



Research Note 2023-10

**Army-Wide Job Analysis for Warrant Officers:
Identifying Knowledge, Skill, and Behavior
Requirements from the Army Talent Attribute
Framework Volume II: Appendices**

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July 2023

**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**

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Deputy Chief of Staff, G1**

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14. ABSTRACT The Army-wide Job Analysis for Warrant Officers identifies Knowledge, Skill, and Behavior (KSB) requirements for active-duty Warrant Officer (WO) Military Occupational Specialty (MOS) and ranks using the newly developed Army Talent Attribute Framework (ATAF). Data was collected via an online survey system. WOs rated the importance of all 198 ATAF KSBs for successful performance in their position. 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 attribute requirements, and better match individuals to open positions, identify talent gaps, and provide individual developmental opportunities. WOs have specific skill requirements due to the high degree of specialization within their jobs, consequently, collecting information on current WO perceptions of KSB importance will help advise future talent alignment efforts in the Army talent marketplace.									
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ARMY-WIDE JOB ANALYSIS FOR WARRANT OFFICERS: IDENTIFYING KNOWLEDGE, SKILL, AND BEHAVIOR REQUIREMENTS USING 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 system 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 Soldier performance. To meet this critical Army's need, the primary objective of the current research was to conduct a large-scale job analysis to identify the attributes critical to success in positions across each Army warrant officer (WO) Military Occupational Specialty (MOS) and rank using the newly developed ATAF.

Procedure:

Data was collected via an online survey system. A total of 10,783 WOs were invited via email to participate in the survey. Additionally, an open-internet link to the same survey was approved to increase survey access. Participants responded to position and service questions (e.g., time in position, time in rank, MOS), then were presented with the complete Army Talent Attribute Framework (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 1,065 WOs across numerous MOS.

Findings:

This report summarizes overall WO KSB importance ratings, along with KSBs that emerge according to one's rank. The results of this study provide insight into the unique skills requirements for WO duty requirements based on the recently developed ATAF. Several sets of descriptive analyses were performed to identify the most important KSBs for overall WOs, as well as by rank and MOS. Warrant officers tend to have very specific skill requirements due to the high degree of specialization within their jobs, consequently collecting descriptive information on WO ratings of KSB importance will help advise future talent alignment efforts in the Army talent marketplace and provide strength managers with information on position requirements, which can be used to match individuals to positions based on KSB alignment.

Utilization and dissemination of findings:

The results of this job analysis will be used by the U.S. Army Research Institute for the Behavioral and Social Sciences (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 served as an important baseline for supporting Army talent management efforts based on the Army People Strategy (2019) of acquiring, developing, employing, and retaining critical talent. Results from this job analysis survey will be used to improve the Assignment Interactive Module Version 2 (AIM2) Marketplace process for individuals applying to positions, as well as for Army talent management and strength managers (i.e., individuals responsible for tracking incoming and outgoing Soldiers). For individual WOs, understanding how KSBs are used in the AIM2 Marketplace enables them to communicate their strengths to units of interest, and allow them to identify areas in which they need further development in preparation for a desired position. For strength managers, data from this study allows them to better match candidates to available job positions based on alignment between the candidate's strengths and position requirements using effective selection and assessment strategies. Understanding the critical knowledge, skills, and abilities needed for specific positions will allow the identification of reliable and valid assessments for selection, assignment, and evaluating performance. Further, regarding the Army's focus on employing talent, individuals can identify developmental areas to facilitate their career trajectory and engage in relevant trainings or experiences and be matched to positions for which they are good matches. 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 find opportunities for career counseling and permeability (i.e., moving between different workforce positions for which they may be suited).

ARMY-WIDE JOB ANALYSIS FOR WARRANT OFFICERS: IDENTIFYING
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?

- ☐ WO1
- ☐ CW2
- ☐ CW3
- ☐ CW4
- ☐ CW5

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 MOS:

- ☐ 120A - Construction Engineering Technician
- ☐ 125D - Geospatial Engineering Technician
- ☐ 131A - Field Artillery Technician
- ☐ 140A - Air Defense Command and Control Systems Integrator
- ☐ 140K - Air and Missile Defense Systems Tactician
- ☐ 140L - Air and Missile Defense Systems Technician
- ☐ 150A - Air Traffic Control Technician
- ☐ 150U - Unmanned Aircraft Systems Operations Technician
- ☐ 151A - Aviation Maintenance Technician
- ☐ 152-154 - Rotary Wing Aviator
- ☐ 152-155 - Fixed Wing Aviator
- ☐ 170A - Cyber Warfare Technician
- ☐ 170B - Electronic Warfare Technician
- ☐ 170D - Cyber Capabilities Developer Technician
- ☐ 180A - Special Forces Warrant Officer
- ☐ 255A/255Z - Information Systems Technician/Senior Information Systems Technician
- ☐ 255N - Network Systems Technician
- ☐ 255S - Information Protection Technician
- ☐ 270A - Legal Administrator Warrant Officer
- ☐ 311A - CID Special Agent
- ☐ 350F - All Source Intelligence Technician
- ☐ 350G - Geospatial Intelligence Imagery Technician
- ☐ 351L - Counterintelligence Technician
- ☐ 351M - Human Intelligence Collection Technician
- ☐ 351Z - Attache Intelligence Operations Technician
- ☐ 352N - Signals Intelligence Analysis Technician
- ☐ 352S - Signals Collection Technician
- ☐ 353T - Military Intelligence Systems Maintenance/Integration Technician
- ☐ 420A - Human Resources Technician
- ☐ 420C - Army Music Bandmaster
- ☐ 640A - Veterinary Services Food Safety Officer
- ☐ 670A - Health Services Maintenance Technician
- ☐ 740A - Chemical, Biological, Radiological and Nuclear (CBRN) Technician

- ☐ 880A - Marine Deck Officer
- ☐ 881A - Marine Engineering Officer
- ☐ 882A - Mobility Officer
- ☐ 890A - Ammunition Warrant Officer
- ☐ 913A - Armament Systems Maintenance Warrant Officer
- ☐ 914A - Allied Trades Warrant Officer
- ☐ 915A/915E - Automotive Maintenance/Senior Automotive Maintenance Warrant Officer
- ☐ 919A - Engineer Equipment Maintenance Warrant Officer
- ☐ 920A - Property Accounting Technician
- ☐ 920B - Supply Systems Technician
- ☐ 921A - Airdrop Systems Technician
- ☐ 922A - Food Service Technician
- ☐ 923A - Petroleum Systems Technician
- ☐ 948B/948E - Electronic Systems Maintenance Technician/Senior Electronics System Maintenance Technician
- ☐ 948D - Electronic Missile Systems Maintenance Technician

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 warrant officers responded to Common Duty Ratings below. Additionally, in Section II, warrant officers were presented with a MOS-specific duty list or if they did not have a MOS-specific duty list, they were provided with a series of open-ended duty inputs. Following these items, individuals continue onto Section III and complete ATAF KSB importance ratings.

Position Duty Questionnaire (All Warrant 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 a warrant 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 warrant officers completed this page, they were then branched to Section III – KSB Importance Ratings.

Individual Duties/Tasks Ratings 120A - Construction Engineer

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
Serve as the subject matter expert (SME) on construction operations, survey and design, electrical engineering and project management in both operational and non-operational units	☐	☐	☐	☐	☐	☐
Provide commanders and staff with expert technical advice on theater of operations construction, maintenance and repair of vertical and horizontal infrastructure, construction operations, maintenance and repair of deployable hospital facilities and utilities, and environmental concerns	☐	☐	☐	☐	☐	☐
Serve as an advisor on capabilities and limitations to engineering operations	☐	☐	☐	☐	☐	☐
Coach, teach, mentor, and evaluate engineer Soldiers on all matters related to construction engineering 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 125D – Geospatial Engineer

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
Serve as the Army's technical and tactical experts in terrain analysis and Geospatial Information and Services (GIS)	☐	☐	☐	☐	☐	☐
Supervise the assimilation, integration and management of geospatial data and products for use in Army mission command systems	☐	☐	☐	☐	☐	☐
Perform analysis to aid commanders and staffs in assessing the terrain and understanding its impact on all military operations	☐	☐	☐	☐	☐	☐
Collaborate with the planning staff and participate in each step of the Military Decision Making Process	☐	☐	☐	☐	☐	☐
Serve as the Officer in Charge (OIC) of the GEOINT cell, working with imagery analysts to produce mission-focused Geospatial-Intelligence (GEOINT) products that enable situational understanding	☐	☐	☐	☐	☐	☐

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 131A – Field Artillery Technician

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
Compute and verify safety of the environment, positions, and equipment to ensure safety of personnel	☐	☐	☐	☐	☐	☐
Conduct onsite liaison with supported headquarters	☐	☐	☐	☐	☐	☐
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	☐	☐	☐	☐	☐	☐
Plan, coordinate, and direct employment of gun systems and/or surface-to-air missile systems and their associated command and control systems	☐	☐	☐	☐	☐	☐
Prepare, plan for, and coordinate the execution of joint fire support	☐	☐	☐	☐	☐	☐
Supervise or assist in operation, maintenance, and repair of weapons, weapons control equipment and systems	☐	☐	☐	☐	☐	☐
Provide MOS-specific input to the commander and staff planning processes	☐	☐	☐	☐	☐	☐

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

140 – Air and Missile Defense

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
Initialize and utilize Information and Coordination Central (ICC) tactical weapons control system	☐	☐	☐	☐	☐	☐
Plan, coordinate, and direct employment of gun systems and/or surface-to-air missile systems and their associated command and control systems	☐	☐	☐	☐	☐	☐
Monitor equipment and systems during testing, simulations, and missile firing exercises to detect operator errors and/or systems malfunctions and initiate corrective action, if required	☐	☐	☐	☐	☐	☐
Supervise, coordinate, plan, and manage the operations and integration of the Joint Multi-Tactical Data Link (TDL) Architecture (MTA) associated with Army Air and Missile Defense mission command systems at both the operational and tactical level	☐	☐	☐	☐	☐	☐
Evaluate the effectiveness of battery, battalion, and brigade maintenance and training programs	☐	☐	☐	☐	☐	☐
Manage and use data link networks, including planning, coordinating, evaluating, and providing recommendations for data links	☐	☐	☐	☐	☐	☐
Implement proper safety and security procedures applicable to the operation and maintenance support of the AMD system	☐	☐	☐	☐	☐	☐
Manage Patriot system operations, including analyzing capabilities and threats to Patriot system	☐	☐	☐	☐	☐	☐

Supervise the repair and maintenance of Patriot air defense missile control equipment, data processing and simulator equipment, and radars	☐	☐	☐	☐	☐	☐
Analyze the enemy's tactics, techniques, and procedures; analyze threats and considerations related to defense during operations	☐	☐	☐	☐	☐	☐
Plan and analyze operations with joint and coalition assets	☐	☐	☐	☐	☐	☐
Analyze complex environments (e.g., space) including the capabilities and considerations related to operating within them	☐	☐	☐	☐	☐	☐
Apply and develop policies and procedures for current and future nuclear and missile operations systems	☐	☐	☐	☐	☐	☐
Determine and manage THAAD functions, capabilities, and operations	☐	☐	☐	☐	☐	☐
Lead, prepare, plan for, coordinate, and implement operations and programs, including joint operations/support	☐	☐	☐	☐	☐	☐
Coach, teach, mentor, and evaluate Warrant Officers in regard to elements such as career development and training certifications	☐	☐	☐	☐	☐	☐
Advise commanders and staffs on weapons operations, capabilities, and problems	☐	☐	☐	☐	☐	☐
Supervise or assist in operation, maintenance, and repair of weapons, weapons control equipment and systems, and communication systems	☐	☐	☐	☐	☐	☐
Plan and supervise the maintenance and logistical requirements/activities within an AMD unit	☐	☐	☐	☐	☐	☐
Disseminate information and reports to subordinate units and leadership	☐	☐	☐	☐	☐	☐

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

150A - Air Traffic and Airspace Management Technician

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 air traffic and airspace (AT&A) activities, including inspections, developing airspace coordinating measures (ACMs), performing airspace deconfliction, and applying air traffic control procedures	☐	☐	☐	☐	☐	☐
Coordinate with host nations and airspace agencies to plan airspace and manage air traffic and airspace operations, integrating Joint, Interagency, Intergovernmental, and Multi-National (JIIM) doctrine	☐	☐	☐	☐	☐	☐
Manage the preparation for movement and emplacement of tactical equipment	☐	☐	☐	☐	☐	☐
Supervise subordinate training programs in air traffic control and maintenance	☐	☐	☐	☐	☐	☐
Provide technical assistance to commanders and staff on air traffic control, airfields, and airspace control	☐	☐	☐	☐	☐	☐
Oversee airfield management activities	☐	☐	☐	☐	☐	☐
Manage the operation of Air Traffic Control (ATC) equipment	☐	☐	☐	☐	☐	☐
Maintain current flight planning information and reference material, assisting pilots in preparing and processing flight plans	☐	☐	☐	☐	☐	☐

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

150U - Unmanned Aircraft Systems Operations Technicians

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
Assist command staffs at all levels with analysis of UAS data to satisfy aggregate priority requirements and serve as an advisor and subject matter expert for all UAS related issues	☐	☐	☐	☐	☐	☐
Supervise assigned personnel and training programs related to unmanned aircraft systems (UAS)	☐	☐	☐	☐	☐	☐
Supervise UAS operations to include mission planning, payload operations, launch and recovery, aerial reconnaissance, target detections, and target engagement	☐	☐	☐	☐	☐	☐
Manage UAS logistical and airspace requirements and interface with appropriate UAS system managers	☐	☐	☐	☐	☐	☐
Manage safety, maintenance, and reporting programs	☐	☐	☐	☐	☐	☐
Identify the strategic and tactical employment strategies of UAS for all levels of command	☐	☐	☐	☐	☐	☐
Coordinate UAS airspace frequencies and identify requirements to facilitate UAS operations	☐	☐	☐	☐	☐	☐
Act as the Army liaison for UAS missions	☐	☐	☐	☐	☐	☐
Monitor communications security (COMSEC) requirements	☐	☐	☐	☐	☐	☐

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 151A – 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 the setup, maintenance, and operation of machine tools used to fabricate 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 scheduled based upon the availability of the equipment, parts, tools, personnel, and mission requirements	☐	☐	☐	☐	☐	☐

Schedule overhaul, repair, and modification of aircraft, engines, and aviation equipment	☐	☐	☐	☐	☐	☐
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 152-154 – Rotary Wing Pilot

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
Pilot and command assigned aircraft in tactical and non-tactical conditions	☐	☐	☐	☐	☐	☐
Execute emergency operating procedures for assigned aircraft	☐	☐	☐	☐	☐	☐
Coordinate, conduct, and direct all types of single service and joint combat, combat support and sustainment operations	☐	☐	☐	☐	☐	☐
Function as direct combat participants with organic armament systems and sustain combat proficiency for designated aircraft	☐	☐	☐	☐	☐	☐
Serve as technical and tactical expert within both conventional and special operations aviation units	☐	☐	☐	☐	☐	☐
Conduct mission planning	☐	☐	☐	☐	☐	☐
Conduct pre-flight inspection and prepare aircraft for missions, ascertaining factors such as load stability, weight, balance, fuel supply, route, altitudes, and schedules to complete the mission safely	☐	☐	☐	☐	☐	☐
Conduct or supervise training of crewmembers	☐	☐	☐	☐	☐	☐
Conduct pre- and post-administrative and tactical mission briefings	☐	☐	☐	☐	☐	☐

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 155 – Fixed Wing Aviators

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 mission planning, preparation, and filing of flight plan, and crew briefing	☐	☐	☐	☐	☐	☐
Execute emergency operating procedures for assigned aircraft	☐	☐	☐	☐	☐	☐
Supervise mission planning, preparation, and filing of flight plan, and crew briefing	☐	☐	☐	☐	☐	☐
Supervise loading and unloading of aircraft to ensure load stability, balance, and adherence to aircraft load limitations	☐	☐	☐	☐	☐	☐
Conduct pre- and post-administrative and tactical mission briefings	☐	☐	☐	☐	☐	☐
Pilot and command assigned aircraft under tactical and non-tactical conditions for military purposes	☐	☐	☐	☐	☐	☐
Operate aircraft controls and equipment	☐	☐	☐	☐	☐	☐
Plan flights, ascertaining factors such as load, weight, fuel supply, route, altitudes, or schedules, as necessary to complete the mission safely	☐	☐	☐	☐	☐	☐
Perform, supervise, or direct navigation, in-flight refueling, and/or weapons delivery	☐	☐	☐	☐	☐	☐

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
255A - Information Systems Technicians/255N Network Systems Technicians

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, maintain, and troubleshoot information systems and services to include mission command systems and various automation information systems enabling voice, video, data and imagery processing	☐	☐	☐	☐	☐	☐
Establish and maintain the ability to collect, securely store, and disseminate information utilizing the application layer environment of the Army's portion of the Cyberspace domain	☐	☐	☐	☐	☐	☐
Supervise and manage the systems, services and personnel in operation centers that ensure effective management and distribution of information as an element of combat power	☐	☐	☐	☐	☐	☐
Enable the required information management/knowledge management functions to support combat information superiority and decision dominance	☐	☐	☐	☐	☐	☐
Manage the training of personnel on the planning, installation, maintenance, servicing, and troubleshooting of information systems and services	☐	☐	☐	☐	☐	☐
Develop policy recommendations on the management and operation of Army, interagency, and multinational information systems and services	☐	☐	☐	☐	☐	☐
Provide technical guidance and advice to commanders and staff on the management and operation of Army, interagency, and multinational information systems and services	☐	☐	☐	☐	☐	☐

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 255S Information Protection Technician

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 and maintain the ability to collect, process, store, secure, search for and discover, retrieve and disseminate information utilizing the application layer environment of the Army's portion of the Cyberspace domain	☐	☐	☐	☐	☐	☐
Supervise and manage information assurance programs, associated sub-element programs (computer network defense), and associated personnel at the network, systems, and services levels	☐	☐	☐	☐	☐	☐
Enable information dissemination management/content staging in order to perform the required information management/knowledge management functions supporting combat information superiority and decision dominance	☐	☐	☐	☐	☐	☐
Plan, install, administer, manage, maintain, integrate, operate, service, secure, optimize, and troubleshoot information assurance programs to include network defense measures	☐	☐	☐	☐	☐	☐
Develop policy recommendations and provide technical guidance and advice to commanders and staffs on the management and operation of Army, joint, intergovernmental, interagency and multinational information systems, networks, and services	☐	☐	☐	☐	☐	☐
Assess and implement information assurance and computer network defense measures	☐	☐	☐	☐	☐	☐

Develop policy recommendations and provide technical guidance and advice to commanders and staffs on the management and operation of information networks and systems at the division or corps level	☐	☐	☐	☐	☐	☐
Develop policy and provide guidance for management of Corps and Echelons-Above-Corps (EAC) networks	☐	☐	☐	☐	☐	☐
Supervise and manage information assurance programs, associated sub-element programs (computer network defense), and associated personnel at the network, systems, and services levels	☐	☐	☐	☐	☐	☐
Serve as a technical liaison providing technical guidance and policy advice to Joint, intergovernmental, interagency, and multinational partners	☐	☐	☐	☐	☐	☐

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 311 - CID Special Agent

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, organize, conduct, and supervise criminal intelligence operations, investigative support programs, and high-risk protective services operations	☐	☐	☐	☐	☐	☐
Investigate felony and other significant crimes of Army interest as defined by regulation, military, and federal law	☐	☐	☐	☐	☐	☐
Plan and conduct overt and covert investigations	☐	☐	☐	☐	☐	☐
Examine and process crime scenes, including the collection of physical evidence	☐	☐	☐	☐	☐	☐
Obtain and execute arrest and search warrants	☐	☐	☐	☐	☐	☐
Conduct raids and task force operations	☐	☐	☐	☐	☐	☐
Develop, evaluate, and manage informants and other sources of criminal intelligence	☐	☐	☐	☐	☐	☐
Liaison with counterpart investigative and security agencies	☐	☐	☐	☐	☐	☐
Provide testimony in legal proceedings and present case briefings	☐	☐	☐	☐	☐	☐
Write, review, and approve technical investigative reports	☐	☐	☐	☐	☐	☐
Conduct and supervise technical surveys of Army elements and activities which analyze and detect on-going crime, and recommend actions to prevent crime	☐	☐	☐	☐	☐	☐
Conduct personnel security vulnerability assessments for designated senior Army officials	☐	☐	☐	☐	☐	☐
Provide personal security for designated DOD executives, visiting foreign officials, and other key officials	☐	☐	☐	☐	☐	☐

Perform hostage negotiations	☐	☐	☐	☐	☐	☐
Operate and maintain equipment including vehicles, intrusion detection equipment, firearms, and other special purpose equipment	☐	☐	☐	☐	☐	☐
Conduct traffic patrol, respond to traffic incidents, and perform traffic stops	☐	☐	☐	☐	☐	☐
Apprehend suspects, process detainees, apply restraint devices, transport prisoners, perform personal searches, and interview or interrogate victims, witnesses, suspects, or subjects	☐	☐	☐	☐	☐	☐

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 Warrant Officers

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	☐	☐	☐	☐	☐	☐

(351Z - Attaché Intelligence Operations Technician only): Serve as an Operations Coordinator (OPSCO) and conduct inter-agency coordination with embassy partners to further DOD efforts and advance US foreign-policy	☐	☐	☐	☐	☐	☐
(351Z - Attaché Intelligence Operations Technician only): Plan and manage Defense Attaché Office administration, policy compliance, finance, personnel, reporting, security, and logistics	☐	☐	☐	☐	☐	☐

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 420A - Human Resources Technician

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
Review and manage personnel information including strength data, readiness, casualty, and accountability functions	☐	☐	☐	☐	☐	☐
Develop and implement Human Resources (HR) planning and operations using MDMP	☐	☐	☐	☐	☐	☐
Manage personnel administration activities related to training, selections, promotions, evaluations, pay, and awards and decorations	☐	☐	☐	☐	☐	☐
Administer and coordinate theater HR operations including casualty and postal operations	☐	☐	☐	☐	☐	☐
Prepare correspondence as an S-1 Staff Officer	☐	☐	☐	☐	☐	☐

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 420C - 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
Develop Army music marketing strategies	☐	☐	☐	☐	☐	☐
Develop entertainment concepts	☐	☐	☐	☐	☐	☐
Produce music performances	☐	☐	☐	☐	☐	☐
Develop music support plans	☐	☐	☐	☐	☐	☐
Evaluate proficiency, training, career development, effectiveness, and assignment of band personnel	☐	☐	☐	☐	☐	☐
Lead music performance as a conductor or bandmaster	☐	☐	☐	☐	☐	☐

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
640A - Veterinary Services Food Safety Officer

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 audits and assessments related to food and water safety	☐	☐	☐	☐	☐	☐
Conduct and manage trainings and programs related to food protection	☐	☐	☐	☐	☐	☐
Determine disposition of deteriorated and/or contaminated food items	☐	☐	☐	☐	☐	☐
Provide recommendations on contributing factors during a foodborne illness investigation	☐	☐	☐	☐	☐	☐
Maintain audit certification	☐	☐	☐	☐	☐	☐

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 **670A - Health Services Maintenance Technician**

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
Responsible for maintenance management requirements and execution of operational and institutional medical activities	☐	☐	☐	☐	☐	☐
Responsible for maintaining systems of record	☐	☐	☐	☐	☐	☐
Provide guidance and technical expertise to commanders and staffs on all issues concerning the medical equipment lifecycle	☐	☐	☐	☐	☐	☐
Supervise the technical and tactical performance of biomedical equipment specialists, medical supply specialists, DA civilians, and contractors	☐	☐	☐	☐	☐	☐

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 880A - Marine Deck Officer

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
Command Army vessels (Class A1 and A2) operating on lakes, bays, rivers, sounds, coastal, and open ocean waters	☐	☐	☐	☐	☐	☐
Conduct weather and oceanographic analysis and planning	☐	☐	☐	☐	☐	☐
Prepare and conduct route and voyage planning	☐	☐	☐	☐	☐	☐
Operate vessel communication systems	☐	☐	☐	☐	☐	☐
Ensure compliance with safety programs and conduct risk assessment and management	☐	☐	☐	☐	☐	☐
Oversee environmental protection procedures	☐	☐	☐	☐	☐	☐
Maintain and operate vessels and vessel systems during amphibious, joint maritime operations, and aviation operations	☐	☐	☐	☐	☐	☐
Manage subordinates and conduct crew training	☐	☐	☐	☐	☐	☐
Maintain and operate weapon systems	☐	☐	☐	☐	☐	☐
Direct vessel defense and establish force protection procedures	☐	☐	☐	☐	☐	☐
Perform duties as a ship's medical officer and manage vessel sanitation	☐	☐	☐	☐	☐	☐
Manage and conduct vessel firefighting operations	☐	☐	☐	☐	☐	☐
Navigate vessels using all available means, to include nautical charts, ECDIS, area plotting sheets, compass, sextant, terrestrial and celestial bearings, depth soundings, radar ranges and bearings, and electronic navigational aids	☐	☐	☐	☐	☐	☐

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 881A - Marine Engineering Officer

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
Operate vessel communication systems	☐	☐	☐	☐	☐	☐
Ensure compliance with safety programs and conduct risk assessment and management	☐	☐	☐	☐	☐	☐
Oversee environmental protection procedures	☐	☐	☐	☐	☐	☐
Maintain and operate vessels and vessel systems during amphibious operations	☐	☐	☐	☐	☐	☐
Manage subordinates and conduct crew training	☐	☐	☐	☐	☐	☐
Direct and conduct inspection and maintenance on vessel and all vessel systems	☐	☐	☐	☐	☐	☐
Maintain and operate weapon systems	☐	☐	☐	☐	☐	☐
Direct vessel defense and establish force protection procedures	☐	☐	☐	☐	☐	☐
Direct emergency medical procedures and enforce vessel sanitation programs	☐	☐	☐	☐	☐	☐
Manage and conduct vessel firefighting operations	☐	☐	☐	☐	☐	☐
Operate engine room machinery, auxiliary machinery, and specific deck 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 882A - Mobility Officer

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, organize, and supervise the preparation and execution of unit movement and distribution operations	☐	☐	☐	☐	☐	☐
Coordinate deployment and distribution actions with multinational, Joint, Army, and commercial agencies through the Joint Logistics Enterprise	☐	☐	☐	☐	☐	☐
Prepare and validate deployment and redeployment plans, orders, and SOPs	☐	☐	☐	☐	☐	☐
Provide training for unit movement operations	☐	☐	☐	☐	☐	☐
Supervise the use of Joint/Army transportation systems to document Army redeployment and distribution operations	☐	☐	☐	☐	☐	☐
Assist commanders in planning and conducting unit movement operations and operational maneuver	☐	☐	☐	☐	☐	☐
Monitor movement and interpret in-transit visibility data of cargo in all modes	☐	☐	☐	☐	☐	☐
Use transportation specific systems, including TC-AIMS and JOPES, to manage movement 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 890A - Ammunition Technician

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 and coordinate the implementation of accountability, acquisition, receipt, storage, issue, inspection, transportation, support, maintenance, and demilitarization of conventional ammunition, components, residue, and inert training ammunition devices	☐	☐	☐	☐	☐	☐
Prepare, review, and/or implement requirements for the following operational plans in ammunition storage areas: firefighting, emergency destruction, physical security, explosive safety, and transportation flow	☐	☐	☐	☐	☐	☐
Investigate and report conventional ammunition accidents, failures, or malfunctions; develop risk assessments and evaluate safety	☐	☐	☐	☐	☐	☐
Coordinate and integrate for joint fires, and with strategic partners including determination of capabilities and sale/exchange of munitions	☐	☐	☐	☐	☐	☐
Establish, plan, and evaluate munitions site and area ammunition support; ensure physical safety of munitions	☐	☐	☐	☐	☐	☐
Supervise and manage the Standard Army Ammunition System (SAAS) at all levels, and employ other systems as necessary	☐	☐	☐	☐	☐	☐

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 **913A - Armament Systems Maintenance Warrant Officer**

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
Directly responsible for all activities and personnel engaged in field level maintenance, which involves the repair of small arms, field artillery, and armament weapon systems	☐	☐	☐	☐	☐	☐
Manage quality assurance and production control programs to ensure established work standards are met and repairs are made on a timely basis	☐	☐	☐	☐	☐	☐
Responsible for the accurate reporting and monitoring to include tracking of requisitioned repair parts through the Maintenance Control Section to include the Logistics Information System	☐	☐	☐	☐	☐	☐
Establish evacuation and replacement procedures items that are unserviceable and beyond the repair capabilities of forward support companies	☐	☐	☐	☐	☐	☐
Establish and direct a shop safety program per applicable regulations	☐	☐	☐	☐	☐	☐
Direct procedures for the identification and troubleshooting of malfunctions in electrical, hydraulic, fire control, and instrument items	☐	☐	☐	☐	☐	☐

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
914A - Allied Trades Warrant Officer

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 the setup, operation, and maintenance of machine tools and welding equipment used to fabricate or repair parts, mechanisms, tools, and machinery	☐	☐	☐	☐	☐	☐
Establish training programs to ensure subordinates are qualified in current metal fabrication and machining techniques as well as equipment operation	☐	☐	☐	☐	☐	☐
Coordinate shop activities with other repair shops to ensure equipment is quickly repaired and returned to user	☐	☐	☐	☐	☐	☐
Manage quality assurance and production control programs to ensure established work standards are met and repairs are made in a timely manner	☐	☐	☐	☐	☐	☐
Supervise and conduct recovery operations and maintenance of tracked and wheeled recovery 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 **915A - Automotive Maintenance Warrant Officer**

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
Write and update internal SOPs for maintenance areas	☐	☐	☐	☐	☐	☐
Plan, organize, and execute field maintenance of wheeled/light tracked vehicles, self-propelled artillery systems, fire control, armament, ground support, and powered driven chemical equipment	☐	☐	☐	☐	☐	☐
Manage quality assurance and production control programs to ensure established work standards are met and repairs are made on a timely basis	☐	☐	☐	☐	☐	☐
Manage the requisition and exchange of repair parts and disposal of petroleum, oil, and lubricant products	☐	☐	☐	☐	☐	☐
Direct emergency recovery and repair of all unit equipment	☐	☐	☐	☐	☐	☐
Manage the scheduling of routine maintenance and services	☐	☐	☐	☐	☐	☐
Diagnose, test, and analyze malfunctions of unit equipment	☐	☐	☐	☐	☐	☐
Prepare readiness reports	☐	☐	☐	☐	☐	☐
Direct and/or conduct the maintenance and repair of unit 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 **919A - Engineer Equipment Maintenance Warrant Officer**

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
Provide commanders and staff with the technical expertise required to perform and manage maintenance operations	☐	☐	☐	☐	☐	☐
Supervise personnel in maintenance of engineer and ground support equipment	☐	☐	☐	☐	☐	☐
Establish maintenance schedule based upon the availability of the equipment, parts, tools, personnel, and mission requirements	☐	☐	☐	☐	☐	☐
Establish internal administrative procedures to procure, store, and issue publications, tools, parts, and petroleum products	☐	☐	☐	☐	☐	☐
Analyze malfunctions and supervise field-level repair and adjustment of engineer equipment	☐	☐	☐	☐	☐	☐
Supervise the maintenance of non-engineer equipment assigned by equipment authorization documents	☐	☐	☐	☐	☐	☐
Establish evacuation and replacement procedures of items that are unserviceable and beyond the repair capabilities of forward support companies	☐	☐	☐	☐	☐	☐

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
920A - Property Accounting Technician

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
Provide commanders and staff with the technical expertise required to perform and manage maintenance operations	☐	☐	☐	☐	☐	☐
Supervise personnel in maintenance of engineer and ground support equipment	☐	☐	☐	☐	☐	☐
Establish maintenance schedule based upon the availability of the equipment, parts, tools, personnel, and mission requirements	☐	☐	☐	☐	☐	☐

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 920B - Supply Systems Technician

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 requisition, receipt, storage, retrograde, and distribution of supplies and equipment at supply support activities	☐	☐	☐	☐	☐	☐
Instruct, monitor, and supervise personnel within a supply support activity (SSA) concerning supply systems policy and functional procedures	☐	☐	☐	☐	☐	☐
Use data and reports to plan the requirements for stockage and supply control	☐	☐	☐	☐	☐	☐
Manage operational float stocks	☐	☐	☐	☐	☐	☐
Monitor supported units to ensure supply performance standards are being met	☐	☐	☐	☐	☐	☐
Provide technical guidance to supported units to assist, establish, and maintain adequate stockage levels for mission accomplishment	☐	☐	☐	☐	☐	☐
Conduct inventory of supply items, initiate action for disposition of excesses, and make recommendations for changes to the authorized stockage lists	☐	☐	☐	☐	☐	☐

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
921A - Airdrop Systems Technician

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 and coordinate aerial delivery operations	☐	☐	☐	☐	☐	☐
Manage maintenance operations of aerial delivery equipment	☐	☐	☐	☐	☐	☐
Brief the commanders and staffs on aerial delivery requirements and capabilities	☐	☐	☐	☐	☐	☐
Support aerial delivery and distribution operations through planning and determining delivery capabilities	☐	☐	☐	☐	☐	☐
Serve as subject matter expert (SME) for mishap investigations	☐	☐	☐	☐	☐	☐

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 922A - Food Service Technician

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
Coordinate and supervise Army foodservice program for commands, installations, or organizations to include readiness of field feeding platforms	☐	☐	☐	☐	☐	☐
Evaluate field feeding requirements and develop milestone plans to support major field exercises	☐	☐	☐	☐	☐	☐
Develop management plans for foodservice, integrate field feeding platforms, and develop milestone plans to support major field exercise and theater opening/closing during joint and multinational operations	☐	☐	☐	☐	☐	☐
Manage the employment of field feeding teams to support feeding in austere environments	☐	☐	☐	☐	☐	☐
Administer Army automated information systems for food service functions	☐	☐	☐	☐	☐	☐
Develop, coordinate, and monitor budget requirements for food service equipment and expendable supplies for both garrison and field requirements	☐	☐	☐	☐	☐	☐
Manage Army food service programs, establish food service policies and procedures, and administer Army automated information systems	☐	☐	☐	☐	☐	☐
Coordinate with Subsistence Supply Management Office and Class I points to ensure availability of appropriate subsistence during both garrison and field feeding operations for planning purposes	☐	☐	☐	☐	☐	☐
As a contracting officer representative and/or the contracting officer technical	☐	☐	☐	☐	☐	☐

representative, inspect full food service contract dining facilities to ensure they are in compliance with the terms of the contract; develop requirements for Prime Vendor support						
Determine and advise the commander on all matters relating to nutrition, food preparation, service, accountability, readiness, and sanitation	☐	☐	☐	☐	☐	☐

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 23A - Petroleum Systems Technician

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
Determine requirements for bulk fuel and packaged petroleum products requirements, storage space, distribution system, and water products	☐	☐	☐	☐	☐	☐
Provide technical expertise to commanders and staff on the effective execution of petroleum operations and management of assigned personnel	☐	☐	☐	☐	☐	☐
Develop, supervise, and coordinate unit procedures and programs on environmentally sound handling of petroleum products and water chemicals	☐	☐	☐	☐	☐	☐
Perform and supervise quality surveillance throughout the petroleum distribution system	☐	☐	☐	☐	☐	☐
Supervise the acquisition, storage, inspection, testing, issue, and distribution of petroleum products and water and petroleum storage and distribution 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
948B - Electronic Systems Maintenance Technician

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 installation, operation, repair, maintenance, and modification of electronic systems including radio, radar, computer, electronic data processing, controlled cryptographic items, television, fiber optical, and radiological and related communications equipment	☐	☐	☐	☐	☐	☐
Perform duties as a radiation safety officer	☐	☐	☐	☐	☐	☐
Manage area TMDE support team, including training and professional development of personnel	☐	☐	☐	☐	☐	☐
Advise commanders and staffs on the status of maintenance and repair activities	☐	☐	☐	☐	☐	☐

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 **948D - Electronic Missile Systems Maintenance Technician**

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
Maintain, repair, and modify the Army's missile systems, carriers, and associated equipment	☐	☐	☐	☐	☐	☐
Supervise maintenance support teams and maintenance facilities	☐	☐	☐	☐	☐	☐
Analyze the readiness of Army air defense systems	☐	☐	☐	☐	☐	☐
Provide logistical support and determine cost-benefit analysis (CBA) to sustain combat power	☐	☐	☐	☐	☐	☐

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.	
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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.	
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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.	☐	☐	☐	☐	☐	☐
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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.	☐	☐	☐	☐	☐	☐
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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
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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 WARRANT OFFICERS ARMY-WIDE AND BY 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 Warrant Officer complete KSB importance ratings

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	1,056	4.79	0.67
2	Dependability	1,060	4.57	0.70
3	Mental Agility	1,058	4.50	0.72
4	Self-Management	1,060	4.44	0.72
5	Attentiveness	1,057	4.42	0.71
6	Detail-Focused and Precise	1,055	4.34	0.74
7	Problem Solver	1,058	4.29	0.77
8	Critical Thinking	1,056	4.27	0.77
9	Creative Problem Solving and Innovation	1,052	4.26	0.77
10	General Cognitive Aptitude	1,057	4.26	0.75
11	Communication Ability	1,062	4.24	0.77
12	Reading Comprehension	1,061	4.18	0.78
13	Cognitive Flexibility	1,054	4.17	0.78
14	Situational Awareness	1,049	4.14	0.80
15	Stress Tolerance	1,048	4.12	0.79
16	Analytical Thinking	1,056	4.11	0.79
17	MOS/Branch-Specific Knowledge and Skill	1,048	4.10	0.82
18	Communicator	1,060	4.10	0.79
19	Analyzes and Organizes Information to Create Knowledge	1,057	4.10	0.79
20	Decision Making	1,056	4.07	0.81
21	Processes Information and Data	1,053	4.07	0.81
22	Active Learning	1,057	4.04	0.79
23	Adaptability	1,055	4.04	0.81
24	Problem Sensitivity	1,053	4.02	0.81
25	Oral Communication Skill	1,057	4.00	0.82
26	Time Management	1,051	3.94	0.84
27	Active Listening	1,060	3.89	0.82

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
28	Sustains a Climate of Trust	1,036	3.88	0.84
29	Analyze Data or Information	1,057	3.88	0.84
30	Multi-Tasking	1,056	3.87	0.85
31	Discipline	1,058	3.86	0.83
32	Focus	1,052	3.85	0.85
33	Initiative	1,052	3.79	0.84
34	Cooperation/Teamwork	1,055	3.77	0.84
35	Resilience	1,055	3.77	0.86
36	Coordination	1,055	3.77	0.83
37	Structured Problem Solving	1,057	3.72	0.86
38	Unstructured Problem Solving	1,050	3.68	0.88
39	Systems Thinking	1,053	3.66	0.89
40	Persistence	1,056	3.65	0.86
41	Training and Developing Others	1,038	3.65	0.88
42	Perceptive	1,052	3.65	0.88
43	Self-Control	1,050	3.62	0.88
44	Written Communication	1,055	3.62	0.91
45	Troubleshooting	1,053	3.61	0.91
46	Functional Area/Occupation-Specific Knowledge and Skill	1,031	3.58	0.91
47	Verbal Reasoning	1,056	3.58	0.88
48	Mentoring	1,037	3.57	0.90
49	Emotional Control	1,056	3.53	0.88
50	Creates a Learning Environment	1,034	3.50	0.90
51	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	1,054	3.50	0.90
52	Task Planning and Management	1,044	3.48	0.91
53	Oral and Nonverbal Comprehension	1,059	3.48	0.91
54	Providing Feedback	1,046	3.47	0.90
55	Reflective Thinking	1,054	3.46	0.91
56	Leads By Example	1,047	3.45	0.93
57	Information Ordering	1,053	3.43	0.91
58	Learning Orientation	1,051	3.41	0.90
59	Strategic Thinking	1,056	3.40	0.96
60	Army Values	1,047	3.40	0.95
61	Improves the Organization	1,045	3.38	0.92
62	Team Planning	1,047	3.37	0.93
63	Enforces Standards	1,039	3.36	0.95
64	Self-Efficacy	1,050	3.35	0.92
65	Memory	1,057	3.34	0.92
66	Intellectual Efficiency	1,055	3.28	0.94
67	Virtue	1,050	3.28	0.95

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
68	Innovative	1,053	3.27	0.94
69	Even-Tempered	1,052	3.27	0.93
70	Improves Unit Performance	1,033	3.27	0.96
71	Team Development	1,049	3.26	0.95
72	Instructing	1,030	3.25	0.95
73	Interdisciplinary Reasoning	1,047	3.25	0.96
74	Balances Mission and Welfare of Followers	1,019	3.25	0.94
75	Team Orientation	1,050	3.24	0.95
76	Team Building	1,050	3.22	0.96
77	Basic Computer Skills	1,051	3.20	0.97
78	Cooperation	1,055	3.19	0.96
79	Achievement Orientation	1,051	3.15	0.97
80	Adjustment	1,051	3.11	0.96
81	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	1,032	3.10	0.98
82	Awareness of Cognitive Biases	1,051	3.10	0.99
83	Army Self-Efficacy	1,041	3.08	0.98
84	Military and Professional Bearing	1,048	3.08	1.02
85	Assesses Development Needs of Others	1,026	3.08	0.98
86	Monitoring	1,044	3.06	0.98
87	Organizational Perspective	1,039	3.05	0.98
88	Project Manager	1,035	3.05	1.00
89	Interpersonal Tact	1,053	3.02	0.98
90	Coordinating Multiple Groups	1,040	3.01	1.01
91	Assessing And Mitigating Harm	1,043	3.01	1.03
92	Specialized Expertise	1,006	3.01	1.06
93	Warrior Ethos/Service Ethos	1,039	2.99	1.03
94	Motivating Others	1,043	2.97	1.01
95	Recognizes and Rewards Good Performance	1,017	2.94	1.01
96	Encourages Discourse	1,048	2.94	1.02
97	Selflessness	1,047	2.92	1.03
98	Knowledge of Processes and Procedures	1,038	2.91	1.02
99	Warrior Ethos	1,028	2.91	1.04
100	Conflict Management	1,053	2.89	1.01
101	Shared Leadership	1,030	2.89	1.01
102	Orderliness	1,050	2.84	1.02
103	Resource Management	1,031	2.83	1.04
104	Humility	1,047	2.82	1.04
105	Delegating	1,021	2.80	1.04
106	Introspective	1,051	2.79	1.03
107	Process-Disciplined	1,012	2.79	1.03

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
108	Commitment to Serve	1,039	2.77	1.08
109	Peer Leadership	1,033	2.76	1.05
110	Quantitative Reasoning	1,043	2.75	1.08
111	Spatially Intelligent	1,028	2.74	1.09
112	Knowledge of System Inter-relations	1,024	2.73	1.03
113	Interpersonal Relationship Building	1,050	2.73	1.03
114	Assertiveness	1,046	2.72	1.04
115	Curiosity	1,046	2.72	1.04
116	Non-Delinquency	1,050	2.69	1.08
117	Perspective Taking	1,046	2.69	1.04
118	Encourages Fairness and Inclusiveness	1,027	2.65	1.09
119	Proficiency with Mission Systems	1,011	2.63	1.11
120	Evaluating Compliance	1,007	2.61	1.08
121	Inspirational Leader	1,035	2.61	1.07
122	Tolerance	1,041	2.61	1.08
123	Consensus Building	1,037	2.58	1.04
124	Optimism	1,032	2.55	1.08
125	Quality Control Analysis	985	2.51	1.12
126	Perceptual Speed and Accuracy	1,026	2.50	1.11
127	Autonomy	1,034	2.49	1.15
128	Safety Compliance	987	2.48	1.15
129	Spatial Orientation	1,022	2.47	1.15
130	Consideration	1,045	2.46	1.08
131	Spatial Visualization	1,012	2.45	1.16
132	Social Perceptiveness	1,042	2.45	1.10
133	Pattern Recognition	1,039	2.43	1.11
134	Enthusiasm	1,034	2.39	1.09
135	Empathy	1,024	2.37	1.13
136	Interdisciplinary	998	2.37	1.08
137	Intercultural Communication	1,031	2.33	1.18
138	Tolerance for Ambiguity	1,039	2.33	1.17
139	Working in Multidisciplinary Contexts	995	2.32	1.12
140	Prudent Risk-Taker	1,029	2.31	1.15
141	Technologically Adept	989	2.29	1.15
142	Affiliation	1,043	2.27	1.12
143	Investigative Interests	1,026	2.26	1.16
144	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	989	2.25	1.14
145	Basic Mathematics	984	2.20	1.14
146	Interest in Leadership	1,026	2.15	1.18
147	Sociability	1,033	2.10	1.14

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
148	Knowledge of Combined Arms Operations	986	2.07	1.18
149	Response Orientation	1,006	2.06	1.24
150	Locus of Control	1,004	2.02	1.21
151	Realistic Interests	1,018	2.01	1.20
152	Maintains Relevant Geopolitical Awareness	983	2.01	1.18
153	Knowledge Management	972	1.99	1.23
154	Health and Fitness Orientation	985	1.91	1.12
155	Physically Fit	989	1.84	1.16
156	Cultural/Interpersonal Adaptability	986	1.83	1.23
157	Mathematical Reasoning	920	1.80	1.17
158	Physical Endurance	978	1.79	1.16
159	Cultural Awareness	987	1.78	1.24
160	Mathematics Knowledge	927	1.78	1.14
161	Financial Management	924	1.77	1.27
162	Physical Coordination	901	1.74	1.26
163	Social Interests	1,012	1.73	1.24
164	Reaction Time	896	1.69	1.30
165	Balance	902	1.66	1.24
166	Physical Strength	974	1.64	1.18
167	Control Precision	881	1.64	1.31
168	Inspecting Equipment, Objects, Structures, or Materials	855	1.62	1.33
169	General Science	897	1.61	1.22
170	Mechanically and Technologically- Savvy	849	1.60	1.31
171	Bodily-Kinesthetic	945	1.60	1.18
172	Advanced Computer Skills	967	1.58	1.26
173	Basic Mechanical Knowledge	822	1.55	1.29
174	Enterprising Interests	994	1.54	1.27
175	Conventional Interests	1,002	1.54	1.25
176	Basic Electronics Knowledge	835	1.53	1.30
177	Information and Systems Security	895	1.52	1.30
178	Soldier Common Task Knowledge and Skills	974	1.50	1.29
179	Cross-Culturally Fluent	958	1.50	1.28
180	Cyber Knowledge	898	1.47	1.27
181	Science methods	876	1.43	1.25
182	Working with the Public	930	1.40	1.33
183	Mechanical Comprehension	812	1.37	1.37
184	Innovating Technology	784	1.23	1.41
185	Data Science	783	1.12	1.37
186	Machine/Equipment Installation	745	1.09	1.42
187	Advanced Mathematics	835	1.05	1.23
188	Auto and Shop Information	680	1.02	1.43

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
189	Language Learning Ability	909	1.00	1.50
190	Swimming	630	0.95	1.19
191	Systems Architecture and Engineering	707	0.93	1.47
192	Artistic Interests	876	0.86	1.36
193	Database Programming and Engineering	680	0.86	1.40
194	Software Development	656	0.81	1.34
195	Web Development	642	0.77	1.30
196	Hostility to Authority	735	0.76	1.57
197	Machiavellianism	686	0.63	1.61
198	Attention Seeking	837	0.59	1.45

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.

Table D2*Army-wide WO1 and CW2 complete KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Sound Judgement	411	4.71	0.69
2	Mental Agility	411	4.59	0.70
3	Dependability	412	4.46	0.73
4	Attentiveness	411	4.36	0.73
5	Self-Management	412	4.34	0.76
6	Problem Solver	413	4.33	0.76
7	Creative Problem Solving and Innovation	411	4.29	0.76
8	Stress Tolerance	411	4.27	0.76
9	Detail-Focused and Precise	410	4.27	0.76
10	Cognitive Flexibility	411	4.23	0.77
11	Critical Thinking	409	4.19	0.80
12	General Cognitive Aptitude	412	4.17	0.78
13	Adaptability	411	4.16	0.79
14	Active Learning	412	4.13	0.77
15	Decision Making	411	4.12	0.80
16	Situational Awareness	408	4.10	0.83
17	Time Management	408	4.09	0.81
18	Problem Sensitivity	410	4.04	0.80
19	Analyzes and Organizes Information to Create Knowledge	410	4.03	0.80
20	Communication Ability	413	4.02	0.83
21	Processes Information and Data	409	4.01	0.82
22	MOS/Branch-Specific Knowledge and Skill	405	4.01	0.84
23	Reading Comprehension	413	3.93	0.84
24	Focus	410	3.92	0.83
25	Analytical Thinking	412	3.92	0.84
26	Troubleshooting	411	3.85	0.87
27	Multi-Tasking	412	3.84	0.86
28	Analyze Data or Information	414	3.82	0.86
29	Communicator	412	3.80	0.86
30	Discipline	411	3.79	0.85
31	Resilience	409	3.76	0.87
32	Initiative	411	3.76	0.86
33	Oral Communication Skill	408	3.74	0.87
34	Cooperation/Teamwork	410	3.72	0.85
35	Active Listening	413	3.71	0.87
36	Unstructured Problem Solving	411	3.69	0.89
37	Structured Problem Solving	413	3.69	0.88

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Sustains a Climate of Trust	405	3.68	0.89
39	Training and Developing Others	405	3.66	0.88
40	Creates a Learning Environment	405	3.60	0.88
41	Persistence	410	3.58	0.90
42	Coordination	410	3.56	0.88
43	Verbal Reasoning	409	3.55	0.89
44	Reflective Thinking	410	3.55	0.89
45	Task Planning and Management	406	3.53	0.90
46	Information Ordering	410	3.49	0.91
47	Perceptive	409	3.48	0.92
48	Self-Control	409	3.48	0.92
49	Mentoring	404	3.48	0.92
50	Systems Thinking	409	3.47	0.94
51	Emotional Control	411	3.45	0.91
52	Functional Area/Occupation-Specific Knowledge and Skill	405	3.42	0.96
53	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	408	3.39	0.93
54	Learning Orientation	409	3.37	0.94
55	Team Planning	406	3.37	0.94
56	Instructing	404	3.36	0.92
57	Oral and Nonverbal Comprehension	411	3.34	0.95
58	Intellectual Efficiency	409	3.31	0.95
59	Team Development	407	3.30	0.95
60	Innovative	410	3.28	0.96
61	Memory	411	3.28	0.94
62	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	404	3.28	0.94
63	Providing Feedback	409	3.27	0.95
64	Written Communication	409	3.27	0.99
65	Basic Computer Skills	407	3.23	0.97
66	Strategic Thinking	410	3.23	0.98
67	Improves the Organization	408	3.23	0.97
68	Team Orientation	407	3.22	0.96
69	Leads By Example	407	3.21	0.97
70	Team Building	407	3.20	0.97
71	Assessing and Mitigating Harm	409	3.20	1.00
72	Self-Efficacy	405	3.20	0.98
73	Improves Unit Performance	405	3.19	0.99
74	Balances Mission and Welfare of Followers	402	3.18	0.97
75	Cooperation	410	3.15	0.97
76	Project Manager	402	3.15	0.98
77	Virtue	407	3.12	1.00

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Interdisciplinary Reasoning	405	3.11	1.01
79	Enforces Standards	405	3.10	1.00
80	Assesses Development Needs of Others	403	3.09	0.99
81	Army Values	405	3.07	1.03
82	Even-Tempered	408	3.07	0.98
83	Awareness of Cognitive Biases	407	2.99	1.02
84	Resource Management	399	2.99	1.02
85	Achievement Orientation	408	2.96	1.03
86	Specialized Expertise	393	2.95	1.07
87	Monitoring	407	2.94	1.02
88	Spatially Intelligent	396	2.92	1.06
89	Coordinating Multiple Groups	403	2.92	1.04
90	Quantitative Reasoning	403	2.92	1.04
91	Adjustment	407	2.92	1.02
92	Recognizes and Rewards Good Performance	397	2.91	1.03
93	Delegating	399	2.88	1.03
94	Conflict Management	407	2.88	1.02
95	Warrior Ethos	398	2.87	1.05
96	Interpersonal Tact	406	2.86	1.02
97	Army Self-Efficacy	403	2.86	1.05
98	Encourages Discourse	408	2.86	1.05
99	Organizational Perspective	404	2.86	1.04
100	Warrior Ethos/Service Ethos	399	2.82	1.07
101	Orderliness	405	2.82	1.04
102	Motivating Others	405	2.80	1.05
103	Curiosity	405	2.79	1.04
104	Humility	405	2.76	1.06
105	Military and Professional Bearing	405	2.76	1.09
106	Knowledge of Processes and Procedures	404	2.76	1.04
107	Proficiency with Mission Systems	397	2.73	1.09
108	Pattern Recognition	405	2.71	1.06
109	Shared Leadership	398	2.69	1.08
110	Autonomy	405	2.69	1.11
111	Selflessness	406	2.69	1.09
112	Process-Disciplined	397	2.69	1.07
113	Introspective	407	2.68	1.07
114	Perceptual Speed and Accuracy	399	2.66	1.09
115	Non-Delinquency	407	2.65	1.09
116	Spatial Visualization	393	2.65	1.12
117	Encourages Fairness and Inclusiveness	395	2.64	1.10
118	Spatial Orientation	398	2.64	1.12

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
119	Knowledge of System Inter-relations	398	2.61	1.06
120	Interpersonal Relationship Building	405	2.59	1.06
121	Perspective Taking	403	2.57	1.08
122	Peer Leadership	399	2.55	1.10
123	Inspirational Leader	404	2.55	1.08
124	Tolerance	403	2.52	1.12
125	Commitment to Serve	398	2.51	1.15
126	Safety Compliance	391	2.50	1.15
127	Assertiveness	410	2.47	1.12
128	Evaluating Compliance	395	2.47	1.13
129	Quality Control Analysis	391	2.47	1.14
130	Consensus Building	403	2.46	1.07
131	Basic Mathematics	383	2.41	1.11
132	Intercultural Communication	401	2.39	1.16
133	Optimism	400	2.39	1.14
134	Prudent Risk-Taker	403	2.38	1.15
135	Social Perceptiveness	402	2.36	1.12
136	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	381	2.35	1.09
137	Technologically Adept	389	2.35	1.14
138	Interdisciplinary	390	2.31	1.08
139	Consideration	403	2.31	1.12
140	Working in Multidisciplinary Contexts	388	2.28	1.11
141	Tolerance for Ambiguity	403	2.27	1.20
142	Response Orientation	391	2.26	1.19
143	Empathy	391	2.25	1.17
144	Affiliation	404	2.18	1.14
145	Enthusiasm	402	2.17	1.16
146	Locus of Control	396	2.11	1.19
147	Investigative Interests	395	2.10	1.21
148	Maintains Relevant Geopolitical Awareness	377	2.02	1.18
149	Knowledge Management	368	2.01	1.23
150	Knowledge of Combined Arms Operations	383	1.97	1.20
151	Sociability	399	1.94	1.17
152	Interest in Leadership	395	1.93	1.23
153	Realistic Interests	395	1.92	1.24
154	Mathematical Reasoning	370	1.90	1.14
155	Mathematics Knowledge	374	1.89	1.12
156	Cultural/Interpersonal Adaptability	375	1.83	1.23
157	Cultural Awareness	378	1.82	1.22
158	Health and Fitness Orientation	386	1.81	1.16

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
159	Physically Fit	387	1.80	1.19
160	Physical Endurance	382	1.75	1.17
161	Reaction Time	365	1.74	1.31
162	Inspecting Equipment, Objects, Structures, or Materials	354	1.74	1.32
163	Physical Coordination	365	1.72	1.28
164	Financial Management	359	1.69	1.32
165	Control Precision	361	1.66	1.31
166	Social Interests	392	1.66	1.26
167	General Science	363	1.66	1.21
168	Balance	365	1.63	1.25
169	Basic Electronics Knowledge	346	1.63	1.31
170	Basic Mechanical Knowledge	345	1.62	1.28
171	Physical Strength	382	1.61	1.19
172	Advanced Computer Skills	374	1.61	1.26
173	Mechanically and Technologically Savvy	347	1.58	1.33
174	Soldier Common Task Knowledge and Skills	389	1.57	1.28
175	Bodily-Kinesthetic	377	1.56	1.20
176	Information and Systems Security	349	1.54	1.30
177	Conventional Interests	385	1.45	1.29
178	Working with the Public	362	1.44	1.30
179	Cyber Knowledge	349	1.44	1.28
180	Enterprising Interests	387	1.44	1.30
181	Science methods	356	1.41	1.27
182	Cross-Culturally Fluent	366	1.40	1.29
183	Mechanical Comprehension	337	1.38	1.38
184	Innovating Technology	325	1.25	1.41
185	Machine/Equipment Installation	315	1.12	1.44
186	Advanced Mathematics	337	1.07	1.26
187	Auto and Shop Information	290	1.05	1.45
188	Data Science	320	1.04	1.39
189	Language Learning Ability	355	1.03	1.50
190	Systems Architecture and Engineering	292	0.95	1.46
191	Swimming	270	0.88	1.28
192	Data base Programming and Engineering	282	0.85	1.42
193	Software Development	265	0.82	1.35
194	Artistic Interests	340	0.78	1.41
195	Web Development	258	0.76	1.34
196	Hostility to Authority	311	0.70	1.61
197	Machiavellianism	295	0.58	1.64
198	Attention Seeking	340	0.56	1.50

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

Table D3*Army-wide CW3 complete KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Dependability	295	4.54	0.69
2	Sound Judgement	292	4.52	0.73
3	Self-Management	295	4.42	0.71
4	Attentiveness	295	4.30	0.73
5	Mental Agility	294	4.26	0.76
6	Detail-Focused and Precise	292	4.24	0.75
7	MOS/Branch-Specific Knowledge and Skill	290	4.20	0.80
8	Critical Thinking	295	4.14	0.78
9	Problem Solver	294	4.14	0.79
10	General Cognitive Aptitude	293	4.12	0.78
11	Communication Ability	295	4.12	0.79
12	Creative Problem Solving and Innovation	293	4.11	0.80
13	Communicator	294	4.10	0.79
14	Reading Comprehension	295	4.08	0.79
15	Analytical Thinking	292	4.08	0.79
16	Processes Information and Data	294	4.07	0.81
17	Analyzes and Organizes Information to Create Knowledge	294	4.06	0.81
18	Multi-Tasking	294	4.05	0.80
19	Cognitive Flexibility	294	4.01	0.79
20	Sustains a Climate of Trust	286	4.01	0.79
21	Stress Tolerance	290	4.01	0.80
22	Oral Communication Skill	295	3.97	0.81
23	Situational Awareness	292	3.95	0.84
24	Decision Making	293	3.89	0.84
25	Resilience	296	3.89	0.80
26	Adaptability	293	3.89	0.82
27	Analyze Data or Information	293	3.85	0.84
28	Time Management	292	3.83	0.85
29	Coordination	292	3.82	0.80
30	Active Learning	294	3.81	0.83
31	Discipline	294	3.80	0.82
32	Problem Sensitivity	294	3.78	0.87
33	Initiative	291	3.78	0.83
34	Functional Area/Occupation-Specific Knowledge and Skill	282	3.75	0.87
35	Structured Problem Solving	294	3.72	0.84
36	Focus	292	3.72	0.87

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
37	Active Listening	295	3.70	0.84
38	Persistence	293	3.70	0.82
39	Leads By Example	288	3.65	0.87
40	Systems Thinking	291	3.64	0.88
41	Training and Developing Others	289	3.64	0.87
42	Cooperation/Teamwork	292	3.63	0.85
43	Creates a Learning Environment	289	3.63	0.87
44	Self-Control	292	3.63	0.86
45	Providing Feedback	288	3.60	0.86
46	Perceptive	293	3.55	0.89
47	Verbal Reasoning	295	3.55	0.87
48	Mentoring	289	3.54	0.88
49	Army Values	292	3.50	0.90
50	Troubleshooting	293	3.49	0.93
51	Improves the Organization	288	3.46	0.89
52	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	292	3.44	0.90
53	Unstructured Problem Solving	291	3.44	0.92
54	Written Communication	294	3.41	0.95
55	Emotional Control	293	3.40	0.88
56	Balances Mission and Welfare of Followers	279	3.39	0.88
57	Information Ordering	292	3.38	0.92
58	Task Planning and Management	289	3.38	0.92
59	Enforces Standards	286	3.36	0.93
60	Reflective Thinking	294	3.35	0.93
61	Army Self-Efficacy	290	3.35	0.88
62	Improves Unit Performance	284	3.33	0.93
63	Adjustment	293	3.33	0.88
64	Even-Tempered	292	3.31	0.90
65	Learning Orientation	293	3.30	0.91
66	Memory	294	3.27	0.93
67	Team Planning	291	3.27	0.93
68	Oral and Nonverbal Comprehension	294	3.26	0.95
69	Specialized Expertise	277	3.25	1.00
70	Instructing	289	3.24	0.96
71	Virtue	292	3.24	0.93
72	Self-Efficacy	293	3.23	0.92
73	Innovative	294	3.19	0.94
74	Cooperation	293	3.19	0.92
75	Strategic Thinking	293	3.16	1.00
76	Assesses Development Needs of Others	285	3.16	0.95

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
77	Intellectual Efficiency	294	3.16	0.94
78	Interdisciplinary Reasoning	294	3.14	0.96
79	Organizational Perspective	286	3.12	0.96
80	Basic Computer Skills	293	3.12	0.98
81	Monitoring	287	3.11	0.95
82	Motivating Others	288	3.11	0.96
83	Military and Professional Bearing	293	3.09	1.00
84	Team Orientation	289	3.09	0.96
85	Awareness of Cognitive Biases	292	3.07	1.00
86	Team Development	291	3.06	0.98
87	Coordinating Multiple Groups	286	3.05	0.99
88	Team Building	290	3.04	0.99
89	Achievement Orientation	292	3.00	0.99
90	Shared Leadership	282	2.99	0.95
91	Project Manager	288	2.98	1.02
92	Interpersonal Tact	295	2.95	0.97
93	Encourages Discourse	290	2.95	0.99
94	Warrior Ethos/Service Ethos	292	2.95	1.00
95	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	285	2.91	1.01
96	Process-Disciplined	277	2.90	0.99
97	Recognizes and Rewards Good Performance	283	2.90	0.99
98	Selflessness	289	2.89	1.01
99	Commitment to Serve	291	2.88	1.03
100	Assertiveness	287	2.86	0.97
101	Warrior Ethos	285	2.86	1.03
102	Conflict Management	292	2.85	0.99
103	Knowledge of Processes and Procedures	288	2.84	1.03
104	Resource Management	289	2.83	1.03
105	Assessing and Mitigating Harm	284	2.82	1.06
106	Peer Leadership	286	2.80	1.01
107	Knowledge of System Inter-relations	284	2.80	0.99
108	Orderliness	294	2.79	1.00
109	Humility	292	2.70	1.05
110	Perspective Taking	293	2.69	1.00
111	Interpersonal Relationship Building	293	2.65	1.03
112	Introspective	292	2.65	1.04
113	Optimism	289	2.64	1.03
114	Non-Delinquency	290	2.63	1.08
115	Encourages Fairness and Inclusiveness	287	2.62	1.07
116	Spatially Intelligent	289	2.62	1.10

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
117	Curiosity	293	2.61	1.05
118	Proficiency with Mission Systems	276	2.61	1.09
119	Quantitative Reasoning	292	2.60	1.10
120	Consensus Building	285	2.59	1.02
121	Delegating	283	2.58	1.08
122	Inspirational Leader	285	2.58	1.07
123	Tolerance	291	2.57	1.06
124	Safety Compliance	268	2.53	1.13
125	Evaluating Compliance	277	2.52	1.09
126	Social Perceptiveness	291	2.48	1.06
127	Perceptual Speed and Accuracy	284	2.48	1.11
128	Enthusiasm	285	2.46	1.04
129	Quality Control Analysis	267	2.45	1.13
130	Tolerance for Ambiguity	288	2.44	1.11
131	Consideration	290	2.44	1.05
132	Autonomy	288	2.43	1.16
133	Pattern Recognition	288	2.37	1.12
134	Interdisciplinary	267	2.36	1.08
135	Spatial Orientation	283	2.33	1.15
136	Investigative Interests	285	2.30	1.14
137	Empathy	284	2.30	1.13
138	Spatial Visualization	283	2.27	1.18
139	Working in Multidisciplinary Contexts	269	2.25	1.14
140	Technologically Adept	266	2.23	1.18
141	Prudent Risk-Taker	283	2.17	1.17
142	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	272	2.15	1.17
143	Intercultural Communication	284	2.10	1.23
144	Affiliation	286	2.10	1.14
145	Sociability	287	2.09	1.13
146	Realistic Interests	281	2.07	1.15
147	Interest in Leadership	287	2.07	1.16
148	Basic Mathematics	266	2.06	1.14
149	Locus of Control	275	2.00	1.18
150	Response Orientation	273	1.93	1.26
151	Maintains Relevant Geopolitical Awareness	273	1.92	1.19
152	Knowledge of Combined Arms Operations	270	1.90	1.20
153	Health and Fitness Orientation	268	1.86	1.11
154	Knowledge Management	268	1.84	1.27
155	Physically Fit	272	1.81	1.16
156	Social Interests	279	1.80	1.20

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
157	Physical Endurance	267	1.73	1.17
158	Cultural/Interpersonal Adaptability	276	1.70	1.25
159	Cultural Awareness	275	1.70	1.26
160	Mathematical Reasoning	245	1.66	1.19
161	Financial Management	259	1.65	1.27
162	Physical Coordination	240	1.62	1.26
163	Mathematics Knowledge	245	1.62	1.13
164	Inspecting Equipment, Objects, Structures, or Materials	229	1.62	1.31
165	Mechanically and Technologically Savvy	228	1.61	1.30
166	Balance	241	1.59	1.22
167	General Science	240	1.57	1.18
168	Reaction Time	239	1.57	1.29
169	Physical Strength	267	1.54	1.20
170	Cross-Culturally Fluent	265	1.54	1.26
171	Information and Systems Security	234	1.54	1.32
172	Conventional Interests	278	1.53	1.23
173	Advanced Computer Skills	266	1.52	1.29
174	Control Precision	237	1.49	1.32
175	Enterprising Interests	273	1.48	1.28
176	Basic Mechanical Knowledge	223	1.47	1.31
177	Soldier Common Task Knowledge and Skills	261	1.46	1.30
178	Basic Electronics Knowledge	223	1.43	1.34
179	Bodily-Kinesthetic	254	1.43	1.22
180	Science Methods	232	1.41	1.20
181	Cyber Knowledge	238	1.41	1.33
182	Working with the Public	261	1.35	1.35
183	Mechanical Comprehension	214	1.25	1.40
184	Innovating Technology	206	1.23	1.41
185	Data Science	204	1.17	1.39
186	Language Learning Ability	249	1.04	1.48
187	Machine/Equipment Installation	202	1.04	1.43
188	Swimming	164	1.00	1.01
189	Advanced Mathematics	227	0.99	1.16
190	Auto and Shop Information	183	0.97	1.43
191	Systems Architecture and Engineering	186	0.95	1.48
192	Artistic Interests	231	0.92	1.30
193	Database Programming and Engineering	183	0.88	1.39
194	Hostility to Authority	201	0.85	1.48
195	Software Development	183	0.79	1.36
196	Web Development	177	0.79	1.30
197	Machiavellianism	182	0.72	1.52

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
198	Attention Seeking	225	0.65	1.38

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 inversing variance and multiplying by original mean value.

Table D4*Army-wide CW3 complete KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Sound Judgement	247	5.19	0.59
2	Dependability	247	4.72	0.68
3	Mental Agility	247	4.69	0.68
4	Reading Comprehension	248	4.69	0.67
5	Attentiveness	245	4.66	0.66
6	Communication Ability	248	4.57	0.69
7	Self-Management	247	4.55	0.69
8	Detail-Focused and Precise	247	4.53	0.68
9	Communicator	248	4.48	0.71
10	Situational Awareness	243	4.46	0.74
11	General Cognitive Aptitude	247	4.45	0.71
12	Critical Thinking	246	4.45	0.72
13	Oral Communication Skill	248	4.42	0.72
14	Analytical Thinking	246	4.33	0.74
15	Problem Sensitivity	243	4.30	0.74
16	Problem Solver	245	4.28	0.76
17	Creative Problem Solving and Innovation	243	4.27	0.78
18	Written Communication	246	4.23	0.77
19	Active Listening	246	4.20	0.75
20	Analyzes and Organizes Information to Create Knowledge	248	4.18	0.77
21	Decision Making	246	4.18	0.79
22	Active Learning	245	4.17	0.76
23	Cognitive Flexibility	244	4.17	0.79
24	Adaptability	245	4.14	0.79
25	Processes Information and Data	245	4.12	0.79
26	Stress Tolerance	242	4.05	0.80
27	MOS/Branch-Specific Knowledge and Skill	247	4.04	0.84
28	Time Management	246	3.99	0.82
29	Analyze Data or Information	244	3.95	0.83
30	Sustains a Climate of Trust	243	3.93	0.84
31	Coordination	247	3.92	0.81
32	Focus	245	3.92	0.85
33	Unstructured Problem Solving	242	3.91	0.83
34	Cooperation/Teamwork	247	3.89	0.82
35	Perceptive	245	3.88	0.82
36	Oral and Nonverbal Comprehension	248	3.87	0.82
37	Discipline	247	3.85	0.85

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Self-Control	245	3.83	0.84
39	Systems Thinking	247	3.81	0.86
40	Functional Area/Occupation-Specific Knowledge and Skill	239	3.80	0.86
41	Enforces Standards	243	3.80	0.86
42	Multi-Tasking	246	3.80	0.88
43	Emotional Control	246	3.75	0.85
44	Strategic Thinking	247	3.74	0.89
45	Initiative	244	3.73	0.86
46	Structured Problem Solving	244	3.71	0.87
47	Persistence	247	3.71	0.85
48	Troubleshooting	243	3.71	0.87
49	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	248	3.71	0.86
50	Learning Orientation	245	3.69	0.83
51	Resilience	246	3.65	0.89
52	Self-Efficacy	246	3.64	0.83
53	Verbal Reasoning	246	3.63	0.88
54	Training and Developing Others	242	3.61	0.90
55	Army Values	244	3.61	0.93
56	Mentoring	244	3.60	0.90
57	Leads By Example	247	3.57	0.92
58	Providing Feedback	245	3.55	0.88
59	Achievement Orientation	246	3.53	0.88
60	Interdisciplinary Reasoning	243	3.53	0.89
61	Task Planning and Management	245	3.51	0.90
62	Team Planning	244	3.50	0.90
63	Virtue	245	3.47	0.93
64	Improves the Organization	245	3.46	0.90
65	Even-Tempered	247	3.44	0.90
66	Memory	247	3.44	0.90
67	Team Orientation	248	3.41	0.91
68	Improves Unit Performance	242	3.41	0.92
69	Intellectual Efficiency	246	3.39	0.90
70	Team Building	247	3.37	0.92
71	Military and Professional Bearing	244	3.37	0.96
72	Team Development	245	3.36	0.93
73	Creates a Learning Environment	239	3.35	0.93
74	Reflective Thinking	246	3.34	0.95
75	Information Ordering	246	3.28	0.95
76	Innovative	243	3.27	0.94
77	Interpersonal Tact	247	3.24	0.94

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Organizational Perspective	244	3.23	0.94
79	Instructing	236	3.23	0.97
80	Assessing and Mitigating Harm	245	3.21	0.98
81	Monitoring	245	3.19	0.95
82	Awareness of Cognitive Biases	247	3.18	0.97
83	Balances Mission and Welfare of Followers	238	3.17	0.97
84	Adjustment	246	3.15	0.94
85	Basic Computer Skills	245	3.15	0.96
86	Motivating Others	245	3.12	0.99
87	Cooperation	247	3.10	0.99
88	Recognizes and Rewards Good Performance	235	3.10	0.98
89	Knowledge of Processes and Procedures	241	3.09	0.98
90	Selflessness	247	3.09	0.99
91	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	242	3.07	0.98
92	Coordinating Multiple Groups	246	3.06	1.01
93	Warrior Ethos/Service Ethos	242	3.06	1.03
94	Army Self-Efficacy	243	3.06	1.01
95	Spatially Intelligent	240	3.04	1.02
96	Assesses Development Needs of Others	238	3.04	1.00
97	Orderliness	245	3.00	0.99
98	Introspective	247	3.00	0.99
99	Shared Leadership	245	3.00	1.00
100	Assertiveness	243	2.99	0.97
101	Project Manager	244	2.99	1.03
102	Interpersonal Relationship Building	247	2.98	0.99
103	Evaluating Compliance	239	2.96	1.01
104	Delegating	239	2.95	0.99
105	Peer Leadership	244	2.94	1.02
106	Warrior Ethos	242	2.93	1.04
107	Process-Disciplined	241	2.93	1.00
108	Specialized Expertise	233	2.93	1.08
109	Encourages Discourse	245	2.92	1.04
110	Humility	244	2.89	1.04
111	Conflict Management	248	2.86	1.01
112	Perspective Taking	245	2.85	1.02
113	Curiosity	243	2.84	1.01
114	Commitment to Serve	244	2.84	1.08
115	Encourages Fairness and Inclusiveness	241	2.82	1.06
116	Spatial Visualization	234	2.75	1.10
117	Quantitative Reasoning	242	2.74	1.08

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
118	Quality Control Analysis	233	2.72	1.07
119	Non-Delinquency	247	2.71	1.09
120	Inspirational Leader	243	2.70	1.04
121	Knowledge of System Inter-relations	237	2.70	1.05
122	Tolerance	242	2.70	1.05
123	Resource Management	241	2.69	1.08
124	Optimism	237	2.66	1.05
125	Spatial Orientation	239	2.64	1.12
126	Consensus Building	246	2.63	1.04
127	Consideration	247	2.62	1.07
128	Affiliation	248	2.58	1.05
129	Enthusiasm	243	2.57	1.06
130	Proficiency with Mission Systems	236	2.56	1.13
131	Interdisciplinary	237	2.51	1.05
132	Intercultural Communication	241	2.48	1.14
133	Empathy	244	2.46	1.12
134	Perceptual Speed and Accuracy	241	2.46	1.13
135	Autonomy	236	2.45	1.16
136	Safety Compliance	235	2.44	1.16
137	Social Perceptiveness	245	2.44	1.12
138	Working in Multidisciplinary Contexts	236	2.44	1.10
139	Interest in Leadership	239	2.42	1.12
140	Investigative Interests	241	2.38	1.13
141	Pattern Recognition	243	2.35	1.12
142	Prudent Risk-Taker	241	2.33	1.15
143	Tolerance for Ambiguity	242	2.33	1.17
144	Sociability	242	2.27	1.11
145	Knowledge of Combined Arms Operations	232	2.24	1.15
146	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	234	2.23	1.17
147	Technologically Adept	231	2.21	1.15
148	Basic Mathematics	231	2.16	1.15
149	Realistic Interests	240	2.14	1.18
150	Health and Fitness Orientation	231	2.06	1.10
151	Maintains Relevant Geopolitical Awareness	230	2.05	1.18
152	Locus of Control	235	2.05	1.21
153	Response Orientation	240	2.03	1.25
154	Financial Management	212	2.01	1.17
155	Knowledge Management	234	2.00	1.22
156	Physically Fit	232	1.94	1.13
157	Cultural/Interpersonal Adaptability	232	1.94	1.22

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
158	Mathematical Reasoning	208	1.92	1.14
159	Physical Endurance	231	1.90	1.13
160	Mathematics Knowledge	209	1.88	1.12
161	Cultural Awareness	233	1.83	1.22
162	Physical Strength	228	1.80	1.12
163	Bodily-Kinesthetic	223	1.80	1.12
164	Physical Coordination	215	1.79	1.28
165	Reaction Time	213	1.75	1.29
166	Control Precision	207	1.72	1.30
167	Balance	213	1.72	1.24
168	Enterprising Interests	231	1.70	1.25
169	Social Interests	238	1.70	1.26
170	Mechanically and Technologically Savvy	196	1.69	1.25
171	General Science	204	1.64	1.23
172	Advanced Computer Skills	228	1.60	1.25
173	Cyber Knowledge	217	1.59	1.19
174	Cross-Culturally Fluent	228	1.58	1.28
175	Conventional Interests	234	1.58	1.25
176	Basic Electronics Knowledge	189	1.58	1.23
177	Science methods	200	1.56	1.23
178	Basic Mechanical Knowledge	186	1.55	1.28
179	Inspecting Equipment, Objects, Structures, or Materials	196	1.53	1.34
180	Mechanical Comprehension	190	1.49	1.32
181	Soldier Common Task Knowledge and Skills	226	1.44	1.31
182	Information and Systems Security	219	1.43	1.28
183	Working with the Public	210	1.33	1.37
184	Innovating Technology	181	1.21	1.38
185	Data Science	178	1.18	1.31
186	Advanced Mathematics	185	1.18	1.20
187	Machine/Equipment Installation	166	1.12	1.37
188	Auto and Shop Information	152	1.05	1.37
189	Swimming	138	1.01	1.21
190	Language Learning Ability	212	0.99	1.51
191	Artistic Interests	211	0.91	1.37
192	Systems Architecture and Engineering	167	0.90	1.45
193	Database Programming and Engineering	152	0.90	1.35
194	Hostility to Authority	168	0.81	1.57
195	Software Development	152	0.81	1.28
196	Web Development	150	0.80	1.21
197	Machiavellianism	157	0.61	1.64
198	Attention Seeking	199	0.55	1.51

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.

Table D5*Army-wide CW5 complete KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Sound Judgement	106	5.04	0.61
2	Communication Ability	106	4.76	0.66
3	Dependability	106	4.74	0.68
4	Written Communication	106	4.72	0.70
5	Active Listening	106	4.63	0.68
6	Communicator	106	4.63	0.69
7	Self-Management	106	4.63	0.69
8	Critical Thinking	106	4.62	0.70
9	General Cognitive Aptitude	105	4.55	0.69
10	Creative Problem Solving and Innovation	105	4.54	0.73
11	Analytical Thinking	106	4.53	0.72
12	Problem Solver	106	4.53	0.72
13	Cognitive Flexibility	105	4.46	0.74
14	Mental Agility	106	4.46	0.72
15	Strategic Thinking	106	4.44	0.77
16	Detail-Focused and Precise	106	4.43	0.72
17	Discipline	106	4.43	0.72
18	Reading Comprehension	105	4.42	0.75
19	Attentiveness	106	4.42	0.73
20	MOS/Branch-Specific Knowledge and Skill	106	4.34	0.77
21	Analyzes and Organizes Information to Create Knowledge	105	4.30	0.77
22	Sustains a Climate of Trust	102	4.28	0.78
23	Army Values	106	4.27	0.78
24	Oral Communication Skill	106	4.22	0.78
25	Cooperation/Teamwork	106	4.21	0.78
26	Situational Awareness	106	4.19	0.76
27	Processes Information and Data	105	4.15	0.80
28	Coordination	106	4.13	0.77
29	Decision Making	106	4.13	0.79
30	Systems Thinking	106	4.11	0.81
31	Active Learning	106	4.10	0.76
32	Initiative	106	4.07	0.78
33	Stress Tolerance	105	4.07	0.78
34	Perceptive	105	4.07	0.78
35	Mentoring	100	4.04	0.82
36	Problem Sensitivity	106	4.04	0.81
37	Analyze Data or Information	106	4.00	0.83

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
38	Military and Professional Bearing	106	3.97	0.82
39	Warrior Ethos/Service Ethos	106	3.88	0.84
40	Unstructured Problem Solving	106	3.87	0.83
41	Oral and Nonverbal Comprehension	106	3.83	0.85
42	Adaptability	106	3.82	0.87
43	Focus	105	3.79	0.88
44	Structured Problem Solving	106	3.79	0.85
45	Emotional Control	106	3.79	0.85
46	Multi-Tasking	104	3.72	0.85
47	Virtue	106	3.72	0.87
48	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	106	3.71	0.90
49	Resilience	104	3.71	0.89
50	Self-Control	104	3.71	0.89
51	Leads By Example	105	3.68	0.91
52	Providing Feedback	104	3.68	0.86
53	Reflective Thinking	104	3.68	0.86
54	Persistence	106	3.66	0.87
55	Training and Developing Others	102	3.66	0.88
56	Information Ordering	105	3.66	0.83
57	Selflessness	105	3.65	0.87
58	Verbal Reasoning	106	3.64	0.90
59	Self-Efficacy	106	3.63	0.85
60	Time Management	105	3.61	0.91
61	Even-Tempered	105	3.58	0.86
62	Improves the Organization	104	3.57	0.89
63	Cooperation	105	3.51	0.88
64	Memory	105	3.51	0.85
65	Inter-disciplinary Reasoning	105	3.51	0.91
66	Enforces Standards	105	3.51	0.90
67	Task Planning and Management	104	3.51	0.88
68	Commitment to Serve	106	3.49	0.91
69	Achievement Orientation	105	3.49	0.88
70	Innovative	106	3.47	0.87
71	Team Building	106	3.46	0.94
72	Team Development	106	3.45	0.92
73	Awareness of Cognitive Biases	105	3.45	0.89
74	Basic Computer Skills	106	3.42	0.92
75	Knowledge of Processes and Procedures	105	3.41	0.92
76	Interpersonal Tact	105	3.41	0.92
77	Team Orientation	106	3.39	0.92

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
78	Intellectual Efficiency	106	3.35	0.91
79	Team Planning	106	3.33	0.94
80	Army Self-Efficacy	105	3.33	0.92
81	Balances Mission and Welfare of Followers	100	3.32	0.91
82	Learning Orientation	104	3.30	0.88
83	Functional Area/Occupation-Specific Knowledge and Skill	105	3.28	0.98
84	Introspective	105	3.26	0.90
85	Humility	106	3.25	0.94
86	Organizational Perspective	105	3.24	0.95
87	Encourages Discourse	105	3.23	0.96
88	Warrior Ethos	103	3.23	1.00
89	Shared Leadership	105	3.18	0.97
90	Conflict Management	106	3.16	0.97
91	Coordinating Multiple Groups	105	3.16	0.99
92	Adjustment	105	3.13	0.95
93	Knowledge of System Inter-relations	105	3.12	0.94
94	Creates a Learning Environment	101	3.12	0.99
95	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	101	3.09	0.99
96	Peer Leadership	104	3.09	0.98
97	Monitoring	105	3.06	0.96
98	Improves Unit Performance	102	3.04	0.99
99	Empathy	105	3.00	1.00
100	Interpersonal Relationship Building	105	2.99	0.99
101	Project Manager	101	2.98	0.98
102	Motivating Others	105	2.97	1.03
103	Instructing	101	2.96	1.00
104	Non-Delinquency	106	2.95	0.99
105	Consensus Building	103	2.93	0.97
106	Troubleshooting	106	2.91	1.08
107	Assesses Development Needs of Others	100	2.90	1.03
108	Interest in Leadership	105	2.88	1.02
109	Consideration	105	2.83	0.99
110	Tolerance	105	2.83	1.03
111	Delegating	100	2.78	1.05
112	Recognizes and Rewards Good Performance	102	2.78	1.05
113	Perspective Taking	105	2.77	1.04
114	Specialized Expertise	103	2.75	1.15
115	Knowledge of Combined Arms Operations	101	2.75	1.05
116	Orderliness	106	2.73	1.04
117	Social Perceptiveness	104	2.72	1.06

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
118	Assertiveness	106	2.71	1.04
119	Evaluating Compliance	96	2.70	1.03
120	Enthusiasm	104	2.66	1.00
121	Optimism	106	2.65	1.04
122	Inspirational Leader	103	2.64	1.09
123	Resource Management	102	2.59	1.07
124	Affiliation	105	2.55	1.05
125	Assessing And Mitigating Harm	105	2.55	1.11
126	Process-Disciplined	97	2.54	1.07
127	Quantitative Reasoning	106	2.53	1.13
128	Curiosity	105	2.51	1.07
129	Investigative Interests	105	2.46	1.13
130	Technologically Adept	103	2.45	1.11
131	Proficiency with Mission Systems	102	2.44	1.16
132	Intercultural Communication	105	2.43	1.16
133	Encourages Fairness and Inclusiveness	104	2.43	1.17
134	Sociability	105	2.43	1.04
135	Working in Multidisciplinary Contexts	102	2.36	1.12
136	Quality Control Analysis	94	2.36	1.15
137	Prudent Risk-Taker	102	2.33	1.14
138	Knowledge Management	102	2.32	1.15
139	Safety Compliance	93	2.31	1.19
140	Interdisciplinary	104	2.29	1.13
141	Tolerance for Ambiguity	106	2.23	1.19
142	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	102	2.21	1.21
143	Perceptual Speed and Accuracy	102	2.15	1.16
144	Health and Fitness Orientation	100	2.14	1.07
145	Physical Coordination	81	2.10	1.13
146	Maintains Relevant Geopolitical Awareness	103	2.10	1.15
147	Autonomy	105	2.09	1.22
148	Basic Mathematics	104	2.07	1.20
149	Spatially Intelligent	103	2.03	1.24
150	Spatial Orientation	102	2.03	1.26
151	Financial Management	94	1.96	1.23
152	Realistic Interests	102	1.94	1.20
153	Pattern Recognition	103	1.92	1.25
154	Cultural/Interpersonal Adaptability	103	1.92	1.22
155	Social Interests	103	1.90	1.18
156	Spatial Visualization	102	1.88	1.28
157	Physically Fit	98	1.85	1.15

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
158	Balance	83	1.85	1.17
159	Physical Endurance	98	1.82	1.15
160	Conventional Interests	105	1.79	1.16
161	Control Precision	76	1.78	1.24
162	Response Orientation	102	1.77	1.30
163	Bodily-Kinesthetic	91	1.77	1.10
164	Cultural Awareness	101	1.76	1.28
165	Reaction Time	79	1.75	1.28
166	Enterprising Interests	103	1.74	1.20
167	Locus of Control	98	1.70	1.28
168	Information and Systems Security	93	1.65	1.27
169	Physical Strength	97	1.61	1.18
170	Mathematics Knowledge	99	1.59	1.23
171	Cross-Culturally Fluent	99	1.59	1.28
172	Mathematical Reasoning	97	1.55	1.25
173	Advanced Computer Skills	99	1.54	1.26
174	Working with the Public	97	1.54	1.29
175	Soldier Common Task Knowledge and Skills	98	1.50	1.31
176	Basic Mechanical Knowledge	68	1.45	1.35
177	Inspecting Equipment, Objects, Structures, or Materials	76	1.44	1.36
178	Mechanically and Technologically Savvy	78	1.43	1.36
179	General Science	90	1.42	1.29
180	Cyber Knowledge	94	1.42	1.27
181	Basic Electronics Knowledge	77	1.36	1.34
182	Mechanical Comprehension	71	1.34	1.35
183	Science methods	88	1.27	1.35
184	Data Science	81	1.14	1.38
185	Innovating Technology	72	1.12	1.48
186	Machine/Equipment Installation	62	1.06	1.39
187	Swimming	58	0.97	1.15
188	Auto and Shop Information	55	0.93	1.43
189	Advanced Mathematics	86	0.86	1.35
190	Artistic Interests	94	0.85	1.26
191	Systems Architecture and Engineering	62	0.82	1.55
192	Language Learning Ability	93	0.81	1.52
193	Software Development	56	0.70	1.45
194	Database Programming and Engineering	63	0.66	1.52
195	Web Development	57	0.65	1.41
196	Hostility to Authority	55	0.64	1.60
197	Attention Seeking	73	0.56	1.26
198	Machiavellianism	52	0.54	1.63

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.

Appendix E

WARRANT OFFICER MOS GROUPINGS KSB IMPORTANCE RATINGS

Note: The following appendix contains KSB ratings by WO MOS groupings that were identified as sharing similar job requirements. Table 1 contains complete list of WO MOS groupings reported in Appendix E.

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

WO MOS Clusters

MOS	<i>n</i> (% of total)	<i>MOS Cluster Total</i> (% of total)
120A - Construction Engineering Technician	39 (3.7%)	56 (5.3%)
125D - Geospatial Engineering Technician	17 (1.6%)	
131A - Field Artillery Technician	28 (2.6%)	28 (2.6%)
140A - Air Defense Command and Control Systems Integrator	12 (1.1%)	24 (2.3%)
140K - Air and Missile Defense Systems Tactician	6 (0.6%)	
140L - Air and Missile Defense Systems Technician	6 (0.6%)	
150A - Air Traffic Control Technician	9 (0.8%)	9 (0.8%)
150U - Unmanned Aircraft Systems Operations Technician	30 (2.8%)	46 (4.3%)
151A - Aviation Maintenance Technician	16 (1.5%)	
152-154 - Rotary Wing Aviator	222 (20.8%)	235 (22.1%)
152-155 - Fixed Wing Aviator	13 (1.2%)	
180A - Special Forces Warrant Officer	19 (1.8%)	19 (1.8%)
255A - Information Systems Technician/255Z - Senior Information Systems Technician	37 (3.5%)	79 (7.4%)
255N - Network Systems Technician	27 (2.5%)	
255S - Information Protection Technician	15 (1.4%)	
311A - CID Special Agent	32 (3%)	126 (11.8%)
350F - All Source Intelligence Technician	42 (3.9%)	
350G - Geospatial Intelligence Imagery Technician	15 (1.4%)	
351L - Counterintelligence Technician	21 (2%)	
351M - Human Intelligence Collection Technician	10 (0.9%)	
351Z - Attaché Intelligence Operations Technician	1 (0.1%)	
352N - Signals Intelligence Analysis Technician	26 (2.4%)	
352S - Signals Collection Technician	3 (0.3%)	
353T - Military Intelligence Systems Maintenance/Integration Technician	8 (0.8%)	
420A - Human Resources Technician	54 (5.1%)	54 (5.1%)
420C - Army Music Bandmaster	6 (0.6%)	6 (0.6%)
640A - Veterinary Services Food Safety Officer	13 (1.2%)	13 (1.2%)
670A - Health Services Maintenance Technician	11 (1%)	11 (1%)
880A - Marine Deck Officer	2 (0.2%)	21 (2.0%)
881A - Marine Engineering Officer	4 (0.4%)	
882A - Mobility Officer	15 (1.4%)	

890A - Ammunition Warrant Officer	20 (1.9%)	20 (1.9%)
913A - Armament Systems Maintenance	5 (0.5%)	48 (4.5%)
948B - Electronic Systems Maintenance Technician/948E – Senior Technician	27 (2.5%)	
948D - Electronic Missile Systems Maintenance Technician	16 (1.5%)	
914A - Allied Trades Warrant Officer	8 (0.8%)	111 (10.4%)
915A - Automotive Maintenance/915E - Senior Automotive Maintenance	93 (8.7%)	
919A - Engineer Equipment Maintenance	10 (0.9%)	
920A - Property Accounting Technician	42 (3.9%)	69 (6.5%)
920B - Supply Systems Technician	23 (2.2%)	
923A - Petroleum Systems Technician	4 (0.4%)	
922A - Food Service Technician	20 (1.9%)	20 (1.9%)
Total	1,065 (100%)	1,065 (100%)

Note: Several MOS Means/SDs are not reported separately due to low response rates in concert with a lack of sufficient agreement among raters evaluating KSB importance. WO MOS with insufficient data include 170A - Cyber Warfare Technicians, 170D - Cyber Capabilities Developer Technicians, 170B - Electronic Warfare Technicians, 270A - Legal Administrator Warrant Officers, 740A - Chemical, Biological, Radiological and Nuclear (CBRN) Technicians, and 921A - Airdrop Systems Technicians.

Table E2*120 – Engineering WO MOS Cluster (120A, 120D) KSB Importance Ratings*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Dependability	56	4.98	0.64
2	Problem Solver	56	4.83	0.67
3	Self-Management	56	4.83	0.65
4	Detail-Focused and Precise	55	4.77	0.66
5	Sound Judgement	56	4.76	0.66
6	Mental Agility	56	4.64	0.66
7	Army Values	56	4.62	0.69
8	Adaptability	55	4.58	0.71
9	Attentiveness	56	4.57	0.65
10	Time Management	56	4.48	0.74
11	Initiative	55	4.42	0.74
12	Analytical Thinking	56	4.36	0.74
13	Critical Thinking	55	4.34	0.74
14	Communicator	56	4.34	0.74
15	Situational Awareness	56	4.30	0.73
16	Task Planning and Management	56	4.30	0.73
17	Discipline	56	4.29	0.72
18	Analyzes and Organizes Information to Create Knowledge	56	4.29	0.73
19	Self-Control	55	4.26	0.72
20	Creative Problem Solving and Innovation	55	4.25	0.76
21	Active Learning	56	4.20	0.75
22	Training and Developing Others	55	4.20	0.76
23	Active Listening	56	4.19	0.75
24	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	55	4.17	0.75
25	Processes Information and Data	55	4.14	0.81
26	Military And Professional Bearing	56	4.12	0.77
27	Structured Problem Solving	56	4.12	0.77
28	Decision Making	56	4.11	0.77
29	Mentoring	55	4.11	0.78
30	Communication Ability	56	4.10	0.81
31	Leads By Example	54	4.08	0.78
32	MOS/Branch-Specific Knowledge and Skill	53	4.06	0.82
33	Improves the Organization	54	4.06	0.77
34	General Cognitive Aptitude	56	4.06	0.80
35	Innovative	56	4.05	0.80
36	Achievement Orientation	56	4.01	0.78
37	Commitment to Serve	55	4.00	0.79
38	Learning Orientation	56	4.00	0.77
39	Resilience	56	4.00	0.76
40	Quality Control Analysis	54	3.99	0.79
41	Creates a Learning Environment	55	3.99	0.78

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Cognitive Flexibility	53	3.97	0.80
43	Basic Computer Skills	56	3.87	0.87
44	Army Self-Efficacy	56	3.85	0.80
45	Verbal Reasoning	56	3.85	0.78
46	Emotional Control	56	3.85	0.79
47	Cooperation	56	3.85	0.81
48	Multi-Tasking	56	3.85	0.81
49	Written Communication	56	3.84	0.87
50	Coordination	55	3.83	0.80
51	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	54	3.81	0.82
52	Analyze Data or Information	56	3.81	0.86
53	Cooperation/Teamwork	56	3.79	0.85
54	Warrior Ethos/Service Ethos	56	3.78	0.84
55	Coordinating Multiple Groups	55	3.76	0.85
56	Functional Area/Occupation-Specific Knowledge and Skill	54	3.76	0.86
57	Stress Tolerance	55	3.76	0.84
58	Intellectual Efficiency	55	3.76	0.84
59	Organizational Perspective	54	3.73	0.83
60	Information Ordering	56	3.72	0.87
61	Reading Comprehension	56	3.72	0.91
62	Persistence	56	3.71	0.86
63	Conflict Management	56	3.71	0.82
64	Interpersonal Tact	55	3.71	0.80
65	Oral Communication Skill	55	3.70	0.87
66	Quantitative Reasoning	55	3.69	0.86
67	Enforces Standards	55	3.69	0.85
68	Non-Delinquency	55	3.69	0.87
69	Evaluating Compliance	54	3.69	0.81
70	Reflective Thinking	56	3.67	0.81
71	Troubleshooting	56	3.66	0.89
72	Balances Mission and Welfare of Followers	53	3.62	0.81
73	Sustains a Climate of Trust	55	3.62	0.87
74	Process-Disciplined	56	3.61	0.82
75	Self-Efficacy	56	3.57	0.88
76	Virtue	56	3.57	0.89
77	Providing Feedback	55	3.55	0.90
78	Team Building	55	3.55	0.88
79	Motivating Others	54	3.53	0.89
80	Tolerance	56	3.53	0.85
81	Unstructured Problem Solving	56	3.51	0.92
82	Humility	56	3.50	0.84
83	Perspective Taking	55	3.41	0.84
84	Introspective	55	3.41	0.87
85	Orderliness	56	3.38	0.92
86	Consensus Building	55	3.37	0.86

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Even-Tempered	56	3.37	0.88
88	Assesses Developmental Needs of Others	55	3.37	0.93
89	Interdisciplinary Reasoning	55	3.36	0.94
90	Team Development	55	3.36	0.94
91	Improves Unit Performance	54	3.35	0.92
92	Curiosity	56	3.34	0.91
93	Team Orientation	54	3.34	0.94
94	Oral and Nonverbal Comprehension	56	3.32	0.95
95	Shared Leadership	53	3.32	0.93
96	Specialized Expertise	53	3.31	0.97
97	Social Perceptiveness	55	3.30	0.87
98	Focus	55	3.30	0.97
99	Team Planning	55	3.29	0.96
100	Selflessness	55	3.22	0.94
101	Encourages Fairness and Inclusiveness	55	3.22	0.94
102	Systems Thinking	56	3.20	0.99
103	Enthusiasm	55	3.18	0.93
104	Adjustment	55	3.18	0.91
105	Inspirational Leader	54	3.16	0.98
106	Project Manager	56	3.16	1.04
107	Resource Management	56	3.16	0.99
108	Perceptive	55	3.13	0.99
109	Warrior Ethos	54	3.13	0.97
110	Instructing	55	3.01	1.04
111	Working in Multidisciplinary Contexts	56	2.99	0.97
112	Encourages Discourse	56	2.98	1.00
113	Optimism	56	2.97	0.99
114	Peer Leadership	54	2.96	1.02
115	Awareness of Cognitive Biases	55	2.95	0.99
116	Assertiveness	56	2.95	1.03
117	Problem Sensitivity	56	2.94	1.06
118	Safety Compliance	52	2.94	1.05
119	Monitoring	55	2.89	1.04
120	Interdisciplinary	54	2.89	0.97
121	Prudent Risk-Taker	55	2.88	0.97
122	Strategic Thinking	56	2.88	1.08
123	Knowledge of Processes and Procedures	55	2.88	1.05
124	Recognizes and Rewards Good Performance	54	2.86	1.05
125	Spatially Intelligent	56	2.86	1.05
126	Sociability	55	2.85	0.94
127	Memory	56	2.84	1.01
128	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	56	2.83	0.96
129	Assessing And Mitigating Harm	54	2.83	1.05
130	Technologically Adept	53	2.81	1.05
131	Affiliation	56	2.80	0.97

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Interpersonal Relationship Building	55	2.78	1.01
133	Intercultural Communication	56	2.77	1.05
134	Knowledge Management	54	2.75	1.08
135	Consideration	56	2.71	1.01
136	Spatial Visualization	56	2.61	1.14
137	Spatial Orientation	56	2.58	1.13
138	Empathy	56	2.57	1.10
139	Realistic Interests	54	2.56	1.10
140	Knowledge of System Inter-Relations	56	2.53	1.12
141	Interest in Leadership	56	2.52	1.13
142	Social Interests	56	2.51	1.06
143	Investigative Interests	55	2.46	1.14
144	Cultural Awareness	54	2.43	1.10
145	Cultural/ Interpersonal Adaptability	54	2.43	1.11
146	Delegating	54	2.39	1.17
147	Tolerance for Ambiguity	54	2.39	1.15
148	Autonomy	53	2.37	1.21
149	Locus of Control	53	2.36	1.13
150	Basic Mathematics	55	2.35	1.19
151	Health and Fitness Orientation	54	2.31	1.06
152	Cross-Culturally Fluent	53	2.31	1.05
153	Maintains Relevant Geopolitical Awareness	54	2.28	1.11
154	Knowledge of Combined Arms Operations	53	2.26	1.13
155	Pattern Recognition	56	2.23	1.15
156	Mathematical Reasoning	53	2.21	1.20
157	Mechanically and Technologically Savvy	46	2.19	1.09
158	Basic Mechanical Knowledge	46	2.15	1.11
159	Inspecting Equipment, Objects, Structures, or Materials	50	2.12	1.22
160	Perceptual Speed And Accuracy	55	2.11	1.21
161	Mathematics Knowledge	54	2.04	1.23
162	Physical Coordination	48	2.03	1.11
163	Proficiency with Mission Systems	52	2.01	1.25
164	Physically Fit	52	1.99	1.12
165	Response Orientation	52	1.98	1.21
166	Working with the Public	55	1.90	1.27
167	Reaction Time	47	1.86	1.17
168	Physical Endurance	53	1.82	1.20
169	Control Precision	46	1.80	1.20
170	Mechanical Comprehension	48	1.79	1.22
171	Advanced Computer Skills	54	1.78	1.27
172	Enterprising Interests	54	1.77	1.27
173	Balance	50	1.73	1.21
174	Conventional Interests	54	1.69	1.27
175	General Science	54	1.67	1.34
176	Information and Systems Security	49	1.67	1.32

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Cyber Knowledge	48	1.65	1.26
178	Machine/Equipment Installation	47	1.62	1.26
179	Physical Strength	53	1.61	1.24
180	Science methods	54	1.57	1.38
181	Basic Electronics Knowledge	46	1.56	1.30
182	Financial Management	50	1.56	1.36
183	Bodily-Kinesthetic	53	1.55	1.25
184	Auto and Shop Information	38	1.41	1.28
185	Advanced Mathematics	53	1.40	1.36
186	Soldier Common Task Knowledge and Skills	48	1.37	1.39
187	Data Science	44	1.34	1.45
188	Systems Architecture and Engineering	41	1.23	1.48
189	Innovating Technology	47	1.16	1.47
190	Language Learning Ability	51	1.06	1.39
191	Web Development	38	0.92	1.50
192	Artistic Interests	49	0.85	1.49
193	Database Programming and Engineering	42	0.85	1.62
194	Swimming	32	0.79	1.37
195	Software Development	39	0.72	1.58
196	Hostility to Authority	42	0.70	1.63
197	Machiavellianism	36	0.70	1.61
198	Attention Seeking	47	0.58	1.48

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 inversing standard deviation and multiplying by original mean value.

Table E3*Field Artillery Technician (131A) KSB Importance Ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Self-Management	28	5.25	0.56
2	Critical Thinking	28	5.09	0.57
3	Knowledge of Combined Arms Operations	28	5.04	0.58
4	Analytical Thinking	28	4.98	0.58
5	Problem Solver	28	4.88	0.63
6	Focus	28	4.86	0.57
7	Adaptability	28	4.77	0.64
8	Proficiency with Mission Systems	27	4.72	0.64
9	MOS/Branch-Specific Knowledge and Skill	28	4.70	0.72
10	Dependability	28	4.69	0.63
11	Processes Information and Data	28	4.69	0.63
12	Self-Control	28	4.69	0.63
13	Systems Thinking	27	4.67	0.64
14	Active Learning	28	4.65	0.63
15	Analyze Data or Information	28	4.65	0.63
16	Sound Judgement	28	4.65	0.63
17	Specialized Expertise	26	4.64	0.70
18	Mental Agility	28	4.63	0.62
19	Attentiveness	28	4.63	0.62
20	Knowledge of Processes and Procedures	28	4.63	0.69
21	Oral Communication Skill	28	4.57	0.69
22	Communicator	27	4.52	0.70
23	Knowledge of System Inter-Relations	28	4.52	0.69
24	Creative Problem Solving and Innovation	28	4.44	0.68
25	Initiative	28	4.44	0.68
26	General Cognitive Aptitude	28	4.44	0.68
27	Written Communication	28	4.42	0.67
28	Resilience	27	4.39	0.67
29	Learning Orientation	27	4.38	0.64
30	Cooperation/Teamwork	28	4.31	0.74
31	Communication Ability	28	4.31	0.74
32	Stress Tolerance	27	4.30	0.75
33	Reading Comprehension	28	4.28	0.74
34	Analyzes and Organizes Information to Create Knowledge	28	4.28	0.74
35	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	27	4.27	0.75
36	Coordination	28	4.26	0.73
37	Structured Problem Solving	28	4.26	0.73
38	Interdisciplinary Reasoning	28	4.24	0.72
39	Achievement Orientation	28	4.09	0.69
40	Unstructured Problem Solving	28	4.07	0.76
41	Situational Awareness	28	4.06	0.84

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Improves the Organization	28	4.06	0.72
43	Cognitive Flexibility	28	4.06	0.72
44	Army Values	28	4.06	0.75
45	Memory	28	4.05	0.74
46	Self-Efficacy	27	4.02	0.75
47	Strategic Thinking	28	3.96	0.83
48	Military And Professional Bearing	28	3.96	0.83
49	Multi-Tasking	28	3.94	0.83
50	Detail-Focused and Precise	28	3.92	0.82
51	Functional Area/Occupation-Specific Knowledge and Skill	27	3.91	0.84
52	Project Manager	28	3.91	0.76
53	Basic Computer Skills	28	3.91	0.77
54	Commitment to Serve	28	3.89	0.79
55	Persistence	28	3.89	0.79
56	Verbal Reasoning	28	3.89	0.79
57	Time Management	28	3.81	0.88
58	Perceptive	28	3.79	0.77
59	Innovative	28	3.79	0.77
60	Interpersonal Tact	28	3.78	0.79
61	Emotional Control	28	3.77	0.86
62	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	28	3.76	0.80
63	Active Listening	28	3.76	0.84
64	Troubleshooting	28	3.76	0.82
65	Discipline	28	3.76	0.82
66	Leads By Example	28	3.76	0.82
67	Intellectual Efficiency	28	3.76	0.82
68	Team Planning	28	3.75	0.83
69	Interdisciplinary	27	3.73	0.87
70	Improves Unit Performance	28	3.67	0.79
71	Organizational Perspective	28	3.64	0.81
72	Team Orientation	28	3.64	0.81
73	Team Building	28	3.63	0.83
74	Even-Tempered	28	3.63	0.83
75	Task Planning and Management	28	3.62	0.85
76	Army Self-Efficacy	28	3.62	0.89
77	Team Development	28	3.62	0.86
78	Spatially Intelligent	28	3.62	0.86
79	Sustains a Climate of Trust	27	3.59	0.83
80	Encourages Discourse	28	3.51	0.86
81	Orderliness	28	3.51	0.86
82	Instructing	27	3.50	0.83
83	Problem Sensitivity	28	3.50	0.95
84	Creates a Learning Environment	27	3.48	0.85
85	Oral and Nonverbal Comprehension	28	3.48	0.89
86	Quantitative Reasoning	28	3.48	0.91

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Providing Feedback	28	3.42	0.86
88	Mentoring	28	3.40	0.88
89	Warrior Ethos/Service Ethos	28	3.38	0.90
90	Awareness of Cognitive Biases	28	3.37	0.92
91	Information Ordering	28	3.35	0.93
92	Perceptual Speed And Accuracy	27	3.35	0.90
93	Curiosity	28	3.35	0.86
94	Decision Making	28	3.35	0.86
95	Motivating Others	28	3.35	0.86
96	Training and Developing Others	27	3.32	0.93
97	Pattern Recognition	27	3.32	0.93
98	Perspective Taking	28	3.29	0.85
99	Spatial Orientation	28	3.25	0.94
100	Coordinating Multiple Groups	28	3.23	1.00
101	Interpersonal Relationship Building	28	3.17	0.89
102	Reflective Thinking	28	3.16	0.96
103	Technologically Adept	26	3.11	0.94
104	Introspective	28	3.09	0.91
105	Peer Leadership	27	3.08	0.89
106	Spatial Visualization	27	3.07	1.01
107	Working in Multidisciplinary Contexts	27	3.06	1.05
108	Shared Leadership	27	3.03	0.92
109	Adjustment	28	3.01	1.03
110	Virtue	28	2.99	0.98
111	Assessing And Mitigating Harm	26	2.91	1.06
112	Knowledge Management	27	2.89	0.94
113	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	26	2.86	0.98
114	Assertiveness	28	2.84	1.05
115	Tolerance for Ambiguity	28	2.84	1.01
116	Optimism	28	2.74	1.01
117	Resource Management	28	2.73	1.04
118	Enthusiasm	28	2.73	0.98
119	Selflessness	28	2.73	0.98
120	Affiliation	28	2.68	0.96
121	Warrior Ethos	28	2.67	1.01
122	Autonomy	27	2.63	1.16
123	Delegating	27	2.62	1.03
124	Investigative Interests	28	2.58	1.12
125	Realistic Interests	27	2.56	1.01
126	Conflict Management	28	2.54	1.08
127	Tolerance	28	2.54	1.08
128	Locus of Control	27	2.53	1.01
129	Cooperation	27	2.50	1.11
130	Conventional Interests	27	2.45	1.01
131	Inspirational Leader	28	2.44	1.07

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Interest in Leadership	27	2.43	1.05
133	Intercultural Communication	27	2.38	1.13
134	Prudent Risk-Taker	27	2.33	1.12
135	Assesses Developmental Needs of Others	26	2.32	1.10
136	Balances Mission and Welfare of Followers	26	2.32	1.10
137	Enforces Standards	26	2.31	1.19
138	Sociability	28	2.31	1.10
139	Non-Delinquency	28	2.30	1.15
140	Basic Mathematics	25	2.29	1.12
141	Monitoring	27	2.29	1.14
142	Humility	28	2.22	1.14
143	Consensus Building	28	2.22	1.18
144	Encourages Fairness and Inclusiveness	27	2.13	1.24
145	Social Perceptiveness	28	2.07	1.17
146	Recognizes and Rewards Good Performance	28	2.06	1.13
147	Advanced Computer Skills	27	2.04	1.15
148	Cyber Knowledge	26	2.01	1.12
149	Response Orientation	27	1.99	1.25
150	Process-Disciplined	24	1.96	1.22
151	Enterprising Interests	27	1.92	1.18
152	Social Interests	27	1.89	1.22
153	Empathy	28	1.85	1.26
154	Consideration	28	1.79	1.21
155	Physical Endurance	27	1.78	1.09
156	Science methods	24	1.73	1.22
157	Quality Control Analysis	23	1.68	1.24
158	Maintains Relevant Geopolitical Awareness	27	1.65	1.31
159	Physical Strength	26	1.63	1.12
160	Information and Systems Security	23	1.61	1.29
161	Data Science	23	1.60	1.34
162	General Science	26	1.54	1.28
163	Physically Fit	27	1.52	1.22
164	Evaluating Compliance	24	1.50	1.25
165	Systems Architecture and Engineering	21	1.48	1.34
166	Health and Fitness Orientation	26	1.47	1.27
167	Mathematics Knowledge	25	1.42	1.31
168	Mathematical Reasoning	25	1.38	1.41
169	Basic Electronics Knowledge	20	1.37	1.24
170	Soldier Common Task Knowledge and Skills	26	1.34	1.35
171	Cultural/ Interpersonal Adaptability	27	1.34	1.32
172	Safety Compliance	22	1.30	1.38
173	Control Precision	24	1.28	1.29
174	Bodily-Kinesthetic	26	1.27	1.23
175	Financial Management	19	1.16	1.43
176	Cross-Culturally Fluent	27	1.15	1.33

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Cultural Awareness	27	1.13	1.41
178	Basic Mechanical Knowledge	17	1.10	1.28
179	Balance	24	1.09	1.40
180	Physical Coordination	24	1.07	1.39
181	Advanced Mathematics	24	1.05	1.37
182	Reaction Time	25	1.02	1.42
183	Mechanically and Technologically Savvy	20	0.95	1.42
184	Language Learning Ability	26	0.90	1.52
185	Artistic Interests	23	0.88	1.44
186	Innovating Technology	21	0.88	1.59
187	Mechanical Comprehension	19	0.87	1.39
188	Working with the Public	24	0.87	1.47
189	Inspecting Equipment, Objects, Structures, or Materials	16	0.82	1.50
190	Machine/Equipment Installation	16	0.72	1.36
191	Swimming	16	0.71	0.73
192	Database Programming and Engineering	19	0.68	1.62
193	Web Development	21	0.67	1.49
194	Software Development	20	0.66	1.49
195	Hostility to Authority	21	0.65	1.60
196	Machiavellianism	21	0.63	1.62
197	Auto and Shop Information	14	0.62	1.33
198	Attention Seeking	26	0.59	1.49

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 standard deviation and multiplying by original mean value.

Table E4*140 – Air Defense Systems WO MOS Cluster (140A, 140K, 140L) KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Self-Management	24	4.57	0.65
2	Critical Thinking	24	4.43	0.72
3	Problem Sensitivity	24	4.39	0.72
4	Systems Thinking	24	4.39	0.72
5	Detail-Focused and Precise	24	4.36	0.71
6	Knowledge of System Inter-Relations	24	4.16	0.77
7	MOS/Branch-Specific Knowledge and Skill	24	4.13	0.83
8	General Cognitive Aptitude	24	4.13	0.76
9	Reading Comprehension	24	4.10	0.74
10	Troubleshooting	24	4.04	0.83
11	Problem Solver	24	4.00	0.83
12	Creative Problem Solving and Innovation	24	4.00	0.83
13	Functional Area/Occupation-Specific Knowledge and Skill	24	4.00	0.83
14	Strategic Thinking	24	3.93	0.81
15	Analytical Thinking	24	3.93	0.81
16	Adaptability	24	3.86	0.88
17	Unstructured Problem Solving	24	3.86	0.88
18	Cognitive Flexibility	24	3.83	0.88
19	Sound Judgement	24	3.75	0.86
20	Initiative	24	3.75	0.83
21	Attentiveness	23	3.70	0.85
22	Basic Computer Skills	24	3.66	0.93
23	Proficiency with Mission Systems	24	3.59	0.91
24	Coordination	24	3.59	0.91
25	Processes Information and Data	24	3.58	0.88
26	Army Self-Efficacy	24	3.57	0.78
27	Time Management	24	3.45	0.96
28	Mental Agility	24	3.45	0.96
29	Dependability	24	3.44	0.96
30	Self-Efficacy	24	3.43	0.93
31	Written Communication	24	3.43	0.93
32	Persistence	24	3.43	0.93
33	Analyzes and Organizes Information to Create Knowledge	24	3.43	0.93
34	Task Planning and Management	23	3.39	0.97
35	Situational Awareness	23	3.37	0.94
36	Communication Ability	24	3.30	0.93
37	Analyze Data or Information	24	3.29	1.00
38	Army Values	24	3.29	0.96
39	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	23	3.25	0.95
40	Improves the Organization	23	3.23	0.97
41	Training and Developing Others	23	3.23	1.01

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
42	Specialized Expertise	23	3.22	0.98
43	Team Planning	24	3.20	0.93
44	Communicator	24	3.18	0.96
45	Knowledge of Processes and Procedures	24	3.16	0.97
46	Autonomy	24	3.16	0.97
47	Tolerance for Ambiguity	24	3.16	0.99
48	Cooperation/Teamwork	24	3.16	0.99
49	Innovative	24	3.14	0.99
50	Balances Mission and Welfare of Followers	23	3.11	0.98
51	Stress Tolerance	23	3.09	1.06
52	Instructing	23	3.09	1.01
53	Sustains a Climate of Trust	23	3.08	1.04
54	Encourages Discourse	23	3.06	0.95
55	Structured Problem Solving	24	3.04	1.00
56	Learning Orientation	24	3.02	1.02
57	Coordinating Multiple Groups	24	3.02	1.04
58	Verbal Reasoning	24	3.02	1.04
59	Working in Multidisciplinary Contexts	23	3.01	0.94
60	Resilience	23	2.97	1.11
61	Creates a Learning Environment	23	2.94	1.07
62	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	24	2.93	1.02
63	Oral Communication Skill	24	2.93	1.02
64	Providing Feedback	24	2.91	1.04
65	Oral and Nonverbal Comprehension	24	2.90	0.99
66	Decision Making	24	2.90	1.06
67	Perceptive	24	2.89	0.99
68	Active Learning	24	2.89	1.08
69	Interdisciplinary Reasoning	24	2.88	1.09
70	Delegating	23	2.84	1.07
71	Interdisciplinary	23	2.82	0.94
72	Reflective Thinking	24	2.81	1.01
73	Mentoring	23	2.81	1.11
74	Discipline	24	2.79	1.08
75	Military And Professional Bearing	24	2.77	1.12
76	Team Orientation	24	2.74	1.06
77	Assesses Developmental Needs of Others	23	2.74	1.09
78	Active Listening	24	2.73	1.02
79	Team Building	24	2.71	1.08
80	Curiosity	24	2.71	1.08
81	Commitment to Serve	24	2.71	1.08
82	Memory	24	2.71	1.00
83	Team Development	24	2.69	1.10
84	Warrior Ethos/Service Ethos	24	2.69	1.10
85	Quantitative Reasoning	24	2.67	1.12
86	Virtue	24	2.66	1.08

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
87	Information Ordering	24	2.65	1.08
88	Multi-Tasking	24	2.63	1.10
89	Shared Leadership	23	2.62	1.13
90	Technologically Adept	23	2.62	1.13
91	Monitoring	24	2.60	1.12
92	Spatially Intelligent	24	2.60	1.04
93	Improves Unit Performance	23	2.56	1.19
94	Leads By Example	24	2.55	1.16
95	Safety Compliance	24	2.55	1.07
96	Even-Tempered	23	2.55	1.13
97	Focus	23	2.55	1.13
98	Interest in Leadership	23	2.54	1.09
99	Motivating Others	24	2.51	1.14
100	Organizational Perspective	24	2.51	1.14
101	Inspirational Leader	23	2.51	1.11
102	Orderliness	24	2.49	1.08
103	Recognizes and Rewards Good Performance	23	2.48	1.10
104	Achievement Orientation	22	2.47	1.15
105	Intellectual Efficiency	24	2.44	1.20
106	Enforces Standards	24	2.42	1.21
107	Prudent Risk-Taker	23	2.42	1.11
108	Interpersonal Tact	24	2.41	1.18
109	Interpersonal Relationship Building	24	2.38	1.12
110	Awareness of Cognitive Biases	24	2.38	1.10
111	Knowledge of Combined Arms Operations	24	2.38	1.20
112	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	24	2.38	1.20
113	Basic Electronics Knowledge	22	2.36	1.06
114	Warrior Ethos	24	2.33	1.19
115	Conventional Interests	24	2.31	1.01
116	Project Manager	24	2.31	1.26
117	Emotional Control	24	2.30	1.21
118	Consensus Building	24	2.29	1.18
119	Adjustment	23	2.26	1.18
120	Enthusiasm	24	2.24	1.06
121	Realistic Interests	23	2.24	1.08
122	Conflict Management	24	2.23	1.19
123	Investigative Interests	24	2.22	1.17
124	Cooperation	24	2.22	1.14
125	Evaluating Compliance	24	2.21	1.10
126	Introspective	24	2.18	1.17
127	Assessing And Mitigating Harm	24	2.15	1.24
128	Tolerance	24	2.15	1.24
129	Selflessness	24	2.13	1.23
130	Encourages Fairness and Inclusiveness	24	2.09	1.25
131	Peer Leadership	23	2.08	1.30

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
132	Intercultural Communication	23	2.06	1.20
133	Social Interests	24	2.05	1.14
134	Process-Disciplined	24	2.05	1.18
135	Self-Control	24	2.04	1.26
136	Spatial Orientation	24	2.03	1.24
137	Social Perceptiveness	24	2.03	1.24
138	Non-Delinquency	24	1.97	1.17
139	Optimism	23	1.95	1.27
140	Affiliation	23	1.94	1.13
141	Assertiveness	24	1.94	1.25
142	Cyber Knowledge	22	1.92	1.17
143	Perceptual Speed And Accuracy	23	1.92	1.20
144	Perspective Taking	24	1.91	1.25
145	Quality Control Analysis	23	1.90	1.19
146	Pattern Recognition	24	1.88	1.21
147	Knowledge Management	23	1.88	1.36
148	Resource Management	24	1.86	1.34
149	General Science	22	1.86	1.11
150	Cultural/ Interpersonal Adaptability	22	1.81	1.20
151	Basic Mathematics	22	1.80	1.19
152	Sociability	24	1.74	1.23
153	Spatial Visualization	24	1.68	1.35
154	Science methods	22	1.64	1.10
155	Advanced Computer Skills	21	1.61	1.32
156	Physical Coordination	20	1.61	1.11
157	Response Orientation	22	1.61	1.33
158	Humility	24	1.60	1.35
159	Balance	20	1.56	1.08
160	Innovating Technology	17	1.56	1.29
161	Cultural Awareness	21	1.55	1.24
162	Basic Mechanical Knowledge	22	1.55	1.17
163	Physically Fit	20	1.53	1.05
164	Health and Fitness Orientation	21	1.51	0.98
165	Mathematical Reasoning	22	1.49	1.18
166	Inspecting Equipment, Objects, Structures, or Materials	21	1.47	1.30
167	Consideration	23	1.46	1.36
168	Soldier Common Task Knowledge and Skills	23	1.44	1.28
169	Artistic Interests	19	1.44	1.02
170	Maintains Relevant Geopolitical Awareness	23	1.44	1.31
171	Bodily-Kinesthetic	19	1.42	1.07
172	Machine/Equipment Installation	19	1.42	1.29
173	Financial Management	19	1.40	1.20
174	Control Precision	20	1.38	1.21
175	Mathematics Knowledge	22	1.37	1.14
176	Systems Architecture and Engineering	18	1.34	1.35

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
177	Mechanical Comprehension	18	1.31	1.26
178	Physical Strength	20	1.31	1.10
179	Locus of Control	23	1.28	1.50
180	Reaction Time	20	1.28	1.31
181	Working with the Public	19	1.27	1.33
182	Empathy	23	1.26	1.47
183	Physical Endurance	21	1.25	1.21
184	Cross-Culturally Fluent	22	1.18	1.32
185	Data Science	18	1.18	1.39
186	Language Learning Ability	20	1.17	1.33
187	Mechanically and Technologically Savvy	22	1.16	1.44
188	Information and Systems Security	23	1.10	1.51
189	Enterprising Interests	24	1.07	1.44
190	Software Development	16	0.93	1.12
191	Database Programming and Engineering	15	0.87	1.35
192	Web Development	15	0.81	0.88
193	Advanced Mathematics	22	0.81	1.20
194	Auto and Shop Information	17	0.79	1.33
195	Attention Seeking	20	0.53	1.29
196	Hostility to Authority	16	0.40	1.77
197	Swimming	11	0.39	0.92
198	Machiavellianism	15	0.27	1.81

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 standard deviation and multiplying by original mean value.

Table E5*150A - Air Traffic Control Technician KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Dependability	9	5.89	0.44
2	Communication Ability	9	5.89	0.44
3	Self-Management	9	5.89	0.44
4	Strategic Thinking	9	5.89	0.44
5	Sound Judgement	8	5.76	0.46
6	Multi-Tasking	9	5.24	0.53
7	Cognitive Flexibility	9	5.24	0.53
8	Active Learning	9	5.07	0.53
9	Mental Agility	9	5.07	0.53
10	Troubleshooting	9	4.75	0.71
11	General Cognitive Aptitude	9	4.54	0.73
12	MOS/Branch-Specific Knowledge and Skill	9	4.38	0.73
13	Initiative	9	4.38	0.73
14	Reading Comprehension	9	4.38	0.73
15	Communicator	9	4.38	0.73
16	Active Listening	9	4.38	0.73
17	Systems Thinking	9	4.38	0.73
18	Problem Sensitivity	9	4.38	0.73
19	Memory	9	4.35	0.60
20	Oral Communication Skill	9	4.31	0.71
21	Problem Solver	9	4.31	0.71
22	Creative Problem Solving and Innovation	9	4.31	0.71
23	Shared Leadership	9	4.29	0.67
24	Autonomy	9	4.29	0.67
25	Discipline	9	4.29	0.67
26	Detail-Focused and Precise	9	4.29	0.67
27	Analytical Thinking	9	3.98	0.88
28	Introspective	9	3.88	0.71
29	Attentiveness	9	3.88	0.71
30	Even-Tempered	9	3.88	0.71
31	Humility	9	3.88	0.71
32	Situational Awareness	9	3.85	0.88
33	Unstructured Problem Solving	9	3.85	0.88
34	Emotional Control	9	3.79	0.78
35	Training and Developing Others	9	3.78	0.87
36	Written Communication	9	3.78	0.87
37	Analyze Data or Information	9	3.78	0.87
38	Structured Problem Solving	9	3.78	0.87
39	Analyzes and Organizes Information to Create Knowledge	9	3.78	0.87
40	Processes Information and Data	9	3.78	0.87
41	Knowledge of System Inter-Relations	9	3.76	0.83
42	Knowledge of Processes and Procedures	9	3.76	0.83
43	Spatially Intelligent	9	3.76	0.83

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
44	Warrior Ethos	8	3.62	0.89
45	Military And Professional Bearing	9	3.40	0.87
46	Achievement Orientation	9	3.40	0.87
47	Innovative	9	3.40	0.87
48	Self-Control	9	3.33	0.93
49	Oral and Nonverbal Comprehension	9	3.33	0.93
50	Information Ordering	9	3.33	0.93
51	Functional Area/Occupation-Specific Knowledge and Skill	9	3.33	1.00
52	Decision Making	9	3.33	1.00
53	Assessing And Mitigating Harm	9	3.31	0.97
54	Specialized Expertise	9	3.31	0.97
55	Spatial Visualization	9	3.31	0.97
56	Peer Leadership	9	3.10	0.93
57	Evaluating Compliance	9	3.10	0.93
58	Optimism	8	3.06	0.89
59	Orderliness	9	3.03	0.87
60	Selflessness	9	3.03	0.87
61	Leads By Example	9	3.00	1.00
62	Safety Compliance	9	3.00	1.00
63	Process-Disciplined	9	3.00	1.00
64	Cooperation	9	3.00	1.00
65	Critical Thinking	9	2.99	1.13
66	Sustains a Climate of Trust	9	2.94	1.05
67	Providing Feedback	9	2.94	1.05
68	Basic Computer Skills	9	2.94	1.05
69	Resilience	9	2.94	1.05
70	Perceptive	9	2.94	1.05
71	Time Management	9	2.92	1.09
72	Assertiveness	9	2.86	0.88
73	Resource Management	9	2.86	0.97
74	Stress Tolerance	9	2.86	0.97
75	Consideration	9	2.86	0.97
76	Focus	9	2.86	0.97
77	Physical Strength	7	2.80	0.69
78	Interdisciplinary Reasoning	8	2.79	1.07
79	Proficiency with Mission Systems	9	2.73	1.05
80	Learning Orientation	9	2.73	1.05
81	Empathy	9	2.73	1.05
82	Quantitative Reasoning	9	2.73	1.05
83	Task Planning and Management	9	2.73	1.05
84	Commitment to Serve	9	2.73	1.05
85	Army Self-Efficacy	9	2.73	1.05
86	Realistic Interests	9	2.73	1.05
87	Persistence	9	2.67	1.00
88	Knowledge of Combined Arms Operations	9	2.65	1.12
89	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	9	2.65	1.12

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
90	Adaptability	9	2.65	1.12
91	Virtue	9	2.65	1.12
92	Reflective Thinking	9	2.65	1.12
93	Warrior Ethos/Service Ethos	9	2.65	1.12
94	Army Values	9	2.65	1.12
95	Verbal Reasoning	9	2.57	1.20
96	Monitoring	9	2.52	1.01
97	Sociability	9	2.52	1.01
98	Improves Unit Performance	9	2.52	1.09
99	Delegating	9	2.52	1.09
100	Recognizes and Rewards Good Performance	8	2.47	1.06
101	Creates a Learning Environment	9	2.41	1.17
102	Improves the Organization	9	2.41	1.17
103	Quality Control Analysis	9	2.41	1.17
104	Technologically Adept	9	2.41	1.17
105	Awareness of Cognitive Biases	9	2.41	1.17
106	Advanced Computer Skills	9	2.41	1.01
107	Working in Multidisciplinary Contexts	9	2.35	1.12
108	Coordination	9	2.33	1.23
109	Encourages Fairness and Inclusiveness	8	2.30	1.17
110	Intercultural Communication	9	2.28	0.97
111	Mentoring	9	2.27	1.27
112	Cooperation/Teamwork	9	2.27	1.27
113	Locus of Control	9	2.23	1.13
114	Perceptual Speed And Accuracy	9	2.23	1.13
115	Non-Delinquency	9	2.22	1.20
116	Enforces Standards	9	2.12	1.13
117	Interdisciplinary	9	2.12	1.13
118	Self-Efficacy	9	2.12	1.13
119	Enterprising Interests	9	2.12	1.13
120	Adjustment	9	2.12	1.13
121	Organizational Perspective	9	2.11	1.27
122	Team Development	9	2.11	1.27
123	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	9	2.11	1.27
124	Intellectual Efficiency	9	2.07	1.23
125	Curiosity	9	2.07	1.23
126	Affiliation	9	2.07	1.23
127	Project Manager	9	2.03	1.32
128	Interpersonal Tact	9	2.03	1.32
129	Interpersonal Relationship Building	9	2.03	1.32
130	Working with the Public	8	2.01	1.20
131	Perspective Taking	9	1.98	1.36
132	Interest in Leadership	9	1.96	1.24
133	Prudent Risk-Taker	9	1.96	1.24
134	Pattern Recognition	9	1.96	1.24
135	Coordinating Multiple Groups	9	1.94	1.30

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
136	Team Building	9	1.94	1.30
137	Conflict Management	9	1.94	1.30
138	Cultural/ Interpersonal Adaptability	8	1.88	1.17
139	Cultural Awareness	8	1.88	1.17
140	Instructing	9	1.86	1.24
141	Tolerance	9	1.86	1.24
142	Physical Endurance	8	1.86	1.13
143	Motivating Others	9	1.81	1.32
144	Cyber Knowledge	9	1.81	1.23
145	Conventional Interests	9	1.77	1.20
146	Spatial Orientation	9	1.76	1.41
147	General Science	7	1.73	0.79
148	Balances Mission and Welfare of Followers	9	1.71	1.33
149	Investigative Interests	9	1.63	1.33
150	Enthusiasm	9	1.63	1.33
151	Information and Systems Security	9	1.63	1.33
152	Inspirational Leader	9	1.58	1.32
153	Team Orientation	9	1.56	1.41
154	Maintains Relevant Geopolitical Awareness	9	1.55	1.23
155	Response Orientation	9	1.54	1.27
156	Health and Fitness Orientation	8	1.53	1.06
157	Social Perceptiveness	9	1.50	1.50
158	Reaction Time	8	1.50	0.92
159	Physical Coordination	8	1.50	0.92
160	Team Planning	9	1.44	1.48
161	Physically Fit	8	1.41	1.41
162	Consensus Building	9	1.41	1.42
163	Knowledge Management	9	1.41	1.42
164	Encourages Discourse	9	1.41	1.42
165	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	9	1.37	1.41
166	Bodily-Kinesthetic	7	1.35	0.95
167	Assesses Developmental Needs of Others	9	1.35	1.39
168	Control Precision	8	1.21	1.04
169	Machiavellianism	7	1.19	1.51
170	Hostility to Authority	7	1.19	1.51
171	Inspecting Equipment, Objects, Structures, or Materials	7	1.18	0.82
172	Tolerance for Ambiguity	8	1.18	1.51
173	Cross-Culturally Fluent	8	1.15	1.46
174	Soldier Common Task Knowledge and Skills	9	1.15	1.45
175	Mechanically and Technologically Savvy	7	1.14	1.11
176	Basic Electronics Knowledge	7	1.13	0.69
177	Mechanical Comprehension	7	1.13	0.69
178	Balance	8	1.12	1.19
179	Machine/Equipment Installation	6	1.11	0.89
180	Innovating Technology	8	1.07	1.39
181	Basic Mechanical Knowledge	6	1.04	0.75

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
182	Social Interests	9	1.00	1.59
183	Science methods	7	1.00	1.00
184	Auto and Shop Information	5	0.93	0.84
185	Basic Mathematics	8	0.90	1.28
186	Web Development	8	0.88	1.41
187	Mathematical Reasoning	7	0.86	1.40
188	Financial Management	8	0.84	1.55
189	Mathematics Knowledge	7	0.80	1.38
190	Database Programming and Engineering	7	0.77	1.51
191	Data Science	7	0.77	1.51
192	Software Development	8	0.76	1.39
193	Advanced Mathematics	7	0.69	0.79
194	Artistic Interests	9	0.67	1.50
195	Systems Architecture and Engineering	8	0.41	1.81
196	Swimming	4	0.38	0.50
197	Language Learning Ability	9	0.37	1.33
198	Attention Seeking	7	0.37	1.68

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 inversing standard deviation and multiplying by original mean value.

Table E6*150 Aviation Technician WO Cluster (160U, 151A) KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Creative Problem Solving and Innovation	45	5.06	0.61
2	Dependability	46	4.61	0.69
3	Decision Making	46	4.60	0.65
4	Sound Judgement	46	4.58	0.69
5	Self-Management	46	4.58	0.69
6	Mental Agility	46	4.50	0.69
7	Enforces Standards	44	4.24	0.76
8	Active Learning	46	4.20	0.71
9	Critical Thinking	46	4.13	0.77
10	Analytical Thinking	46	4.12	0.76
11	Initiative	46	4.00	0.78
12	Stress Tolerance	45	3.99	0.79
13	Problem Solver	46	3.96	0.86
14	Structured Problem Solving	46	3.94	0.82
15	Attentiveness	46	3.91	0.76
16	General Cognitive Aptitude	46	3.91	0.80
17	Adaptability	46	3.87	0.85
18	Communication Ability	46	3.86	0.85
19	Communicator	46	3.85	0.85
20	Sustains a Climate of Trust	45	3.84	0.86
21	Analyze Data or Information	46	3.82	0.83
22	Analyzes and Organizes Information to Create Knowledge	46	3.82	0.82
23	Multi-Tasking	46	3.76	0.87
24	Learning Orientation	46	3.75	0.80
25	Reading Comprehension	46	3.74	0.87
26	Problem Sensitivity	46	3.74	0.86
27	Detail-Focused and Precise	46	3.74	0.86
28	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	45	3.70	0.86
29	Discipline	46	3.65	0.83
30	Active Listening	46	3.65	0.87
31	Innovative	46	3.65	0.84
32	Time Management	45	3.62	0.88
33	Virtue	46	3.59	0.84
34	Project Manager	46	3.57	0.91
35	Perceptive	46	3.57	0.86
36	Army Values	46	3.57	0.89
37	Cognitive Flexibility	46	3.57	0.90
38	Systems Thinking	45	3.55	0.92

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
39	Assertiveness	45	3.52	0.83
40	Cooperation	46	3.50	0.88
41	Task Planning and Management	46	3.49	0.94
42	Military And Professional Bearing	46	3.49	0.93
43	Coordination	46	3.49	0.91
44	Strategic Thinking	45	3.49	0.95
45	Team Development	45	3.47	0.89
46	Intellectual Efficiency	46	3.44	0.88
47	Balances Mission and Welfare of Followers	44	3.43	0.92
48	Oral Communication Skill	46	3.42	0.96
49	Unstructured Problem Solving	46	3.42	0.96
50	Self-Control	45	3.41	0.88
51	Cooperation/Teamwork	46	3.35	0.92
52	Team Building	46	3.35	0.92
53	Team Planning	46	3.35	0.92
54	Resilience	46	3.34	0.96
55	Functional Area/Occupation-Specific Knowledge and Skill	46	3.34	0.93
56	Team Orientation	46	3.29	0.92
57	Army Self-Efficacy	46	3.28	0.94
58	Delegating	45	3.27	0.92
59	MOS/Branch-Specific Knowledge and Skill	46	3.26	0.98
60	Situational Awareness	46	3.26	0.98
61	Processes Information and Data	46	3.26	0.99
62	Troubleshooting	46	3.26	0.97
63	Organizational Perspective	45	3.26	0.93
64	Emotional Control	45	3.26	0.94
65	Providing Feedback	45	3.25	0.95
66	Warrior Ethos/Service Ethos	46	3.22	0.95
67	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	46	3.22	0.95
68	Persistence	46	3.21	0.96
69	Improves the Organization	46	3.21	0.96
70	Leads By Example	46	3.20	0.97
71	Reflective Thinking	46	3.20	0.97
72	Written Communication	46	3.19	0.98
73	Selflessness	46	3.17	0.94
74	Oral and Nonverbal Comprehension	46	3.16	0.95
75	Self-Efficacy	46	3.16	0.95
76	Quality Control Analysis	45	3.16	0.99
77	Awareness of Cognitive Biases	45	3.14	0.95
78	Monitoring	45	3.11	0.98
79	Improves Unit Performance	45	3.09	1.03
80	Shared Leadership	46	3.09	0.94

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
81	Knowledge of System Inter-Relations	46	3.09	0.94
82	Curiosity	46	3.08	0.92
83	Verbal Reasoning	46	3.08	0.99
84	Adjustment	46	3.07	0.95
85	Interdisciplinary Reasoning	46	3.07	1.01
86	Knowledge of Processes and Procedures	46	3.03	0.99
87	Autonomy	45	3.03	1.03
88	Process-Disciplined	46	3.02	1.00
89	Focus	46	3.00	0.98
90	Evaluating Compliance	45	2.98	1.02
91	Even-Tempered	45	2.94	0.98
92	Encourages Discourse	45	2.94	0.98
93	Warrior Ethos	44	2.94	1.04
94	Training and Developing Others	46	2.93	1.06
95	Consensus Building	46	2.92	0.96
96	Motivating Others	45	2.92	1.03
97	Instructing	44	2.92	1.06
98	Mentoring	46	2.92	1.09
99	Resource Management	46	2.89	1.04
100	Humility	46	2.80	1.05
101	Interest in Leadership	45	2.78	1.02
102	Affiliation	45	2.77	0.99
103	Assessing And Mitigating Harm	46	2.72	1.06
104	Recognizes and Rewards Good Performance	45	2.71	1.09
105	Interdisciplinary	43	2.69	0.96
106	Safety Compliance	46	2.69	1.12
107	Consideration	46	2.67	0.99
108	Orderliness	45	2.66	1.07
109	Basic Computer Skills	45	2.64	1.08
110	Memory	45	2.63	1.05
111	Introspective	46	2.63	1.10
112	Tolerance	46	2.62	1.03
113	Achievement Orientation	46	2.61	1.13
114	Empathy	43	2.59	1.11
115	Knowledge of Combined Arms Operations	45	2.59	1.12
116	Encourages Fairness and Inclusiveness	44	2.59	1.13
117	Enthusiasm	45	2.58	1.04
118	Peer Leadership	45	2.57	1.07
119	Inspirational Leader	46	2.54	1.10
120	Interpersonal Relationship Building	46	2.54	1.07
121	Interpersonal Tact	46	2.52	1.12
122	Optimism	46	2.52	1.09

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
123	Proficiency with Mission Systems	45	2.51	1.09
124	Perspective Taking	46	2.51	1.07
125	Mechanically and Technologically Savvy	41	2.47	0.97
126	Quantitative Reasoning	45	2.45	1.11
127	Assesses Developmental Needs of Others	46	2.43	1.18
128	Information Ordering	46	2.43	1.12
129	Creates a Learning Environment	46	2.40	1.22
130	Commitment to Serve	46	2.40	1.18
131	Conflict Management	46	2.39	1.10
132	Financial Management	40	2.37	1.06
133	Working in Multidisciplinary Contexts	42	2.35	1.13
134	Basic Mathematics	42	2.34	1.07
135	Tolerance for Ambiguity	43	2.30	1.21
136	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	42	2.29	1.14
137	Investigative Interests	44	2.26	1.16
138	Social Perceptiveness	45	2.24	1.15
139	Mechanical Comprehension	42	2.23	1.06
140	Specialized Expertise	44	2.19	1.23
141	Spatially Intelligent	46	2.16	1.13
142	Pattern Recognition	43	2.15	1.14
143	Coordinating Multiple Groups	46	2.15	1.25
144	Maintains Relevant Geopolitical Awareness	42	2.13	1.10
145	Spatial Visualization	45	2.10	1.11
146	Sociability	46	2.08	1.12
147	Inspecting Equipment, Objects, Structures, or Materials	40	2.05	1.15
148	Basic Mechanical Knowledge	42	2.05	1.07
149	Realistic Interests	44	2.04	1.15
150	Knowledge Management	42	2.03	1.19
151	Non-Delinquency	46	2.01	1.25
152	Basic Electronics Knowledge	43	2.00	1.00
153	Prudent Risk-Taker	44	1.98	1.26
154	Physically Fit	44	1.98	1.01
155	Spatial Orientation	44	1.97	1.16
156	Locus of Control	45	1.93	1.22
157	Intercultural Communication	45	1.92	1.27
158	Mathematical Reasoning	40	1.89	1.12
159	Perceptual Speed And Accuracy	44	1.87	1.20
160	Enterprising Interests	44	1.86	1.19
161	Health and Fitness Orientation	44	1.85	1.03
162	Cultural/ Interpersonal Adaptability	43	1.84	1.17
163	Machine/Equipment Installation	37	1.81	1.18
164	General Science	42	1.79	1.10

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
165	Physical Endurance	44	1.77	1.05
166	Mathematics Knowledge	41	1.77	1.09
167	Technologically Adept	43	1.75	1.28
168	Bodily-Kinesthetic	41	1.74	1.06
169	Information and Systems Security	40	1.71	1.22
170	Cyber Knowledge	39	1.71	1.19
171	Control Precision	38	1.68	1.11
172	Social Interests	45	1.68	1.23
173	Physical Coordination	38	1.68	1.17
174	Reaction Time	38	1.67	1.15
175	Physical Strength	44	1.61	1.08
176	Auto and Shop Information	38	1.59	1.16
177	Soldier Common Task Knowledge and Skills	45	1.59	1.21
178	Conventional Interests	44	1.56	1.23
179	Response Orientation	44	1.55	1.35
180	Balance	37	1.54	1.13
181	Advanced Computer Skills	42	1.54	1.23
182	Cultural Awareness	44	1.52	1.26
183	Science methods	37	1.43	1.19
184	Working with the Public	39	1.37	1.30
185	Cross-Culturally Fluent	41	1.29	1.34
186	Systems Architecture and Engineering	31	1.22	1.31
187	Innovating Technology	36	1.16	1.45
188	Advanced Mathematics	36	0.93	1.31
189	Swimming	26	0.85	1.03
190	Data Science	34	0.81	1.50
191	Language Learning Ability	40	0.78	1.56
192	Artistic Interests	41	0.75	1.28
193	Hostility to Authority	35	0.73	1.60
194	Software Development	28	0.69	1.42
195	Attention Seeking	38	0.68	1.36
196	Machiavellianism	34	0.67	1.54
197	Database Programming and Engineering	26	0.63	1.52
198	Web Development	26	0.60	1.37

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 standard deviation and multiplying by original mean value.

Table E7*152-155 – Rotary and Fixed Wing Aviator KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Sound Judgement	233	5.48	0.54
2	Decision Making	232	4.66	0.70
3	Focus	230	4.61	0.70
4	Situational Awareness	232	4.51	0.76
5	Attentiveness	231	4.47	0.71
6	Mental Agility	232	4.41	0.73
7	Dependability	233	4.36	0.74
8	Stress Tolerance	232	4.30	0.75
9	Detail-Focused and Precise	233	4.23	0.74
10	Problem Sensitivity	232	4.12	0.79
11	General Cognitive Aptitude	232	4.07	0.79
12	Critical Thinking	233	4.06	0.79
13	Self-Management	233	4.03	0.80
14	Processes Information and Data	233	4.02	0.82
15	Communication Ability	233	3.88	0.82
16	Multi-Tasking	233	3.88	0.86
17	MOS/Branch-Specific Knowledge and Skill	232	3.84	0.89
18	Cognitive Flexibility	231	3.81	0.86
19	Adaptability	233	3.73	0.86
20	Creative Problem Solving and Innovation	231	3.72	0.87
21	Troubleshooting	233	3.68	0.87
22	Time Management	229	3.67	0.89
23	Spatial Orientation	231	3.66	0.96
24	Problem Solver	233	3.66	0.86
25	Analyzes and Organizes Information to Create Knowledge	232	3.66	0.85
26	Active Learning	234	3.64	0.86
27	Information Ordering	231	3.62	0.86
28	Communicator	232	3.62	0.89
29	Discipline	233	3.62	0.88
30	Spatial Visualization	231	3.56	0.97
31	Spatially Intelligent	231	3.55	0.97
32	Analytical Thinking	233	3.52	0.90
33	Emotional Control	234	3.52	0.88
34	Assessing And Mitigating Harm	232	3.50	0.94
35	Sustains a Climate of Trust	224	3.50	0.94
36	Reading Comprehension	233	3.49	0.92
37	Oral Communication Skill	233	3.48	0.92
38	Initiative	232	3.48	0.89
39	Memory	233	3.48	0.90
40	Self-Control	232	3.48	0.91
41	Unstructured Problem Solving	232	3.47	0.91

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Coordination	232	3.43	0.90
43	Training and Developing Others	226	3.41	0.93
44	Analyze Data or Information	233	3.40	0.92
45	Cooperation/Teamwork	233	3.40	0.92
46	Resilience	234	3.40	0.94
47	Perceptive	233	3.37	0.93
48	Structured Problem Solving	233	3.32	0.92
49	Active Listening	233	3.30	0.92
50	Functional Area/Occupation-Specific Knowledge and Skill	231	3.30	0.98
51	Perceptual Speed And Accuracy	228	3.26	0.98
52	Task Planning and Management	229	3.25	0.93
53	Creates a Learning Environment	226	3.22	0.95
54	Persistence	232	3.18	0.94
55	Even-Tempered	233	3.17	0.95
56	Systems Thinking	233	3.16	0.99
57	Instructing	226	3.13	0.99
58	Proficiency with Mission Systems	229	3.13	1.04
59	Verbal Reasoning	233	3.11	0.96
60	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	232	3.07	0.99
61	Mentoring	226	3.07	1.00
62	Self-Efficacy	233	3.06	0.96
63	Providing Feedback	229	3.05	0.99
64	Response Orientation	231	3.01	1.05
65	Learning Orientation	232	3.00	0.98
66	Improves Unit Performance	227	3.00	1.00
67	Team Planning	233	2.98	1.00
68	Oral and Nonverbal Comprehension	234	2.98	1.01
69	Enforces Standards	228	2.98	1.05
70	Adjustment	232	2.95	0.96
71	Cooperation	232	2.94	0.99
72	Intellectual Efficiency	233	2.94	0.97
73	Reflective Thinking	232	2.90	1.02
74	Leads By Example	229	2.89	1.04
75	Virtue	232	2.86	1.04
76	Specialized Expertise	231	2.85	1.12
77	Improves the Organization	228	2.82	1.01
78	Team Orientation	233	2.81	1.03
79	Balances Mission and Welfare of Followers	220	2.80	1.03
80	Interdisciplinary Reasoning	232	2.79	1.06
81	Reaction Time	219	2.78	1.13
82	Strategic Thinking	234	2.77	1.07
83	Monitoring	230	2.76	1.03
84	Team Development	233	2.75	1.04
85	Achievement Orientation	232	2.72	1.04
86	Delegating	225	2.69	1.03

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Team Building	233	2.68	1.06
88	Safety Compliance	227	2.67	1.12
89	Conflict Management	233	2.60	1.03
90	Interpersonal Tact	230	2.60	1.02
91	Peer Leadership	227	2.59	1.05
92	Control Precision	219	2.59	1.17
93	Coordinating Multiple Groups	231	2.58	1.08
94	Physical Coordination	220	2.58	1.15
95	Assertiveness	232	2.57	1.06
96	Non-Delinquency	229	2.56	1.08
97	Process-Disciplined	226	2.55	1.09
98	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	225	2.54	1.07
99	Selflessness	231	2.53	1.08
100	Project Manager	226	2.52	1.07
101	Knowledge of Processes and Procedures	229	2.51	1.09
102	Recognizes and Rewards Good Performance	220	2.51	1.07
103	Orderliness	230	2.50	1.06
104	Introspective	230	2.49	1.06
105	Encourages Discourse	232	2.49	1.12
106	Army Values	229	2.49	1.13
107	Assesses Developmental Needs of Others	220	2.48	1.09
108	Army Self-Efficacy	230	2.47	1.08
109	Resource Management	224	2.47	1.09
110	Innovative	233	2.46	1.06
111	Quantitative Reasoning	232	2.45	1.14
112	Awareness of Cognitive Biases	230	2.42	1.13
113	Knowledge of System Inter-Relations	227	2.42	1.05
114	Basic Computer Skills	231	2.41	1.08
115	Autonomy	230	2.39	1.16
116	Shared Leadership	227	2.39	1.09
117	Basic Mathematics	222	2.38	1.11
118	Warrior Ethos	223	2.37	1.14
119	Interpersonal Relationship Building	230	2.36	1.04
120	Humility	230	2.36	1.13
121	Organizational Perspective	227	2.34	1.09
122	Motivating Others	228	2.33	1.11
123	Written Communication	230	2.33	1.18
124	Curiosity	229	2.30	1.07
125	Basic Mechanical Knowledge	216	2.30	1.02
126	Warrior Ethos/Service Ethos	228	2.28	1.16
127	Perspective Taking	228	2.27	1.07
128	Evaluating Compliance	227	2.26	1.15
129	Prudent Risk-Taker	228	2.26	1.17
130	Optimism	227	2.25	1.10
131	Pattern Recognition	233	2.23	1.18

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Inspecting Equipment, Objects, Structures, or Materials	216	2.19	1.14
133	Consideration	228	2.19	1.07
134	Enthusiasm	229	2.19	1.07
135	Tolerance	225	2.15	1.13
136	Inspirational Leader	226	2.12	1.10
137	Consensus Building	225	2.08	1.10
138	Commitment to Serve	227	2.05	1.18
139	Empathy	225	2.04	1.09
140	Locus of Control	227	2.02	1.17
141	Affiliation	230	2.02	1.11
142	Military And Professional Bearing	231	2.02	1.23
143	Knowledge of Combined Arms Operations	227	2.00	1.22
144	Social Perceptiveness	226	1.98	1.13
145	Mechanical Comprehension	219	1.94	1.17
146	Quality Control Analysis	224	1.93	1.26
147	Mechanically and Technologically Savvy	217	1.93	1.17
148	Basic Electronics Knowledge	210	1.93	1.06
149	Balance	218	1.92	1.21
150	Encourages Fairness and Inclusiveness	222	1.91	1.20
151	General Science	215	1.85	1.14
152	Mathematics Knowledge	211	1.83	1.07
153	Mathematical Reasoning	211	1.80	1.13
154	Realistic Interests	225	1.80	1.21
155	Interdisciplinary	218	1.80	1.15
156	Sociability	227	1.80	1.16
157	Investigative Interests	224	1.79	1.22
158	Tolerance for Ambiguity	231	1.79	1.26
159	Technologically Adept	217	1.75	1.20
160	Interest in Leadership	224	1.75	1.16
161	Health and Fitness Orientation	222	1.75	1.14
162	Working in Multidisciplinary Contexts	219	1.70	1.19
163	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	217	1.70	1.20
164	Maintains Relevant Geopolitical Awareness	214	1.69	1.16
165	Physical Endurance	223	1.65	1.16
166	Physically Fit	224	1.61	1.20
167	Bodily-Kinesthetic	220	1.59	1.17
168	Intercultural Communication	227	1.59	1.31
169	Financial Management	201	1.50	1.21
170	Science methods	204	1.49	1.16
171	Physical Strength	222	1.41	1.17
172	Soldier Common Task Knowledge and Skills	221	1.40	1.26
173	Knowledge Management	202	1.38	1.34
174	Cultural Awareness	212	1.36	1.15
175	Social Interests	223	1.35	1.19
176	Cultural/ Interpersonal Adaptability	210	1.31	1.22

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Conventional Interests	222	1.30	1.15
178	Swimming	185	1.27	0.98
179	Auto and Shop Information	165	1.27	1.19
180	Advanced Computer Skills	205	1.26	1.07
181	Working with the Public	208	1.19	1.23
182	Cross-Culturally Fluent	203	1.13	1.17
183	Enterprising Interests	217	1.13	1.24
184	Information and Systems Security	183	1.11	1.20
185	Machine/Equipment Installation	177	1.07	1.26
186	Cyber Knowledge	169	1.05	1.12
187	Advanced Mathematics	187	0.97	1.12
188	Hostility to Authority	177	0.85	1.39
189	Language Learning Ability	193	0.82	1.49
190	Innovating Technology	141	0.81	1.33
191	Data Science	124	0.79	1.16
192	Artistic Interests	186	0.68	1.13
193	Machiavellianism	153	0.68	1.43
194	Systems Architecture and Engineering	116	0.65	1.19
195	Attention Seeking	197	0.58	1.33
196	Database Programming and Engineering	115	0.57	1.00
197	Software Development	110	0.52	0.90
198	Web Development	102	0.44	0.89

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 standard deviation and multiplying by original mean value.

Table E8*180A – Special Forces WO KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Critical Thinking	19	5.22	0.58
2	Sound Judgement	19	5.09	0.60
3	Cognitive Flexibility	19	5.09	0.60
4	Mental Agility	19	4.99	0.61
5	Communication Ability	19	4.90	0.61
6	Problem Sensitivity	19	4.90	0.61
7	Persistence	19	4.82	0.61
8	Active Listening	19	4.76	0.61
9	Focus	19	4.76	0.61
10	Oral Communication Skill	19	4.68	0.69
11	Problem Solver	19	4.68	0.69
12	Creative Problem Solving and Innovation	19	4.68	0.69
13	Decision Making	19	4.60	0.70
14	Physically Fit	18	4.53	0.71
15	Dependability	19	4.52	0.70
16	Written Communication	19	4.52	0.70
17	Time Management	19	4.52	0.70
18	Unstructured Problem Solving	19	4.47	0.69
19	Task Planning and Management	19	4.43	0.68
20	Leads By Example	19	4.43	0.68
21	Initiative	18	4.41	0.70
22	Discipline	19	4.41	0.67
23	Perceptive	19	4.41	0.67
24	Attentiveness	19	4.41	0.67
25	MOS/Branch-Specific Knowledge and Skill	19	4.33	0.77
26	Communicator	19	4.26	0.77
27	Stress Tolerance	18	4.25	0.79
28	Oral and Nonverbal Comprehension	19	4.21	0.77
29	Strategic Thinking	19	4.15	0.75
30	Active Learning	19	4.15	0.69
31	Coordination	19	4.15	0.69
32	Structured Problem Solving	19	4.13	0.71
33	Analyzes and Organizes Information to Create Knowledge	19	4.13	0.71
34	Team Planning	19	4.13	0.73
35	Physical Endurance	18	4.08	0.73
36	Analytical Thinking	19	3.97	0.84
37	Cooperation/Teamwork	19	3.93	0.74
38	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	19	3.90	0.77
39	Training and Developing Others	19	3.89	0.79
40	Detail-Focused and Precise	19	3.89	0.79
41	Reflective Thinking	19	3.89	0.79

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Multi-Tasking	19	3.89	0.81
43	Mentoring	19	3.89	0.81
44	Team Development	19	3.89	0.81
45	Knowledge of Combined Arms Operations	19	3.89	0.81
46	Reading Comprehension	19	3.89	0.81
47	Physical Strength	18	3.85	0.79
48	Self-Management	19	3.80	0.91
49	Sustains a Climate of Trust	19	3.70	0.89
50	Self-Control	19	3.68	0.83
51	Project Manager	19	3.68	0.86
52	Team Building	19	3.68	0.86
53	Awareness of Cognitive Biases	19	3.68	0.86
54	Processes Information and Data	19	3.68	0.86
55	Introspective	18	3.63	0.83
56	Health and Fitness Orientation	18	3.62	0.86
57	Humility	19	3.55	0.82
58	Even-Tempered	18	3.52	0.80
59	Situational Awareness	19	3.52	0.96
60	Interdisciplinary Reasoning	19	3.51	0.85
61	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	19	3.50	0.95
62	Analyze Data or Information	19	3.48	0.90
63	General Cognitive Aptitude	19	3.48	0.90
64	Military And Professional Bearing	18	3.48	0.84
65	Resilience	19	3.48	0.93
66	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	19	3.47	0.92
67	Maintains Relevant Geopolitical Awareness	19	3.47	0.92
68	Verbal Reasoning	19	3.47	0.92
69	Reaction Time	17	3.45	0.83
70	Creates a Learning Environment	18	3.42	0.90
71	Self-Efficacy	18	3.42	0.90
72	Team Orientation	19	3.35	0.88
73	Assesses Developmental Needs of Others	19	3.32	0.91
74	Providing Feedback	19	3.32	0.91
75	Emotional Control	19	3.32	0.91
76	Virtue	19	3.32	0.91
77	Physical Coordination	18	3.31	0.81
78	Army Self-Efficacy	18	3.31	0.87
79	Organizational Perspective	19	3.31	0.94
80	Specialized Expertise	19	3.29	0.99
81	Army Values	18	3.28	0.91
82	Shared Leadership	18	3.25	0.94
83	Learning Orientation	18	3.23	0.86
84	Assertiveness	18	3.23	0.71
85	Prudent Risk-Taker	18	3.22	0.99

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
86	Adaptability	18	3.21	1.00
87	Basic Computer Skills	19	3.17	0.94
88	Improves Unit Performance	19	3.14	0.97
89	Enforces Standards	19	3.13	0.90
90	Coordinating Multiple Groups	19	3.13	0.90
91	Intercultural Communication	19	3.13	0.99
92	Encourages Discourse	18	3.12	0.94
93	Functional Area/Occupation-Specific Knowledge and Skill	19	3.11	1.03
94	Achievement Orientation	19	3.09	0.87
95	Cooperation	19	3.07	0.94
96	Sociability	18	3.04	0.79
97	Knowledge of System Inter-Relations	19	2.99	0.89
98	Warrior Ethos	19	2.97	1.03
99	Interpersonal Tact	19	2.97	1.03
100	Knowledge of Processes and Procedures	19	2.96	0.96
101	Improves the Organization	19	2.96	1.05
102	Innovative	18	2.95	1.00
103	Warrior Ethos/Service Ethos	18	2.91	1.03
104	Motivating Others	19	2.87	1.03
105	Selflessness	19	2.87	1.03
106	Intellectual Efficiency	18	2.87	0.99
107	Troubleshooting	19	2.86	0.98
108	Systems Thinking	19	2.84	1.05
109	Information Ordering	19	2.84	1.05
110	Perspective Taking	19	2.84	1.05
111	Interpersonal Relationship Building	19	2.84	1.05
112	Tolerance for Ambiguity	18	2.78	1.06
113	Tolerance	18	2.77	1.00
114	Inspirational Leader	19	2.76	0.99
115	Investigative Interests	18	2.76	0.92
116	Delegating	19	2.75	1.05
117	Social Perceptiveness	19	2.72	1.08
118	Curiosity	18	2.71	1.04
119	Adjustment	19	2.70	1.03
120	Safety Compliance	18	2.67	1.02
121	Balance	18	2.66	0.98
122	Commitment to Serve	18	2.66	1.08
123	Cultural/ Interpersonal Adaptability	19	2.64	1.15
124	Cultural Awareness	19	2.63	1.17
125	Empathy	18	2.59	1.03
126	Control Precision	17	2.58	1.00
127	Resource Management	19	2.57	1.13
128	Peer Leadership	19	2.56	1.08
129	Memory	19	2.56	1.08
130	Interest in Leadership	18	2.51	1.04

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
131	Balances Mission and Welfare of Followers	19	2.50	1.12
132	Monitoring	19	2.47	1.10
133	Spatial Orientation	19	2.46	1.07
134	Perceptual Speed And Accuracy	18	2.44	0.98
135	Cross-Culturally Fluent	18	2.44	1.19
136	Spatial Visualization	17	2.42	1.06
137	Proficiency with Mission Systems	19	2.42	1.13
138	Interdisciplinary	19	2.42	1.13
139	Realistic Interests	18	2.38	0.96
140	Assessing And Mitigating Harm	19	2.37	1.22
141	Enthusiasm	18	2.32	0.87
142	Spatially Intelligent	18	2.30	1.14
143	Optimism	19	2.29	1.07
144	Affiliation	19	2.29	1.07
145	Conflict Management	19	2.28	1.18
146	Working in Multidisciplinary Contexts	19	2.28	1.18
147	Orderliness	19	2.25	1.07
148	Information and Systems Security	17	2.25	0.69
149	Locus of Control	16	2.24	1.15
150	Recognizes and Rewards Good Performance	18	2.23	1.18
151	Pattern Recognition	18	2.20	1.10
152	Financial Management	19	2.20	1.17
153	Technologically Adept	19	2.19	1.06
154	Non-Delinquency	19	2.16	1.12
155	Evaluating Compliance	19	2.14	1.03
156	Quality Control Analysis	18	2.13	1.09
157	Instructing	19	2.08	1.24
158	Knowledge Management	17	2.06	1.22
159	Consideration	19	2.01	1.17
160	Process-Disciplined	18	1.99	1.13
161	Language Learning Ability	19	1.98	1.17
162	Bodily-Kinesthetic	18	1.97	1.27
163	Encourages Fairness and Inclusiveness	18	1.97	1.27
164	Social Interests	17	1.88	1.11
165	Cyber Knowledge	18	1.83	0.91
166	Soldier Common Task Knowledge and Skills	19	1.82	1.26
167	Quantitative Reasoning	18	1.76	1.30
168	Response Orientation	18	1.63	1.25
169	Autonomy	18	1.62	1.41
170	Basic Mathematics	19	1.61	1.15
171	General Science	16	1.60	1.15
172	Working with the Public	17	1.60	1.32
173	Consensus Building	19	1.60	1.24
174	Enterprising Interests	18	1.56	1.15
175	Swimming	18	1.53	1.24

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
176	Advanced Computer Skills	17	1.50	0.94
177	Innovating Technology	16	1.39	1.15
178	Science methods	17	1.37	1.27
179	Conventional Interests	18	1.36	1.19
180	Mechanically and Technologically Savvy	17	1.31	0.99
181	Mathematical Reasoning	16	1.30	1.20
182	Mechanical Comprehension	16	1.30	0.91
183	Mathematics Knowledge	16	1.17	1.07
184	Basic Mechanical Knowledge	15	1.16	0.85
185	Data Science	13	1.13	0.95
186	Basic Electronics Knowledge	14	1.09	0.83
187	Systems Architecture and Engineering	12	1.05	0.95
188	Inspecting Equipment, Objects, Structures, or Materials	15	1.00	1.00
189	Machine/Equipment Installation	12	0.88	0.94
190	Web Development	12	0.85	0.87
191	Artistic Interests	16	0.83	0.98
192	Auto and Shop Information	11	0.76	0.81
193	Software Development	12	0.70	0.79
194	Hostility to Authority	11	0.57	1.56
195	Database Programming and Engineering	11	0.53	0.82
196	Advanced Mathematics	16	0.52	0.81
197	Machiavellianism	11	0.46	1.29
198	Attention Seeking	14	0.33	0.43

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 standard deviation and multiplying by original mean value.

Table E9*255 – Signal Technician WO (255A, 255N, 255S) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Reading Comprehension	78	4.47	0.73
2	Self-Management	79	4.46	0.75
3	Systems Thinking	77	4.40	0.74
4	Problem Solver	77	4.40	0.77
5	General Cognitive Aptitude	78	4.39	0.73
6	Mental Agility	78	4.38	0.75
7	Technologically Adept	76	4.35	0.76
8	Attentiveness	78	4.25	0.77
9	Analytical Thinking	76	4.23	0.75
10	Troubleshooting	77	4.21	0.83
11	Creative Problem Solving and Innovation	75	4.21	0.80
12	MOS/Branch-Specific Knowledge and Skill	76	4.17	0.81
13	Communication Ability	78	4.16	0.78
14	Dependability	79	4.16	0.82
15	Detail-Focused and Precise	78	4.13	0.80
16	Cognitive Flexibility	77	4.10	0.80
17	Written Communication	78	4.06	0.81
18	Sound Judgement	78	4.03	0.85
19	Communicator	78	4.01	0.80
20	Strategic Thinking	77	4.01	0.84
21	Cooperation/Teamwork	77	3.97	0.79
22	Coordination	77	3.96	0.75
23	Active Learning	77	3.94	0.82
24	Oral Communication Skill	77	3.94	0.82
25	Reflective Thinking	77	3.92	0.81
26	Analyzes and Organizes Information to Create Knowledge	77	3.87	0.86
27	Problem Sensitivity	78	3.87	0.86
28	Processes Information and Data	77	3.81	0.87
29	Stress Tolerance	78	3.77	0.85
30	Active Listening	78	3.74	0.88
31	Time Management	77	3.70	0.86
32	Situational Awareness	75	3.69	0.89
33	Analyze Data or Information	78	3.69	0.89
34	Multi-Tasking	77	3.68	0.92
35	Advanced Computer Skills	76	3.64	0.92
36	Adaptability	76	3.64	0.88
37	Focus	76	3.58	0.93
38	Sustains a Climate of Trust	75	3.58	0.91
39	Decision Making	78	3.57	0.91
40	Basic Computer Skills	79	3.55	0.95
41	Army Values	77	3.54	0.95

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Structured Problem Solving	77	3.54	0.97
43	Critical Thinking	77	3.49	0.96
44	Persistence	78	3.48	0.92
45	Perceptive	77	3.46	0.93
46	Resilience	79	3.45	0.93
47	Unstructured Problem Solving	76	3.45	0.94
48	Mentoring	74	3.44	0.88
49	Innovative	76	3.43	0.92
50	Information Ordering	78	3.42	0.91
51	Self-Control	78	3.42	0.93
52	Verbal Reasoning	77	3.41	0.94
53	Information and Systems Security	77	3.41	0.94
54	Creates a Learning Environment	73	3.39	0.87
55	Improves the Organization	77	3.39	0.90
56	Training and Developing Others	75	3.37	0.89
57	Functional Area/Occupation-Specific Knowledge and Skill	73	3.35	0.97
58	Discipline	78	3.35	0.98
59	Initiative	77	3.33	0.94
60	Cyber Knowledge	75	3.28	0.96
61	Self-Efficacy	77	3.26	0.90
62	Army Self-Efficacy	72	3.24	0.96
63	Intellectual Efficiency	77	3.21	0.96
64	Instructing	72	3.18	0.92
65	Learning Orientation	78	3.17	1.00
66	Military And Professional Bearing	76	3.17	1.02
67	Cooperation	78	3.15	0.97
68	Leads By Example	77	3.12	1.00
69	Oral and Nonverbal Comprehension	77	3.11	1.01
70	Systems Architecture and Engineering	75	3.11	1.03
71	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	78	3.10	1.00
72	Virtue	78	3.10	1.00
73	Providing Feedback	76	3.08	0.96
74	Project Manager	76	3.07	1.00
75	Emotional Control	79	3.06	0.99
76	Task Planning and Management	75	3.05	0.97
77	Team Orientation	77	3.03	0.99
78	Organizational Perspective	74	3.03	0.96
79	Awareness of Cognitive Biases	77	3.03	1.00
80	Even-Tempered	79	3.02	1.01
81	Interpersonal Tact	78	2.98	0.97
82	Balances Mission and Welfare of Followers	73	2.97	1.01
83	Interdisciplinary Reasoning	75	2.95	1.03
84	Shared Leadership	73	2.91	0.96
85	Memory	78	2.91	1.06
86	Assesses Developmental Needs of Others	72	2.90	0.99

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Motivating Others	75	2.90	0.99
88	Team Development	77	2.89	1.03
89	Selflessness	75	2.88	1.04
90	Improves Unit Performance	75	2.88	1.03
91	Curiosity	76	2.87	1.02
92	Assessing And Mitigating Harm	76	2.87	1.02
93	Humility	77	2.85	1.03
94	Warrior Ethos/Service Ethos	73	2.84	1.08
95	Team Building	77	2.83	1.04
96	Knowledge of System Inter-Relations	74	2.81	1.03
97	Encourages Fairness and Inclusiveness	72	2.80	1.05
98	Peer Leadership	74	2.78	1.02
99	Team Planning	76	2.73	1.06
100	Achievement Orientation	76	2.72	1.08
101	Monitoring	74	2.72	1.01
102	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	76	2.71	1.06
103	Enforces Standards	74	2.70	1.07
104	Recognizes and Rewards Good Performance	73	2.69	1.05
105	Coordinating Multiple Groups	72	2.68	1.08
106	Knowledge of Processes and Procedures	75	2.67	1.04
107	Conflict Management	78	2.67	1.03
108	Assertiveness	75	2.66	1.01
109	Specialized Expertise	71	2.63	1.15
110	Adjustment	78	2.62	1.11
111	Consensus Building	75	2.61	1.04
112	Innovating Technology	75	2.59	1.13
113	Empathy	74	2.57	1.10
114	Commitment to Serve	75	2.56	1.15
115	Delegating	75	2.54	1.03
116	Spatially Intelligent	69	2.54	1.11
117	Encourages Discourse	76	2.53	1.14
118	Interpersonal Relationship Building	78	2.52	1.08
119	Perspective Taking	77	2.51	1.07
120	Resource Management	75	2.51	1.08
121	Introspective	78	2.48	1.08
122	Working in Multidisciplinary Contexts	70	2.48	1.11
123	Quantitative Reasoning	76	2.44	1.16
124	Process-Disciplined	70	2.44	1.08
125	Evaluating Compliance	71	2.42	1.11
126	Interdisciplinary	71	2.41	1.10
127	Optimism	77	2.39	1.13
128	Warrior Ethos	71	2.37	1.17
129	Inspirational Leader	76	2.33	1.12
130	Tolerance	73	2.33	1.19
131	Interest in Leadership	70	2.32	1.07

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Orderliness	78	2.28	1.14
133	Consideration	76	2.28	1.16
134	Non-Delinquency	78	2.28	1.15
135	Investigative Interests	75	2.27	1.13
136	Social Perceptiveness	77	2.26	1.14
137	Tolerance for Ambiguity	75	2.26	1.21
138	Enthusiasm	73	2.18	1.12
139	Proficiency with Mission Systems	73	2.17	1.21
140	Intercultural Communication	72	2.13	1.26
141	Affiliation	74	2.07	1.18
142	Autonomy	76	2.06	1.27
143	Basic Mathematics	67	2.05	1.10
144	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	69	2.05	1.24
145	Safety Compliance	65	2.04	1.22
146	Spatial Orientation	71	2.04	1.20
147	Spatial Visualization	71	2.04	1.22
148	Quality Control Analysis	66	2.03	1.18
149	Financial Management	64	2.01	1.17
150	Realistic Interests	72	1.96	1.17
151	Mathematical Reasoning	62	1.96	1.07
152	Mathematics Knowledge	62	1.95	1.02
153	Sociability	75	1.92	1.16
154	Prudent Risk-Taker	74	1.92	1.22
155	Perceptual Speed And Accuracy	72	1.87	1.28
156	Knowledge Management	73	1.86	1.24
157	Pattern Recognition	74	1.86	1.28
158	Social Interests	70	1.80	1.20
159	Cultural/ Interpersonal Adaptability	68	1.77	1.24
160	Basic Mechanical Knowledge	51	1.76	1.00
161	Basic Electronics Knowledge	65	1.74	1.18
162	Mechanically and Technologically Savvy	66	1.72	1.22
163	Knowledge of Combined Arms Operations	65	1.72	1.19
164	Cultural Awareness	70	1.70	1.27
165	Maintains Relevant Geopolitical Awareness	68	1.67	1.23
166	Inspecting Equipment, Objects, Structures, or Materials	59	1.65	1.19
167	Reaction Time	57	1.64	1.21
168	Science methods	60	1.63	1.12
169	Conventional Interests	67	1.61	1.22
170	Cross-Culturally Fluent	65	1.57	1.29
171	Physical Coordination	56	1.56	1.25
172	Physically Fit	65	1.55	1.26
173	Physical Endurance	62	1.54	1.26
174	Health and Fitness Orientation	65	1.53	1.28
175	Data Science	72	1.51	1.29
176	Response Orientation	69	1.51	1.38

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Control Precision	56	1.50	1.29
178	Locus of Control	67	1.50	1.37
179	General Science	57	1.48	1.17
180	Balance	55	1.47	1.30
181	Advanced Mathematics	59	1.47	1.04
182	Enterprising Interests	65	1.45	1.30
183	Machine/Equipment Installation	56	1.43	1.20
184	Software Development	66	1.42	1.27
185	Physical Strength	63	1.41	1.28
186	Web Development	64	1.36	1.23
187	Mechanical Comprehension	49	1.35	1.14
188	Database Programming and Engineering	69	1.33	1.32
189	Bodily-Kinesthetic	59	1.32	1.29
190	Soldier Common Task Knowledge and Skills	65	1.20	1.37
191	Working with the Public	62	1.19	1.44
192	Auto and Shop Information	33	1.02	0.95
193	Artistic Interests	55	1.00	1.36
194	Swimming	32	0.77	1.20
195	Language Learning Ability	59	0.75	1.62
196	Attention Seeking	55	0.56	1.50
197	Hostility to Authority	51	0.35	1.78
198	Machiavellianism	50	0.32	1.79

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 standard deviation and multiplying by original mean value.

Table E10*CID Special Agent (311A) KSB importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Sound Judgement	32	6.11	0.40
2	General Cognitive Aptitude	32	5.97	0.42
3	Communication Ability	32	5.97	0.45
4	Dependability	32	5.71	0.49
5	Oral and Nonverbal Comprehension	31	5.67	0.50
6	Mental Agility	32	5.49	0.52
7	Detail-Focused and Precise	32	5.49	0.52
8	Cognitive Flexibility	32	5.49	0.52
9	Communicator	32	5.40	0.54
10	Active Listening	32	5.37	0.57
11	Persistence	32	5.24	0.55
12	Written Communication	32	5.19	0.59
13	Critical Thinking	32	5.18	0.56
14	Attentiveness	32	5.11	0.60
15	Reading Comprehension	32	5.04	0.61
16	Decision Making	32	5.04	0.61
17	Stress Tolerance	31	5.04	0.64
18	Resilience	32	5.00	0.64
19	Self-management	32	4.98	0.61
20	Oral Communication Skill	32	4.92	0.65
21	Assessing and Mitigating Harm	30	4.91	0.66
22	Team Orientation	31	4.83	0.63
23	Cooperation/Teamwork	32	4.82	0.62
24	Discipline	32	4.80	0.67
25	Analyzes and Organizes Information to Create Knowledge	32	4.69	0.67
26	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	32	4.69	0.67
27	Active Learning	32	4.69	0.67
28	Analytical Thinking	32	4.69	0.71
29	Creative Problem Solving and Innovation	32	4.63	0.71
30	Team Development	29	4.62	0.69
31	Achievement Orientation	32	4.61	0.67
32	Situational Awareness	32	4.53	0.75
33	Self-control	32	4.49	0.72
34	Problem Solver	31	4.48	0.76
35	Virtue	32	4.47	0.76
36	Investigative Interests	29	4.38	0.78
37	Adaptability	32	4.37	0.76
38	Coordination	32	4.36	0.71
39	Intercultural Communication	31	4.33	0.77
40	Sustains a Climate of Trust	31	4.25	0.77
41	Motivating Others	30	4.24	0.78

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Initiative	30	4.24	0.78
43	Focus	32	4.23	0.80
44	Team Planning	29	4.20	0.78
45	Awareness of Cognitive Biases	32	4.18	0.84
46	Perceptive	32	4.18	0.84
47	Instructing	31	4.16	0.75
48	Processes Information and Data	32	4.13	0.84
49	Verbal Reasoning	32	4.12	0.80
50	Emotional Control	32	4.10	0.80
51	Time Management	30	4.09	0.82
52	MOS/Branch-Specific Knowledge and Skill	32	4.09	0.84
53	Training and Developing Others	31	4.08	0.81
54	Creates a Learning Environment	31	4.02	0.79
55	Monitoring	31	4.02	0.79
56	Enforces Standards	31	4.00	0.85
57	Evaluating Compliance	30	3.99	0.80
58	Self-Efficacy	32	3.99	0.84
59	Empathy	32	3.99	0.84
60	Leads By Example	31	3.97	0.85
61	Analyze Data or Information	32	3.96	0.84
62	Recognizes and Rewards Good Performance	29	3.94	0.80
63	Encourages Discourse	32	3.94	0.83
64	Problem Sensitivity	32	3.89	0.88
65	Conflict Management	32	3.89	0.79
66	Assesses Development Needs of Others	31	3.87	0.82
67	Providing Feedback	31	3.86	0.80
68	Non-Delinquency	32	3.79	0.92
69	Organizational Perspective	29	3.79	0.83
70	Even-Tempered	32	3.78	0.86
71	Mentoring	31	3.77	0.88
72	Inspirational Leader	30	3.69	0.86
73	Unstructured Problem Solving	30	3.66	0.94
74	Shared Leadership	29	3.65	0.86
75	Tolerance	32	3.65	0.89
76	Memory	32	3.64	0.95
77	Troubleshooting	28	3.64	0.90
78	Functional Area/Occupation-Specific Knowledge and Skill	30	3.63	0.93
79	Army Values	32	3.62	0.95
80	Team Building	30	3.61	0.93
81	Reflective Thinking	32	3.59	0.95
82	Reaction Time	29	3.54	0.93
83	Selflessness	32	3.54	0.93
84	Learning Orientation	32	3.52	0.92
85	Interpersonal Relationship Building	32	3.52	0.92
86	Multi-Tasking	32	3.46	0.98

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Humility	32	3.44	0.97
88	Basic Computer Skills	32	3.42	0.89
89	Interpersonal Tact	32	3.41	0.95
90	Social Perceptiveness	32	3.41	0.93
91	Structured Problem Solving	31	3.38	0.97
92	Perspective Taking	32	3.30	0.97
93	Curiosity	32	3.30	0.97
94	Innovative	32	3.20	0.98
95	Intellectual Efficiency	32	3.20	0.99
96	Perceptual Speed and Accuracy	32	3.19	1.01
97	Information Ordering	32	3.19	1.00
98	Improves Unit Performance	29	3.17	1.02
99	Pattern Recognition	31	3.15	1.01
100	Peer Leadership	30	3.14	0.96
101	Specialized Expertise	30	3.13	1.06
102	Project Manager	30	3.13	0.98
103	Warrior Ethos	30	3.12	0.99
104	Prudent Risk-Taker	29	3.11	0.96
105	Spatially Intelligent	30	3.10	1.02
106	Interdisciplinary Reasoning	32	3.10	1.05
107	Process-Disciplined	28	3.08	0.96
108	Balances Mission and Welfare of Followers	29	3.06	1.06
109	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	31	3.05	1.04
110	Autonomy	32	3.01	1.09
111	Military and Professional Bearing	32	3.01	1.03
112	Consideration	32	3.01	1.03
113	Adjustment	32	3.00	1.05
114	Working in Multidisciplinary Contexts	30	2.99	0.98
115	Interdisciplinary	29	2.94	0.92
116	Warrior Ethos/Service Ethos	32	2.92	1.05
117	Delegating	29	2.91	1.02
118	Working with the Public	30	2.91	1.06
119	Cultural Awareness	31	2.87	1.06
120	Improves the Organization	31	2.86	1.08
121	Systems Thinking	30	2.83	1.07
122	Cultural/Interpersonal Adaptability	31	2.82	1.05
123	Coordinating Multiple Groups	30	2.80	1.11
124	Optimism	32	2.75	1.09
125	Orderliness	32	2.71	1.15
126	Quality Control Analysis	29	2.69	1.06
127	Encourages Fairness and Inclusiveness	31	2.69	1.12
128	Task Planning and Management	30	2.64	1.13
129	Spatial Orientation	30	2.63	1.14
130	Safety Compliance	29	2.60	1.06
131	Resource Management	29	2.60	1.13

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Realistic Interests	30	2.58	1.13
133	Tolerance for Ambiguity	31	2.42	1.21
134	Interest in Leadership	30	2.39	1.17
135	Physical Coordination	29	2.39	1.15
136	Enthusiasm	31	2.34	1.17
137	Affiliation	32	2.29	1.19
138	Cooperation	32	2.25	1.26
139	Quantitative Reasoning	29	2.24	1.25
140	Introspective	32	2.23	1.28
141	Response Orientation	31	2.23	1.30
142	Social Interests	30	2.22	1.14
143	Financial Management	28	2.22	1.16
144	Spatial Visualization	28	2.21	1.25
145	General Science	28	2.21	1.10
146	Technologically Adept	30	2.18	1.10
147	Consensus Building	30	2.14	1.19
148	Assertiveness	31	2.13	1.23
149	Strategic Thinking	30	2.13	1.30
150	Sociability	30	2.10	1.14
151	Cross-Culturally Fluent	31	2.08	1.22
152	Knowledge of Processes and Procedures	28	2.07	1.26
153	Maintains Relevant Geopolitical Awareness	29	1.89	1.29
154	Commitment to Serve	31	1.88	1.32
155	Locus of Control	31	1.85	1.33
156	Balance	27	1.83	1.25
157	Army Self-Efficacy	31	1.82	1.35
158	Basic Mathematics	29	1.82	1.18
159	Health and Fitness Orientation	30	1.75	1.23
160	Science Methods	28	1.66	1.27
161	Control Precision	25	1.63	1.38
162	Physically Fit	29	1.62	1.26
163	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	29	1.61	1.35
164	Conventional Interests	30	1.58	1.32
165	Physical Strength	29	1.56	1.28
166	Physical Endurance	29	1.56	1.28
167	Knowledge Management	28	1.52	1.32
168	Bodily-Kinesthetic	28	1.50	1.29
169	Cyber Knowledge	29	1.39	1.28
170	Mathematics Knowledge	25	1.38	1.18
171	Knowledge of System Inter-Relations	25	1.30	1.34
172	Advanced Computer Skills	29	1.28	1.21
173	Enterprising Interests	29	1.27	1.42
174	Information and Systems Security	23	1.26	1.32
175	Mathematical Reasoning	26	1.26	1.26
176	Proficiency with Mission Systems	26	1.16	1.44

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Innovating Technology	21	1.02	1.39
178	Language Learning Ability	25	1.00	1.58
179	Artistic Interests	25	0.95	1.36
180	Data Science	21	0.94	1.21
181	Basic Mechanical Knowledge	21	0.94	1.27
182	Basic Electronics Knowledge	21	0.94	1.27
183	Soldier Common Task Knowledge and Skills	23	0.91	1.09
184	Auto and Shop Information	18	0.91	1.18
185	Inspecting Equipment, Objects, Structures, or Materials	22	0.90	1.44
186	Machine/Equipment Installation	17	0.85	1.20
187	Advanced Mathematics	24	0.79	1.30
188	Knowledge of Combined Arms Operations	23	0.76	1.32
189	Swimming	16	0.72	1.45
190	Mechanical Comprehension	19	0.69	1.27
191	Mechanically and Technologically Savvy	16	0.69	1.50
192	Systems Architecture and Engineering	15	0.67	1.28
193	Software Development	18	0.59	1.29
194	Database Programming and Engineering	17	0.56	1.36
195	Web Development	17	0.50	1.35
196	Attention Seeking	23	0.34	1.60
197	Hostility to Authority	22	0.33	1.79
198	Machiavellianism	20	0.16	1.91

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 standard deviation and multiplying by original mean value.

Table E11

350-353 – Intelligence Technician (350F, 350G, 351L, 351M, 351Z, 352N, 352S, 353T) KSB importance ratings

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Reading Comprehension	126	4.63	0.67
2	Attentiveness	124	4.55	0.66
3	Sound Judgement	124	4.47	0.72
4	Dependability	124	4.43	0.70
5	Written Communication	126	4.42	0.72
6	Mental Agility	124	4.34	0.73
7	General Cognitive Aptitude	124	4.33	0.72
8	Cognitive Flexibility	126	4.29	0.75
9	Communication Ability	126	4.26	0.78
10	Adaptability	126	4.23	0.75
11	Self-Management	124	4.17	0.76
12	Oral Communication Skill	125	4.16	0.79
13	MOS/Branch-Specific Knowledge and Skill	124	4.15	0.81
14	Communicator	126	4.14	0.78
15	Critical Thinking	124	4.12	0.78
16	Functional Area/Occupation-Specific Knowledge and Skill	122	4.07	0.77
17	Analytical Thinking	124	4.03	0.82
18	Problem Solver	125	4.00	0.80
19	Detail-Focused and Precise	124	3.98	0.80
20	Creative Problem Solving and Innovation	125	3.97	0.82
21	Active Listening	126	3.95	0.80
22	Situational Awareness	123	3.95	0.82
23	Analyzes and Organizes Information to Create Knowledge	124	3.89	0.84
24	Active Learning	123	3.85	0.81
25	Stress Tolerance	126	3.83	0.81
26	Problem Sensitivity	124	3.74	0.86
27	Initiative	126	3.71	0.85
28	Strategic Thinking	126	3.70	0.88
29	Sustains a Climate of Trust	124	3.70	0.87
30	Time Management	126	3.70	0.88
31	Basic Computer Skills	124	3.70	0.83
32	Perceptive	123	3.69	0.84
33	Persistence	123	3.68	0.81
34	Processes Information and Data	125	3.67	0.85
35	Analyze Data or Information	125	3.65	0.88
36	Verbal Reasoning	123	3.63	0.86
37	Decision Making	123	3.63	0.86
38	Oral and Nonverbal Comprehension	125	3.62	0.89
39	Improves the Organization	124	3.61	0.84
40	Discipline	124	3.61	0.87

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
41	Resilience	122	3.61	0.83
42	Providing Feedback	124	3.58	0.83
43	Focus	124	3.52	0.90
44	Unstructured Problem Solving	123	3.51	0.89
45	Reflective Thinking	123	3.49	0.92
46	Training and Developing Others	123	3.47	0.90
47	Army Values	124	3.46	0.91
48	Coordination	126	3.46	0.88
49	Creates a Learning Environment	122	3.44	0.88
50	Military And Professional Bearing	124	3.42	0.89
51	Systems Thinking	124	3.40	0.92
52	Cooperation/Teamwork	123	3.40	0.91
53	Innovative	123	3.40	0.89
54	Multi-Tasking	125	3.39	0.93
55	Self-Control	121	3.38	0.89
56	Leads By Example	125	3.38	0.91
57	Recognizes and Rewards Good Performance	121	3.37	0.87
58	Self-Efficacy	125	3.36	0.87
59	Mentoring	124	3.34	0.91
60	Task Planning and Management	125	3.34	0.91
61	Awareness of Cognitive Biases	124	3.32	0.96
62	Emotional Control	121	3.29	0.88
63	Balances Mission and Welfare of Followers	123	3.29	0.90
64	Proficiency with Mission Systems	120	3.28	0.92
65	Interdisciplinary Reasoning	123	3.28	0.96
66	Learning Orientation	124	3.28	0.87
67	Memory	124	3.26	0.91
68	Intellectual Efficiency	125	3.25	0.91
69	Interpersonal Tact	125	3.23	0.92
70	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	126	3.22	0.95
71	Structured Problem Solving	124	3.22	0.93
72	Assesses Developmental Needs of Others	124	3.21	0.93
73	Enforces Standards	123	3.21	0.92
74	Team Planning	124	3.19	0.96
75	Cooperation	124	3.19	0.94
76	Organizational Perspective	125	3.17	0.94
77	Information Ordering	124	3.17	0.93
78	Achievement Orientation	123	3.15	0.92
79	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	122	3.14	0.96
80	Adjustment	122	3.13	0.92
81	Motivating Others	125	3.13	0.94
82	Working in Multidisciplinary Contexts	122	3.09	0.94
83	Specialized Expertise	116	3.09	1.00
84	Army Self-Efficacy	124	3.09	0.95

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
85	Encourages Discourse	126	3.08	0.99
86	Team Building	125	3.07	0.98
87	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	124	3.07	0.96
88	Instructing	120	3.05	0.95
89	Tolerance for Ambiguity	123	3.03	0.98
90	Monitoring	124	3.03	0.92
91	Delegating	121	3.01	0.96
92	Even-Tempered	121	3.01	0.92
93	Virtue	121	3.01	0.98
94	Improves Unit Performance	122	3.00	0.95
95	Encourages Fairness and Inclusiveness	123	3.00	0.98
96	Team Development	125	3.00	1.00
97	Commitment to Serve	123	3.00	1.00
98	Project Manager	122	2.98	1.00
99	Consensus Building	122	2.98	0.89
100	Interdisciplinary	121	2.98	0.95
101	Knowledge of Processes and Procedures	124	2.96	0.96
102	Troubleshooting	124	2.96	1.02
103	Maintains Relevant Geopolitical Awareness	121	2.96	0.99
104	Warrior Ethos/Service Ethos	124	2.91	1.02
105	Curiosity	121	2.89	1.00
106	Team Orientation	125	2.89	1.00
107	Interpersonal Relationship Building	123	2.88	0.99
108	Coordinating Multiple Groups	125	2.88	1.03
109	Humility	121	2.82	1.01
110	Knowledge of System Inter-Relations	123	2.79	0.98
111	Knowledge Management	120	2.79	0.99
112	Warrior Ethos	123	2.75	1.05
113	Shared Leadership	125	2.74	1.01
114	Tolerance	124	2.69	1.02
115	Technologically Adept	118	2.67	1.01
116	Process-Disciplined	113	2.67	1.00
117	Assertiveness	124	2.60	1.03
118	Perspective Taking	125	2.58	1.07
119	Introspective	124	2.58	1.02
120	Peer Leadership	122	2.57	1.02
121	Empathy	120	2.57	1.07
122	Non-Delinquency	123	2.56	1.07
123	Social Perceptiveness	124	2.56	1.06
124	Orderliness	123	2.56	1.02
125	Knowledge of Combined Arms Operations	122	2.55	1.04
126	Resource Management	120	2.53	1.09
127	Evaluating Compliance	110	2.50	1.08
128	Selflessness	123	2.49	1.11
129	Inspirational Leader	121	2.46	1.07

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
130	Conflict Management	125	2.44	1.09
131	Consideration	123	2.41	1.04
132	Assessing And Mitigating Harm	123	2.40	1.12
133	Pattern Recognition	120	2.39	1.10
134	Investigative Interests	124	2.38	1.14
135	Spatially Intelligent	122	2.38	1.13
136	Enthusiasm	123	2.38	1.07
137	Quality Control Analysis	107	2.37	1.12
138	Perceptual Speed And Accuracy	117	2.35	1.08
139	Affiliation	122	2.35	1.06
140	Sociability	123	2.34	1.07
141	Optimism	116	2.28	1.08
142	Intercultural Communication	121	2.28	1.17
143	Quantitative Reasoning	120	2.25	1.17
144	Autonomy	124	2.22	1.19
145	Cultural Awareness	114	2.15	1.12
146	Cultural/ Interpersonal Adaptability	113	2.12	1.15
147	Spatial Orientation	121	2.11	1.18
148	Locus of Control	117	2.01	1.14
149	Spatial Visualization	118	2.01	1.22
150	Interest in Leadership	121	1.93	1.24
151	Information and Systems Security	110	1.91	1.20
152	Basic Mathematics	105	1.87	1.17
153	Enterprising Interests	115	1.86	1.19
154	Response Orientation	112	1.81	1.21
155	Social Interests	116	1.80	1.22
156	Safety Compliance	104	1.75	1.24
157	Cyber Knowledge	117	1.74	1.15
158	Health and Fitness Orientation	112	1.73	1.04
159	Prudent Risk-Taker	120	1.72	1.31
160	Soldier Common Task Knowledge and Skills	114	1.70	1.19
161	Physically Fit	115	1.69	1.10
162	Cross-Culturally Fluent	112	1.67	1.22
163	General Science	99	1.64	1.12
164	Mathematics Knowledge	95	1.63	1.06
165	Physical Endurance	113	1.61	1.08
166	Mathematical Reasoning	95	1.60	1.12
167	Mechanically and Technologically Savvy	80	1.59	1.04
168	Science methods	95	1.57	1.14
169	Financial Management	101	1.56	1.28
170	Realistic Interests	116	1.56	1.30
171	Conventional Interests	115	1.55	1.24
172	Physical Strength	112	1.53	1.07
173	Systems Architecture and Engineering	97	1.51	1.31
174	Advanced Computer Skills	110	1.44	1.24

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
175	Bodily-Kinesthetic	112	1.39	1.10
176	Data Science	98	1.32	1.26
177	Basic Electronics Knowledge	71	1.31	1.25
178	Innovating Technology	93	1.30	1.35
179	Basic Mechanical Knowledge	73	1.28	1.06
180	Balance	101	1.26	1.17
181	Reaction Time	101	1.25	1.21
182	Physical Coordination	102	1.21	1.16
183	Working with the Public	97	1.19	1.36
184	Control Precision	95	1.19	1.20
185	Mechanical Comprehension	73	1.14	1.07
186	Inspecting Equipment, Objects, Structures, or Materials	76	1.12	1.21
187	Language Learning Ability	102	1.07	1.44
188	Machine/Equipment Installation	66	1.05	1.10
189	Database Programming and Engineering	81	1.00	1.35
190	Advanced Mathematics	82	0.88	1.17
191	Hostility to Authority	67	0.86	1.51
192	Auto and Shop Information	59	0.85	1.04
193	Artistic Interests	99	0.84	1.33
194	Swimming	57	0.80	0.96
195	Software Development	73	0.76	1.34
196	Web Development	74	0.70	1.26
197	Machiavellianism	64	0.66	1.57
198	Attention Seeking	95	0.62	1.39

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 standard deviation and multiplying by original mean value.

Table E12*Human Resources Technician (420A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Creative Problem Solving and Innovation	53	5.52	0.48
2	Mental Agility	54	5.27	0.56
3	Sound Judgement	53	5.22	0.58
4	Communication Ability	54	5.11	0.59
5	Active Listening	54	5.08	0.57
6	Written Communication	54	5.03	0.60
7	Basic Computer Skills	53	5.00	0.58
8	Reading Comprehension	54	4.99	0.60
9	Detail-Focused and Precise	53	4.91	0.61
10	Dependability	54	4.91	0.61
11	Communicator	54	4.86	0.63
12	Analyzes and Organizes Information to Create Knowledge	54	4.85	0.66
13	Active Learning	54	4.85	0.61
14	Analyze Data or Information	54	4.79	0.68
15	Attentiveness	54	4.77	0.64
16	Oral Communication Skill	53	4.77	0.67
17	General Cognitive Aptitude	54	4.73	0.67
18	Problem Solver	54	4.73	0.67
19	Cognitive Flexibility	54	4.67	0.67
20	Army Values	51	4.65	0.67
21	Critical Thinking	54	4.62	0.71
22	Analytical Thinking	54	4.62	0.71
23	Processes Information and Data	52	4.58	0.70
24	Self-Management	54	4.52	0.69
25	Time Management	53	4.50	0.70
26	Initiative	53	4.43	0.68
27	Sustains a Climate of Trust	53	4.41	0.72
28	Multi-Tasking	54	4.39	0.75
29	Team Planning	52	4.33	0.72
30	Decision Making	54	4.32	0.74
31	Stress Tolerance	52	4.31	0.75
32	Resilience	53	4.30	0.75
33	Team Building	52	4.26	0.75
34	Verbal Reasoning	53	4.24	0.73
35	Self-Efficacy	53	4.22	0.73
36	Army Self-Efficacy	51	4.18	0.72
37	Adaptability	53	4.17	0.80
38	Discipline	54	4.16	0.75
39	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	54	4.14	0.79
40	Cooperation/Teamwork	54	4.14	0.79

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
41	Focus	53	4.13	0.80
42	Reflective Thinking	52	4.08	0.80
43	Leads By Example	52	4.08	0.80
44	Warrior Ethos/Service Ethos	50	4.08	0.76
45	Mentoring	52	4.07	0.79
46	Team Orientation	52	4.07	0.79
47	Achievement Orientation	54	4.07	0.77
48	Intellectual Efficiency	54	4.07	0.77
49	Warrior Ethos	53	4.06	0.78
50	MOS/Branch-Specific Knowledge and Skill	54	4.05	0.81
51	Commitment to Serve	51	4.02	0.79
52	Strategic Thinking	54	4.01	0.84
53	Encourages Discourse	51	4.00	0.76
54	Selflessness	54	4.00	0.81
55	Systems Thinking	54	3.99	0.84
56	Team Development	52	3.99	0.82
57	Structured Problem Solving	54	3.98	0.79
58	Task Planning and Management	52	3.97	0.81
59	Persistence	54	3.97	0.78
60	Organizational Perspective	53	3.96	0.80
61	Problem Sensitivity	51	3.95	0.82
62	Enforces Standards	52	3.95	0.80
63	Providing Feedback	52	3.94	0.80
64	Improves Unit Performance	50	3.93	0.82
65	Military And Professional Bearing	51	3.92	0.81
66	Coordination	53	3.90	0.83
67	Virtue	54	3.90	0.81
68	Information Ordering	54	3.90	0.81
69	Perceptive	53	3.89	0.82
70	Functional Area/Occupation-Specific Knowledge and Skill	49	3.85	0.86
71	Resource Management	50	3.82	0.83
72	Emotional Control	54	3.81	0.82
73	Situational Awareness	54	3.79	0.88
74	Conflict Management	52	3.77	0.80
75	Adjustment	54	3.75	0.80
76	Memory	54	3.75	0.80
77	Encourages Fairness and Inclusiveness	52	3.74	0.88
78	Improves the Organization	53	3.74	0.87
79	Innovative	53	3.72	0.81
80	Troubleshooting	54	3.71	0.89
81	Recognizes and Rewards Good Performance	52	3.70	0.85
82	Project Manager	52	3.70	0.84
83	Coordinating Multiple Groups	54	3.69	0.88
84	Self-Control	54	3.67	0.87
85	Creates a Learning Environment	52	3.64	0.89

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
86	Training and Developing Others	52	3.63	0.88
87	Monitoring	52	3.62	0.87
88	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	51	3.61	0.86
89	Oral and Nonverbal Comprehension	54	3.60	0.88
90	Balances Mission and Welfare of Followers	52	3.56	0.91
91	Instructing	51	3.54	0.91
92	Cooperation	54	3.48	0.87
93	Humility	54	3.47	0.90
94	Awareness of Cognitive Biases	54	3.47	0.93
95	Shared Leadership	51	3.47	0.92
96	Non-Delinquency	54	3.42	0.89
97	Interdisciplinary Reasoning	52	3.41	0.93
98	Unstructured Problem Solving	52	3.38	0.99
99	Even-Tempered	53	3.38	0.92
100	Motivating Others	53	3.38	0.93
101	Peer Leadership	52	3.36	0.92
102	Assesses Developmental Needs of Others	52	3.35	0.94
103	Learning Orientation	54	3.35	0.92
104	Inspirational Leader	52	3.32	0.92
105	Orderliness	54	3.31	0.91
106	Interpersonal Tact	52	3.29	0.95
107	Introspective	54	3.26	0.89
108	Consensus Building	53	3.21	0.91
109	Interpersonal Relationship Building	52	3.18	0.98
110	Perspective Taking	52	3.16	0.99
111	Intercultural Communication	54	3.15	1.01
112	Consideration	54	3.14	0.93
113	Knowledge of Processes and Procedures	51	3.10	0.99
114	Knowledge Management	52	3.01	0.95
115	Empathy	52	2.99	1.03
116	Autonomy	52	2.97	0.96
117	Tolerance	52	2.92	1.07
118	Quantitative Reasoning	53	2.87	1.06
119	Social Perceptiveness	51	2.87	1.05
120	Pattern Recognition	52	2.82	1.02
121	Assertiveness	53	2.76	1.04
122	Locus of Control	49	2.74	1.04
123	Delegating	51	2.71	1.10
124	Knowledge of System Inter-Relations	49	2.67	1.03
125	Optimism	53	2.66	1.09
126	Tolerance for Ambiguity	52	2.66	1.14
127	Physically Fit	47	2.63	0.93
128	Affiliation	54	2.61	1.08
129	Proficiency with Mission Systems	45	2.59	1.05
130	Prudent Risk-Taker	52	2.55	1.10

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
131	Curiosity	53	2.43	1.11
132	Perceptual Speed And Accuracy	50	2.42	1.15
133	Enthusiasm	52	2.41	1.11
134	Interest in Leadership	53	2.37	1.15
135	Social Interests	52	2.37	1.13
136	Technologically Adept	49	2.34	1.13
137	Assessing And Mitigating Harm	54	2.28	1.17
138	Process-Disciplined	49	2.24	1.20
139	Cultural/ Interpersonal Adaptability	48	2.21	1.17
140	Investigative Interests	51	2.19	1.18
141	Quality Control Analysis	47	2.19	1.23
142	Sociability	53	2.17	1.14
143	Working in Multidisciplinary Contexts	47	2.16	1.14
144	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	47	2.11	1.14
145	Health and Fitness Orientation	48	2.08	1.09
146	Specialized Expertise	46	2.07	1.30
147	Advanced Computer Skills	49	2.07	1.13
148	Spatially Intelligent	51	2.07	1.24
149	Physical Endurance	47	2.05	1.13
150	Cultural Awareness	48	2.04	1.24
151	Maintains Relevant Geopolitical Awareness	46	2.01	1.19
152	Evaluating Compliance	48	2.00	1.22
153	Enterprising Interests	52	1.99	1.15
154	Cross-Culturally Fluent	47	1.96	1.17
155	Physical Strength	46	1.92	1.13
156	Knowledge of Combined Arms Operations	41	1.90	1.02
157	Realistic Interests	53	1.88	1.25
158	Basic Mathematics	49	1.88	1.24
159	Interdisciplinary	49	1.88	1.20
160	Spatial Visualization	48	1.81	1.27
161	Spatial Orientation	48	1.79	1.27
162	Conventional Interests	52	1.73	1.27
163	Cyber Knowledge	44	1.68	1.18
164	Innovating Technology	43	1.62	1.26
165	Information and Systems Security	39	1.62	1.25
166	Physical Coordination	32	1.56	1.22
167	Safety Compliance	44	1.56	1.32
168	Reaction Time	32	1.56	1.25
169	Control Precision	31	1.53	1.21
170	Data Science	45	1.52	1.22
171	Mathematics Knowledge	45	1.50	1.20
172	Language Learning Ability	44	1.49	1.42
173	Response Orientation	48	1.48	1.41
174	Working with the Public	44	1.41	1.35
175	Mathematical Reasoning	45	1.38	1.24

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
176	Soldier Common Task Knowledge and Skills	47	1.36	1.38
177	Balance	34	1.35	1.34
178	Database Programming and Engineering	37	1.33	1.27
179	Bodily-Kinesthetic	43	1.32	1.32
180	Financial Management	39	1.21	1.45
181	Web Development	33	1.08	1.22
182	Artistic Interests	46	1.02	1.37
183	General Science	36	1.01	1.21
184	Hostility to Authority	35	0.95	1.56
185	Advanced Mathematics	37	0.94	1.15
186	Mechanically and Technologically Savvy	27	0.94	1.16
187	Machiavellianism	35	0.92	1.55
188	Systems Architecture and Engineering	33	0.90	1.24
189	Basic Electronics Knowledge	26	0.88	0.97
190	Science methods	39	0.88	1.29
191	Swimming	18	0.86	1.38
192	Inspecting Equipment, Objects, Structures, or Materials	28	0.86	1.11
193	Software Development	32	0.82	1.51
194	Basic Mechanical Knowledge	23	0.68	0.89
195	Mechanical Comprehension	22	0.60	0.80
196	Auto and Shop Information	22	0.58	0.59
197	Machine/Equipment Installation	22	0.54	0.91
198	Attention Seeking	41	0.49	1.64

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 inversing standard deviation and multiplying by original mean value.

Table E13*Army Music Bandmaster (420C) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
1	Creates a Learning Environment	6	6.10	0.41
2	MOS/Branch-Specific Knowledge and Skill	6	6.10	0.41
3	Oral Communication Skill	6	6.10	0.41
4	Communicator	6	6.10	0.41
5	Analytical Thinking	6	6.10	0.41
6	Mentoring	6	5.44	0.52
7	Assesses Development Needs of Others	6	5.44	0.52
8	Improves Unit Performance	6	5.44	0.52
9	Learning Orientation	6	5.44	0.52
10	Written Communication	6	5.44	0.52
11	Oral and Nonverbal Comprehension	6	5.44	0.52
12	Communication Ability	6	5.44	0.52
13	Verbal Reasoning	6	5.44	0.52
14	Critical Thinking	6	5.44	0.52
15	Active Learning	6	5.44	0.52
16	Unstructured Problem Solving	6	5.44	0.52
17	Problem Solver	6	5.44	0.52
18	Decision Making	6	5.44	0.52
19	Creative Problem Solving and Innovation	6	5.44	0.52
20	Functional Area/Occupation-Specific Knowledge and Skill	5	5.23	0.55
21	Initiative	5	5.23	0.55
22	Sustains a Climate of Trust	6	5.08	0.55
23	Balances Mission and Welfare of Followers	6	5.08	0.55
24	Providing Feedback	6	5.08	0.55
25	Enforces Standards	6	5.08	0.55
26	Delegating	6	4.07	0.84
27	Organizational Perspective	6	5.08	0.55
28	Leads By Example	6	5.08	0.55
29	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	6	5.08	0.55
30	Team Planning	6	5.08	0.55
31	Team Orientation	6	5.08	0.55
32	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	6	5.08	0.55
33	Cooperation/Teamwork	6	5.08	0.55
34	Interpersonal Tact	6	5.08	0.55
35	Interpersonal Relationship Building	6	5.08	0.55
36	Specialized Expertise	6	4.07	0.84
37	Stress Tolerance	6	5.08	0.55
38	Intellectual Efficiency	6	5.08	0.55
39	Innovative	6	5.08	0.55

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
40	Self-Efficacy	6	5.08	0.55
41	Autonomy	6	2.71	1.22
42	Military and Professional Bearing	6	5.08	0.55
43	Army Self-Efficacy	6	5.08	0.55
44	Dependability	6	5.08	0.55
45	Strategic Thinking	6	5.08	0.55
46	Situational Awareness	6	5.08	0.55
47	Interdisciplinary Reasoning	6	4.07	0.84
48	Troubleshooting	6	5.08	0.55
49	Structured Problem Solving	6	4.07	0.84
50	Sound Judgement	6	5.08	0.55
51	Mental Agility	6	5.08	0.55
52	Cognitive Flexibility	6	5.08	0.55
53	Problem Sensitivity	6	5.08	0.55
54	Focus	6	5.08	0.55
55	Active Listening	5	4.94	0.55
56	Training and Developing Others	6	2.63	1.21
57	Recognizes and Rewards Good Performance	6	4.95	0.52
58	Encourages Fairness and Inclusiveness	6	3.95	0.82
59	Time Management	6	3.95	0.82
60	Improves the Organization	6	3.95	0.82
61	Team Development	6	3.95	0.82
62	Team Building	6	3.95	0.82
63	Coordination	6	4.95	0.52
64	Conflict Management	6	4.95	0.52
65	Perspective Taking	6	4.95	0.52
66	Adaptability	6	4.95	0.52
67	Commitment to Serve	6	3.95	0.82
68	Resilience	6	4.95	0.52
69	Adjustment	6	3.95	0.82
70	Self-management	6	3.95	0.82
71	Discipline	6	4.95	0.52
72	Reading Comprehension	6	3.95	0.82
73	Encourages Discourse	6	4.95	0.52
74	Systems Thinking	6	4.95	0.52
75	General Cognitive Aptitude	6	4.95	0.52
76	Monitoring	6	3.95	0.75
77	Motivating Others	6	3.95	0.75
78	Coordinating Multiple Groups	6	2.63	1.17
79	Working with the Public	6	2.12	1.33
80	Curiosity	6	3.95	0.75
81	Army Values	6	2.63	1.17
82	Enthusiasm	6	3.95	0.75
83	Emotional Control	6	3.22	0.98
84	Prudent Risk-Taker	6	3.22	0.98

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
85	Persistence	6	5.04	0.41
86	Analyze Data or Information	6	3.95	0.75
87	Processes Information and Data	6	2.63	1.17
88	Multi-Tasking	6	2.63	1.17
89	Attentiveness	6	5.04	0.41
90	Instructing	6	2.21	1.26
91	Task Planning and Management	6	3.32	0.89
92	Resource Management	6	3.32	0.89
93	Project Manager	6	2.71	1.10
94	Shared Leadership	6	4.10	0.63
95	Inspirational Leader	6	3.32	0.89
96	Social Perceptiveness	6	3.32	0.89
97	Maintains Relevant Geopolitical Awareness	6	3.32	0.89
98	Cultural Awareness	6	3.32	0.89
99	Quality Control Analysis	6	3.32	0.89
100	Working in Multidisciplinary Contexts	6	4.10	0.63
101	Interdisciplinary	6	3.32	0.89
102	Tolerance for Ambiguity	6	4.10	0.63
103	Tolerance	6	3.32	0.89
104	Warrior Ethos/Service Ethos	6	2.21	1.26
105	Artistic Interests	6	3.32	0.89
106	Virtue	6	3.32	0.89
107	Detail-Focused and Precise	6	2.21	1.26
108	Selflessness	6	3.32	0.89
109	Cooperation	6	3.32	0.89
110	Quantitative Reasoning	6	2.21	1.26
111	Reflective Thinking	6	4.10	0.63
112	Analyzes and Organizes Information to Create Knowledge	6	2.21	1.26
113	Perceptive	6	4.10	0.63
114	Memory	6	4.10	0.63
115	Information Ordering	6	3.32	0.89
116	Consensus Building	6	3.53	0.75
117	Cultural/Interpersonal Adaptability	6	2.88	0.98
118	Cross-Culturally Fluent	6	2.88	0.98
119	Process-Disciplined	6	3.53	0.75
120	Basic Computer Skills	6	2.35	1.17
121	Investigative Interests	6	2.35	1.17
122	Sociability	6	3.53	0.75
123	Self-control	6	2.35	1.17
124	Optimism	6	3.53	0.75
125	Even-Tempered	6	3.53	0.75
126	Orderliness	6	2.88	0.98
127	Introspective	6	2.88	0.98
128	Achievement Orientation	6	3.53	0.75
129	Humility	6	2.88	0.98

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
130	Assessing and Mitigating Harm	6	2.35	1.17
131	Awareness of Cognitive Biases	6	3.53	0.75
132	Physical Coordination	4	2.04	1.26
133	Knowledge of Processes and Procedures	6	3.16	0.82
134	Safety Compliance	6	1.32	1.51
135	Financial Management	6	2.58	1.03
136	Realistic Interests	6	2.58	1.03
137	Empathy	6	3.16	0.82
138	Non-Delinquency	6	3.16	0.82
139	Consideration	6	3.16	0.82
140	Intercultural Communication	6	2.10	1.21
141	Spatially Intelligent	6	2.10	1.21
142	Perceptual Speed and Accuracy	6	3.16	0.82
143	Physically Fit	5	2.87	0.89
144	Warrior Ethos	6	1.21	1.52
145	Evaluating Compliance	6	2.38	1.05
146	Science Methods	4	1.77	1.29
147	Mathematical Reasoning	4	3.56	0.58
148	Locus of Control	6	0.60	1.76
149	Interest in Leadership	6	1.55	1.38
150	Assertiveness	6	2.38	1.05
151	Affiliation	6	1.21	1.52
152	Spatial Visualization	6	1.21	1.52
153	Spatial Orientation	6	1.21	1.52
154	Pattern Recognition	6	3.63	0.55
155	Physical Endurance	5	2.06	1.14
156	Health and Fitness Orientation	5	3.49	0.55
157	Cyber Knowledge	5	2.06	1.14
158	Peer Leadership	6	1.15	1.51
159	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	6	1.84	1.21
160	Enterprising Interests	6	1.84	1.21
161	Proficiency with Mission Systems	6	1.48	1.37
162	Knowledge of System Inter-Relations	6	3.46	0.52
163	Response Orientation	6	3.46	0.52
164	General Science	4	2.35	0.96
165	Control Precision	5	1.53	1.30
166	Physical Strength	5	1.53	1.30
167	Knowledge of Combined Arms Operations	5	2.56	0.84
168	Technologically Adept	6	1.14	1.47
169	Advanced Computer Skills	6	1.14	1.47
170	Social Interests	6	1.80	1.17
171	Balance	5	2.00	1.00
172	Bodily-Kinesthetic	5	2.00	1.00
173	Basic Mathematics	5	1.17	1.41
174	Conventional Interests	6	0.65	1.67

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
175	Mathematics Knowledge	5	2.09	0.84
176	Hostility to Authority	5	0.38	1.79
177	Data Science	6	0.82	1.51
178	Language Learning Ability	6	0.82	1.51
179	Reaction Time	5	0.68	1.52
180	Soldier Common Task Knowledge and Skills	5	1.55	0.89
181	Information and Systems Security	5	1.20	1.14
182	Advanced Mathematics	4	1.30	0.96
183	Database Programming and Engineering	5	0.84	1.30
184	Systems Architecture and Engineering	5	0.43	1.64
185	Web Development	5	0.84	1.30
186	Knowledge Management	6	1.19	0.98
187	Mechanical Comprehension	3	2.00	0.00
188	Innovating Technology	6	1.37	0.63
189	Machiavellianism	5	0.27	1.73
190	Software Development	5	0.56	1.30
191	Inspecting Equipment, Objects, Structures, or Materials	4	1.13	0.50
192	Basic Electronics Knowledge	4	1.13	0.50
193	Attention Seeking	6	0.64	1.03
194	Swimming	3	0.56	1.15
195	Mechanically and Technologically Savvy	3	0.95	0.58
196	Basic Mechanical Knowledge	4	0.71	0.58
197	Machine/Equipment Installation	3	0.47	0.58
198	Auto and Shop Information	3	0.47	0.58

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 standard deviation and multiplying by original mean value.

Table E14*Veterinary Service Food Safety Officer (640A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Written Communication	13	6.76	0.28
2	Maintains Relevant Geopolitical Awareness	12	6.70	0.29
3	Strategic Thinking	12	6.70	0.29
4	Military and Professional Bearing	13	6.25	0.38
5	Reading Comprehension	13	6.25	0.38
6	Situational Awareness	13	6.25	0.38
7	Dependability	13	6.25	0.38
8	Oral and Nonverbal Comprehension	13	6.25	0.38
9	Leads By Example	13	6.25	0.38
10	Time Management	13	5.89	0.44
11	Army Values	13	5.89	0.44
12	Cooperation/Teamwork	13	5.89	0.44
13	Investigative Interests	13	5.61	0.48
14	Improves the Organization	13	5.61	0.48
15	Task Planning and Management	13	5.61	0.48
16	Sound Judgement	13	5.61	0.48
17	Mental Agility	13	5.61	0.48
18	Sustains a Climate of Trust	13	5.40	0.51
19	Warrior Ethos/Service Ethos	13	5.40	0.51
20	Detail-Focused and Precise	13	5.40	0.51
21	Problem Solver	13	5.40	0.51
22	Quality Control Analysis	13	5.28	0.60
23	Process-Disciplined	13	5.28	0.60
24	Critical Thinking	13	5.28	0.60
25	Warrior Ethos	13	5.24	0.52
26	Perceptive	13	5.24	0.52
27	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	13	5.24	0.52
28	Cognitive Flexibility	12	5.17	0.52
29	Mentoring	13	5.06	0.63
30	Stress Tolerance	13	5.06	0.63
31	Communicator	13	5.06	0.63
32	Communication Ability	13	5.06	0.63
33	Analytical Thinking	13	5.06	0.63
34	Unstructured Problem Solving	13	4.88	0.65
35	Cultural/Interpersonal Adaptability	13	4.88	0.65
36	Cultural Awareness	13	4.88	0.65
37	Tolerance	13	4.88	0.65
38	Initiative	13	4.88	0.65
39	Resilience	13	4.88	0.65
40	Active Listening	13	4.88	0.65
41	Coordinating Multiple Groups	13	4.88	0.65

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Interpersonal Tact	13	4.88	0.65
43	Self-management	13	4.88	0.65
44	Discipline	13	4.88	0.65
45	Team Planning	13	4.88	0.65
46	Attentiveness	13	4.74	0.66
47	Consideration	13	4.74	0.66
48	Structured Problem Solving	13	4.74	0.66
49	Adaptability	13	4.74	0.66
50	Self-control	13	4.74	0.66
51	Decision Making	13	4.74	0.66
52	Focus	13	4.74	0.66
53	Team Orientation	13	4.74	0.66
54	Processes Information and Data	12	4.64	0.67
55	Army Self-Efficacy	12	4.64	0.67
56	Cooperation	13	4.64	0.66
57	Motivating Others	13	4.64	0.66
58	Coordination	13	4.64	0.66
59	Innovative	13	4.64	0.66
60	General Cognitive Aptitude	13	4.64	0.66
61	Problem Sensitivity	13	4.64	0.66
62	Improves Unit Performance	13	4.64	0.66
63	Shared Leadership	13	4.61	0.75
64	Evaluating Compliance	13	4.61	0.75
65	Verbal Reasoning	13	4.61	0.75
66	Safety Compliance	13	4.45	0.77
67	Analyze Data or Information	13	4.45	0.77
68	Active Learning	13	4.45	0.77
69	Peer Leadership	13	4.33	0.78
70	Organizational Perspective	13	4.33	0.78
71	Specialized Expertise	13	4.33	0.78
72	Intercultural Communication	13	4.33	0.78
73	Social Perceptiveness	13	4.33	0.78
74	Self-Efficacy	13	4.24	0.78
75	Autonomy	13	4.24	0.78
76	Humility	13	4.24	0.78
77	Troubleshooting	13	4.24	0.78
78	Team Development	13	4.24	0.78
79	Oral Communication Skill	13	4.23	0.85
80	Persistence	13	4.17	0.77
81	Enforces Standards	13	4.17	0.77
82	Learning Orientation	13	4.17	0.77
83	Non-Delinquency	13	4.17	0.77
84	Interdisciplinary Reasoning	13	4.17	0.77
85	Inspirational Leader	13	4.17	0.77
86	Selflessness	13	4.13	0.75

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Creates a Learning Environment	13	4.13	0.75
88	Assesses Development Needs of Others	13	4.13	0.75
89	Providing Feedback	13	4.13	0.75
90	Optimism	12	4.12	0.79
91	Introspective	12	4.12	0.79
92	Creative Problem Solving and Innovation	13	4.12	0.73
93	Project Manager	13	4.12	0.73
94	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	12	4.07	0.78
95	Assertiveness	12	4.05	0.75
96	Commitment to Serve	13	3.89	0.88
97	Cross-Culturally Fluent	13	3.89	0.88
98	Systems Thinking	13	3.89	0.88
99	Perspective Taking	13	3.89	0.88
100	Proficiency with Mission Systems	10	3.88	0.79
101	Training and Developing Others	13	3.83	0.87
102	Virtue	13	3.83	0.87
103	Intellectual Efficiency	13	3.83	0.87
104	Team Building	13	3.83	0.87
105	Assessing and Mitigating Harm	13	3.83	0.87
106	Interpersonal Relationship Building	13	3.79	0.85
107	Conflict Management	13	3.79	0.85
108	Even-Tempered	13	3.79	0.85
109	Analyzes and Organizes Information to Create Knowledge	13	3.79	0.85
110	Awareness of Cognitive Biases	13	3.78	0.80
111	Memory	13	3.78	0.80
112	Knowledge Management	13	3.78	0.80
113	Information Ordering	13	3.78	0.80
114	Reflective Thinking	13	3.77	0.83
115	Monitoring	13	3.77	0.83
116	Orderliness	13	3.77	0.83
117	Technologically Adept	12	3.69	0.83
118	Encourages Discourse	12	3.69	0.87
119	MOS/Branch-Specific Knowledge and Skill	13	3.52	0.96
120	Achievement Orientation	13	3.52	0.96
121	Multi-Tasking	13	3.52	0.96
122	Quantitative Reasoning	13	3.48	0.95
123	Prudent Risk-Taker	13	3.47	0.90
124	Balances Mission and Welfare of Followers	13	3.47	0.90
125	Instructing	13	3.47	0.93
126	Functional Area/Occupation-Specific Knowledge and Skill	13	3.47	0.93
127	Emotional Control	13	3.47	0.93
128	Basic Computer Skills	13	3.47	0.93
129	Information and Systems Security	11	3.34	0.69
130	Recognizes and Rewards Good Performance	13	3.33	0.86

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
131	Resource Management	13	3.26	0.91
132	Adjustment	13	3.22	0.95
133	Tolerance for Ambiguity	13	3.22	0.95
134	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	13	3.19	1.01
135	Spatial Orientation	11	3.07	0.94
136	Consensus Building	13	3.00	1.00
137	Delegating	13	2.94	1.07
138	General Science	13	2.94	1.07
139	Working in Multidisciplinary Contexts	13	2.93	1.09
140	Knowledge of System Inter-Relations	12	2.87	1.04
141	Affiliation	13	2.81	1.04
142	Cyber Knowledge	12	2.75	1.03
143	Spatial Visualization	11	2.60	1.08
144	Bodily-Kinesthetic	12	2.60	0.89
145	Curiosity	13	2.59	1.12
146	Conventional Interests	11	2.57	1.03
147	Health and Fitness Orientation	13	2.54	0.97
148	Response Orientation	10	2.54	1.06
149	Working with the Public	13	2.50	1.26
150	Physically Fit	13	2.48	0.96
151	Pattern Recognition	12	2.47	1.07
152	Spatially Intelligent	12	2.44	1.16
153	Basic Mathematics	13	2.41	1.05
154	Realistic Interests	13	2.37	1.19
155	Interest in Leadership	13	2.31	1.17
156	Interdisciplinary	13	2.29	1.26
157	Science Methods	13	2.27	1.28
158	Inspecting Equipment, Objects, Structures, or Materials	12	2.22	1.24
159	Physical Endurance	12	2.21	1.08
160	Physical Strength	12	2.16	1.07
161	Soldier Common Task Knowledge and Skills	10	2.05	1.18
162	Knowledge of Processes and Procedures	13	1.87	1.34
163	Reaction Time	11	1.84	1.19
164	Knowledge of Combined Arms Operations	11	1.84	1.19
165	Advanced Computer Skills	12	1.84	1.24
166	Perceptual Speed and Accuracy	12	1.84	1.24
167	Enthusiasm	13	1.76	1.36
168	Mathematics Knowledge	13	1.76	1.26
169	Language Learning Ability	10	1.76	1.41
170	Enterprising Interests	12	1.75	1.19
171	Physical Coordination	11	1.69	1.29
172	Balance	11	1.69	1.29
173	Empathy	13	1.68	1.38
174	Control Precision	11	1.64	1.25
175	Sociability	12	1.60	1.38

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
176	Locus of Control	12	1.60	1.38
177	Mathematical Reasoning	13	1.58	1.32
178	Hostility to Authority	9	1.47	1.42
179	Innovating Technology	9	1.44	1.48
180	Machiavellianism	9	1.35	1.39
181	Encourages Fairness and Inclusiveness	12	1.34	1.53
182	Financial Management	12	1.30	1.35
183	Advanced Mathematics	13	1.27	1.25
184	Basic Mechanical Knowledge	10	1.20	1.37
185	Basic Electronics Knowledge	10	1.20	1.37
186	Mechanical Comprehension	10	1.19	1.51
187	Mechanically and Technologically Savvy	10	1.16	1.49
188	Social Interests	12	1.13	1.56
189	Machine/Equipment Installation	9	1.08	1.39
190	Data Science	12	0.98	1.47
191	Artistic Interests	9	0.98	1.20
192	Systems Architecture and Engineering	7	0.70	1.51
193	Swimming	7	0.67	1.21
194	Web Development	7	0.55	1.62
195	Attention Seeking	9	0.52	1.67
196	Software Development	7	0.51	1.70
197	Database Programming and Engineering	8	0.43	1.69
198	Auto and Shop Information	7	0.43	0.49

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 standard deviation and multiplying by original mean value.

Table E15*Health Services Maintenance Technician (670A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Cognitive Flexibility	11	6.64	0.30
2	Analyzes and Organizes Information to Create Knowledge	11	6.64	0.30
3	Creative Problem Solving and Innovation	11	6.64	0.30
4	Situational Awareness	11	6.64	0.30
5	Problem Solver	11	6.09	0.40
6	MOS/Branch-Specific Knowledge and Skill	11	6.09	0.40
7	Sound Judgement	11	6.09	0.40
8	Mental Agility	11	6.09	0.40
9	Evaluating Compliance	11	5.71	0.47
10	Analytical Thinking	11	5.71	0.47
11	Structured Problem Solving	11	5.71	0.47
12	Adaptability	11	5.71	0.47
13	Self-control	11	5.71	0.47
14	Written Communication	11	5.71	0.47
15	Sustains a Climate of Trust	11	5.71	0.47
16	Functional Area/Occupation-Specific Knowledge and Skill	11	5.71	0.47
17	Processes Information and Data	11	5.71	0.47
18	Attentiveness	11	5.71	0.47
19	Training and Developing Others	11	5.44	0.50
20	Specialized Expertise	11	5.44	0.50
21	Stress Tolerance	11	5.44	0.50
22	Reading Comprehension	11	5.44	0.50
23	Oral Communication Skill	11	5.44	0.50
24	Improves Unit Performance	11	5.44	0.50
25	Selflessness	10	5.34	0.52
26	Creates a Learning Environment	11	5.24	0.52
27	Active Listening	11	5.24	0.52
28	Critical Thinking	11	5.24	0.52
29	Mentoring	11	5.24	0.52
30	Providing Feedback	11	5.24	0.52
31	Communicator	11	5.24	0.52
32	Communication Ability	11	5.24	0.52
33	Process-Disciplined	11	5.11	0.52
34	Assesses Development Needs of Others	11	5.11	0.52
35	Balances Mission and Welfare of Followers	11	5.11	0.52
36	Basic Mechanical Knowledge	11	5.04	0.65
37	Basic Electronics Knowledge	11	5.04	0.65
38	Awareness of Cognitive Biases	11	5.04	0.65
39	Perceptive	11	5.04	0.65
40	Safety Compliance	11	4.82	0.67

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
41	Quality Control Analysis	11	4.82	0.67
42	Mechanically and Technologically Savvy	11	4.82	0.67
43	Troubleshooting	11	4.82	0.67
44	Problem Sensitivity	11	4.82	0.67
45	Intellectual Efficiency	11	4.82	0.67
46	Detail-Focused and Precise	11	4.82	0.67
47	Task Planning and Management	10	4.68	0.70
48	Team Planning	11	4.65	0.69
49	Team Building	11	4.65	0.69
50	Mechanical Comprehension	11	4.65	0.69
51	Verbal Reasoning	11	4.65	0.69
52	Analyze Data or Information	11	4.65	0.69
53	Active Learning	11	4.65	0.69
54	Focus	11	4.65	0.69
55	Recognizes and Rewards Good Performance	11	4.65	0.69
56	Cooperation/Teamwork	11	4.53	0.69
57	Quantitative Reasoning	11	4.53	0.69
58	Reflective Thinking	11	4.53	0.69
59	Encourages Fairness and Inclusiveness	11	4.53	0.69
60	Team Development	11	4.53	0.69
61	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	11	4.53	0.69
62	Commitment to Serve	11	4.53	0.69
63	Emotional Control	11	4.53	0.69
64	Self-management	11	4.53	0.69
65	Dependability	11	4.53	0.69
66	Time Management	10	4.53	0.71
67	Resource Management	10	4.53	0.71
68	Project Manager	10	4.53	0.71
69	Delegating	10	4.53	0.71
70	Organizational Perspective	10	4.53	0.71
71	Improves the Organization	10	4.53	0.71
72	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	10	4.53	0.71
73	Empathy	10	4.53	0.71
74	Conflict Management	11	4.46	0.67
75	Knowledge of Processes and Procedures	11	4.46	0.67
76	Instructing	11	4.46	0.67
77	Team Orientation	11	4.46	0.67
78	Basic Computer Skills	11	4.46	0.67
79	Army Values	11	4.46	0.67
80	Initiative	11	4.46	0.67
81	Perceptual Speed and Accuracy	11	4.46	0.67
82	Memory	11	4.46	0.67
83	Humility	11	4.43	0.65
84	Achievement Orientation	11	4.43	0.65

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
85	Motivating Others	10	4.42	0.70
86	Shared Leadership	10	4.37	0.67
87	Peer Leadership	10	4.37	0.67
88	General Cognitive Aptitude	11	4.18	0.82
89	Decision Making	11	4.18	0.82
90	Warrior Ethos	11	4.08	0.82
91	Self-Efficacy	11	4.08	0.82
92	Military and Professional Bearing	11	4.08	0.82
93	Realistic Interests	11	4.02	0.70
94	Interdisciplinary Reasoning	11	4.01	0.81
95	Machine/Equipment Installation	11	4.01	0.81
96	Innovative	11	4.01	0.81
97	Learning Orientation	11	4.01	0.81
98	Discipline	11	4.01	0.81
99	Oral and Nonverbal Comprehension	11	3.97	0.75
100	Coordination	11	3.97	0.79
101	Enforces Standards	11	3.97	0.79
102	Coordinating Multiple Groups	11	3.97	0.79
103	Inspecting Equipment, Objects, Structures, or Materials	11	3.97	0.79
104	Autonomy	11	3.97	0.79
105	Army Self-Efficacy	11	3.97	0.79
106	Intercultural Communication	11	3.97	0.79
107	Leads By Example	10	3.93	0.84
108	Investigative Interests	10	3.91	0.74
109	Inspirational Leader	10	3.88	0.82
110	General Science	11	3.76	0.52
111	Resilience	11	3.68	0.93
112	Affiliation	11	3.68	0.77
113	Unstructured Problem Solving	11	3.62	0.92
114	Multi-Tasking	11	3.62	0.92
115	Technologically Adept	11	3.62	0.92
116	Enthusiasm	11	3.61	0.83
117	Introspective	11	3.61	0.83
118	Curiosity	11	3.61	0.83
119	Spatially Intelligent	11	3.61	0.83
120	Assessing and Mitigating Harm	11	3.59	0.90
121	Information Ordering	11	3.59	0.90
122	Warrior Ethos/Service Ethos	11	3.58	0.87
123	Monitoring	11	3.58	0.87
124	Knowledge of System Inter-Relations	11	3.58	0.87
125	Even-Tempered	11	3.58	0.87
126	Virtue	11	3.58	0.87
127	Orderliness	11	3.58	0.87
128	Interpersonal Tact	11	3.52	0.75
129	Interpersonal Relationship Building	11	3.52	0.75

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
130	Cultural/Interpersonal Adaptability	11	3.52	0.75
131	Cultural Awareness	11	3.52	0.75
132	Maintains Relevant Geopolitical Awareness	11	3.50	0.67
133	Cross-Culturally Fluent	11	3.50	0.67
134	Science Methods	9	3.46	0.44
135	Working in Multidisciplinary Contexts	11	3.40	0.83
136	Interdisciplinary	11	3.40	0.83
137	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	11	3.32	0.89
138	Interest in Leadership	11	3.32	0.89
139	Consideration	11	3.32	0.89
140	Tolerance	11	3.32	0.89
141	Perspective Taking	11	3.31	0.79
142	Persistence	11	3.26	0.94
143	Cooperation	11	3.26	0.94
144	Knowledge Management	11	3.24	1.01
145	Systems Thinking	11	3.24	1.01
146	Proficiency with Mission Systems	11	3.24	0.98
147	Spatial Visualization	10	3.18	0.82
148	Spatial Orientation	11	3.17	0.87
149	Cyber Knowledge	11	3.14	0.81
150	Mathematical Reasoning	10	3.01	0.63
151	Advanced Computer Skills	10	3.01	0.84
152	Social Perceptiveness	11	3.00	0.82
153	Response Orientation	11	3.00	1.00
154	Financial Management	11	3.00	1.00
155	Strategic Thinking	11	2.95	1.04
156	Adjustment	11	2.93	1.08
157	Consensus Building	10	2.92	0.99
158	Basic Mathematics	10	2.88	0.85
159	Pattern Recognition	11	2.87	0.98
160	Working with the Public	11	2.87	0.98
161	Sociability	11	2.78	1.04
162	Innovating Technology	9	2.73	1.05
163	Optimism	11	2.71	1.10
164	Information and Systems Security	11	2.71	0.93
165	Locus of Control	11	2.44	1.10
166	Non-Delinquency	11	2.44	1.10
167	Encourages Discourse	11	2.41	1.22
168	Mathematics Knowledge	10	2.36	0.88
169	Enterprising Interests	11	2.22	1.13
170	Assertiveness	11	2.22	1.13
171	Auto and Shop Information	11	2.21	0.89
172	Prudent Risk-Taker	11	2.21	1.26
173	Tolerance for Ambiguity	11	1.80	1.29
174	Social Interests	11	1.73	1.29

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
175	Advanced Mathematics	10	1.72	0.67
176	Data Science	11	1.63	1.22
177	Systems Architecture and Engineering	9	1.57	1.17
178	Bodily-Kinesthetic	10	1.50	1.32
179	Physical Endurance	10	1.32	1.40
180	Database Programming and Engineering	9	1.26	1.13
181	Conventional Interests	11	1.17	1.41
182	Physical Coordination	10	1.16	1.49
183	Knowledge of Combined Arms Operations	11	1.16	1.49
184	Soldier Common Task Knowledge and Skills	11	1.16	1.45
185	Control Precision	10	1.15	1.48
186	Health and Fitness Orientation	10	1.15	1.48
187	Swimming	5	1.14	1.48
188	Reaction Time	10	1.02	1.49
189	Language Learning Ability	10	1.00	1.52
190	Physical Strength	10	1.00	1.52
191	Balance	10	1.00	1.57
192	Machiavellianism	8	0.95	1.55
193	Web Development	9	0.90	1.32
194	Physically Fit	10	0.84	1.62
195	Attention Seeking	10	0.73	1.63
196	Artistic Interests	11	0.71	1.40
197	Software Development	9	0.71	1.36
198	Hostility to Authority	10	0.57	1.73

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 inversing standard deviation and multiplying by original mean value.

Table E16*Watercraft WOs (880A, 881A, 882A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communicator	21	5.70	0.46
2	Active Listening	21	5.44	0.50
3	Dependability	21	5.34	0.56
4	Written Communication	21	5.33	0.51
5	Analyzes and Organizes Information to Create Knowledge	21	5.22	0.58
6	Coordination	21	5.22	0.58
7	Communication Ability	21	5.22	0.58
8	Discipline	21	5.03	0.64
9	Cooperation/Teamwork	21	5.01	0.60
10	Oral Communication Skill	21	5.01	0.60
11	Sustains a Climate of Trust	19	4.99	0.61
12	Army Values	21	4.93	0.66
13	Self-Management	21	4.92	0.60
14	Stress Tolerance	21	4.87	0.60
15	Sound Judgement	20	4.85	0.67
16	MOS/Branch-Specific Knowledge and Skill	20	4.85	0.67
17	Creates a Learning Environment	18	4.76	0.62
18	Processes Information and Data	21	4.59	0.68
19	General Cognitive Aptitude	21	4.59	0.68
20	Attentiveness	21	4.59	0.68
21	Enforces Standards	20	4.59	0.69
22	Military And Professional Bearing	21	4.56	0.74
23	Instructing	19	4.41	0.67
24	Multi-Tasking	21	4.35	0.75
25	Virtue	21	4.35	0.75
26	Reading Comprehension	21	4.35	0.75
27	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	17	4.33	0.66
28	Systems Thinking	21	4.30	0.75
29	Analyze Data or Information	21	4.30	0.75
30	Mental Agility	21	4.30	0.75
31	Detail-Focused and Precise	21	4.26	0.74
32	Structured Problem Solving	21	4.26	0.74
33	Focus	21	4.23	0.73
34	Non-Delinquency	21	4.23	0.73
35	Problem Sensitivity	21	4.23	0.73
36	Team Planning	21	4.23	0.73
37	Verbal Reasoning	21	4.22	0.66
38	Active Learning	21	4.21	0.70
39	Emotional Control	21	4.21	0.70
40	Encourages Fairness and Inclusiveness	20	4.20	0.75
41	Perceptive	20	4.17	0.83

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Creative Problem Solving and Innovation	21	4.13	0.81
43	Training and Developing Others	18	4.11	0.77
44	Time Management	21	4.08	0.81
45	Commitment to Serve	21	4.08	0.81
46	Cognitive Flexibility	21	4.04	0.81
47	Persistence	21	4.01	0.80
48	Conflict Management	21	4.01	0.80
49	Selflessness	20	4.01	0.82
50	Tolerance	20	4.01	0.69
51	Achievement Orientation	21	4.00	0.78
52	Humility	21	4.00	0.78
53	Memory	21	3.99	0.77
54	Orderliness	21	3.99	0.75
55	Cooperation	21	3.99	0.75
56	Strategic Thinking	21	3.97	0.87
57	Process-Disciplined	19	3.90	0.77
58	Inspirational Leader	19	3.89	0.81
59	Resilience	21	3.88	0.87
60	Critical Thinking	21	3.88	0.87
61	Balances Mission and Welfare of Followers	18	3.86	0.76
62	Oral and Nonverbal Comprehension	21	3.81	0.86
63	Analytical Thinking	21	3.81	0.86
64	Situational Awareness	20	3.80	0.88
65	Interpersonal Tact	21	3.79	0.83
66	Innovative	21	3.78	0.81
67	Prudent Risk-Taker	20	3.74	0.81
68	Adjustment	21	3.68	0.78
69	Problem Solver	21	3.65	0.92
70	Interpersonal Relationship Building	21	3.61	0.90
71	Organizational Perspective	20	3.58	0.83
72	Assesses Developmental Needs of Others	19	3.51	0.85
73	Intercultural Communication	19	3.48	0.93
74	Warrior Ethos	19	3.47	0.92
75	Interdisciplinary Reasoning	21	3.45	0.79
76	Unstructured Problem Solving	21	3.44	0.89
77	Reflective Thinking	21	3.44	0.89
78	Initiative	21	3.43	0.96
79	Coordinating Multiple Groups	21	3.42	0.91
80	Awareness of Cognitive Biases	21	3.42	0.93
81	Leads By Example	20	3.39	0.99
82	Consideration	21	3.39	0.83
83	Perspective Taking	20	3.37	0.91
84	Mentoring	20	3.37	0.98
85	Task Planning and Management	20	3.37	0.98
86	Monitoring	20	3.36	0.93

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Providing Feedback	20	3.36	0.93
88	Motivating Others	20	3.36	0.97
89	Project Manager	19	3.29	0.98
90	Intellectual Efficiency	21	3.27	0.94
91	Team Orientation	21	3.27	1.02
92	Warrior Ethos/Service Ethos	21	3.27	1.01
93	Team Building	21	3.27	1.01
94	Self-Control	21	3.26	1.00
95	Army Self-Efficacy	20	3.20	0.97
96	Learning Orientation	21	3.15	0.95
97	Basic Computer Skills	21	3.13	0.97
98	Tolerance for Ambiguity	20	3.11	0.95
99	Physical Endurance	19	3.11	0.77
100	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	21	3.10	1.04
101	Recognizes and Rewards Good Performance	18	3.04	1.02
102	Mathematical Reasoning	17	3.04	0.80
103	Decision Making	21	2.95	1.10
104	Team Development	21	2.94	1.08
105	Knowledge of Processes and Procedures	21	2.94	1.08
106	Health and Fitness Orientation	20	2.93	0.83
107	Perceptual Speed And Accuracy	20	2.91	0.92
108	Even-Tempered	21	2.88	1.02
109	Cultural/ Interpersonal Adaptability	21	2.88	1.02
110	Assertiveness	21	2.88	1.02
111	Delegating	17	2.84	0.97
112	Curiosity	20	2.84	0.97
113	Basic Mathematics	20	2.84	0.97
114	Optimism	20	2.84	1.02
115	Spatially Intelligent	21	2.82	1.01
116	Resource Management	20	2.80	1.05
117	Adaptability	21	2.80	1.11
118	Interest in Leadership	21	2.77	1.00
119	Improves Unit Performance	20	2.77	1.08
120	Physical Strength	19	2.77	0.83
121	Spatial Orientation	20	2.76	0.98
122	Self-Efficacy	20	2.75	1.10
123	Shared Leadership	20	2.74	1.04
124	Improves the Organization	19	2.72	1.08
125	Response Orientation	19	2.70	1.03
126	Realistic Interests	21	2.68	1.06
127	Spatial Visualization	20	2.68	0.99
128	Quantitative Reasoning	21	2.64	1.04
129	Physical Coordination	19	2.62	0.96
130	Quality Control Analysis	19	2.60	1.10
131	Physically Fit	20	2.58	0.95

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Introspective	21	2.58	1.14
133	Pattern Recognition	21	2.56	1.02
134	Information Ordering	21	2.55	1.11
135	Knowledge of System Inter-Relations	21	2.51	1.14
136	Financial Management	20	2.48	1.05
137	Enthusiasm	21	2.43	1.10
138	Peer Leadership	20	2.43	1.12
139	Specialized Expertise	17	2.42	1.26
140	Encourages Discourse	21	2.42	1.15
141	Bodily-Kinesthetic	20	2.41	0.83
142	Assessing And Mitigating Harm	20	2.37	1.15
143	Investigative Interests	20	2.35	1.13
144	Interdisciplinary	20	2.32	0.97
145	Mathematics Knowledge	17	2.30	1.07
146	Functional Area/Occupation-Specific Knowledge and Skill	21	2.27	1.29
147	Social Perceptiveness	21	2.27	1.18
148	Inspecting Equipment, Objects, Structures, or Materials	13	2.24	1.21
149	Advanced Computer Skills	18	2.23	1.18
150	Working with the Public	20	2.18	1.15
151	Safety Compliance	20	2.18	1.21
152	Social Interests	21	2.17	1.12
153	Affiliation	21	2.17	1.12
154	Cultural Awareness	21	2.15	1.22
155	Proficiency with Mission Systems	21	2.15	1.22
156	Troubleshooting	21	2.14	1.26
157	Balance	18	2.13	1.09
158	Evaluating Compliance	18	2.10	1.23
159	Reaction Time	18	2.08	1.15
160	Control Precision	16	2.07	1.15
161	Consensus Building	19	1.98	1.22
162	Enterprising Interests	20	1.95	1.19
163	Working in Multidisciplinary Contexts	19	1.93	1.22
164	Locus of Control	21	1.90	1.20
165	Sociability	21	1.88	1.28
166	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	21	1.88	1.28
167	Autonomy	19	1.84	1.33
168	General Science	16	1.80	1.12
169	Information and Systems Security	17	1.76	1.14
170	Knowledge of Combined Arms Operations	18	1.74	1.20
171	Technologically Adept	16	1.73	1.25
172	Empathy	21	1.68	1.36
173	Knowledge Management	16	1.67	1.32
174	Science methods	14	1.66	1.14
175	Conventional Interests	20	1.57	1.27
176	Cyber Knowledge	17	1.56	1.20

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Cross-Culturally Fluent	21	1.51	1.35
178	Maintains Relevant Geopolitical Awareness	21	1.49	1.40
179	Soldier Common Task Knowledge and Skills	18	1.34	1.33
180	Hostility to Authority	11	1.32	1.34
181	Innovating Technology	11	1.19	1.38
182	Advanced Mathematics	18	1.17	1.25
183	Artistic Interests	18	1.13	1.38
184	Language Learning Ability	18	1.07	1.49
185	Data Science	13	1.07	1.44
186	Machine/Equipment Installation	14	1.06	1.47
187	Auto and Shop Information	13	1.02	1.42
188	Machiavellianism	11	1.02	1.51
189	Database Programming and Engineering	11	1.00	1.42
190	Mechanical Comprehension	14	0.98	1.49
191	Basic Mechanical Knowledge	14	0.95	1.54
192	Systems Architecture and Engineering	10	0.90	1.52
193	Web Development	12	0.88	1.44
194	Software Development	13	0.81	1.50
195	Basic Electronics Knowledge	13	0.79	1.57
196	Mechanically and Technologically Savvy	15	0.76	1.64
197	Attention Seeking	14	0.64	1.56
198	Swimming	15	0.61	1.63

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 standard deviation and multiplying by original mean value.

Table E17*Ammunition Warrant Officer (890A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Self-management	20	4.88	0.61
2	Critical Thinking	19	4.53	0.70
3	Detail-Focused and Precise	20	4.34	0.76
4	Analyzes and Organizes Information to Create Knowledge	20	4.34	0.76
5	Dependability	20	4.34	0.76
6	Strategic Thinking	19	4.26	0.77
7	Assessing and Mitigating Harm	19	4.15	0.75
8	Emotional Control	20	3.96	0.80
9	Quantitative Reasoning	19	3.92	0.74
10	Verbal Reasoning	19	3.91	0.82
11	Adjustment	19	3.90	0.76
12	Time Management	19	3.80	0.90
13	Communicator	20	3.77	0.88
14	Resilience	20	3.75	0.86
15	Analytical Thinking	20	3.74	0.85
16	Multi-Tasking	20	3.74	0.85
17	Cooperation	20	3.73	0.83
18	Systems Thinking	19	3.68	0.87
19	Problem Sensitivity	19	3.68	0.87
20	Investigative Interests	19	3.68	0.85
21	Even-Tempered	20	3.58	0.83
22	Persistence	20	3.57	0.93
23	Problem Solver	20	3.57	0.93
24	Military and Professional Bearing	20	3.55	0.92
25	Attentiveness	20	3.55	0.92
26	Troubleshooting	20	3.54	0.91
27	Active Learning	20	3.54	0.89
28	Decision Making	20	3.54	0.89
29	Leads By Example	19	3.48	0.93
30	Sustains a Climate of Trust	19	3.47	0.92
31	Written Communication	20	3.45	1.00
32	Balances Mission and Welfare of Followers	18	3.44	0.87
33	Mentoring	18	3.43	0.97
34	Analyze Data or Information	20	3.42	0.99
35	Processes Information and Data	20	3.42	0.99
36	Interdisciplinary Reasoning	19	3.40	0.85
37	Quality Control Analysis	18	3.37	0.83
38	Coordination	20	3.36	0.93
39	Enforces Standards	20	3.36	0.97
40	Discipline	20	3.36	0.97
41	Communication Ability	20	3.36	0.97

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Warrior Ethos/Service Ethos	20	3.36	0.97
43	Adaptability	20	3.36	0.95
44	Awareness of Cognitive Biases	19	3.32	0.91
45	Safety Compliance	19	3.32	0.91
46	Evaluating Compliance	19	3.32	0.91
47	Process-Disciplined	19	3.31	0.83
48	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	19	3.30	0.94
49	Virtue	19	3.30	0.94
50	Task Planning and Management	19	3.29	0.98
51	Sound Judgement	20	3.28	1.05
52	Reading Comprehension	20	3.24	1.05
53	Cooperation/Teamwork	20	3.22	0.94
54	Oral Communication Skill	20	3.22	1.04
55	Active Listening	20	3.20	1.03
56	Self-control	20	3.19	0.99
57	Commitment to Serve	20	3.19	0.99
58	Cognitive Flexibility	20	3.19	1.02
59	Improves the Organization	19	3.17	0.94
60	Orderliness	20	3.16	0.91
61	Creative Problem Solving and Innovation	19	3.15	1.07
62	Intercultural Communication	19	3.14	0.97
63	Situational Awareness	19	3.13	1.06
64	Warrior Ethos	19	3.12	0.99
65	Encourages Fairness and Inclusiveness	19	3.12	0.99
66	Memory	20	3.11	0.94
67	Stress Tolerance	19	3.11	1.03
68	Coordinating Multiple Groups	20	3.08	0.97
69	Autonomy	18	3.06	1.00
70	Basic Mathematics	20	3.04	0.93
71	Information Ordering	20	3.04	1.02
72	Unstructured Problem Solving	20	3.02	1.04
73	Mental Agility	20	3.02	1.07
74	Focus	20	3.02	1.07
75	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	19	3.00	1.00
76	Pattern Recognition	19	3.00	1.00
77	Assertiveness	20	2.99	0.97
78	Knowledge of Processes and Procedures	20	2.99	0.97
79	Spatial Visualization	19	2.99	0.89
80	Peer Leadership	19	2.97	1.03
81	Instructing	19	2.95	1.05
82	MOS/Branch-Specific Knowledge and Skill	19	2.94	1.07
83	Creates a Learning Environment	19	2.94	1.07
84	Non-Delinquency	20	2.92	1.03
85	Spatially Intelligent	19	2.92	0.93

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
86	Resource Management	19	2.87	1.03
87	Basic Computer Skills	19	2.87	1.03
88	Oral and Nonverbal Comprehension	20	2.87	1.12
89	Selflessness	20	2.86	1.11
90	Response Orientation	17	2.78	1.01
91	Intellectual Efficiency	20	2.77	1.08
92	Spatial Orientation	19	2.76	0.99
93	Organizational Perspective	19	2.75	1.05
94	Team Development	19	2.75	1.05
95	General Cognitive Aptitude	20	2.75	1.10
96	Providing Feedback	20	2.75	1.10
97	Humility	20	2.74	1.04
98	Monitoring	20	2.74	1.04
99	Perceptive	20	2.73	1.12
100	Army Values	20	2.72	1.14
101	Recognizes and Rewards Good Performance	19	2.72	1.08
102	Assesses Development Needs of Others	19	2.72	1.08
103	Team Building	19	2.72	1.08
104	Consideration	19	2.70	1.03
105	Tolerance	20	2.70	1.02
106	Shared Leadership	19	2.68	1.11
107	Team Planning	19	2.68	1.11
108	Army Self-Efficacy	20	2.66	1.10
109	Team Orientation	19	2.65	1.07
110	Training and Developing Others	19	2.64	1.15
111	Reflective Thinking	20	2.63	1.12
112	Consensus Building	19	2.61	1.05
113	Self-Efficacy	19	2.60	1.01
114	Introspective	20	2.60	1.09
115	Initiative	20	2.59	1.17
116	Structured Problem Solving	20	2.57	1.20
117	Inspirational Leader	19	2.57	1.13
118	Knowledge of System Inter-Relations	20	2.54	1.04
119	Innovative	20	2.52	1.15
120	Interpersonal Tact	20	2.51	1.11
121	Social Perceptiveness	20	2.48	1.08
122	Tolerance for Ambiguity	20	2.48	1.05
123	Project Manager	18	2.47	1.16
124	Learning Orientation	20	2.42	1.17
125	Cultural/Interpersonal Adaptability	19	2.40	1.07
126	Affiliation	19	2.39	1.11
127	Knowledge of Combined Arms Operations	18	2.39	1.04
128	Inspecting Equipment, Objects, Structures, or Materials	13	2.36	0.86
129	Curiosity	20	2.35	1.13
130	Enthusiasm	20	2.35	1.10

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
131	Perspective Taking	19	2.33	1.15
132	Interpersonal Relationship Building	20	2.29	1.14
133	Interest in Leadership	19	2.28	1.18
134	Social Interests	17	2.27	1.12
135	Working in Multidisciplinary Contexts	18	2.25	1.10
136	Improves Unit Performance	20	2.25	1.20
137	Maintains Relevant Geopolitical Awareness	16	2.24	1.15
138	Interdisciplinary	18	2.24	1.02
139	Perceptual Speed and Accuracy	18	2.24	1.18
140	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	18	2.23	1.14
141	Optimism	20	2.21	1.23
142	Health and Fitness Orientation	18	2.20	0.99
143	Conflict Management	20	2.17	1.18
144	Enterprising Interests	17	2.16	1.12
145	Achievement Orientation	19	2.16	1.27
146	Encourages Discourse	20	2.13	1.24
147	Functional Area/Occupation-Specific Knowledge and Skill	19	2.11	1.26
148	Knowledge Management	16	2.09	1.24
149	Proficiency with Mission Systems	19	2.09	1.12
150	Specialized Expertise	17	2.06	1.22
151	Conventional Interests	18	2.04	1.14
152	Mathematical Reasoning	20	2.03	1.14
153	Mathematics Knowledge	20	2.03	1.14
154	Motivating Others	19	2.03	1.27
155	Empathy	19	2.01	1.25
156	Physical Strength	19	2.00	1.05
157	Cross-Culturally Fluent	16	1.97	1.13
158	Technologically Adept	16	1.95	1.11
159	Information and Systems Security	16	1.94	0.81
160	Prudent Risk-Taker	19	1.93	1.22
161	Delegating	18	1.92	1.31
162	Physically Fit	19	1.89	1.10
163	Cultural Awareness	18	1.88	1.25
164	Soldier Common Task Knowledge and Skills	18	1.86	0.99
165	Physical Endurance	19	1.79	1.15
166	Bodily-Kinesthetic	16	1.78	0.95
167	Locus of Control	18	1.76	1.23
168	Sociability	20	1.72	1.27
169	Advanced Mathematics	14	1.66	1.14
170	Balance	15	1.65	1.08
171	Realistic Interests	19	1.60	1.20
172	Mechanically and Technologically Savvy	10	1.58	0.57
173	Advanced Computer Skills	17	1.57	1.17
174	Financial Management	15	1.49	1.30

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
175	Working with the Public	16	1.47	1.26
176	Language Learning Ability	16	1.47	1.31
177	Mechanical Comprehension	8	1.47	0.53
178	Auto and Shop Information	6	1.46	0.75
179	Science Methods	12	1.42	1.00
180	Cyber Knowledge	14	1.41	1.02
181	Innovating Technology	12	1.37	1.22
182	General Science	13	1.33	1.28
183	Physical Coordination	12	1.30	1.35
184	Basic Mechanical Knowledge	8	1.24	0.76
185	Basic Electronics Knowledge	10	1.24	0.88
186	Control Precision	12	1.22	1.34
187	Machine/Equipment Installation	4	1.18	0.82
188	Reaction Time	12	1.01	1.42
189	Software Development	9	1.00	1.00
190	Machiavellianism	13	0.89	1.52
191	Hostility to Authority	13	0.89	1.52
192	Database Programming and Engineering	8	0.85	1.25
193	Systems Architecture and Engineering	10	0.81	1.10
194	Data Science	12	0.80	1.54
195	Artistic Interests	14	0.79	1.38
196	Web Development	8	0.68	0.92
197	Attention Seeking	15	0.67	1.41
198	Swimming	7	0.23	0.38

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 inversing standard deviation and multiplying by original mean value.

Table E18*Systems Maintenance Technicians (913A, 948B, 948D) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Problem Solver	48	4.70	0.68
2	Stress Tolerance	47	4.61	0.69
3	Analyzes and Organizes Information to Create Knowledge	48	4.55	0.74
4	Adaptability	47	4.53	0.69
5	Self-Management	48	4.31	0.74
6	Critical Thinking	48	4.31	0.74
7	Sound Judgement	48	4.27	0.77
8	Attentiveness	48	4.27	0.73
9	Detail-Focused and Precise	48	4.26	0.73
10	Oral Communication Skill	48	4.25	0.72
11	Focus	48	4.24	0.72
12	Dependability	48	4.23	0.77
13	General Cognitive Aptitude	48	4.23	0.71
14	Active Listening	48	4.23	0.68
15	Reading Comprehension	48	4.22	0.77
16	Written Communication	46	4.19	0.78
17	Active Learning	48	4.19	0.76
18	Communicator	48	4.16	0.76
19	Mentoring	48	4.15	0.75
20	Sustains a Climate of Trust	48	4.15	0.75
21	Time Management	48	4.14	0.80
22	Communication Ability	48	4.14	0.80
23	Processes Information and Data	48	4.12	0.79
24	Oral and Nonverbal Comprehension	48	4.03	0.75
25	Creative Problem Solving and Innovation	48	4.02	0.82
26	Quality Control Analysis	46	4.00	0.77
27	Self-Efficacy	46	4.00	0.77
28	Systems Thinking	48	3.97	0.81
29	Multi-Tasking	47	3.96	0.82
30	Persistence	48	3.95	0.79
31	Problem Sensitivity	48	3.95	0.79
32	Structured Problem Solving	48	3.95	0.77
33	Safety Compliance	47	3.94	0.81
34	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	47	3.94	0.80
35	Learning Orientation	47	3.92	0.77
36	Analyze Data or Information	48	3.92	0.88
37	Mental Agility	48	3.90	0.87
38	Cognitive Flexibility	48	3.88	0.83
39	Enforces Standards	48	3.87	0.82
40	Training and Developing Others	48	3.87	0.82
41	Analytical Thinking	48	3.86	0.87

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Innovative	47	3.83	0.80
43	Balances Mission and Welfare of Followers	48	3.81	0.76
44	Decision Making	48	3.81	0.86
45	Inspecting Equipment, Objects, Structures, or Materials	44	3.80	0.86
46	MOS/Branch-Specific Knowledge and Skill	47	3.78	0.86
47	Initiative	48	3.78	0.83
48	Resilience	47	3.77	0.85
49	Information Ordering	47	3.75	0.83
50	Situational Awareness	47	3.71	0.90
51	Creates a Learning Environment	48	3.69	0.85
52	Verbal Reasoning	48	3.69	0.86
53	Cooperation/Teamwork	47	3.69	0.81
54	Resource Management	46	3.65	0.87
55	Even-Tempered	48	3.63	0.82
56	Project Manager	45	3.62	0.88
57	Monitoring	48	3.61	0.87
58	Strategic Thinking	48	3.61	0.87
59	Awareness of Cognitive Biases	48	3.61	0.87
60	Warrior Ethos	47	3.59	0.86
61	Memory	48	3.59	0.81
62	Army Values	46	3.58	0.92
63	Self-Control	46	3.57	0.89
64	Discipline	48	3.54	0.90
65	Assesses Developmental Needs of Others	47	3.53	0.85
66	Emotional Control	47	3.52	0.88
67	Army Self-Efficacy	46	3.52	0.85
68	Organizational Perspective	48	3.47	0.88
69	Perceptive	48	3.47	0.90
70	Encourages Fairness and Inclusiveness	47	3.46	0.87
71	Reflective Thinking	47	3.44	0.92
72	Providing Feedback	47	3.43	0.92
73	Improves Unit Performance	47	3.43	0.93
74	Military And Professional Bearing	46	3.42	0.96
75	Leads By Example	48	3.39	0.96
76	Task Planning and Management	48	3.39	0.93
77	Unstructured Problem Solving	48	3.39	0.94
78	Coordination	47	3.38	0.90
79	Basic Electronics Knowledge	45	3.38	0.96
80	Interdisciplinary Reasoning	47	3.38	0.91
81	Evaluating Compliance	46	3.35	0.92
82	Basic Computer Skills	48	3.32	0.95
83	Cooperation	47	3.31	0.93
84	Adjustment	48	3.30	0.90
85	Delegating	47	3.22	0.99
86	Warrior Ethos/Service Ethos	46	3.19	0.99

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Instructing	48	3.18	0.97
88	Shared Leadership	48	3.18	0.97
89	Commitment to Serve	46	3.18	1.00
90	Mechanically and Technologically Savvy	44	3.16	0.96
91	Achievement Orientation	48	3.15	0.96
92	Affiliation	47	3.14	0.89
93	Interpersonal Tact	46	3.13	0.94
94	Recognizes and Rewards Good Performance	45	3.13	0.97
95	Process-Disciplined	46	3.10	0.97
96	Orderliness	46	3.09	0.98
97	Intellectual Efficiency	46	3.07	1.01
98	Improves the Organization	48	3.06	1.01
99	Virtue	48	3.06	0.97
100	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	47	3.05	0.99
101	Knowledge of Processes and Procedures	48	3.05	0.98
102	Team Planning	47	3.04	0.97
103	Encourages Discourse	48	3.04	0.95
104	Consideration	47	3.02	0.95
105	Intercultural Communication	48	3.02	1.00
106	Team Development	47	3.01	0.99
107	Quantitative Reasoning	47	3.00	1.00
108	Optimism	46	3.00	0.99
109	Perspective Taking	46	2.98	0.93
110	Conflict Management	47	2.98	0.99
111	Consensus Building	48	2.97	0.93
112	Functional Area/Occupation-Specific Knowledge and Skill	46	2.95	1.02
113	Assertiveness	48	2.92	0.98
114	Motivating Others	48	2.92	1.06
115	Knowledge of System Inter-Relations	45	2.92	1.00
116	Team Orientation	47	2.89	0.99
117	Introspective	48	2.88	1.02
118	Interpersonal Relationship Building	46	2.86	1.00
119	Team Building	47	2.86	1.02
120	Coordinating Multiple Groups	46	2.84	1.05
121	Non-Delinquency	47	2.82	1.05
122	Curiosity	47	2.82	1.05
123	Assessing And Mitigating Harm	46	2.82	1.08
124	Selflessness	47	2.81	1.03
125	Specialized Expertise	44	2.79	1.10
126	Pattern Recognition	47	2.79	1.00
127	Spatially Intelligent	44	2.78	1.04
128	Humility	47	2.73	1.04
129	Interdisciplinary	43	2.73	0.99
130	Spatial Orientation	43	2.73	1.03
131	Social Perceptiveness	45	2.70	1.00

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Tolerance for Ambiguity	46	2.68	1.07
133	Troubleshooting	48	2.68	1.17
134	Perceptual Speed And Accuracy	48	2.65	1.05
135	Peer Leadership	46	2.62	1.12
136	Technologically Adept	46	2.59	1.05
137	Empathy	45	2.57	1.07
138	Inspirational Leader	48	2.55	1.10
139	Cultural/ Interpersonal Adaptability	43	2.54	1.01
140	Working in Multidisciplinary Contexts	43	2.53	1.04
141	Cultural Awareness	43	2.51	1.01
142	Spatial Visualization	43	2.50	1.10
143	Mechanical Comprehension	42	2.47	1.12
144	Basic Mechanical Knowledge	43	2.44	1.15
145	Tolerance	47	2.43	1.11
146	Financial Management	44	2.42	1.06
147	Maintains Relevant Geopolitical Awareness	42	2.41	1.02
148	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	41	2.32	1.08
149	Basic Mathematics	46	2.29	1.11
150	Enthusiasm	46	2.28	1.14
151	Locus of Control	43	2.28	1.13
152	Response Orientation	46	2.26	1.13
153	Advanced Computer Skills	45	2.26	1.01
154	Realistic Interests	44	2.23	1.15
155	Autonomy	44	2.23	1.24
156	Machine/Equipment Installation	41	2.22	1.17
157	Physically Fit	43	2.18	1.06
158	Health and Fitness Orientation	43	2.16	1.06
159	Proficiency with Mission Systems	47	2.16	1.14
160	Social Interests	43	2.13	1.09
161	Physical Coordination	41	2.13	1.08
162	Prudent Risk-Taker	46	2.09	1.19
163	Information and Systems Security	39	2.07	1.10
164	Balance	41	2.07	1.04
165	Knowledge Management	45	2.04	1.23
166	Reaction Time	41	2.03	1.08
167	Investigative Interests	45	1.96	1.22
168	Control Precision	41	1.96	1.18
169	Sociability	46	1.95	1.23
170	Interest in Leadership	45	1.95	1.28
171	Physical Endurance	43	1.92	1.11
172	Mathematics Knowledge	43	1.91	1.09
173	Bodily-Kinesthetic	41	1.90	1.06
174	Enterprising Interests	43	1.88	1.22
175	Mathematical Reasoning	42	1.87	1.21
176	Cross-Culturally Fluent	41	1.86	1.19

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	General Science	40	1.83	1.14
178	Physical Strength	43	1.78	1.14
179	Innovating Technology	34	1.70	1.21
180	Knowledge of Combined Arms Operations	43	1.64	1.31
181	Conventional Interests	42	1.59	1.27
182	Science methods	39	1.53	1.21
183	Soldier Common Task Knowledge and Skills	47	1.50	1.35
184	Auto and Shop Information	39	1.36	1.37
185	Working with the Public	40	1.35	1.36
186	Cyber Knowledge	37	1.35	1.27
187	Data Science	38	1.33	1.33
188	Systems Architecture and Engineering	34	1.24	1.34
189	Language Learning Ability	41	1.12	1.53
190	Advanced Mathematics	35	1.02	1.31
191	Software Development	31	0.89	1.29
192	Database Programming and Engineering	31	0.86	1.38
193	Web Development	30	0.83	1.29
194	Artistic Interests	37	0.74	1.43
195	Swimming	29	0.71	1.39
196	Hostility to Authority	33	0.66	1.61
197	Machiavellianism	32	0.62	1.62
198	Attention Seeking	39	0.58	1.49

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 standard deviation and multiplying by original mean value.

Table E19*Maintenance Technicians (914A, 915A, 919A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Basic Mechanical Knowledge	108	5.09	0.62
2	Auto and Shop Information	109	5.07	0.62
3	Problem Solver	111	4.88	0.67
4	Basic Electronics Knowledge	108	4.82	0.68
5	Creative Problem Solving and Innovation	111	4.80	0.68
6	MOS/Branch-Specific Knowledge and Skill	109	4.63	0.71
7	Dependability	111	4.60	0.71
8	Safety Compliance	110	4.58	0.70
9	Troubleshooting	110	4.57	0.74
10	Inspecting Equipment, Objects, Structures, or Materials	110	4.55	0.72
11	Mechanically and Technologically Savvy	110	4.47	0.75
12	Mechanical Comprehension	109	4.46	0.75
13	Multi-Tasking	109	4.45	0.71
14	Situational Awareness	110	4.45	0.73
15	Sound Judgement	111	4.40	0.75
16	Team Development	110	4.40	0.73
17	Mental Agility	111	4.40	0.74
18	Stress Tolerance	110	4.38	0.75
19	Mentoring	109	4.38	0.73
20	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	110	4.35	0.72
21	Problem Sensitivity	110	4.35	0.72
22	Analyzes and Organizes Information to Create Knowledge	111	4.34	0.76
23	Training and Developing Others	110	4.33	0.76
24	Cognitive Flexibility	110	4.33	0.75
25	Coordination	110	4.32	0.71
26	Sustains a Climate of Trust	110	4.31	0.75
27	Adaptability	110	4.31	0.78
28	Reading Comprehension	111	4.31	0.75
29	Attentiveness	111	4.30	0.73
30	Processes Information and Data	109	4.28	0.78
31	Time Management	111	4.28	0.80
32	Detail-Focused and Precise	110	4.27	0.76
33	Improves the Organization	111	4.26	0.76
34	Critical Thinking	111	4.25	0.79
35	Quality Control Analysis	109	4.25	0.74
36	Team Building	110	4.23	0.76
37	Self-Management	111	4.22	0.78
38	Analytical Thinking	110	4.21	0.77
39	Assesses Developmental Needs of Others	109	4.19	0.77
40	Structured Problem Solving	111	4.17	0.81
41	General Cognitive Aptitude	109	4.17	0.77

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42	Discipline	111	4.17	0.78
43	Cooperation/Teamwork	110	4.16	0.76
44	Providing Feedback	111	4.10	0.79
45	Communication Ability	111	4.08	0.83
46	Improves Unit Performance	111	4.08	0.80
47	Functional Area/Occupation-Specific Knowledge and Skill	109	4.07	0.81
48	Creates a Learning Environment	110	4.06	0.82
49	Unstructured Problem Solving	111	4.06	0.82
50	Decision Making	111	4.04	0.83
51	Team Planning	110	4.04	0.80
52	Resilience	111	4.02	0.83
53	Enforces Standards	110	4.02	0.81
54	Team Orientation	110	4.01	0.79
55	Oral Communication Skill	110	3.99	0.81
56	Task Planning and Management	110	3.97	0.82
57	Analyze Data or Information	110	3.96	0.84
58	Specialized Expertise	109	3.95	0.84
59	Communicator	111	3.93	0.85
60	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	110	3.91	0.82
61	Initiative	110	3.89	0.84
62	Learning Orientation	109	3.89	0.82
63	Innovative	110	3.87	0.83
64	Army Values	111	3.85	0.88
65	Leads By Example	110	3.85	0.85
66	Oral and Nonverbal Comprehension	110	3.85	0.81
67	Active Listening	111	3.84	0.84
68	Active Learning	111	3.84	0.85
69	Balances Mission and Welfare of Followers	110	3.84	0.82
70	Monitoring	111	3.82	0.83
71	Coordinating Multiple Groups	109	3.81	0.84
72	Instructing	110	3.78	0.85
73	Written Communication	110	3.77	0.87
74	Perceptive	109	3.77	0.84
75	Reflective Thinking	111	3.77	0.86
76	Assessing And Mitigating Harm	111	3.75	0.88
77	Process-Disciplined	110	3.74	0.84
78	Systems Thinking	110	3.74	0.88
79	Recognizes and Rewards Good Performance	110	3.72	0.88
80	Basic Computer Skills	111	3.72	0.85
81	Shared Leadership	110	3.70	0.85
82	Persistence	111	3.70	0.89
83	Self-Control	110	3.69	0.89
84	Focus	111	3.68	0.87
85	Project Manager	111	3.68	0.87
86	Military And Professional Bearing	111	3.67	0.89

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
87	Evaluating Compliance	110	3.67	0.86
88	Resource Management	110	3.66	0.90
89	Knowledge of Processes and Procedures	109	3.66	0.87
90	Conflict Management	108	3.66	0.82
91	Delegating	107	3.64	0.88
92	Machine/Equipment Installation	108	3.61	0.94
93	Motivating Others	110	3.60	0.88
94	Organizational Perspective	111	3.55	0.90
95	Verbal Reasoning	111	3.54	0.91
96	Encourages Fairness and Inclusiveness	110	3.51	0.92
97	Army Self-Efficacy	111	3.48	0.92
98	Intellectual Efficiency	110	3.47	0.92
99	Warrior Ethos	110	3.43	0.97
100	Information Ordering	108	3.38	0.93
101	Virtue	110	3.37	0.95
102	Memory	109	3.37	0.91
103	Commitment to Serve	111	3.36	0.97
104	Interdisciplinary Reasoning	110	3.32	0.93
105	Warrior Ethos/Service Ethos	111	3.32	1.00
106	Emotional Control	110	3.32	0.94
107	Awareness of Cognitive Biases	110	3.30	0.92
108	Self-Efficacy	109	3.24	1.00
109	Interpersonal Tact	111	3.24	0.94
110	Interpersonal Relationship Building	110	3.24	0.90
111	Inspirational Leader	110	3.24	0.95
112	Adjustment	109	3.19	0.95
113	Orderliness	110	3.18	0.96
114	Assertiveness	108	3.18	0.95
115	Knowledge of System Inter-Relations	109	3.16	0.93
116	Strategic Thinking	110	3.14	1.00
117	Consensus Building	110	3.09	0.95
118	Even-Tempered	110	3.07	0.97
119	Peer Leadership	110	3.06	1.02
120	Encourages Discourse	109	3.03	1.00
121	Achievement Orientation	111	3.02	1.03
122	Selflessness	110	3.00	1.04
123	Perspective Taking	111	3.00	0.95
124	Optimism	108	2.99	0.98
125	Quantitative Reasoning	111	2.99	1.02
126	Financial Management	109	2.97	1.02
127	Interest in Leadership	109	2.95	1.01
128	Cooperation	110	2.95	1.02
129	Intercultural Communication	107	2.95	1.01
130	Introspective	111	2.93	1.04
131	Social Perceptiveness	111	2.92	0.98

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
132	Proficiency with Mission Systems	108	2.90	1.01
133	Spatially Intelligent	110	2.85	1.03
134	Humility	108	2.80	1.06
135	Spatial Orientation	110	2.76	1.03
136	Interdisciplinary	105	2.75	0.95
137	Curiosity	110	2.75	1.06
138	Tolerance	110	2.74	1.04
139	Enthusiasm	108	2.64	1.08
140	Spatial Visualization	109	2.63	1.07
141	Pattern Recognition	110	2.60	1.05
142	Empathy	107	2.57	1.09
143	Knowledge of Combined Arms Operations	108	2.54	1.03
144	Perceptual Speed And Accuracy	110	2.51	1.08
145	Realistic Interests	110	2.48	1.12
146	Tolerance for Ambiguity	110	2.45	1.12
147	Prudent Risk-Taker	110	2.45	1.12
148	Basic Mathematics	106	2.42	1.15
149	Investigative Interests	108	2.42	1.14
150	Physically Fit	110	2.39	1.06
151	Non-Delinquency	110	2.39	1.17
152	Health and Fitness Orientation	107	2.38	1.02
153	Working in Multidisciplinary Contexts	104	2.36	1.10
154	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	104	2.35	1.07
155	Physical Strength	109	2.33	1.03
156	Consideration	110	2.28	1.14
157	Physical Endurance	108	2.28	1.05
158	Autonomy	110	2.27	1.21
159	Technologically Adept	105	2.26	1.21
160	Maintains Relevant Geopolitical Awareness	104	2.19	1.11
161	Balance	101	2.19	1.07
162	Cultural Awareness	107	2.16	1.14
163	Response Orientation	111	2.12	1.19
164	Sociability	105	2.10	1.17
165	Physical Coordination	102	2.10	1.15
166	Soldier Common Task Knowledge and Skills	107	2.09	1.17
167	Control Precision	102	2.06	1.17
168	Cultural/ Interpersonal Adaptability	107	2.06	1.17
169	Affiliation	109	2.02	1.21
170	Advanced Computer Skills	102	2.00	1.13
171	Reaction Time	101	1.98	1.19
172	Locus of Control	108	1.97	1.24
173	Social Interests	108	1.93	1.21
174	Mathematical Reasoning	100	1.93	1.16
175	Enterprising Interests	107	1.93	1.17
176	Knowledge Management	101	1.92	1.30

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Bodily-Kinesthetic	103	1.87	1.14
178	Mathematics Knowledge	100	1.85	1.19
179	Conventional Interests	106	1.79	1.20
180	Cross-Culturally Fluent	106	1.75	1.19
181	Working with the Public	104	1.73	1.26
182	Innovating Technology	90	1.56	1.33
183	Cyber Knowledge	96	1.54	1.18
184	General Science	100	1.46	1.30
185	Information and Systems Security	95	1.39	1.33
186	Science methods	99	1.30	1.32
187	Language Learning Ability	100	1.18	1.42
188	Data Science	93	1.16	1.38
189	Advanced Mathematics	93	1.10	1.19
190	Artistic Interests	99	1.02	1.37
191	Database Programming and Engineering	79	0.99	1.28
192	Hostility to Authority	79	0.96	1.51
193	Systems Architecture and Engineering	77	0.92	1.29
194	Software Development	73	0.87	1.22
195	Swimming	74	0.86	1.30
196	Web Development	73	0.68	1.09
197	Machiavellianism	78	0.63	1.63
198	Attention Seeking	88	0.54	1.50

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 inversing standard deviation and multiplying by original mean value.

Table E20*Quartermaster Technicians (920A, 920B, 923A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Problem Solver	68	5.90	0.44
2	Detail-Focused and Precise	68	5.87	0.44
3	Written Communication	69	5.81	0.47
4	Analyze Data or Information	67	5.72	0.49
5	Active Learning	68	5.63	0.50
6	Oral Communication Skill	69	5.57	0.49
7	Self-Management	68	5.55	0.50
8	Dependability	68	5.53	0.51
9	Reading Comprehension	69	5.53	0.53
10	Creative Problem Solving and Innovation	69	5.52	0.54
11	Structured Problem Solving	68	5.51	0.50
12	Decision Making	68	5.42	0.54
13	Processes Information and Data	68	5.35	0.58
14	Persistence	68	5.33	0.54
15	Military And Professional Bearing	67	5.30	0.59
16	Self-Control	69	5.30	0.57
17	Multi-Tasking	68	5.29	0.58
18	Adaptability	69	5.28	0.56
19	Resilience	69	5.27	0.58
20	Analytical Thinking	69	5.27	0.58
21	Communication Ability	69	5.27	0.58
22	Problem Sensitivity	69	5.24	0.59
23	Sound Judgement	69	5.24	0.60
24	Critical Thinking	69	5.24	0.60
25	Discipline	68	5.21	0.58
26	Mental Agility	69	5.21	0.60
27	Communicator	69	5.17	0.60
28	Analyzes and Organizes Information to Create Knowledge	68	5.16	0.59
29	Active Listening	68	5.10	0.62
30	Orderliness	68	5.10	0.58
31	Stress Tolerance	67	5.09	0.60
32	Unstructured Problem Solving	67	5.09	0.60
33	Army Values	67	5.08	0.63
34	Warrior Ethos/Service Ethos	65	5.04	0.64
35	Systems Thinking	69	5.03	0.64
36	Attentiveness	69	5.03	0.64
37	Self-Efficacy	68	4.98	0.62
38	Situational Awareness	69	4.97	0.64
39	Cognitive Flexibility	69	4.93	0.66
40	Virtue	66	4.92	0.65
41	Emotional Control	69	4.81	0.65

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
42	Time Management	69	4.81	0.65
43	Training and Developing Others	69	4.81	0.65
44	Even-Tempered	68	4.76	0.67
45	Innovative	69	4.73	0.66
46	Mentoring	68	4.73	0.68
47	Learning Orientation	66	4.73	0.66
48	Intellectual Efficiency	69	4.72	0.66
49	Sustains a Climate of Trust	67	4.72	0.68
50	Enforces Standards	69	4.69	0.69
51	MOS/Branch-Specific Knowledge and Skill	68	4.68	0.71
52	Balances Mission and Welfare of Followers	67	4.64	0.70
53	Cooperation/Teamwork	68	4.63	0.68
54	Information Ordering	68	4.63	0.70
55	Reflective Thinking	69	4.63	0.70
56	Troubleshooting	68	4.60	0.70
57	Assesses Developmental Needs of Others	67	4.60	0.68
58	Leads By Example	69	4.53	0.75
59	Functional Area/Occupation-Specific Knowledge and Skill	66	4.52	0.73
60	Verbal Reasoning	69	4.51	0.72
61	Providing Feedback	69	4.51	0.72
62	Perceptive	68	4.50	0.74
63	Achievement Orientation	68	4.48	0.74
64	Awareness of Cognitive Biases	68	4.46	0.72
65	Selflessness	68	4.45	0.74
66	General Cognitive Aptitude	69	4.44	0.77
67	Strategic Thinking	69	4.44	0.77
68	Army Self-Efficacy	68	4.43	0.76
69	Adjustment	68	4.43	0.72
70	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	67	4.40	0.72
71	Initiative	69	4.40	0.74
72	Creates a Learning Environment	69	4.38	0.74
73	Recognizes and Rewards Good Performance	67	4.38	0.75
74	Improves Unit Performance	69	4.37	0.76
75	Focus	69	4.37	0.79
76	Coordination	68	4.35	0.74
77	Motivating Others	69	4.34	0.78
78	Warrior Ethos	69	4.33	0.76
79	Commitment to Serve	67	4.32	0.80
80	Non-Delinquency	68	4.32	0.76
81	Instructing	69	4.29	0.76
82	Encourages Discourse	67	4.27	0.77
83	Quantitative Reasoning	68	4.25	0.78
84	Monitoring	68	4.25	0.78
85	Oral and Nonverbal Comprehension	69	4.25	0.78
86	Memory	69	4.23	0.78

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
87	Improves the Organization	69	4.22	0.80
88	Team Planning	68	4.21	0.75
89	Humility	68	4.21	0.80
90	Interdisciplinary Reasoning	68	4.20	0.78
91	Cooperation	68	4.20	0.80
92	Team Development	69	4.13	0.79
93	Intercultural Communication	68	4.12	0.80
94	Team Orientation	68	4.06	0.79
95	Optimism	68	4.04	0.82
96	Coordinating Multiple Groups	65	4.02	0.80
97	Introspective	67	4.00	0.81
98	Team Building	69	3.98	0.83
99	Interpersonal Tact	69	3.88	0.83
100	Inspirational Leader	68	3.88	0.87
101	Organizational Perspective	67	3.86	0.87
102	Conflict Management	68	3.86	0.87
103	Task Planning and Management	68	3.80	0.85
104	Consideration	66	3.75	0.89
105	Assertiveness	68	3.75	0.87
106	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	69	3.73	0.89
107	Social Perceptiveness	67	3.73	0.87
108	Project Manager	68	3.72	0.84
109	Perspective Taking	67	3.72	0.86
110	Empathy	65	3.72	0.89
111	Basic Computer Skills	66	3.71	0.87
112	Encourages Fairness and Inclusiveness	69	3.66	0.93
113	Assessing And Mitigating Harm	67	3.64	0.92
114	Tolerance	69	3.61	0.92
115	Specialized Expertise	63	3.59	0.94
116	Knowledge of Processes and Procedures	65	3.57	0.91
117	Peer Leadership	69	3.48	0.94
118	Interpersonal Relationship Building	69	3.42	0.94
119	Shared Leadership	66	3.38	0.97
120	Prudent Risk-Taker	68	3.35	0.93
121	Knowledge of System Inter-Relations	64	3.34	0.91
122	Pattern Recognition	68	3.30	0.96
123	Resource Management	69	3.28	0.95
124	Process-Disciplined	67	3.28	0.98
125	Autonomy	67	3.28	0.96
126	Delegating	68	3.27	0.94
127	Curiosity	69	3.27	0.97
128	Safety Compliance	66	3.22	0.97
129	Consensus Building	68	3.20	0.99
130	Affiliation	67	3.18	1.00
131	Enthusiasm	68	3.08	1.00

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
132	Technologically Adept	62	3.04	1.01
133	Working in Multidisciplinary Contexts	63	3.01	0.96
134	Quality Control Analysis	61	3.00	1.03
135	Investigative Interests	68	2.98	1.04
136	Interest in Leadership	69	2.92	1.05
137	Evaluating Compliance	67	2.91	1.07
138	Cultural/ Interpersonal Adaptability	67	2.89	1.06
139	Perceptual Speed And Accuracy	68	2.89	1.09
140	Cultural Awareness	66	2.83	1.07
141	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	63	2.81	1.04
142	Response Orientation	66	2.80	1.13
143	Basic Mathematics	65	2.80	1.05
144	Spatially Intelligent	66	2.79	1.13
145	Proficiency with Mission Systems	64	2.75	1.11
146	Realistic Interests	67	2.75	1.08
147	Spatial Visualization	65	2.73	1.13
148	Tolerance for Ambiguity	68	2.72	1.13
149	Financial Management	64	2.71	1.12
150	Soldier Common Task Knowledge and Skills	67	2.71	1.09
151	Locus of Control	65	2.70	1.12
152	Knowledge of Combined Arms Operations	64	2.69	0.99
153	Sociability	68	2.64	1.05
154	Working with the Public	63	2.60	1.02
155	Health and Fitness Orientation	66	2.55	1.08
156	Knowledge Management	64	2.55	1.12
157	Physically Fit	67	2.51	1.08
158	Interdisciplinary	64	2.48	1.12
159	Physical Coordination	59	2.46	1.12
160	Mathematical Reasoning	58	2.39	1.10
161	Mathematics Knowledge	62	2.36	1.07
162	Maintains Relevant Geopolitical Awareness	66	2.36	1.15
163	Spatial Orientation	66	2.30	1.24
164	Advanced Computer Skills	65	2.27	1.17
165	Reaction Time	59	2.26	1.20
166	Social Interests	68	2.21	1.21
167	Cross-Culturally Fluent	64	2.17	1.19
168	Balance	62	2.09	1.22
169	Control Precision	58	2.08	1.22
170	Physical Endurance	66	2.07	1.19
171	Bodily-Kinesthetic	65	2.03	1.17
172	Information and Systems Security	58	1.97	1.24
173	Enterprising Interests	66	1.97	1.27
174	Physical Strength	66	1.94	1.22
175	Language Learning Ability	64	1.77	1.35
176	Cyber Knowledge	61	1.74	1.24

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
177	Conventional Interests	68	1.72	1.32
178	Innovating Technology	49	1.61	1.37
179	Advanced Mathematics	55	1.51	1.26
180	Data Science	54	1.47	1.38
181	Inspecting Equipment, Objects, Structures, or Materials	53	1.46	1.37
182	Basic Electronics Knowledge	49	1.25	1.30
183	Basic Mechanical Knowledge	48	1.23	1.33
184	General Science	51	1.19	1.38
185	Science methods	50	1.17	1.42
186	Auto and Shop Information	41	1.17	1.30
187	Systems Architecture and Engineering	46	1.12	1.43
188	Swimming	44	1.11	1.40
189	Mechanically and Technologically Savvy	46	1.03	1.47
190	Mechanical Comprehension	47	1.02	1.43
191	Software Development	47	1.02	1.39
192	Artistic Interests	63	1.01	1.52
193	Database Programming and Engineering	49	0.99	1.49
194	Machine/Equipment Installation	43	0.93	1.417
195	Hostility to Authority	52	0.90	1.64
196	Web Development	47	0.89	1.49
197	Attention Seeking	54	0.69	1.65
198	Machiavellianism	50	0.57	1.74

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 standard deviation and multiplying by original mean value.

Table E21*Food Service Technician (922A) KSB Importance ratings*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Multi-Tasking	20	6.04	0.41
2	Problem Solver	20	5.16	0.59
3	Perceptive	20	5.05	0.60
4	General Cognitive Aptitude	20	5.05	0.60
5	Information Ordering	20	5.05	0.60
6	Sound Judgement	20	4.97	0.66
7	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	20	4.95	0.60
8	Attentiveness	20	4.85	0.67
9	Dependability	20	4.85	0.67
10	Self-management	20	4.75	0.68
11	Detail-Focused and Precise	19	4.68	0.69
12	Discipline	19	4.68	0.69
13	Problem Sensitivity	19	4.68	0.69
14	Written Communication	19	4.68	0.69
15	Reading Comprehension	19	4.68	0.69
16	Analytical Thinking	20	4.66	0.69
17	Structured Problem Solving	20	4.66	0.69
18	Analyzes and Organizes Information to Create Knowledge	20	4.66	0.69
19	Emotional Control	20	4.66	0.69
20	Analyze Data or Information	20	4.66	0.69
21	Processes Information and Data	20	4.66	0.69
22	Situational Awareness	19	4.60	0.70
23	Unstructured Problem Solving	20	4.59	0.69
24	Troubleshooting	20	4.59	0.69
25	Decision Making	20	4.59	0.69
26	Sustains a Climate of Trust	20	4.59	0.69
27	Communicator	20	4.59	0.69
28	Coordination	20	4.49	0.68
29	Team Development	20	4.49	0.68
30	Team Building	20	4.49	0.68
31	Team Planning	20	4.45	0.67
32	Team Orientation	20	4.43	0.66
33	Basic Computer Skills	18	4.41	0.70
34	Mental Agility	20	4.41	0.76
35	Critical Thinking	20	4.41	0.76
36	Quantitative Reasoning	20	4.34	0.76
37	Communication Ability	20	4.34	0.76
38	Providing Feedback	20	4.28	0.76
39	Enforces Standards	20	4.28	0.76
40	Active Learning	20	4.28	0.76

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
41	Reflective Thinking	20	4.28	0.76
42	Oral Communication Skill	20	4.28	0.76
43	Verbal Reasoning	20	4.28	0.76
44	Interdisciplinary Reasoning	20	4.24	0.75
45	Encourages Fairness and Inclusiveness	20	4.24	0.75
46	Cooperation/Teamwork	20	4.24	0.75
47	Active Listening	20	4.24	0.75
48	Awareness of Cognitive Biases	20	4.24	0.75
49	Cognitive Flexibility	20	4.24	0.75
50	Resilience	19	4.21	0.77
51	Mentoring	20	4.20	0.75
52	Leads By Example	20	4.20	0.75
53	Cooperation	20	4.18	0.73
54	Orderliness	19	4.17	0.76
55	Achievement Orientation	19	4.15	0.75
56	Intercultural Communication	19	4.09	0.84
57	Memory	20	4.05	0.83
58	Strategic Thinking	20	4.05	0.83
59	Persistence	19	4.03	0.84
60	Recognizes and Rewards Good Performance	20	4.01	0.82
61	Even-Tempered	20	3.98	0.81
62	Coordinating Multiple Groups	20	3.96	0.80
63	Selflessness	19	3.94	0.83
64	MOS/Branch-Specific Knowledge and Skill	20	3.84	0.89
65	Virtue	19	3.80	0.90
66	Functional Area/Occupation-Specific Knowledge and Skill	20	3.80	0.88
67	Assessing and Mitigating Harm	20	3.80	0.88
68	Army Values	20	3.80	0.88
69	Monitoring	20	3.75	0.86
70	Systems Thinking	20	3.75	0.86
71	Self-control	19	3.70	0.81
72	Non-Delinquency	19	3.68	0.83
73	Spatial Orientation	19	3.68	0.83
74	Spatially Intelligent	19	3.68	0.85
75	Spatial Visualization	19	3.68	0.85
76	Creative Problem Solving and Innovation	20	3.64	0.94
77	Assesses Development Needs of Others	20	3.58	0.83
78	Adjustment	20	3.57	0.93
79	Warrior Ethos	20	3.57	0.93
80	Improves the Organization	20	3.57	0.93
81	Training and Developing Others	20	3.56	0.85
82	Balances Mission and Welfare of Followers	20	3.56	0.85
83	Improves Unit Performance	20	3.55	0.92
84	Warrior Ethos/Service Ethos	20	3.55	0.92
85	Time Management	20	3.55	0.92

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
86	Military and Professional Bearing	20	3.55	0.92
87	Initiative	19	3.52	0.96
88	Humility	19	3.49	0.88
89	Introspective	19	3.48	0.90
90	Army Self-Efficacy	20	3.37	0.91
91	Creates a Learning Environment	20	3.37	0.91
92	Motivating Others	20	3.36	0.93
93	Quality Control Analysis	20	3.36	0.93
94	Safety Compliance	19	3.32	0.91
95	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	20	3.25	0.92
96	Perceptual Speed and Accuracy	20	3.22	0.94
97	Inspirational Leader	20	3.20	0.97
98	Task Planning and Management	20	3.20	0.97
99	Conflict Management	20	3.20	0.97
100	Empathy	20	3.20	0.97
101	Encourages Discourse	20	3.20	1.03
102	Organizational Perspective	20	3.19	0.99
103	Adaptability	20	3.19	0.99
104	Innovative	20	3.19	0.99
105	Oral and Nonverbal Comprehension	20	3.18	1.01
106	Instructing	20	3.11	0.94
107	Self-Efficacy	20	3.08	0.97
108	Pattern Recognition	20	3.02	1.04
109	Enthusiasm	18	2.99	0.96
110	Commitment to Serve	20	2.88	1.07
111	Learning Orientation	20	2.80	1.05
112	Delegating	19	2.80	1.01
113	Financial Management	19	2.79	1.10
114	Intellectual Efficiency	20	2.77	1.08
115	Stress Tolerance	20	2.77	1.08
116	Tolerance	20	2.77	1.08
117	Consideration	20	2.74	1.04
118	Innovating Technology	13	2.73	1.01
119	Resource Management	20	2.73	1.12
120	Focus	20	2.72	1.17
121	Health and Fitness Orientation	20	2.68	0.88
122	Technologically Adept	16	2.65	1.01
123	Knowledge Management	16	2.62	1.09
124	Consensus Building	20	2.61	0.99
125	Investigative Interests	18	2.61	1.06
126	Cultural Awareness	19	2.60	1.01
127	Basic Mathematics	19	2.57	1.13
128	Evaluating Compliance	20	2.49	1.17
129	Process-Disciplined	20	2.42	1.17
130	Optimism	19	2.41	1.13

KSB Importance rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
131	Social Interests	19	2.41	1.13
132	Affiliation	20	2.41	1.09
133	Maintains Relevant Geopolitical Awareness	18	2.39	1.04
134	Project Manager	20	2.39	1.19
135	Advanced Computer Skills	16	2.38	0.91
136	Mathematics Knowledge	19	2.38	1.02
137	Knowledge of Processes and Procedures	19	2.37	1.17
138	Cultural/Interpersonal Adaptability	19	2.34	1.07
139	Prudent Risk-Taker	19	2.33	1.15
140	Peer Leadership	20	2.33	1.18
141	Specialized Expertise	20	2.29	1.21
142	Shared Leadership	19	2.26	1.16
143	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	18	2.25	1.10
144	Mathematical Reasoning	18	2.25	1.10
145	Physical Endurance	19	2.25	1.07
146	Sociability	19	2.20	1.19
147	Interest in Leadership	20	2.17	1.25
148	Perspective Taking	20	2.17	1.25
149	Physical Strength	19	2.17	1.12
150	Assertiveness	19	2.15	1.23
151	Interpersonal Tact	20	2.13	1.28
152	Response Orientation	20	2.13	1.24
153	Bodily-Kinesthetic	19	2.13	1.01
154	Curiosity	20	2.06	1.19
155	Interpersonal Relationship Building	20	2.06	1.25
156	Realistic Interests	20	2.05	1.23
157	Cross-Culturally Fluent	18	2.04	1.14
158	Working with the Public	18	1.97	1.11
159	Physically Fit	20	1.95	1.19
160	Autonomy	19	1.91	1.35
161	Working in Multidisciplinary Contexts	19	1.84	1.20
162	Knowledge of System Inter-Relations	18	1.79	1.33
163	Social Perceptiveness	20	1.73	1.37
164	Tolerance for Ambiguity	20	1.73	1.37
165	Interdisciplinary	19	1.71	1.23
166	Hostility to Authority	13	1.68	1.38
167	Reaction Time	20	1.58	1.28
168	Physical Coordination	20	1.58	1.28
169	Enterprising Interests	20	1.58	1.28
170	Balance	20	1.50	1.33
171	Information and Systems Security	14	1.50	1.40
172	Auto and Shop Information	9	1.42	1.20
173	Proficiency with Mission Systems	19	1.37	1.42
174	Inspecting Equipment, Objects, Structures, or Materials	16	1.35	1.46
175	Database Programming and Engineering	9	1.34	1.36

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
176	Knowledge of Combined Arms Operations	18	1.34	1.38
177	Control Precision	20	1.32	1.37
178	Data Science	11	1.32	1.34
179	Locus of Control	18	1.29	1.46
180	Artistic Interests	18	1.27	1.24
181	Soldier Common Task Knowledge and Skills	20	1.27	1.46
182	Conventional Interests	20	1.24	1.42
183	Language Learning Ability	19	1.22	1.54
184	Cyber Knowledge	14	1.16	1.44
185	Basic Mechanical Knowledge	15	1.15	1.33
186	Advanced Mathematics	16	1.06	1.26
187	Basic Electronics Knowledge	11	1.04	1.36
188	Mechanically and Technologically Savvy	12	1.03	1.51
189	Science Methods	17	1.03	1.45
190	General Science	16	0.89	1.45
191	Web Development	10	0.86	1.49
192	Swimming	12	0.81	0.78
193	Machiavellianism	12	0.77	1.66
194	Software Development	12	0.74	1.51
195	Systems Architecture and Engineering	9	0.70	1.58
196	Mechanical Comprehension	11	0.69	1.64
197	Machine/Equipment Installation	10	0.53	1.65
198	Attention Seeking	12	0.29	1.76

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 standard deviation and multiplying by original mean value.