require a number of varied skills to be effective in tank and cavalry/forward reconnaissance operations on the battlefield including Dependability, Adaptability, Attentiveness, Stress Tolerance, as well as being a Problem Solver and effective Communication Ability. CPTs shared 13 top rated KSBs with LTs but also showed 17 new top rated KSBs, including Military and Professional Bearing, Coordination, Self-Management, Problem Sensitivity and Cooperation/Teamwork. Armor MAJs shared 17 new KSBs with lower rank and rated 13 new KSBs as most important for their jobs, including General Cognitive Aptitude, Knowledge of Processes and Procedures, Critical Thinking, and MOS/Branch-Specific Knowledge and Skill, and Active Learning, among other attributes. Armor LTCs reported five new KSBs required for leaders at their echelon such as demonstrating Army Values, Strategic Thinking, Training and Developing Others, Unstructured Problem Solving, and Improves the Organization.

Table F9

Signal Corps (BR25) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	1LT/2LT KSBs (N = 19-27)	M*	CPT KSBs (N = 34-57)	M*	MAJ KSBs (N = 14-33)	M*	LTC KSBs (N = 11 – 24)	M*
1	Discipline	4.18	Communicator	3.65	Sound Judgement	4.42	Communication Ability	5.03
2	Stress Tolerance	4.04	Project Manager	3.58	Communication Ability	4.33	Communicator	4.42
3	Dependability	4.01	Self-Management	3.55	Oral Communication Skill	4.16	Time Management	4.34
4	Adaptability	3.99	Initiative	3.50	Basic Computer Skills	4.11	Problem Solver	4.28
5	Oral Communication Skill	3.92	Communication Ability	3.49	General Cognitive Aptitude	4.05	Sustains a Climate of Trust	4.22
6	Communication Ability	3.86	Task Planning and Management	3.42	Written Communication	4.00	Dependability	4.13
7	Self-Efficacy	3.83	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	3.41	Multi-Tasking	3.97	Strategic Thinking	4.13
8	Communicator	3.72	Time Management	3.40	Critical Thinking	3.93	Attentiveness	4.11
9	Sound Judgement	3.58	Stress Tolerance	3.29	Situational Awareness	3.91	Coordinating Multiple Groups	4.10
10	Army Values	3.53	Written Communication	3.25	Self-Management	3.80	Analyze Data or Information	4.03
11	Orderliness	3.47	Resilience	3.25	Analyze Data or Information	3.79	Leads By Example	3.94
12	Intellectual Efficiency	3.47	Sound Judgement	3.22	Verbal Reasoning	3.74	General Cognitive Aptitude	3.93
13	Adjustment	3.46	Reading Comprehension	3.18	Reading Comprehension	3.70	Sound Judgement	3.89
14	Initiative	3.45	Adaptability	3.17	Coordination	3.67	Problem Sensitivity	3.89
15	Detail-Focused and Precise	3.43	Basic Computer Skills	3.14	Dependability	3.67	Systems Thinking	3.88
16	Self-Control	3.34	Active Learning	3.14	Systems Thinking	3.67	Cooperation/Teamwork	3.75
17	Basic Computer Skills	3.31	Analyzes and Organizes Information to Create Knowledge	3.11	Analytical Thinking	3.67	Mental Agility	3.75
18	Sustains a Climate of Trust	3.31	Enforces Standards	3.08	Problem Sensitivity	3.64	Analytical Thinking	3.70
19	Attentiveness	3.31	Interpersonal Tact	3.07	Army Values	3.60	Multi-Tasking	3.59
20	Persistence	3.27	Monitoring	3.07	Discipline	3.58	Motivating Others	3.58
21	Learning Orientation	3.26	Dependability	3.04	Emotional Control	3.56	Written Communication	3.58
22	Even-Tempered	3.24	Detail-Focused and Precise	2.96	Strategic Thinking	3.55	Improves the Organization	3.58
23	Empathy	3.24	Emotional Control	2.94	Even-Tempered	3.48	Decision Making	3.58
24	Encourages Discourse	3.20	General Cognitive Aptitude	2.93	Communicator	3.47	Cyber Knowledge	3.57
25	Self-Management	3.12	Resource Management	2.91	Mental Agility	3.46	Even-Tempered	3.57
26	Cooperation	3.12	Improves the Organization	2.90	Self-Control	3.40	Organizational Perspective	3.56
27	Reading Comprehension	3.08	Motivating Others	2.90	Resilience	3.37	Cooperation	3.54
28	Decision Making	3.07	Self-Control	2.87	Creative Problem Solving and Innovation	3.36	Achievement Orientation	3.51
29	Time Management	3.05	Creates a Learning Environment	2.87	Self-Efficacy	3.36	Team Development	3.47
30	Emotional Control	3.05	Perspective Taking	2.86	Time Management	3.36	Interpersonal Tact	3.47

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Signal LTs rated Discipline, Stress Tolerance, Dependability, and Adaptability as the most important KSBs required by their jobs. Signal CPTs shared 14 of 30 top KSBs with LTs; however new top KSBs at the CPT level included Project Manager, Task Planning and Management, Written Communication, and Resilience. Signal MAJs shared 18 of their top 30 most important KSBs with lower ranks but rated 12 new KSBs in their top 30 KSBs including Multi-Tasking, Critical Thinking, Situational Awareness, and Analyze Data or Information to Create Knowledge. Signal LTCs shared 22 of their top 30 KSBs with lower ranks, but indicated eight new top KSBs as being important, including Problem Solver, Coordinating Multiple Groups, and Leads by Example.

Table F10*Military Police (BR31) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	93	4.61	0.67
2	Coordination	93	4.30	0.72
3	Dependability	93	4.29	0.74
4	Communicator	93	4.24	0.73
5	Cooperation/Teamwork	93	4.24	0.73
6	Resilience	93	4.20	0.75
7	Active Listening	93	4.17	0.77
8	Sound Judgement	93	4.14	0.80
9	Self-Management	92	4.12	0.78
10	Written Communication	93	3.95	0.81
11	Even-Tempered	91	3.82	0.83
12	Oral Communication Skill	89	3.82	0.85
13	Attentiveness	93	3.79	0.82
14	Adaptability	92	3.75	0.85
15	Interpersonal Tact	93	3.75	0.83
16	Emotional Control	93	3.69	0.88
17	Self-Control	93	3.68	0.86
18	Cooperation	93	3.64	0.84
19	Stress Tolerance	92	3.58	0.89
20	Problem Solver	93	3.56	0.91
21	Reading Comprehension	93	3.56	0.90
22	Focus	92	3.55	0.87
23	Critical Thinking	93	3.52	0.91
24	Conflict Management	93	3.49	0.94
25	Coordinating Multiple Groups	93	3.48	0.90
26	Team Building	93	3.48	0.90
27	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	93	3.47	0.92
28	Perceptive	93	3.46	0.83
29	Military And Professional Bearing	91	3.45	0.94
30	Team Planning	93	3.45	0.90

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Military Police Branch overall included Communication Ability, Coordination, Dependability, Communicator, and Cooperation/Teamwork.

Table F11

Military Intelligence Branch (BR35) – Top 30 KSB Importance Ratings (Weighted Means) by Rank

KSB Rank	LTs KSBs (N = 18-39)	M*	CPT KSBs (N = 77-112)	M*	MAJ KSBs (N = 20-47)	M*	LTC KSBs (N = 21-48)	M*
1	Written Communication	4.97	Communication Ability	4.04	Communicator	4.55	Communication Ability	4.58
2	Reading Comprehension	4.81	Oral Communication Skill	3.99	Communication Ability	4.42	Communicator	4.53
3	Time Management	4.51	Communicator	3.96	Adaptability	4.36	Oral Communication Skill	4.31
4	Communicator	4.49	Dependability	3.76	Dependability	4.23	Reading Comprehension	4.07
5	Dependability	4.48	Sound Judgement	3.75	Written Communication	4.15	Analyzes and Organizes Information to Create Knowledge	4.06
6	Communication Ability	4.40	Written Communication	3.66	Systems Thinking	4.07	Written Communication	3.87
7	Critical Thinking	4.10	Reading Comprehension	3.46	Reading Comprehension	4.04	General Cognitive Aptitude	3.80
8	General Cognitive Aptitude	4.07	Self-Management	3.37	Oral Communication Skill	4.00	Mental Agility	3.69
9	Delegating	4.07	Analytical Thinking	3.34	Analyzes and Organizes Information to Create Knowledge	3.86	Verbal Reasoning	3.62
10	Detail-Focused and Precise	4.05	Problem Solver	3.33	General Cognitive Aptitude	3.84	Dependability	3.61
11	Stress Tolerance	4.03	Situational Awareness	3.29	Strategic Thinking	3.80	Cognitive Flexibility	3.61
12	Attentiveness	3.98	Resilience	3.28	Mental Agility	3.80	Strategic Thinking	3.56
13	Sound Judgement	3.96	Critical Thinking	3.27	Organizational Perspective	3.62	Critical Thinking	3.55
14	Analytical Thinking	3.87	Attentiveness	3.27	Attentiveness	3.61	Sound Judgement	3.54
15	Multi-Tasking	3.87	Mental Agility	3.23	Analyze Data or Information	3.59	Analytical Thinking	3.50
16	Oral Communication Skill	3.68	Stress Tolerance	3.23	Cooperation/Teamwork	3.59	Systems Thinking	3.47
17	Project Manager	3.62	Active Listening	3.22	Analytical Thinking	3.58	Military And Professional Bearing	3.46
18	Self-Management	3.58	Adaptability	3.20	Critical Thinking	3.54	Detail-Focused and Precise	3.39
19	Analyzes and Organizes Information to Create Knowledge	3.55	Oral and Nonverbal Comprehension	3.20	Situational Awareness	3.53	Organizational Perspective	3.36
20	Perceptive	3.55	Cognitive Flexibility	3.16	Self-Management	3.51	Coordination	3.33
21	Creative Problem Solving and Innovation	3.45	Detail-Focused and Precise	3.15	Initiative	3.48	Cooperation/Teamwork	3.32
22	Emotional Control	3.43	Analyzes and Organizes Information to Create Knowledge	3.10	Detail-Focused and Precise	3.43	Oral and Nonverbal Comprehension	3.32
23	Reflective Thinking	3.41	Creative Problem Solving and Innovation	3.09	Active Learning	3.41	Cooperation	3.25
24	Cognitive Flexibility	3.37	Cooperation/Teamwork	3.09	Intellectual Efficiency	3.41	Army Values	3.20
25	Achievement Orientation	3.31	Time Management	3.08	Processes Information and Data	3.40	Active Listening	3.19
26	Active Learning	3.28	General Cognitive Aptitude	3.07	Tolerance for Ambiguity	3.37	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	3.18
27	Task Planning and Management	3.27	Interpersonal Tact	3.06	Oral and Nonverbal Comprehension	3.36	Attentiveness	3.16
28	Processes Information and Data	3.24	Initiative	3.04	Creative Problem Solving and Innovation	3.36	Basic Computer Skills	3.16
29	Adaptability	3.23	Multi-Tasking	3.02	Coordination	3.36	Structured Problem Solving	3.15
30	Mental Agility	3.20	Sustains a Climate of Trust	3.01	Unstructured Problem Solving	3.36	Self-Management	3.13

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Military Intelligence (MI) LTs reported multiple aspects of effective communication as important for their jobs, including Written Communication, Communication Ability, Reading Comprehension, and Communicator. Additionally, they rated Time Management and Dependability as top KSBs required for their jobs. MI CPTs shared 21 top rated KSBs with LTs and reported nine new KSBs as important, including Problem Solver, Situational Awareness, Resilience, and Active Listening. MI MAJs shared 22 top KSBs with lower ranks as well as rating eight new KSBs as most important. Some of these KSBs reflect a bigger picture perspective such as Systems Thinking, Strategic Thinking, and Organizational Perspective. MAJs also require the ability to Analyze Data or Information, Intellectual Efficiency, Tolerance for Ambiguity, and Unstructured Problem Solving. LTCs shared 23 of 30 top rated KSBs with lower ranks and reported seven new top KSBs including Verbal Reasoning, Military and Professional Bearing, Cooperation, Army Values, and Fostering Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps.

Table F12*Finance Management (BR36) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communicator	53	4.86	0.61
2	Communication Ability	53	4.78	0.64
3	Self-Management	52	4.48	0.70
4	Cooperation/Teamwork	53	4.44	0.69
5	Reading Comprehension	53	4.42	0.68
6	Attentiveness	53	4.38	0.72
7	Written Communication	53	4.35	0.71
8	Active Listening	53	4.31	0.70
9	Dependability	53	4.29	0.75
10	Sound Judgement	52	4.26	0.75
11	Coordination	53	4.24	0.73
12	Oral Communication Skill	53	4.21	0.72
13	MOS/Branch-Specific Knowledge and Skill	51	4.16	0.81
14	Problem Solver	53	4.10	0.79
15	Critical Thinking	53	3.95	0.78
16	Detail-Focused and Precise	53	3.95	0.79
17	Analytical Thinking	53	3.89	0.83
18	Military And Professional Bearing	53	3.89	0.82
19	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	52	3.88	0.83
20	General Cognitive Aptitude	53	3.87	0.78
21	Processes Information and Data	53	3.87	0.79
22	Interpersonal Tact	53	3.87	0.79
23	Analyzes and Organizes Information to Create Knowledge	52	3.87	0.83
24	Mental Agility	52	3.86	0.82
25	Army Values	53	3.85	0.86
26	Active Learning	53	3.80	0.84
27	Virtue	53	3.80	0.82
28	Basic Computer Skills	53	3.79	0.84
29	Time Management	53	3.79	0.84
30	Decision Making	52	3.78	0.84

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Finance Management Branch overall included Communicator, Communication Ability, Self-Management, Cooperation/Teamwork, Reading Comprehension.

Table F13

Adjutant General Corps (BR42) – Top 30 KSB Importance Ratings (Weighted Means) by Rank

KSB Rank	1LT/2LT KSBs (N = 16-39)	M*	CPT KSBs (N = 46-84)	M*	MAJ KSBs (N = 21-37)	M*	LTC KSBs (N = 7-29)	M*
1	Communicator	5.59	Communication Ability	4.88	Communication Ability	5.30	Active Listening	5.17
2	Resilience	5.46	Communicator	4.84	Analytical Thinking	5.03	Communication Ability	4.96
3	Detail-Focused and Precise	5.39	Reading Comprehension	4.70	Communicator	4.93	Army Values	4.72
4	Attentiveness	5.39	Adaptability	4.40	Cooperation/Teamwork	4.87	Mental Agility	4.66
5	Emotional Control	5.33	Written Communication	4.36	Oral Communication Skill	4.82	Communicator	4.66
6	Active Listening	5.18	Active Listening	4.35	Sound Judgement	4.74	Sound Judgement	4.57
7	Cooperation	5.12	Attentiveness	4.28	Written Communication	4.69	Sustains a Climate of Trust	4.38
8	Communication Ability	5.10	Sound Judgement	4.28	Interpersonal Tact	4.66	Written Communication	4.29
9	Adaptability	4.99	Dependability	4.21	Focus	4.60	Dependability	4.01
10	Even-Tempered	4.95	Cooperation/Teamwork	4.10	Interpersonal Relationship Building	4.59	Providing Feedback	3.97
11	Focus	4.89	Oral Communication Skill	4.09	Reading Comprehension	4.48	Discipline	3.96
12	Time Management	4.72	Sustains a Climate of Trust	4.08	Dependability	4.48	Detail-Focused and Precise	3.96
13	Sound Judgement	4.65	Multi-Tasking	4.05	Critical Thinking	4.48	General Cognitive Aptitude	3.96
14	Interpersonal Relationship Building	4.60	Detail-Focused and Precise	4.04	Mental Agility	4.48	Decision Making	3.95
15	Mental Agility	4.59	Problem Solver	4.02	Analyze Data or Information	4.42	Military And Professional Bearing	3.88
16	Self-Control	4.54	Military And Professional Bearing	4.02	Sustains a Climate of Trust	4.42	Stress Tolerance	3.85
17	Innovative	4.48	Self-Management	3.97	Active Listening	4.40	Time Management	3.85
18	Situational Awareness	4.42	Interpersonal Tact	3.96	Attentiveness	4.37	Reading Comprehension	3.82
19	Stress Tolerance	4.39	Analyze Data or Information	3.95	Problem Solver	4.37	Cooperation/Teamwork	3.82
20	Interpersonal Tact	4.38	Active Learning	3.88	Structured Problem Solving	4.35	Strategic Thinking	3.80
21	Initiative	4.37	Processes Information and Data	3.86	Coordination	4.33	Basic Computer Skills	3.76
22	Dependability	4.37	Oral and Nonverbal Comprehension	3.85	Active Learning	4.29	Problem Sensitivity	3.70
23	Consideration	4.33	Basic Computer Skills	3.85	Coordinating Multiple Groups	4.27	Perceptive	3.70
24	Written Communication	4.28	Perceptive	3.83	Analyzes and Organizes Information to Create Knowledge	4.22	Leads By Example	3.67
25	Oral Communication Skill	4.28	Stress Tolerance	3.83	Resilience	4.19	Encourages Fairness and Inclusiveness	3.63
26	Active Learning	4.28	Balances Mission and Welfare of Followers	3.82	Adaptability	4.19	Situational Awareness	3.61
27	Analyze Data or Information	4.28	Resilience	3.81	Initiative	4.19	Coordination	3.58
28	Self-Management	4.26	Coordination	3.81	Perceptive	4.17	Cognitive Flexibility	3.58
29	Oral and Nonverbal Comprehension	4.26	Analytical Thinking	3.80	Creative Problem Solving and Innovation	4.17	Attentiveness	3.57
30	Discipline	4.26	Mental Agility	3.80	Communication Ability	5.30	Focus	3.57

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Adjutant General Corps (AG) LTs indicated top KSBs for their jobs as being a Communicator, Resilience, Detail-focused and Precise, Attentiveness, and Emotional Control. AG LTs and CPTs shared 18 of their top 30 KSBs, however, CPTs indicated 12 new highest rated KSBs. Important new KSBs for CPTs included Reading Comprehension, Multi-Tasking, Military and Professional Bearing, and Problem Solver, along with team skills such as Sustains a Climate of Trust, Cooperation/Teamwork, and Balances Mission and Welfare of Followers. MAJs shared 24 top KSBs with lower ranks, as well as six new top KSBs, including Critical Thinking, Analyzes and Organizes Information to Create Knowledge, Structured Problem Solving, and Coordinating Multiple Groups, Creative Problem Solving and Innovation, and Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps. AG LTCs shared 21 of their 30 top rated KSBs with lower ranks, as well as nine new KSBs, including Army Values, Providing Feedback, General Cognitive Aptitude, Decision-Making, and Leads By Example.

Table F14

Chemical, Biological, Radiological, and Nuclear Branch (BR74) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	KSB	N	M*	SD
1	Communication Ability	74	3.95	0.82
2	Cooperation	74	3.92	0.76
3	Communicator	75	3.90	0.82
4	Dependability	75	3.89	0.82
5	Cooperation/Teamwork	73	3.86	0.82
6	Adaptability	75	3.80	0.86
7	Coordination	73	3.74	0.83
8	Active Listening	73	3.74	0.83
9	Written Communication	74	3.71	0.85
10	Reading Comprehension	74	3.65	0.84
11	Basic Computer Skills	72	3.57	0.87
12	Initiative	73	3.55	0.86
13	Persistence	74	3.52	0.86
14	Critical Thinking	73	3.49	0.92
15	Oral Communication Skill	74	3.49	0.86
16	Time Management	72	3.47	0.92
17	Team Planning	70	3.44	0.90
18	Problem Solver	75	3.43	0.94
19	Cognitive Flexibility	74	3.42	0.91
20	Attentiveness	74	3.39	0.89
21	General Cognitive Aptitude	73	3.39	0.88
22	Emotional Control	73	3.38	0.86
23	Sound Judgement	75	3.38	0.95
24	Army Values	72	3.33	0.97
25	Team Orientation	71	3.32	0.89
26	Situational Awareness	73	3.30	0.96
27	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	71	3.28	0.94
28	Detail-Focused and Precise	75	3.27	0.90
29	Active Learning	73	3.27	0.95
30	Interpersonal Tact	73	3.26	0.91

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the CBRN Branch overall included Communication Ability, Cooperation, Communicator, Dependability, and Cooperation/Teamwork.

Table F15*Transportation Corps (BR88) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Resource Management	27	4.04	0.72
2	Stress Tolerance	27	3.74	0.88
3	Cooperation	27	3.72	0.86
4	Unstructured Problem Solving	27	3.71	0.85
5	Self-Management	26	3.68	0.95
6	Task Planning and Management	28	3.49	0.89
7	Active Listening	28	3.48	0.90
8	Systems Thinking	26	3.45	0.85
9	Problem Sensitivity	28	3.42	0.86
10	Delegating	28	3.35	0.96
11	Monitoring	28	3.29	0.85
12	Cognitive Flexibility	28	3.24	1.01
13	Structured Problem Solving	28	3.24	0.97
14	Time Management	28	3.23	0.98
15	Even-Tempered	28	3.17	0.89
16	Problem Solver	28	3.15	1.06
17	Providing Feedback	28	3.13	0.88
18	Mental Agility	28	3.13	0.99
19	Communication Ability	28	3.12	1.05
20	Communicator	28	3.12	1.04
21	Sound Judgement	28	3.11	1.02
22	Coordination	28	3.11	1.03
23	Process-Disciplined	28	3.11	0.85
24	Improves Unit Performance	28	3.10	0.94
25	Assertiveness	28	3.10	0.94
26	Conflict Management	28	3.08	0.96
27	Sustains a Climate of Trust	27	3.07	1.01
28	Balances Mission and Welfare of Followers	28	3.06	0.98
29	Analyze Data or Information	28	3.04	1.00
30	Enforces Standards	28	3.02	1.02

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Transportation Corps overall included Resource Management, Stress Tolerance, Cooperation, Unstructured Problem Solving, and Self-Management.

Table F16

Explosive Ordnance Disposal (BR89) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	34	4.99	0.61
2	Communicator	34	4.88	0.65
3	Oral Communication Skill	34	4.53	0.71
4	Self-Management	33	4.45	0.71
5	Sustains a Climate of Trust	31	4.44	0.72
6	Critical Thinking	34	4.34	0.75
7	Mental Agility	34	4.29	0.74
8	Sound Judgement	34	4.28	0.79
9	Active Listening	34	4.22	0.70
10	Creative Problem Solving and Innovation	33	4.21	0.74
11	Written Communication	34	4.18	0.79
12	Cognitive Flexibility	34	4.15	0.78
13	Dependability	34	4.02	0.82
14	Stress Tolerance	33	4.00	0.83
15	Cooperation/Teamwork	34	4.00	0.82
16	Reading Comprehension	34	4.00	0.82
17	Problem Solver	33	3.98	0.83
18	Analytical Thinking	34	3.95	0.80
19	Adaptability	33	3.94	0.82
20	General Cognitive Aptitude	34	3.83	0.82
21	Interpersonal Tact	34	3.82	0.83
22	Verbal Reasoning	34	3.82	0.83
23	Perceptive	33	3.80	0.84
24	Functional Area/Occupation-Specific Knowledge and Skill	29	3.79	0.81
25	Situational Awareness	34	3.71	0.87
26	Analyze Data or Information	34	3.71	0.85
27	Unstructured Problem Solving	32	3.65	0.89
28	Training and Developing Others	31	3.60	0.86
29	Processes Information and Data	34	3.60	0.89
30	Coordination	34	3.60	0.89

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Explosive Ordnance Disposal Branch overall were Communication Ability, Communicator, Oral Communication Skill, Self-Management, and Sustains a Climate of Trust.

Table F17

Multifunctional Logistics Branch (BR90) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	1LT/2LT KSBs (N = 7-16)	M*	CPT KSBs (N = 74-132)	M*	MAJ KSBs (N = 42 – 82)	M*	LTC KSBs (N = 41-70)	M*
1	Stress Tolerance	4.88	Communication Ability	3.95	Reading Comprehension	4.87	Sound Judgement	5.25
2	Dependability	4.37	Dependability	3.82	Cooperation/Teamwork	4.70	Mental Agility	4.96
3	Adaptability	4.37	Reading Comprehension	3.70	Written Communication	4.68	Cognitive Flexibility	4.94
4	Knowledge Management	3.79	Communicator	3.63	Communication Ability	4.62	Communicator	4.89
5	Time Management	3.71	Active Listening	3.63	Coordination	4.59	Active Listening	4.89
6	Communicator	3.56	Written Communication	3.62	Oral Communication Skill	4.50	Communication Ability	4.79
7	Detail-Focused and Precise	3.56	Stress Tolerance	3.61	Communicator	4.49	Attentiveness	4.77
8	Knowledge of Processes and Procedures	3.42	Self-Management	3.58	Self-Management	4.38	Oral Communication Skill	4.75
9	Coordination	3.37	Sound Judgement	3.51	Dependability	4.31	Written Communication	4.69
10	Analytical Thinking	3.34	Attentiveness	3.47	Analyzes and Organizes Information to Create Knowledge	4.26	Self-Management	4.64
11	Communication Ability	3.33	Oral Communication Skill	3.45	Active Listening	4.25	Cooperation/Teamwork	4.62
12	Orderliness	3.32	Initiative	3.44	Sound Judgement	4.24	Dependability	4.60
13	Troubleshooting	3.28	Adaptability	3.44	Detail-Focused and Precise	4.11	Stress Tolerance	4.54
14	Achievement Orientation	3.28	Detail-Focused and Precise	3.38	Sustains a Climate of Trust	4.08	Sustains a Climate of Trust	4.51
15	Problem Solver	3.26	Mental Agility	3.32	Cooperation	4.07	Critical Thinking	4.49
16	Perceptive	3.21	Interpersonal Tact	3.31	Team Planning	4.05	Problem Sensitivity	4.45
17	Self-Management	3.19	Problem Solver	3.30	Army Values	4.02	Time Management	4.35
18	Coordinating Multiple Groups	3.19	General Cognitive Aptitude	3.29	Attentiveness	4.01	Coordination	4.31
19	Analyze Data or Information	3.16	Cooperation/Teamwork	3.27	General Cognitive Aptitude	4.01	Humility	4.30
20	Reading Comprehension	3.14	Problem Sensitivity	3.24	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	4.00	Cooperation	4.30
21	Quantitative Reasoning	3.01	Critical Thinking	3.23	Coordinating Multiple Groups	3.97	Focus	4.29
22	Written Communication	2.97	Analytical Thinking	3.16	Time Management	3.96	Problem Solver	4.29
23	Task Planning and Management	2.97	Coordination	3.16	Team Building	3.96	Interpersonal Tact	4.16
24	Persistence	2.90	Resilience	3.14	Organizational Perspective	3.95	Analytical Thinking	4.12
25	Situational Awareness	2.89	Situational Awareness	3.13	Critical Thinking	3.94	Coordinating Multiple Groups	4.11
26	Systems Thinking	2.87	Interpersonal Relationship Building	3.11	Analytical Thinking	3.92	Oral and Nonverbal Comprehension	4.09
27	Self-Control	2.86	Emotional Control	3.10	Processes Information and Data	3.89	Reading Comprehension	4.09
28	Discipline	2.85	Self-Control	3.07	Adaptability	3.86	Active Learning	4.07
29	Analyzes and Organizes Information to Create Knowledge	2.83	Army Values	3.07	Team Orientation	3.85	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	4.04
30	Attentiveness	2.82	Cognitive Flexibility	3.06	Interpersonal Tact	3.85	Analyzes and Organizes Information to Create Knowledge	4.04

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Top KSBs for Logistics LTs included Stress Tolerance, Dependability, Adaptability, Knowledge Management, and Time Management. Logistic CPTs shared 15 of 30 top rated KSBs with LTs but showed 15 new top 30 KSBs, including Active Listening, Sound Judgement, Oral Communication Skill, Initiative, and Mental Agility. Logistics MAJs shared 22 of their top 30 KSBs with lower ranks, but showed eight new KSBs, many of which were related to teamwork, such as Sustains a Climate of Trust, Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps, Team Planning, Team Building, and Team Orientation. Logistics LTCs shared 26 of their top 30 KSBs with lower ranks, but indicated four new top KSBs as being Humility, Focus, Oral and Nonverbal Comprehension, and Active Learning

Table F18

Materiel Maintenance and Munitions Management (BR91) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Time Management	29	3.95	0.81
2	Delegating	29	3.80	0.84
3	Creates a Learning Environment	28	3.78	0.79
4	Decision Making	32	3.53	0.86
5	Adaptability	31	3.48	0.91
6	Mental Agility	32	3.41	0.93
7	Attentiveness	32	3.31	0.93
8	Assesses Developmental Needs of Others	28	3.31	0.88
9	Communication Ability	32	3.30	0.98
10	Coordination	31	3.28	0.93
11	Cooperation/Teamwork	31	3.26	0.96
12	Sound Judgement	31	3.25	0.98
13	Multi-Tasking	32	3.20	1.02
14	Coordinating Multiple Groups	32	3.20	0.96
15	Interpersonal Relationship Building	30	3.20	0.91
16	Detail-Focused and Precise	32	3.20	1.00
17	Tolerance for Ambiguity	31	3.19	0.95
18	Improves the Organization	28	3.13	0.98
19	Training and Developing Others	28	3.13	0.92
20	Focus	31	3.12	0.95
21	Interpersonal Tact	30	3.12	0.92
22	Communicator	32	3.09	1.03
23	Team Development	30	3.08	0.96
24	Army Values	31	3.07	1.00
25	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	31	3.06	0.94
26	Team Building	30	3.05	0.94
27	Processes Information and Data	31	3.04	1.05
28	Perceptive	31	3.02	0.98
29	Investigative Interests	26	2.99	0.98
30	Resource Management	29	2.98	1.02

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Materiel Maintenance and Munitions Management Branch overall included Time Management, Delegating, Creates a Learning Environment, Decision-Making, and Adaptability.

Table F19*Quartermaster (BR92) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Cooperation/Teamwork	20	3.75	0.86
2	Dependability	19	3.47	0.92
3	Coordination	20	3.36	0.97
4	Monitoring	21	3.29	0.92
5	Interpersonal Tact	21	3.26	0.96
6	Cooperation	21	3.23	0.89
7	Task Planning and Management	20	3.20	0.97
8	Written Communication	20	3.19	0.99
9	Communication Ability	21	3.19	0.92
10	Active Listening	21	3.13	0.97
11	Stress Tolerance	21	3.12	1.06
12	Initiative	21	3.03	0.97
13	Military And Professional Bearing	21	3.00	1.00
14	Reading Comprehension	21	3.00	1.00
15	Oral Communication Skill	21	3.00	1.00
16	Enforces Standards	21	2.96	1.04
17	Sustains a Climate of Trust	21	2.85	1.05
18	Self-Management	21	2.85	1.05
19	Army Values	21	2.83	1.07
20	Detail-Focused and Precise	21	2.83	1.07
21	Systems Thinking	19	2.80	1.01
22	Affiliation	21	2.79	0.87
23	Improves Unit Performance	21	2.71	1.10
24	Adaptability	21	2.66	1.15
25	Training and Developing Others	18	2.66	1.08
26	Analyze Data or Information	20	2.66	1.10
27	Sound Judgement	20	2.66	1.10
28	Mentoring	20	2.64	1.06
29	Communicator	21	2.64	1.09
30	Team Development	20	2.63	1.12

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Quartermaster Corps overall included Cooperation/Teamwork, Dependability, Coordination, Monitoring, and Interpersonal Tact.

Table F20

Information Systems Engineering (FA26) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Analytical Thinking	44	4.83	0.63
2	Basic Computer Skills	44	4.79	0.69
3	General Cognitive Aptitude	43	4.38	0.67
4	Technologically Adept	43	4.35	0.77
5	Critical Thinking	43	4.19	0.76
6	Systems Architecture and Engineering	40	4.09	0.82
7	Cyber Knowledge	41	4.00	0.84
8	Time Management	44	3.96	0.79
9	Structured Problem Solving	43	3.93	0.78
10	Problem Solver	44	3.89	0.83
11	Analyzes and Organizes Information to Create Knowledge	44	3.87	0.80
12	Cognitive Flexibility	43	3.85	0.79
13	Functional Area/Occupation-Specific Knowledge and Skill	43	3.80	0.91
14	Adaptability	44	3.77	0.82
15	Oral Communication Skill	42	3.75	0.79
16	Detail-Focused and Precise	44	3.68	0.83
17	Dependability	44	3.68	0.84
18	Active Learning	44	3.62	0.91
19	Systems Thinking	44	3.60	0.89
20	Improves the Organization	44	3.59	0.87
21	Sustains a Climate of Trust	43	3.55	0.82
22	Information and Systems Security	40	3.55	0.99
23	Analyze Data or Information	44	3.54	0.94
24	Persistence	44	3.54	0.85
25	Self-Management	44	3.51	0.89
26	Coordination	43	3.50	0.87
27	Processes Information and Data	44	3.44	0.91
28	Multi-Tasking	44	3.44	0.91
29	Project Manager	41	3.43	0.90
30	Reading Comprehension	44	3.43	0.92

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Information Systems Engineering Functional Area overall included Analytical Thinking, Basic Computer Skills, General Cognitive Aptitude, Technologically Adept, and Critical Thinking.

Table F21*Information Operations (FA30) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Written Communication	22	5.48	0.49
2	Reading Comprehension	22	5.21	0.51
3	Communicator	22	5.21	0.51
4	Communication Ability	22	5.21	0.51
5	Critical Thinking	22	4.59	0.67
6	Analyzes and Organizes Information to Create Knowledge	22	4.30	0.61
7	Problem Solver	22	4.28	0.73
8	Cognitive Flexibility	22	4.28	0.73
9	Analytical Thinking	22	4.28	0.73
10	Cooperation	22	4.26	0.72
11	Perceptive	22	4.25	0.66
12	General Cognitive Aptitude	22	4.25	0.66
13	Interdisciplinary Reasoning	22	4.10	0.65
14	Reflective Thinking	22	4.05	0.71
15	Mental Agility	22	4.05	0.71
16	Oral Communication Skill	22	4.03	0.75
17	Active Listening	21	4.00	0.73
18	Time Management	21	4.00	0.78
19	Encourages Discourse	21	3.99	0.77
20	Functional Area/Occupation-Specific Knowledge and Skill	20	3.94	0.77
21	Information Ordering	22	3.89	0.72
22	Verbal Reasoning	21	3.88	0.71
23	Creative Problem Solving and Innovation	22	3.85	0.84
24	Oral and Nonverbal Comprehension	22	3.84	0.77
25	Sound Judgement	22	3.83	0.80
26	Interpersonal Relationship Building	22	3.83	0.80
27	Training and Developing Others	20	3.76	0.79
28	Interpersonal Tact	22	3.66	0.83
29	Problem Sensitivity	22	3.66	0.83
30	Awareness of Cognitive Biases	22	3.65	0.85

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Information Operations Functional Area overall included Written Communication, Reading Comprehension, Communicator, Communication Ability, and Critical Thinking.

Table F22*Strategic Intelligence (FA34) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Reading Comprehension	13	5.89	0.44
2	Written Communication	14	5.69	0.47
3	Analyzes and Organizes Information to Create Knowledge	14	5.47	0.50
4	Attentiveness	14	5.18	0.52
5	Communicator	14	4.98	0.63
6	Interdisciplinary Reasoning	14	4.98	0.63
7	Analytical Thinking	14	4.98	0.63
8	Active Learning	14	4.98	0.63
9	Working in Multidisciplinary Contexts	14	4.83	0.65
10	Communication Ability	14	4.83	0.65
11	Dependability	14	4.72	0.65
12	Self-Management	14	4.64	0.65
13	Processes Information and Data	14	4.64	0.65
14	Perceptive	14	4.64	0.65
15	Focus	14	4.64	0.65
16	Detail-Focused and Precise	14	4.59	0.63
17	General Cognitive Aptitude	14	4.59	0.63
18	Initiative	13	4.53	0.63
19	Autonomy	13	4.53	0.63
20	Active Listening	14	4.34	0.76
21	Adaptability	14	4.34	0.76
22	Analyze Data or Information	14	4.34	0.76
23	Intellectual Efficiency	14	4.27	0.76
24	Problem Sensitivity	14	4.21	0.74
25	Time Management	14	4.21	0.74
26	Encourages Discourse	14	4.21	0.74
27	Sound Judgement	14	4.21	0.74
28	Basic Computer Skills	14	4.19	0.73
29	Knowledge of System Inter-Relations	14	4.19	0.73
30	Organizational Perspective	13	4.14	0.69

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Strategic Intelligence Functional Area overall included Reading Comprehension, Written Communication, Analyzes and Organizes Information to Create Knowledge, Attentiveness, and Communicator.

Table F23*Space Operations (FA40) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Problem Solver	27	4.90	0.58
2	Critical Thinking	27	4.84	0.56
3	Communicator	27	4.39	0.67
4	Cognitive Flexibility	27	4.39	0.67
5	Written Communication	26	4.39	0.69
6	Analyzes and Organizes Information to Create Knowledge	27	4.38	0.66
7	Communication Ability	27	4.21	0.66
8	Self-Management	27	4.05	0.78
9	Verbal Reasoning	27	4.04	0.72
10	Analytical Thinking	27	4.03	0.76
11	General Cognitive Aptitude	27	4.03	0.76
12	Functional Area/Occupation-Specific Knowledge and Skill	27	3.94	0.84
13	Learning Orientation	27	3.89	0.75
14	Dependability	27	3.87	0.79
15	Active Learning	26	3.86	0.74
16	Creative Problem Solving and Innovation	27	3.74	0.88
17	Reading Comprehension	27	3.73	0.80
18	Oral Communication Skill	27	3.73	0.80
19	Coordination	27	3.73	0.80
20	Analyze Data or Information	27	3.68	0.76
21	Unstructured Problem Solving	25	3.63	0.87
22	Training and Developing Others	25	3.58	0.79
23	Innovative	27	3.58	0.86
24	Time Management	27	3.46	0.80
25	Detail-Focused and Precise	27	3.45	0.89
26	Interdisciplinary Reasoning	27	3.44	0.91
27	Sustains a Climate of Trust	25	3.40	0.87
28	Sound Judgement	27	3.40	0.85
29	Mental Agility	27	3.32	0.93
30	Creates a Learning Environment	25	3.31	0.82

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Space Operations Functional Area overall included Problem Solver, Critical Thinking, Communicator, Cognitive Flexibility, and Written Communication.

Table F24*Public Affairs (FA46) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Communicator	24	6.02	0.45
2	Working with the Public	24	5.81	0.48
3	Written Communication	24	5.81	0.48
4	Reading Comprehension	24	5.65	0.51
5	Oral Communication Skill	24	5.35	0.59
6	Interpersonal Tact	24	5.27	0.57
7	Interpersonal Relationship Building	24	5.27	0.57
8	Active Listening	24	5.17	0.58
9	Functional Area/Occupation-Specific Knowledge and Skill	24	5.10	0.62
10	Time Management	24	5.07	0.58
11	Adaptability	24	5.07	0.58
12	Stress Tolerance	24	5.00	0.59
13	Problem Sensitivity	24	4.91	0.65
14	Self-Management	24	4.91	0.65
15	Social Perceptiveness	24	4.82	0.65
16	Perspective Taking	24	4.82	0.65
17	Coordination	24	4.81	0.58
18	Situational Awareness	23	4.78	0.66
19	Communication Ability	24	4.74	0.74
20	Sound Judgement	24	4.68	0.71
21	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	24	4.64	0.66
22	Army Values	24	4.60	0.65
23	Strategic Thinking	24	4.59	0.72
24	Reflective Thinking	24	4.57	0.65
25	Training and Developing Others	23	4.50	0.62
26	Sustains a Climate of Trust	24	4.43	0.72
27	Dependability	24	4.39	0.72
28	Cooperation	24	4.39	0.72
29	Verbal Reasoning	24	4.38	0.78
30	Cooperation/Teamwork	24	4.36	0.71

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Public Affairs Functional Area overall included Communicator, Working with the Public, Written Communication, Reading Comprehension, and Oral Communication.

Table F25*Foreign Area Officer (FA48) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Maintains Relevant Geopolitical Awareness	38	5.31	0.59
2	Written Communication	38	5.12	0.59
3	Self-Management	36	4.74	0.69
4	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	38	4.30	0.76
5	Communicator	38	4.28	0.80
6	Strategic Thinking	36	4.25	0.83
7	Cognitive Flexibility	37	4.19	0.76
8	Active Listening	38	4.09	0.79
9	Communication Ability	38	3.98	0.86
10	Cultural Awareness	38	3.94	0.89
11	Working in Multidisciplinary Contexts	36	3.81	0.87
12	Oral Communication Skill	37	3.80	0.90
13	Initiative	37	3.71	0.80
14	Interpersonal Relationship Building	36	3.70	0.90
15	Active Learning	37	3.69	0.86
16	Mental Agility	37	3.69	0.85
17	Sound Judgement	36	3.67	0.89
18	Reading Comprehension	38	3.64	0.90
19	General Cognitive Aptitude	38	3.62	0.89
20	Interpersonal Tact	37	3.61	0.91
21	Critical Thinking	37	3.60	0.91
22	Perceptive	37	3.60	0.84
23	Coordination	37	3.58	0.87
24	Verbal Reasoning	37	3.58	0.89
25	Attentiveness	38	3.52	0.88
26	Encourages Discourse	37	3.49	0.89
27	Cooperation/Teamwork	37	3.47	0.83
28	Tolerance for Ambiguity	38	3.42	0.94
29	Cooperation	38	3.42	0.93
30	Analytical Thinking	37	3.39	0.95

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Foreign Area Officer Functional Area overall included Maintains Relevant Geopolitical Awareness, Written Communication, Self-Management, Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective, and Communicator.

Table F26

Operations Research/Systems Analysis (ORSA) (FA49) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Analyze Data or Information	40	5.46	0.54
2	Analytical Thinking	40	5.18	0.58
3	Basic Computer Skills	40	4.88	0.66
4	Systems Thinking	40	4.87	0.60
5	Processes Information and Data	40	4.62	0.74
6	Written Communication	40	4.56	0.68
7	Active Learning	40	4.47	0.66
8	Analyzes and Organizes Information to Create Knowledge	40	4.44	0.75
9	Critical Thinking	40	4.29	0.78
10	Mathematics Knowledge	38	4.28	0.80
11	Communicator	40	4.25	0.74
12	Basic Mathematics	38	4.22	0.85
13	Mathematical Reasoning	38	4.20	0.83
14	Communication Ability	40	4.12	0.77
15	Problem Solver	40	4.09	0.81
16	Intellectual Efficiency	40	4.09	0.74
17	Creative Problem Solving and Innovation	40	4.07	0.81
18	Detail-Focused and Precise	40	4.03	0.81
19	Cognitive Flexibility	40	4.03	0.81
20	Quantitative Reasoning	40	3.93	0.88
21	Attentiveness	40	3.91	0.73
22	General Cognitive Aptitude	40	3.89	0.83
23	Reading Comprehension	39	3.87	0.84
24	Dependability	40	3.77	0.80
25	Mental Agility	40	3.77	0.83
26	Problem Sensitivity	39	3.74	0.82
27	Structured Problem Solving	40	3.71	0.89
28	Perceptive	40	3.69	0.81
29	Focus	39	3.66	0.82
30	Learning Orientation	40	3.55	0.82

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Operations Research/Systems Analysis Functional Area overall included Analyze Data or Information, Analytical Thinking, Basic Computer Skills, Systems Thinking, Processes Information and Data.

Table F27*Force Management (FA50) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Written Communication	20	6.04	0.41
2	Reading Comprehension	20	5.66	0.47
3	Oral Communication Skill	19	5.61	0.48
4	Active Listening	20	5.39	0.50
5	Communication Ability	19	5.22	0.58
6	Communicator	20	4.85	0.67
7	Strategic Thinking	18	4.61	0.70
8	Army Values	20	4.59	0.69
9	Dependability	20	4.53	0.69
10	Military And Professional Bearing	20	4.34	0.76
11	Detail-Focused and Precise	20	4.28	0.76
12	Structured Problem Solving	20	4.20	0.75
13	Focus	20	4.18	0.73
14	Perceptive	20	4.18	0.73
15	Active Learning	19	4.13	0.71
16	Oral and Nonverbal Comprehension	20	4.05	0.83
17	Attentiveness	20	4.01	0.82
18	Commitment to Serve	20	3.98	0.81
19	Discipline	20	3.96	0.80
20	Problem Sensitivity	20	3.96	0.80
21	Multi-Tasking	20	3.94	0.77
22	Systems Thinking	18	3.84	0.79
23	Adaptability	20	3.75	0.86
24	Self-Management	20	3.75	0.86
25	Task Planning and Management	20	3.75	0.86
26	Problem Solver	20	3.75	0.86
27	Mental Agility	20	3.55	0.92
28	Warrior Ethos/Service Ethos	20	3.54	0.91
29	Initiative	20	3.54	0.89
30	Stress Tolerance	20	3.54	0.89

Note: *M** = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Force Management Functional Area overall included Written Communication, Reading Comprehension, Oral Communication Skill, Active Listening, and Communication Ability

Table F28

Research, Development, and Acquisition (FA51) – KSB Importance Mean Ratings (Weighted Means)

KSB Rank	MAJ KSBs (N = 13-36)	M*	LTC KSBs (N = 17-28)	M*
1	Communicator	4.79	Communication Ability	5.56
2	Communication Ability	4.67	Army Values	4.98
3	Active Listening	4.62	Written Communication	4.89
4	Reading Comprehension	4.47	Cooperation/Teamwork	4.81
5	Project Manager	4.39	Oral Communication Skill	4.74
6	Self-Management	4.39	Interpersonal Tact	4.72
7	Systems Thinking	4.35	Reading Comprehension	4.70
8	Written Communication	4.31	Functional Area/Occupation-Specific Knowledge and Skill	4.62
9	Oral Communication Skill	4.20	Communicator	4.62
10	Active Learning	4.13	Self-Management	4.62
11	Coordination	4.06	Problem Solver	4.57
12	Analyze Data or Information	3.89	Time Management	4.49
13	Cooperation	3.88	Team Building	4.44
14	Strategic Thinking	3.85	Processes Information and Data	4.39
15	Problem Solver	3.81	Dependability	4.35
16	Sound Judgement	3.79	Sound Judgement	4.18
17	Processes Information and Data	3.77	Creative Problem Solving and Innovation	4.15
18	Analyzes and Organizes Information to Create Knowledge	3.77	Detail-Focused and Precise	4.12
19	Detail-Focused and Precise	3.77	Initiative	4.10
20	Sustains a Climate of Trust	3.76	Social Perceptiveness	4.08
21	Time Management	3.67	Critical Thinking	3.99
22	Problem Sensitivity	3.66	Adaptability	3.96
23	Analytical Thinking	3.66	Coordination	3.96
24	Mental Agility	3.65	Sustains a Climate of Trust	3.94
25	Initiative	3.64	General Cognitive Aptitude	3.94
26	Cooperation/Teamwork	3.64	Self-Control	3.94
27	Interpersonal Tact	3.59	Perceptive	3.92
28	Critical Thinking	3.56	Improves Unit Performance	3.89
29	Attentiveness	3.55	Coordinating Multiple Groups	3.88
30	Verbal Reasoning	3.52	Task Planning and Management	3.81

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: Top KSBs for the Research, Development, and Acquisition Functional Area at the MAJ level included Communicator, Communication Ability, Active Listening, Reading Comprehension, and Project Manager. LTCs shared 17 of their top 30 most important KSBs with MAJs, but also showed 13 new top KSBs including Army Values, Functional Area/Occupational-Specific Knowledge and Skill, Team Building, Dependability, and Creative Problem Solving and Innovation.

Table F29*Nuclear and Counterproliferation (FA52) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Time Management	30	3.71	0.80
2	Communication Ability	31	3.65	0.80
3	Cognitive Flexibility	31	3.48	0.92
4	Basic Computer Skills	31	3.47	0.78
5	Sound Judgement	31	3.41	0.87
6	General Cognitive Aptitude	31	3.40	0.89
7	Self-Management	31	3.26	0.96
8	Problem Sensitivity	31	3.21	0.93
9	Detail-Focused and Precise	31	3.19	0.95
10	Active Learning	30	3.16	0.95
11	Analytical Thinking	31	3.15	1.01
12	Discipline	31	3.07	0.84
13	Communicator	31	3.07	0.94
14	Written Communication	31	3.06	1.01
15	Critical Thinking	31	3.06	1.01
16	Creative Problem Solving and Innovation	31	3.05	1.02
17	Analyze Data or Information	31	2.99	0.96
18	Dependability	30	2.99	0.98
19	Team Orientation	31	2.95	0.81
20	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	31	2.93	0.85
21	Analyzes and Organizes Information to Create Knowledge	31	2.87	1.06
22	Processes Information and Data	31	2.87	1.01
23	Interpersonal Tact	31	2.83	0.89
24	Cooperation	31	2.83	0.94
25	Interdisciplinary Reasoning	31	2.82	1.05
26	Task Planning and Management	30	2.82	1.03
27	Team Building	31	2.81	0.79
28	Oral Communication Skill	31	2.80	0.99
29	Adaptability	30	2.79	0.98
30	Active Listening	31	2.78	0.97

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Nuclear and Counterproliferation Functional Area overall included Time Management, Communication Ability, Cognitive Flexibility, Basic Computer Skills, and Sound Judgement.

Table F30*Simulations Operations (FA57) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	KSB	N	M*	SD
1	Analyzes and Organizes Information to Create Knowledge	22	5.55	0.53
2	Task Planning and Management	22	5.37	0.50
3	Problem Solver	22	5.15	0.51
4	Time Management	22	4.98	0.60
5	Organizational Perspective	22	4.85	0.60
6	Knowledge Management	22	4.79	0.67
7	Improves Unit Performance	21	4.77	0.59
8	Project Manager	22	4.65	0.67
9	Dependability	22	4.59	0.67
10	Functional Area/Occupation-Specific Knowledge and Skill	22	4.55	0.67
11	Processes Information and Data	21	4.54	0.68
12	Communication Ability	22	4.51	0.66
13	Innovative	22	4.51	0.66
14	Communicator	22	4.49	0.65
15	Team Planning	22	4.48	0.61
16	Oral Communication Skill	22	4.48	0.61
17	Adaptability	21	4.47	0.66
18	Knowledge of Processes and Procedures	22	4.30	0.61
19	Self-Efficacy	22	4.30	0.61
20	Improves the Organization	22	4.28	0.73
21	Mental Agility	22	4.28	0.73
22	Achievement Orientation	22	4.25	0.66
23	Detail-Focused and Precise	22	4.25	0.70
24	Analyze Data or Information	22	4.25	0.70
25	Resilience	22	4.21	0.58
26	Creative Problem Solving and Innovation	22	4.05	0.78
27	Perceptive	22	4.05	0.71
28	Sound Judgement	22	4.05	0.71
29	Creates a Learning Environment	22	4.03	0.77
30	Strategic Thinking	22	4.03	0.73

Note: M* = Variance-weighted mean. Means have been weighted by inverting standard deviation and multiplying by original mean, which may result in weighted means with values above the KSB Importance rating scale of 0 = “Not Important, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”.

Summary: While there were insufficient responses to allow an analysis of the KSBs that emerged by rank, top KSBs for officers in the Simulations Operations Functional Area overall included Analyzes and Organizes Information to Create Knowledge, Task Planning and Management, Problem Solver, Time Management, and Organizational Perspective.

Table F31*Strategic Plans and Policy (FA59) – KSB Importance Mean Ratings (Weighted Means)*

KSB Rank	MAJ KSBs (N = 9-33)	M*	LTC KSBs (N = 8-27)	M*
1	Strategic Thinking	6.30	Written Communication	6.53
2	General Cognitive Aptitude	5.67	Strategic Thinking	6.13
3	Written Communication	5.63	Oral Communication Skill	5.96
4	Analyzes and Organizes Information to Create Knowledge	5.44	Communicator	5.81
5	Verbal Reasoning	5.28	Cognitive Flexibility	5.81
6	Critical Thinking	5.15	Critical Thinking	5.79
7	Oral Communication Skill	5.15	Mental Agility	5.68
8	Unstructured Problem Solving	5.15	Reading Comprehension	5.47
9	Reading Comprehension	5.12	Active Listening	5.47
10	Cognitive Flexibility	4.87	Unstructured Problem Solving	5.39
11	Problem Solver	4.73	Reflective Thinking	5.39
12	Communicator	4.67	Problem Solver	5.31
13	Mental Agility	4.67	Communication Ability	5.21
14	Analytical Thinking	4.67	Perceptive	5.21
15	Creative Problem Solving and Innovation	4.47	Creative Problem Solving and Innovation	5.21
16	Oral and Nonverbal Comprehension	4.45	Analytical Thinking	5.19
17	Active Learning	4.34	Dependability	4.98
18	Communication Ability	4.23	Active Learning	4.83
19	Attentiveness	4.19	Verbal Reasoning	4.83
20	Self-Management	4.15	Sound Judgement	4.78
21	Dependability	4.14	General Cognitive Aptitude	4.69
22	Problem Sensitivity	3.84	Oral and Nonverbal Comprehension	4.68
23	Perceptive	3.79	Problem Sensitivity	4.68
24	Encourages Discourse	3.79	Attentiveness	4.68
25	Interdisciplinary Reasoning	3.74	Time Management	4.65
26	Systems Thinking	3.56	Interdisciplinary Reasoning	4.53
27	Sound Judgement	3.56	Coordination	4.53
28	Analyze Data or Information	3.48	Cooperation/Teamwork	4.53
29	Information Ordering	3.45	Self-Management	4.48
30	Knowledge of System Inter-Relations	3.43	Awareness of Cognitive Biases	4.42

Note: M* = Variance-weighted mean. KSB Importance rated on scale of 0 = “Not Important”, 1 = “Somewhat Important”, 2 = “Important”, 3 = “Very Important”, 4 = “Extremely Important”. Means have been weighted by inverting variance and multiplying by original mean value

Summary: Strategic Plans and Policy MAJs indicated Strategic Thinking, General Cognitive Aptitude, Written Communication, and Analyzes and Organizes Information to Create Knowledge as the top KSBS required for the jobs. Strategic Plans and Policy LTCs shared 24 of their top 30 most important KSBs with MAJs, but indicated new top KSBs as being Active Listening, Reflective Thinking, Time Management, Coordination, Cooperation/Teamwork, and Awareness of Cognitive Biases.