



Research Note 2023-12

**Army-wide Job Analysis for Noncommissioned
Officers: Identifying Knowledge, Skills, and Behaviors
requirements from the Army Talent Attribute
Framework: Volume II: Appendices**

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September 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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DISPOSITION

This Research Note has been submitted to the
Defense Information Technical Center (DTIC).

REPORT DOCUMENTATION PAGE

1. REPORT DATE (Month Year) September 2023		2. REPORT TYPE Final		3. DATES COVERED (Month Year) <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">START DATE March 2022</td> <td style="width: 50%;">END DATE May 2022</td> </tr> </table>		START DATE March 2022	END DATE May 2022	
START DATE March 2022	END DATE May 2022							
4. TITLE AND SUBTITLE Army-wide Job Analysis for Noncommissioned Officers: Identifying Knowledge, Skills, and Behaviors requirements from the Army Talent Attribute Framework: Volume II: Appendices								
5a. CONTRACT NUMBER N/A		5b. GRANT NUMBER N/A		5c. COOPERATIVE AGREEMENT NUMBER N/A				
5d. PROGRAM ELEMENT NUMBER 0602785A		5e. PROJECT NUMBER 790		5f. TASK NUMBER N/A				
5g. WORK UNIT NUMBER 1101								
6. AUTHOR(S) Royston, Ryan P., Amey, Rachel C.								
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences 6000 6 th Street (Bldg. 1464/Mail Stop 5610) Fort Belvoir, VA 22060-5610					8. PERFORMING ORGANIZATION REPORT NUMBER Research Note 2023-12			
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences 6000 6 th Street (Bldg. 1464 / Mail Stop: 5610) Fort Belvoir, Virginia 22060-5610				10. SPONSOR/MONITOR'S ACRONYM(S) ARI	11. SPONSOR/MONITOR'S REPORT NUMBER(S) Research Note 2023-12			
12. DISTRIBUTION/AVAILABILITY STATEMENT Distribution Statement A: Approved for public release, distribution unlimited.								
13. SUPPLEMENTARY NOTES Main Report, Volume I, Technical Report 1435 is available in DTIC (AD1210676). ARI Research POC: Dr. Ryan P. Royston, Predictive Analytics and Modeling Research Unit								
14. ABSTRACT An essential component to modernizing the Army's talent management system is to identify the attributes that are necessary to perform successfully in each position. Using the Army Talent Attribute Framework (ATAF), which surveys Knowledge, Skills, and Behaviors (KSBs), the present study surveyed thousands of noncommissioned officers (NCOs) to identify the essential attributes each MOS requires. Results demonstrated similarities in MOS KSBs across ranks yet highlights subtle differences both between MOSs and ranks. Furthermore, results highlight subtle differences that are present in special assignment positions. Findings highlight the subtle similarities and differences between MOSs and rank that could help streamline the Soldier assignment process to produce better Soldier occupation fit and thus Army retention. 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.								
15. SUBJECT TERMS Job Analysis, Talent Management, KSBs, Talent Management, Army Talent Attribute Framework (ATAF), KSAOs								
16. SECURITY CLASSIFICATION OF: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">a. REPORT Unclassified</td> <td style="width: 33%;">b. ABSTRACT Unclassified</td> <td style="width: 33%;">c. THIS PAGE Unclassified</td> </tr> </table>				a. REPORT Unclassified	b. ABSTRACT Unclassified	c. THIS PAGE Unclassified	17. LIMITATION OF ABSTRACT Unclassified Unlimited	
a. REPORT Unclassified	b. ABSTRACT Unclassified	c. THIS PAGE Unclassified						
				18. NUMBER OF PAGES 186				
19a. NAME OF RESPONSIBLE PERSON Charles T. Keil					19b. PHONE NUMBER (Include area code) 703-545-2352			

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ACKNOWLEDGEMENT

There are individuals not listed as authors who made significant contributions to the research described in this report.

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

EXECUTIVE SUMMARY

Research Requirement:

The Army has focused on developing a talent management system that effectively recognizes and uses an individual's knowledge, skills, and behaviors (KSBs). The Army People Strategy (2019) outlines the Army's approach to a strategic talent management-based personnel system through: 1) Acquiring, 2) Developing, 3) Employing, and 4) Retaining Talent. Implementing a modernized, data-driven talent management 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 need of the Army, the purpose of this research was to conduct a large-scale job analysis to identify the attributes critical to success for noncommissioned officers (NCOs) across each MOS using the newly developed Army Talent Attribute Framework (ATAF).

Procedure:

U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) developed an online job analysis survey (Army-wide Job Analysis for NCOs) in collaboration with the Army's Talent Management Task Force (ATMTF). A total of 123,340 participants 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 23 Mar. 2022 to 31 May 2022. After data cleaning, the dataset consisted of total of 5,721 NCOs across numerous MOSs.

Findings:

This report summarizes overall NCO KSB importance ratings, along with KSBs that emerge according to one's rank. Observing KSB importance ratings across the Army, regardless of rank or MOS, Sound Judgement, Communication Ability, Dependability, Mental Agility, and Stress Tolerance emerged as some of the most important KSBs for NCOs. The most important KSBs for Sergeants were Stress Tolerance, Detail-focused and Precise, Dependability, Communication Ability, and Sound Judgement. While Sergeants, Staff Sergeants, and Sergeants First Class tended to show a great deal of overlap in which KSBs appeared in their top 30 most important KSBs, the ranks above these (Master Sergeant, First Sergeants, Sergeant Majors, and Command Sergeant Majors) tended to report an increasing number of new KSBs related to leadership and managing teams, as well as KSBs related to developing a greater understanding for organizational operations. We also observed attribute requirements for those in special duty assignments such as recruiters, drill instructors, and victim advocates (VAs). SARC and VAs

demonstrated similar KSBs that highlight the important roles of trust, communication, and decision making within these assignments. Instructors, on the other hand, highlight the skills of leadership, communication, and stress management. Understanding the specific skills needed by rank or special assignment will help further the Army's talent management system by directly identifying the attributes that are necessary to perform successfully in each position and rank.

Utilization and Dissemination of Findings:

The results of this job analysis will be used by ARI to guide numerous talent management research efforts. For example, this data will allow researchers to explore new approaches to job analysis (e.g., by extracting job requirements from text responses using natural language processing) and identify where and how assessments may most be needed (and, where necessary, develop such assessments). This job analysis also serves as an important baseline for supporting Army talent management efforts based on the Army People Strategy 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 NCOs, understanding how KSBs are used in the 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 NONCOMMISSIONED 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 rank?

- ☐ Corporal
- ☐ Sergeant
- ☐ Staff Sergeant
- ☐ Sergeant First Class
- ☐ Master Sergeant
- ☐ First Sergeant
- ☐ Sergeant Major
- ☐ Command Sergeant Major

Please select the total time in your current rank:

- ☐ 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:

- ☐ 0-2 years
- ☐ 3-5 years
- ☐ 6-8 years
- ☐ 9-11 years
- ☐ 12-14 years
- ☐ 15-17 years
- ☐ 18-20 years
- ☐ 21-23 years
- ☐ 24-26 years
- ☐ 27-29 years
- ☐ 30+ years

Please select the total time in your current assignment:

- ☐ 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

Are you Active Duty Guard Reserve (AGR)? (*Conditional item if selecting National Guard or Army Reserves in item above).

☐ Yes

☐ No

Assignment Questions

The following questions are related to your current assignment:

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

Are you currently attending one of the following training courses?

- ☐ Advanced Leaders Course (ALC)
- ☐ Senior Leaders Course (SLC)
- ☐ I am not attending either of these courses

Are you assigned full-time to one of the following positions?

- ☐ Sexual Assault Response Coordinator (SARC)
- ☐ Victim Advocate (VA)
- ☐ Recruiter
- ☐ PME Instructor
- ☐ Drill Instructor
- ☐ ROTC Instructor
- ☐ None of the above

Please enter your MOS using the drop down boxes below:

— — —

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 – Assignment-Specific Items (Section II)

Note: This section was conditional on NCOs meeting one of the following criteria:

Rank:

- Master Sergeant or First Sergeant (E-8)
- Sergeant Major or Command Sergeant Major (E-9)

MOS Designation:

- Z – Senior Sergeant (E-8)

Special Assignment:

- Sexual Assault Response Coordinator (SARC)
- Victim Advocate (VA)
- Recruiter
- Professional Military Education (PME) Instructor
- Drill Instructor
- ROTC Instructor

Assignment-specific Duties/Tasks

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

Please provide the broad duties and responsibilities of your current assignment:

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

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 assignment?

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 assignment?

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

Perceptual Speed and Accuracy Talent

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

Problem Solving Talent

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

Reasoning Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Active Learning	Understands the implications of new information for both current and future problem-solving and decision-making.	☐	☐	☐	☐	☐	☐
Analytical Thinking	Analyzes information and applies general rules and logic to address work-related issues and problems.	☐	☐	☐	☐	☐	☐
Analyze Data or Information	Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.	☐	☐	☐	☐	☐	☐
Assessing And Mitigating Harm	Determines the potential for damaging outcomes and takes steps to minimize the risk of harm to self, others, or equipment (e.g., performing cost-benefits analysis; mandating training to mitigate risk, etc.).	☐	☐	☐	☐	☐	☐
Critical Thinking	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	☐	☐	☐	☐	☐	☐
Interdisciplinary Reasoning	Understands and integrates multi-faceted information from multiple professional disciplines to complete tasks and projects.	☐	☐	☐	☐	☐	☐
Quantitative Reasoning	Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Is able to solve problems that involve mathematical concepts or numbers.	☐	☐	☐	☐	☐	☐
Verbal Reasoning	Reasons and draws conclusions based on verbal or written materials.	☐	☐	☐	☐	☐	☐

Situational Awareness Talent

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

Spatial Ability Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Spatially Intelligent	Easily perceives, understands, and operates within the multi-dimensional world.	☐	☐	☐	☐	☐	☐
Spatial Orientation	Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself; readily orients oneself in an unfamiliar environment; ability to read and interpret maps or diagrams; ability to form mental pictures of things (e.g., equipment, terrain).	☐	☐	☐	☐	☐	☐
Spatial Visualization	Capacity to mentally visualize the relative positions of objects in three-dimensional space, and how they will be positioned if they are moved in different ways; imagine objects from different perspectives, and remain unconfused by different views.	☐	☐	☐	☐	☐	☐

Systems Thinking Talent

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

Communication Talent Domain (1 of 1 pages)

For each KSB below, please rate the following:

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

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

Active Listening Talent

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

General Communication Talent

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

Oral Communication Talent

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

Written Communication Talent

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

Disposition Talent Domain (1 of 2 pages)

For each KSB below, please rate the following:

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

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 assignment?

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 assignment?

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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:

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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.	☐	☐	☐	☐	☐	☐
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 assignment?

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Cultural Awareness Talent

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

Social Skills Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Interpersonal Relationship Building	Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.	☐	☐	☐	☐	☐	☐
Interpersonal Tact	Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.	☐	☐	☐	☐	☐	☐
Perspective Taking	Skill in understanding how people interpret events and interpersonal interactions.	☐	☐	☐	☐	☐	☐
Social Perceptiveness	Accurately perceives and understands other people's motives, attitudes, and feelings based on what they do or say, and accurately perceives one's own impact on the behavior of others.	☐	☐	☐	☐	☐	☐

Teamwork Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Conflict Management	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.	☐	☐	☐	☐	☐	☐
Cooperation/ Teamwork	Works collaboratively with others to solve problems and achieve group goals and objectives.	☐	☐	☐	☐	☐	☐
Coordination	Adjusting actions in relation to others' actions.	☐	☐	☐	☐	☐	☐
Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	Encourages people to work together effectively. Promotes teamwork and team achievement to build trust. Draws attention to the consequences of poor coordination. Integrates new members into the unit quickly.	☐	☐	☐	☐	☐	☐

Team Building	Assembles a team of people that work together effectively. Identifies and effectively utilizes the appropriate mix of mission-relevant skills. Fosters group identity and cohesion by clearly communicating team goals, and encouraging and rewarding cooperation among team members.	☐	☐	☐	☐	☐	☐
Team Development	Presents challenging assignments for team or group interaction. Provides resources and support for realistic, mission-oriented training. Sustains and improves the relationships among team or group members. Provides feedback on team processes.	☐	☐	☐	☐	☐	☐
Team Orientation	Enjoys being part of a team, has a strong identification with one's team and other team members, and feels a sense of commitment and obligation to the team.	☐	☐	☐	☐	☐	☐
Team Planning	Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.	☐	☐	☐	☐	☐	☐
Coordinating Multiple Groups	Coordinates the efforts of multiple, diverse groups to accomplish a mission.	☐	☐	☐	☐	☐	☐

Leadership & Management Talent Domain (1 of 2 pages)

For each KSB below, please rate the following:

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

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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 assignment?

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

Performance Management Talent

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

Sustains Climate & Morale Talent

KSB	KSB Definition (provided when hovering over)	Not Relevant to Position	Not Important	Somewhat Important	Important	Very Important	Extremely Important
Balances Mission and Welfare of Followers	Assesses and routinely monitors effects of mission fulfillment on mental, physical, and emotional attributes of subordinates. Monitors morale, physical condition, and safety of subordinates. Provides appropriate relief when conditions jeopardize success of the mission or present overwhelming risk to personnel. Addresses subordinates' and families' needs (health, welfare, and development). Stands up for subordinates. Routinely monitors morale and encourages honest feedback.	☐	☐	☐	☐	☐	☐
Sustains a Climate of Trust	Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to expectations of others. Is firm, fair, and respectful to gain trust.	☐	☐	☐	☐	☐	☐
Warrior Ethos	Removes or fights through obstacles, difficulties, and hardships to accomplish the mission. Demonstrates the commitment to persevere despite adversity, obstacles, and challenges. Demonstrates physical and emotional courage. Shares hardships with subordinates.	☐	☐	☐	☐	☐	☐

Training and Developing Others Talent

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

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

Physical Talent Domain (1 of 1 pages)

For each KSB below, please rate the following:

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

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 NCOs Army-Wide and by Rank

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, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D1

Army-wide NCO complete KSB importance ratings (Weighted Means)

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	5,673	4.22	0.77
2	Communication Ability	5,704	4.20	0.77
3	Dependability	5,693	4.04	0.81
4	Mental Agility	5,686	3.97	0.81
5	Stress Tolerance	5,632	3.95	0.83
6	Communicator	5,699	3.93	0.82
7	Active Listening	5,690	3.92	0.83
8	Processes Information and Data	5,666	3.92	0.81
9	Attentiveness	5,703	3.90	0.81
10	Oral Communication Skill	5,680	3.85	0.84
11	Time Management	5,613	3.83	0.86
12	Focus	5,698	3.82	0.81
13	Self-Management	5,681	3.79	0.86
14	Adaptability	5,644	3.77	0.86
15	Detail-Focused and Precise	5,686	3.75	0.85
16	Cooperation/Teamwork	5,688	3.74	0.86
17	Decision Making	5,682	3.72	0.87
18	Critical Thinking	5,680	3.72	0.86
19	Problem Solver	5,672	3.69	0.87
20	General Cognitive Aptitude	5,683	3.69	0.83
21	Situational Awareness	5,654	3.67	0.90
22	Reading Comprehension	5,692	3.66	0.88
23	Problem Sensitivity	5,671	3.65	0.87
24	Discipline	5,690	3.64	0.89
25	Resilience	5,654	3.64	0.89
26	Self-Control	5,651	3.59	0.90
27	Sustains a Climate of Trust	5,559	3.58	0.93
28	Creative Problem Solving and Innovation	5,669	3.55	0.90
29	Analytical Thinking	5,683	3.54	0.89
30	Leads By Example	5,595	3.54	0.93
31	Coordination	5,686	3.54	0.90
32	Initiative	5,650	3.52	0.90
33	Analyzes and Organizes Information to Create Knowledge	5,670	3.51	0.89

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
34	Army Values	5,655	3.51	0.95
35	Enforces Standards	5,578	3.48	0.93
36	Active Learning	5,694	3.47	0.89
37	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	5,675	3.46	0.93
38	Perceptive	5,680	3.46	0.89
39	Oral and Nonverbal Comprehension	5,683	3.45	0.91
40	Military And Professional Bearing	5,663	3.44	0.96
41	Emotional Control	5,675	3.43	0.92
42	Training and Developing Others	5,534	3.42	0.95
43	Multi-Tasking	5,676	3.39	0.94
44	Structured Problem Solving	5,655	3.36	0.92
45	Written Communication	5,676	3.36	0.94
46	Information Ordering	5,679	3.33	0.91
47	Persistence	5,669	3.33	0.92
48	Analyze Data or Information	5,666	3.31	0.94
49	Cognitive Flexibility	5,678	3.30	0.94
50	Providing Feedback	5,572	3.28	0.95
51	Troubleshooting	5,645	3.26	0.96
52	Creates a Learning Environment	5,531	3.26	0.97
53	Mentoring	5,483	3.26	0.98
54	Team Development	5,646	3.25	0.97
55	Verbal Reasoning	5,667	3.24	0.95
56	Team Planning	5,652	3.23	0.97
57	Team Building	5,660	3.23	0.98
58	Motivating Others	5,589	3.22	0.98
59	Task Planning and Management	5,552	3.21	0.96
60	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	5,503	3.20	0.97
61	Improves the Organization	5,591	3.19	0.97
62	Team Orientation	5,661	3.19	0.98
63	Self-Efficacy	5,618	3.18	0.95
64	Interdisciplinary Reasoning	5,654	3.16	0.96
65	Cooperation	5,671	3.13	0.96
66	Even-Tempered	5,633	3.13	0.97
67	Conflict Management	5,659	3.12	0.98
68	Warrior Ethos/Service Ethos	5,618	3.12	1.03
69	Balances Mission and Welfare of Followers	5,470	3.11	1.01
70	Improves Unit Performance	5,531	3.11	1.00
71	Adjustment	5,650	3.11	0.96
72	Assesses Developmental Needs of Others	5,495	3.11	1.00
73	Interpersonal Tact	5,645	3.10	0.97
74	Organizational Perspective	5,559	3.10	0.99
75	Learning Orientation	5,650	3.09	0.96
76	Shared Leadership	5,556	3.09	0.99
77	Reflective Thinking	5,653	3.08	0.98
78	Unstructured Problem Solving	5,636	3.08	0.99
79	Monitoring	5,561	3.08	0.98

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
80	Army Self-Efficacy	5,622	3.07	1.00
81	Instructing	5,512	3.06	1.02
82	Memory	5,685	3.05	0.96
83	Tolerance	5,649	3.03	0.98
84	Virtue	5,631	3.02	1.01
85	Encourages Fairness and Inclusiveness	5,530	3.00	1.03
86	Systems Thinking	5,614	3.00	1.00
87	Awareness of Cognitive Biases	5,656	2.99	1.01
88	Coordinating Multiple Groups	5,601	2.98	1.03
89	Recognizes and Rewards Good Performance	5,457	2.96	1.04
90	MOS/Branch-Specific Knowledge and Skill	5,511	2.95	1.07
91	Strategic Thinking	5,632	2.93	1.03
92	Achievement Orientation	5,664	2.93	0.99
93	Commitment to Serve	5,628	2.91	1.07
94	Orderliness	5,678	2.91	1.01
95	Peer Leadership	5,558	2.90	1.03
96	Basic Computer Skills	5,630	2.87	1.02
97	Perspective Taking	5,615	2.87	1.01
98	Assessing And Mitigating Harm	5,630	2.86	1.06
99	Innovative	5,638	2.83	1.02
100	Interpersonal Relationship Building	5,629	2.82	1.03
101	Intellectual Efficiency	5,615	2.82	1.02
102	Resource Management	5,474	2.81	1.04
103	Inspirational Leader	5,557	2.80	1.05
104	Selflessness	5,631	2.80	1.06
105	Delegating	5,498	2.74	1.05
106	Humility	5,633	2.73	1.07
107	Social Perceptiveness	5,586	2.72	1.04
108	Project Manager	5,458	2.68	1.06
109	Encourages Discourse	5,616	2.67	1.08
110	Non-Delinquency	5,662	2.67	1.08
111	Process-Disciplined	5,543	2.66	1.06
112	Intercultural Communication	5,561	2.66	1.11
113	Knowledge of Processes and Procedures	5,502	2.64	1.07
114	Assertiveness	5,632	2.63	1.05
115	Consideration	5,638	2.61	1.05
116	Tolerance for Ambiguity	5,579	2.55	1.10
117	Optimism	5,539	2.55	1.09
118	Empathy	5,493	2.51	1.13
119	Consensus Building	5,551	2.50	1.07
120	Safety Compliance	5,447	2.48	1.14
121	Evaluating Compliance	5,480	2.48	1.10
122	Quantitative Reasoning	5,592	2.47	1.12
123	Curiosity	5,606	2.42	1.09
124	Spatially Intelligent	5,498	2.41	1.10
125	Perceptual Speed And Accuracy	5,576	2.41	1.09
126	Interdisciplinary	5,448	2.40	1.09
127	Enthusiasm	5,603	2.38	1.10

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
128	Quality Control Analysis	5,349	2.37	1.14
129	Interest in Leadership	5,511	2.35	1.15
130	Affiliation	5,610	2.31	1.11
131	Sociability	5,592	2.29	1.13
132	Knowledge of System Inter-Relations	5,425	2.27	1.15
133	Spatial Orientation	5,473	2.26	1.13
134	Introspective	5,602	2.25	1.14
135	Pattern Recognition	5,584	2.24	1.12
136	Cultural Awareness	5,415	2.24	1.16
137	Specialized Expertise	5,268	2.24	1.21
138	Response Orientation	5,516	2.21	1.16
139	Health and Fitness Orientation	5,292	2.19	1.14
140	Cultural/ Interpersonal Adaptability	5,381	2.17	1.17
141	Investigative Interests	5,440	2.15	1.16
142	Proficiency with Mission Systems	5,204	2.15	1.20
143	Spatial Visualization	5,417	2.13	1.17
144	Autonomy	5,523	2.12	1.21
145	Physically Fit	5,289	2.12	1.17
146	Realistic Interests	5,450	2.08	1.18
147	Working in Multidisciplinary Contexts	5,326	2.07	1.19
148	Locus of Control	5,397	1.99	1.19
149	Prudent Risk-Taker	5,466	1.99	1.22
150	Maintains Relevant Geopolitical Awareness	5,286	1.98	1.21
151	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	5,277	1.97	1.21
152	Physical Endurance	5,209	1.96	1.20
153	Physical Strength	5,233	1.94	1.19
154	Social Interests	5,442	1.93	1.21
155	Knowledge Management	5,093	1.91	1.21
156	Financial Management	5,018	1.91	1.23
157	Basic Mathematics	5,184	1.90	1.17
158	Soldier Common Task Knowledge and Skills	5,286	1.88	1.28
159	Physical Coordination	5,011	1.88	1.20
160	Balance	5,024	1.85	1.21
161	Cross-Culturally Fluent	5,243	1.83	1.23
162	Knowledge of Combined Arms Operations	5,066	1.82	1.26
163	Control Precision	4,861	1.82	1.22
164	Reaction Time	4,972	1.80	1.25
165	Technologically Adept	5,081	1.78	1.23
166	Working with the Public	5,083	1.70	1.30
167	Bodily-Kinesthetic	5,016	1.65	1.23
168	Advanced Computer Skills	5,347	1.61	1.22
169	Information and Systems Security	4,797	1.60	1.28
170	Mathematics Knowledge	4,901	1.59	1.16
171	Enterprising Interests	5,196	1.56	1.26
172	Conventional Interests	5,251	1.54	1.24
173	Mathematical Reasoning	4,844	1.53	1.19
174	Inspecting Equipment, Objects, Structures, or Materials	4,569	1.50	1.30

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
175	Cyber Knowledge	4,813	1.49	1.26
176	General Science	4,685	1.41	1.20
177	Basic Mechanical Knowledge	4,336	1.35	1.25
178	Basic Electronics Knowledge	4,392	1.34	1.26
179	Mechanically and Technologically Savvy	4,317	1.30	1.30
180	Science methods	4,540	1.30	1.21
181	Mechanical Comprehension	4,184	1.24	1.30
182	Language Learning Ability	4,949	1.17	1.46
183	Machine/Equipment Installation	3,998	1.10	1.34
184	Auto and Shop Information	3,838	1.09	1.30
185	Data Science	4,096	1.08	1.36
186	Innovating Technology	3,956	1.06	1.37
187	Advanced Mathematics	4,300	1.04	1.21
188	Artistic Interests	4,744	1.02	1.34
189	Swimming	3,629	0.90	1.32
190	Database Programming and Engineering	3,656	0.89	1.38
191	Systems Architecture and Engineering	3,639	0.89	1.41
192	Hostility to Authority	4,271	0.86	1.55
193	Software Development	3,611	0.83	1.36
194	Web Development	3,581	0.83	1.34
195	Machiavellianism	3,924	0.76	1.57
196	Attention Seeking	4,708	0.65	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 inverting variance and multiplying by original mean value, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D2*Army-wide SGT complete KSB importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Stress Tolerance	778	4.01	0.83
2	Detail-Focused and Precise	786	3.87	0.85
3	Dependability	787	3.79	0.87
4	Communication Ability	789	3.78	0.88
5	Sound Judgement	782	3.72	0.88
6	Processes Information and Data	783	3.70	0.88
7	Active Listening	786	3.67	0.89
8	Focus	791	3.66	0.87
9	Attentiveness	791	3.64	0.88
10	Mental Agility	786	3.59	0.90
11	Time Management	776	3.59	0.92
12	Adaptability	781	3.58	0.91
13	General Cognitive Aptitude	786	3.52	0.89
14	Critical Thinking	785	3.46	0.94
15	Self-Management	786	3.46	0.94
16	Analytical Thinking	784	3.44	0.93
17	Resilience	780	3.42	0.95
18	Problem Sensitivity	787	3.41	0.93
19	Active Learning	787	3.41	0.92
20	Reading Comprehension	783	3.40	0.95
21	Communicator	787	3.40	0.96
22	Situational Awareness	778	3.38	0.97
23	Cooperation/Teamwork	779	3.38	0.94
24	Decision Making	787	3.38	0.95
25	Oral Communication Skill	786	3.37	0.96
26	Information Ordering	787	3.35	0.93
27	Problem Solver	786	3.34	0.95
28	Perceptive	784	3.30	0.94
29	Self-Control	785	3.29	0.97
30	Analyzes and Organizes Information to Create Knowledge	784	3.28	0.95
31	Analyze Data or Information	778	3.25	0.98
32	Initiative	782	3.24	0.96
33	Creative Problem Solving and Innovation	786	3.24	0.97
34	Coordination	784	3.23	0.97
35	Oral and Nonverbal Comprehension	783	3.21	0.99
36	Emotional Control	782	3.20	0.98
37	Leads By Example	767	3.15	1.00
38	Structured Problem Solving	783	3.14	0.99
39	Persistence	781	3.13	0.98
40	Multi-Tasking	785	3.09	1.02
41	Learning Orientation	778	3.07	0.99
42	Memory	787	3.04	0.99
43	Enforces Standards	772	3.04	1.01
44	Self-Efficacy	769	3.03	1.01

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
45	Task Planning and Management	768	3.03	1.00
46	Discipline	782	3.02	1.03
47	Written Communication	780	3.02	1.04
48	MOS/Branch-Specific Knowledge and Skill	755	3.02	1.06
49	Cognitive Flexibility	786	3.00	1.02
50	Training and Developing Others	772	2.98	1.05
51	Troubleshooting	780	2.97	1.05
52	Creates a Learning Environment	766	2.97	1.04
53	Cooperation	784	2.95	1.03
54	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	778	2.95	1.04
55	Sustains a Climate of Trust	768	2.94	1.06
56	Even-Tempered	777	2.93	1.04
57	Adjustment	778	2.91	1.02
58	Team Planning	776	2.89	1.05
59	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	766	2.89	1.04
60	Tolerance	771	2.89	1.03
61	Providing Feedback	764	2.87	1.05
62	Instructing	765	2.86	1.06
63	Verbal Reasoning	781	2.85	1.06
64	Reflective Thinking	783	2.85	1.05
65	Mentoring	760	2.84	1.07
66	Motivating Others	765	2.83	1.06
67	Team Development	773	2.82	1.07
68	Unstructured Problem Solving	783	2.82	1.06
69	Basic Computer Skills	771	2.82	1.07
70	Interdisciplinary Reasoning	781	2.81	1.06
71	Assesses Developmental Needs of Others	766	2.81	1.06
72	Conflict Management	775	2.80	1.05
73	Army Values	776	2.79	1.10
74	Orderliness	779	2.79	1.07
75	Shared Leadership	764	2.78	1.06
76	Team Building	774	2.78	1.08
77	Team Orientation	776	2.77	1.07
78	Intellectual Efficiency	772	2.76	1.07
79	Organizational Perspective	761	2.73	1.07
80	Balances Mission and Welfare of Followers	759	2.72	1.09
81	Improves the Organization	766	2.71	1.07
82	Improves Unit Performance	757	2.69	1.08
83	Innovative	774	2.67	1.08
84	Monitoring	770	2.65	1.07
85	Virtue	770	2.64	1.11
86	Military And Professional Bearing	777	2.62	1.14
87	Coordinating Multiple Groups	765	2.62	1.12
88	Peer Leadership	767	2.61	1.10
89	Delegating	767	2.60	1.07
90	Achievement Orientation	783	2.60	1.07
91	Systems Thinking	777	2.55	1.12

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
92	Army Self-Efficacy	758	2.54	1.12	
93	Recognizes and Rewards Good Performance	761	2.54	1.13	
94	Awareness of Cognitive Biases	777	2.54	1.12	
95	Perceptual Speed And Accuracy	773	2.53	1.08	
96	Interpersonal Tact	771	2.53	1.11	
97	Resource Management	754	2.52	1.11	
98	Assessing And Mitigating Harm	773	2.52	1.15	
99	Process-Disciplined	760	2.51	1.11	
100	Strategic Thinking	777	2.51	1.13	
101	Encourages Fairness and Inclusiveness	765	2.51	1.15	
102	Curiosity	769	2.50	1.11	
103	Tolerance for Ambiguity	768	2.48	1.14	
104	Non-Delinquency	784	2.47	1.15	
105	Perspective Taking	763	2.47	1.12	
106	Inspirational Leader	764	2.47	1.14	
107	Project Manager	757	2.43	1.11	
108	Selflessness	773	2.42	1.15	
109	Warrior Ethos/Service Ethos	769	2.41	1.18	
110	Assertiveness	775	2.38	1.12	
111	Humility	769	2.36	1.17	
112	Quantitative Reasoning	768	2.34	1.17	
113	Consideration	778	2.33	1.13	
114	Interpersonal Relationship Building	767	2.31	1.16	
115	Pattern Recognition	776	2.30	1.15	
116	Social Perceptiveness	760	2.29	1.17	
117	Response Orientation	761	2.29	1.16	
118	Specialized Expertise	720	2.29	1.21	
119	Evaluating Compliance	750	2.27	1.17	
120	Quality Control Analysis	733	2.25	1.18	
121	Safety Compliance	742	2.25	1.20	
122	Knowledge of Processes and Procedures	756	2.24	1.15	
123	Commitment to Serve	767	2.24	1.23	
124	Optimism	762	2.23	1.18	
125	Intercultural Communication	761	2.20	1.23	
126	Encourages Discourse	777	2.19	1.21	
127	Consensus Building	760	2.19	1.16	
128	Autonomy	772	2.18	1.21	
129	Spatially Intelligent	750	2.17	1.18	
130	Cultural Awareness	730	2.12	1.20	
131	Interdisciplinary	741	2.09	1.19	
132	Locus of Control	742	2.07	1.18	
133	Enthusiasm	766	2.07	1.18	
134	Affiliation	771	2.06	1.18	
135	Empathy	751	2.02	1.26	
136	Spatial Orientation	747	2.01	1.22	
137	Cultural/ Interpersonal Adaptability	721	2.01	1.23	
138	Investigative Interests	731	2.00	1.23	
139	Sociability	767	1.99	1.22	

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
140	Realistic Interests	748	1.97	1.21	
141	Spatial Visualization	739	1.97	1.23	
142	Introspective	768	1.96	1.23	
143	Proficiency with Mission Systems	712	1.94	1.26	
144	Health and Fitness Orientation	729	1.90	1.22	
145	Interest in Leadership	749	1.85	1.26	
146	Basic Mathematics	711	1.85	1.20	
147	Knowledge of System Inter-Relations	732	1.84	1.25	
148	Physically Fit	724	1.83	1.25	
149	Knowledge Management	688	1.83	1.27	
150	Maintains Relevant Geopolitical Awareness	708	1.83	1.28	
151	Working in Multidisciplinary Contexts	719	1.81	1.28	
152	Physical Coordination	701	1.79	1.25	
153	Physical Strength	724	1.79	1.24	
154	Technologically Adept	703	1.76	1.28	
155	Financial Management	656	1.75	1.30	
156	Control Precision	690	1.75	1.27	
157	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	704	1.75	1.29	
158	Cross-Culturally Fluent	701	1.73	1.27	
159	Physical Endurance	718	1.69	1.28	
160	Social Interests	736	1.68	1.29	
161	Reaction Time	705	1.68	1.32	
162	Balance	707	1.67	1.26	
163	Prudent Risk-Taker	748	1.66	1.31	
164	Cyber Knowledge	661	1.57	1.30	
165	Bodily-Kinesthetic	695	1.56	1.27	
166	Information and Systems Security	655	1.55	1.35	
167	Mathematics Knowledge	662	1.54	1.21	
168	Working with the Public	663	1.51	1.36	
169	Soldier Common Task Knowledge and Skills	702	1.51	1.34	
170	Knowledge of Combined Arms Operations	654	1.50	1.31	
171	Advanced Computer Skills	721	1.48	1.33	
172	Inspecting Equipment, Objects, Structures, or Materials	619	1.48	1.34	
173	Mathematical Reasoning	654	1.46	1.25	
174	Conventional Interests	711	1.45	1.30	
175	General Science	645	1.43	1.25	
176	Basic Electronics Knowledge	611	1.35	1.30	
177	Mechanically and Technologically Savvy	573	1.33	1.33	
178	Science methods	617	1.32	1.27	
179	Basic Mechanical Knowledge	587	1.27	1.32	
180	Mechanical Comprehension	558	1.23	1.33	
181	Enterprising Interests	694	1.20	1.35	
182	Data Science	561	1.15	1.38	
183	Language Learning Ability	672	1.14	1.49	
184	Machine/Equipment Installation	535	1.12	1.39	
185	Innovating Technology	550	1.10	1.41	
186	Advanced Mathematics	579	1.04	1.28	
187	Systems Architecture and Engineering	513	1.03	1.45	

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
188	Auto and Shop Information	493	1.02	1.34
189	Artistic Interests	609	0.99	1.40
190	Database Programming and Engineering	507	0.93	1.44
191	Swimming	474	0.93	1.34
192	Hostility to Authority	604	0.91	1.53
193	Software Development	501	0.90	1.43
194	Web Development	491	0.89	1.41
195	Machiavellianism	572	0.77	1.59
196	Attention Seeking	635	0.64	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, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D3*Army-wide SSG complete KSB importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	1,699	4.07	0.80
2	Communication Ability	1,707	4.03	0.81
3	Stress Tolerance	1,685	3.91	0.85
4	Attentiveness	1,710	3.82	0.82
5	Dependability	1,704	3.82	0.85
6	Communicator	1,706	3.80	0.84
7	Focus	1,706	3.77	0.83
8	Processes Information and Data	1,692	3.76	0.86
9	Mental Agility	1,703	3.75	0.86
10	Active Listening	1,701	3.74	0.86
11	Oral Communication Skill	1,703	3.70	0.87
12	Detail-Focused and Precise	1,704	3.68	0.87
13	Self-Management	1,705	3.67	0.88
14	Resilience	1,692	3.63	0.90
15	Adaptability	1,692	3.61	0.90
16	Time Management	1,687	3.59	0.91
17	Problem Solver	1,696	3.59	0.89
18	General Cognitive Aptitude	1,701	3.59	0.86
19	Situational Awareness	1,695	3.58	0.92
20	Discipline	1,710	3.58	0.89
21	Decision Making	1,700	3.57	0.90
22	Self-Control	1,682	3.56	0.90
23	Problem Sensitivity	1,697	3.55	0.89
24	Critical Thinking	1,701	3.50	0.91
25	Reading Comprehension	1,708	3.44	0.92
26	Cooperation/Teamwork	1,708	3.41	0.93
27	Initiative	1,688	3.38	0.93
28	Analytical Thinking	1,700	3.38	0.93
29	Emotional Control	1,697	3.37	0.93
30	Creative Problem Solving and Innovation	1,695	3.36	0.94
31	Multi-Tasking	1,699	3.35	0.95
32	Analyzes and Organizes Information to Create Knowledge	1,692	3.35	0.93
33	Perceptive	1,698	3.32	0.92
34	Structured Problem Solving	1,692	3.30	0.93
35	Oral and Nonverbal Comprehension	1,706	3.29	0.95
36	Enforces Standards	1,671	3.29	0.97
37	Sustains a Climate of Trust	1,663	3.29	0.99
38	Active Learning	1,705	3.28	0.94
39	Persistence	1,702	3.27	0.93
40	Army Values	1,694	3.24	1.00
41	Troubleshooting	1,692	3.23	0.98
42	Coordination	1,704	3.22	0.97
43	Information Ordering	1,697	3.22	0.93
44	Leads By Example	1,677	3.20	1.00

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
45	Military And Professional Bearing	1,695	3.19	1.01
46	Training and Developing Others	1,658	3.16	1.01
47	Verbal Reasoning	1,701	3.14	0.97
48	Self-Efficacy	1,691	3.13	0.97
49	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	1,702	3.12	1.00
50	Written Communication	1,703	3.11	0.99
51	Analyze Data or Information	1,700	3.11	0.99
52	Adjustment	1,691	3.10	0.96
53	Cooperation	1,693	3.09	0.97
54	Even-Tempered	1,680	3.05	0.99
55	Memory	1,700	3.04	0.98
56	Creates a Learning Environment	1,656	3.04	1.02
57	Cognitive Flexibility	1,697	3.03	1.00
58	Task Planning and Management	1,664	3.01	1.01
59	Instructing	1,650	2.99	1.04
60	Mentoring	1,641	2.99	1.04
61	Interdisciplinary Reasoning	1,690	2.98	1.00
62	Motivating Others	1,675	2.98	1.02
63	Providing Feedback	1,669	2.98	1.02
64	Learning Orientation	1,696	2.97	1.00
65	Team Development	1,692	2.97	1.03
66	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	1,650	2.94	1.03
67	Army Self-Efficacy	1,690	2.94	1.03
68	Unstructured Problem Solving	1,687	2.93	1.03
69	Team Planning	1,691	2.92	1.04
70	Reflective Thinking	1,686	2.92	1.01
71	Orderliness	1,706	2.92	1.01
72	Team Orientation	1,699	2.92	1.03
73	Team Building	1,697	2.90	1.05
74	Warrior Ethos/Service Ethos	1,685	2.90	1.07
75	Virtue	1,689	2.90	1.02
76	Tolerance	1,695	2.89	1.02
77	MOS/Branch-Specific Knowledge and Skill	1,653	2.89	1.10
78	Conflict Management	1,698	2.88	1.03
79	Improves the Organization	1,677	2.87	1.04
80	Interpersonal Tact	1,687	2.87	1.02
81	Systems Thinking	1,681	2.86	1.03
82	Monitoring	1,664	2.86	1.03
83	Shared Leadership	1,655	2.86	1.05
84	Balances Mission and Welfare of Followers	1,633	2.85	1.07
85	Assesses Developmental Needs of Others	1,644	2.83	1.06
86	Organizational Perspective	1,661	2.82	1.05
87	Awareness of Cognitive Biases	1,692	2.81	1.04
88	Encourages Fairness and Inclusiveness	1,651	2.80	1.07
89	Achievement Orientation	1,698	2.78	1.03
90	Intellectual Efficiency	1,687	2.77	1.04
91	Improves Unit Performance	1,656	2.77	1.07

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
92	Basic Computer Skills	1,686	2.76	1.06
93	Assessing And Mitigating Harm	1,684	2.75	1.09
94	Strategic Thinking	1,685	2.75	1.07
95	Peer Leadership	1,664	2.75	1.07
96	Coordinating Multiple Groups	1,677	2.70	1.09
97	Recognizes and Rewards Good Performance	1,626	2.70	1.09
98	Innovative	1,687	2.69	1.06
99	Resource Management	1,632	2.67	1.07
100	Perspective Taking	1,681	2.66	1.05
101	Non-Delinquency	1,699	2.64	1.09
102	Process-Disciplined	1,661	2.63	1.08
103	Selflessness	1,685	2.62	1.08
104	Inspirational Leader	1,661	2.62	1.09
105	Interpersonal Relationship Building	1,680	2.62	1.07
106	Commitment to Serve	1,688	2.61	1.14
107	Humility	1,684	2.59	1.08
108	Social Perceptiveness	1,668	2.54	1.08
109	Encourages Discourse	1,681	2.54	1.11
110	Assertiveness	1,687	2.53	1.08
111	Intercultural Communication	1,656	2.53	1.14
112	Delegating	1,641	2.52	1.10
113	Project Manager	1,619	2.49	1.12
114	Optimism	1,662	2.49	1.11
115	Tolerance for Ambiguity	1,664	2.47	1.13
116	Knowledge of Processes and Procedures	1,627	2.46	1.10
117	Safety Compliance	1,637	2.44	1.15
118	Consideration	1,686	2.44	1.09
119	Quantitative Reasoning	1,677	2.42	1.13
120	Quality Control Analysis	1,604	2.41	1.14
121	Evaluating Compliance	1,633	2.41	1.13
122	Perceptual Speed And Accuracy	1,668	2.38	1.12
123	Spatially Intelligent	1,657	2.37	1.11
124	Empathy	1,637	2.35	1.15
125	Consensus Building	1,663	2.34	1.10
126	Enthusiasm	1,674	2.31	1.13
127	Curiosity	1,680	2.30	1.13
128	Response Orientation	1,652	2.26	1.15
129	Spatial Orientation	1,655	2.24	1.15
130	Pattern Recognition	1,670	2.23	1.13
131	Interdisciplinary	1,631	2.23	1.13
132	Specialized Expertise	1,590	2.21	1.23
133	Autonomy	1,675	2.19	1.20
134	Sociability	1,668	2.18	1.16
135	Affiliation	1,682	2.18	1.14
136	Interest in Leadership	1,648	2.18	1.18
137	Cultural Awareness	1,593	2.12	1.19
138	Introspective	1,677	2.12	1.17
139	Locus of Control	1,630	2.11	1.16

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
140	Spatial Visualization	1,639	2.10	1.18
141	Knowledge of System Inter-Relations	1,609	2.07	1.18
142	Cultural/ Interpersonal Adaptability	1,582	2.05	1.20
143	Investigative Interests	1,655	2.04	1.20
144	Realistic Interests	1,648	2.04	1.20
145	Physically Fit	1,588	2.02	1.21
146	Health and Fitness Orientation	1,584	2.01	1.20
147	Proficiency with Mission Systems	1,544	2.00	1.24
148	Basic Mathematics	1,557	1.96	1.17
149	Working in Multidisciplinary Contexts	1,591	1.94	1.22
150	Physical Coordination	1,527	1.89	1.22
151	Financial Management	1,516	1.88	1.24
152	Maintains Relevant Geopolitical Awareness	1,550	1.87	1.24
153	Prudent Risk-Taker	1,635	1.86	1.24
154	Control Precision	1,485	1.85	1.23
155	Balance	1,524	1.85	1.21
156	Physical Endurance	1,570	1.85	1.24
157	Reaction Time	1,517	1.84	1.26
158	Physical Strength	1,578	1.83	1.24
159	Knowledge Management	1,499	1.81	1.25
160	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	1,566	1.80	1.26
161	Social Interests	1,633	1.80	1.24
162	Technologically Adept	1,510	1.77	1.26
163	Soldier Common Task Knowledge and Skills	1,587	1.74	1.31
164	Cross-Culturally Fluent	1,534	1.70	1.26
165	Knowledge of Combined Arms Operations	1,498	1.67	1.28
166	Information and Systems Security	1,421	1.58	1.31
167	Advanced Computer Skills	1,600	1.57	1.25
168	Mathematics Knowledge	1,468	1.57	1.20
169	Bodily-Kinesthetic	1,498	1.56	1.29
170	Inspecting Equipment, Objects, Structures, or Materials	1,409	1.53	1.33
171	Working with the Public	1,508	1.53	1.36
172	Mathematical Reasoning	1,459	1.52	1.24
173	Conventional Interests	1,575	1.48	1.27
174	Enterprising Interests	1,551	1.48	1.27
175	Cyber Knowledge	1,424	1.46	1.29
176	Basic Electronics Knowledge	1,364	1.45	1.27
177	General Science	1,427	1.43	1.22
178	Basic Mechanical Knowledge	1,338	1.43	1.26
179	Mechanically and Technologically Savvy	1,346	1.39	1.31
180	Science methods	1,381	1.32	1.24
181	Mechanical Comprehension	1,290	1.29	1.33
182	Language Learning Ability	1,478	1.19	1.46
183	Machine/Equipment Installation	1,254	1.16	1.38
184	Auto and Shop Information	1,192	1.11	1.34
185	Advanced Mathematics	1,307	1.06	1.25
186	Data Science	1,224	1.05	1.40
187	Innovating Technology	1,201	1.03	1.41

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
188	Artistic Interests	1,444	1.01	1.35
189	Systems Architecture and Engineering	1,099	0.92	1.44
190	Hostility to Authority	1,299	0.90	1.54
191	Database Programming and Engineering	1,098	0.89	1.42
192	Software Development	1,103	0.86	1.39
193	Swimming	1,089	0.85	1.34
194	Machiavellianism	1,203	0.84	1.55
195	Web Development	1,074	0.83	1.39
196	Attention Seeking	1,454	0.69	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, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D4*Army-wide SFC complete KSB importance ratings (Weighted Means)*

KSB Importance Rank	KSB	N	M*	SD
1	Sound Judgement	2,062	4.26	0.77
2	Communication Ability	2,073	4.24	0.75
3	Dependability	2,072	4.11	0.79
4	Mental Agility	2,064	4.06	0.79
5	Processes Information and Data	2,065	4.00	0.79
6	Communicator	2,073	3.94	0.81
7	Stress Tolerance	2,049	3.91	0.83
8	Oral Communication Skill	2,062	3.89	0.82
9	Attentiveness	2,067	3.89	0.80
10	Time Management	2,037	3.89	0.84
11	Active Listening	2,071	3.88	0.83
12	Self-Management	2,062	3.85	0.84
13	Cooperation/Teamwork	2,067	3.82	0.84
14	Focus	2,069	3.80	0.81
15	Decision Making	2,065	3.79	0.85
16	Adaptability	2,044	3.78	0.86
17	General Cognitive Aptitude	2,067	3.72	0.81
18	Detail-Focused and Precise	2,067	3.72	0.85
19	Sustains a Climate of Trust	2,019	3.71	0.89
20	Problem Solver	2,060	3.71	0.86
21	Reading Comprehension	2,068	3.69	0.86
22	Critical Thinking	2,066	3.69	0.86
23	Discipline	2,071	3.67	0.87
24	Coordination	2,066	3.66	0.86
25	Situational Awareness	2,053	3.64	0.91
26	Resilience	2,057	3.62	0.89
27	Army Values	2,057	3.62	0.92
28	Self-Control	2,056	3.61	0.89
29	Military And Professional Bearing	2,063	3.61	0.92
30	Leads By Example	2,033	3.61	0.90
31	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	2,061	3.60	0.89
32	Problem Sensitivity	2,056	3.60	0.87
33	Analytical Thinking	2,068	3.57	0.88
34	Analyzes and Organizes Information to Create Knowledge	2,064	3.56	0.87
35	Training and Developing Others	2,001	3.52	0.92
36	Creative Problem Solving and Innovation	2,057	3.51	0.91
37	Multi-Tasking	2,062	3.49	0.91
38	Enforces Standards	2,027	3.49	0.92
39	Initiative	2,053	3.48	0.90
40	Perceptive	2,064	3.44	0.88
41	Active Learning	2,070	3.44	0.89
42	Providing Feedback	2,029	3.43	0.91
43	Written Communication	2,063	3.43	0.92
44	Oral and Nonverbal Comprehension	2,061	3.43	0.91

KSB Importance		KSB	N	M*	SD
Rank					
45	Information Ordering		2,066	3.42	0.87
46	Cognitive Flexibility		2,062	3.41	0.90
47	Structured Problem Solving		2,054	3.36	0.92
48	Team Planning		2,056	3.36	0.94
49	Troubleshooting		2,051	3.36	0.93
50	Team Building		2,059	3.36	0.94
51	Emotional Control		2,062	3.36	0.93
52	Mentoring		1,987	3.35	0.95
53	Team Development		2,052	3.35	0.94
54	Analyze Data or Information		2,059	3.33	0.93
55	Persistence		2,062	3.31	0.92
56	Improves the Organization		2,030	3.31	0.94
57	Team Orientation		2,055	3.30	0.95
58	Creates a Learning Environment		2,006	3.29	0.95
59	Warrior Ethos/Service Ethos		2,043	3.28	0.99
60	Verbal Reasoning		2,058	3.27	0.93
61	Motivating Others		2,030	3.26	0.96
62	Task Planning and Management		2,012	3.25	0.95
63	Improves Unit Performance		2,013	3.25	0.96
64	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		1,982	3.24	0.95
65	Interdisciplinary Reasoning		2,060	3.24	0.94
66	Interpersonal Tact		2,056	3.23	0.93
67	Self-Efficacy		2,038	3.20	0.93
68	Shared Leadership		2,020	3.19	0.96
69	Army Self-Efficacy		2,048	3.18	0.97
70	Assesses Developmental Needs of Others		1,986	3.18	0.97
71	Balances Mission and Welfare of Followers		1,976	3.18	0.98
72	Organizational Perspective		2,022	3.18	0.96
73	Monitoring		2,022	3.17	0.95
74	Conflict Management		2,058	3.17	0.96
75	Learning Orientation		2,049	3.13	0.94
76	Even-Tempered		2,048	3.12	0.97
77	Instructing		2,000	3.11	1.00
78	Reflective Thinking		2,054	3.11	0.96
79	Adjustment		2,051	3.10	0.95
80	Memory		2,063	3.10	0.94
81	Commitment to Serve		2,046	3.10	1.01
82	Encourages Fairness and Inclusiveness		2,006	3.10	1.00
83	Unstructured Problem Solving		2,043	3.06	0.99
84	Cooperation		2,063	3.06	0.97
85	Awareness of Cognitive Biases		2,056	3.05	0.99
86	Coordinating Multiple Groups		2,043	3.04	1.01
87	Peer Leadership		2,018	3.03	0.99
88	Systems Thinking		2,032	3.03	0.99
89	Tolerance		2,054	3.03	0.97
90	Recognizes and Rewards Good Performance		1,971	3.03	1.01
91	Virtue		2,046	3.01	1.01

KSB Importance		KSB	N	M*	SD
Rank					
92	Achievement Orientation		2,060	3.00	0.96
93	MOS/Branch-Specific Knowledge and Skill		1,995	2.99	1.06
94	Strategic Thinking		2,045	2.99	1.01
95	Basic Computer Skills		2,051	2.98	0.99
96	Orderliness		2,065	2.94	0.99
97	Interpersonal Relationship Building		2,051	2.93	0.98
98	Perspective Taking		2,046	2.89	0.98
99	Resource Management		1,983	2.88	1.02
100	Inspirational Leader		2,017	2.85	1.03
101	Innovative		2,049	2.85	1.00
102	Selflessness		2,049	2.84	1.03
103	Assessing And Mitigating Harm		2,052	2.83	1.06
104	Intellectual Efficiency		2,046	2.83	1.01
105	Encourages Discourse		2,035	2.78	1.04
106	Project Manager		1,982	2.77	1.04
107	Delegating		1,983	2.75	1.03
108	Social Perceptiveness		2,038	2.74	1.02
109	Humility		2,054	2.74	1.04
110	Knowledge of Processes and Procedures		2,005	2.74	1.04
111	Intercultural Communication		2,026	2.70	1.10
112	Assertiveness		2,047	2.70	1.03
113	Process-Disciplined		2,014	2.69	1.04
114	Non-Delinquency		2,051	2.67	1.08
115	Optimism		2,009	2.63	1.05
116	Consideration		2,047	2.61	1.03
117	Empathy		1,993	2.57	1.10
118	Consensus Building		2,015	2.56	1.05
119	Interdisciplinary		1,974	2.55	1.04
120	Quantitative Reasoning		2,030	2.54	1.10
121	Evaluating Compliance		1,993	2.54	1.08
122	Tolerance for Ambiguity		2,035	2.53	1.09
123	Safety Compliance		1,976	2.51	1.12
124	Interest in Leadership		1,997	2.45	1.11
125	Enthusiasm		2,038	2.45	1.07
126	Spatially Intelligent		1,996	2.43	1.09
127	Curiosity		2,040	2.40	1.08
128	Knowledge of System Inter-Relations		1,978	2.38	1.12
129	Perceptual Speed And Accuracy		2,031	2.37	1.09
130	Sociability		2,032	2.35	1.11
131	Affiliation		2,036	2.35	1.09
132	Quality Control Analysis		1,944	2.34	1.14
133	Specialized Expertise		1,913	2.33	1.18
134	Spatial Orientation		1,982	2.29	1.11
135	Introspective		2,034	2.29	1.12
136	Proficiency with Mission Systems		1,891	2.26	1.18
137	Health and Fitness Orientation		1,910	2.25	1.10
138	Cultural Awareness		1,978	2.24	1.14
139	Autonomy		1,991	2.21	1.19

KSB Importance		KSB	N	M*	SD
Rank					
140	Pattern Recognition		2,033	2.19	1.12
141	Investigative Interests		1,972	2.19	1.15
142	Spatial Visualization		1,964	2.18	1.14
143	Working in Multidisciplinary Contexts		1,927	2.18	1.14
144	Cultural/ Interpersonal Adaptability		1,965	2.17	1.16
145	Response Orientation		2,006	2.15	1.17
146	Physically Fit		1,905	2.14	1.14
147	Realistic Interests		1,969	2.09	1.17
148	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		1,929	2.07	1.17
149	Prudent Risk-Taker		1,981	2.03	1.20
150	Maintains Relevant Geopolitical Awareness		1,929	2.00	1.18
151	Physical Endurance		1,871	1.99	1.17
152	Social Interests		1,968	1.99	1.19
153	Locus of Control		1,962	1.98	1.18
154	Physical Strength		1,877	1.98	1.16
155	Soldier Common Task Knowledge and Skills		1,917	1.94	1.26
156	Knowledge Management		1,857	1.92	1.20
157	Financial Management		1,835	1.91	1.21
158	Physical Coordination		1,794	1.90	1.17
159	Balance		1,795	1.90	1.17
160	Basic Mathematics		1,895	1.90	1.17
161	Cross-Culturally Fluent		1,916	1.87	1.20
162	Knowledge of Combined Arms Operations		1,850	1.86	1.25
163	Control Precision		1,744	1.86	1.19
164	Reaction Time		1,776	1.84	1.22
165	Technologically Adept		1,846	1.81	1.21
166	Working with the Public		1,851	1.74	1.27
167	Advanced Computer Skills		1,947	1.69	1.18
168	Bodily-Kinesthetic		1,809	1.68	1.21
169	Enterprising Interests		1,890	1.66	1.23
170	Mathematics Knowledge		1,792	1.64	1.13
171	Information and Systems Security		1,751	1.63	1.25
172	Conventional Interests		1,906	1.61	1.21
173	Mathematical Reasoning		1,768	1.58	1.17
174	Cyber Knowledge		1,747	1.57	1.21
175	Inspecting Equipment, Objects, Structures, or Materials		1,667	1.52	1.28
176	General Science		1,690	1.41	1.20
177	Basic Electronics Knowledge		1,610	1.35	1.25
178	Basic Mechanical Knowledge		1,591	1.35	1.26
179	Mechanically and Technologically Savvy		1,587	1.30	1.29
180	Science methods		1,635	1.30	1.19
181	Mechanical Comprehension		1,546	1.24	1.29
182	Language Learning Ability		1,801	1.16	1.46
183	Machine/Equipment Installation		1,473	1.11	1.32
184	Data Science		1,488	1.10	1.33
185	Auto and Shop Information		1,413	1.09	1.30
186	Innovating Technology		1,407	1.07	1.34

KSB Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
187	Advanced Mathematics	1,576	1.05	1.18	
188	Artistic Interests	1,722	1.02	1.34	
189	Database Programming and Engineering	1,327	0.90	1.35	
190	Swimming	1,287	0.90	1.31	
191	Hostility to Authority	1,548	0.89	1.53	
192	Systems Architecture and Engineering	1,311	0.88	1.39	
193	Web Development	1,284	0.82	1.31	
194	Software Development	1,293	0.81	1.35	
195	Machiavellianism	1,399	0.74	1.58	
196	Attention Seeking	1,719	0.67	1.46	

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, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D5*Army-wide MSG complete KSB importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	393	4.67	0.67
2	Sound Judgement	390	4.53	0.71
3	Communicator	393	4.52	0.70
4	Processes Information and Data	388	4.47	0.68
5	Dependability	390	4.44	0.73
6	Oral Communication Skill	391	4.44	0.70
7	Critical Thinking	390	4.28	0.72
8	Reading Comprehension	393	4.27	0.75
9	Cooperation/Teamwork	392	4.26	0.75
10	Military And Professional Bearing	388	4.25	0.78
11	Creative Problem Solving and Innovation	390	4.24	0.75
12	Attentiveness	392	4.23	0.74
13	Mental Agility	392	4.14	0.76
14	Self-Management	389	4.11	0.80
15	Army Values	389	4.07	0.82
16	Written Communication	393	4.06	0.80
17	Active Listening	392	4.05	0.80
18	Detail-Focused and Precise	390	4.04	0.78
19	Problem Sensitivity	389	4.04	0.79
20	Time Management	380	4.03	0.82
21	Focus	391	4.02	0.75
22	Analytical Thinking	391	3.96	0.80
23	Leads By Example	382	3.96	0.82
24	Adaptability	389	3.95	0.82
25	Initiative	388	3.93	0.81
26	Discipline	390	3.93	0.82
27	Oral and Nonverbal Comprehension	390	3.91	0.80
28	Coordination	392	3.91	0.82
29	Analyzes and Organizes Information to Create Knowledge	390	3.89	0.82
30	General Cognitive Aptitude	390	3.88	0.79
31	Stress Tolerance	386	3.87	0.83
32	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	393	3.86	0.84
33	Active Learning	390	3.85	0.80
34	Decision Making	391	3.84	0.83
35	Analyze Data or Information	390	3.81	0.82
36	Situational Awareness	388	3.78	0.86
37	Sustains a Climate of Trust	378	3.75	0.88
38	Improves the Organization	382	3.74	0.85
39	Problem Solver	387	3.70	0.86
40	Cognitive Flexibility	390	3.70	0.85
41	Enforces Standards	375	3.65	0.90
42	Resilience	386	3.56	0.89
43	Perceptive	392	3.55	0.86
44	Structured Problem Solving	383	3.55	0.87

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
45	Verbal Reasoning	388	3.53	0.87
46	Warrior Ethos/Service Ethos	383	3.53	0.92
47	Training and Developing Others	371	3.53	0.94
48	Interpersonal Tact	391	3.53	0.91
49	Commitment to Serve	387	3.52	0.93
50	Providing Feedback	376	3.51	0.90
51	Self-Control	388	3.51	0.90
52	Interdisciplinary Reasoning	388	3.51	0.88
53	Improves Unit Performance	373	3.51	0.90
54	Multi-Tasking	388	3.49	0.92
55	Organizational Perspective	382	3.48	0.92
56	Strategic Thinking	387	3.48	0.91
57	Systems Thinking	385	3.46	0.90
58	Team Development	389	3.46	0.92
59	Emotional Control	391	3.44	0.90
60	Task Planning and Management	377	3.44	0.92
61	Unstructured Problem Solving	385	3.44	0.92
62	Team Building	389	3.43	0.92
63	Persistence	389	3.42	0.90
64	Team Planning	391	3.41	0.93
65	Information Ordering	389	3.37	0.90
66	Motivating Others	382	3.37	0.94
67	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	372	3.36	0.94
68	Self-Efficacy	386	3.36	0.90
69	Awareness of Cognitive Biases	389	3.35	0.92
70	Reflective Thinking	389	3.35	0.92
71	Team Orientation	391	3.34	0.93
72	Mentoring	373	3.33	0.96
73	Monitoring	374	3.32	0.93
74	Interpersonal Relationship Building	391	3.32	0.93
75	Shared Leadership	382	3.31	0.94
76	Perspective Taking	387	3.29	0.93
77	Cooperation	391	3.28	0.94
78	Learning Orientation	388	3.26	0.92
79	Creates a Learning Environment	372	3.25	0.98
80	Conflict Management	387	3.23	0.95
81	Virtue	388	3.22	0.98
82	Achievement Orientation	384	3.22	0.93
83	Troubleshooting	381	3.21	0.96
84	Adjustment	390	3.19	0.91
85	Assesses Developmental Needs of Others	369	3.19	0.98
86	Even-Tempered	389	3.16	0.95
87	Innovative	387	3.15	0.94
88	Selflessness	388	3.15	0.98
89	Balances Mission and Welfare of Followers	369	3.14	0.99
90	Coordinating Multiple Groups	385	3.14	1.00
91	Army Self-Efficacy	387	3.14	0.99

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
92	Social Perceptiveness	387	3.11	0.97
93	Humility	388	3.10	0.99
94	Basic Computer Skills	390	3.09	0.97
95	Encourages Fairness and Inclusiveness	375	3.09	1.02
96	Tolerance	390	3.08	0.96
97	Encourages Discourse	387	3.08	0.98
98	Peer Leadership	376	3.05	1.00
99	Project Manager	372	2.99	1.00
100	Resource Management	375	2.98	1.01
101	Recognizes and Rewards Good Performance	369	2.98	1.02
102	Orderliness	388	2.98	0.97
103	Intellectual Efficiency	381	2.90	1.00
104	Assessing And Mitigating Harm	382	2.88	1.04
105	Memory	392	2.87	0.98
106	Inspirational Leader	381	2.83	1.06
107	Process-Disciplined	376	2.82	1.00
108	Knowledge of Processes and Procedures	384	2.82	1.04
109	Non-Delinquency	389	2.79	1.05
110	Instructing	370	2.78	1.09
111	Consideration	388	2.75	1.03
112	Assertiveness	384	2.75	1.01
113	Intercultural Communication	383	2.69	1.11
114	Empathy	382	2.68	1.07
115	Consensus Building	378	2.66	1.04
116	MOS/Branch-Specific Knowledge and Skill	383	2.64	1.15
117	Curiosity	382	2.64	1.02
118	Affiliation	387	2.60	1.06
119	Delegating	374	2.60	1.09
120	Tolerance for Ambiguity	385	2.59	1.09
121	Spatially Intelligent	378	2.58	1.03
122	Interest in Leadership	381	2.57	1.11
123	Knowledge of System Inter-Relations	378	2.57	1.09
124	Quality Control Analysis	358	2.57	1.06
125	Evaluating Compliance	373	2.55	1.10
126	Interdisciplinary	377	2.54	1.09
127	Sociability	387	2.46	1.07
128	Quantitative Reasoning	386	2.45	1.12
129	Optimism	377	2.44	1.11
130	Enthusiasm	386	2.39	1.10
131	Knowledge Management	358	2.38	1.09
132	Introspective	386	2.33	1.10
133	Spatial Orientation	373	2.32	1.10
134	Pattern Recognition	376	2.30	1.08
135	Perceptual Speed And Accuracy	375	2.27	1.10
136	Investigative Interests	369	2.27	1.12
137	Working in Multidisciplinary Contexts	372	2.19	1.19
138	Safety Compliance	369	2.18	1.20
139	Cultural/ Interpersonal Adaptability	380	2.15	1.20

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
140	Spatial Visualization	366	2.15	1.14
141	Joint, Interagency, Intergovernmental, and Multinational (JIIM)			
141	Perspective	366	2.15	1.21
142	Autonomy	379	2.14	1.19
143	Cultural Awareness	382	2.14	1.20
144	Realistic Interests	371	2.12	1.16
145	Response Orientation	371	2.09	1.16
146	Health and Fitness Orientation	354	2.09	1.16
147	Social Interests	377	2.08	1.19
148	Prudent Risk-Taker	377	2.07	1.17
149	Specialized Expertise	361	2.00	1.29
150	Knowledge of Combined Arms Operations	359	2.00	1.23
151	Basic Mathematics	346	1.97	1.13
152	Proficiency with Mission Systems	353	1.97	1.24
153	Physically Fit	352	1.96	1.21
154	Maintains Relevant Geopolitical Awareness	380	1.96	1.22
155	Locus of Control	364	1.96	1.18
156	Soldier Common Task Knowledge and Skills	366	1.95	1.26
157	Technologically Adept	349	1.81	1.23
158	Cross-Culturally Fluent	375	1.81	1.25
159	Physical Endurance	337	1.80	1.23
160	Enterprising Interests	360	1.79	1.22
161	Financial Management	336	1.79	1.25
162	Advanced Computer Skills	372	1.71	1.18
163	Physical Strength	340	1.71	1.25
164	Information and Systems Security	330	1.70	1.26
165	Working with the Public	360	1.67	1.31
166	Physical Coordination	317	1.67	1.24
167	Balance	319	1.67	1.26
168	Mathematics Knowledge	333	1.61	1.14
169	Control Precision	304	1.60	1.27
170	Mathematical Reasoning	324	1.59	1.13
171	Conventional Interests	369	1.54	1.25
172	Bodily-Kinesthetic	326	1.54	1.25
173	Reaction Time	314	1.52	1.31
174	Inspecting Equipment, Objects, Structures, or Materials	280	1.44	1.23
175	Cyber Knowledge	342	1.38	1.31
176	General Science	307	1.32	1.16
177	Science methods	303	1.27	1.18
178	Basic Mechanical Knowledge	256	1.24	1.20
179	Basic Electronics Knowledge	260	1.19	1.26
180	Data Science	286	1.12	1.37
181	Mechanically and Technologically Savvy	263	1.12	1.29
182	Mechanical Comprehension	249	1.08	1.27
183	Machine/Equipment Installation	236	1.08	1.22
184	Artistic Interests	327	1.06	1.32
185	Language Learning Ability	332	1.06	1.50
186	Auto and Shop Information	225	1.02	1.22

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
187	Innovating Technology	277	1.00	1.38
188	Advanced Mathematics	288	0.99	1.16
189	Database Programming and Engineering	250	0.87	1.38
190	Web Development	266	0.84	1.31
191	Swimming	228	0.84	1.37
192	Hostility to Authority	271	0.82	1.57
193	Software Development	247	0.79	1.37
194	Systems Architecture and Engineering	251	0.78	1.44
195	Machiavellianism	250	0.77	1.55
196	Attention Seeking	309	0.58	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, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D6*Army-wide ISG complete KSB importance ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	264	5.43	0.54
2	Sustains a Climate of Trust	261	5.43	0.55
3	Enforces Standards	261	5.24	0.59
4	Communication Ability	266	5.17	0.57
5	Army Values	266	5.14	0.62
6	Mental Agility	265	5.06	0.59
7	Active Listening	265	5.03	0.61
8	Communicator	264	4.96	0.61
9	Mentoring	254	4.95	0.63
10	Leads By Example	263	4.94	0.65
11	Training and Developing Others	260	4.93	0.64
12	Situational Awareness	264	4.88	0.65
13	Time Management	259	4.84	0.66
14	Military And Professional Bearing	266	4.83	0.67
15	Team Building	266	4.80	0.66
16	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	266	4.80	0.66
17	Balances Mission and Welfare of Followers	261	4.79	0.67
18	Dependability	264	4.77	0.68
19	Improves Unit Performance	260	4.77	0.67
20	Oral Communication Skill	264	4.76	0.64
21	Discipline	265	4.74	0.69
22	Recognizes and Rewards Good Performance	260	4.73	0.68
23	Decision Making	265	4.72	0.69
24	Encourages Fairness and Inclusiveness	261	4.70	0.70
25	Stress Tolerance	261	4.64	0.69
26	Critical Thinking	263	4.63	0.68
27	Problem Solver	266	4.63	0.68
28	Cooperation/Teamwork	266	4.57	0.69
29	Warrior Ethos/Service Ethos	265	4.57	0.73
30	Team Development	266	4.54	0.73
31	Improves the Organization	263	4.47	0.73
32	Assesses Developmental Needs of Others	260	4.47	0.73
33	Team Orientation	266	4.45	0.73
34	Attentiveness	266	4.45	0.70
35	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	262	4.44	0.73
36	Assessing And Mitigating Harm	264	4.43	0.74
37	Creates a Learning Environment	261	4.42	0.74
38	Resilience	265	4.41	0.77
39	Coordination	264	4.40	0.72
40	Motivating Others	263	4.38	0.74
41	Creative Problem Solving and Innovation	264	4.37	0.73
42	Team Planning	266	4.34	0.75
43	Conflict Management	265	4.32	0.75

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44	Coordinating Multiple Groups	262	4.26	0.78
45	Self-Control	266	4.25	0.78
46	Adaptability	265	4.25	0.77
47	Organizational Perspective	263	4.23	0.77
48	Providing Feedback	261	4.23	0.77
49	Emotional Control	266	4.23	0.76
50	Multi-Tasking	266	4.18	0.77
51	Focus	264	4.15	0.75
52	Initiative	266	4.15	0.78
53	Problem Sensitivity	265	4.13	0.80
54	Monitoring	261	4.13	0.78
55	Analyzes and Organizes Information to Create Knowledge	265	4.13	0.76
56	Oral and Nonverbal Comprehension	266	4.11	0.78
57	Interpersonal Tact	266	4.09	0.77
58	Perceptive	265	4.09	0.77
59	Self-Management	264	4.08	0.82
60	Analytical Thinking	264	4.07	0.79
61	Structured Problem Solving	266	3.99	0.81
62	Task Planning and Management	261	3.99	0.80
63	Verbal Reasoning	264	3.98	0.80
64	Virtue	265	3.97	0.82
65	Processes Information and Data	264	3.96	0.80
66	Active Learning	265	3.96	0.79
67	Awareness of Cognitive Biases	265	3.93	0.81
68	Commitment to Serve	266	3.92	0.87
69	Delegating	262	3.91	0.83
70	Interdisciplinary Reasoning	261	3.91	0.82
71	General Cognitive Aptitude	265	3.91	0.79
72	Persistence	263	3.90	0.80
73	Intercultural Communication	264	3.90	0.85
74	Army Self-Efficacy	266	3.88	0.84
75	Empathy	260	3.88	0.85
76	Instructing	259	3.87	0.84
77	Reading Comprehension	265	3.86	0.84
78	Inspirational Leader	262	3.83	0.85
79	Perspective Taking	264	3.83	0.81
80	Selflessness	265	3.78	0.89
81	Troubleshooting	265	3.78	0.86
82	Reflective Thinking	265	3.74	0.85
83	Even-Tempered	264	3.72	0.85
84	Unstructured Problem Solving	261	3.71	0.86
85	Cognitive Flexibility	266	3.71	0.84
86	Detail-Focused and Precise	265	3.70	0.86
87	Tolerance	266	3.68	0.85
88	Shared Leadership	262	3.68	0.91
89	Social Perceptiveness	263	3.67	0.84
90	Analyze Data or Information	264	3.67	0.86
91	Cooperation	265	3.64	0.85

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
92	Systems Thinking	264	3.63	0.87
93	Written Communication	264	3.59	0.89
94	Consideration	264	3.58	0.84
95	Interpersonal Relationship Building	265	3.55	0.89
96	Resource Management	260	3.55	0.89
97	Information Ordering	265	3.52	0.87
98	Self-Efficacy	262	3.45	0.91
99	Interest in Leadership	265	3.44	0.97
100	Humility	265	3.42	0.95
101	Strategic Thinking	263	3.37	0.94
102	Assertiveness	266	3.36	0.92
103	Achievement Orientation	264	3.33	0.91
104	Soldier Common Task Knowledge and Skills	263	3.32	0.96
105	Health and Fitness Orientation	258	3.31	0.88
106	Adjustment	265	3.28	0.95
107	Knowledge of Processes and Procedures	263	3.27	0.94
108	Physically Fit	259	3.26	0.92
109	MOS/Branch-Specific Knowledge and Skill	263	3.26	0.98
110	Safety Compliance	262	3.26	0.97
111	Project Manager	259	3.24	0.94
112	Learning Orientation	265	3.16	0.94
113	Peer Leadership	263	3.14	1.03
114	Innovative	266	3.11	0.95
115	Memory	266	3.10	0.95
116	Optimism	262	3.07	1.00
117	Encourages Discourse	262	2.99	1.04
118	Process-Disciplined	263	2.99	0.99
119	Consensus Building	261	2.99	0.98
120	Orderliness	265	2.99	1.02
121	Non-Delinquency	264	2.94	1.03
122	Physical Endurance	259	2.93	0.97
123	Introspective	262	2.92	1.01
124	Knowledge of System Inter-Relations	261	2.88	1.01
125	Cultural Awareness	263	2.85	1.03
126	Evaluating Compliance	264	2.82	1.02
127	Physical Strength	259	2.81	1.00
128	Intellectual Efficiency	265	2.81	1.01
129	Basic Computer Skills	262	2.81	1.05
130	Enthusiasm	266	2.76	1.04
131	Tolerance for Ambiguity	261	2.72	1.08
132	Cultural/ Interpersonal Adaptability	264	2.64	1.07
133	Affiliation	263	2.63	1.05
134	Spatially Intelligent	258	2.63	1.06
135	Quantitative Reasoning	258	2.62	1.10
136	Prudent Risk-Taker	259	2.62	1.10
137	Sociability	265	2.59	1.06
138	Proficiency with Mission Systems	253	2.56	1.10
139	Quality Control Analysis	250	2.50	1.11

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
140	Interdisciplinary	258	2.49	1.08	
141	Realistic Interests	254	2.48	1.09	
142	Knowledge of Combined Arms Operations	257	2.47	1.12	
143	Perceptual Speed And Accuracy	261	2.47	1.02	
144	Financial Management	242	2.42	1.10	
145	Spatial Orientation	257	2.42	1.10	
146	Social Interests	261	2.37	1.13	
147	Pattern Recognition	260	2.34	1.06	
148	Specialized Expertise	243	2.31	1.20	
149	Curiosity	264	2.31	1.09	
150	Response Orientation	259	2.29	1.12	
151	Investigative Interests	254	2.28	1.13	
152	Maintains Relevant Geopolitical Awareness	255	2.28	1.15	
153	Spatial Visualization	256	2.21	1.15	
154	Working in Multidisciplinary Contexts	254	2.16	1.16	
155	Physical Coordination	247	2.16	1.15	
156	Balance	248	2.11	1.18	
157	Bodily-Kinesthetic	256	2.07	1.13	
158	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	250	2.06	1.18	
159	Working with the Public	249	2.02	1.21	
160	Cross-Culturally Fluent	255	1.99	1.20	
161	Reaction Time	243	1.95	1.22	
162	Basic Mathematics	242	1.85	1.21	
163	Enterprising Interests	256	1.85	1.23	
164	Control Precision	238	1.85	1.24	
165	Locus of Control	253	1.83	1.25	
166	Knowledge Management	240	1.79	1.21	
167	Autonomy	252	1.64	1.35	
168	Technologically Adept	232	1.58	1.24	
169	Mathematics Knowledge	235	1.52	1.16	
170	Advanced Computer Skills	255	1.51	1.18	
171	Mathematical Reasoning	230	1.48	1.21	
172	Conventional Interests	246	1.48	1.24	
173	Inspecting Equipment, Objects, Structures, or Materials	227	1.45	1.30	
174	Information and Systems Security	217	1.45	1.28	
175	Basic Mechanical Knowledge	214	1.42	1.20	
176	Cyber Knowledge	218	1.33	1.21	
177	General Science	218	1.32	1.21	
178	Basic Electronics Knowledge	201	1.28	1.20	
179	Mechanical Comprehension	206	1.25	1.27	
180	Auto and Shop Information	195	1.24	1.25	
181	Science methods	211	1.22	1.21	
182	Mechanically and Technologically Savvy	202	1.21	1.26	
183	Language Learning Ability	239	1.04	1.51	
184	Machine/Equipment Installation	186	1.04	1.30	
185	Advanced Mathematics	186	1.00	1.15	
186	Data Science	174	0.99	1.27	
187	Innovating Technology	166	0.97	1.27	

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
188	Swimming	208	0.96	1.33
189	Artistic Interests	232	0.89	1.43
190	Database Programming and Engineering	149	0.83	1.30
191	Systems Architecture and Engineering	144	0.81	1.32
192	Software Development	148	0.79	1.25
193	Web Development	147	0.72	1.28
194	Hostility to Authority	204	0.69	1.59
195	Machiavellianism	187	0.65	1.59
196	Attention Seeking	216	0.58	1.52

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, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D7*Army-wide SMG complete KSB importance ratings (Weighted Means)*

KSB Importance		N	M*	SD
Rank	KSB			
1	Sound Judgement	245	4.95	0.61
2	Sustains a Climate of Trust	241	4.92	0.64
3	Communication Ability	245	4.84	0.65
4	Active Listening	244	4.78	0.65
5	Cooperation/Teamwork	244	4.66	0.65
6	Communicator	245	4.63	0.69
7	Army Values	241	4.60	0.72
8	Creative Problem Solving and Innovation	245	4.56	0.69
9	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	244	4.51	0.70
10	Critical Thinking	245	4.51	0.69
11	Adaptability	244	4.43	0.71
12	Mental Agility	245	4.43	0.71
13	Military And Professional Bearing	242	4.36	0.77
14	Leads By Example	241	4.36	0.76
15	Processes Information and Data	244	4.34	0.71
16	Reading Comprehension	245	4.34	0.74
17	Oral Communication Skill	243	4.33	0.75
18	Dependability	245	4.29	0.74
19	Cognitive Flexibility	245	4.28	0.73
20	Written Communication	244	4.26	0.75
21	Problem Solver	245	4.25	0.76
22	Time Management	242	4.24	0.76
23	Improves the Organization	241	4.23	0.76
24	Enforces Standards	241	4.20	0.79
25	Providing Feedback	241	4.19	0.76
26	Team Planning	243	4.18	0.76
27	Team Building	244	4.12	0.79
28	Training and Developing Others	241	4.08	0.79
29	Creates a Learning Environment	239	4.08	0.78
30	General Cognitive Aptitude	244	4.07	0.75
31	Discipline	241	4.05	0.79
32	Problem Sensitivity	245	4.05	0.80
33	Team Development	244	4.05	0.81
34	Initiative	244	4.02	0.78
35	Team Orientation	244	4.00	0.81
36	Coordinating Multiple Groups	240	4.00	0.81
37	Decision Making	243	3.99	0.80
38	Coordination	244	3.99	0.80
39	Attentiveness	245	3.99	0.78
40	Focus	245	3.97	0.77
41	Mentoring	238	3.96	0.83
42	Analytical Thinking	245	3.93	0.81
43	Oral and Nonverbal Comprehension	245	3.92	0.83
44	Motivating Others	242	3.91	0.82
45	Balances Mission and Welfare of Followers	241	3.91	0.83

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
46	Detail-Focused and Precise	244	3.91	0.79
47	Interpersonal Tact	242	3.90	0.81
48	Conflict Management	244	3.90	0.79
49	Stress Tolerance	243	3.89	0.83
50	Self-Management	245	3.89	0.83
51	Active Learning	245	3.88	0.80
52	Organizational Perspective	239	3.88	0.83
53	Improves Unit Performance	240	3.87	0.83
54	Analyzes and Organizes Information to Create Knowledge	245	3.86	0.82
55	Perceptive	245	3.85	0.79
56	Situational Awareness	244	3.83	0.85
57	Systems Thinking	244	3.83	0.81
58	Assesses Developmental Needs of Others	239	3.80	0.84
59	Warrior Ethos/Service Ethos	241	3.80	0.89
60	Commitment to Serve	242	3.77	0.88
61	Analyze Data or Information	243	3.76	0.82
62	Recognizes and Rewards Good Performance	241	3.76	0.87
	Encourages Subordinates to Exercise Initiative, Accept Responsibility and			
63	Take Ownership	240	3.76	0.84
64	Army Self-Efficacy	241	3.76	0.84
65	Emotional Control	245	3.75	0.84
66	Cooperation	244	3.73	0.83
67	Self-Control	243	3.72	0.87
68	Monitoring	239	3.72	0.83
69	Task Planning and Management	240	3.70	0.85
70	Resilience	243	3.70	0.88
71	Interpersonal Relationship Building	243	3.69	0.87
72	Shared Leadership	241	3.66	0.87
73	Strategic Thinking	243	3.65	0.90
74	Verbal Reasoning	243	3.63	0.86
75	Interdisciplinary Reasoning	243	3.61	0.85
76	Persistence	243	3.57	0.85
77	Virtue	243	3.56	0.89
78	Awareness of Cognitive Biases	245	3.52	0.89
79	Unstructured Problem Solving	245	3.52	0.90
80	Encourages Fairness and Inclusiveness	241	3.51	0.92
81	Perspective Taking	242	3.51	0.87
82	Structured Problem Solving	245	3.51	0.90
83	Reflective Thinking	244	3.43	0.91
84	Tolerance	244	3.41	0.87
85	Social Perceptiveness	239	3.37	0.91
86	Self-Efficacy	242	3.35	0.87
87	Multi-Tasking	244	3.33	0.94
88	Information Ordering	245	3.32	0.91
89	Knowledge of Processes and Procedures	237	3.31	0.92
90	Selflessness	241	3.29	0.95
91	Learning Orientation	243	3.28	0.88
92	Humility	242	3.28	0.97

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
93	Delegating	240	3.26	0.94
94	Achievement Orientation	245	3.26	0.88
95	Even-Tempered	244	3.26	0.95
96	Assessing And Mitigating Harm	244	3.23	0.95
97	Inspirational Leader	240	3.22	0.96
98	Troubleshooting	244	3.20	0.94
99	Intercultural Communication	240	3.19	0.98
100	Interest in Leadership	242	3.18	0.96
101	Memory	245	3.16	0.91
102	Resource Management	240	3.12	0.95
103	Innovative	244	3.12	0.94
104	Consideration	244	3.11	0.93
105	Adjustment	243	3.10	0.94
106	Consensus Building	242	3.07	0.94
107	Project Manager	241	3.07	0.96
108	Encourages Discourse	244	3.05	1.00
109	Tolerance for Ambiguity	241	3.04	0.97
110	Peer Leadership	241	3.03	1.01
111	Knowledge of System Inter-Relations	237	3.03	0.99
112	Basic Computer Skills	242	3.01	0.99
113	Instructing	239	2.97	1.02
114	Intellectual Efficiency	238	2.91	0.97
115	Optimism	238	2.90	1.00
116	Interdisciplinary	240	2.86	1.00
117	Empathy	241	2.84	1.07
118	Orderliness	245	2.82	0.99
119	Affiliation	243	2.79	0.99
120	MOS/Branch-Specific Knowledge and Skill	233	2.76	1.11
121	Non-Delinquency	244	2.74	1.04
122	Introspective	245	2.72	1.00
123	Assertiveness	242	2.69	1.03
124	Cultural Awareness	241	2.62	1.08
125	Spatially Intelligent	235	2.61	1.02
126	Curiosity	240	2.60	1.04
127	Enthusiasm	242	2.56	1.05
128	Quantitative Reasoning	244	2.55	1.09
129	Perceptual Speed And Accuracy	238	2.53	1.03
130	Cultural/ Interpersonal Adaptability	241	2.52	1.09
131	Evaluating Compliance	238	2.49	1.07
132	Process-Disciplined	240	2.48	1.08
133	Joint, Interagency, Intergovernmental, and Multinational (JIIM)			
133	Perspective	238	2.47	1.12
134	Health and Fitness Orientation	229	2.47	1.03
135	Knowledge of Combined Arms Operations	223	2.44	1.13
136	Investigative Interests	236	2.41	1.03
137	Safety Compliance	232	2.39	1.12
138	Proficiency with Mission Systems	227	2.34	1.16
139	Sociability	243	2.33	1.13

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
140	Maintains Relevant Geopolitical Awareness	240	2.33	1.13
141	Physically Fit	232	2.33	1.07
142	Working in Multidisciplinary Contexts	240	2.32	1.15
143	Spatial Orientation	235	2.30	1.09
144	Prudent Risk-Taker	239	2.26	1.12
145	Pattern Recognition	239	2.22	1.09
146	Quality Control Analysis	235	2.22	1.15
147	Spatial Visualization	234	2.19	1.12
148	Working with the Public	234	2.18	1.18
149	Soldier Common Task Knowledge and Skills	225	2.12	1.17
150	Physical Endurance	229	2.08	1.11
151	Response Orientation	237	2.08	1.16
152	Cross-Culturally Fluent	234	2.07	1.18
153	Knowledge Management	234	2.03	1.17
154	Social Interests	240	2.02	1.19
155	Physical Strength	230	2.00	1.09
156	Balance	208	1.98	1.16
157	Realistic Interests	236	1.92	1.18
158	Enterprising Interests	229	1.90	1.15
159	Technologically Adept	229	1.89	1.12
160	Physical Coordination	207	1.84	1.16
161	Autonomy	234	1.80	1.27
162	Specialized Expertise	224	1.79	1.32
163	Reaction Time	204	1.76	1.19
164	Basic Mathematics	221	1.75	1.15
165	Financial Management	220	1.75	1.26
166	Control Precision	194	1.74	1.19
167	Locus of Control	226	1.70	1.25
168	Advanced Computer Skills	237	1.70	1.13
169	Bodily-Kinesthetic	216	1.69	1.17
170	Information and Systems Security	218	1.57	1.26
171	Conventional Interests	231	1.57	1.18
172	Mathematics Knowledge	205	1.50	1.05
173	Mathematical Reasoning	204	1.47	1.09
174	Cyber Knowledge	218	1.42	1.22
175	General Science	198	1.36	1.12
176	Science methods	200	1.29	1.06
177	Inspecting Equipment, Objects, Structures, or Materials	177	1.23	1.25
178	Language Learning Ability	212	1.22	1.45
179	Basic Mechanical Knowledge	164	1.18	1.07
180	Basic Electronics Knowledge	169	1.16	1.07
181	Data Science	193	1.13	1.19
182	Mechanically and Technologically Savvy	172	1.13	1.16
183	Innovating Technology	187	1.13	1.26
184	Artistic Interests	209	1.12	1.21
185	Mechanical Comprehension	159	1.11	1.12
186	Database Programming and Engineering	172	0.97	1.16
187	Advanced Mathematics	182	0.97	1.02

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
188	Auto and Shop Information	149	0.95	1.10
189	Systems Architecture and Engineering	171	0.93	1.25
190	Swimming	162	0.92	1.20
191	Machine/Equipment Installation	156	0.88	1.21
192	Web Development	168	0.87	1.12
193	Software Development	166	0.85	1.13
194	Hostility to Authority	171	0.71	1.59
195	Machiavellianism	153	0.70	1.56
196	Attention Seeking	189	0.61	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 variance and multiplying by original mean value, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Table D8*Army-wide CSM complete KSB importance ratings (Weighted Means)*

KSB Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sustains a Climate of Trust	229	5.66	0.50
2	Leads By Example	232	5.46	0.53
3	Enforces Standards	231	5.45	0.53
4	Army Values	232	5.42	0.55
5	Active Listening	231	5.25	0.56
6	Sound Judgement	231	5.25	0.56
7	Military And Professional Bearing	232	5.14	0.60
8	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	231	5.03	0.61
9	Motivating Others	232	4.99	0.61
10	Warrior Ethos/Service Ethos	232	4.96	0.64
11	Commitment to Serve	232	4.91	0.66
12	Balances Mission and Welfare of Followers	231	4.91	0.62
13	Recognizes and Rewards Good Performance	229	4.91	0.63
14	Improves the Organization	232	4.87	0.64
15	Improves Unit Performance	232	4.87	0.64
16	Communication Ability	231	4.85	0.64
17	Team Building	231	4.84	0.64
18	Training and Developing Others	231	4.83	0.65
19	Discipline	231	4.79	0.65
20	Communicator	231	4.76	0.65
21	Oral Communication Skill	231	4.75	0.66
22	Cooperation/Teamwork	232	4.73	0.65
23	Situational Awareness	232	4.73	0.66
24	Mentoring	230	4.69	0.67
25	Organizational Perspective	231	4.68	0.66
26	Inspirational Leader	232	4.65	0.67
27	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	231	4.61	0.66
28	Dependability	231	4.60	0.70
29	Creates a Learning Environment	231	4.60	0.68
30	Providing Feedback	232	4.59	0.69
31	Team Development	230	4.58	0.69
32	Encourages Fairness and Inclusiveness	231	4.56	0.72
33	Mental Agility	231	4.56	0.68
34	Problem Sensitivity	232	4.50	0.70
35	Problem Solver	232	4.43	0.71
36	Assesses Developmental Needs of Others	231	4.41	0.73
37	Emotional Control	232	4.38	0.73
38	Critical Thinking	230	4.38	0.72
39	Team Orientation	230	4.37	0.72
40	Decision Making	231	4.36	0.72
41	Attentiveness	232	4.31	0.71
42	Time Management	232	4.31	0.75
43	Coordination	232	4.30	0.70
44	Resilience	231	4.29	0.75

KSB				
Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
45	Interpersonal Tact	232	4.27	0.72
46	Empathy	229	4.26	0.75
47	Humility	231	4.26	0.77
48	Self-Management	230	4.25	0.75
49	Conflict Management	232	4.21	0.75
50	Team Planning	229	4.18	0.76
51	Coordinating Multiple Groups	229	4.17	0.76
52	Adaptability	229	4.17	0.78
53	Oral and Nonverbal Comprehension	232	4.16	0.77
54	Self-Control	231	4.14	0.79
55	Written Communication	229	4.13	0.75
56	Initiative	229	4.12	0.75
57	Stress Tolerance	230	4.11	0.79
58	Unstructured Problem Solving	232	4.11	0.77
59	Even-Tempered	231	4.09	0.77
60	Virtue	230	4.08	0.80
61	Selflessness	230	4.07	0.81
62	Reading Comprehension	230	4.07	0.77
63	Monitoring	231	4.07	0.78
64	Interpersonal Relationship Building	232	4.05	0.78
65	Perceptive	232	4.04	0.78
66	Shared Leadership	232	4.04	0.80
67	Creative Problem Solving and Innovation	232	4.00	0.81
68	Perspective Taking	232	3.99	0.77
69	Delegating	231	3.95	0.75
70	Army Self-Efficacy	232	3.95	0.80
71	Focus	232	3.93	0.78
72	Assessing And Mitigating Harm	231	3.92	0.82
73	Cognitive Flexibility	232	3.92	0.78
74	Social Perceptiveness	231	3.91	0.79
75	Awareness of Cognitive Biases	232	3.90	0.82
76	Interest in Leadership	229	3.87	0.83
77	Strategic Thinking	232	3.86	0.80
78	Processes Information and Data	230	3.84	0.79
79	General Cognitive Aptitude	230	3.81	0.78
80	Intercultural Communication	231	3.79	0.87
81	Active Learning	232	3.78	0.83
82	Cooperation	231	3.76	0.83
83	Analyzes and Organizes Information to Create Knowledge	230	3.74	0.80
84	Consideration	231	3.74	0.79
85	Verbal Reasoning	232	3.66	0.83
86	Reflective Thinking	232	3.66	0.85
87	Detail-Focused and Precise	230	3.64	0.83
88	Adjustment	232	3.64	0.81
89	Tolerance	229	3.63	0.84
90	Structured Problem Solving	232	3.62	0.85
91	Systems Thinking	231	3.59	0.87
92	Persistence	229	3.59	0.84

KSB				
Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
93	Analytical Thinking	231	3.58	0.86
94	Knowledge of Processes and Procedures	230	3.55	0.86
95	Task Planning and Management	230	3.53	0.83
96	Instructing	229	3.52	0.89
97	Consensus Building	232	3.50	0.84
98	Interdisciplinary Reasoning	231	3.42	0.89
99	Peer Leadership	229	3.41	0.92
100	Analyze Data or Information	232	3.40	0.88
101	Soldier Common Task Knowledge and Skills	226	3.38	0.92
102	Safety Compliance	229	3.38	0.93
103	Achievement Orientation	230	3.36	0.88
104	Physically Fit	229	3.33	0.90
105	Encourages Discourse	230	3.33	0.95
106	Troubleshooting	232	3.33	0.91
107	Innovative	231	3.30	0.87
108	Self-Efficacy	230	3.29	0.89
109	Introspective	230	3.27	0.91
110	Cultural Awareness	228	3.27	0.91
111	Enthusiasm	231	3.26	0.92
112	Health and Fitness Orientation	228	3.26	0.89
113	Knowledge of System Inter-Relations	230	3.24	0.93
114	Knowledge of Combined Arms Operations	225	3.23	0.94
115	Intellectual Efficiency	226	3.19	0.90
116	Learning Orientation	231	3.18	0.91
117	Resource Management	230	3.17	0.90
118	Optimism	229	3.16	0.96
119	MOS/Branch-Specific Knowledge and Skill	229	3.16	0.99
120	Information Ordering	230	3.12	0.90
121	Memory	232	3.09	0.91
122	Non-Delinquency	231	3.07	0.98
123	Sociability	230	3.05	0.93
124	Cultural/ Interpersonal Adaptability	228	3.00	0.99
125	Prudent Risk-Taker	227	3.00	0.96
126	Physical Endurance	225	2.97	0.95
127	Curiosity	231	2.97	0.92
128	Interdisciplinary	227	2.97	0.95
129	Multi-Tasking	232	2.94	1.01
130	Proficiency with Mission Systems	224	2.92	0.97
131	Project Manager	228	2.91	0.95
132	Affiliation	228	2.89	0.98
133	Assertiveness	231	2.89	0.97
134	Tolerance for Ambiguity	225	2.88	1.03
135	Evaluating Compliance	229	2.85	1.00
136	Orderliness	230	2.85	0.99
137	Process-Disciplined	229	2.83	0.99
138	Basic Computer Skills	228	2.71	0.98
139	Physical Strength	225	2.69	1.01
140	Maintains Relevant Geopolitical Awareness	224	2.67	1.03

KSB				
Importance rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
141	Spatially Intelligent	224	2.66	1.01
142	Social Interests	227	2.63	1.03
143	Spatial Orientation	224	2.62	1.01
144	Working with the Public	218	2.56	1.06
145	Perceptual Speed And Accuracy	230	2.56	0.99
146	Financial Management	213	2.53	1.03
147	Quantitative Reasoning	229	2.53	1.07
148	Pattern Recognition	230	2.48	0.98
149	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	224	2.46	1.07
150	Cross-Culturally Fluent	228	2.45	1.07
151	Investigative Interests	223	2.42	1.03
152	Response Orientation	230	2.40	1.06
153	Quality Control Analysis	225	2.37	1.10
154	Working in Multidisciplinary Contexts	223	2.37	1.10
155	Realistic Interests	224	2.36	1.07
156	Specialized Expertise	217	2.33	1.14
157	Spatial Visualization	219	2.28	1.08
158	Knowledge Management	217	2.23	1.04
159	Bodily-Kinesthetic	216	2.15	1.07
160	Balance	223	2.13	1.16
161	Reaction Time	213	2.13	1.13
162	Enterprising Interests	216	2.04	1.14
163	Physical Coordination	218	1.98	1.18
164	Technologically Adept	212	1.90	1.07
165	Basic Mathematics	212	1.89	1.07
166	Control Precision	206	1.81	1.23
167	Autonomy	220	1.79	1.28
168	Information and Systems Security	205	1.71	1.18
169	Inspecting Equipment, Objects, Structures, or Materials	190	1.70	1.08
170	Mathematics Knowledge	206	1.69	1.01
171	Locus of Control	220	1.65	1.28
172	Mathematical Reasoning	205	1.62	1.05
173	Advanced Computer Skills	215	1.61	1.03
174	General Science	200	1.60	1.00
175	Conventional Interests	213	1.59	1.17
176	Basic Mechanical Knowledge	186	1.51	1.01
177	Mechanically and Technologically Savvy	174	1.49	1.01
178	Mechanical Comprehension	176	1.47	1.01
179	Language Learning Ability	215	1.46	1.33
180	Cyber Knowledge	203	1.43	1.19
181	Basic Electronics Knowledge	177	1.40	0.95
182	Science methods	193	1.32	1.04
183	Auto and Shop Information	171	1.32	1.01
184	Innovating Technology	168	1.28	1.21
185	Machine/Equipment Installation	158	1.18	1.04
186	Artistic Interests	201	1.16	1.23
187	Swimming	181	1.05	1.20

KSB Importance				
rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
188	Advanced Mathematics	182	1.01	1.07
189	Data Science	170	1.00	1.21
190	Systems Architecture and Engineering	150	0.86	1.26
191	Software Development	153	0.78	1.21
192	Database Programming and Engineering	153	0.77	1.25
193	Web Development	151	0.71	1.21
194	Machiavellianism	160	0.68	1.60
195	Hostility to Authority	174	0.68	1.62
196	Attention Seeking	186	0.55	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 variance and multiplying by original mean value, which provides greater weight to KSBs where there is less variance, and therefore a higher level of agreement on the importance rating. Note that in some cases, this weighting produces weighted mean ratings above the scale minimum and maximum scale anchors.

Appendix E

NCO Career Management Field Complete KSB Ratings

Note: The following appendix contains KSB ratings by NCO Career Management Fields (CMFs) and by Soldier Support MOS that do not fit into specific branch-based CMFs. Table E1 contains complete list of NCO CMF and 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

Career Management Field (Frequencies)

CMF or MOS	MOS in Sample comprising CMF	CMF N
CMF 11 - Infantry	11B - Infantryman	356
	11C - Indirect Fire Infantryman	
	11Z - Infantry Senior Sergeant	
CMF 12 - Engineer	12A - Engineer Senior Sergeant	293
	12B - Combat Engineer	
	12C - Bridge Crewmember	
	12D - Diver	
	12H - Construction Engineer	
	12M - Firefighter	
	12N - Horizontal Construction Engineer	
	12P - Prime Power Production Specialist	
	12R - Interior Electrician	
	12T - Technical Engineering Specialist	
	12W - Carpentry/Masonry Specialist	
	12X - Senior General Engineer	
	12Y - Geospatial Engineer	
	12Z - Combat Engineering Senior Sergeant	
CMF 13 - Field Artillery	13B - Cannon Crewmember	289
	13F - Joint Fire Support Specialist	
	13J - Fire Control Specialist	
	13M - Multiple Launch Rocket System Crewmember	
	13R - Weapons Locating Radar Specialist	
	13Z - Field Artillery Senior Sergeant	
CMF 14 - Air Defense Artillery	14E - Patriot Fire Control Enhanced Operator/Maintainer	139
	14G - Battle Management System Operator	
	14H - Air Defense Enhanced Early Warning System Operator	
	14P - Air and Missile Defense Crewmember	
	14T - Patriot Launching Station Enhanced Operator/Maintainer	
	14Z - Air Defense Artillery Senior Sergeant	
CMF 15 - Aviation	15B - Aircraft Power Plant Repairer	407
	15C - MQ-1 Operator	
	15D - Aircraft Powertrain Repairer	
	15E - RQ-7 Repairer	
	15F - Aircraft Electrician	
	15G - Aircraft Structural Repairer	

CMF or MOS	MOS in Sample comprising CMF	CMF N
	15H - Aircraft Pneudraulics Repairer 15K - Aircraft Components Repair Supervisor 15L - Armament/Electrical/Avionics Supervisor 15M - MQ-1 Repairer 15N - Avionics Mechanic 15P - Aviation Operations Specialist 15Q - Air Traffic Control Operator 15R - AH-64 Attack Helicopter Repairer 15T - UH-60 Helicopter Repairer 15U - CH-47 Medium Helicopter Repairer 15W - RQ-7 Operator 15Y - AH-64D Armament/Electrical/Avionics Repairer 15Z - Aircraft Maintenance Senior Sergeant	
CMF 17 - Cyber	17C - Cyber Operations Specialist 17E - Electronic Warfare Specialist 17Z - Cyberspace and Electromagnetic Activities Senior Sergeant	74
CMF 18 - Special Forces	18B - Special Forces Weapons Sergeant 18C - Special Forces Engineer Sergeant 18D - Special Forces Medical Sergeant 18E - Special Forces Communications Sergeant 18F - Special Forces Intelligence Sergeant 18Z - Special Forces Senior Sergeant	57
CMF 19 - Armor	19D - Cavalry Scout 19K - Armor Crewman 19Z - Armor Senior Sergeant	203
CMF 25 - Signal	25B - Information Technology Specialist 25D - Cyber Network Defender 25E - Electromagnetic Spectrum Manager 25L - Cable Systems Installer-Maintainer 25N - Nodal Network Systems Operator-Maintainer 25Q - Multichannel Transmission Systems Operator-Maintainer 25R - Visual Information Equipment Operator-Maintainer 25S - Satellite Communication Systems Operator-Maintainer 25U - Signal Support Systems Specialist 25V - Combat Documentation/Production Specialist 25W - Telecommunications Operations Chief 25X - Chief Signal NCO 25Z - Visual Information Operations Chief	528
CMF 31 - Military Police	31B - Military Police 31D - CID Special Agent 31E - Corrections and Detention Specialist 31K - Military Working Dog Handler 31Z - Senior Military Police Sergeant	212
CMF 35 - Military Intelligence	35F - Intelligence Analyst 35G - Geospatial Intelligence Imagery Analyst 35L - Counterintelligence Agent 35M - Human Intelligence Collector 35N - Signals Intelligence Analyst 35P - Signals Intelligence Voice Interceptor 35S - Signals Collector/Analyst 35T - Military Intelligence Systems Maintainer/Integrator 35Z - Intelligence Senior Sergeant	550

CMF or MOS	MOS in Sample comprising CMF	CMF N
CMF 37 - Psychological Operations	37F - Psychological Operations Specialist	31
CMF 38 - Civil Affairs	38B - Civil Affairs Specialist 38Z - Civil Affairs Senior Sergeant	24
CMF 51 - Quartermaster	51C - Contracting Noncommissioned officer	35
CMF 68 - Health Services	68A - Biomedical Equipment Specialist 68B - Orthopedic Specialist 68C - Practical Nursing Specialist 68D - Operating Room Specialist 68E - Dental Specialist 68F - Physical Therapy Specialist 68G - Patient Administration Specialist 68H - Optical Laboratory Specialist 68J - Medical Logistics Specialist 68K - Medical Laboratory Specialist 68L - Occupational Therapy Specialist 68M - Nutrition Care Specialist 68P - Radiology Specialist 68Q - Pharmacy Specialist 68R - Veterinary Food Inspection Specialist 68S - Preventive Medicine Specialist 68T - Animal Care Specialist 68V - Respiratory Specialist 68W - Combat Medic Specialist 68X - Behavioral Health Specialist 68Y - Eye Specialist 68Z - Chief Medical NCO	707
CMF 74 - CBRN	74D - Chemical, Biological, Radiological and Nuclear (CBRN) Specialist	138
CMF 88 - Transportation	88H - Cargo Specialist 88L - Watercraft Engineer 88M - Motor Transport Operator 88N - Transportation Management Coordinator 88Z - Transportation Senior Sergeant	202
CMF 89 - Ordnance	89A - Ammunition Stock Control and Accounting Specialist 89B - Ammunition Specialist 89D - Explosive Ordnance Disposal Specialist	86
CMF 91 - Ordnance	91A - M1 Abrams Tank System Maintainer 91B - Wheeled Vehicle Mechanic 91C - Utilities Equipment Repair 91D - Tactical Power Generation Specialist 91E - Allied Trades Specialist 91F - Small Arms/Towed Artillery Repairer 91J - Quartermaster and Chemical Equipment Repairer 91L - Construction Equipment Repairer 91M - Bradley Fighting Vehicle System Maintainer 91P - Self Propelled Artillery Systems Mechanic 91S - STRYKER Systems Maintainer 91X - Maintenance Supervisor 91Z - Senior Maintenance Supervisor	285
CMF 92 - Quartermaster	92A - Automated Logistical Specialist 92F - Petroleum Supply Specialist 92G - Culinary Specialist	434

CMF or MOS	MOS in Sample comprising CMF	CMF N
	92L - Petroleum Laboratory Specialist	
	92M - Mortuary Affairs Specialist	
	92R - Parachute Rigger	
	92S - Shower and Laundry Specialist	
	92W - Water Treatment Specialist	
	92Y - Unit Supply Specialist	
	92Z - Senior Noncommissioned Logistician	
CMF 94 - Ordnance	94D - Air Traffic Control Equipment Repairer	41
	94E - Radio Equipment Repairer	
	94F - Computer/Detection Systems Repairer	
	94H - Test, Measurement, And Diagnostic Equipment (TMDE) Maintenance Support Specialist	
	94M - Radar Repairer	
	94P - Multiple Launch Rocket System Repairer	
	94R - Avionic and Survivability Equipment Repairer	
	94S - Patriot System Repairer	
	94T - Short Range Air Defense System Repairer	
	94W - Electronic Maintenance Supervisor	
	94Z - Senior Electronic Maintenance Supervisor	
Other*	00Z – Sergeant Major Nominative	37
	09L – Interpreter/Translator	
Soldier Support	27D - Paralegal Specialist	55
	36B - Financial Management Technician	50
	42A - Human Resources Specialist	212
	42R/S - Music	36
	46S/Z – Public Affairs	28
	56M - Religious Affairs Specialist	43
	79R - Recruiter	108
	79S - Career Counselor	61
Total		5,721

Note: Two CMFs (38 – Civil Affairs and 46 – Public Affairs) did not have sufficient response rates and n size to report KSB ratings and have been excluded from Appendix E. *MOS do not align with typical CMF structure and are not included in the CMF-specific KSB importance ratings.

Table E2*CMF 11 (Infantry) - Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	354	4.42	0.74
2	Dependability	353	4.23	0.77
3	Communication Ability	353	4.18	0.77
4	Military And Professional Bearing	353	4.10	0.83
5	Sustains a Climate of Trust	345	4.09	0.82
6	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	354	4.00	0.83
7	Communicator	354	3.99	0.80
8	Cooperation/Teamwork	355	3.96	0.83
9	Oral Communication Skill	354	3.95	0.80
10	Time Management	350	3.95	0.84
11	Discipline	352	3.92	0.84
12	Enforces Standards	348	3.88	0.87
13	Leads By Example	349	3.88	0.87
14	Active Listening	354	3.85	0.84
15	Situational Awareness	351	3.83	0.87
16	Mental Agility	353	3.77	0.86
17	Army Values	352	3.76	0.92
18	Attentiveness	355	3.76	0.82
19	Coordination	353	3.75	0.85
20	Self-Management	352	3.73	0.87
21	Decision Making	352	3.65	0.90
22	Team Building	354	3.63	0.91
23	Focus	355	3.63	0.84
24	Processes Information and Data	354	3.62	0.86
25	Adaptability	350	3.60	0.91
26	Problem Solver	352	3.59	0.90
27	Resilience	352	3.59	0.92
28	Stress Tolerance	349	3.59	0.92
29	Training and Developing Others	342	3.59	0.93
30	Team Planning	353	3.59	0.91
31	Providing Feedback	348	3.58	0.90
32	Creative Problem Solving and Innovation	353	3.56	0.90
33	Critical Thinking	354	3.55	0.90
34	Team Development	353	3.55	0.92
35	Emotional Control	354	3.55	0.91
36	Initiative	351	3.54	0.90
37	Improves Unit Performance	343	3.54	0.93
38	Team Orientation	354	3.51	0.92
39	Coordinating Multiple Groups	350	3.50	0.92
40	Improves the Organization	349	3.50	0.92
41	Monitoring	346	3.49	0.89
42	Self-Control	352	3.48	0.93
43	Detail-Focused and Precise	351	3.47	0.90

KSB Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
44	Oral and Nonverbal Comprehension	355	3.47	0.90	
45	Problem Sensitivity	353	3.46	0.93	
46	Warrior Ethos/Service Ethos	349	3.42	0.99	
47	Perceptive	354	3.41	0.90	
48	Mentoring	340	3.40	0.97	
49	Creates a Learning Environment	342	3.40	0.95	
50	Conflict Management	353	3.39	0.92	
51	Shared Leadership	347	3.39	0.95	
52	Motivating Others	348	3.38	0.96	
53	Encourages Fairness and Inclusiveness	346	3.36	0.96	
54	Organizational Perspective	346	3.36	0.95	
55	Interpersonal Tact	354	3.35	0.92	
56	Even-Tempered	351	3.32	0.93	
57	Task Planning and Management	347	3.32	0.96	
58	Multi-Tasking	354	3.31	0.96	
59	General Cognitive Aptitude	352	3.29	0.92	
60	Reading Comprehension	352	3.29	0.93	
61	Army Self-Efficacy	353	3.26	0.97	
62	Structured Problem Solving	352	3.25	0.96	
63	Analytical Thinking	354	3.25	0.95	
64	Troubleshooting	350	3.25	0.97	
65	Analyzes and Organizes Information to Create Knowledge	352	3.25	0.95	
66	Persistence	353	3.23	0.94	
67	Recognizes and Rewards Good Performance	341	3.23	1.00	
68	Balances Mission and Welfare of Followers	340	3.22	0.99	
69	Written Communication	350	3.21	0.95	
70	Cooperation	349	3.19	0.94	
71	Self-Efficacy	350	3.18	0.95	
72	Cognitive Flexibility	353	3.17	0.97	
73	Assesses Developmental Needs of Others	342	3.16	1.01	
74	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	344	3.16	1.00	
75	Adjustment	350	3.12	0.96	
76	Unstructured Problem Solving	349	3.09	1.00	
77	Selflessness	348	3.08	1.00	
78	Systems Thinking	352	3.07	0.98	
79	Knowledge of Processes and Procedures	346	3.07	1.01	
80	Virtue	352	3.07	1.01	
81	Information Ordering	354	3.07	0.94	
82	Commitment to Serve	352	3.06	1.06	
83	Analyze Data or Information	352	3.05	0.98	
84	Active Learning	354	3.01	1.00	
85	Perspective Taking	351	2.99	0.98	
86	Instructing	340	2.99	1.05	
87	Verbal Reasoning	351	2.98	1.00	
88	Tolerance	352	2.97	1.01	
89	Interdisciplinary Reasoning	352	2.97	1.01	
90	Inspirational Leader	347	2.96	1.04	

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
91	Assessing And Mitigating Harm		350	2.96	1.07
92	Resource Management		345	2.95	1.02
93	Awareness of Cognitive Biases		352	2.94	1.03
94	Interpersonal Relationship Building		351	2.93	1.01
95	Achievement Orientation		352	2.92	0.99
96	Humility		346	2.92	1.02
97	Peer Leadership		346	2.91	1.05
98	Social Perceptiveness		350	2.90	1.00
99	Delegating		347	2.90	1.03
100	Soldier Common Task Knowledge and Skills		336	2.88	1.09
101	Memory		355	2.88	0.99
102	Reflective Thinking		353	2.86	1.04
103	MOS/Branch-Specific Knowledge and Skill		336	2.85	1.10
104	Learning Orientation		348	2.83	1.00
105	Assertiveness		350	2.82	1.01
106	Project Manager		344	2.79	1.04
107	Knowledge of Combined Arms Operations		337	2.79	1.11
108	Strategic Thinking		351	2.72	1.08
109	Interest in Leadership		351	2.72	1.08
110	Consideration		347	2.72	1.01
111	Orderliness		353	2.71	1.05
112	Intercultural Communication		350	2.61	1.12
113	Empathy		347	2.59	1.10
114	Knowledge of System Inter-Relations		342	2.56	1.13
115	Health and Fitness Orientation		333	2.55	1.08
116	Tolerance for Ambiguity		345	2.55	1.12
117	Innovative		352	2.55	1.08
118	Enthusiasm		351	2.54	1.06
119	Non-Delinquency		352	2.54	1.11
120	Spatially Intelligent		348	2.53	1.05
121	Process-Disciplined		342	2.52	1.06
122	Encourages Discourse		350	2.51	1.12
123	Consensus Building		349	2.49	1.07
124	Intellectual Efficiency		346	2.49	1.10
125	Affiliation		344	2.47	1.07
126	Basic Computer Skills		351	2.46	1.10
127	Safety Compliance		341	2.45	1.15
128	Physically Fit		332	2.43	1.15
129	Optimism		346	2.43	1.12
130	Evaluating Compliance		338	2.40	1.09
131	Spatial Orientation		350	2.39	1.10
132	Proficiency with Mission Systems		329	2.39	1.20
133	Sociability		352	2.39	1.10
134	Introspective		348	2.29	1.13
135	Quantitative Reasoning		343	2.28	1.15
136	Spatial Visualization		343	2.26	1.11
137	Cultural Awareness		344	2.24	1.13
138	Physical Endurance		329	2.21	1.19

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
139	Realistic Interests		341	2.21	1.14
140	Physical Strength		331	2.19	1.18
141	Perceptual Speed And Accuracy		349	2.19	1.15
142	Interdisciplinary		334	2.18	1.14
143	Curiosity		348	2.18	1.13
144	Response Orientation		347	2.15	1.18
145	Specialized Expertise		329	2.13	1.26
146	Cultural/ Interpersonal Adaptability		342	2.11	1.17
147	Prudent Risk-Taker		342	2.10	1.20
148	Quality Control Analysis		328	2.07	1.18
149	Pattern Recognition		348	2.04	1.16
150	Balance		319	2.04	1.19
151	Physical Coordination		318	2.03	1.20
152	Reaction Time		316	1.99	1.23
153	Maintains Relevant Geopolitical Awareness		339	1.96	1.18
154	Investigative Interests		338	1.91	1.18
155	Social Interests		345	1.88	1.23
156	Bodily-Kinesthetic		324	1.87	1.21
157	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		321	1.85	1.23
158	Cross-Culturally Fluent		328	1.85	1.19
159	Autonomy		340	1.84	1.27
160	Locus of Control		334	1.81	1.25
161	Knowledge Management		309	1.80	1.18
162	Basic Mathematics		313	1.80	1.17
163	Financial Management		312	1.79	1.22
164	Control Precision		311	1.79	1.26
165	Working in Multidisciplinary Contexts		321	1.76	1.25
166	Technologically Adept		309	1.63	1.20
167	Working with the Public		315	1.61	1.30
168	Enterprising Interests		325	1.57	1.24
169	Advanced Computer Skills		333	1.48	1.09
170	Inspecting Equipment, Objects, Structures, or Materials		280	1.45	1.27
171	Mathematics Knowledge		293	1.42	1.12
172	Information and Systems Security		285	1.41	1.25
173	General Science		277	1.39	1.09
174	Mathematical Reasoning		295	1.39	1.15
175	Basic Mechanical Knowledge		278	1.39	1.07
176	Conventional Interests		320	1.30	1.29
177	Basic Electronics Knowledge		268	1.25	1.11
178	Cyber Knowledge		279	1.24	1.20
179	Auto and Shop Information		247	1.23	1.09
180	Mechanically and Technologically Savvy		266	1.22	1.21
181	Mechanical Comprehension		258	1.18	1.19
182	Science methods		269	1.16	1.11
183	Language Learning Ability		306	1.10	1.45
184	Swimming		276	1.03	1.24
185	Machine/Equipment Installation		249	1.00	1.19

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
186	Innovating Technology		235	0.92	1.25
187	Advanced Mathematics		250	0.89	1.13
188	Data Science		241	0.88	1.23
189	Artistic Interests		284	0.87	1.34
190	Machiavellianism		236	0.82	1.47
191	Hostility to Authority		266	0.77	1.52
192	Software Development		202	0.75	1.21
193	Systems Architecture and Engineering		210	0.74	1.21
194	Database Programming and Engineering		207	0.71	1.23
195	Web Development		196	0.70	1.21
196	Attention Seeking		303	0.65	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 variance and multiplying by original mean value.

Table E3*CMF 12 (Engineer) - Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Time Management	290	3.84	0.87
2	Sound Judgement	293	3.87	0.85
3	Army Values	290	3.76	0.88
4	Situational Awareness	289	3.84	0.86
5	Military And Professional Bearing	290	3.66	0.91
6	Sustains a Climate of Trust	285	3.68	0.90
7	Dependability	291	3.82	0.85
8	Communication Ability	293	4.04	0.79
9	Training and Developing Others	283	3.49	0.95
10	Stress Tolerance	286	3.78	0.86
11	Leads By Example	287	3.49	0.95
12	Adaptability	288	3.81	0.84
13	Self-Management	291	3.72	0.87
14	Enforces Standards	290	3.53	0.92
15	Oral Communication Skill	292	3.67	0.88
16	Warrior Ethos/Service Ethos	286	3.40	0.96
17	Critical Thinking	292	3.63	0.88
18	Mental Agility	293	3.70	0.86
19	Resilience	291	3.49	0.93
20	Cooperation/Teamwork	292	3.73	0.85
21	Problem Solver	291	3.68	0.86
22	Active Listening	290	3.62	0.88
23	Processes Information and Data	290	3.81	0.82
24	Discipline	292	3.56	0.90
25	Team Building	291	3.44	0.93
26	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	292	3.38	0.94
27	Creates a Learning Environment	283	3.42	0.93
28	Communicator	293	3.54	0.89
29	Creative Problem Solving and Innovation	293	3.42	0.93
30	Self-Control	291	3.45	0.92
31	Balances Mission and Welfare of Followers	281	3.42	0.93
32	Analyzes and Organizes Information to Create Knowledge	292	3.67	0.85
33	Initiative	290	3.54	0.88
34	Team Development	291	3.27	0.97
35	Coordination	292	3.64	0.85
36	MOS/Branch-Specific Knowledge and Skill	285	2.91	1.08
37	Decision Making	293	3.47	0.90
38	Commitment to Serve	290	3.05	1.04
39	Improves the Organization	289	3.35	0.94
40	Task Planning and Management	288	3.31	0.95
41	Analytical Thinking	293	3.49	0.89
42	Motivating Others	287	3.21	0.98
43	Mentoring	281	3.29	0.96

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
44	Instructing		282	3.16	1.00
45	Troubleshooting		290	3.32	0.94
46	Multi-Tasking		292	3.38	0.92
47	Encourages Fairness and Inclusiveness		289	3.16	0.99
48	Problem Sensitivity		290	3.44	0.90
49	Army Self-Efficacy		289	3.26	0.96
50	Assessing And Mitigating Harm		292	2.99	1.04
51	Providing Feedback		289	3.32	0.94
52	Team Planning		291	3.24	0.96
53	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		283	3.29	0.95
54	Improves Unit Performance		290	3.14	0.99
55	Oral and Nonverbal Comprehension		293	3.34	0.93
56	Recognizes and Rewards Good Performance		283	3.09	1.00
57	Active Learning		293	3.46	0.89
58	Shared Leadership		286	3.01	1.03
59	Attentiveness		292	3.52	0.87
60	Cognitive Flexibility		293	3.28	0.94
61	Emotional Control		292	3.33	0.92
62	General Cognitive Aptitude		293	3.62	0.82
63	Resource Management		287	3.20	0.96
64	Unstructured Problem Solving		286	3.26	0.94
65	Coordinating Multiple Groups		289	2.94	1.04
66	Reading Comprehension		292	3.08	1.00
67	Detail-Focused and Precise		292	3.54	0.85
68	Organizational Perspective		285	3.14	0.98
69	Team Orientation		292	3.12	0.98
70	Perceptive		290	3.42	0.88
71	Analyze Data or Information		292	3.33	0.91
72	Assesses Developmental Needs of Others		284	3.09	0.99
73	Structured Problem Solving		290	3.22	0.94
74	Information Ordering		293	3.27	0.92
75	Monitoring		288	3.08	0.98
76	Peer Leadership		285	2.92	1.03
77	Awareness of Cognitive Biases		293	3.27	0.91
78	Interdisciplinary Reasoning		292	3.18	0.94
79	Focus		292	3.52	0.83
80	Reflective Thinking		293	3.16	0.95
81	Written Communication		291	2.95	1.02
82	Verbal Reasoning		290	3.21	0.93
83	Virtue		291	2.99	1.01
84	Conflict Management		293	3.06	0.98
85	Self-Efficacy		290	3.15	0.95
86	Safety Compliance		288	2.71	1.09
87	Inspirational Leader		287	2.79	1.07
88	Even-Tempered		289	3.02	0.99
89	Project Manager		288	2.90	1.03
90	Persistence		292	3.21	0.92

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
91	Systems Thinking		288	3.01	0.98
92	Strategic Thinking		291	2.87	1.03
93	Intercultural Communication		287	2.51	1.15
94	Cooperation		292	3.15	0.93
95	Tolerance		291	3.10	0.94
96	Learning Orientation		291	2.92	1.00
97	Interpersonal Tact		292	3.09	0.94
98	Selflessness		291	2.84	1.03
99	Specialized Expertise		278	2.48	1.14
100	Orderliness		289	2.89	1.00
101	Tolerance for Ambiguity		287	2.63	1.08
102	Empathy		281	2.61	1.09
103	Non-Delinquency		290	2.76	1.04
104	Achievement Orientation		290	3.07	0.93
105	Adjustment		291	2.93	0.97
106	Assertiveness		290	3.02	0.94
107	Basic Computer Skills		286	2.75	1.03
108	Delegating		286	2.62	1.08
109	Perspective Taking		287	2.84	1.00
110	Humility		289	2.77	1.02
111	Innovative		289	2.74	1.03
112	Knowledge of Processes and Procedures		284	2.73	1.03
113	Intellectual Efficiency		287	2.81	1.00
114	Interpersonal Relationship Building		288	2.84	0.99
115	Optimism		285	2.63	1.07
116	Encourages Discourse		290	2.63	1.06
117	Interest in Leadership		284	2.37	1.16
118	Memory		292	2.81	1.00
119	Social Perceptiveness		291	2.73	1.03
120	Spatially Intelligent		283	2.67	1.04
121	Spatial Orientation		282	2.62	1.05
122	Quantitative Reasoning		290	2.50	1.10
123	Quality Control Analysis		286	2.42	1.12
124	Soldier Common Task Knowledge and Skills		281	2.09	1.24
125	Consensus Building		286	2.56	1.06
126	Evaluating Compliance		283	2.48	1.09
127	Enthusiasm		286	2.62	1.04
128	Physically Fit		284	2.38	1.12
129	Proficiency with Mission Systems		276	2.31	1.15
130	Knowledge of Combined Arms Operations		270	2.18	1.19
131	Knowledge of System Inter-Relations		282	2.46	1.09
132	Process-Disciplined		285	2.40	1.11
133	Spatial Visualization		279	2.47	1.08
134	Consideration		292	2.81	0.95
135	Sociability		288	2.40	1.10
136	Health and Fitness Orientation		282	2.39	1.10
137	Curiosity		288	2.37	1.09
138	Physical Endurance		280	2.21	1.15

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
139	Physical Strength		282	2.29	1.12
140	Autonomy		284	1.97	1.24
141	Cultural Awareness		285	2.28	1.12
142	Realistic Interests		280	2.26	1.13
143	Perceptual Speed And Accuracy		286	2.39	1.08
144	Affiliation		289	2.48	1.04
145	Investigative Interests		279	2.10	1.18
146	Prudent Risk-Taker		285	2.17	1.15
147	Response Orientation		285	2.14	1.16
148	Introspective		291	2.25	1.12
149	Cultural/ Interpersonal Adaptability		284	2.13	1.16
150	Interdisciplinary		277	2.19	1.13
151	Physical Coordination		270	2.06	1.17
152	Reaction Time		269	1.87	1.24
153	Maintains Relevant Geopolitical Awareness		280	2.08	1.15
154	Basic Mathematics		276	2.09	1.15
155	Working in Multidisciplinary Contexts		270	1.84	1.25
156	Knowledge Management		248	2.04	1.17
157	Pattern Recognition		284	2.17	1.12
158	Locus of Control		285	2.01	1.18
159	Financial Management		257	1.86	1.24
160	Balance		272	2.01	1.17
161	Social Interests		271	2.02	1.16
162	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		271	1.84	1.24
163	Control Precision		266	1.95	1.19
164	Working with the Public		267	1.71	1.27
165	Bodily-Kinesthetic		271	1.84	1.18
166	Cross-Culturally Fluent		278	1.81	1.19
167	Technologically Adept		249	1.75	1.21
168	Mathematical Reasoning		256	1.74	1.18
169	Inspecting Equipment, Objects, Structures, or Materials		254	1.70	1.19
170	Mathematics Knowledge		255	1.69	1.20
171	Information and Systems Security		227	1.66	1.21
172	Enterprising Interests		271	1.61	1.23
173	Conventional Interests		262	1.65	1.20
174	Language Learning Ability		250	1.06	1.47
175	Advanced Computer Skills		270	1.60	1.17
176	Hostility to Authority		220	0.91	1.52
177	Basic Mechanical Knowledge		234	1.58	1.16
178	Mechanical Comprehension		236	1.50	1.20
179	General Science		250	1.48	1.21
180	Mechanically and Technologically Savvy		241	1.50	1.19
181	Machiavellianism		200	0.93	1.50
182	Cyber Knowledge		234	1.36	1.24
183	Basic Electronics Knowledge		240	1.46	1.18
184	Science methods		244	1.29	1.27
185	Machine/Equipment Installation		229	1.28	1.27

KSB Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
186	Auto and Shop Information	221	1.35	1.21	
187	Innovating Technology	197	1.08	1.36	
188	Data Science	204	1.09	1.36	
189	Artistic Interests	251	1.19	1.29	
190	Database Programming and Engineering	188	0.93	1.41	
191	Systems Architecture and Engineering	189	0.94	1.40	
192	Advanced Mathematics	240	1.16	1.24	
193	Attention Seeking	247	0.69	1.53	
194	Swimming	213	1.03	1.26	
195	Software Development	190	0.88	1.30	
196	Web Development	183	0.91	1.26	

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 E4*CMF 13 (Field Artillery) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	288	4.62	0.68
2	Communication Ability	288	4.56	0.69
3	Situational Awareness	287	4.55	0.73
4	Military And Professional Bearing	289	4.42	0.74
5	Mental Agility	287	4.40	0.72
6	Attentiveness	288	4.33	0.71
7	Decision Making	288	4.20	0.76
8	Communicator	289	4.19	0.77
9	Army Values	289	4.17	0.80
10	Processes Information and Data	286	4.12	0.79
11	Focus	288	4.10	0.76
12	Oral Communication Skill	288	4.06	0.79
13	Leads By Example	285	4.05	0.81
14	Cooperation/Teamwork	288	4.04	0.80
15	Dependability	288	4.01	0.83
16	General Cognitive Aptitude	287	3.99	0.75
17	Time Management	284	3.98	0.83
18	Stress Tolerance	282	3.98	0.84
19	Self-Management	288	3.92	0.83
20	Adaptability	285	3.91	0.83
21	Sustains a Climate of Trust	281	3.88	0.86
22	Problem Sensitivity	288	3.84	0.83
23	Warrior Ethos/Service Ethos	287	3.84	0.86
24	Multi-Tasking	288	3.82	0.85
25	Active Listening	288	3.82	0.86
26	Detail-Focused and Precise	288	3.80	0.85
27	Discipline	289	3.80	0.87
28	Motivating Others	285	3.80	0.85
29	Critical Thinking	288	3.79	0.84
30	Providing Feedback	280	3.79	0.84
31	Enforces Standards	282	3.77	0.86
32	Self-Control	285	3.76	0.87
33	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	288	3.73	0.88
34	Analyzes and Organizes Information to Create Knowledge	288	3.71	0.86
35	Creative Problem Solving and Innovation	286	3.70	0.85
36	Coordination	287	3.70	0.87
37	Perceptive	285	3.69	0.84
38	Analytical Thinking	289	3.69	0.85
39	Training and Developing Others	279	3.65	0.91
40	Resilience	287	3.65	0.91
41	Reading Comprehension	288	3.65	0.88
42	Systems Thinking	284	3.61	0.89
43	Team Building	288	3.61	0.90

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
44	Cognitive Flexibility	287	3.61	0.85	
45	Troubleshooting	288	3.59	0.91	
46	Problem Solver	289	3.59	0.90	
47	Monitoring	280	3.58	0.86	
48	Oral and Nonverbal Comprehension	289	3.52	0.90	
49	Improves Unit Performance	281	3.51	0.92	
50	Task Planning and Management	283	3.51	0.88	
51	Mentoring	278	3.50	0.93	
52	Team Planning	287	3.48	0.93	
53	Information Ordering	285	3.47	0.87	
54	Active Learning	289	3.47	0.90	
55	Army Self-Efficacy	288	3.46	0.93	
56	Commitment to Serve	287	3.45	0.96	
57	Team Development	288	3.45	0.94	
58	Initiative	285	3.44	0.94	
59	Awareness of Cognitive Biases	287	3.41	0.91	
60	Knowledge of Processes and Procedures	286	3.40	0.93	
61	Verbal Reasoning	288	3.37	0.91	
62	Creates a Learning Environment	280	3.37	0.95	
63	Coordinating Multiple Groups	286	3.35	0.96	
64	Shared Leadership	283	3.35	0.95	
65	Improves the Organization	285	3.35	0.94	
66	Team Orientation	288	3.34	0.96	
67	Persistence	285	3.34	0.94	
68	Analyze Data or Information	288	3.34	0.92	
69	Organizational Perspective	282	3.33	0.94	
70	Memory	288	3.32	0.91	
71	Reflective Thinking	286	3.31	0.92	
72	Strategic Thinking	286	3.30	0.96	
73	Virtue	281	3.29	0.96	
74	Peer Leadership	282	3.29	0.95	
75	Emotional Control	286	3.28	0.96	
76	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	277	3.28	0.96	
77	Balances Mission and Welfare of Followers	277	3.26	0.97	
78	Encourages Fairness and Inclusiveness	278	3.25	0.96	
79	Assesses Developmental Needs of Others	274	3.24	0.98	
80	Cooperation	289	3.23	0.94	
81	Instructing	280	3.22	1.00	
82	Adjustment	286	3.18	0.95	
83	Assessing And Mitigating Harm	285	3.16	1.01	
84	Recognizes and Rewards Good Performance	270	3.14	0.98	
85	Orderliness	288	3.14	0.96	
86	Conflict Management	287	3.13	0.98	
87	Interdisciplinary Reasoning	285	3.11	0.98	
88	Structured Problem Solving	288	3.10	0.98	
89	Unstructured Problem Solving	286	3.09	0.98	
90	Even-Tempered	285	3.09	0.99	

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
91	Written Communication	286	3.03	1.03	
92	Self-Efficacy	287	3.03	0.99	
93	MOS/Branch-Specific Knowledge and Skill	278	3.02	1.07	
94	Knowledge of Combined Arms Operations	274	3.01	1.04	
95	Tolerance	286	3.01	0.98	
96	Interpersonal Tact	288	3.01	1.00	
97	Achievement Orientation	285	2.99	0.98	
98	Learning Orientation	288	2.99	0.98	
99	Spatially Intelligent	285	2.95	0.99	
100	Inspirational Leader	280	2.92	1.04	
101	Resource Management	276	2.88	1.03	
102	Innovative	286	2.87	1.00	
103	Soldier Common Task Knowledge and Skills	270	2.85	1.06	
104	Non-Delinquency	287	2.83	1.05	
105	Consensus Building	285	2.83	0.99	
106	Spatial Orientation	282	2.83	1.02	
107	Basic Computer Skills	283	2.78	1.00	
108	Delegating	274	2.76	1.04	
109	Perspective Taking	287	2.75	1.04	
110	Proficiency with Mission Systems	271	2.75	1.11	
111	Intellectual Efficiency	280	2.74	1.03	
112	Assertiveness	285	2.74	1.04	
113	Process-Disciplined	279	2.73	1.04	
114	Knowledge of System Inter-Relations	284	2.69	1.09	
115	Intercultural Communication	276	2.69	1.10	
116	Perceptual Speed And Accuracy	285	2.68	1.03	
117	Tolerance for Ambiguity	280	2.67	1.06	
118	Interdisciplinary	278	2.67	1.00	
119	Interpersonal Relationship Building	286	2.66	1.06	
120	Health and Fitness Orientation	265	2.65	1.03	
121	Encourages Discourse	286	2.64	1.08	
122	Selflessness	285	2.64	1.12	
123	Safety Compliance	273	2.59	1.12	
124	Social Perceptiveness	284	2.57	1.08	
125	Physically Fit	264	2.57	1.07	
126	Humility	286	2.56	1.11	
127	Consideration	287	2.56	1.06	
128	Physical Strength	262	2.53	1.06	
129	Spatial Visualization	281	2.51	1.10	
130	Evaluating Compliance	273	2.51	1.09	
131	Interest in Leadership	275	2.51	1.13	
132	Optimism	280	2.50	1.12	
133	Curiosity	281	2.46	1.05	
134	Project Manager	275	2.46	1.11	
135	Empathy	272	2.46	1.14	
136	Physical Endurance	262	2.44	1.10	
137	Specialized Expertise	269	2.44	1.18	
138	Quantitative Reasoning	282	2.42	1.14	

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
139	Enthusiasm		281	2.38	1.12
140	Pattern Recognition		282	2.37	1.05
141	Affiliation		287	2.37	1.11
142	Balance		252	2.36	1.06
143	Response Orientation		282	2.36	1.13
144	Physical Coordination		252	2.31	1.09
145	Introspective		282	2.29	1.14
146	Control Precision		245	2.29	1.08
147	Sociability		284	2.21	1.16
148	Realistic Interests		271	2.21	1.15
149	Reaction Time		249	2.21	1.16
150	Quality Control Analysis		260	2.19	1.16
151	Cultural Awareness		266	2.17	1.16
152	Cultural/ Interpersonal Adaptability		265	2.16	1.16
153	Prudent Risk-Taker		271	2.10	1.20
154	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		268	2.09	1.18
155	Autonomy		284	2.08	1.23
156	Knowledge Management		260	2.08	1.16
157	Locus of Control		273	2.05	1.17
158	Basic Mathematics		260	1.99	1.13
159	Bodily-Kinesthetic		256	1.97	1.19
160	Maintains Relevant Geopolitical Awareness		264	1.94	1.19
161	Working in Multidisciplinary Contexts		266	1.92	1.22
162	Financial Management		247	1.91	1.21
163	Investigative Interests		267	1.91	1.23
164	Technologically Adept		265	1.84	1.17
165	Cross-Culturally Fluent		255	1.78	1.24
166	Social Interests		265	1.75	1.25
167	Information and Systems Security		248	1.70	1.19
168	Advanced Computer Skills		264	1.68	1.17
169	Mathematics Knowledge		248	1.67	1.12
170	Mathematical Reasoning		241	1.59	1.17
171	Mechanically and Technologically Savvy		224	1.58	1.14
172	Basic Mechanical Knowledge		235	1.57	1.11
173	Basic Electronics Knowledge		225	1.55	1.11
174	Cyber Knowledge		248	1.54	1.17
175	Mechanical Comprehension		224	1.53	1.14
176	Inspecting Equipment, Objects, Structures, or Materials		239	1.52	1.25
177	Conventional Interests		261	1.48	1.26
178	Enterprising Interests		256	1.48	1.28
179	General Science		232	1.44	1.10
180	Working with the Public		240	1.38	1.36
181	Auto and Shop Information		218	1.34	1.15
182	Science methods		221	1.33	1.12
183	Language Learning Ability		246	1.26	1.43
184	Machine/Equipment Installation		218	1.25	1.22
185	Data Science		199	1.13	1.27

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
186	Advanced Mathematics		217	1.12	1.16
187	Innovating Technology		192	1.04	1.32
188	Artistic Interests		223	1.02	1.31
189	Systems Architecture and Engineering		185	1.00	1.27
190	Swimming		191	0.94	1.32
191	Database Programming and Engineering		183	0.94	1.31
192	Software Development		173	0.87	1.29
193	Web Development		169	0.83	1.31
194	Hostility to Authority		223	0.73	1.59
195	Attention Seeking		225	0.59	1.52
196	Machiavellianism		202	0.58	1.66

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 E5*CMF 14 (Air Defense Artillery) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Dependability	139	4.57	0.70
2	Attentiveness	139	4.44	0.68
3	Sound Judgement	139	4.43	0.73
4	Communication Ability	139	4.33	0.74
5	Situational Awareness	137	4.32	0.75
6	Mental Agility	139	4.32	0.71
7	Communicator	139	4.17	0.76
8	Focus	139	4.09	0.74
9	Active Listening	138	4.07	0.77
10	Decision Making	139	4.02	0.79
11	Detail-Focused and Precise	139	4.01	0.79
12	Cooperation/Teamwork	138	3.95	0.81
13	Discipline	139	3.89	0.82
14	Training and Developing Others	134	3.89	0.86
15	Processes Information and Data	139	3.87	0.82
16	Oral Communication Skill	137	3.86	0.81
17	Coordination	138	3.82	0.84
18	Stress Tolerance	138	3.81	0.88
19	Active Learning	139	3.77	0.79
20	Military And Professional Bearing	138	3.75	0.89
21	Reading Comprehension	138	3.75	0.84
22	Initiative	138	3.75	0.84
23	Creates a Learning Environment	134	3.73	0.87
24	Self-Management	137	3.73	0.86
25	Persistence	138	3.72	0.83
26	Resilience	137	3.72	0.87
27	Mentoring	132	3.70	0.89
28	Self-Control	138	3.69	0.88
29	Problem Solver	137	3.68	0.85
30	Verbal Reasoning	138	3.66	0.81
31	Oral and Nonverbal Comprehension	139	3.62	0.86
32	Adaptability	137	3.59	0.91
33	Critical Thinking	139	3.56	0.88
34	Leads By Example	136	3.56	0.92
35	Army Values	138	3.51	0.95
36	Problem Sensitivity	139	3.50	0.89
37	Time Management	138	3.49	0.94
38	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	137	3.47	0.91
39	Information Ordering	139	3.47	0.86
40	Cooperation	137	3.47	0.88
41	Multi-Tasking	138	3.45	0.92
42	Warrior Ethos/Service Ethos	136	3.45	0.97
43	Analytical Thinking	138	3.41	0.90

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
44	Organizational Perspective		136	3.41	0.93
45	Team Orientation		137	3.40	0.93
46	Structured Problem Solving		137	3.39	0.90
47	Emotional Control		138	3.38	0.94
48	Sustains a Climate of Trust		138	3.38	0.98
49	Written Communication		138	3.37	0.92
50	Creative Problem Solving and Innovation		137	3.36	0.91
51	General Cognitive Aptitude		139	3.36	0.91
52	Virtue		137	3.35	0.95
53	Even-Tempered		138	3.33	0.94
54	Enforces Standards		136	3.32	0.98
55	Improves Unit Performance		135	3.30	0.95
56	Learning Orientation		136	3.30	0.91
57	Analyze Data or Information		138	3.29	0.94
58	Adjustment		139	3.28	0.91
59	Team Planning		137	3.27	0.97
60	Interdisciplinary Reasoning		137	3.27	0.92
61	Analyzes and Organizes Information to Create Knowledge		138	3.25	0.95
62	Instructing		135	3.25	0.97
63	Recognizes and Rewards Good Performance		130	3.25	0.97
64	Perceptive		138	3.25	0.93
65	Knowledge of Processes and Procedures		137	3.24	0.92
66	Motivating Others		135	3.23	1.00
67	Troubleshooting		137	3.22	1.00
68	Cognitive Flexibility		137	3.22	0.94
69	Providing Feedback		138	3.21	0.99
70	Memory		139	3.21	0.95
71	Team Building		137	3.20	0.99
72	Assesses Developmental Needs of Others		132	3.20	0.99
73	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		131	3.20	0.97
74	Coordinating Multiple Groups		137	3.18	0.99
75	Basic Computer Skills		138	3.18	0.98
76	Monitoring		137	3.17	0.94
77	Improves the Organization		136	3.17	1.00
78	Team Development		137	3.16	0.98
79	Systems Thinking		137	3.15	0.99
80	Tolerance		139	3.15	0.97
81	Intellectual Efficiency		139	3.14	0.97
82	Shared Leadership		135	3.14	1.00
83	Army Self-Efficacy		138	3.12	1.01
84	Orderliness		139	3.11	0.96
85	Peer Leadership		133	3.10	1.00
86	Reflective Thinking		138	3.09	0.96
87	Non-Delinquency		136	3.08	0.97
88	Conflict Management		138	3.07	0.96
89	Task Planning and Management		136	3.07	0.98
90	MOS/Branch-Specific Knowledge and Skill		135	3.04	1.05

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
91	Strategic Thinking		137	3.03	1.01
92	Assessing And Mitigating Harm		136	3.01	1.01
93	Humility		135	2.98	1.01
94	Commitment to Serve		137	2.98	1.07
95	Balances Mission and Welfare of Followers		131	2.97	1.04
96	Delegating		131	2.96	0.99
97	Self-Efficacy		135	2.95	1.01
98	Unstructured Problem Solving		135	2.93	1.02
99	Optimism		135	2.90	1.02
100	Process-Disciplined		136	2.89	1.00
101	Consideration		136	2.89	0.98
102	Encourages Fairness and Inclusiveness		133	2.89	1.06
103	Perceptual Speed And Accuracy		133	2.85	0.96
104	Innovative		137	2.81	1.04
105	Awareness of Cognitive Biases		138	2.81	1.08
106	Selflessness		137	2.81	1.07
107	Assertiveness		138	2.80	0.99
108	Tolerance for Ambiguity		137	2.75	1.04
109	Safety Compliance		132	2.74	1.06
110	Knowledge of System Inter-Relations		135	2.73	1.07
111	Response Orientation		133	2.72	1.01
112	Proficiency with Mission Systems		135	2.72	1.11
113	Achievement Orientation		136	2.72	1.05
114	Interdisciplinary		136	2.67	1.02
115	Intercultural Communication		138	2.65	1.10
116	Interpersonal Tact		137	2.63	1.10
117	Autonomy		134	2.61	1.10
118	Specialized Expertise		131	2.61	1.10
119	Pattern Recognition		132	2.61	0.99
120	Spatially Intelligent		136	2.60	1.07
121	Quantitative Reasoning		135	2.59	1.09
122	Enthusiasm		135	2.59	1.05
123	Project Manager		136	2.57	1.06
124	Inspirational Leader		135	2.54	1.15
125	Resource Management		136	2.53	1.11
126	Evaluating Compliance		133	2.51	1.06
127	Interpersonal Relationship Building		137	2.51	1.10
128	Quality Control Analysis		132	2.51	1.09
129	Introspective		135	2.45	1.13
130	Empathy		132	2.44	1.13
131	Encourages Discourse		137	2.43	1.15
132	Perspective Taking		137	2.40	1.13
133	Curiosity		134	2.38	1.13
134	Social Perceptiveness		136	2.38	1.14
135	Health and Fitness Orientation		126	2.38	1.07
136	Knowledge of Combined Arms Operations		133	2.34	1.14
137	Spatial Orientation		134	2.34	1.13
138	Sociability		133	2.33	1.14

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
139	Prudent Risk-Taker		133	2.33	1.13
140	Realistic Interests		134	2.32	1.14
141	Spatial Visualization		133	2.31	1.13
142	Interest in Leadership		132	2.31	1.17
143	Knowledge Management		128	2.31	1.15
144	Consensus Building		136	2.28	1.12
145	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		135	2.21	1.18
146	Investigative Interests		134	2.20	1.16
147	Maintains Relevant Geopolitical Awareness		137	2.17	1.17
148	Working in Multidisciplinary Contexts		132	2.15	1.19
149	Technologically Adept		125	2.13	1.18
150	Soldier Common Task Knowledge and Skills		135	2.13	1.21
151	Physically Fit		126	2.12	1.17
152	Reaction Time		122	2.12	1.20
153	Affiliation		132	2.09	1.18
154	Physical Endurance		123	2.07	1.16
155	Locus of Control		127	2.07	1.17
156	Control Precision		118	2.06	1.14
157	Financial Management		124	2.05	1.19
158	Cultural Awareness		136	2.03	1.21
159	Cultural/ Interpersonal Adaptability		134	1.98	1.23
160	Physical Coordination		122	1.95	1.18
161	Conventional Interests		125	1.94	1.18
162	Balance		123	1.90	1.20
163	Physical Strength		123	1.87	1.21
164	Basic Mathematics		124	1.86	1.16
165	Information and Systems Security		119	1.83	1.25
166	Inspecting Equipment, Objects, Structures, or Materials		121	1.80	1.23
167	Bodily-Kinesthetic		115	1.78	1.17
168	Basic Electronics Knowledge		120	1.74	1.20
169	General Science		113	1.72	1.07
170	Cross-Culturally Fluent		133	1.72	1.24
171	Working with the Public		126	1.71	1.29
172	Mathematics Knowledge		116	1.67	1.10
173	Advanced Computer Skills		133	1.65	1.28
174	Cyber Knowledge		119	1.62	1.29
175	Social Interests		133	1.61	1.32
176	Enterprising Interests		125	1.60	1.26
177	Mechanically and Technologically Savvy		116	1.57	1.26
178	Mathematical Reasoning		115	1.52	1.18
179	Basic Mechanical Knowledge		119	1.51	1.23
180	Machine/Equipment Installation		109	1.48	1.26
181	Mechanical Comprehension		111	1.45	1.24
182	Science methods		110	1.36	1.19
183	Auto and Shop Information		113	1.31	1.19
184	Innovating Technology		106	1.31	1.36
185	Data Science		104	1.24	1.35

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
186	Database Programming and Engineering	102	1.23	1.35
187	Systems Architecture and Engineering	103	1.17	1.45
188	Advanced Mathematics	109	1.15	1.12
189	Software Development	101	1.05	1.38
190	Artistic Interests	118	1.03	1.41
191	Web Development	96	1.00	1.35
192	Swimming	78	0.99	1.27
193	Language Learning Ability	122	0.97	1.54
194	Hostility to Authority	100	0.87	1.55
195	Machiavellianism	94	0.76	1.60
196	Attention Seeking	117	0.59	1.56

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 E6*CMF 15 (Aviation) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	405	4.64	0.70
2	Communication Ability	406	4.53	0.69
3	Stress Tolerance	402	4.23	0.78
4	Dependability	407	4.23	0.77
5	Mental Agility	404	4.18	0.77
6	Active Listening	404	4.18	0.76
7	Oral Communication Skill	407	4.17	0.76
8	Time Management	397	4.15	0.81
9	Focus	406	4.08	0.77
10	Enforces Standards	397	4.07	0.81
11	Communicator	405	4.06	0.79
12	Processes Information and Data	404	4.06	0.79
13	Attentiveness	407	4.06	0.78
14	Self-Management	405	4.02	0.81
15	Decision Making	403	4.02	0.81
16	Critical Thinking	401	3.96	0.81
17	Situational Awareness	406	3.96	0.86
18	Problem Sensitivity	403	3.95	0.82
19	Reading Comprehension	406	3.93	0.81
20	Cooperation/Teamwork	406	3.91	0.82
21	Adaptability	404	3.91	0.84
22	Training and Developing Others	397	3.91	0.85
23	Leads By Example	402	3.90	0.85
24	Problem Solver	406	3.87	0.84
25	Active Learning	405	3.87	0.79
26	Analytical Thinking	403	3.85	0.81
27	Detail-Focused and Precise	404	3.84	0.84
28	Mentoring	392	3.81	0.86
29	Analyzes and Organizes Information to Create Knowledge	403	3.80	0.82
30	General Cognitive Aptitude	405	3.77	0.82
31	Sustains a Climate of Trust	396	3.76	0.90
32	Coordination	405	3.73	0.86
33	Discipline	407	3.72	0.88
34	Providing Feedback	398	3.71	0.86
35	Creates a Learning Environment	396	3.67	0.89
36	Self-Control	404	3.66	0.88
37	Resilience	404	3.66	0.88
38	Safety Compliance	402	3.64	0.91
39	Initiative	403	3.64	0.88
40	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	404	3.63	0.90
41	Structured Problem Solving	406	3.62	0.87
42	Creative Problem Solving and Innovation	404	3.62	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Motivating Others	401	3.58	0.89
44		Team Development	401	3.56	0.90
45		Task Planning and Management	400	3.56	0.90
46		Assessing And Mitigating Harm	402	3.54	0.91
47		Monitoring	397	3.52	0.88
48		Perceptive	405	3.52	0.88
49		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	392	3.52	0.89
50		Assesses Developmental Needs of Others	393	3.50	0.92
51		Army Values	403	3.48	0.97
52		Analyze Data or Information	401	3.48	0.89
53		Instructing	397	3.43	0.95
54		Balances Mission and Welfare of Followers	389	3.42	0.94
55		Persistence	405	3.42	0.91
56		Military And Professional Bearing	404	3.39	0.98
57		Emotional Control	405	3.39	0.93
58		Team Planning	402	3.39	0.94
59		Team Building	403	3.39	0.95
60		Team Orientation	402	3.37	0.94
61		Improves the Organization	398	3.37	0.93
62		Improves Unit Performance	397	3.37	0.95
63		Troubleshooting	405	3.36	0.97
64		Verbal Reasoning	406	3.36	0.92
65		Recognizes and Rewards Good Performance	389	3.34	0.95
66		Information Ordering	406	3.33	0.92
67		Shared Leadership	395	3.32	0.93
68		Multi-Tasking	406	3.30	0.97
69		Interdisciplinary Reasoning	400	3.30	0.92
70		Self-Efficacy	398	3.30	0.91
71		Process-Disciplined	397	3.29	0.95
72		Oral and Nonverbal Comprehension	406	3.28	0.95
73		Cognitive Flexibility	403	3.26	0.95
74		Army Self-Efficacy	401	3.24	0.96
75		Reflective Thinking	399	3.23	0.93
76		Unstructured Problem Solving	404	3.20	0.97
77		Systems Thinking	402	3.19	0.97
78		Conflict Management	404	3.19	0.96
79		MOS/Branch-Specific Knowledge and Skill	397	3.18	1.02
80		Cooperation	405	3.17	0.97
81		Learning Orientation	405	3.16	0.93
82		Even-Tempered	401	3.15	0.98
83		Organizational Perspective	396	3.14	0.97
84		Quality Control Analysis	388	3.13	1.00
85		Orderliness	406	3.12	0.96
86		Adjustment	406	3.11	0.96
87		Inspirational Leader	400	3.11	0.98
88		Tolerance	403	3.08	0.97

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
89	Encourages Fairness and Inclusiveness	389	3.08	1.02
90	Evaluating Compliance	394	3.07	0.98
91	Coordinating Multiple Groups	402	3.06	1.02
92	Written Communication	406	3.05	1.00
93	Project Manager	390	3.04	0.99
94	Warrior Ethos/Service Ethos	399	3.02	1.06
95	Resource Management	391	3.00	1.01
96	Peer Leadership	396	2.99	1.01
97	Strategic Thinking	401	2.98	1.01
98	Virtue	405	2.97	1.04
99	Innovative	406	2.97	0.96
100	Interpersonal Tact	401	2.96	1.00
101	Achievement Orientation	401	2.96	0.99
102	Awareness of Cognitive Biases	397	2.95	1.02
103	Memory	404	2.84	1.00
104	Basic Computer Skills	401	2.84	1.03
105	Encourages Discourse	398	2.83	1.05
106	Delegating	393	2.81	1.05
107	Intellectual Efficiency	402	2.81	1.01
108	Assertiveness	401	2.77	1.02
109	Perspective Taking	399	2.77	1.02
110	Selflessness	401	2.76	1.07
111	Commitment to Serve	402	2.74	1.13
112	Interpersonal Relationship Building	400	2.67	1.05
113	Consensus Building	390	2.64	1.04
114	Humility	401	2.60	1.11
115	Consideration	401	2.58	1.06
116	Non-Delinquency	405	2.56	1.12
117	Spatially Intelligent	395	2.56	1.09
118	Enthusiasm	396	2.53	1.07
119	Curiosity	404	2.51	1.04
120	Knowledge of Processes and Procedures	395	2.51	1.10
121	Optimism	390	2.48	1.10
122	Quantitative Reasoning	397	2.46	1.12
123	Pattern Recognition	398	2.45	1.06
124	Social Perceptiveness	394	2.45	1.11
125	Intercultural Communication	390	2.44	1.16
126	Perceptual Speed And Accuracy	399	2.38	1.10
127	Sociability	396	2.35	1.10
128	Spatial Orientation	391	2.35	1.15
129	Spatial Visualization	388	2.33	1.15
130	Interest in Leadership	392	2.31	1.19
131	Empathy	390	2.30	1.17
132	Specialized Expertise	393	2.28	1.21
133	Affiliation	397	2.28	1.13
134	Interdisciplinary	388	2.26	1.11
135	Health and Fitness Orientation	384	2.20	1.11

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
136		Response Orientation	397	2.19	1.17
137		Tolerance for Ambiguity	393	2.19	1.18
138		Physically Fit	384	2.19	1.12
139		Proficiency with Mission Systems	382	2.13	1.21
140		Financial Management	351	2.12	1.15
141		Realistic Interests	386	2.10	1.18
142		Introspective	396	2.10	1.18
143		Investigative Interests	390	2.08	1.18
144		Knowledge of System Inter-Relations	388	2.07	1.16
145		Inspecting Equipment, Objects, Structures, or Materials	362	2.07	1.26
146		Prudent Risk-Taker	379	2.00	1.23
147		Physical Coordination	373	1.98	1.18
148		Physical Strength	382	1.95	1.16
149		Physical Endurance	380	1.95	1.17
150		Basic Mathematics	386	1.93	1.16
151		Reaction Time	368	1.91	1.22
152		Balance	372	1.91	1.19
153		Autonomy	393	1.90	1.27
154		Working in Multidisciplinary Contexts	378	1.88	1.18
155		Control Precision	363	1.86	1.22
156		Locus of Control	386	1.85	1.23
157		Basic Mechanical Knowledge	368	1.82	1.29
158		Social Interests	386	1.78	1.26
159		Knowledge Management	361	1.77	1.23
160		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	362	1.74	1.21
161		Mechanically and Technologically Savvy	365	1.73	1.33
162		Mechanical Comprehension	364	1.72	1.33
163		Advanced Computer Skills	379	1.72	1.11
164		Cultural Awareness	372	1.68	1.30
165		Soldier Common Task Knowledge and Skills	386	1.68	1.31
166		Cultural/ Interpersonal Adaptability	372	1.67	1.27
167		Technologically Adept	360	1.66	1.23
168		Bodily-Kinesthetic	368	1.61	1.21
169		Knowledge of Combined Arms Operations	371	1.56	1.28
170		Maintains Relevant Geopolitical Awareness	367	1.53	1.28
171		Mathematics Knowledge	371	1.53	1.16
172		Basic Electronics Knowledge	359	1.50	1.31
173		Enterprising Interests	362	1.48	1.24
174		Mathematical Reasoning	365	1.45	1.21
175		Working with the Public	357	1.42	1.31
176		Cross-Culturally Fluent	362	1.40	1.29
177		General Science	348	1.40	1.19
178		Conventional Interests	368	1.38	1.27
179		Cyber Knowledge	337	1.37	1.20
180		Science methods	329	1.36	1.13
181		Information and Systems Security	334	1.34	1.31

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
182		Machine/Equipment Installation	344	1.30	1.44
183		Auto and Shop Information	331	1.26	1.40
184		Advanced Mathematics	309	1.01	1.14
185		Language Learning Ability	336	1.00	1.50
186		Artistic Interests	328	0.96	1.29
187		Swimming	272	0.96	1.29
188		Innovating Technology	260	0.95	1.33
189		Data Science	262	0.90	1.33
190		Database Programming and Engineering	241	0.79	1.34
191		Software Development	243	0.79	1.26
192		Systems Architecture and Engineering	239	0.75	1.39
193		Web Development	234	0.74	1.29
194		Hostility to Authority	281	0.71	1.62
195		Machiavellianism	259	0.65	1.61
196		Attention Seeking	337	0.57	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 variance and multiplying by original mean value.

Table E7*CMF 17 (Cyber) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Reading Comprehension	74	4.38	0.75
2	Basic Computer Skills	74	4.28	0.76
3	Attentiveness	74	4.25	0.73
4	Adaptability	73	4.07	0.79
5	Processes Information and Data	73	4.01	0.83
6	Detail-Focused and Precise	74	3.99	0.85
7	Self-Management	74	3.78	0.86
8	Dependability	74	3.77	0.89
9	Communication Ability	73	3.75	0.85
10	Written Communication	74	3.66	0.88
11	Critical Thinking	73	3.61	0.94
12	Problem Sensitivity	74	3.60	0.89
13	Analytical Thinking	73	3.57	0.96
14	Cyber Knowledge	70	3.57	0.93
15	Stress Tolerance	73	3.54	0.91
16	General Cognitive Aptitude	73	3.54	0.92
17	Focus	74	3.51	0.88
18	Unstructured Problem Solving	73	3.50	0.94
19	Communicator	73	3.49	0.88
20	Problem Solver	74	3.41	0.94
21	Sound Judgement	73	3.39	0.95
22	Cooperation/Teamwork	74	3.34	0.91
23	Cognitive Flexibility	74	3.33	0.98
24	Decision Making	73	3.32	0.92
25	MOS/Branch-Specific Knowledge and Skill	71	3.29	1.04
26	Analyzes and Organizes Information to Create Knowledge	74	3.28	0.99
27	Creative Problem Solving and Innovation	72	3.25	1.01
28	Active Listening	73	3.23	0.95
29	Sustains a Climate of Trust	72	3.19	1.02
30	Mental Agility	74	3.18	1.01
31	Structured Problem Solving	73	3.13	0.99
32	Coordination	73	3.11	0.95
33	Analyze Data or Information	74	3.10	1.05
34	Innovative	73	3.08	1.04
35	Leads By Example	71	3.08	1.02
36	Active Learning	74	3.07	1.00
37	Learning Orientation	74	3.04	1.00
38	Information Ordering	74	3.03	1.02
39	Providing Feedback	71	3.01	0.99
40	Perceptive	74	3.00	1.01
41	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	71	3.00	1.05
42	Systems Thinking	74	2.97	1.06

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43	Persistence		73	2.95	1.02
44	Memory		74	2.95	0.97
45	Initiative		73	2.93	1.06
46	Resilience		72	2.92	1.05
47	Oral Communication Skill		73	2.91	1.03
48	Knowledge Management		71	2.90	1.04
49	Time Management		72	2.89	1.09
50	Organizational Perspective		71	2.87	0.99
51	Creates a Learning Environment		71	2.86	1.09
52	Self-Control		72	2.86	1.05
53	Troubleshooting		73	2.85	1.07
54	Oral and Nonverbal Comprehension		71	2.82	1.01
55	Even-Tempered		71	2.82	1.01
56	Adjustment		71	2.82	1.04
57	Army Values		73	2.82	1.07
58	Team Development		73	2.80	1.05
59	Multi-Tasking		74	2.79	1.06
60	Technologically Adept		72	2.78	1.10
61	Emotional Control		72	2.77	1.05
62	Balances Mission and Welfare of Followers		72	2.77	1.11
63	Strategic Thinking		72	2.76	1.10
64	Tolerance for Ambiguity		72	2.76	1.05
65	Intellectual Efficiency		74	2.75	1.08
66	Encourages Fairness and Inclusiveness		69	2.73	1.05
67	Training and Developing Others		72	2.73	1.13
68	Self-Efficacy		71	2.73	1.06
69	Recognizes and Rewards Good Performance		68	2.71	1.09
70	Mentoring		71	2.70	1.11
71	Enforces Standards		70	2.70	1.09
72	Assesses Developmental Needs of Others		71	2.70	1.09
73	Discipline		73	2.69	1.10
74	Verbal Reasoning		73	2.69	1.05
75	Reflective Thinking		74	2.67	1.07
76	Interdisciplinary Reasoning		73	2.65	1.12
77	Coordinating Multiple Groups		71	2.64	1.05
78	Motivating Others		71	2.64	1.10
79	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps		74	2.64	1.09
80	Team Planning		74	2.62	1.07
81	Improves Unit Performance		71	2.61	1.11
82	Curiosity		73	2.60	1.14
83	Knowledge of Processes and Procedures		70	2.60	1.11
84	Basic Mathematics		67	2.56	1.08
85	Delegating		72	2.56	0.99
86	Awareness of Cognitive Biases		71	2.56	1.12
87	Situational Awareness		70	2.55	1.17
88	Process-Disciplined		74	2.52	1.06

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
89	Interdisciplinary		73	2.51	1.07
90	Shared Leadership		73	2.51	1.11
91	Conflict Management		73	2.47	1.07
92	Instructing		72	2.47	1.16
93	Improves the Organization		72	2.47	1.19
94	Specialized Expertise		68	2.45	1.22
95	Team Building		73	2.44	1.12
96	Evaluating Compliance		71	2.43	1.14
97	Working in Multidisciplinary Contexts		72	2.42	1.15
98	Warrior Ethos/Service Ethos		72	2.41	1.18
99	Perspective Taking		74	2.40	1.07
100	Virtue		73	2.37	1.19
101	Cooperation		74	2.37	1.13
102	Encourages Discourse		72	2.37	1.16
103	Interpersonal Tact		74	2.35	1.13
104	Team Orientation		74	2.34	1.14
105	Tolerance		72	2.33	1.18
106	Task Planning and Management		70	2.33	1.17
107	Investigative Interests		73	2.32	1.20
108	Project Manager		71	2.31	1.10
109	Knowledge of System Inter-Relations		68	2.28	1.17
110	Assessing And Mitigating Harm		70	2.27	1.21
111	Information and Systems Security		69	2.26	1.23
112	Monitoring		72	2.25	1.12
113	Interpersonal Relationship Building		73	2.25	1.09
114	Social Perceptiveness		74	2.24	1.07
115	Achievement Orientation		74	2.22	1.18
116	Quantitative Reasoning		72	2.22	1.21
117	Army Self-Efficacy		73	2.21	1.14
118	Advanced Computer Skills		71	2.21	1.24
119	Proficiency with Mission Systems		69	2.20	1.22
120	Pattern Recognition		72	2.20	1.23
121	Inspirational Leader		71	2.18	1.19
122	Military And Professional Bearing		73	2.18	1.25
123	Selflessness		71	2.07	1.21
124	Consideration		73	2.05	1.10
125	Resource Management		68	2.04	1.21
126	Peer Leadership		71	2.00	1.22
127	Mathematics Knowledge		67	1.99	1.17
128	Non-Delinquency		73	1.96	1.29
129	Knowledge of Combined Arms Operations		59	1.95	1.22
130	Mathematical Reasoning		67	1.93	1.24
131	Consensus Building		73	1.92	1.20
132	Empathy		68	1.92	1.21
133	Quality Control Analysis		69	1.92	1.19
134	Systems Architecture and Engineering		56	1.92	1.25
135	Orderliness		74	1.91	1.25

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
136		Optimism	68	1.91	1.18
137		Response Orientation	67	1.90	1.24
138		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	72	1.89	1.30
139		Humility	72	1.89	1.27
140		Data Science	65	1.86	1.20
141		Perceptual Speed And Accuracy	71	1.85	1.28
142		Commitment to Serve	71	1.84	1.30
143		Cultural/ Interpersonal Adaptability	70	1.82	1.12
144		Enthusiasm	72	1.80	1.24
145		Maintains Relevant Geopolitical Awareness	69	1.78	1.16
146		Autonomy	71	1.77	1.32
147		Affiliation	73	1.76	1.21
148		Realistic Interests	68	1.71	1.24
149		Introspective	71	1.71	1.26
150		Innovating Technology	66	1.68	1.32
151		Science methods	65	1.68	1.27
152		Basic Electronics Knowledge	67	1.64	1.22
153		Intercultural Communication	72	1.64	1.32
154		Safety Compliance	69	1.64	1.34
155		Cultural Awareness	71	1.63	1.19
156		Prudent Risk-Taker	67	1.62	1.25
157		Assertiveness	71	1.62	1.29
158		Mechanically and Technologically Savvy	63	1.62	1.22
159		Financial Management	61	1.60	1.29
160		General Science	66	1.58	1.27
161		Spatially Intelligent	67	1.56	1.36
162		Conventional Interests	70	1.53	1.31
163		Sociability	71	1.51	1.22
164		Software Development	58	1.49	1.23
165		Database Programming and Engineering	59	1.48	1.25
166		Cross-Culturally Fluent	70	1.48	1.19
167		Social Interests	70	1.48	1.25
168		Web Development	53	1.46	1.16
169		Inspecting Equipment, Objects, Structures, or Materials	60	1.45	1.25
170		Enterprising Interests	67	1.43	1.24
171		Interest in Leadership	71	1.39	1.40
172		Locus of Control	69	1.37	1.31
173		Spatial Orientation	65	1.36	1.39
174		Spatial Visualization	65	1.35	1.38
175		Basic Mechanical Knowledge	59	1.35	1.02
176		Health and Fitness Orientation	64	1.31	1.34
177		Physical Coordination	56	1.29	1.20
178		Physically Fit	62	1.28	1.33
179		Advanced Mathematics	62	1.22	1.34
180		Working with the Public	64	1.21	1.27
181		Mechanical Comprehension	55	1.16	1.05

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
182	Control Precision		54	1.07	1.33
183	Physical Endurance		61	1.07	1.37
184	Machine/Equipment Installation		50	1.06	1.28
185	Soldier Common Task Knowledge and Skills		61	1.02	1.51
186	Reaction Time		53	1.00	1.43
187	Physical Strength		61	0.99	1.38
188	Balance		56	0.99	1.35
189	Artistic Interests		59	0.96	1.18
190	Bodily-Kinesthetic		57	0.93	1.30
191	Language Learning Ability		64	0.89	1.48
192	Auto and Shop Information		46	0.71	1.11
193	Swimming		35	0.62	1.19
194	Machiavellianism		50	0.55	1.43
195	Attention Seeking		58	0.54	1.29
196	Hostility to Authority		51	0.47	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.

Table E8*CMF 18 (Special Forces) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	56	5.91	0.44
2	Dependability	56	5.31	0.55
3	Situational Awareness	56	5.18	0.60
4	Resilience	57	5.09	0.59
5	Adaptability	57	5.07	0.61
6	Oral Communication Skill	56	4.76	0.63
7	Stress Tolerance	57	4.76	0.68
8	Communication Ability	57	4.74	0.66
9	Focus	57	4.68	0.66
10	Persistence	56	4.67	0.71
11	Self-Management	56	4.67	0.69
12	Attentiveness	55	4.64	0.66
13	Decision Making	57	4.58	0.73
14	Problem Sensitivity	55	4.52	0.69
15	Initiative	57	4.41	0.74
16	Detail-Focused and Precise	56	4.41	0.71
17	Mental Agility	57	4.38	0.73
18	Creative Problem Solving and Innovation	56	4.35	0.76
19	Critical Thinking	57	4.32	0.78
20	General Cognitive Aptitude	57	4.29	0.72
21	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	56	4.22	0.76
22	Interpersonal Tact	57	4.21	0.74
23	Unstructured Problem Solving	57	4.17	0.81
24	Cultural Awareness	56	4.16	0.78
25	Coordination	57	4.12	0.76
26	Communicator	57	4.10	0.80
27	Cultural/ Interpersonal Adaptability	56	4.08	0.80
28	Problem Solver	57	4.07	0.83
29	Active Listening	56	4.01	0.78
30	Intercultural Communication	56	3.99	0.85
31	Cooperation/Teamwork	57	3.95	0.84
32	Active Learning	57	3.94	0.79
33	Cognitive Flexibility	56	3.93	0.85
34	Processes Information and Data	57	3.91	0.83
35	Time Management	56	3.89	0.84
36	Team Planning	56	3.89	0.84
37	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	56	3.89	0.84
38	Perceptive	57	3.87	0.81
39	Oral and Nonverbal Comprehension	57	3.82	0.85
40	Leads By Example	57	3.81	0.89
41	Troubleshooting	57	3.80	0.84

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42		Innovative	56	3.78	0.82
43		Mentoring	55	3.78	0.86
44		Verbal Reasoning	56	3.77	0.83
45		Self-Control	57	3.76	0.91
46		Analyzes and Organizes Information to Create Knowledge	57	3.73	0.81
47		Instructing	57	3.73	0.85
48		Discipline	57	3.73	0.90
49		Training and Developing Others	57	3.73	0.90
50		Analytical Thinking	56	3.70	0.85
51		Task Planning and Management	56	3.70	0.85
52		Virtue	55	3.67	0.91
53		Selflessness	56	3.66	0.90
54		Sustains a Climate of Trust	56	3.66	0.90
55		Cross-Culturally Fluent	56	3.66	0.90
56		Interpersonal Relationship Building	57	3.66	0.88
57		Achievement Orientation	56	3.65	0.88
58		Team Development	55	3.63	0.90
59		Tolerance for Ambiguity	57	3.62	0.91
60		Interdisciplinary Reasoning	57	3.61	0.91
61		Knowledge of Combined Arms Operations	56	3.60	0.95
62		Assessing And Mitigating Harm	57	3.59	0.88
63		Team Building	56	3.59	0.91
64		Team Orientation	56	3.59	0.91
65		Reading Comprehension	57	3.54	0.91
66		Delegating	57	3.53	0.87
67		Strategic Thinking	56	3.52	0.93
68		Assesses Developmental Needs of Others	56	3.51	0.88
69		Systems Thinking	56	3.50	0.91
70		Emotional Control	57	3.49	0.95
71		Self-Efficacy	55	3.48	0.90
72		Coordinating Multiple Groups	56	3.46	0.95
73		Structured Problem Solving	57	3.43	0.88
74		Improves the Organization	57	3.41	0.95
75		Humility	57	3.41	0.95
76		Perspective Taking	57	3.41	0.92
77		Physical Endurance	55	3.40	0.99
78		Maintains Relevant Geopolitical Awareness	56	3.40	0.97
79		Analyze Data or Information	56	3.39	0.92
80		Written Communication	56	3.39	0.94
81		Conflict Management	57	3.36	0.90
82		Physically Fit	55	3.36	1.01
83		Improves Unit Performance	57	3.36	0.91
84		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	57	3.35	0.97
85		Health and Fitness Orientation	56	3.32	0.96
86		Creates a Learning Environment	57	3.30	0.94
87		Adjustment	57	3.24	0.95

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
88		Peer Leadership	57	3.23	0.98
89		Social Perceptiveness	57	3.23	0.98
90		Multi-Tasking	57	3.23	1.01
91		Learning Orientation	57	3.23	0.97
92		Response Orientation	57	3.23	0.97
93		Soldier Common Task Knowledge and Skills	56	3.21	1.06
94		Army Self-Efficacy	56	3.20	1.01
95		Perceptual Speed And Accuracy	57	3.19	0.97
96		Physical Strength	55	3.18	0.99
97		Shared Leadership	57	3.17	0.99
98		Assertiveness	57	3.13	0.94
99		Reflective Thinking	57	3.11	1.01
100		MOS/Branch-Specific Knowledge and Skill	57	3.11	1.10
101		Curiosity	57	3.11	0.90
102		Control Precision	55	3.07	1.01
103		Resource Management	56	3.07	0.99
104		Information Ordering	57	3.06	0.97
105		Inspirational Leader	56	3.05	1.01
106		Specialized Expertise	57	3.03	1.12
107		Organizational Perspective	56	2.98	1.05
108		Prudent Risk-Taker	56	2.98	1.05
109		Working in Multidisciplinary Contexts	56	2.98	1.06
110		Interdisciplinary	57	2.97	1.03
111		Enforces Standards	57	2.97	1.04
112		Physical Coordination	56	2.96	1.03
113		Spatial Orientation	57	2.90	1.07
114		Awareness of Cognitive Biases	57	2.88	1.05
115		Commitment to Serve	55	2.88	1.05
116		Army Values	54	2.88	1.07
117		Project Manager	57	2.88	1.03
118		Interest in Leadership	57	2.84	1.01
119		Spatial Visualization	56	2.83	1.08
120		Knowledge of Processes and Procedures	57	2.83	1.07
121		Spatially Intelligent	56	2.82	1.11
122		Balance	56	2.81	1.06
123		Memory	57	2.79	1.03
124		Warrior Ethos/Service Ethos	56	2.77	1.13
125		Reaction Time	55	2.75	1.11
126		Motivating Others	57	2.71	1.13
127		Encourages Discourse	55	2.70	1.12
128		Affiliation	56	2.67	1.08
129		Bodily-Kinesthetic	56	2.65	1.08
130		Intellectual Efficiency	57	2.63	1.09
131		Orderliness	56	2.61	1.09
132		Cooperation	57	2.59	1.14
133		Knowledge of System Inter-Relations	57	2.59	1.15
134		Language Learning Ability	56	2.58	1.16

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
135		Balances Mission and Welfare of Followers	56	2.58	1.11
136		Providing Feedback	57	2.55	1.12
137		Even-Tempered	57	2.53	1.14
138		Pattern Recognition	57	2.53	1.08
139		Basic Mathematics	56	2.48	1.04
140		Sociability	56	2.48	1.04
141		Quantitative Reasoning	57	2.41	1.16
142		Realistic Interests	57	2.40	1.09
143		Consensus Building	57	2.40	1.11
144		Empathy	54	2.38	1.08
145		Enthusiasm	56	2.35	1.12
146		Social Interests	56	2.35	1.06
147		Tolerance	57	2.32	1.15
148		Monitoring	57	2.29	1.13
149		Proficiency with Mission Systems	56	2.25	1.28
150		Working with the Public	54	2.19	1.14
151		Recognizes and Rewards Good Performance	57	2.17	1.24
152		Basic Computer Skills	56	2.12	1.19
153		Military And Professional Bearing	56	2.12	1.28
154		Optimism	55	2.06	1.18
155		Technologically Adept	51	2.06	1.05
156		General Science	54	2.06	1.02
157		Investigative Interests	56	2.06	1.14
158		Mathematical Reasoning	53	2.04	1.02
159		Locus of Control	54	2.02	1.18
160		Mathematics Knowledge	53	2.00	0.99
161		Introspective	57	2.00	1.25
162		Consideration	56	1.99	1.21
163		Autonomy	55	1.94	1.33
164		Knowledge Management	46	1.86	1.14
165		Basic Mechanical Knowledge	49	1.83	0.99
166		Swimming	53	1.82	1.14
167		Quality Control Analysis	53	1.82	1.20
168		Process-Disciplined	56	1.79	1.22
169		Mechanically and Technologically Savvy	50	1.79	1.10
170		Evaluating Compliance	54	1.78	1.27
171		Encourages Fairness and Inclusiveness	55	1.77	1.32
172		Safety Compliance	55	1.76	1.30
173		Science methods	52	1.74	1.07
174		Financial Management	53	1.74	1.22
175		Inspecting Equipment, Objects, Structures, or Materials	49	1.74	1.20
176		Basic Electronics Knowledge	48	1.73	0.92
177		Non-Delinquency	56	1.70	1.32
178		Mechanical Comprehension	48	1.68	1.10
179		Enterprising Interests	55	1.68	1.24
180		Auto and Shop Information	47	1.55	1.07
181		Information and Systems Security	45	1.54	1.15

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
182		Machine/Equipment Installation	45	1.53	1.03
183		Cyber Knowledge	46	1.34	1.25
184		Innovating Technology	40	1.20	1.20
185		Advanced Computer Skills	53	1.18	1.08
186		Conventional Interests	56	1.09	1.27
187		Advanced Mathematics	47	1.05	1.08
188		Data Science	36	0.87	1.16
189		Hostility to Authority	42	0.81	1.48
190		Artistic Interests	54	0.77	1.20
191		Software Development	32	0.66	0.94
192		Database Programming and Engineering	33	0.63	0.97
193		Web Development	31	0.62	1.05
194		Attention Seeking	50	0.60	1.28
195		Systems Architecture and Engineering	32	0.54	0.98
196		Machiavellianism	40	0.52	1.65

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 E9*CMF 19 (Armor) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	202	4.21	0.77
2	Mental Agility	202	4.12	0.76
3	Sound Judgement	202	4.10	0.79
4	Dependability	203	4.08	0.80
5	Time Management	197	4.07	0.80
6	Attentiveness	203	4.06	0.76
7	Processes Information and Data	203	3.96	0.79
8	Communicator	202	3.95	0.81
9	Discipline	203	3.94	0.83
10	Problem Solver	202	3.92	0.81
11	Active Listening	201	3.89	0.82
12	Warrior Ethos/Service Ethos	200	3.88	0.85
13	Focus	202	3.85	0.78
14	Army Values	200	3.84	0.87
15	Army Self-Efficacy	200	3.82	0.83
16	Situational Awareness	202	3.81	0.87
17	Oral Communication Skill	203	3.80	0.84
18	Self-Control	201	3.79	0.84
19	Critical Thinking	201	3.78	0.83
20	Stress Tolerance	199	3.77	0.86
21	Detail-Focused and Precise	202	3.76	0.81
22	Persistence	202	3.75	0.82
23	Cooperation/Teamwork	203	3.74	0.85
24	Enforces Standards	193	3.74	0.88
25	Decision Making	203	3.73	0.87
26	Knowledge of Combined Arms Operations	197	3.73	0.89
27	Analytical Thinking	202	3.70	0.82
28	Resilience	200	3.69	0.89
29	Troubleshooting	202	3.65	0.85
30	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	202	3.65	0.89
31	Adaptability	201	3.65	0.86
32	Self-Management	203	3.64	0.87
33	General Cognitive Aptitude	203	3.64	0.82
34	Military And Professional Bearing	203	3.63	0.91
35	Coordination	203	3.62	0.86
36	Initiative	203	3.62	0.84
37	Leads By Example	196	3.61	0.92
38	Analyze Data or Information	201	3.59	0.83
39	Creative Problem Solving and Innovation	201	3.57	0.90
40	Structured Problem Solving	202	3.57	0.85
41	MOS/Branch-Specific Knowledge and Skill	195	3.56	0.94
42	Problem Sensitivity	201	3.56	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Active Learning	202	3.54	0.85
44		Task Planning and Management	196	3.54	0.86
45		Improves Unit Performance	191	3.53	0.90
46		Unstructured Problem Solving	200	3.52	0.88
47		Cognitive Flexibility	203	3.51	0.90
48		Multi-Tasking	202	3.51	0.91
49		Interdisciplinary Reasoning	202	3.50	0.85
50		Analyzes and Organizes Information to Create Knowledge	202	3.48	0.90
51		Motivating Others	196	3.47	0.93
52		Knowledge of Processes and Procedures	200	3.45	0.90
53		Emotional Control	201	3.42	0.92
54		Shared Leadership	195	3.41	0.90
55		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	191	3.41	0.93
56		Verbal Reasoning	201	3.40	0.87
57		Improves the Organization	195	3.39	0.94
58		Oral and Nonverbal Comprehension	202	3.39	0.92
59		Providing Feedback	195	3.39	0.92
60		Reading Comprehension	203	3.37	0.90
61		Sustains a Climate of Trust	194	3.36	0.99
62		Training and Developing Others	190	3.34	0.98
63		Selflessness	201	3.32	0.92
64		Monitoring	194	3.32	0.91
65		Systems Thinking	199	3.31	0.93
66		Perceptive	203	3.31	0.89
67		Team Orientation	201	3.31	0.96
68		Team Planning	200	3.30	0.97
69		Soldier Common Task Knowledge and Skills	194	3.29	0.99
70		Commitment to Serve	201	3.28	0.98
71		Coordinating Multiple Groups	197	3.27	0.96
72		Mentoring	188	3.27	1.00
73		Adjustment	200	3.25	0.90
74		Information Ordering	201	3.25	0.89
75		Assessing And Mitigating Harm	201	3.24	0.97
76		Team Development	199	3.22	1.01
77		Organizational Perspective	192	3.22	0.95
78		Conflict Management	201	3.22	0.93
79		Achievement Orientation	201	3.21	0.89
80		Orderliness	202	3.19	0.90
81		Interpersonal Tact	198	3.19	0.92
82		Proficiency with Mission Systems	191	3.17	0.98
83		Team Building	201	3.17	1.01
84		Knowledge of System Inter-Relations	197	3.16	0.95
85		Delegating	191	3.15	0.93
86		Even-Tempered	198	3.14	0.96
87		Assesses Developmental Needs of Others	189	3.11	0.99
88		Cooperation	203	3.10	0.97

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
89	Memory	203	3.10	0.91
90	Learning Orientation	199	3.08	0.93
91	Balances Mission and Welfare of Followers	191	3.07	1.02
92	Resource Management	193	3.03	0.98
93	Virtue	202	3.02	1.02
94	Recognizes and Rewards Good Performance	188	3.02	1.02
95	Self-Efficacy	200	3.01	0.96
96	Perspective Taking	197	2.99	0.95
97	Tolerance	200	2.98	0.97
98	Inspirational Leader	194	2.96	1.03
99	Quantitative Reasoning	201	2.96	0.96
100	Interpersonal Relationship Building	198	2.95	0.97
101	Written Communication	203	2.93	1.01
102	Awareness of Cognitive Biases	201	2.93	1.01
103	Strategic Thinking	201	2.93	1.03
104	Assertiveness	202	2.92	0.97
105	Non-Delinquency	203	2.91	1.00
106	Creates a Learning Environment	192	2.89	1.08
107	Peer Leadership	195	2.89	1.03
108	Consensus Building	196	2.89	0.94
109	Intellectual Efficiency	199	2.88	0.96
110	Reflective Thinking	202	2.86	1.01
111	Encourages Fairness and Inclusiveness	193	2.85	1.06
112	Humility	203	2.85	1.04
113	Encourages Discourse	201	2.85	1.01
114	Optimism	196	2.84	1.02
115	Project Manager	191	2.84	1.00
116	Innovative	201	2.83	1.00
117	Instructing	191	2.78	1.09
118	Spatially Intelligent	198	2.71	1.03
119	Tolerance for Ambiguity	200	2.67	1.07
120	Social Perceptiveness	196	2.66	1.02
121	Perceptual Speed And Accuracy	199	2.56	1.05
122	Interest in Leadership	194	2.55	1.13
123	Consideration	202	2.54	1.05
124	Spatial Orientation	198	2.52	1.08
125	Safety Compliance	199	2.51	1.11
126	Curiosity	201	2.51	1.05
127	Introspective	201	2.49	1.07
128	Basic Computer Skills	195	2.49	1.06
129	Health and Fitness Orientation	184	2.46	1.08
130	Enthusiasm	200	2.43	1.07
131	Physically Fit	185	2.41	1.12
132	Prudent Risk-Taker	199	2.37	1.10
133	Spatial Visualization	196	2.37	1.10
134	Physical Endurance	183	2.37	1.12
135	Process-Disciplined	196	2.35	1.08

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
136		Sociability	200	2.35	1.08
137		Specialized Expertise	191	2.34	1.18
138		Empathy	192	2.32	1.17
139		Intercultural Communication	196	2.29	1.19
140		Response Orientation	199	2.24	1.14
141		Physical Strength	183	2.22	1.15
142		Affiliation	202	2.20	1.14
143		Pattern Recognition	199	2.17	1.11
144		Evaluating Compliance	193	2.15	1.13
145		Interdisciplinary	194	2.13	1.12
146		Realistic Interests	194	2.10	1.19
147		Cultural Awareness	191	2.10	1.16
148		Balance	179	2.09	1.15
149		Reaction Time	176	2.08	1.20
150		Physical Coordination	177	2.07	1.19
151		Autonomy	193	2.06	1.18
152		Quality Control Analysis	190	2.04	1.17
153		Investigative Interests	194	2.04	1.19
154		Cultural/ Interpersonal Adaptability	190	2.03	1.18
155		Bodily-Kinesthetic	179	2.01	1.18
156		Financial Management	182	2.00	1.17
157		Social Interests	195	1.98	1.19
158		Control Precision	176	1.96	1.20
159		Maintains Relevant Geopolitical Awareness	187	1.92	1.16
160		Basic Mathematics	190	1.87	1.14
161		Inspecting Equipment, Objects, Structures, or Materials	176	1.83	1.18
162		Cross-Culturally Fluent	189	1.83	1.20
163		Working in Multidisciplinary Contexts	189	1.75	1.21
164		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	189	1.73	1.22
165		Conventional Interests	191	1.72	1.11
166		Locus of Control	195	1.71	1.27
167		Basic Mechanical Knowledge	175	1.70	1.13
168		Enterprising Interests	187	1.69	1.20
169		Mathematics Knowledge	180	1.66	1.04
170		Technologically Adept	178	1.66	1.19
171		Mathematical Reasoning	178	1.63	1.07
172		Auto and Shop Information	161	1.62	1.11
173		Mechanically and Technologically Savvy	171	1.56	1.15
174		Mechanical Comprehension	167	1.54	1.20
175		Basic Electronics Knowledge	169	1.52	1.09
176		Knowledge Management	177	1.49	1.30
177		Working with the Public	185	1.46	1.29
178		Science methods	166	1.43	0.98
179		Advanced Computer Skills	180	1.43	1.20
180		General Science	176	1.40	1.10
181		Cyber Knowledge	163	1.39	1.17

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
182		Machine/Equipment Installation	155	1.39	1.19
183		Information and Systems Security	167	1.36	1.32
184		Language Learning Ability	181	1.15	1.44
185		Advanced Mathematics	151	1.08	1.05
186		Artistic Interests	169	1.05	1.31
187		Swimming	143	1.03	1.35
188		Innovating Technology	131	0.99	1.31
189		Data Science	136	0.97	1.29
190		Database Programming and Engineering	122	0.82	1.27
191		Systems Architecture and Engineering	118	0.81	1.28
192		Hostility to Authority	153	0.81	1.55
193		Machiavellianism	148	0.75	1.58
194		Web Development	117	0.74	1.27
195		Software Development	115	0.69	1.27
196		Attention Seeking	175	0.68	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 E10*CMF 25 (Signal) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1		Dependability	526	4.05	0.80
2		Communication Ability	527	3.92	0.82
3		Processes Information and Data	521	3.91	0.82
4		Sound Judgement	524	3.85	0.84
5		Focus	525	3.80	0.80
6		Mental Agility	524	3.77	0.85
7		Stress Tolerance	518	3.74	0.87
8		Attentiveness	526	3.71	0.84
9		General Cognitive Aptitude	522	3.65	0.82
10		Detail-Focused and Precise	526	3.64	0.87
11		Communicator	527	3.63	0.89
12		Problem Solver	521	3.58	0.89
13		Time Management	519	3.58	0.91
14		Problem Sensitivity	524	3.55	0.88
15		Adaptability	519	3.52	0.92
16		Critical Thinking	524	3.52	0.90
17		Reading Comprehension	526	3.51	0.90
18		Creative Problem Solving and Innovation	521	3.48	0.91
19		Self-Management	525	3.46	0.92
20		Basic Computer Skills	525	3.45	0.94
21		Active Listening	526	3.44	0.90
22		Decision Making	525	3.44	0.92
23		Active Learning	525	3.39	0.89
24		Cooperation/Teamwork	526	3.37	0.93
25		Initiative	519	3.36	0.93
26		Situational Awareness	523	3.34	0.96
27		Analytical Thinking	525	3.34	0.92
28		Information Ordering	523	3.33	0.90
29		Coordination	526	3.29	0.94
30		Troubleshooting	518	3.29	0.99
31		Structured Problem Solving	521	3.29	0.93
32		Analyzes and Organizes Information to Create Knowledge	525	3.28	0.93
33		Oral Communication Skill	525	3.27	0.96
34		Resilience	520	3.27	0.96
35		Sustains a Climate of Trust	510	3.26	0.99
36		Persistence	519	3.24	0.93
37		Discipline	525	3.23	0.96
38		Self-Efficacy	523	3.21	0.93
39		Analyze Data or Information	522	3.20	0.95
40		Enforces Standards	515	3.20	0.97
41		Training and Developing Others	510	3.19	1.00
42		Self-Control	523	3.18	0.97
43		Cognitive Flexibility	523	3.17	0.96

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44		Military And Professional Bearing	524	3.17	1.01
45		Perceptive	522	3.17	0.94
46		Multi-Tasking	522	3.16	0.99
47		Systems Thinking	519	3.12	0.97
48		Creates a Learning Environment	511	3.10	0.99
49		Army Values	521	3.09	1.03
50		Written Communication	525	3.04	1.00
51		Emotional Control	525	3.03	0.99
52		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	525	3.02	1.01
53		Unstructured Problem Solving	518	3.02	1.02
54		Providing Feedback	514	3.00	0.99
55		Leads By Example	519	3.00	1.04
56		Oral and Nonverbal Comprehension	524	3.00	1.00
57		Learning Orientation	525	2.99	0.98
58		Team Planning	517	2.96	1.02
59		Task Planning and Management	511	2.96	1.01
60		Improves the Organization	519	2.93	1.01
61		Instructing	506	2.91	1.05
62		Balances Mission and Welfare of Followers	496	2.91	1.03
63		Even-Tempered	521	2.90	1.01
64		Memory	523	2.89	1.00
65		Mentoring	502	2.88	1.05
66		Reflective Thinking	522	2.88	0.99
67		Team Development	518	2.86	1.04
68		Improves Unit Performance	509	2.85	1.03
69		Verbal Reasoning	522	2.85	1.03
70		Cooperation	522	2.85	1.01
71		Assesses Developmental Needs of Others	506	2.84	1.04
72		Team Orientation	520	2.84	1.04
73		Army Self-Efficacy	517	2.84	1.04
74		Interdisciplinary Reasoning	521	2.83	1.03
75		Team Building	520	2.82	1.05
76		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	505	2.82	1.05
77		Tolerance	521	2.82	1.01
78		Adjustment	522	2.81	1.02
79		Strategic Thinking	518	2.80	1.04
80		Intellectual Efficiency	517	2.80	1.02
81		Monitoring	514	2.79	1.03
82		Conflict Management	520	2.76	1.05
83		Organizational Perspective	517	2.75	1.05
84		Orderliness	526	2.75	1.04
85		Encourages Fairness and Inclusiveness	508	2.74	1.08
86		Virtue	519	2.73	1.06
87		Interpersonal Tact	522	2.72	1.02
88		Warrior Ethos/Service Ethos	520	2.71	1.10
89		Achievement Orientation	525	2.69	1.04

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Coordinating Multiple Groups	515	2.65	1.09
91		Innovative	516	2.62	1.07
92		Process-Disciplined	510	2.62	1.05
93		Recognizes and Rewards Good Performance	500	2.62	1.10
94		Commitment to Serve	518	2.59	1.12
95		Resource Management	496	2.58	1.08
96		Motivating Others	519	2.57	1.11
97		Shared Leadership	519	2.57	1.10
98		Peer Leadership	520	2.52	1.10
99		Awareness of Cognitive Biases	523	2.51	1.08
100		Assertiveness	519	2.51	1.05
101		Project Manager	500	2.49	1.10
102		Interpersonal Relationship Building	519	2.49	1.06
103		Technologically Adept	499	2.49	1.15
104		Quality Control Analysis	492	2.45	1.09
105		Non-Delinquency	521	2.43	1.13
106		Knowledge of Processes and Procedures	501	2.42	1.10
107		Optimism	510	2.40	1.10
108		Perceptual Speed And Accuracy	513	2.40	1.06
109		Selflessness	521	2.40	1.13
110		Evaluating Compliance	508	2.39	1.11
111		Interdisciplinary	498	2.36	1.09
112		Information and Systems Security	494	2.36	1.18
113		MOS/Branch-Specific Knowledge and Skill	505	2.36	1.20
114		Perspective Taking	516	2.35	1.09
115		Encourages Discourse	521	2.34	1.13
116		Humility	521	2.34	1.13
117		Curiosity	507	2.33	1.11
118		Safety Compliance	497	2.33	1.14
119		Delegating	508	2.32	1.14
120		Inspirational Leader	512	2.32	1.15
121		Social Perceptiveness	515	2.31	1.09
122		Tolerance for Ambiguity	513	2.29	1.16
123		Assessing And Mitigating Harm	517	2.29	1.18
124		Knowledge Management	497	2.29	1.18
125		Consensus Building	515	2.27	1.10
126		Quantitative Reasoning	519	2.22	1.18
127		Consideration	519	2.21	1.12
128		Working in Multidisciplinary Contexts	489	2.19	1.15
129		Intercultural Communication	508	2.19	1.21
130		Spatially Intelligent	505	2.17	1.14
131		Proficiency with Mission Systems	482	2.17	1.20
132		Knowledge of System Inter-Relations	504	2.16	1.17
133		Pattern Recognition	517	2.15	1.12
134		Affiliation	517	2.14	1.13
135		Specialized Expertise	487	2.09	1.23
136		Investigative Interests	491	2.07	1.17

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Advanced Computer Skills	511	2.06	1.24
138		Autonomy	514	2.06	1.21
139		Spatial Orientation	507	2.06	1.16
140		Cyber Knowledge	487	2.06	1.24
141		Enthusiasm	517	2.04	1.17
142		Response Orientation	500	2.03	1.18
143		Sociability	511	2.03	1.16
144		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	479	2.02	1.19
145		Empathy	507	2.01	1.22
146		Interest in Leadership	501	1.97	1.21
147		Spatial Visualization	503	1.93	1.19
148		Realistic Interests	503	1.92	1.21
149		Introspective	509	1.90	1.20
150		Locus of Control	501	1.86	1.18
151		Health and Fitness Orientation	483	1.86	1.19
152		Cultural Awareness	481	1.85	1.22
153		Cultural/ Interpersonal Adaptability	475	1.85	1.22
154		Maintains Relevant Geopolitical Awareness	470	1.80	1.20
155		Physically Fit	479	1.80	1.21
156		Basic Electronics Knowledge	457	1.79	1.20
157		Prudent Risk-Taker	498	1.78	1.23
158		Basic Mathematics	475	1.77	1.20
159		Social Interests	490	1.75	1.20
160		Financial Management	446	1.69	1.29
161		Control Precision	441	1.69	1.21
162		Physical Coordination	456	1.68	1.20
163		Physical Strength	472	1.67	1.22
164		Balance	456	1.67	1.23
165		Inspecting Equipment, Objects, Structures, or Materials	444	1.64	1.26
166		Physical Endurance	465	1.63	1.25
167		Conventional Interests	481	1.58	1.21
168		Cross-Culturally Fluent	459	1.58	1.25
169		Knowledge of Combined Arms Operations	444	1.56	1.26
170		Mathematics Knowledge	442	1.54	1.17
171		Soldier Common Task Knowledge and Skills	474	1.51	1.33
172		Reaction Time	448	1.50	1.29
173		Enterprising Interests	467	1.48	1.24
174		Mechanically and Technologically Savvy	445	1.48	1.29
175		Basic Mechanical Knowledge	412	1.44	1.18
176		Systems Architecture and Engineering	435	1.44	1.38
177		Mathematical Reasoning	437	1.43	1.22
178		Working with the Public	448	1.41	1.34
179		Innovating Technology	441	1.39	1.38
180		Bodily-Kinesthetic	445	1.38	1.25
181		Machine/Equipment Installation	409	1.38	1.27
182		Mechanical Comprehension	398	1.35	1.24

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
183	Science methods		418	1.27	1.25
184	General Science		431	1.25	1.28
185	Data Science		422	1.17	1.42
186	Advanced Mathematics		413	1.06	1.22
187	Auto and Shop Information		331	1.06	1.10
188	Language Learning Ability		441	1.01	1.47
189	Database Programming and Engineering		407	0.99	1.46
190	Artistic Interests		422	0.98	1.30
191	Hostility to Authority		393	0.96	1.48
192	Software Development		396	0.92	1.48
193	Web Development		397	0.91	1.45
194	Swimming		316	0.86	1.20
195	Machiavellianism		351	0.78	1.53
196	Attention Seeking		429	0.66	1.36

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 E11*MOS 27D (Paralegal NCO) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1		Reading Comprehension	55	5.75	0.49
2		Written Communication	55	5.37	0.56
3		Detail-Focused and Precise	55	4.67	0.69
4		Sustains a Climate of Trust	52	4.54	0.66
5		Problem Sensitivity	55	4.53	0.72
6		Sound Judgement	55	4.53	0.72
7		Active Listening	55	4.44	0.74
8		Communication Ability	55	4.35	0.79
9		Communicator	55	4.30	0.79
10		Enforces Standards	54	4.28	0.77
11		Oral Communication Skill	55	4.27	0.79
12		Stress Tolerance	54	4.23	0.77
13		Dependability	55	4.22	0.79
14		Focus	55	4.17	0.79
15		Attentiveness	55	4.15	0.79
16		MOS/Branch-Specific Knowledge and Skill	55	4.14	0.81
17		Adaptability	53	4.06	0.78
18		Cooperation/Teamwork	53	4.02	0.82
19		Military And Professional Bearing	54	3.97	0.84
20		Task Planning and Management	53	3.95	0.76
21		General Cognitive Aptitude	55	3.91	0.78
22		Self-Management	55	3.87	0.84
23		Processes Information and Data	54	3.83	0.84
24		Balances Mission and Welfare of Followers	53	3.80	0.83
25		Time Management	52	3.77	0.89
26		Information Ordering	55	3.76	0.83
27		Coordination	54	3.75	0.86
28		Training and Developing Others	53	3.72	0.83
29		Mental Agility	55	3.69	0.86
30		Discipline	55	3.66	0.91
31		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	53	3.65	0.86
32		Analytical Thinking	55	3.63	0.89
33		Assesses Developmental Needs of Others	50	3.62	0.82
34		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	51	3.61	0.88
35		Creates a Learning Environment	53	3.51	0.87
36		Oral and Nonverbal Comprehension	55	3.50	0.94
37		Army Values	54	3.49	0.95
38		Self-Control	55	3.48	0.91
39		Resilience	54	3.47	0.91
40		Interpersonal Tact	53	3.44	0.91
41		Leads By Example	53	3.44	0.91

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
42		Non-Delinquency	55	3.42	0.95
43		Monitoring	53	3.38	0.92
44		Improves the Organization	53	3.38	0.92
45		Active Learning	55	3.37	0.92
46		Decision Making	55	3.37	0.92
47		Orderliness	55	3.37	0.93
48		Virtue	54	3.34	0.94
49		Encourages Fairness and Inclusiveness	54	3.34	0.95
50		Cooperation	54	3.29	0.93
51		Instructing	53	3.29	0.92
52		Interpersonal Relationship Building	55	3.28	0.91
53		Mentoring	51	3.27	0.96
54		Even-Tempered	55	3.25	0.95
55		Team Development	53	3.20	0.97
56		Analyzes and Organizes Information to Create Knowledge	55	3.19	0.97
57		Team Orientation	53	3.19	0.98
58		Conflict Management	52	3.19	0.96
59		Initiative	54	3.15	1.01
60		Providing Feedback	53	3.15	0.98
61		Self-Efficacy	54	3.14	0.96
62		Interdisciplinary Reasoning	55	3.10	0.98
63		Emotional Control	55	3.08	0.99
64		Organizational Perspective	50	3.07	0.99
65		Resource Management	49	3.07	0.94
66		Critical Thinking	55	3.06	1.03
67		Creative Problem Solving and Innovation	55	3.05	0.99
68		Persistence	54	3.05	0.97
69		Motivating Others	53	3.04	1.00
70		Delegating	48	3.04	0.95
71		Army Self-Efficacy	54	3.03	0.99
72		Multi-Tasking	55	3.01	1.04
73		Verbal Reasoning	55	3.01	1.04
74		Inspirational Leader	52	3.01	0.95
75		Tolerance	54	3.00	0.98
76		Shared Leadership	53	2.97	0.99
77		Problem Solver	55	2.94	1.00
78		Team Planning	53	2.94	1.03
79		Intercultural Communication	53	2.94	1.03
80		Team Building	53	2.93	1.04
81		Basic Computer Skills	55	2.92	1.04
82		Analyze Data or Information	55	2.90	1.07
83		Achievement Orientation	55	2.87	0.98
84		Project Manager	50	2.86	1.02
85		Perspective Taking	52	2.86	1.00
86		Humility	53	2.83	1.01
87		Learning Orientation	54	2.82	1.06
88		Structured Problem Solving	55	2.80	1.05

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
89		Reflective Thinking	55	2.75	1.05
90		Recognizes and Rewards Good Performance	52	2.73	1.06
91		Perceptive	55	2.73	1.07
92		Warrior Ethos/Service Ethos	54	2.71	1.09
93		Cognitive Flexibility	55	2.70	1.07
94		Memory	55	2.69	1.02
95		Situational Awareness	53	2.68	1.14
96		Awareness of Cognitive Biases	55	2.68	1.04
97		Consideration	54	2.68	1.05
98		Social Perceptiveness	52	2.66	1.04
99		Selflessness	53	2.65	1.04
100		Knowledge Management	50	2.63	1.02
101		Peer Leadership	53	2.63	1.10
102		Encourages Discourse	54	2.63	1.07
103		Process-Disciplined	54	2.60	1.09
104		Adjustment	55	2.58	1.08
105		Intellectual Efficiency	54	2.55	1.13
106		Improves Unit Performance	53	2.55	1.09
107		Evaluating Compliance	53	2.55	1.06
108		Innovative	51	2.52	1.09
109		Commitment to Serve	51	2.49	1.15
110		Investigative Interests	51	2.48	1.11
111		Coordinating Multiple Groups	51	2.46	1.18
112		Knowledge of Processes and Procedures	53	2.36	1.13
113		Autonomy	53	2.36	1.16
114		Affiliation	54	2.35	1.09
115		Cultural Awareness	50	2.35	1.09
116		Troubleshooting	54	2.32	1.17
117		Interdisciplinary	54	2.31	1.12
118		Consensus Building	53	2.26	1.09
119		Proficiency with Mission Systems	42	2.25	1.06
120		Sociability	52	2.21	1.14
121		Working in Multidisciplinary Contexts	51	2.19	1.17
122		Unstructured Problem Solving	55	2.16	1.22
123		Strategic Thinking	54	2.13	1.23
124		Enthusiasm	50	2.09	1.17
125		Quantitative Reasoning	52	2.09	1.18
126		Interest in Leadership	52	2.08	1.19
127		Health and Fitness Orientation	51	2.08	1.11
128		Cultural/ Interpersonal Adaptability	50	2.06	1.18
129		Empathy	51	2.03	1.27
130		Locus of Control	48	2.03	1.20
131		Systems Thinking	55	2.02	1.24
132		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	49	1.98	1.19
133		Tolerance for Ambiguity	53	1.98	1.19
134		Information and Systems Security	42	1.97	1.12

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
135		Optimism	54	1.96	1.24
136		Specialized Expertise	45	1.94	1.26
137		Physical Coordination	42	1.94	1.00
138		Assessing And Mitigating Harm	54	1.93	1.24
139		Introspective	54	1.91	1.21
140		Knowledge of System Inter-Relations	50	1.91	1.16
141		Physically Fit	51	1.90	1.12
142		Physical Strength	50	1.90	1.04
143		Technologically Adept	46	1.90	1.20
144		Maintains Relevant Geopolitical Awareness	47	1.89	1.18
145		Spatially Intelligent	49	1.87	1.20
146		Safety Compliance	47	1.86	1.16
147		Balance	44	1.84	1.08
148		Pattern Recognition	52	1.84	1.19
149		Quality Control Analysis	52	1.82	1.26
150		Cross-Culturally Fluent	46	1.82	1.15
151		Control Precision	39	1.80	1.08
152		Advanced Computer Skills	52	1.80	1.12
153		Cyber Knowledge	38	1.73	1.15
154		Soldier Common Task Knowledge and Skills	45	1.72	1.21
155		Physical Endurance	50	1.72	1.11
156		Spatial Orientation	47	1.70	1.23
157		Curiosity	50	1.65	1.31
158		Assertiveness	52	1.65	1.34
159		Working with the Public	48	1.63	1.34
160		Prudent Risk-Taker	52	1.63	1.23
161		Realistic Interests	46	1.58	1.27
162		Bodily-Kinesthetic	50	1.56	1.16
163		Social Interests	47	1.56	1.31
164		Conventional Interests	43	1.54	1.20
165		Perceptual Speed And Accuracy	52	1.53	1.33
166		Response Orientation	50	1.44	1.32
167		Knowledge of Combined Arms Operations	43	1.43	1.18
168		Reaction Time	43	1.42	1.27
169		Spatial Visualization	47	1.39	1.31
170		Enterprising Interests	44	1.38	1.36
171		Mathematics Knowledge	34	1.38	0.98
172		Mathematical Reasoning	33	1.36	0.95
173		Basic Mathematics	39	1.33	1.16
174		Science methods	28	1.18	1.08
175		Basic Electronics Knowledge	26	1.17	1.08
176		Inspecting Equipment, Objects, Structures, or Materials	26	1.16	1.29
177		Mechanically and Technologically Savvy	24	1.14	1.17
178		General Science	29	1.13	1.04
179		Financial Management	45	1.10	1.42
180		Data Science	36	1.05	1.30
181		Mechanical Comprehension	20	1.05	1.16

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
182		Basic Mechanical Knowledge	25	0.94	1.10
183		Database Programming and Engineering	28	0.88	1.37
184		Machine/Equipment Installation	20	0.86	1.34
185		Auto and Shop Information	17	0.82	1.27
186		Innovating Technology	32	0.81	1.38
187		Language Learning Ability	40	0.81	1.54
188		Systems Architecture and Engineering	29	0.79	1.43
189		Advanced Mathematics	28	0.79	1.08
190		Swimming	30	0.78	1.25
191		Artistic Interests	33	0.75	1.31
192		Web Development	27	0.72	1.43
193		Software Development	27	0.62	1.51
194		Hostility to Authority	42	0.53	1.70
195		Machiavellianism	36	0.50	1.72
196		Attention Seeking	39	0.49	1.55

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 E12*CMF 31 (Military Police) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Active Listening	212	4.27	0.76
2	Communication Ability	212	4.26	0.78
3	Stress Tolerance	208	4.22	0.78
4	Oral Communication Skill	210	4.19	0.78
5	Situational Awareness	212	4.08	0.82
6	Time Management	212	4.07	0.81
7	Sound Judgement	210	4.07	0.83
8	Communicator	212	4.03	0.82
9	Enforces Standards	210	4.03	0.81
10	Adaptability	209	3.94	0.83
11	Discipline	210	3.92	0.82
12	Cooperation/Teamwork	211	3.92	0.82
13	Self-Control	212	3.90	0.82
14	Leads By Example	209	3.84	0.86
15	Self-Management	210	3.81	0.86
16	Attentiveness	212	3.80	0.83
17	Focus	212	3.79	0.82
18	Dependability	211	3.77	0.87
19	Processes Information and Data	211	3.77	0.85
20	Improves the Organization	209	3.72	0.85
21	Resilience	210	3.70	0.89
22	Coordination	211	3.69	0.85
23	Sustains a Climate of Trust	208	3.69	0.90
24	Conflict Management	211	3.68	0.86
25	Problem Solver	212	3.67	0.89
26	Mental Agility	211	3.66	0.89
27	Written Communication	211	3.66	0.88
28	Problem Sensitivity	210	3.66	0.89
29	Motivating Others	208	3.65	0.87
30	Oral and Nonverbal Comprehension	212	3.64	0.89
31	Critical Thinking	212	3.64	0.89
32	Army Values	211	3.64	0.91
33	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	211	3.64	0.87
34	Verbal Reasoning	211	3.62	0.89
35	Multi-Tasking	211	3.59	0.89
36	Perceptive	212	3.59	0.85
37	Reading Comprehension	211	3.59	0.88
38	Detail-Focused and Precise	210	3.56	0.90
39	Decision Making	211	3.54	0.92
40	Emotional Control	211	3.52	0.91
41	Team Planning	210	3.52	0.90
42	Team Building	210	3.50	0.90

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		General Cognitive Aptitude	211	3.50	0.86
44		Interpersonal Tact	210	3.49	0.91
45		Analytical Thinking	210	3.47	0.90
46		Initiative	206	3.46	0.90
47		Active Learning	211	3.45	0.90
48		Creative Problem Solving and Innovation	211	3.43	0.93
49		Training and Developing Others	208	3.42	0.93
50		Persistence	211	3.41	0.90
51		Team Development	209	3.40	0.93
52		Team Orientation	211	3.36	0.92
53		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	204	3.36	0.92
54		Analyzes and Organizes Information to Create Knowledge	212	3.33	0.93
55		Shared Leadership	208	3.33	0.94
56		Providing Feedback	210	3.32	0.95
57		Monitoring	210	3.32	0.93
58		Encourages Fairness and Inclusiveness	210	3.31	0.95
59		Self-Efficacy	207	3.31	0.92
60		Cognitive Flexibility	210	3.31	0.92
61		Information Ordering	210	3.30	0.91
62		Creates a Learning Environment	207	3.29	0.96
63		Structured Problem Solving	211	3.29	0.96
64		Adjustment	210	3.27	0.91
65		Mentoring	207	3.27	0.98
66		Tolerance	208	3.26	0.92
67		Improves Unit Performance	209	3.25	0.96
68		Learning Orientation	208	3.24	0.91
69		Memory	212	3.24	0.91
70		Organizational Perspective	209	3.22	0.98
71		Inspirational Leader	210	3.17	0.96
72		Interpersonal Relationship Building	209	3.17	0.96
73		Cooperation	209	3.16	0.96
74		Perspective Taking	210	3.16	0.96
75		Assessing And Mitigating Harm	210	3.16	0.98
76		Balances Mission and Welfare of Followers	207	3.16	0.99
77		Virtue	210	3.14	0.97
78		Analyze Data or Information	210	3.12	0.99
79		Peer Leadership	209	3.12	0.98
80		Task Planning and Management	208	3.12	0.97
81		Even-Tempered	211	3.11	0.99
82		Interdisciplinary Reasoning	208	3.11	0.99
83		Commitment to Serve	208	3.10	1.02
84		Coordinating Multiple Groups	208	3.10	0.99
85		Assesses Developmental Needs of Others	207	3.09	0.99
86		Instructing	208	3.09	1.00
87		Military And Professional Bearing	210	3.08	1.05
88		Warrior Ethos/Service Ethos	207	3.04	1.04
89		Achievement Orientation	209	3.03	0.95

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Social Perceptiveness	206	3.03	0.98
91		Reflective Thinking	211	3.03	1.00
92		Selflessness	209	3.01	1.01
93		Orderliness	211	2.99	1.01
94		Intercultural Communication	204	2.98	1.04
95		Innovative	206	2.98	0.95
96		Unstructured Problem Solving	211	2.98	1.04
97		Strategic Thinking	211	2.97	1.01
98		Recognizes and Rewards Good Performance	207	2.95	1.03
99		Army Self-Efficacy	205	2.95	1.02
100		Troubleshooting	210	2.94	1.05
101		Intellectual Efficiency	210	2.90	0.99
102		Tolerance for Ambiguity	204	2.90	1.00
103		Systems Thinking	209	2.89	1.02
104		Assertiveness	208	2.87	1.02
105		Awareness of Cognitive Biases	212	2.87	1.03
106		Humility	208	2.86	1.05
107		Encourages Discourse	203	2.86	1.05
108		Resource Management	204	2.84	1.03
109		Delegating	204	2.84	1.02
110		Basic Computer Skills	210	2.80	1.01
111		MOS/Branch-Specific Knowledge and Skill	207	2.78	1.12
112		Empathy	209	2.75	1.09
113		Non-Delinquency	210	2.72	1.09
114		Project Manager	205	2.70	1.03
115		Consideration	208	2.69	1.04
116		Optimism	209	2.68	1.06
117		Spatially Intelligent	206	2.65	1.04
118		Process-Disciplined	207	2.65	1.06
119		Introspective	206	2.65	1.02
120		Consensus Building	207	2.58	1.03
121		Interest in Leadership	201	2.55	1.09
122		Investigative Interests	204	2.53	1.10
123		Spatial Orientation	205	2.52	1.07
124		Quantitative Reasoning	207	2.51	1.11
125		Curiosity	207	2.51	1.06
126		Perceptual Speed And Accuracy	208	2.47	1.07
127		Sociability	207	2.46	1.09
128		Safety Compliance	203	2.46	1.15
129		Knowledge of Processes and Procedures	208	2.45	1.11
130		Specialized Expertise	198	2.45	1.18
131		Response Orientation	206	2.44	1.10
132		Autonomy	205	2.39	1.13
133		Cultural Awareness	202	2.37	1.13
134		Affiliation	205	2.35	1.10
135		Enthusiasm	205	2.34	1.11
136		Health and Fitness Orientation	200	2.31	1.12

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Spatial Visualization	202	2.26	1.14
138		Realistic Interests	207	2.26	1.14
139		Physically Fit	203	2.23	1.14
140		Evaluating Compliance	207	2.21	1.18
141		Cultural/ Interpersonal Adaptability	202	2.18	1.18
142		Interdisciplinary	206	2.16	1.15
143		Prudent Risk-Taker	205	2.13	1.18
144		Quality Control Analysis	196	2.07	1.21
145		Locus of Control	202	2.04	1.19
146		Working with the Public	199	1.99	1.28
147		Physical Coordination	196	1.97	1.21
148		Social Interests	202	1.97	1.18
149		Knowledge of System Inter-Relations	203	1.96	1.21
150		Pattern Recognition	209	1.95	1.20
151		Reaction Time	194	1.93	1.26
152		Proficiency with Mission Systems	197	1.93	1.23
153		Maintains Relevant Geopolitical Awareness	199	1.92	1.21
154		Balance	195	1.90	1.20
155		Working in Multidisciplinary Contexts	199	1.87	1.25
156		Physical Endurance	201	1.87	1.24
157		Control Precision	191	1.83	1.23
158		Basic Mathematics	185	1.83	1.11
159		Physical Strength	201	1.82	1.26
160		Soldier Common Task Knowledge and Skills	196	1.81	1.30
161		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	199	1.80	1.25
162		Financial Management	196	1.73	1.24
163		Cross-Culturally Fluent	200	1.67	1.28
164		Knowledge Management	186	1.62	1.25
165		Technologically Adept	181	1.58	1.18
166		Conventional Interests	191	1.57	1.22
167		Knowledge of Combined Arms Operations	198	1.57	1.32
168		Bodily-Kinesthetic	196	1.53	1.29
169		Enterprising Interests	196	1.48	1.30
170		Information and Systems Security	173	1.48	1.28
171		Advanced Computer Skills	206	1.39	1.19
172		Mathematics Knowledge	180	1.36	1.14
173		Cyber Knowledge	170	1.34	1.26
174		Mathematical Reasoning	175	1.27	1.20
175		General Science	164	1.25	1.16
176		Inspecting Equipment, Objects, Structures, or Materials	169	1.23	1.31
177		Basic Mechanical Knowledge	155	1.13	1.11
178		Science methods	169	1.12	1.19
179		Language Learning Ability	193	1.11	1.49
180		Basic Electronics Knowledge	154	1.08	1.15
181		Mechanically and Technologically Savvy	143	1.04	1.14
182		Mechanical Comprehension	144	1.03	1.13
183		Data Science	146	0.95	1.32

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	Auto and Shop Information		144	0.93	1.14
185	Machine/Equipment Installation		130	0.92	1.15
186	Innovating Technology		139	0.91	1.34
187	Advanced Mathematics		153	0.86	1.19
188	Artistic Interests		177	0.86	1.36
189	Machiavellianism		157	0.81	1.56
190	Database Programming and Engineering		135	0.80	1.31
191	Swimming		143	0.78	1.34
192	Hostility to Authority		169	0.76	1.61
193	Systems Architecture and Engineering		127	0.75	1.38
194	Software Development		131	0.73	1.36
195	Web Development		127	0.68	1.36
196	Attention Seeking		185	0.58	1.55

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 E13*CMF 35 (Military Intelligence) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	550	3.84	0.86
2	Reading Comprehension	550	3.83	0.86
3	Sound Judgement	543	3.83	0.86
4	Critical Thinking	549	3.77	0.87
5	Time Management	544	3.77	0.86
6	Processes Information and Data	543	3.76	0.87
7	Adaptability	545	3.75	0.86
8	Stress Tolerance	542	3.75	0.88
9	Communicator	550	3.74	0.88
10	Dependability	547	3.71	0.88
11	Detail-Focused and Precise	547	3.67	0.88
12	Active Listening	547	3.66	0.87
13	Attentiveness	548	3.64	0.87
14	Mental Agility	547	3.61	0.91
15	General Cognitive Aptitude	544	3.60	0.87
16	Self-Management	547	3.60	0.90
17	Written Communication	548	3.60	0.91
18	Oral Communication Skill	548	3.58	0.91
19	Analytical Thinking	546	3.57	0.93
20	Resilience	540	3.45	0.91
21	Cooperation/Teamwork	548	3.44	0.92
22	Analyzes and Organizes Information to Create Knowledge	538	3.43	0.93
23	Focus	547	3.42	0.92
24	Perceptive	546	3.38	0.92
25	Problem Sensitivity	545	3.36	0.93
26	Creative Problem Solving and Innovation	541	3.33	0.96
27	Problem Solver	543	3.33	0.94
28	Analyze Data or Information	547	3.30	0.98
29	Coordination	549	3.29	0.95
30	Self-Control	540	3.26	0.95
31	Active Learning	549	3.26	0.95
32	Discipline	547	3.23	0.95
33	Basic Computer Skills	547	3.23	0.97
34	Initiative	543	3.20	0.96
35	Decision Making	545	3.19	0.98
36	Verbal Reasoning	541	3.19	0.98
37	Structured Problem Solving	539	3.17	0.97
38	Cognitive Flexibility	542	3.16	1.00
39	Sustains a Climate of Trust	535	3.15	1.02
40	Oral and Nonverbal Comprehension	546	3.15	1.00
41	Emotional Control	542	3.13	0.98
42	Interdisciplinary Reasoning	544	3.13	0.98
43	Training and Developing Others	537	3.12	1.00

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44		Learning Orientation	542	3.11	0.96
45		Persistence	548	3.09	0.96
46		Task Planning and Management	533	3.08	0.97
47		Situational Awareness	540	3.07	1.03
48		Self-Efficacy	539	3.06	0.97
49		Interpersonal Tact	543	3.04	0.99
50		Creates a Learning Environment	537	3.03	1.01
51		Reflective Thinking	537	2.99	1.02
52		Information Ordering	542	2.98	1.00
53		Mentoring	536	2.96	1.03
54		Leads By Example	541	2.95	1.03
55		Multi-Tasking	543	2.94	1.04
56		Tolerance	538	2.92	1.01
57		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	540	2.89	1.04
58		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	545	2.88	1.05
59		MOS/Branch-Specific Knowledge and Skill	527	2.87	1.10
60		Perspective Taking	543	2.85	1.01
61		Assesses Developmental Needs of Others	537	2.82	1.05
62		Memory	546	2.82	1.03
63		Unstructured Problem Solving	540	2.81	1.06
64		Innovative	543	2.78	1.03
65		Enforces Standards	541	2.77	1.08
66		Even-Tempered	543	2.76	1.04
67		Strategic Thinking	541	2.76	1.09
68		Interdisciplinary	532	2.75	1.03
69		Balances Mission and Welfare of Followers	525	2.74	1.09
70		Systems Thinking	537	2.74	1.05
71		Awareness of Cognitive Biases	538	2.72	1.11
72		Instructing	533	2.72	1.08
73		Cooperation	546	2.71	1.06
74		Improves the Organization	541	2.71	1.06
75		Providing Feedback	539	2.71	1.08
76		Motivating Others	539	2.70	1.06
77		Virtue	535	2.70	1.07
78		Intellectual Efficiency	539	2.69	1.09
79		Shared Leadership	535	2.69	1.07
80		Army Values	544	2.68	1.11
81		Organizational Perspective	541	2.68	1.07
82		Social Perceptiveness	542	2.67	1.06
83		Team Planning	542	2.67	1.10
84		Team Development	540	2.67	1.10
85		Interpersonal Relationship Building	542	2.65	1.07
86		Tolerance for Ambiguity	537	2.64	1.10
87		Conflict Management	543	2.63	1.07
88		Troubleshooting	540	2.62	1.09
89		Adjustment	539	2.62	1.07

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Working in Multidisciplinary Contexts	530	2.61	1.08
91		Team Building	543	2.60	1.11
92		Military And Professional Bearing	541	2.57	1.14
93		Team Orientation	545	2.55	1.12
94		Achievement Orientation	546	2.54	1.05
95		Intercultural Communication	533	2.53	1.14
96		Curiosity	545	2.53	1.09
97		Knowledge of Processes and Procedures	530	2.52	1.07
98		Monitoring	536	2.52	1.09
99		Project Manager	526	2.51	1.09
100		Peer Leadership	537	2.51	1.10
101		Encourages Discourse	542	2.49	1.13
102		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	532	2.48	1.12
103		Delegating	534	2.42	1.13
104		Orderliness	541	2.42	1.10
105		Coordinating Multiple Groups	536	2.42	1.16
106		Investigative Interests	533	2.42	1.12
107		Resource Management	526	2.40	1.12
108		Assessing And Mitigating Harm	541	2.40	1.16
109		Maintains Relevant Geopolitical Awareness	522	2.39	1.16
110		Warrior Ethos/Service Ethos	536	2.38	1.17
111		Process-Disciplined	528	2.37	1.10
112		Inspirational Leader	534	2.35	1.12
113		Recognizes and Rewards Good Performance	528	2.34	1.17
114		Encourages Fairness and Inclusiveness	534	2.32	1.19
115		Improves Unit Performance	531	2.32	1.16
116		Army Self-Efficacy	533	2.31	1.17
117		Cultural Awareness	523	2.30	1.15
118		Selflessness	536	2.30	1.15
119		Knowledge of System Inter-Relations	523	2.26	1.14
120		Humility	539	2.25	1.18
121		Perceptual Speed And Accuracy	536	2.24	1.12
122		Cultural/ Interpersonal Adaptability	516	2.21	1.17
123		Non-Delinquency	542	2.18	1.18
124		Pattern Recognition	537	2.18	1.17
125		Consideration	539	2.17	1.13
126		Quality Control Analysis	494	2.17	1.17
127		Assertiveness	538	2.14	1.16
128		Optimism	516	2.13	1.17
129		Spatially Intelligent	530	2.13	1.16
130		Commitment to Serve	539	2.12	1.23
131		Proficiency with Mission Systems	508	2.11	1.21
132		Autonomy	537	2.11	1.23
133		Empathy	524	2.11	1.19
134		Evaluating Compliance	520	2.10	1.19
135		Quantitative Reasoning	532	2.09	1.23
136		Consensus Building	539	2.06	1.16

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Enthusiasm	536	2.04	1.14
138		Affiliation	541	2.03	1.16
139		Knowledge Management	508	1.97	1.23
140		Introspective	540	1.96	1.19
141		Sociability	534	1.94	1.21
142		Locus of Control	519	1.92	1.18
143		Specialized Expertise	501	1.90	1.30
144		Interest in Leadership	524	1.89	1.23
145		Cross-Culturally Fluent	508	1.87	1.24
146		Spatial Orientation	524	1.85	1.20
147		Technologically Adept	502	1.85	1.23
148		Response Orientation	524	1.85	1.25
149		Spatial Visualization	523	1.81	1.22
150		Social Interests	525	1.76	1.21
151		Prudent Risk-Taker	524	1.70	1.28
152		Safety Compliance	497	1.67	1.27
153		Health and Fitness Orientation	496	1.67	1.21
154		Physically Fit	495	1.66	1.20
155		Knowledge of Combined Arms Operations	495	1.66	1.27
156		Information and Systems Security	478	1.64	1.28
157		Basic Mathematics	474	1.61	1.19
158		Financial Management	462	1.60	1.28
159		Realistic Interests	523	1.59	1.28
160		Physical Endurance	486	1.55	1.20
161		Cyber Knowledge	480	1.51	1.28
162		Physical Strength	490	1.48	1.21
163		Advanced Computer Skills	518	1.48	1.26
164		Conventional Interests	499	1.42	1.23
165		General Science	431	1.38	1.14
166		Working with the Public	447	1.37	1.36
167		Mathematics Knowledge	433	1.33	1.15
168		Reaction Time	460	1.32	1.30
169		Soldier Common Task Knowledge and Skills	497	1.32	1.35
170		Physical Coordination	456	1.31	1.27
171		Enterprising Interests	496	1.30	1.31
172		Bodily-Kinesthetic	462	1.28	1.24
173		Mathematical Reasoning	434	1.26	1.20
174		Balance	460	1.26	1.29
175		Control Precision	436	1.25	1.29
176		Science methods	418	1.22	1.18
177		Basic Electronics Knowledge	397	1.18	1.22
178		Inspecting Equipment, Objects, Structures, or Materials	378	1.17	1.27
179		Basic Mechanical Knowledge	378	1.14	1.11
180		Data Science	413	1.12	1.37
181		Mechanically and Technologically Savvy	355	1.09	1.24
182		Mechanical Comprehension	336	1.00	1.19
183		Language Learning Ability	449	0.99	1.51

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184		Systems Architecture and Engineering	368	0.96	1.44
185		Innovating Technology	377	0.93	1.41
186		Artistic Interests	441	0.90	1.23
187		Machine/Equipment Installation	318	0.90	1.24
188		Database Programming and Engineering	350	0.90	1.37
189		Auto and Shop Information	300	0.86	1.08
190		Advanced Mathematics	364	0.82	1.18
191		Hostility to Authority	413	0.81	1.52
192		Software Development	337	0.75	1.35
193		Swimming	322	0.72	1.19
194		Web Development	335	0.67	1.34
195		Machiavellianism	381	0.67	1.57
196		Attention Seeking	446	0.61	1.30

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 E14*MOS 36B (Financial Management Technician) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Cooperation/Teamwork	48	4.65	0.65
2	Attentiveness	50	4.52	0.67
3	Processes Information and Data	50	4.48	0.66
4	Leads By Example	46	4.47	0.72
5	Resilience	49	4.43	0.71
6	Sound Judgement	50	4.40	0.74
7	Focus	50	4.27	0.71
8	Enforces Standards	48	4.25	0.77
9	Self-Management	50	4.25	0.76
10	Time Management	50	4.23	0.76
11	Mental Agility	50	4.23	0.76
12	Active Learning	50	4.21	0.75
13	Active Listening	50	4.20	0.81
14	Discipline	50	4.19	0.75
15	Initiative	49	4.07	0.77
16	Detail-Focused and Precise	50	4.07	0.75
17	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	48	4.05	0.78
18	Encourages Fairness and Inclusiveness	47	4.03	0.77
19	Adaptability	50	4.01	0.80
20	Self-Control	49	3.99	0.80
21	Military And Professional Bearing	50	3.96	0.86
22	Improves Unit Performance	48	3.95	0.80
23	Improves the Organization	48	3.95	0.79
24	Providing Feedback	48	3.95	0.77
25	Mentoring	47	3.94	0.80
26	Motivating Others	47	3.93	0.79
27	Critical Thinking	49	3.91	0.83
28	Perceptive	50	3.90	0.77
29	Dependability	50	3.90	0.80
30	Stress Tolerance	49	3.90	0.82
31	Conflict Management	49	3.89	0.81
32	General Cognitive Aptitude	49	3.89	0.75
33	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	47	3.84	0.79
34	Peer Leadership	47	3.83	0.81
35	Army Values	50	3.82	0.88
36	Training and Developing Others	48	3.79	0.85
37	Communication Ability	49	3.78	0.89
38	Sustains a Climate of Trust	49	3.76	0.88
39	Oral Communication Skill	49	3.73	0.87
40	Recognizes and Rewards Good Performance	46	3.73	0.82
41	Troubleshooting	49	3.73	0.80
42	Analytical Thinking	50	3.71	0.90

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Orderliness	50	3.68	0.80
44		Non-Delinquency	47	3.67	0.84
45		Problem Sensitivity	50	3.66	0.87
46		Communicator	49	3.66	0.90
47		Information Ordering	49	3.64	0.83
48		Self-Efficacy	49	3.63	0.86
49		Intercultural Communication	48	3.63	0.90
50		Persistence	50	3.61	0.83
51		Team Building	47	3.59	0.88
52		Inspirational Leader	45	3.56	0.85
53		Achievement Orientation	48	3.56	0.80
54		Task Planning and Management	49	3.56	0.89
55		Analyzes and Organizes Information to Create Knowledge	49	3.55	0.90
56		Shared Leadership	48	3.55	0.87
57		Monitoring	48	3.54	0.81
58		Creates a Learning Environment	48	3.54	0.87
59		Coordination	48	3.54	0.89
60		Team Development	48	3.54	0.90
61		Interpersonal Relationship Building	48	3.53	0.83
62		Decision Making	49	3.50	0.93
63		Process-Disciplined	49	3.50	0.87
64		Assesses Developmental Needs of Others	48	3.48	0.87
65		Even-Tempered	48	3.48	0.87
66		Written Communication	50	3.46	0.96
67		Organizational Perspective	48	3.46	0.92
68		Financial Management	49	3.45	0.97
69		Emotional Control	50	3.44	0.92
70		Problem Solver	50	3.44	0.92
71		Interdisciplinary Reasoning	49	3.43	0.89
72		Army Self-Efficacy	50	3.38	0.91
73		Basic Computer Skills	49	3.37	0.90
74		Resource Management	49	3.36	0.98
75		Team Orientation	47	3.36	0.95
76		Evaluating Compliance	48	3.35	0.90
77		Oral and Nonverbal Comprehension	49	3.34	0.96
78		Coordinating Multiple Groups	48	3.33	0.94
79		Team Planning	48	3.32	0.97
80		Interpersonal Tact	49	3.31	0.91
81		Memory	50	3.26	0.89
82		Balances Mission and Welfare of Followers	49	3.22	0.95
83		Empathy	45	3.21	0.93
84		Multi-Tasking	49	3.21	0.97
85		Cooperation	49	3.20	0.94
86		Structured Problem Solving	49	3.17	0.96
87		Reading Comprehension	50	3.17	1.02
88		Knowledge of Processes and Procedures	46	3.16	0.95
89		Quantitative Reasoning	49	3.15	0.98

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Warrior Ethos/Service Ethos	50	3.11	1.04
91		Verbal Reasoning	49	3.07	1.02
92		Consensus Building	47	3.07	0.94
93		Learning Orientation	50	3.03	0.99
94		Humility	49	3.01	0.99
95		Perspective Taking	49	2.98	0.96
96		Adjustment	50	2.98	1.00
97		Tolerance	50	2.98	0.97
98		Unstructured Problem Solving	49	2.96	1.00
99		Knowledge of System Inter-Relations	46	2.95	0.99
100		Reflective Thinking	50	2.95	1.03
101		Creative Problem Solving and Innovation	50	2.95	1.03
102		Delegating	47	2.94	0.98
103		Cultural Awareness	46	2.93	1.01
104		Encourages Discourse	48	2.90	1.01
105		Cognitive Flexibility	50	2.89	1.02
106		Analyze Data or Information	49	2.88	1.09
107		Awareness of Cognitive Biases	50	2.87	1.03
108		Intellectual Efficiency	48	2.85	1.02
109		Instructing	48	2.83	1.06
110		Situational Awareness	50	2.82	1.08
111		Project Manager	47	2.82	1.05
112		Commitment to Serve	50	2.82	1.09
113		MOS/Branch-Specific Knowledge and Skill	45	2.82	1.10
114		Innovative	49	2.80	1.02
115		Assessing And Mitigating Harm	49	2.78	1.10
116		Quality Control Analysis	45	2.75	1.08
117		Virtue	48	2.75	1.07
118		Interest in Leadership	49	2.73	1.01
119		Selflessness	47	2.71	1.06
120		Social Perceptiveness	49	2.69	1.04
121		Investigative Interests	48	2.65	1.05
122		Optimism	48	2.62	1.00
123		Proficiency with Mission Systems	40	2.58	1.04
124		Perceptual Speed And Accuracy	49	2.58	1.08
125		Consideration	48	2.55	1.07
126		Cultural/ Interpersonal Adaptability	46	2.54	1.10
127		Sociability	48	2.50	1.09
128		Cross-Culturally Fluent	44	2.44	1.11
129		Strategic Thinking	49	2.43	1.14
130		Autonomy	47	2.42	1.13
131		Pattern Recognition	48	2.41	1.08
132		Systems Thinking	49	2.40	1.17
133		Working in Multidisciplinary Contexts	49	2.39	1.14
134		Knowledge of Combined Arms Operations	38	2.35	1.06
135		Soldier Common Task Knowledge and Skills	42	2.35	1.09
136		Basic Mathematics	49	2.34	1.16

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Tolerance for Ambiguity	49	2.31	1.16
138		Realistic Interests	44	2.30	1.16
139		Conventional Interests	47	2.28	1.10
140		Assertiveness	48	2.26	1.16
141		Safety Compliance	48	2.24	1.18
142		Enthusiasm	48	2.23	1.16
143		Introspective	48	2.19	1.13
144		Curiosity	49	2.15	1.09
145		Health and Fitness Orientation	46	2.14	1.11
146		Response Orientation	50	2.09	1.22
147		Advanced Computer Skills	47	2.08	1.11
148		Locus of Control	48	2.07	1.21
149		Working with the Public	45	2.04	1.24
150		Affiliation	48	2.02	1.22
151		Interdisciplinary	49	2.00	1.19
152		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	49	1.99	1.23
153		Social Interests	48	1.95	1.20
154		Mathematics Knowledge	47	1.94	1.16
155		Knowledge Management	44	1.89	1.23
156		Information and Systems Security	42	1.86	1.23
157		Enterprising Interests	44	1.86	1.19
158		Physical Coordination	41	1.81	1.12
159		Specialized Expertise	37	1.81	1.32
160		Physically Fit	46	1.80	1.19
161		Prudent Risk-Taker	48	1.74	1.27
162		Reaction Time	39	1.70	1.17
163		Control Precision	37	1.69	1.20
164		Maintains Relevant Geopolitical Awareness	43	1.68	1.29
165		Bodily-Kinesthetic	41	1.64	1.15
166		Physical Endurance	46	1.61	1.19
167		Mathematical Reasoning	48	1.61	1.27
168		Balance	40	1.61	1.25
169		Spatially Intelligent	48	1.60	1.31
170		Cyber Knowledge	43	1.54	1.18
171		Physical Strength	45	1.51	1.25
172		Spatial Orientation	47	1.50	1.31
173		Technologically Adept	42	1.50	1.38
174		Basic Electronics Knowledge	29	1.43	0.88
175		Auto and Shop Information	25	1.42	0.82
176		Basic Mechanical Knowledge	28	1.40	0.99
177		Mechanically and Technologically Savvy	27	1.35	0.89
178		Machine/Equipment Installation	27	1.31	1.04
179		Inspecting Equipment, Objects, Structures, or Materials	33	1.30	1.12
180		Spatial Visualization	44	1.30	1.38
181		Data Science	36	1.29	1.38
182		Innovating Technology	31	1.25	1.32
183		Mechanical Comprehension	28	1.20	0.98

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	Advanced Mathematics		41	1.17	1.34
185	Swimming		26	1.10	1.11
186	Artistic Interests		40	1.08	1.32
187	Web Development		34	1.07	1.29
188	General Science		39	1.01	1.24
189	Science methods		36	1.00	1.36
190	Hostility to Authority		39	0.99	1.50
191	Language Learning Ability		43	0.99	1.54
192	Software Development		33	0.98	1.23
193	Database Programming and Engineering		30	0.97	1.44
194	Systems Architecture and Engineering		31	0.97	1.28
195	Machiavellianism		34	0.85	1.57
196	Attention Seeking		38	0.67	1.54

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 E15*CMF 37 (Psychological Operations) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	31	5.61	0.48
2	Adaptability	31	5.29	0.55
3	Oral Communication Skill	31	5.29	0.55
4	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	31	5.16	0.60
5	Communicator	31	5.14	0.56
6	Oral and Nonverbal Comprehension	31	5.14	0.56
7	Cultural Awareness	31	5.08	0.61
8	Strategic Thinking	31	5.03	0.57
9	Active Listening	31	4.94	0.62
10	Interpersonal Tact	31	4.89	0.66
11	Maintains Relevant Geopolitical Awareness	31	4.89	0.66
12	Intercultural Communication	31	4.89	0.66
13	Reflective Thinking	31	4.84	0.63
14	Social Perceptiveness	31	4.75	0.67
15	Written Communication	31	4.70	0.68
16	Initiative	31	4.66	0.61
17	Self-Management	31	4.66	0.68
18	Reading Comprehension	31	4.66	0.68
19	Interpersonal Relationship Building	31	4.60	0.68
20	Perspective Taking	31	4.58	0.72
21	Processes Information and Data	30	4.58	0.68
22	Tolerance for Ambiguity	31	4.57	0.68
23	Attentiveness	31	4.49	0.66
24	Cultural/ Interpersonal Adaptability	31	4.42	0.77
25	Analyzes and Organizes Information to Create Knowledge	31	4.42	0.77
26	Stress Tolerance	30	4.41	0.73
27	Cross-Culturally Fluent	31	4.41	0.72
28	Analyze Data or Information	31	4.36	0.72
29	General Cognitive Aptitude	31	4.32	0.71
30	Sociability	31	4.30	0.67
31	Critical Thinking	31	4.28	0.77
32	Problem Sensitivity	31	4.25	0.77
33	Situational Awareness	31	4.22	0.77
34	Analytical Thinking	31	4.22	0.77
35	Verbal Reasoning	30	4.16	0.77
36	Problem Solver	31	4.15	0.74
37	Focus	31	4.15	0.69
38	Detail-Focused and Precise	31	4.14	0.70
39	Self-Control	31	4.08	0.81
40	Cognitive Flexibility	31	4.04	0.85
41	Systems Thinking	31	4.01	0.79
42	Perceptive	31	4.00	0.77

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Interdisciplinary	31	4.00	0.76
44		Tolerance	31	4.00	0.76
45		Active Learning	31	3.99	0.75
46		Even-Tempered	30	3.98	0.79
47		Decision Making	31	3.97	0.85
48		Interdisciplinary Reasoning	30	3.96	0.76
49		Working in Multidisciplinary Contexts	31	3.92	0.84
50		Sound Judgement	29	3.90	0.87
51		Learning Orientation	31	3.89	0.75
52		Conflict Management	31	3.86	0.78
53		Time Management	31	3.85	0.79
54		Mental Agility	31	3.84	0.89
55		Curiosity	30	3.84	0.69
56		Innovative	30	3.82	0.82
57		Awareness of Cognitive Biases	31	3.81	0.89
58		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	31	3.79	0.88
59		Emotional Control	31	3.75	0.87
60		MOS/Branch-Specific Knowledge and Skill	31	3.74	0.93
61		Intellectual Efficiency	31	3.74	0.81
62		Resilience	31	3.73	0.86
63		Virtue	30	3.69	0.85
64		Coordinating Multiple Groups	29	3.67	0.89
65		Team Building	31	3.62	0.91
66		Dependability	31	3.61	0.90
67		Leads By Example	30	3.56	0.90
68		Social Interests	31	3.55	0.82
69		Cooperation/Teamwork	31	3.52	0.95
70		Cooperation	31	3.50	0.95
71		Selflessness	31	3.49	0.94
72		Army Values	30	3.49	0.96
73		Empathy	31	3.48	0.91
74		Humility	31	3.48	0.91
75		Shared Leadership	30	3.48	0.87
76		Project Manager	30	3.47	0.80
77		Creative Problem Solving and Innovation	31	3.47	1.00
78		Army Self-Efficacy	30	3.44	0.94
79		Adjustment	31	3.39	0.91
80		Coordination	31	3.37	0.96
81		Organizational Perspective	30	3.36	0.89
82		Information Ordering	31	3.35	0.82
83		Self-Efficacy	31	3.34	0.88
84		Motivating Others	29	3.31	0.92
85		Persistence	31	3.30	0.91
86		Military And Professional Bearing	31	3.28	1.01
87		Working with the Public	31	3.27	1.01
88		Resource Management	30	3.27	0.91
89		Quantitative Reasoning	31	3.26	0.96

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
90	Team Orientation		31	3.26	1.00
91	Team Development		31	3.26	0.99
92	Assessing And Mitigating Harm		31	3.21	0.93
93	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		29	3.19	0.96
94	Peer Leadership		30	3.18	0.93
95	Specialized Expertise		29	3.16	1.00
96	Discipline		31	3.15	1.00
97	Unstructured Problem Solving		29	3.09	0.98
98	Task Planning and Management		30	3.08	0.96
99	Orderliness		30	3.08	0.91
100	Language Learning Ability		29	3.06	1.05
101	Team Planning		31	3.05	1.06
102	Proficiency with Mission Systems		30	3.05	0.98
103	Consensus Building		31	3.03	0.89
104	Assertiveness		31	3.03	0.87
105	Providing Feedback		31	2.99	0.96
106	Consideration		31	2.96	0.98
107	Multi-Tasking		31	2.96	0.98
108	Enterprising Interests		31	2.96	0.95
109	Sustains a Climate of Trust		31	2.95	1.06
110	Training and Developing Others		31	2.95	1.07
111	Introspective		31	2.93	0.93
112	Basic Computer Skills		31	2.93	0.97
113	Delegating		30	2.89	1.02
114	Knowledge of Processes and Procedures		31	2.87	1.01
115	Knowledge of System Inter-Relations		31	2.85	1.03
116	Physically Fit		30	2.83	1.07
117	Improves the Organization		31	2.80	1.02
118	Commitment to Serve		31	2.76	1.13
119	Achievement Orientation		31	2.75	1.06
120	Memory		31	2.74	0.98
121	Locus of Control		31	2.66	0.93
122	Structured Problem Solving		30	2.66	1.04
123	Inspirational Leader		30	2.66	1.07
124	Perceptual Speed And Accuracy		31	2.64	0.88
125	Evaluating Compliance		29	2.59	0.99
126	Pattern Recognition		31	2.58	0.92
127	Affiliation		31	2.56	1.10
128	Enforces Standards		30	2.54	1.13
129	Improves Unit Performance		31	2.53	1.09
130	Realistic Interests		31	2.52	1.03
131	Instructing		30	2.51	1.14
132	Investigative Interests		31	2.51	1.11
133	Balances Mission and Welfare of Followers		31	2.51	1.18
134	Health and Fitness Orientation		30	2.50	1.12
135	Process-Disciplined		29	2.49	0.99
136	Optimism		31	2.48	1.03

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Mentoring	31	2.47	1.17
138		Assesses Developmental Needs of Others	31	2.47	1.17
139		Knowledge of Combined Arms Operations	30	2.46	1.09
140		Non-Delinquency	31	2.45	1.15
141		Autonomy	31	2.45	1.15
142		Warrior Ethos/Service Ethos	31	2.41	1.22
143		Enthusiasm	31	2.41	1.03
144		Technologically Adept	30	2.39	1.00
145		Quality Control Analysis	29	2.34	1.06
146		Creates a Learning Environment	30	2.33	1.18
147		Spatially Intelligent	31	2.32	1.09
148		Soldier Common Task Knowledge and Skills	31	2.32	1.09
149		Interest in Leadership	31	2.31	1.19
150		Encourages Discourse	31	2.28	1.20
151		Spatial Visualization	29	2.23	1.05
152		Physical Endurance	30	2.23	1.19
153		Physical Strength	30	2.22	1.18
154		Recognizes and Rewards Good Performance	29	2.21	1.21
155		Basic Mathematics	26	2.21	0.92
156		Monitoring	31	2.20	1.15
157		Spatial Orientation	31	2.18	1.09
158		Prudent Risk-Taker	31	2.17	1.15
159		Knowledge Management	31	2.16	1.17
160		Bodily-Kinesthetic	30	2.10	1.14
161		Troubleshooting	30	2.08	1.13
162		Response Orientation	31	1.95	1.17
163		Encourages Fairness and Inclusiveness	30	1.89	1.35
164		Conventional Interests	31	1.87	1.08
165		Financial Management	29	1.78	1.32
166		Cyber Knowledge	29	1.76	1.22
167		Safety Compliance	28	1.75	1.29
168		Reaction Time	30	1.74	1.31
169		Mathematical Reasoning	27	1.67	1.00
170		General Science	25	1.60	1.00
171		Artistic Interests	30	1.59	1.25
172		Balance	30	1.55	1.35
173		Information and Systems Security	30	1.54	1.27
174		Science methods	24	1.53	0.98
175		Mathematics Knowledge	27	1.48	0.97
176		Control Precision	30	1.46	1.37
177		Advanced Computer Skills	30	1.45	1.22
178		Physical Coordination	30	1.42	1.40
179		Inspecting Equipment, Objects, Structures, or Materials	26	1.18	1.34
180		Data Science	29	1.15	1.38
181		Advanced Mathematics	22	1.15	1.07
182		Basic Mechanical Knowledge	25	1.13	1.19
183		Innovating Technology	27	1.03	1.25

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184		Machiavellianism	21	1.03	1.50
185		Database Programming and Engineering	24	0.95	1.08
186		Basic Electronics Knowledge	24	0.90	1.30
187		Web Development	25	0.89	1.20
188		Mechanically and Technologically Savvy	26	0.89	1.28
189		Mechanical Comprehension	24	0.86	1.33
190		Swimming	26	0.85	1.45
191		Software Development	23	0.83	1.17
192		Machine/Equipment Installation	21	0.81	1.39
193		Systems Architecture and Engineering	22	0.80	1.27
194		Attention Seeking	26	0.77	1.44
195		Auto and Shop Information	23	0.76	1.33
196		Hostility to Authority	22	0.66	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 inverting variance and multiplying by original mean value.

Table E16*MOS 42A (Human Resources Specialist) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Oral Communication Skill	211	4.61	0.66
2	Communication Ability	212	4.48	0.72
3	Reading Comprehension	210	4.34	0.75
4	Processes Information and Data	211	4.33	0.73
5	Active Listening	212	4.33	0.76
6	Written Communication	207	4.23	0.77
7	Mental Agility	211	4.21	0.74
8	Attentiveness	211	4.18	0.76
9	Communicator	212	4.18	0.78
10	Sound Judgement	210	4.11	0.77
11	Military And Professional Bearing	212	4.11	0.81
12	Active Learning	211	4.09	0.77
13	Self-Control	210	4.07	0.78
14	Discipline	212	4.06	0.79
15	Resilience	210	4.03	0.79
16	Emotional Control	212	4.01	0.79
17	Focus	210	4.01	0.80
18	Dependability	211	4.01	0.81
19	Stress Tolerance	210	4.01	0.81
20	Self-Management	210	4.01	0.81
21	Detail-Focused and Precise	211	3.99	0.80
22	Analytical Thinking	210	3.95	0.79
23	Decision Making	210	3.93	0.80
24	Problem Sensitivity	209	3.92	0.82
25	General Cognitive Aptitude	210	3.89	0.78
26	Enforces Standards	200	3.88	0.85
27	Army Values	212	3.84	0.87
28	Situational Awareness	206	3.82	0.84
29	Even-Tempered	211	3.79	0.83
30	Perceptive	210	3.79	0.80
31	Structured Problem Solving	208	3.77	0.82
32	Critical Thinking	211	3.76	0.84
33	Cooperation/Teamwork	210	3.75	0.84
34	Analyze Data or Information	211	3.74	0.85
35	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	210	3.74	0.86
36	Multi-Tasking	210	3.74	0.85
37	Sustains a Climate of Trust	202	3.73	0.88
38	Oral and Nonverbal Comprehension	212	3.71	0.87
39	Initiative	210	3.68	0.85
40	Encourages Fairness and Inclusiveness	200	3.68	0.88
41	Analyzes and Organizes Information to Create Knowledge	210	3.67	0.85
42	Team Building	211	3.66	0.86

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43	Problem Solver		209	3.62	0.87
44	Time Management		205	3.62	0.91
45	Cooperation		212	3.60	0.84
46	Leads By Example		203	3.59	0.92
47	Team Development		210	3.59	0.88
48	Adjustment		210	3.57	0.86
49	Virtue		210	3.57	0.89
50	Interdisciplinary Reasoning		210	3.57	0.87
51	Warrior Ethos/Service Ethos		212	3.55	0.93
52	Adaptability		210	3.55	0.89
53	Persistence		211	3.55	0.86
54	Training and Developing Others		201	3.54	0.92
55	Verbal Reasoning		211	3.54	0.89
56	Shared Leadership		201	3.53	0.89
57	Creative Problem Solving and Innovation		208	3.53	0.88
58	Team Orientation		210	3.52	0.88
59	Providing Feedback		199	3.49	0.90
60	Information Ordering		211	3.47	0.88
61	Improves the Organization		200	3.45	0.91
62	Coordination		211	3.42	0.91
63	Consideration		212	3.41	0.85
64	Army Self-Efficacy		210	3.40	0.93
65	Troubleshooting		208	3.39	0.91
66	Improves Unit Performance		197	3.39	0.93
67	Empathy		207	3.38	0.92
68	Selflessness		212	3.38	0.91
69	Interpersonal Tact		211	3.38	0.89
70	Cognitive Flexibility		209	3.37	0.89
71	Humility		211	3.36	0.90
72	Systems Thinking		207	3.35	0.90
73	Awareness of Cognitive Biases		209	3.33	0.93
74	Creates a Learning Environment		200	3.33	0.96
75	Commitment to Serve		210	3.32	0.99
76	Conflict Management		209	3.31	0.93
77	Self-Efficacy		210	3.30	0.92
78	Coordinating Multiple Groups		204	3.29	0.93
79	Peer Leadership		198	3.28	0.93
80	Organizational Perspective		204	3.28	0.94
81	Team Planning		210	3.27	0.95
82	Orderliness		212	3.24	0.96
83	Perspective Taking		209	3.24	0.91
84	Memory		211	3.24	0.94
85	Reflective Thinking		209	3.23	0.94
86	Motivating Others		203	3.22	0.96
87	Assesses Developmental Needs of Others		195	3.21	0.97
88	Monitoring		199	3.20	0.96
89	Tolerance		210	3.18	0.95

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Strategic Thinking	207	3.17	0.94
91		Recognizes and Rewards Good Performance	191	3.16	0.97
92		Mentoring	201	3.15	1.00
93		Optimism	206	3.15	0.94
94		Social Perceptiveness	208	3.12	0.94
95		Intellectual Efficiency	208	3.11	0.94
96		Balances Mission and Welfare of Followers	197	3.11	1.00
97		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	198	3.10	0.99
98		Learning Orientation	209	3.10	0.95
99		Achievement Orientation	209	3.09	0.96
100		Instructing	201	3.07	1.01
101		Non-Delinquency	212	3.06	1.00
102		Task Planning and Management	204	3.06	0.99
103		Unstructured Problem Solving	208	3.04	0.97
104		Process-Disciplined	203	3.00	0.96
105		Quantitative Reasoning	204	2.98	1.00
106		Interpersonal Relationship Building	209	2.97	0.98
107		Basic Computer Skills	210	2.97	1.01
108		MOS/Branch-Specific Knowledge and Skill	200	2.96	1.05
109		Inspirational Leader	203	2.95	1.02
110		Innovative	211	2.91	0.99
111		Resource Management	196	2.87	1.02
112		Project Manager	196	2.84	1.01
113		Intercultural Communication	208	2.83	1.08
114		Delegating	199	2.82	1.01
115		Curiosity	210	2.77	1.00
116		Tolerance for Ambiguity	206	2.75	1.04
117		Evaluating Compliance	199	2.71	1.04
118		Introspective	209	2.67	1.05
119		Affiliation	212	2.66	1.01
120		Consensus Building	202	2.63	1.06
121		Encourages Discourse	207	2.61	1.11
122		Assessing And Mitigating Harm	204	2.60	1.10
123		Assertiveness	209	2.58	1.07
124		Knowledge of Processes and Procedures	199	2.57	1.08
125		Interdisciplinary	203	2.52	1.04
126		Sociability	208	2.52	1.07
127		Interest in Leadership	204	2.51	1.12
128		Enthusiasm	211	2.46	1.08
129		Autonomy	203	2.43	1.10
130		Safety Compliance	193	2.43	1.07
131		Cultural Awareness	199	2.41	1.11
132		Quality Control Analysis	190	2.41	1.10
133		Spatially Intelligent	191	2.40	1.09
134		Social Interests	205	2.40	1.13
135		Investigative Interests	205	2.36	1.11
136		Health and Fitness Orientation	185	2.32	1.07

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Working with the Public	180	2.31	1.12
138		Perceptual Speed And Accuracy	204	2.30	1.14
139		Knowledge of System Inter-Relations	195	2.30	1.12
140		Cultural/ Interpersonal Adaptability	194	2.30	1.12
141		Response Orientation	196	2.27	1.17
142		Locus of Control	198	2.25	1.13
143		Spatial Orientation	188	2.24	1.11
144		Pattern Recognition	206	2.23	1.12
145		Maintains Relevant Geopolitical Awareness	184	2.20	1.11
146		Working in Multidisciplinary Contexts	192	2.19	1.13
147		Physically Fit	182	2.16	1.12
148		Cross-Culturally Fluent	187	2.16	1.15
149		Knowledge Management	190	2.12	1.17
150		Spatial Visualization	185	2.07	1.18
151		Physical Endurance	178	2.02	1.15
152		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	193	2.01	1.17
153		Physical Strength	179	2.00	1.14
154		Soldier Common Task Knowledge and Skills	187	1.99	1.18
155		Realistic Interests	198	1.97	1.20
156		Technologically Adept	180	1.97	1.17
157		Specialized Expertise	175	1.95	1.24
158		Prudent Risk-Taker	200	1.94	1.24
159		Advanced Computer Skills	198	1.94	1.16
160		Control Precision	160	1.90	1.17
161		Balance	165	1.88	1.20
162		Information and Systems Security	173	1.88	1.21
163		Financial Management	169	1.88	1.25
164		Reaction Time	164	1.83	1.21
165		Conventional Interests	194	1.82	1.20
166		Knowledge of Combined Arms Operations	173	1.80	1.14
167		Basic Mathematics	185	1.79	1.20
168		Physical Coordination	168	1.78	1.20
169		Proficiency with Mission Systems	184	1.76	1.26
170		Bodily-Kinesthetic	165	1.75	1.19
171		Cyber Knowledge	175	1.74	1.17
172		Enterprising Interests	192	1.60	1.25
173		Mathematical Reasoning	169	1.59	1.14
174		Mathematics Knowledge	173	1.57	1.12
175		Language Learning Ability	179	1.46	1.40
176		Innovating Technology	138	1.38	1.28
177		Artistic Interests	176	1.33	1.32
178		Hostility to Authority	164	1.32	1.45
179		Inspecting Equipment, Objects, Structures, or Materials	132	1.31	1.13
180		Basic Electronics Knowledge	128	1.26	1.16
181		Machiavellianism	148	1.23	1.46
182		Data Science	151	1.22	1.35
183		Basic Mechanical Knowledge	115	1.21	1.12

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	General Science		137	1.19	1.21
185	Science methods		133	1.17	1.17
186	Mechanically and Technologically Savvy		115	1.14	1.15
187	Database Programming and Engineering		137	1.13	1.32
188	Advanced Mathematics		148	1.11	1.19
189	Machine/Equipment Installation		109	1.10	1.12
190	Mechanical Comprehension		112	1.09	1.16
191	Software Development		134	1.05	1.35
192	Systems Architecture and Engineering		121	1.03	1.36
193	Web Development		134	0.98	1.35
194	Swimming		114	0.98	1.40
195	Auto and Shop Information		106	0.95	1.17
196	Attention Seeking		165	0.79	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 variance and multiplying by original mean value.

Table E17*MOS 42R and 42S (Musicians) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	MOS/Branch-Specific Knowledge and Skill	34	5.27	0.58
2	Dependability	36	5.06	0.60
3	Time Management	35	4.87	0.61
4	Communication Ability	36	4.84	0.65
5	Detail-Focused and Precise	35	4.60	0.70
6	Oral and Nonverbal Comprehension	36	4.56	0.70
7	Adaptability	36	4.52	0.70
8	Military And Professional Bearing	34	4.49	0.71
9	Active Listening	36	4.40	0.77
10	Empathy	35	4.30	0.74
11	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	36	4.29	0.78
12	Enforces Standards	35	4.26	0.73
13	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	34	4.23	0.73
14	Cooperation/Teamwork	36	4.22	0.77
15	Sustains a Climate of Trust	35	4.19	0.82
16	Oral Communication Skill	36	4.18	0.77
17	Interpersonal Tact	36	4.16	0.76
18	Team Planning	36	4.14	0.76
19	Recognizes and Rewards Good Performance	33	4.11	0.79
20	Sound Judgement	36	4.10	0.81
21	Attentiveness	36	4.10	0.81
22	Working with the Public	35	4.06	0.85
23	Coordination	36	4.06	0.80
24	Motivating Others	35	4.04	0.81
25	Encourages Fairness and Inclusiveness	35	3.98	0.79
26	Communicator	36	3.98	0.84
27	Self-Management	36	3.94	0.84
28	Team Orientation	36	3.92	0.83
29	Stress Tolerance	36	3.92	0.83
30	Social Perceptiveness	36	3.90	0.82
31	Leads By Example	35	3.88	0.89
32	Resilience	36	3.88	0.81
33	Improves Unit Performance	35	3.87	0.83
34	Mentoring	34	3.86	0.85
35	Providing Feedback	35	3.85	0.81
36	Creative Problem Solving and Innovation	36	3.79	0.86
37	Focus	36	3.78	0.91
38	Initiative	36	3.78	0.79
39	Perspective Taking	36	3.77	0.81
40	General Cognitive Aptitude	36	3.77	0.84
41	Training and Developing Others	35	3.74	0.85
42	Tolerance	36	3.68	0.81

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Discipline	36	3.68	0.89
44		Assesses Developmental Needs of Others	35	3.62	0.87
45		Team Development	36	3.57	0.92
46		Creates a Learning Environment	35	3.52	0.87
47		Balances Mission and Welfare of Followers	35	3.52	0.91
48		Cooperation	36	3.46	0.91
49		Interpersonal Relationship Building	36	3.45	0.92
50		Reading Comprehension	36	3.45	0.92
51		Achievement Orientation	36	3.43	0.85
52		Consensus Building	35	3.40	0.81
53		Organizational Perspective	34	3.39	0.93
54		Specialized Expertise	34	3.38	0.96
55		Cognitive Flexibility	36	3.38	0.98
56		Monitoring	35	3.38	0.83
57		Self-Control	35	3.32	0.95
58		Mental Agility	36	3.28	1.01
59		Coordinating Multiple Groups	36	3.27	1.00
60		Emotional Control	36	3.26	0.96
61		Persistence	36	3.26	0.97
62		Team Building	36	3.26	0.97
63		Memory	36	3.24	0.91
64		Army Self-Efficacy	34	3.22	0.94
65		Improves the Organization	35	3.22	0.99
66		Consideration	36	3.19	0.91
67		Tolerance for Ambiguity	36	3.18	0.97
68		Processes Information and Data	35	3.16	0.97
69		Learning Orientation	36	3.15	0.94
70		Reflective Thinking	36	3.11	0.98
71		Perceptive	36	3.11	0.98
72		Problem Sensitivity	36	3.09	1.00
73		Humility	36	3.08	1.03
74		Instructing	35	3.08	0.99
75		Task Planning and Management	35	3.07	1.00
76		Adjustment	36	3.06	0.97
77		Shared Leadership	35	3.04	1.03
78		Self-Efficacy	36	3.03	0.95
79		Decision Making	36	3.03	1.00
80		Situational Awareness	36	3.02	1.01
81		Army Values	34	3.01	1.03
82		Intercultural Communication	36	3.00	1.03
83		Conflict Management	36	2.99	1.06
84		Information Ordering	35	2.95	1.06
85		Troubleshooting	36	2.93	1.00
86		Affiliation	36	2.89	0.96
87		Commitment to Serve	34	2.88	1.03
88		Social Interests	36	2.87	0.94
89		Cultural Awareness	36	2.87	1.01

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Encourages Discourse	36	2.86	1.06
91		Problem Solver	36	2.85	1.07
92		Active Learning	36	2.85	1.03
93		Enthusiasm	36	2.81	0.99
94		Inspirational Leader	35	2.80	1.10
95		Unstructured Problem Solving	36	2.79	1.04
96		Written Communication	36	2.78	1.08
97		Innovative	36	2.77	1.05
98		Optimism	35	2.77	1.03
99		Warrior Ethos/Service Ethos	34	2.75	1.06
100		Artistic Interests	36	2.75	1.13
101		Intellectual Efficiency	36	2.74	1.07
102		Cultural/ Interpersonal Adaptability	36	2.73	1.05
103		Even-Tempered	36	2.73	1.08
104		Peer Leadership	35	2.70	1.08
105		Multi-Tasking	36	2.69	1.12
106		Curiosity	36	2.69	1.08
107		Orderliness	36	2.67	0.99
108		Physical Coordination	33	2.66	1.10
109		Sociability	36	2.65	1.07
110		Virtue	36	2.65	1.07
111		Autonomy	35	2.63	1.10
112		Structured Problem Solving	36	2.60	1.08
113		Health and Fitness Orientation	34	2.57	0.96
114		Selflessness	36	2.54	1.13
115		Non-Delinquency	36	2.48	1.12
116		Resource Management	35	2.44	1.10
117		Project Manager	35	2.43	1.13
118		Assertiveness	36	2.43	1.03
119		Critical Thinking	36	2.43	1.18
120		Analyzes and Organizes Information to Create Knowledge	36	2.39	1.18
121		Interest in Leadership	36	2.39	1.13
122		Basic Computer Skills	36	2.38	1.08
123		Delegating	35	2.31	1.17
124		Perceptual Speed And Accuracy	36	2.30	1.17
125		Pattern Recognition	36	2.30	1.17
126		Analytical Thinking	36	2.25	1.23
127		Verbal Reasoning	35	2.24	1.22
128		Working in Multidisciplinary Contexts	35	2.23	1.09
129		Introspective	36	2.22	1.13
130		Physically Fit	33	2.20	1.09
131		Awareness of Cognitive Biases	36	2.19	1.20
132		Interdisciplinary	36	2.17	1.11
133		Maintains Relevant Geopolitical Awareness	36	2.14	1.13
134		Spatially Intelligent	36	2.10	1.16
135		Interdisciplinary Reasoning	36	2.04	1.27
136		Spatial Orientation	36	2.02	1.18

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Cross-Culturally Fluent	35	2.01	1.13
138		Safety Compliance	34	1.99	1.15
139		Strategic Thinking	36	1.99	1.23
140		Realistic Interests	36	1.98	1.14
141		Basic Mathematics	31	1.98	0.88
142		Bodily-Kinesthetic	33	1.97	1.12
143		Physical Strength	33	1.96	1.11
144		Spatial Visualization	36	1.96	1.13
145		Control Precision	31	1.95	1.29
146		Response Orientation	36	1.93	1.28
147		Reaction Time	33	1.93	1.29
148		Prudent Risk-Taker	34	1.91	1.21
149		Balance	33	1.89	1.19
150		Physical Endurance	34	1.86	1.20
151		Analyze Data or Information	36	1.84	1.31
152		Enterprising Interests	36	1.81	1.14
153		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	34	1.80	1.15
154		Quality Control Analysis	33	1.80	1.21
155		Knowledge of Processes and Procedures	32	1.79	1.11
156		Process-Disciplined	35	1.77	1.23
157		Evaluating Compliance	33	1.71	1.19
158		Technologically Adept	36	1.67	1.01
159		Basic Electronics Knowledge	22	1.62	0.85
160		Systems Thinking	36	1.61	1.31
161		Knowledge Management	32	1.61	1.01
162		Soldier Common Task Knowledge and Skills	30	1.59	1.24
163		Mathematics Knowledge	29	1.54	0.99
164		Conventional Interests	36	1.53	1.11
165		Mathematical Reasoning	27	1.48	1.05
166		Inspecting Equipment, Objects, Structures, or Materials	24	1.46	0.97
167		Financial Management	32	1.43	1.24
168		Advanced Computer Skills	31	1.43	0.99
169		Knowledge of System Inter-Relations	32	1.40	1.33
170		Locus of Control	34	1.40	1.36
171		Information and Systems Security	27	1.40	1.01
172		Mechanically and Technologically Savvy	24	1.39	0.72
173		Basic Mechanical Knowledge	21	1.38	0.89
174		Investigative Interests	34	1.35	1.35
175		Auto and Shop Information	17	1.33	0.75
176		Machine/Equipment Installation	19	1.26	0.75
177		Mechanical Comprehension	21	1.21	0.98
178		Assessing And Mitigating Harm	35	1.20	1.44
179		Science methods	26	1.10	1.16
180		General Science	25	1.06	1.17
181		Cyber Knowledge	30	1.05	1.17
182		Language Learning Ability	30	1.02	1.51
183		Quantitative Reasoning	35	1.00	1.56

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184		Proficiency with Mission Systems	28	0.99	1.47
185		Innovating Technology	24	0.98	1.02
186		Knowledge of Combined Arms Operations	23	0.97	1.31
187		Database Programming and Engineering	20	0.90	1.15
188		Data Science	23	0.80	1.13
189		Advanced Mathematics	22	0.79	0.97
190		Attention Seeking	34	0.70	1.40
191		Web Development	22	0.60	0.91
192		Swimming	16	0.54	1.03
193		Systems Architecture and Engineering	18	0.54	0.92
194		Hostility to Authority	27	0.44	1.58
195		Software Development	20	0.42	0.81
196		Machiavellianism	26	0.40	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 inverting variance and multiplying by original mean value.

Table E18*CMF 51 (Quartermaster) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Written Communication	35	5.69	0.49
2	Reading Comprehension	35	5.69	0.49
3	Communicator	35	5.49	0.52
4	Attentiveness	35	5.35	0.54
5	Focus	35	5.21	0.55
6	Communication Ability	35	5.09	0.60
7	Sound Judgement	35	4.98	0.64
8	Critical Thinking	35	4.92	0.61
9	General Cognitive Aptitude	35	4.92	0.61
10	Problem Sensitivity	35	4.84	0.61
11	Processes Information and Data	35	4.71	0.66
12	Multi-Tasking	35	4.68	0.66
13	Problem Solver	35	4.65	0.66
14	Structured Problem Solving	35	4.65	0.66
15	Oral Communication Skill	34	4.64	0.66
16	Discipline	35	4.61	0.66
17	Analyzes and Organizes Information to Create Knowledge	35	4.59	0.65
18	Dependability	35	4.56	0.70
19	Active Listening	35	4.56	0.70
20	Decision Making	35	4.47	0.70
21	Self-Management	35	4.42	0.74
22	Creative Problem Solving and Innovation	35	4.42	0.74
23	Interdisciplinary Reasoning	35	4.41	0.69
24	Detail-Focused and Precise	35	4.36	0.74
25	Mental Agility	35	4.36	0.74
26	Analyze Data or Information	35	4.33	0.74
27	Strategic Thinking	35	4.26	0.73
28	Information Ordering	35	4.17	0.78
29	Active Learning	35	4.17	0.78
30	Verbal Reasoning	35	4.12	0.77
31	Learning Orientation	35	4.11	0.75
32	Perceptive	35	4.10	0.73
33	Process-Disciplined	34	4.09	0.77
34	Analytical Thinking	35	4.02	0.81
35	Achievement Orientation	35	3.98	0.73
36	Awareness of Cognitive Biases	35	3.97	0.75
37	Cooperation/Teamwork	35	3.92	0.85
38	Coordination	35	3.87	0.83
39	Reflective Thinking	35	3.87	0.83
40	Basic Computer Skills	35	3.86	0.82
41	Time Management	32	3.80	0.87
42	Leads By Example	33	3.80	0.84
43	Quality Control Analysis	34	3.76	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44		Troubleshooting	35	3.75	0.86
45		Cognitive Flexibility	35	3.75	0.87
46		Interpersonal Tact	35	3.74	0.80
47		Cooperation	35	3.74	0.85
48		Stress Tolerance	34	3.74	0.88
49		Initiative	34	3.74	0.88
50		Non-Delinquency	35	3.73	0.83
51		Perspective Taking	35	3.72	0.75
52		Interpersonal Relationship Building	35	3.72	0.75
53		Oral and Nonverbal Comprehension	34	3.71	0.83
54		Self-Control	35	3.63	0.88
55		Systems Thinking	35	3.62	0.86
56		Encourages Discourse	35	3.62	0.87
57		Adaptability	34	3.60	0.89
58		Evaluating Compliance	34	3.60	0.88
59		Adjustment	35	3.57	0.82
60		Consideration	35	3.54	0.85
61		Sustains a Climate of Trust	32	3.54	0.93
62		Army Values	35	3.54	0.93
63		Interdisciplinary	35	3.52	0.80
64		Self-Efficacy	35	3.52	0.89
65		Improves the Organization	33	3.49	0.85
66		Social Perceptiveness	34	3.49	0.81
67		Motivating Others	33	3.48	0.86
68		Organizational Perspective	33	3.46	0.88
69		Investigative Interests	34	3.42	0.87
70		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	35	3.42	0.95
71		Encourages Fairness and Inclusiveness	32	3.41	0.92
72		Memory	35	3.32	0.93
73		Virtue	35	3.32	0.93
74		Intercultural Communication	35	3.32	0.94
75		Unstructured Problem Solving	35	3.32	0.96
76		Mentoring	32	3.31	0.99
77		Humility	35	3.23	0.96
78		Assesses Developmental Needs of Others	32	3.20	0.99
79		Working in Multidisciplinary Contexts	35	3.20	0.92
80		Resilience	35	3.13	0.99
81		Military And Professional Bearing	35	3.13	1.00
82		Orderliness	35	3.13	1.00
83		Team Orientation	35	3.13	1.00
84		Commitment to Serve	35	3.07	1.00
85		Sociability	33	3.05	0.92
86		Monitoring	32	3.05	0.94
87		MOS/Branch-Specific Knowledge and Skill	34	3.04	1.10
88		Shared Leadership	33	3.02	0.98
89		Enforces Standards	32	3.00	1.04

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	34	3.00	0.94
91		Providing Feedback	32	2.99	0.98
92		Consensus Building	33	2.96	0.95
93		Team Development	35	2.95	1.05
94		Knowledge of System Inter-Relations	33	2.95	1.00
95		Warrior Ethos/Service Ethos	35	2.94	1.07
96		Working with the Public	34	2.94	1.03
97		Conflict Management	34	2.94	1.03
98		Coordinating Multiple Groups	35	2.90	1.04
99		Financial Management	32	2.90	1.01
100		Recognizes and Rewards Good Performance	32	2.90	1.01
101		Cultural Awareness	34	2.88	0.96
102		Peer Leadership	33	2.88	1.01
103		Cultural/ Interpersonal Adaptability	34	2.84	0.96
104		Emotional Control	35	2.83	1.06
105		Interest in Leadership	34	2.79	0.97
106		Team Building	35	2.78	1.11
107		Selflessness	35	2.78	1.06
108		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	33	2.73	1.09
109		Team Planning	35	2.72	1.12
110		Assertiveness	34	2.71	1.05
111		Innovative	34	2.71	1.02
112		Persistence	35	2.69	1.06
113		Tolerance	34	2.68	1.04
114		Affiliation	35	2.66	1.08
115		Army Self-Efficacy	35	2.66	1.08
116		Maintains Relevant Geopolitical Awareness	33	2.66	0.97
117		Intellectual Efficiency	34	2.65	1.10
118		Inspirational Leader	33	2.64	1.08
119		Task Planning and Management	32	2.63	1.11
120		Improves Unit Performance	32	2.61	1.08
121		Introspective	35	2.60	1.06
122		Quantitative Reasoning	35	2.59	1.14
123		Knowledge of Processes and Procedures	34	2.57	1.13
124		Creates a Learning Environment	32	2.54	1.21
125		Optimism	35	2.51	1.07
126		Curiosity	35	2.51	1.06
127		Balances Mission and Welfare of Followers	30	2.51	1.14
128		Training and Developing Others	32	2.49	1.18
129		Even-Tempered	35	2.48	1.12
130		Empathy	34	2.46	1.07
131		Project Manager	31	2.45	1.15
132		Instructing	32	2.43	1.19
133		Response Orientation	35	2.41	1.11
134		Perceptual Speed And Accuracy	35	2.40	1.09
135		Prudent Risk-Taker	34	2.36	1.12

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
136		Delegating	32	2.33	1.14
137		Autonomy	35	2.31	1.19
138		Basic Mathematics	32	2.29	1.19
139		Pattern Recognition	35	2.26	1.12
140		Resource Management	30	2.26	1.17
141		Enterprising Interests	33	2.25	1.06
142		Assessing And Mitigating Harm	34	2.23	1.20
143		Enthusiasm	34	2.21	1.16
144		Spatially Intelligent	35	2.16	1.12
145		Situational Awareness	35	2.16	1.27
146		Advanced Computer Skills	35	2.16	1.03
147		Cross-Culturally Fluent	34	2.12	1.10
148		Realistic Interests	32	2.11	1.21
149		Safety Compliance	34	2.11	1.29
150		Social Interests	34	2.08	1.21
151		Tolerance for Ambiguity	34	2.05	1.23
152		Locus of Control	33	1.93	1.25
153		Balance	26	1.90	1.20
154		Spatial Orientation	35	1.89	1.18
155		Conventional Interests	34	1.86	1.10
156		Spatial Visualization	35	1.81	1.20
157		Mathematics Knowledge	33	1.75	1.24
158		Mathematical Reasoning	33	1.75	1.28
159		Knowledge Management	31	1.58	1.36
160		Specialized Expertise	34	1.57	1.45
161		Information and Systems Security	30	1.42	1.33
162		Advanced Mathematics	32	1.41	1.08
163		Cyber Knowledge	31	1.39	1.26
164		Proficiency with Mission Systems	31	1.36	1.36
165		Physically Fit	28	1.33	1.35
166		Control Precision	24	1.32	1.44
167		Inspecting Equipment, Objects, Structures, or Materials	24	1.27	1.31
168		Physical Coordination	26	1.22	1.43
169		Technologically Adept	31	1.21	1.44
170		General Science	31	1.20	1.21
171		Health and Fitness Orientation	27	1.20	1.35
172		Artistic Interests	29	1.19	1.31
173		Soldier Common Task Knowledge and Skills	31	1.15	1.38
174		Knowledge of Combined Arms Operations	28	1.12	1.43
175		Physical Endurance	27	1.10	1.41
176		Physical Strength	26	1.08	1.37
177		Mechanically and Technologically Savvy	19	1.07	1.15
178		Mechanical Comprehension	17	1.05	1.22
179		Machine/Equipment Installation	16	1.02	1.18
180		Reaction Time	24	1.01	1.47
181		Science methods	30	1.01	1.28
182		Bodily-Kinesthetic	25	0.98	1.43

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
183	Language Learning Ability		34	0.98	1.50
184	Basic Electronics Knowledge		19	0.97	1.39
185	Innovating Technology		24	0.96	1.45
186	Basic Mechanical Knowledge		16	0.95	1.31
187	Hostility to Authority		26	0.93	1.57
188	Data Science		23	0.87	1.37
189	Machiavellianism		23	0.78	1.59
190	Software Development		20	0.78	1.29
191	Attention Seeking		27	0.73	1.58
192	Swimming		18	0.69	1.35
193	Auto and Shop Information		15	0.67	1.41
194	Web Development		19	0.67	1.33
195	Database Programming and Engineering		19	0.65	1.49
196	Systems Architecture and Engineering		18	0.57	1.57

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 E19*MOS 56M (Religious Affairs Specialist) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	43	5.21	0.57
2	Stress Tolerance	43	4.78	0.63
3	Attentiveness	43	4.59	0.67
4	Resilience	43	4.39	0.74
5	Cooperation	42	4.25	0.72
6	Active Listening	43	4.24	0.82
7	Army Values	42	4.22	0.83
8	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	43	4.14	0.80
9	Adaptability	43	4.11	0.79
10	Communication Ability	43	4.11	0.79
11	Communicator	43	4.09	0.79
12	Cooperation/Teamwork	42	4.07	0.80
13	Military And Professional Bearing	41	4.01	0.84
14	Leads By Example	42	4.01	0.83
15	Emotional Control	43	3.98	0.81
16	Decision Making	43	3.97	0.81
17	Mental Agility	43	3.97	0.81
18	Dependability	43	3.88	0.84
19	Initiative	43	3.88	0.84
20	Problem Solver	43	3.87	0.84
21	Oral Communication Skill	43	3.87	0.84
22	Processes Information and Data	42	3.83	0.84
23	Structured Problem Solving	42	3.81	0.81
24	Tolerance	43	3.79	0.87
25	Discipline	42	3.78	0.88
26	Self-Control	43	3.76	0.86
27	Consideration	43	3.66	0.83
28	Problem Sensitivity	43	3.66	0.87
29	General Cognitive Aptitude	43	3.66	0.84
30	Time Management	42	3.65	0.89
31	Reading Comprehension	42	3.65	0.89
32	Analyzes and Organizes Information to Create Knowledge	42	3.63	0.86
33	Self-Management	43	3.58	0.91
34	Enforces Standards	43	3.58	0.86
35	Perceptive	43	3.57	0.88
36	Detail-Focused and Precise	43	3.57	0.90
37	Sustains a Climate of Trust	43	3.57	0.96
38	Commitment to Serve	42	3.56	0.92
39	Selflessness	42	3.56	0.92
40	Analytical Thinking	42	3.55	0.91
41	Creates a Learning Environment	42	3.54	0.90
42	Warrior Ethos/Service Ethos	42	3.50	0.96
43	Focus	43	3.49	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44	Persistence		43	3.49	0.89
45	Conflict Management		42	3.47	0.94
46	Written Communication		42	3.45	0.93
47	Humility		41	3.43	0.91
48	Motivating Others		43	3.41	0.90
49	Situational Awareness		43	3.41	0.95
50	Verbal Reasoning		43	3.41	0.93
51	Oral and Nonverbal Comprehension		43	3.40	0.95
52	Creative Problem Solving and Innovation		43	3.40	0.92
53	Monitoring		42	3.38	0.85
54	Coordination		42	3.38	0.96
55	Resource Management		42	3.38	0.94
56	MOS/Branch-Specific Knowledge and Skill		42	3.38	0.94
57	Critical Thinking		42	3.37	0.95
58	Providing Feedback		43	3.33	0.94
59	Interpersonal Relationship Building		43	3.32	0.97
60	Task Planning and Management		42	3.30	0.94
61	Reflective Thinking		42	3.29	0.95
62	Awareness of Cognitive Biases		43	3.25	0.95
63	Interpersonal Tact		43	3.25	1.00
64	Multi-Tasking		42	3.25	0.94
65	Cognitive Flexibility		43	3.22	0.93
66	Information Ordering		43	3.22	0.93
67	Training and Developing Others		42	3.22	0.97
68	Even-Tempered		42	3.21	1.00
69	Adjustment		43	3.19	0.91
70	Intellectual Efficiency		42	3.17	0.95
71	Virtue		43	3.17	1.01
72	Peer Leadership		42	3.16	0.92
73	Troubleshooting		43	3.15	0.91
74	Memory		43	3.13	0.98
75	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		41	3.12	0.99
76	Team Building		43	3.10	1.01
77	Active Learning		43	3.10	1.01
78	Systems Thinking		42	3.10	0.98
79	Team Planning		43	3.09	1.02
80	Social Perceptiveness		42	3.08	1.00
81	Mentoring		42	3.08	1.00
82	Organizational Perspective		42	3.08	1.01
83	Unstructured Problem Solving		42	3.05	0.98
84	Optimism		43	3.03	1.02
85	Innovative		42	3.01	0.97
86	Army Self-Efficacy		42	2.99	1.04
87	Perspective Taking		43	2.98	1.02
88	Basic Computer Skills		43	2.97	0.99
89	Interdisciplinary Reasoning		43	2.97	0.99
90	Balances Mission and Welfare of Followers		43	2.95	1.06

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
91		Recognizes and Rewards Good Performance	42	2.94	1.00
92		Cultural Awareness	42	2.93	1.06
93		Self-Efficacy	42	2.91	1.02
94		Inspirational Leader	42	2.88	1.01
95		Project Manager	42	2.86	1.07
96		Strategic Thinking	42	2.85	1.09
97		Improves the Organization	43	2.84	1.07
98		Assesses Developmental Needs of Others	42	2.81	1.07
99		Tolerance for Ambiguity	43	2.79	1.07
100		Intercultural Communication	42	2.77	1.13
101		Shared Leadership	42	2.77	1.07
102		Analyze Data or Information	41	2.76	1.09
103		Affiliation	42	2.76	1.04
104		Coordinating Multiple Groups	43	2.75	1.11
105		Non-Delinquency	43	2.75	1.07
106		Sociability	43	2.74	1.08
107		Team Development	43	2.71	1.10
108		Social Interests	42	2.71	1.08
109		Encourages Discourse	43	2.71	1.11
110		Empathy	42	2.70	1.15
111		Team Orientation	43	2.68	1.09
112		Instructing	42	2.67	1.08
113		Orderliness	42	2.64	1.04
114		Encourages Fairness and Inclusiveness	42	2.63	1.17
115		Interest in Leadership	42	2.63	1.09
116		Learning Orientation	43	2.60	1.10
117		Delegating	41	2.60	1.05
118		Process-Disciplined	43	2.55	1.07
119		Knowledge Management	41	2.53	1.00
120		Assertiveness	43	2.53	1.04
121		Improves Unit Performance	43	2.53	1.13
122		Curiosity	42	2.53	1.05
123		Achievement Orientation	43	2.53	1.09
124		Cultural/ Interpersonal Adaptability	42	2.48	1.12
125		Enthusiasm	43	2.47	1.13
126		Knowledge of Processes and Procedures	43	2.38	1.15
127		Interdisciplinary	42	2.35	1.13
128		Consensus Building	40	2.34	1.15
129		Autonomy	42	2.32	1.11
130		Working with the Public	41	2.31	1.15
131		Physically Fit	40	2.30	1.11
132		Investigative Interests	40	2.27	1.11
133		Quantitative Reasoning	42	2.24	1.16
134		Pattern Recognition	42	2.24	1.09
135		Perceptual Speed And Accuracy	43	2.23	1.12
136		Assessing And Mitigating Harm	43	2.22	1.24
137		Health and Fitness Orientation	41	2.20	1.16

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
138		Response Orientation	42	2.16	1.17
139		Safety Compliance	41	2.14	1.24
140		Prudent Risk-Taker	42	2.13	1.13
141		Enterprising Interests	41	2.05	1.14
142		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	39	2.02	1.21
143		Maintains Relevant Geopolitical Awareness	42	2.02	1.21
144		Physical Endurance	40	2.02	1.20
145		Introspective	43	2.01	1.26
146		Cross-Culturally Fluent	42	1.99	1.25
147		Evaluating Compliance	42	1.97	1.27
148		Quality Control Analysis	41	1.94	1.23
149		Working in Multidisciplinary Contexts	41	1.92	1.28
150		Cyber Knowledge	37	1.90	0.98
151		Realistic Interests	42	1.90	1.18
152		Locus of Control	40	1.89	1.19
153		Physical Strength	40	1.88	1.24
154		Basic Mathematics	38	1.86	1.22
155		Technologically Adept	38	1.86	1.22
156		Knowledge of System Inter-Relations	42	1.83	1.23
157		Advanced Computer Skills	40	1.81	1.19
158		Reaction Time	39	1.79	1.21
159		Conventional Interests	41	1.79	1.24
160		Spatial Orientation	43	1.78	1.22
161		Spatially Intelligent	43	1.75	1.30
162		Specialized Expertise	40	1.71	1.34
163		Financial Management	39	1.70	1.39
164		Spatial Visualization	43	1.67	1.25
165		Balance	39	1.66	1.28
166		Physical Coordination	38	1.65	1.26
167		Knowledge of Combined Arms Operations	40	1.64	1.29
168		Control Precision	38	1.59	1.26
169		Proficiency with Mission Systems	41	1.56	1.36
170		Bodily-Kinesthetic	39	1.45	1.32
171		Inspecting Equipment, Objects, Structures, or Materials	32	1.34	1.29
172		Mathematical Reasoning	36	1.32	1.29
173		Information and Systems Security	37	1.31	1.29
174		Artistic Interests	38	1.30	1.31
175		Mathematics Knowledge	38	1.29	1.29
176		Data Science	33	1.29	1.26
177		Basic Mechanical Knowledge	34	1.26	1.07
178		Science methods	33	1.24	1.15
179		Mechanical Comprehension	31	1.10	1.13
180		Soldier Common Task Knowledge and Skills	41	1.09	1.50
181		Language Learning Ability	40	1.09	1.49
182		Mechanically and Technologically Savvy	32	1.06	1.21
183		General Science	35	1.04	1.17
184		Basic Electronics Knowledge	36	1.00	1.20

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
185	Software Development		31	0.97	1.28
186	Swimming		31	0.91	1.39
187	Advanced Mathematics		35	0.86	1.31
188	Web Development		32	0.85	1.24
189	Systems Architecture and Engineering		30	0.84	1.30
190	Machine/Equipment Installation		27	0.82	1.35
191	Database Programming and Engineering		32	0.80	1.41
192	Auto and Shop Information		28	0.79	1.38
193	Innovating Technology		33	0.79	1.44
194	Machiavellianism		28	0.74	1.62
195	Attention Seeking		38	0.64	1.62
196	Hostility to Authority		30	0.62	1.70

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 E20*CMF 68 (Health Services) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	707	4.58	0.69
2	Sound Judgement	701	4.35	0.74
3	Dependability	707	4.33	0.75
4	Active Listening	706	4.24	0.76
5	Oral Communication Skill	703	4.24	0.75
6	Stress Tolerance	701	4.20	0.77
7	Communicator	706	4.20	0.76
8	Attentiveness	705	4.02	0.77
9	Mental Agility	704	3.97	0.81
10	Adaptability	694	3.91	0.83
11	Focus	706	3.91	0.78
12	Processes Information and Data	705	3.89	0.80
13	Critical Thinking	703	3.88	0.83
14	Resilience	702	3.88	0.85
15	Oral and Nonverbal Comprehension	703	3.85	0.83
16	Cooperation/Teamwork	702	3.83	0.85
17	Detail-Focused and Precise	706	3.83	0.82
18	Decision Making	704	3.83	0.85
19	Problem Sensitivity	703	3.83	0.84
20	Self-Management	707	3.79	0.86
21	Problem Solver	703	3.77	0.84
22	General Cognitive Aptitude	704	3.76	0.81
23	Sustains a Climate of Trust	688	3.75	0.89
24	Emotional Control	702	3.75	0.85
25	Self-Control	700	3.73	0.87
26	Situational Awareness	702	3.72	0.88
27	Time Management	692	3.69	0.88
28	Reading Comprehension	706	3.69	0.87
29	Discipline	705	3.61	0.89
30	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	700	3.61	0.90
31	Written Communication	706	3.61	0.89
32	Coordination	703	3.58	0.89
33	Creative Problem Solving and Innovation	705	3.58	0.90
34	Analytical Thinking	703	3.57	0.87
35	Army Values	700	3.56	0.94
36	Analyzes and Organizes Information to Create Knowledge	702	3.56	0.86
37	Initiative	702	3.54	0.88
38	Leads By Example	688	3.51	0.93
39	Perceptive	704	3.47	0.88
40	Team Building	698	3.47	0.93
41	Conflict Management	700	3.47	0.90
42	Cognitive Flexibility	704	3.46	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Information Ordering	703	3.44	0.86
44		Active Learning	705	3.44	0.90
45		Structured Problem Solving	699	3.43	0.91
46		Multi-Tasking	703	3.41	0.95
47		Enforces Standards	695	3.40	0.95
48		Team Orientation	699	3.40	0.93
49		Even-Tempered	693	3.38	0.92
50		Team Development	698	3.37	0.95
51		Military And Professional Bearing	700	3.36	0.98
52		Troubleshooting	701	3.34	0.93
53		Team Planning	700	3.34	0.95
54		Cooperation	703	3.33	0.92
55		Adjustment	698	3.33	0.90
56		Providing Feedback	691	3.32	0.94
57		Self-Efficacy	692	3.32	0.92
58		Assessing And Mitigating Harm	700	3.31	0.95
59		Analyze Data or Information	703	3.31	0.93
60		Training and Developing Others	684	3.31	0.97
61		Interpersonal Tact	698	3.30	0.94
62		Motivating Others	689	3.28	0.96
63		Verbal Reasoning	702	3.27	0.92
64		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	681	3.27	0.95
65		Creates a Learning Environment	685	3.24	0.98
66		Interdisciplinary Reasoning	701	3.23	0.94
67		Learning Orientation	700	3.19	0.93
68		Warrior Ethos/Service Ethos	696	3.19	1.01
69		Encourages Fairness and Inclusiveness	690	3.18	0.99
70		Persistence	703	3.18	0.94
71		Balances Mission and Welfare of Followers	684	3.17	0.99
72		Memory	704	3.13	0.93
73		Mentoring	679	3.12	1.01
74		Improves the Organization	685	3.12	0.99
75		Improves Unit Performance	683	3.11	1.00
76		Unstructured Problem Solving	702	3.10	0.98
77		Perspective Taking	696	3.10	0.96
78		Tolerance	700	3.09	0.97
79		Assesses Developmental Needs of Others	684	3.09	1.00
80		Safety Compliance	683	3.09	1.01
81		Selflessness	698	3.08	0.98
82		Shared Leadership	678	3.07	1.00
83		Reflective Thinking	703	3.06	0.97
84		Task Planning and Management	681	3.06	0.98
85		Virtue	699	3.05	1.01
86		Organizational Perspective	683	3.05	1.01
87		Awareness of Cognitive Biases	703	3.04	0.99
88		Humility	698	3.04	0.98
89		Interpersonal Relationship Building	698	3.04	0.99

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90	Instructing		680	3.03	1.02
91	Army Self-Efficacy		691	3.03	1.01
92	Social Perceptiveness		688	3.00	0.99
93	Monitoring		691	3.00	1.00
94	Empathy		689	2.99	1.03
95	Recognizes and Rewards Good Performance		683	2.99	1.03
96	MOS/Branch-Specific Knowledge and Skill		676	2.98	1.07
97	Achievement Orientation		706	2.98	0.96
98	Intercultural Communication		688	2.96	1.04
99	Coordinating Multiple Groups		691	2.95	1.04
100	Consideration		700	2.94	0.97
101	Basic Computer Skills		694	2.91	1.00
102	Commitment to Serve		693	2.89	1.08
103	Orderliness		706	2.88	1.01
104	Delegating		679	2.87	1.01
105	Encourages Discourse		699	2.86	1.04
106	Inspirational Leader		684	2.86	1.04
107	Peer Leadership		686	2.85	1.04
108	Resource Management		675	2.85	1.02
109	Process-Disciplined		686	2.82	1.04
110	Assertiveness		700	2.81	1.01
111	Intellectual Efficiency		696	2.79	1.02
112	Innovative		696	2.79	1.03
113	Non-Delinquency		701	2.76	1.04
114	Systems Thinking		688	2.76	1.03
115	Evaluating Compliance		680	2.73	1.05
116	Strategic Thinking		694	2.69	1.08
117	Quantitative Reasoning		689	2.65	1.07
118	Consensus Building		683	2.58	1.05
119	Optimism		689	2.56	1.08
120	Cultural Awareness		673	2.55	1.08
121	Interdisciplinary		669	2.54	1.06
122	Project Manager		668	2.52	1.09
123	Tolerance for Ambiguity		690	2.46	1.13
124	Spatially Intelligent		669	2.45	1.06
125	Quality Control Analysis		671	2.43	1.14
126	Enthusiasm		698	2.43	1.07
127	Cultural/ Interpersonal Adaptability		669	2.42	1.11
128	Affiliation		695	2.41	1.07
129	Autonomy		691	2.41	1.16
130	Knowledge of Processes and Procedures		664	2.38	1.10
131	Spatial Orientation		667	2.36	1.08
132	Sociability		695	2.35	1.11
133	Interest in Leadership		678	2.30	1.15
134	Perceptual Speed And Accuracy		688	2.30	1.12
135	Specialized Expertise		646	2.28	1.21
136	Curiosity		694	2.28	1.11

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Introspective	698	2.26	1.13
138		Pattern Recognition	691	2.23	1.11
139		Health and Fitness Orientation	652	2.22	1.13
140		Response Orientation	681	2.22	1.15
141		Realistic Interests	673	2.14	1.15
142		Spatial Visualization	658	2.14	1.14
143		Working in Multidisciplinary Contexts	655	2.12	1.18
144		Working with the Public	645	2.11	1.21
145		Cross-Culturally Fluent	646	2.09	1.15
146		Locus of Control	662	2.06	1.15
147		Physically Fit	650	2.05	1.17
148		Knowledge of System Inter-Relations	640	2.04	1.16
149		Basic Mathematics	646	2.03	1.16
150		Physical Endurance	635	2.01	1.16
151		Physical Strength	639	2.00	1.15
152		Physical Coordination	614	1.99	1.16
153		Investigative Interests	670	1.98	1.18
154		Maintains Relevant Geopolitical Awareness	637	1.95	1.20
155		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	645	1.93	1.22
156		Social Interests	679	1.93	1.22
157		Balance	614	1.91	1.16
158		Reaction Time	614	1.87	1.21
159		Soldier Common Task Knowledge and Skills	635	1.86	1.24
160		Knowledge Management	592	1.85	1.17
161		Financial Management	613	1.84	1.18
162		Prudent Risk-Taker	678	1.84	1.24
163		Control Precision	582	1.82	1.22
164		General Science	610	1.81	1.20
165		Technologically Adept	601	1.79	1.16
166		Proficiency with Mission Systems	586	1.75	1.24
167		Bodily-Kinesthetic	613	1.75	1.19
168		Mathematics Knowledge	602	1.72	1.14
169		Mathematical Reasoning	593	1.66	1.16
170		Science methods	585	1.64	1.21
171		Knowledge of Combined Arms Operations	565	1.59	1.23
172		Inspecting Equipment, Objects, Structures, or Materials	524	1.56	1.22
173		Cyber Knowledge	568	1.55	1.12
174		Advanced Computer Skills	647	1.54	1.18
175		Enterprising Interests	638	1.51	1.25
176		Conventional Interests	652	1.46	1.24
177		Information and Systems Security	553	1.46	1.27
178		Basic Mechanical Knowledge	444	1.32	1.11
179		Basic Electronics Knowledge	454	1.28	1.12
180		Mechanically and Technologically Savvy	459	1.25	1.15
181		Language Learning Ability	611	1.24	1.44
182		Mechanical Comprehension	451	1.19	1.14
183		Data Science	470	1.12	1.28

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	Innovating Technology		428	1.06	1.23
185	Advanced Mathematics		519	1.06	1.20
186	Machine/Equipment Installation		420	1.01	1.21
187	Artistic Interests		595	0.95	1.25
188	Auto and Shop Information		354	0.95	1.15
189	Database Programming and Engineering		384	0.86	1.24
190	Hostility to Authority		480	0.86	1.52
191	Swimming		409	0.86	1.31
192	Systems Architecture and Engineering		356	0.80	1.22
193	Web Development		380	0.80	1.15
194	Software Development		373	0.79	1.19
195	Machiavellianism		443	0.68	1.57
196	Attention Seeking		566	0.62	1.44

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 E21

CMF 74 (Chemical, Biological, Radiological, and Nuclear Specialist) Complete KSB Importance Ratings (Weighted Means)

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	136	3.95	0.79
2	Active Listening	137	3.75	0.85
3	Dependability	138	3.68	0.88
4	Processes Information and Data	138	3.67	0.86
5	Communication Ability	137	3.61	0.88
6	Time Management	135	3.58	0.92
7	Self-Management	136	3.55	0.92
8	Written Communication	137	3.52	0.88
9	Stress Tolerance	138	3.52	0.93
10	Mental Agility	136	3.52	0.88
11	Communicator	136	3.51	0.90
12	Initiative	135	3.51	0.88
13	General Cognitive Aptitude	136	3.51	0.87
14	Focus	137	3.49	0.84
15	Information Ordering	138	3.48	0.87
16	Reading Comprehension	137	3.47	0.90
17	Resilience	134	3.44	0.92
18	Critical Thinking	136	3.43	0.89
19	Situational Awareness	136	3.42	0.95
20	Oral Communication Skill	136	3.39	0.91
21	Discipline	136	3.38	0.94
22	Attentiveness	138	3.36	0.90
23	Detail-Focused and Precise	138	3.36	0.92
24	Oral and Nonverbal Comprehension	136	3.33	0.92
25	Army Values	132	3.30	0.98
26	Problem Solver	135	3.29	0.95
27	Self-Control	136	3.27	0.96
28	Cooperation/Teamwork	138	3.23	0.97
29	Multi-Tasking	136	3.22	0.98
30	Leads By Example	133	3.21	1.01
31	Analyzes and Organizes Information to Create Knowledge	136	3.21	0.94
32	Organizational Perspective	132	3.19	0.97
33	Analytical Thinking	137	3.18	0.96
34	Task Planning and Management	134	3.17	0.96
35	Team Planning	136	3.17	0.97
36	Team Development	135	3.17	0.99
37	Instructing	131	3.15	1.00
38	Team Orientation	136	3.14	0.99
39	Problem Sensitivity	135	3.13	0.98
40	Enforces Standards	133	3.12	1.02
41	Military And Professional Bearing	134	3.10	1.03
42	Perceptive	136	3.10	0.97

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Coordination	138	3.09	1.00
44		Cooperation	136	3.09	0.98
45		Persistence	136	3.09	0.98
46		Emotional Control	137	3.09	0.99
47		Verbal Reasoning	138	3.08	0.96
48		Analyze Data or Information	137	3.07	0.96
49		Orderliness	137	3.05	0.99
50		Self-Efficacy	136	3.05	0.97
51		Adaptability	136	3.05	1.04
52		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	136	3.04	1.03
53		Non-Delinquency	138	3.03	0.99
54		Creative Problem Solving and Innovation	135	3.03	1.00
55		Active Learning	137	3.00	1.00
56		Troubleshooting	137	2.99	0.99
57		Decision Making	135	2.98	1.04
58		Motivating Others	133	2.98	1.04
59		Training and Developing Others	132	2.97	1.06
60		Structured Problem Solving	137	2.96	1.00
61		Shared Leadership	132	2.96	1.02
62		Conflict Management	136	2.96	1.01
63		Interdisciplinary Reasoning	137	2.96	0.98
64		Memory	135	2.95	0.97
65		Learning Orientation	135	2.94	0.98
66		Team Building	135	2.93	1.05
67		Providing Feedback	133	2.93	1.05
68		Adjustment	135	2.92	1.01
69		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	131	2.92	1.04
70		Peer Leadership	133	2.91	1.03
71		Awareness of Cognitive Biases	134	2.89	0.99
72		Sustains a Climate of Trust	131	2.89	1.08
73		Warrior Ethos/Service Ethos	132	2.88	1.08
74		Coordinating Multiple Groups	134	2.87	1.05
75		Commitment to Serve	133	2.86	1.06
76		Mentoring	131	2.84	1.08
77		Humility	135	2.80	1.01
78		Achievement Orientation	134	2.80	1.02
79		Resource Management	132	2.80	1.02
80		Creates a Learning Environment	130	2.79	1.10
81		Interpersonal Tact	136	2.76	1.03
82		Tolerance	134	2.76	1.07
83		Unstructured Problem Solving	135	2.75	1.05
84		Reflective Thinking	134	2.73	1.03
85		Balances Mission and Welfare of Followers	132	2.73	1.08
86		Monitoring	133	2.71	1.07
87		Strategic Thinking	134	2.70	1.08
88		Virtue	132	2.70	1.06

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
89		Even-Tempered	134	2.68	1.09
90		Army Self-Efficacy	134	2.67	1.11
91		Improves the Organization	133	2.65	1.10
92		Intellectual Efficiency	133	2.64	1.05
93		Cognitive Flexibility	136	2.64	1.08
94		Assessing And Mitigating Harm	136	2.64	1.10
95		Assertiveness	136	2.64	1.07
96		Selflessness	135	2.63	1.10
97		Perspective Taking	134	2.63	1.05
98		Perceptual Speed And Accuracy	132	2.63	0.99
99		Delegating	135	2.62	1.05
100		Optimism	133	2.61	1.07
101		Assesses Developmental Needs of Others	130	2.59	1.13
102		Inspirational Leader	132	2.57	1.13
103		Interpersonal Relationship Building	135	2.57	1.07
104		Safety Compliance	131	2.56	1.08
105		Encourages Discourse	133	2.56	1.09
106		Interest in Leadership	133	2.55	1.10
107		Knowledge of Processes and Procedures	135	2.53	1.07
108		Project Manager	132	2.53	1.08
109		Systems Thinking	136	2.52	1.07
110		MOS/Branch-Specific Knowledge and Skill	133	2.50	1.16
111		Consideration	134	2.50	1.09
112		Innovative	134	2.49	1.10
113		Quantitative Reasoning	136	2.48	1.07
114		Social Perceptiveness	134	2.48	1.08
115		Improves Unit Performance	132	2.47	1.17
116		Response Orientation	133	2.47	1.06
117		Tolerance for Ambiguity	133	2.44	1.13
118		Recognizes and Rewards Good Performance	129	2.44	1.17
119		Process-Disciplined	132	2.42	1.10
120		Enthusiasm	135	2.42	1.08
121		Interdisciplinary	128	2.40	1.08
122		Soldier Common Task Knowledge and Skills	133	2.39	1.15
123		Sociability	134	2.37	1.11
124		Quality Control Analysis	125	2.33	1.09
125		Encourages Fairness and Inclusiveness	132	2.33	1.21
126		Evaluating Compliance	128	2.32	1.11
127		Spatially Intelligent	134	2.31	1.09
128		Spatial Visualization	134	2.31	1.08
129		Affiliation	135	2.30	1.10
130		Cultural/ Interpersonal Adaptability	126	2.30	1.16
131		Investigative Interests	126	2.29	1.09
132		Basic Computer Skills	133	2.29	1.17
133		Spatial Orientation	134	2.29	1.08
134		Autonomy	132	2.27	1.18
135		Cultural Awareness	127	2.26	1.16

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
136		Introspective	135	2.25	1.13
137		Health and Fitness Orientation	128	2.24	1.16
138		Intercultural Communication	133	2.24	1.19
139		Curiosity	133	2.21	1.11
140		Pattern Recognition	134	2.20	1.09
141		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	124	2.20	1.14
142		Control Precision	123	2.19	1.13
143		Specialized Expertise	127	2.16	1.22
144		Empathy	133	2.15	1.19
145		Locus of Control	129	2.15	1.10
146		Realistic Interests	129	2.15	1.19
147		Physical Coordination	123	2.13	1.16
148		Working with the Public	119	2.11	1.15
149		Physically Fit	130	2.09	1.23
150		Physical Endurance	130	2.07	1.22
151		Consensus Building	130	2.07	1.19
152		Working in Multidisciplinary Contexts	122	2.07	1.15
153		Financial Management	121	2.06	1.21
154		Knowledge of System Inter-Relations	130	2.05	1.20
155		Proficiency with Mission Systems	125	2.01	1.22
156		Reaction Time	123	2.01	1.20
157		Knowledge of Combined Arms Operations	124	2.00	1.20
158		Basic Mathematics	123	2.00	1.11
159		Physical Strength	129	1.97	1.24
160		Maintains Relevant Geopolitical Awareness	126	1.92	1.24
161		Balance	124	1.88	1.22
162		Cross-Culturally Fluent	122	1.86	1.22
163		Bodily-Kinesthetic	124	1.86	1.22
164		Social Interests	130	1.84	1.20
165		Prudent Risk-Taker	133	1.82	1.23
166		Inspecting Equipment, Objects, Structures, or Materials	115	1.69	1.20
167		General Science	120	1.68	1.25
168		Mathematics Knowledge	118	1.62	1.19
169		Knowledge Management	115	1.55	1.35
170		Mathematical Reasoning	118	1.51	1.23
171		Technologically Adept	116	1.49	1.31
172		Enterprising Interests	120	1.47	1.29
173		Conventional Interests	121	1.44	1.28
174		Basic Mechanical Knowledge	103	1.40	1.18
175		Basic Electronics Knowledge	102	1.37	1.18
176		Science methods	113	1.36	1.34
177		Information and Systems Security	104	1.36	1.42
178		Cyber Knowledge	106	1.35	1.38
179		Advanced Computer Skills	122	1.34	1.31
180		Mechanically and Technologically Savvy	98	1.26	1.25
181		Mechanical Comprehension	99	1.24	1.24
182		Language Learning Ability	127	1.23	1.44

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
183	Auto and Shop Information		94	1.15	1.21
184	Machine/Equipment Installation		93	1.13	1.31
185	Hostility to Authority		101	1.09	1.50
186	Data Science		90	1.09	1.37
187	Advanced Mathematics		104	1.08	1.25
188	Artistic Interests		110	1.05	1.33
189	Innovating Technology		93	1.04	1.40
190	Machiavellianism		98	0.95	1.50
191	Systems Architecture and Engineering		80	0.95	1.38
192	Software Development		80	0.87	1.41
193	Web Development		82	0.85	1.45
194	Database Programming and Engineering		81	0.82	1.44
195	Attention Seeking		108	0.78	1.49
196	Swimming		85	0.75	1.52

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 E22*MOS 79R (Recruiters) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Communication Ability	107	5.26	0.56
2	Self-Management	106	5.23	0.56
3	Time Management	108	5.19	0.58
4	Communicator	108	5.16	0.58
5	Active Listening	108	5.14	0.58
6	Sound Judgement	106	5.04	0.61
7	Stress Tolerance	108	4.91	0.67
8	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	108	4.84	0.63
9	Mental Agility	107	4.78	0.64
10	Oral Communication Skill	107	4.72	0.68
11	Dependability	106	4.70	0.67
12	Attentiveness	107	4.64	0.66
13	Interpersonal Tact	107	4.58	0.69
14	Processes Information and Data	105	4.57	0.68
15	Leads By Example	107	4.55	0.72
16	Resilience	106	4.54	0.74
17	Emotional Control	107	4.52	0.71
18	Oral and Nonverbal Comprehension	107	4.52	0.69
19	Problem Solver	108	4.47	0.70
20	Cooperation/Teamwork	107	4.44	0.72
21	Team Building	108	4.42	0.72
22	Decision Making	107	4.42	0.72
23	Motivating Others	108	4.41	0.74
24	Self-Control	106	4.40	0.75
25	Focus	107	4.39	0.71
26	Adaptability	107	4.38	0.74
27	Discipline	107	4.37	0.74
28	Analyzes and Organizes Information to Create Knowledge	107	4.36	0.73
29	Sustains a Climate of Trust	108	4.35	0.78
30	Team Orientation	108	4.33	0.74
31	Working with the Public	105	4.33	0.79
32	Interpersonal Relationship Building	107	4.33	0.74
33	Creative Problem Solving and Innovation	107	4.30	0.76
34	Social Perceptiveness	107	4.28	0.76
35	Team Planning	105	4.26	0.77
36	Team Development	108	4.26	0.77
37	Perspective Taking	107	4.26	0.75
38	Commitment to Serve	108	4.25	0.78
39	Persistence	107	4.25	0.75
40	Problem Sensitivity	107	4.24	0.75
41	Enforces Standards	106	4.21	0.78
42	Mentoring	107	4.20	0.79

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Military And Professional Bearing	108	4.19	0.81
44		Balances Mission and Welfare of Followers	107	4.17	0.81
45		Coordination	108	4.17	0.77
46		Improves the Organization	108	4.17	0.79
47		Creates a Learning Environment	106	4.13	0.79
48		Situational Awareness	108	4.12	0.78
49		Perceptive	107	4.12	0.76
50		Analytical Thinking	108	4.09	0.78
51		Task Planning and Management	106	4.08	0.78
52		Conflict Management	107	4.06	0.79
53		Intercultural Communication	106	4.06	0.82
54		Training and Developing Others	108	4.05	0.84
55		General Cognitive Aptitude	107	4.04	0.79
56		Reflective Thinking	107	4.04	0.78
57		Providing Feedback	107	4.03	0.81
58		Detail-Focused and Precise	106	4.03	0.79
59		Cognitive Flexibility	107	4.01	0.81
60		Analyze Data or Information	108	4.01	0.80
61		Active Learning	108	4.00	0.79
62		Self-Efficacy	107	3.99	0.79
63		Critical Thinking	108	3.96	0.80
64		Verbal Reasoning	108	3.94	0.79
65		Structured Problem Solving	108	3.94	0.79
66		Reading Comprehension	108	3.94	0.82
67		Improves Unit Performance	107	3.93	0.83
68		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	106	3.93	0.85
69		Monitoring	106	3.89	0.80
70		Multi-Tasking	106	3.88	0.84
71		Achievement Orientation	107	3.83	0.83
72		Information Ordering	106	3.81	0.80
73		Awareness of Cognitive Biases	107	3.78	0.84
74		Sociability	108	3.78	0.86
75		Orderliness	107	3.77	0.83
76		Virtue	107	3.77	0.86
77		Troubleshooting	108	3.77	0.85
78		Recognizes and Rewards Good Performance	107	3.77	0.89
79		Learning Orientation	108	3.75	0.83
80		Coordinating Multiple Groups	106	3.73	0.88
81		Assesses Developmental Needs of Others	107	3.72	0.89
82		Shared Leadership	107	3.71	0.86
83		Instructing	108	3.71	0.89
84		Peer Leadership	108	3.70	0.88
85		Organizational Perspective	108	3.68	0.90
86		Selflessness	107	3.67	0.85
87		Inspirational Leader	108	3.67	0.89
88		Initiative	108	3.64	0.91
89		Written Communication	107	3.64	0.88

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90	Adjustment		107	3.63	0.88
91	Even-Tempered		107	3.62	0.90
92	Army Self-Efficacy		108	3.61	0.88
93	Memory		107	3.54	0.86
94	Basic Computer Skills		108	3.52	0.87
95	Army Values		108	3.52	0.97
96	Optimism		105	3.52	0.92
97	Cultural Awareness		108	3.51	0.90
98	Empathy		105	3.48	0.92
99	Cooperation		106	3.46	0.88
100	Unstructured Problem Solving		107	3.46	0.93
101	Warrior Ethos/Service Ethos		108	3.46	0.97
102	Innovative		108	3.45	0.92
103	Tolerance		107	3.40	0.93
104	Assertiveness		108	3.40	0.89
105	Enthusiasm		108	3.38	0.94
106	Encourages Fairness and Inclusiveness		106	3.36	0.97
107	Strategic Thinking		108	3.35	0.94
108	Consideration		106	3.34	0.87
109	Intellectual Efficiency		108	3.32	0.95
110	Social Interests		106	3.30	0.91
111	Non-Delinquency		107	3.25	0.95
112	Tolerance for Ambiguity		107	3.24	0.94
113	Cultural/ Interpersonal Adaptability		108	3.24	0.95
114	Humility		107	3.19	0.95
115	Interest in Leadership		106	3.18	0.95
116	Delegating		107	3.13	0.99
117	Systems Thinking		108	3.09	1.00
118	Autonomy		107	3.07	1.04
119	Consensus Building		106	3.07	0.96
120	Project Manager		105	3.04	1.02
121	Interdisciplinary Reasoning		108	3.04	1.01
122	Resource Management		107	3.02	1.02
123	Process-Disciplined		107	3.02	1.02
124	Encourages Discourse		107	2.96	1.04
125	Quantitative Reasoning		108	2.95	1.00
126	MOS/Branch-Specific Knowledge and Skill		108	2.95	1.05
127	Locus of Control		104	2.91	0.99
128	Introspective		104	2.83	1.02
129	Affiliation		108	2.82	1.03
130	Maintains Relevant Geopolitical Awareness		106	2.76	1.07
131	Curiosity		108	2.69	1.01
132	Quality Control Analysis		105	2.68	1.12
133	Financial Management		104	2.67	1.10
134	Investigative Interests		107	2.67	1.04
135	Prudent Risk-Taker		102	2.62	1.12
136	Knowledge of Processes and Procedures		103	2.61	1.08

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Cross-Culturally Fluent	106	2.59	1.09
138		Response Orientation	107	2.57	1.10
139		Evaluating Compliance	106	2.48	1.13
140		Assessing And Mitigating Harm	108	2.38	1.17
141		Realistic Interests	105	2.37	1.11
142		Interdisciplinary	100	2.37	1.13
143		Perceptual Speed And Accuracy	106	2.36	1.12
144		Pattern Recognition	107	2.34	1.11
145		Health and Fitness Orientation	102	2.30	1.10
146		Safety Compliance	105	2.24	1.19
147		Enterprising Interests	104	2.24	1.16
148		Physically Fit	103	2.14	1.15
149		Basic Mathematics	101	2.08	1.13
150		Spatially Intelligent	105	2.07	1.22
151		Specialized Expertise	102	2.00	1.26
152		Working in Multidisciplinary Contexts	103	1.97	1.24
153		Spatial Orientation	104	1.96	1.24
154		Knowledge of System Inter-Relations	100	1.90	1.24
155		Proficiency with Mission Systems	94	1.89	1.25
156		Information and Systems Security	94	1.86	1.22
157		Mathematics Knowledge	101	1.84	1.15
158		Knowledge Management	97	1.82	1.25
159		Technologically Adept	99	1.80	1.26
160		Spatial Visualization	103	1.80	1.30
161		Mathematical Reasoning	101	1.78	1.19
162		Conventional Interests	104	1.78	1.20
163		Advanced Computer Skills	107	1.68	1.19
164		Physical Endurance	100	1.68	1.26
165		Physical Strength	98	1.67	1.25
166		Cyber Knowledge	90	1.66	1.21
167		Data Science	87	1.59	1.27
168		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	97	1.55	1.35
169		Bodily-Kinesthetic	95	1.45	1.28
170		Balance	91	1.45	1.29
171		Physical Coordination	92	1.43	1.30
172		General Science	94	1.40	1.15
173		Artistic Interests	100	1.39	1.33
174		Soldier Common Task Knowledge and Skills	97	1.39	1.42
175		Reaction Time	87	1.35	1.35
176		Control Precision	89	1.33	1.34
177		Science methods	94	1.21	1.21
178		Knowledge of Combined Arms Operations	84	1.19	1.35
179		Innovating Technology	82	1.17	1.36
180		Attention Seeking	101	1.12	1.44
181		Language Learning Ability	102	1.11	1.51
182		Advanced Mathematics	92	1.07	1.25
183		Basic Electronics Knowledge	79	1.04	1.20

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184		Basic Mechanical Knowledge	77	1.02	1.24
185		Inspecting Equipment, Objects, Structures, or Materials	79	1.01	1.31
186		Mechanically and Technologically Savvy	78	0.98	1.29
187		Hostility to Authority	89	0.94	1.56
188		Web Development	77	0.90	1.37
189		Auto and Shop Information	75	0.88	1.26
190		Mechanical Comprehension	76	0.87	1.28
191		Machine/Equipment Installation	74	0.87	1.32
192		Software Development	75	0.76	1.44
193		Database Programming and Engineering	73	0.76	1.46
194		Systems Architecture and Engineering	72	0.76	1.47
195		Machiavellianism	81	0.70	1.62
196		Swimming	55	0.68	1.43

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 variance and multiplying by original mean value.

Table E23*MOS 79S (Career Counselors) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Active Listening	60	6.42	0.35
2	Oral Communication Skill	61	5.73	0.49
3	Communication Ability	61	5.68	0.52
4	Oral and Nonverbal Comprehension	60	5.60	0.51
5	Analyze Data or Information	60	5.56	0.50
6	Communicator	61	5.49	0.56
7	Dependability	61	5.49	0.54
8	Commitment to Serve	60	5.36	0.57
9	Detail-Focused and Precise	61	5.28	0.58
10	Reading Comprehension	61	5.27	0.60
11	Processes Information and Data	61	5.25	0.57
12	Time Management	58	5.22	0.59
13	Self-Management	61	5.17	0.61
14	Attentiveness	61	5.12	0.60
15	Army Values	60	5.10	0.63
16	Sound Judgement	60	4.98	0.62
17	Interpersonal Tact	59	4.98	0.67
18	Initiative	61	4.95	0.65
19	Persistence	61	4.93	0.64
20	Problem Sensitivity	61	4.93	0.62
21	Sustains a Climate of Trust	57	4.84	0.69
22	Focus	61	4.82	0.67
23	Motivating Others	58	4.81	0.67
24	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	60	4.74	0.67
25	Mental Agility	61	4.73	0.67
26	Cooperation/Teamwork	60	4.70	0.68
27	Multi-Tasking	61	4.66	0.69
28	Virtue	61	4.66	0.73
29	Coordination	60	4.65	0.70
30	Written Communication	61	4.64	0.71
31	Perspective Taking	59	4.62	0.72
32	Perceptive	61	4.62	0.67
33	Mentoring	57	4.60	0.71
34	Training and Developing Others	58	4.60	0.71
35	General Cognitive Aptitude	61	4.57	0.70
36	Leads By Example	58	4.54	0.75
37	Peer Leadership	56	4.53	0.71
38	MOS/Branch-Specific Knowledge and Skill	60	4.53	0.77
39	Team Development	59	4.52	0.70
40	Encourages Fairness and Inclusiveness	57	4.51	0.73
41	Military And Professional Bearing	60	4.50	0.77
42	Adaptability	60	4.48	0.75

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Improves the Organization	58	4.48	0.73
44		Stress Tolerance	60	4.46	0.73
45		Resilience	61	4.45	0.72
46		Shared Leadership	55	4.44	0.74
47		Social Perceptiveness	59	4.43	0.78
48		Verbal Reasoning	60	4.42	0.75
49		Intercultural Communication	60	4.41	0.78
50		Troubleshooting	58	4.34	0.72
51		Self-Efficacy	59	4.33	0.77
52		Information Ordering	61	4.33	0.74
53		Inspirational Leader	58	4.32	0.78
54		Analyzes and Organizes Information to Create Knowledge	61	4.29	0.79
55		Discipline	61	4.25	0.79
56		Self-Control	60	4.25	0.77
57		Reflective Thinking	60	4.23	0.77
58		Learning Orientation	59	4.22	0.77
59		Interpersonal Relationship Building	59	4.22	0.83
60		Organizational Perspective	58	4.20	0.78
61		Critical Thinking	60	4.20	0.79
62		Analytical Thinking	60	4.18	0.81
63		Active Learning	60	4.15	0.81
64		Team Building	60	4.15	0.79
65		Creative Problem Solving and Innovation	61	4.10	0.81
66		Cooperation	61	4.08	0.83
67		Basic Mathematics	59	4.07	0.86
68		Creates a Learning Environment	58	4.07	0.82
69		Empathy	57	4.00	0.87
70		Army Self-Efficacy	61	3.98	0.87
71		Basic Computer Skills	60	3.98	0.85
72		Humility	60	3.96	0.85
73		Orderliness	61	3.94	0.84
74		Selflessness	61	3.92	0.87
75		Warrior Ethos/Service Ethos	60	3.91	0.91
76		Consideration	61	3.87	0.86
77		Sociability	61	3.85	0.89
78		Problem Solver	59	3.85	0.88
79		Assesses Developmental Needs of Others	57	3.83	0.89
80		Unstructured Problem Solving	59	3.83	0.82
81		Enthusiasm	61	3.83	0.85
82		Team Orientation	59	3.81	0.87
83		Achievement Orientation	61	3.76	0.87
84		Cognitive Flexibility	61	3.75	0.86
85		Innovative	60	3.73	0.87
86		Emotional Control	61	3.73	0.90
87		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	54	3.72	0.90
88		Quantitative Reasoning	60	3.70	0.90
89		Awareness of Cognitive Biases	61	3.69	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90	Even-Tempered		60	3.66	0.89
91	Conflict Management		59	3.64	0.89
92	Balances Mission and Welfare of Followers		55	3.63	0.90
93	Interdisciplinary Reasoning		59	3.58	0.91
94	Enforces Standards		57	3.58	0.97
95	Monitoring		56	3.57	0.95
96	Tolerance		60	3.54	0.92
97	Memory		60	3.53	0.88
98	Improves Unit Performance		56	3.52	0.93
99	Intellectual Efficiency		60	3.52	0.96
100	Affiliation		61	3.45	0.96
101	Situational Awareness		60	3.45	0.97
102	Structured Problem Solving		59	3.39	0.96
103	Recognizes and Rewards Good Performance		55	3.38	0.98
104	Adjustment		61	3.37	0.95
105	Instructing		58	3.32	0.99
106	Coordinating Multiple Groups		58	3.25	1.00
107	Strategic Thinking		59	3.22	1.01
108	Introspective		60	3.20	0.97
109	Providing Feedback		58	3.19	1.08
110	Decision Making		61	3.15	1.00
111	Team Planning		59	3.10	1.03
112	Optimism		61	3.05	1.04
113	Curiosity		59	3.01	0.97
114	Cultural Awareness		58	2.98	1.04
115	Consensus Building		56	2.98	1.00
116	Social Interests		58	2.98	1.07
117	Task Planning and Management		56	2.89	1.07
118	Encourages Discourse		60	2.88	1.11
119	Cultural/ Interpersonal Adaptability		58	2.80	1.08
120	Investigative Interests		58	2.76	1.06
121	Interest in Leadership		58	2.74	1.05
122	Assertiveness		61	2.72	1.07
123	Resource Management		54	2.72	1.13
124	Knowledge of Processes and Procedures		55	2.70	1.09
125	Systems Thinking		59	2.67	1.14
126	Non-Delinquency		61	2.62	1.16
127	Autonomy		59	2.56	1.20
128	Locus of Control		53	2.51	1.14
129	Pattern Recognition		59	2.49	1.11
130	Financial Management		58	2.44	1.13
131	Process-Disciplined		58	2.29	1.25
132	Project Manager		54	2.25	1.22
133	Knowledge Management		56	2.23	1.17
134	Advanced Computer Skills		59	2.23	1.12
135	Quality Control Analysis		58	2.20	1.28
136	Enterprising Interests		59	2.20	1.19

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Evaluating Compliance	58	2.17	1.25
138		Tolerance for Ambiguity	59	2.10	1.30
139		Interdisciplinary	60	2.07	1.27
140		Working with the Public	51	2.07	1.27
141		Assessing And Mitigating Harm	57	2.06	1.25
142		Response Orientation	54	2.06	1.24
143		Knowledge of System Inter-Relations	53	2.06	1.19
144		Mathematics Knowledge	56	2.03	1.29
145		Cross-Culturally Fluent	55	2.01	1.28
146		Specialized Expertise	51	2.00	1.34
147		Perceptual Speed And Accuracy	58	1.93	1.28
148		Prudent Risk-Taker	58	1.90	1.28
149		Delegating	52	1.89	1.25
150		Health and Fitness Orientation	53	1.84	1.28
151		Conventional Interests	58	1.84	1.26
152		Realistic Interests	58	1.80	1.29
153		Soldier Common Task Knowledge and Skills	54	1.76	1.28
154		Spatially Intelligent	56	1.67	1.37
155		Balance	45	1.65	1.26
156		Physically Fit	55	1.64	1.33
157		Physical Endurance	52	1.62	1.31
158		Physical Strength	52	1.61	1.31
159		Maintains Relevant Geopolitical Awareness	55	1.58	1.36
160		Physical Coordination	47	1.58	1.28
161		Control Precision	43	1.56	1.31
162		Mathematical Reasoning	55	1.54	1.43
163		Technologically Adept	57	1.53	1.34
164		Bodily-Kinesthetic	48	1.52	1.27
165		Information and Systems Security	50	1.50	1.34
166		Database Programming and Engineering	49	1.48	1.31
167		Spatial Orientation	56	1.46	1.43
168		Reaction Time	46	1.44	1.34
169		Working in Multidisciplinary Contexts	52	1.42	1.44
170		Safety Compliance	50	1.34	1.42
171		Proficiency with Mission Systems	47	1.32	1.43
172		Data Science	53	1.31	1.39
173		Knowledge of Combined Arms Operations	39	1.29	1.28
174		Spatial Visualization	53	1.25	1.47
175		Language Learning Ability	51	1.21	1.55
176		Cyber Knowledge	53	1.21	1.33
177		Hostility to Authority	42	1.15	1.51
178		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	51	1.14	1.45
179		Innovating Technology	47	1.12	1.32
180		Artistic Interests	49	1.09	1.41
181		Advanced Mathematics	52	1.03	1.41
182		Mechanically and Technologically Savvy	30	0.98	1.14
183		Basic Electronics Knowledge	30	0.96	1.26

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184		Systems Architecture and Engineering	43	0.94	1.16
185		Software Development	47	0.92	1.20
186		Machine/Equipment Installation	24	0.90	1.10
187		Machiavellianism	42	0.88	1.60
188		Attention Seeking	56	0.87	1.44
189		Mechanical Comprehension	24	0.84	1.12
190		Swimming	30	0.83	1.37
191		Inspecting Equipment, Objects, Structures, or Materials	29	0.82	1.32
192		Basic Mechanical Knowledge	27	0.81	1.29
193		Web Development	48	0.80	1.12
194		Science methods	51	0.79	1.19
195		General Science	49	0.72	1.34
196		Auto and Shop Information	23	0.65	1.17

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 E24*CMF 88 (Transportation) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Stress Tolerance	200	4.24	0.77
2	Time Management	196	4.16	0.77
3	Dependability	200	4.16	0.79
4	Communication Ability	200	4.09	0.78
5	Active Listening	199	4.07	0.79
6	Mental Agility	198	4.03	0.79
7	Sound Judgement	199	4.00	0.80
8	Self-Control	199	4.00	0.82
9	Decision Making	200	3.97	0.80
10	Focus	202	3.91	0.80
11	Situational Awareness	195	3.90	0.85
12	Processes Information and Data	199	3.89	0.82
13	Military And Professional Bearing	200	3.87	0.86
14	Resilience	199	3.86	0.85
15	Communicator	198	3.82	0.83
16	Discipline	199	3.81	0.85
17	Self-Management	199	3.80	0.86
18	Attentiveness	202	3.79	0.83
19	Army Values	200	3.79	0.88
20	Multi-Tasking	198	3.79	0.87
21	Detail-Focused and Precise	200	3.78	0.84
22	General Cognitive Aptitude	200	3.74	0.80
23	Enforces Standards	196	3.73	0.90
24	Problem Solver	199	3.71	0.87
25	Critical Thinking	199	3.66	0.85
26	Sustains a Climate of Trust	197	3.63	0.90
27	Oral Communication Skill	199	3.62	0.88
28	Leads By Example	196	3.59	0.90
29	Emotional Control	200	3.58	0.91
30	Cooperation/Teamwork	200	3.53	0.90
31	Adjustment	200	3.52	0.89
32	Initiative	200	3.52	0.88
33	Problem Sensitivity	201	3.50	0.91
34	Perceptive	200	3.49	0.88
35	Reading Comprehension	199	3.48	0.91
36	Coordination	199	3.45	0.92
37	Persistence	199	3.43	0.89
38	Cooperation	199	3.43	0.90
39	Commitment to Serve	200	3.42	0.95
40	Strategic Thinking	197	3.41	0.91
41	Army Self-Efficacy	198	3.40	0.93
42	Improves Unit Performance	197	3.39	0.93
43	Oral and Nonverbal Comprehension	200	3.38	0.92

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44		Analyzes and Organizes Information to Create Knowledge	198	3.34	0.94
45		Orderliness	199	3.34	0.93
46		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	199	3.34	0.95
47		Warrior Ethos/Service Ethos	197	3.34	0.99
48		Task Planning and Management	191	3.33	0.92
49		Active Learning	197	3.31	0.93
50		Information Ordering	200	3.31	0.91
51		Analytical Thinking	199	3.31	0.93
52		Troubleshooting	198	3.31	0.93
53		Adaptability	201	3.29	0.98
54		Non-Delinquency	198	3.29	0.95
55		Motivating Others	197	3.28	0.96
56		Providing Feedback	196	3.25	0.96
57		Assessing And Mitigating Harm	195	3.25	0.96
58		Written Communication	198	3.24	0.95
59		Structured Problem Solving	198	3.24	0.96
60		Monitoring	195	3.24	0.95
61		Memory	199	3.24	0.92
62		Even-Tempered	197	3.22	0.98
63		Verbal Reasoning	197	3.22	0.95
64		Team Planning	199	3.21	0.96
65		Team Building	199	3.21	0.97
66		Creative Problem Solving and Innovation	201	3.19	0.99
67		Virtue	198	3.18	0.97
68		Team Development	198	3.18	0.98
69		Organizational Perspective	195	3.16	0.96
70		Awareness of Cognitive Biases	197	3.16	0.97
71		Balances Mission and Welfare of Followers	194	3.15	1.01
72		Reflective Thinking	196	3.14	0.98
73		Team Orientation	198	3.13	0.98
74		Analyze Data or Information	194	3.13	0.98
75		Shared Leadership	196	3.12	0.98
76		Conflict Management	196	3.12	0.99
77		Self-Efficacy	201	3.11	0.95
78		Training and Developing Others	195	3.10	1.02
79		Interdisciplinary Reasoning	196	3.10	0.96
80		Systems Thinking	192	3.09	0.99
81		Mentoring	189	3.06	1.03
82		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	195	3.05	0.99
83		Resource Management	190	3.05	0.98
84		Delegating	193	3.05	0.97
85		Achievement Orientation	200	3.05	0.97
86		Improves the Organization	197	3.03	0.99
87		Coordinating Multiple Groups	199	3.02	1.02
88		Peer Leadership	195	3.02	1.00
89		Safety Compliance	198	3.00	0.99

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
90	Assesses Developmental Needs of Others	195	2.99	1.04	
91	Creates a Learning Environment	194	2.99	1.04	
92	Project Manager	185	2.98	0.99	
93	Recognizes and Rewards Good Performance	197	2.97	1.05	
94	Learning Orientation	200	2.97	0.98	
95	Cognitive Flexibility	201	2.95	1.00	
96	Tolerance	201	2.94	1.02	
97	Process-Disciplined	196	2.94	0.96	
98	Optimism	198	2.93	1.02	
99	MOS/Branch-Specific Knowledge and Skill	195	2.92	1.05	
100	Encourages Fairness and Inclusiveness	195	2.90	1.07	
101	Basic Computer Skills	195	2.89	0.98	
102	Intercultural Communication	198	2.89	1.03	
103	Spatially Intelligent	188	2.89	0.98	
104	Instructing	190	2.87	1.07	
105	Interpersonal Tact	198	2.86	1.01	
106	Unstructured Problem Solving	197	2.84	1.03	
107	Inspirational Leader	197	2.81	1.05	
108	Quality Control Analysis	188	2.81	0.99	
109	Selflessness	196	2.79	1.09	
110	Intellectual Efficiency	198	2.77	1.04	
111	Evaluating Compliance	196	2.77	1.01	
112	Humility	198	2.74	1.07	
113	Proficiency with Mission Systems	191	2.72	1.05	
114	Encourages Discourse	198	2.69	1.06	
115	Spatial Orientation	189	2.69	1.02	
116	Knowledge of Processes and Procedures	195	2.64	1.06	
117	Perspective Taking	198	2.63	1.07	
118	Consideration	199	2.63	1.06	
119	Interpersonal Relationship Building	198	2.60	1.08	
120	Social Perceptiveness	197	2.58	1.06	
121	Perceptual Speed And Accuracy	196	2.56	1.06	
122	Innovative	198	2.55	1.09	
123	Consensus Building	194	2.55	1.06	
124	Empathy	196	2.53	1.12	
125	Introspective	196	2.52	1.08	
126	Knowledge of System Inter-Relations	193	2.52	1.07	
127	Assertiveness	198	2.51	1.10	
128	Enthusiasm	200	2.50	1.07	
129	Response Orientation	195	2.49	1.10	
130	Spatial Visualization	189	2.40	1.10	
131	Physically Fit	191	2.40	1.11	
132	Quantitative Reasoning	196	2.39	1.13	
133	Interest in Leadership	195	2.37	1.14	
134	Sociability	199	2.37	1.14	
135	Control Precision	179	2.35	1.13	
136	Cultural/ Interpersonal Adaptability	195	2.33	1.13	

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137	Affiliation		196	2.32	1.10
138	Cultural Awareness		195	2.32	1.15
139	Interdisciplinary		190	2.31	1.08
140	Health and Fitness Orientation		191	2.30	1.12
141	Locus of Control		194	2.29	1.10
142	Physical Coordination		179	2.29	1.15
143	Tolerance for Ambiguity		200	2.27	1.16
144	Reaction Time		179	2.23	1.18
145	Physical Endurance		190	2.23	1.13
146	Balance		183	2.22	1.17
147	Autonomy		193	2.22	1.17
148	Pattern Recognition		198	2.21	1.13
149	Maintains Relevant Geopolitical Awareness		191	2.19	1.14
150	Physical Strength		192	2.19	1.14
151	Curiosity		197	2.18	1.16
152	Financial Management		176	2.13	1.20
153	Soldier Common Task Knowledge and Skills		192	2.12	1.23
154	Prudent Risk-Taker		189	2.08	1.18
155	Specialized Expertise		182	2.07	1.24
156	Social Interests		190	2.03	1.20
157	Knowledge of Combined Arms Operations		187	1.96	1.20
158	Realistic Interests		192	1.96	1.23
159	Working in Multidisciplinary Contexts		184	1.95	1.20
160	Knowledge Management		177	1.95	1.17
161	Bodily-Kinesthetic		183	1.92	1.20
162	Basic Mathematics		185	1.91	1.16
163	Investigative Interests		187	1.90	1.21
164	Working with the Public		182	1.90	1.25
165	Cross-Culturally Fluent		193	1.88	1.19
166	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		181	1.85	1.21
167	Technologically Adept		174	1.81	1.17
168	Language Learning Ability		178	1.71	1.29
169	Advanced Computer Skills		188	1.71	1.17
170	Mathematics Knowledge		176	1.69	1.15
171	Information and Systems Security		172	1.68	1.24
172	Inspecting Equipment, Objects, Structures, or Materials		172	1.65	1.30
173	Mathematical Reasoning		174	1.63	1.18
174	Conventional Interests		189	1.54	1.27
175	Basic Mechanical Knowledge		170	1.53	1.20
176	Cyber Knowledge		170	1.51	1.25
177	Mechanical Comprehension		162	1.49	1.24
178	Mechanically and Technologically Savvy		160	1.42	1.23
179	Enterprising Interests		180	1.41	1.31
180	Auto and Shop Information		160	1.33	1.31
181	General Science		158	1.31	1.20
182	Basic Electronics Knowledge		161	1.30	1.24
183	Artistic Interests		168	1.20	1.36

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
184	Science methods		150	1.19	1.22
185	Innovating Technology		134	1.18	1.30
186	Hostility to Authority		161	1.15	1.49
187	Machine/Equipment Installation		145	1.15	1.31
188	Machiavellianism		145	1.09	1.50
189	Data Science		138	1.09	1.37
190	Advanced Mathematics		148	1.08	1.23
191	Database Programming and Engineering		125	0.96	1.38
192	Web Development		131	0.95	1.36
193	Swimming		128	0.93	1.41
194	Systems Architecture and Engineering		133	0.92	1.38
195	Software Development		135	0.88	1.42
196	Attention Seeking		164	0.69	1.55

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 E25*CMF 89 (Ordnance) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Processes Information and Data	85	4.12	0.77
2	Problem Sensitivity	86	4.08	0.80
3	Mental Agility	86	4.01	0.81
4	Sound Judgement	86	3.99	0.85
5	Communication Ability	86	3.84	0.85
6	Focus	86	3.82	0.83
7	Dependability	86	3.71	0.89
8	Decision Making	86	3.68	0.87
9	Detail-Focused and Precise	86	3.64	0.89
10	Attentiveness	86	3.62	0.86
11	Reading Comprehension	85	3.62	0.89
12	Stress Tolerance	86	3.62	0.91
13	Communicator	86	3.59	0.88
14	Cooperation/Teamwork	86	3.59	0.88
15	Oral Communication Skill	85	3.58	0.85
16	Critical Thinking	86	3.55	0.91
17	Training and Developing Others	82	3.54	0.92
18	Adaptability	83	3.54	0.94
19	Self-Management	85	3.54	0.92
20	Perceptive	86	3.52	0.87
21	General Cognitive Aptitude	86	3.51	0.88
22	Leads By Example	82	3.50	0.93
23	Multi-Tasking	85	3.48	0.92
24	Information Ordering	85	3.42	0.89
25	Time Management	84	3.40	0.96
26	Analyzes and Organizes Information to Create Knowledge	86	3.39	0.91
27	Problem Solver	86	3.39	0.96
28	Assessing And Mitigating Harm	85	3.37	0.97
29	Active Listening	86	3.34	0.94
30	Mentoring	81	3.31	0.98
31	Written Communication	85	3.31	0.89
32	Enforces Standards	83	3.29	0.95
33	Improves Unit Performance	83	3.28	0.92
34	Motivating Others	82	3.28	0.92
35	Situational Awareness	86	3.28	1.00
36	Sustains a Climate of Trust	84	3.26	0.98
37	Creates a Learning Environment	82	3.24	0.98
38	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	83	3.23	0.95
39	Discipline	86	3.22	0.98
40	Self-Control	83	3.21	0.94
41	Improves the Organization	82	3.20	0.95
42	Providing Feedback	83	3.19	0.96

KSB					
Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
43	Troubleshooting	86	3.16	0.99	
44	Analytical Thinking	86	3.16	0.98	
45	Assesses Developmental Needs of Others	82	3.14	0.97	
46	Monitoring	83	3.12	0.96	
47	Task Planning and Management	84	3.08	0.98	
48	Oral and Nonverbal Comprehension	85	3.06	0.98	
49	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	86	3.05	0.98	
50	Process-Disciplined	83	3.05	1.00	
51	Coordination	85	3.04	0.99	
52	Evaluating Compliance	83	3.03	1.02	
53	Resilience	84	3.01	1.03	
54	Instructing	82	3.01	1.04	
55	Initiative	86	3.01	1.03	
56	Balances Mission and Welfare of Followers	82	2.98	1.03	
57	Active Learning	86	2.97	0.99	
58	Emotional Control	83	2.95	1.02	
59	Encourages Fairness and Inclusiveness	81	2.94	1.01	
60	MOS/Branch-Specific Knowledge and Skill	84	2.94	1.09	
61	Persistence	86	2.94	0.99	
62	Knowledge of Processes and Procedures	85	2.91	1.02	
63	Memory	86	2.90	1.01	
64	Specialized Expertise	85	2.89	1.08	
65	Safety Compliance	80	2.86	1.12	
66	Adjustment	84	2.86	1.01	
67	Even-Tempered	84	2.86	1.02	
68	Inspirational Leader	82	2.86	1.00	
69	Self-Efficacy	86	2.86	1.04	
70	Resource Management	83	2.86	1.03	
71	Analyze Data or Information	86	2.84	1.05	
72	Recognizes and Rewards Good Performance	80	2.84	1.05	
73	Interpersonal Tact	84	2.82	0.98	
74	Army Values	85	2.82	1.06	
75	Unstructured Problem Solving	86	2.81	1.09	
76	Structured Problem Solving	86	2.81	1.07	
77	Creative Problem Solving and Innovation	86	2.80	1.11	
78	Army Self-Efficacy	85	2.79	1.04	
79	Shared Leadership	82	2.79	1.06	
80	Tolerance	85	2.78	1.02	
81	Team Planning	86	2.78	1.06	
82	Organizational Perspective	82	2.76	1.04	
83	Achievement Orientation	86	2.75	0.97	
84	Learning Orientation	85	2.75	1.07	
85	Innovative	84	2.75	1.05	
86	Interdisciplinary Reasoning	86	2.73	1.07	
87	Intellectual Efficiency	84	2.72	1.07	
88	Team Development	86	2.70	1.08	
89	Interpersonal Relationship Building	84	2.69	1.02	

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90	Peer Leadership		83	2.69	1.06
91	Health and Fitness Orientation		78	2.68	1.05
92	Assertiveness		86	2.67	1.02
93	Team Orientation		86	2.66	1.09
94	Team Building		86	2.66	1.08
95	Verbal Reasoning		86	2.65	1.09
96	Awareness of Cognitive Biases		86	2.65	1.09
97	Basic Computer Skills		84	2.63	1.03
98	Physically Fit		78	2.63	1.09
99	Cooperation		86	2.62	1.04
100	Coordinating Multiple Groups		86	2.62	1.10
101	Project Manager		82	2.62	1.08
102	Conflict Management		86	2.59	1.07
103	Physical Endurance		79	2.57	1.09
104	Reflective Thinking		86	2.56	1.11
105	Encourages Discourse		86	2.55	1.09
106	Commitment to Serve		84	2.52	1.12
107	Perspective Taking		84	2.52	1.03
108	Strategic Thinking		86	2.51	1.13
109	Delegating		81	2.50	1.09
110	Social Perceptiveness		84	2.50	1.04
111	Virtue		84	2.49	1.10
112	Pattern Recognition		85	2.48	1.13
113	Orderliness		86	2.48	1.06
114	Spatially Intelligent		84	2.47	1.10
115	Perceptual Speed And Accuracy		85	2.45	1.12
116	Military And Professional Bearing		85	2.45	1.15
117	Cognitive Flexibility		86	2.44	1.17
118	Systems Thinking		85	2.44	1.15
119	Balance		75	2.44	1.04
120	Proficiency with Mission Systems		83	2.44	1.14
121	Quantitative Reasoning		85	2.41	1.12
122	Physical Strength		79	2.41	1.12
123	Spatial Orientation		83	2.40	1.14
124	Working in Multidisciplinary Contexts		82	2.38	1.14
125	Tolerance for Ambiguity		84	2.38	1.16
126	Basic Mathematics		84	2.37	1.13
127	Selflessness		84	2.36	1.12
128	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		80	2.33	1.17
129	Soldier Common Task Knowledge and Skills		81	2.32	1.17
130	Empathy		77	2.30	1.11
131	Financial Management		78	2.29	1.12
132	Consensus Building		82	2.28	1.11
133	Intercultural Communication		84	2.25	1.18
134	Spatial Visualization		84	2.25	1.18
135	Interdisciplinary		81	2.23	1.15
136	Knowledge of System Inter-Relations		85	2.21	1.18

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137	Control Precision		76	2.20	1.16
138	Response Orientation		85	2.19	1.17
139	Physical Coordination		76	2.19	1.17
140	Mathematical Reasoning		82	2.18	1.05
141	Humility		85	2.18	1.17
142	Warrior Ethos/Service Ethos		85	2.18	1.22
143	Curiosity		84	2.17	1.15
144	Maintains Relevant Geopolitical Awareness		81	2.17	1.11
145	Knowledge of Combined Arms Operations		82	2.17	1.19
146	Non-Delinquency		86	2.13	1.20
147	Cultural/ Interpersonal Adaptability		78	2.12	1.07
148	Quality Control Analysis		82	2.12	1.24
149	Reaction Time		75	2.10	1.20
150	Enthusiasm		84	2.09	1.15
151	Working with the Public		83	2.09	1.23
152	General Science		79	2.07	1.03
153	Cultural Awareness		79	2.06	1.09
154	Optimism		84	2.04	1.19
155	Interest in Leadership		83	2.01	1.17
156	Realistic Interests		80	1.99	1.24
157	Autonomy		84	1.97	1.24
158	Inspecting Equipment, Objects, Structures, or Materials		76	1.96	1.18
159	Sociability		86	1.95	1.14
160	Introspective		85	1.93	1.20
161	Investigative Interests		80	1.92	1.23
162	Mathematics Knowledge		82	1.89	1.16
163	Locus of Control		82	1.87	1.21
164	Cross-Culturally Fluent		79	1.86	1.13
165	Bodily-Kinesthetic		78	1.86	1.18
166	Affiliation		86	1.84	1.20
167	Prudent Risk-Taker		86	1.77	1.31
168	Knowledge Management		78	1.77	1.20
169	Basic Mechanical Knowledge		77	1.76	1.21
170	Consideration		86	1.75	1.23
171	Technologically Adept		79	1.70	1.21
172	Science methods		78	1.65	1.20
173	Social Interests		79	1.60	1.24
174	Information and Systems Security		75	1.57	1.26
175	Advanced Computer Skills		78	1.55	1.20
176	Mechanical Comprehension		75	1.48	1.24
177	Mechanically and Technologically Savvy		77	1.48	1.22
178	Basic Electronics Knowledge		75	1.48	1.35
179	Advanced Mathematics		71	1.41	1.13
180	Conventional Interests		79	1.40	1.30
181	Auto and Shop Information		66	1.39	1.21
182	Enterprising Interests		76	1.38	1.27
183	Innovating Technology		63	1.24	1.30

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184		Cyber Knowledge	70	1.23	1.29
185		Data Science	65	1.11	1.26
186		Machine/Equipment Installation	66	1.05	1.29
187		Language Learning Ability	72	1.00	1.40
188		Artistic Interests	70	0.99	1.23
189		Systems Architecture and Engineering	54	0.94	1.27
190		Hostility to Authority	65	0.91	1.48
191		Web Development	51	0.89	1.08
192		Software Development	51	0.85	1.15
193		Swimming	53	0.81	1.22
194		Database Programming and Engineering	54	0.79	1.36
195		Machiavellianism	61	0.79	1.48
196		Attention Seeking	75	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 variance and multiplying by original mean value.

Table E26*CMF 91 (Ordnance) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	283	4.33	0.74
2	Mental Agility	284	4.15	0.75
3	Problem Solver	282	4.12	0.79
4	Decision Making	282	4.06	0.79
5	Time Management	283	4.03	0.83
6	Creative Problem Solving and Innovation	284	3.97	0.80
7	Troubleshooting	280	3.86	0.87
8	Stress Tolerance	281	3.82	0.87
9	Structured Problem Solving	282	3.82	0.83
10	Leads By Example	282	3.79	0.86
11	Focus	283	3.79	0.81
12	Attentiveness	284	3.78	0.82
13	Situational Awareness	281	3.76	0.86
14	Army Values	282	3.76	0.88
15	Processes Information and Data	281	3.71	0.86
16	Critical Thinking	282	3.71	0.86
17	Dependability	282	3.70	0.89
18	Communication Ability	284	3.69	0.88
19	Detail-Focused and Precise	283	3.66	0.87
20	Adaptability	279	3.66	0.87
21	Cooperation/Teamwork	283	3.65	0.87
22	Military And Professional Bearing	283	3.63	0.91
23	Enforces Standards	277	3.62	0.90
24	Training and Developing Others	277	3.59	0.91
25	Self-Management	283	3.58	0.90
26	General Cognitive Aptitude	284	3.58	0.84
27	Analytical Thinking	284	3.57	0.86
28	Sustains a Climate of Trust	280	3.56	0.91
29	Resilience	281	3.56	0.91
30	Communicator	283	3.54	0.90
31	Problem Sensitivity	280	3.51	0.88
32	Warrior Ethos/Service Ethos	281	3.50	0.93
33	Analyzes and Organizes Information to Create Knowledge	283	3.49	0.88
34	Self-Control	280	3.49	0.92
35	Cognitive Flexibility	284	3.48	0.87
36	Discipline	283	3.48	0.94
37	Providing Feedback	277	3.47	0.90
38	Active Listening	283	3.46	0.93
39	Instructing	278	3.43	0.92
40	Active Learning	282	3.42	0.90
41	Coordination	283	3.42	0.92
42	Mentoring	275	3.41	0.95
43	Initiative	281	3.39	0.93

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44		Safety Compliance	280	3.38	0.95
45		Emotional Control	281	3.37	0.91
46		Multi-Tasking	282	3.36	0.95
47		Commitment to Serve	282	3.35	0.96
48		Improves Unit Performance	274	3.35	0.95
49		Oral Communication Skill	281	3.34	0.95
50		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	282	3.33	0.97
51		Unstructured Problem Solving	282	3.33	0.95
52		Improves the Organization	282	3.31	0.95
53		Reading Comprehension	280	3.30	0.94
54		Team Planning	283	3.29	0.95
55		Perceptive	283	3.28	0.92
56		Shared Leadership	282	3.28	0.95
57		Persistence	280	3.28	0.94
58		Army Self-Efficacy	282	3.28	0.96
59		Task Planning and Management	281	3.26	0.97
60		Peer Leadership	281	3.25	0.95
61		Creates a Learning Environment	277	3.24	0.99
62		Assesses Developmental Needs of Others	275	3.24	0.97
63		Assessing And Mitigating Harm	281	3.23	0.98
64		Motivating Others	282	3.23	0.97
65		Team Building	283	3.22	0.99
66		Monitoring	279	3.21	0.95
67		Organizational Perspective	279	3.21	0.95
68		Recognizes and Rewards Good Performance	275	3.21	0.98
69		Awareness of Cognitive Biases	283	3.21	0.93
70		Team Development	284	3.19	0.99
71		Analyze Data or Information	281	3.19	0.95
72		Information Ordering	283	3.18	0.93
73		Memory	282	3.17	0.93
74		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	281	3.16	0.98
75		Interdisciplinary Reasoning	282	3.15	0.95
76		Oral and Nonverbal Comprehension	282	3.14	0.97
77		Adjustment	279	3.12	0.94
78		Written Communication	279	3.11	0.97
79		Team Orientation	282	3.10	1.01
80		Balances Mission and Welfare of Followers	275	3.08	1.01
81		Orderliness	283	3.08	0.98
82		Even-Tempered	279	3.07	0.96
83		Encourages Fairness and Inclusiveness	278	3.07	1.01
84		Self-Efficacy	275	3.07	0.99
85		Innovative	281	3.06	0.96
86		Resource Management	277	3.04	1.00
87		Systems Thinking	280	3.02	1.01
88		Verbal Reasoning	281	3.02	1.00
89		Reflective Thinking	282	2.99	1.00

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Tolerance	281	2.99	0.98
91		Learning Orientation	279	2.98	0.98
92		Conflict Management	282	2.96	1.03
93		Cooperation	280	2.96	0.99
94		Inspirational Leader	283	2.95	1.03
95		Achievement Orientation	281	2.92	1.01
96		Strategic Thinking	281	2.92	1.05
97		Virtue	280	2.92	1.03
98		MOS/Branch-Specific Knowledge and Skill	275	2.89	1.09
99		Basic Mechanical Knowledge	268	2.88	1.09
100		Process-Disciplined	278	2.88	1.03
101		Inspecting Equipment, Objects, Structures, or Materials	272	2.86	1.09
102		Interpersonal Tact	275	2.86	1.00
103		Coordinating Multiple Groups	279	2.86	1.07
104		Optimism	275	2.84	1.03
105		Quality Control Analysis	275	2.82	1.07
106		Mechanically and Technologically Savvy	269	2.82	1.09
107		Interest in Leadership	274	2.80	1.04
108		Project Manager	274	2.80	1.05
109		Delegating	276	2.79	1.07
110		Encourages Discourse	277	2.79	1.04
111		Assertiveness	282	2.74	1.03
112		Auto and Shop Information	268	2.74	1.12
113		Mechanical Comprehension	265	2.74	1.13
114		Basic Computer Skills	278	2.73	1.05
115		Physically Fit	270	2.73	1.01
116		Knowledge of Processes and Procedures	276	2.69	1.06
117		Physical Strength	270	2.68	1.02
118		Quantitative Reasoning	282	2.68	1.07
119		Selflessness	281	2.68	1.09
120		Intellectual Efficiency	281	2.67	1.05
121		Basic Electronics Knowledge	269	2.66	1.13
122		Humility	279	2.63	1.09
123		Evaluating Compliance	276	2.63	1.08
124		Perspective Taking	275	2.62	1.04
125		Non-Delinquency	283	2.59	1.10
126		Interpersonal Relationship Building	277	2.57	1.07
127		Specialized Expertise	265	2.56	1.12
128		Curiosity	279	2.55	1.06
129		Tolerance for Ambiguity	277	2.55	1.09
130		Consensus Building	280	2.54	1.05
131		Enthusiasm	279	2.53	1.08
132		Social Perceptiveness	274	2.53	1.08
133		Control Precision	259	2.49	1.06
134		Perceptual Speed And Accuracy	278	2.48	1.05
135		Physical Coordination	261	2.47	1.07
136		Pattern Recognition	279	2.47	1.06

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Balance	260	2.44	1.06
138		Realistic Interests	274	2.43	1.11
139		Response Orientation	281	2.41	1.07
140		Machine/Equipment Installation	264	2.41	1.20
141		Spatially Intelligent	276	2.41	1.10
142		Physical Endurance	268	2.40	1.09
143		Consideration	280	2.39	1.10
144		Reaction Time	260	2.38	1.09
145		Spatial Orientation	275	2.37	1.11
146		Health and Fitness Orientation	269	2.36	1.11
147		Intercultural Communication	276	2.36	1.19
148		Introspective	279	2.32	1.13
149		Soldier Common Task Knowledge and Skills	272	2.32	1.18
150		Empathy	271	2.31	1.17
151		Interdisciplinary	262	2.30	1.10
152		Affiliation	279	2.29	1.11
153		Proficiency with Mission Systems	269	2.27	1.17
154		Spatial Visualization	275	2.25	1.15
155		Financial Management	263	2.24	1.15
156		Knowledge of System Inter-Relations	275	2.17	1.19
157		Investigative Interests	268	2.12	1.16
158		Cultural Awareness	268	2.10	1.20
159		Locus of Control	269	2.10	1.17
160		Sociability	277	2.09	1.20
161		Knowledge of Combined Arms Operations	265	2.00	1.19
162		Basic Mathematics	264	1.96	1.13
163		Working in Multidisciplinary Contexts	258	1.94	1.18
164		Prudent Risk-Taker	275	1.93	1.24
165		Cultural/ Interpersonal Adaptability	269	1.90	1.25
166		Social Interests	273	1.89	1.23
167		Bodily-Kinesthetic	261	1.87	1.21
168		Technologically Adept	252	1.84	1.25
169		Knowledge Management	253	1.83	1.25
170		Autonomy	273	1.81	1.29
171		Maintains Relevant Geopolitical Awareness	263	1.79	1.27
172		Enterprising Interests	261	1.75	1.24
173		Advanced Computer Skills	266	1.73	1.17
174		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	254	1.71	1.25
175		Mathematics Knowledge	255	1.68	1.13
176		Cross-Culturally Fluent	262	1.65	1.29
177		Conventional Interests	266	1.63	1.26
178		Mathematical Reasoning	249	1.63	1.16
179		Working with the Public	259	1.58	1.26
180		Information and Systems Security	237	1.51	1.32
181		General Science	249	1.50	1.14
182		Cyber Knowledge	245	1.43	1.32
183		Language Learning Ability	249	1.32	1.43

KSB Importance Rank		KSB	<i>N</i>	<i>M</i> *	<i>SD</i>
184	Science methods		242	1.27	1.20
185	Artistic Interests		245	1.20	1.36
186	Advanced Mathematics		228	1.16	1.19
187	Hostility to Authority		231	1.00	1.53
188	Data Science		206	0.95	1.49
189	Machiavellianism		209	0.93	1.56
190	Swimming		199	0.92	1.40
191	Innovating Technology		202	0.86	1.51
192	Web Development		183	0.79	1.47
193	Database Programming and Engineering		182	0.78	1.51
194	Systems Architecture and Engineering		187	0.76	1.52
195	Software Development		187	0.76	1.53
196	Attention Seeking		233	0.71	1.54

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 E27*CMF 92 (Quartermaster) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Sound Judgement	429	4.44	0.72
2	Mental Agility	430	4.27	0.75
3	Decision Making	431	4.26	0.74
4	Military And Professional Bearing	427	4.25	0.77
5	Army Values	427	4.25	0.78
6	Communication Ability	432	4.23	0.76
7	Active Listening	431	4.15	0.77
8	Situational Awareness	432	4.08	0.79
9	Communicator	430	4.05	0.79
10	Discipline	431	4.03	0.80
11	Problem Solver	428	4.02	0.79
12	Stress Tolerance	420	4.02	0.80
13	Processes Information and Data	426	4.00	0.78
14	Oral Communication Skill	428	3.98	0.80
15	Warrior Ethos/Service Ethos	425	3.93	0.84
16	Creative Problem Solving and Innovation	428	3.90	0.81
17	Reading Comprehension	431	3.90	0.82
18	Self-Control	426	3.89	0.84
19	Adaptability	431	3.87	0.83
20	Cooperation/Teamwork	430	3.83	0.84
21	Resilience	431	3.82	0.86
22	Dependability	429	3.81	0.85
23	Active Learning	431	3.79	0.81
24	Self-Management	428	3.79	0.84
25	General Cognitive Aptitude	431	3.77	0.80
26	Focus	430	3.77	0.83
27	Critical Thinking	428	3.76	0.84
28	Oral and Nonverbal Comprehension	430	3.76	0.84
29	Emotional Control	430	3.75	0.83
30	Attentiveness	431	3.74	0.84
31	Initiative	424	3.73	0.85
32	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	431	3.72	0.86
33	Detail-Focused and Precise	429	3.70	0.85
34	Multi-Tasking	431	3.70	0.86
35	Analyzes and Organizes Information to Create Knowledge	429	3.66	0.86
36	Troubleshooting	424	3.64	0.86
37	Written Communication	430	3.63	0.88
38	Team Development	430	3.63	0.87
39	Structured Problem Solving	426	3.63	0.87
40	Analytical Thinking	430	3.62	0.87
41	Analyze Data or Information	431	3.62	0.85
42	Army Self-Efficacy	427	3.62	0.88

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43	Verbal Reasoning		431	3.58	0.86
44	Team Planning		431	3.58	0.89
45	Team Orientation		430	3.58	0.88
46	Perceptive		429	3.58	0.86
47	Leads By Example		428	3.58	0.91
48	Information Ordering		432	3.57	0.86
49	Commitment to Serve		427	3.55	0.93
50	Time Management		423	3.54	0.92
51	Problem Sensitivity		428	3.52	0.90
52	Memory		430	3.52	0.87
53	Cooperation		429	3.51	0.88
54	Sustains a Climate of Trust		423	3.51	0.93
55	Coordination		430	3.51	0.89
56	Persistence		429	3.50	0.88
57	Training and Developing Others		421	3.50	0.92
58	Enforces Standards		423	3.49	0.93
59	Interdisciplinary Reasoning		429	3.49	0.87
60	Cognitive Flexibility		431	3.48	0.88
61	Team Building		431	3.47	0.92
62	Strategic Thinking		426	3.46	0.90
63	Reflective Thinking		427	3.44	0.90
64	Adjustment		428	3.43	0.88
65	Improves Unit Performance		420	3.42	0.91
66	Motivating Others		424	3.42	0.93
67	Encourages Fairness and Inclusiveness		421	3.42	0.93
68	Mentoring		419	3.38	0.95
69	Even-Tempered		429	3.38	0.92
70	Systems Thinking		426	3.37	0.90
71	Awareness of Cognitive Biases		429	3.35	0.92
72	Providing Feedback		420	3.35	0.94
73	Learning Orientation		427	3.32	0.91
74	Shared Leadership		422	3.31	0.94
75	Tolerance		430	3.30	0.93
76	Creates a Learning Environment		422	3.30	0.96
77	Task Planning and Management		419	3.28	0.94
78	Conflict Management		431	3.28	0.94
79	Balances Mission and Welfare of Followers		414	3.27	0.98
80	Recognizes and Rewards Good Performance		420	3.26	0.97
81	Coordinating Multiple Groups		429	3.24	0.97
82	Virtue		426	3.23	0.95
83	Orderliness		426	3.22	0.95
84	Assesses Developmental Needs of Others		417	3.21	0.98
85	Monitoring		421	3.19	0.96
86	Improves the Organization		427	3.18	0.97
87	Selflessness		429	3.18	0.97
88	Instructing		418	3.17	0.99
89	Interpersonal Tact		425	3.17	0.96

KSB					
Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
90	Achievement Orientation	429	3.16	0.94	
91	Intercultural Communication	427	3.15	0.99	
92	Assessing And Mitigating Harm	429	3.14	0.99	
93	Organizational Perspective	424	3.14	0.98	
94	Self-Efficacy	424	3.14	0.98	
95	Empathy	415	3.13	0.99	
96	Unstructured Problem Solving	426	3.13	0.97	
97	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	422	3.12	0.99	
98	MOS/Branch-Specific Knowledge and Skill	419	3.11	1.00	
99	Inspirational Leader	421	3.11	0.99	
100	Non-Delinquency	428	3.10	0.98	
101	Intellectual Efficiency	427	3.09	0.96	
102	Perspective Taking	422	3.08	0.96	
103	Innovative	431	3.07	0.97	
104	Quantitative Reasoning	427	3.04	0.98	
105	Interpersonal Relationship Building	425	3.04	0.97	
106	Humility	429	3.04	1.01	
107	Peer Leadership	422	3.02	1.01	
108	Safety Compliance	416	3.00	1.01	
109	Resource Management	421	2.98	1.00	
110	Optimism	428	2.98	1.02	
111	Consideration	425	2.97	0.98	
112	Delegating	418	2.96	1.01	
113	Social Perceptiveness	420	2.92	1.00	
114	Process-Disciplined	422	2.84	1.03	
115	Encourages Discourse	421	2.83	1.05	
116	Assertiveness	423	2.83	1.02	
117	Interest in Leadership	425	2.82	1.04	
118	Knowledge of Processes and Procedures	413	2.78	1.02	
119	Project Manager	418	2.78	1.02	
120	Consensus Building	420	2.78	1.04	
121	Tolerance for Ambiguity	425	2.77	1.03	
122	Basic Computer Skills	425	2.76	1.02	
123	Enthusiasm	422	2.75	1.04	
124	Cultural Awareness	417	2.73	1.05	
125	Spatially Intelligent	423	2.71	1.04	
126	Quality Control Analysis	411	2.69	1.06	
127	Introspective	427	2.68	1.06	
128	Realistic Interests	420	2.66	1.05	
129	Sociability	422	2.65	1.06	
130	Financial Management	405	2.65	1.09	
131	Cultural/ Interpersonal Adaptability	415	2.64	1.06	
132	Perceptual Speed And Accuracy	424	2.62	1.04	
133	Spatial Orientation	423	2.58	1.06	
134	Physically Fit	412	2.57	1.06	
135	Health and Fitness Orientation	410	2.57	1.05	
136	Evaluating Compliance	418	2.54	1.10	

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Curiosity	428	2.53	1.08
138		Spatial Visualization	413	2.53	1.08
139		Proficiency with Mission Systems	395	2.53	1.07
140		Response Orientation	420	2.50	1.08
141		Affiliation	422	2.49	1.08
142		Physical Endurance	407	2.49	1.06
143		Investigative Interests	416	2.48	1.09
144		Physical Strength	410	2.48	1.07
145		Knowledge of System Inter-Relations	413	2.48	1.08
146		Social Interests	419	2.46	1.09
147		Specialized Expertise	395	2.45	1.13
148		Soldier Common Task Knowledge and Skills	408	2.44	1.13
149		Prudent Risk-Taker	422	2.40	1.12
150		Balance	400	2.37	1.10
151		Pattern Recognition	422	2.35	1.10
152		Physical Coordination	396	2.33	1.10
153		Interdisciplinary	410	2.32	1.10
154		Basic Mathematics	404	2.30	1.09
155		Reaction Time	394	2.26	1.14
156		Control Precision	387	2.25	1.13
157		Maintains Relevant Geopolitical Awareness	401	2.25	1.15
158		Knowledge of Combined Arms Operations	389	2.24	1.12
159		Locus of Control	407	2.22	1.17
160		Cross-Culturally Fluent	402	2.17	1.15
161		Working with the Public	406	2.15	1.19
162		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	410	2.12	1.16
163		Working in Multidisciplinary Contexts	411	2.10	1.18
164		Mathematics Knowledge	386	2.05	1.07
165		Autonomy	406	2.04	1.25
166		Knowledge Management	395	2.02	1.18
167		Bodily-Kinesthetic	390	1.95	1.17
168		Advanced Computer Skills	408	1.93	1.14
169		Enterprising Interests	407	1.93	1.20
170		Mathematical Reasoning	378	1.90	1.14
171		Cyber Knowledge	386	1.85	1.17
172		Conventional Interests	407	1.85	1.21
173		Information and Systems Security	384	1.84	1.22
174		Language Learning Ability	413	1.72	1.33
175		Technologically Adept	387	1.67	1.25
176		Inspecting Equipment, Objects, Structures, or Materials	367	1.56	1.27
177		General Science	361	1.51	1.18
178		Artistic Interests	387	1.49	1.31
179		Basic Mechanical Knowledge	347	1.47	1.19
180		Mechanical Comprehension	346	1.46	1.16
181		Science methods	352	1.44	1.18
182		Basic Electronics Knowledge	334	1.41	1.19
183		Mechanically and Technologically Savvy	341	1.39	1.20

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	Auto and Shop Information		325	1.33	1.19
185	Advanced Mathematics		355	1.30	1.20
186	Innovating Technology		328	1.27	1.32
187	Hostility to Authority		345	1.26	1.46
188	Data Science		335	1.26	1.31
189	Machine/Equipment Installation		326	1.26	1.25
190	Systems Architecture and Engineering		310	1.17	1.33
191	Machiavellianism		323	1.15	1.49
192	Database Programming and Engineering		313	1.13	1.34
193	Web Development		320	1.10	1.35
194	Software Development		322	1.08	1.34
195	Swimming		288	1.06	1.37
196	Attention Seeking		361	0.79	1.57

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 E28*CMF 94 (Ordnance) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1		Sound Judgement	40	3.94	0.84
2		Army Values	40	3.81	0.86
3		Mental Agility	40	3.78	0.85
4		Detail-Focused and Precise	40	3.76	0.90
5		Processes Information and Data	39	3.69	0.91
6		Dependability	40	3.64	0.93
7		Stress Tolerance	40	3.61	0.92
8		Enforces Standards	39	3.55	0.90
9		Recognizes and Rewards Good Performance	38	3.52	0.91
10		Decision Making	40	3.49	0.89
11		Focus	40	3.49	0.89
12		Self-Control	39	3.48	0.96
13		General Cognitive Aptitude	40	3.40	0.95
14		Emotional Control	40	3.40	0.92
15		Critical Thinking	40	3.40	0.94
16		Problem Solver	40	3.40	0.94
17		Army Self-Efficacy	39	3.37	0.97
18		Training and Developing Others	39	3.37	1.02
19		Discipline	40	3.33	0.99
20		Leads By Example	39	3.33	1.02
21		Attentiveness	40	3.31	0.97
22		Multi-Tasking	40	3.31	0.98
23		Information Ordering	40	3.31	0.95
24		Troubleshooting	40	3.25	1.02
25		Analyzes and Organizes Information to Create Knowledge	40	3.24	0.94
26		MOS/Branch-Specific Knowledge and Skill	40	3.24	1.02
27		Creative Problem Solving and Innovation	40	3.23	0.98
28		Analytical Thinking	40	3.23	0.99
29		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	37	3.21	1.00
30		Even-Tempered	39	3.19	0.99
31		Problem Sensitivity	40	3.18	0.95
32		Communication Ability	40	3.18	1.05
33		Orderliness	40	3.15	1.00
34		Systems Thinking	39	3.11	1.02
35		Initiative	39	3.08	0.97
36		Military And Professional Bearing	40	3.06	1.04
37		Tolerance	38	3.05	0.97
38		Self-Efficacy	39	3.05	0.96
39		Creates a Learning Environment	39	3.03	1.02
40		Time Management	39	3.03	1.08
41		Safety Compliance	39	3.03	1.06
42		Cooperation/Teamwork	41	3.03	1.05

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
43		Sustains a Climate of Trust	39	3.03	1.06
44		Adaptability	40	3.01	1.10
45		Persistence	40	3.01	1.02
46		Active Listening	40	3.01	1.02
47		Instructing	38	3.01	1.02
48		Oral Communication Skill	39	2.97	1.04
49		Reflective Thinking	40	2.94	1.04
50		Mentoring	38	2.93	1.05
51		Assesses Developmental Needs of Others	38	2.92	1.06
52		Intellectual Efficiency	39	2.91	1.04
53		Improves the Organization	38	2.91	1.08
54		Motivating Others	39	2.88	1.07
55		Basic Computer Skills	40	2.88	1.05
56		Analyze Data or Information	39	2.87	1.10
57		Resilience	39	2.87	1.10
58		Quality Control Analysis	40	2.86	1.06
59		Cognitive Flexibility	40	2.86	1.02
60		Process-Disciplined	40	2.85	1.07
61		Structured Problem Solving	40	2.85	1.08
62		Reading Comprehension	40	2.85	1.09
63		Self-Management	40	2.84	1.13
64		Providing Feedback	39	2.82	1.09
65		Cooperation	40	2.81	1.07
66		Oral and Nonverbal Comprehension	37	2.80	1.09
67		Commitment to Serve	40	2.79	1.09
68		Balances Mission and Welfare of Followers	37	2.79	1.13
69		Interdisciplinary Reasoning	39	2.77	1.05
70		Interpersonal Tact	40	2.76	1.07
71		Perceptive	39	2.74	1.06
72		Unstructured Problem Solving	40	2.74	1.10
73		Inspirational Leader	38	2.73	1.09
74		Shared Leadership	39	2.72	1.14
75		Innovative	40	2.72	1.04
76		Adjustment	39	2.71	1.06
77		Monitoring	39	2.71	1.09
78		Warrior Ethos/Service Ethos	40	2.70	1.14
79		Learning Orientation	39	2.70	1.10
80		Improves Unit Performance	38	2.68	1.14
81		Situational Awareness	39	2.66	1.10
82		Tolerance for Ambiguity	39	2.66	1.10
83		Task Planning and Management	39	2.63	1.12
84		Perspective Taking	39	2.62	1.04
85		Knowledge of Processes and Procedures	38	2.61	1.11
86		Evaluating Compliance	39	2.60	1.11
87		Virtue	40	2.59	1.14
88		Strategic Thinking	39	2.57	1.11
89		Basic Electronics Knowledge	40	2.55	1.21

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90		Resource Management	38	2.55	1.17
91		Verbal Reasoning	40	2.55	1.11
92		Coordination	41	2.54	1.14
93		Communicator	40	2.54	1.16
94		Organizational Perspective	39	2.50	1.16
95		Non-Delinquency	40	2.50	1.15
96		Team Orientation	41	2.47	1.14
97		Delegating	39	2.46	1.16
98		Awareness of Cognitive Biases	40	2.46	1.10
99		Realistic Interests	40	2.46	1.10
100		Team Planning	41	2.44	1.16
101		Inspecting Equipment, Objects, Structures, or Materials	41	2.44	1.19
102		Memory	40	2.43	1.11
103		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	41	2.42	1.21
104		Assessing And Mitigating Harm	40	2.39	1.15
105		Written Communication	40	2.39	1.19
106		Achievement Orientation	40	2.37	1.14
107		Assertiveness	37	2.33	1.15
108		Perceptual Speed And Accuracy	38	2.32	1.06
109		Encourages Fairness and Inclusiveness	39	2.32	1.21
110		Peer Leadership	39	2.30	1.22
111		Active Learning	40	2.29	1.18
112		Intercultural Communication	38	2.28	1.20
113		Humility	40	2.27	1.15
114		Team Development	41	2.25	1.23
115		Conflict Management	41	2.23	1.22
116		Team Building	41	2.23	1.24
117		Consideration	39	2.22	1.14
118		Social Perceptiveness	38	2.21	1.15
119		Spatial Orientation	39	2.19	1.09
120		Spatially Intelligent	39	2.16	1.12
121		Encourages Discourse	39	2.16	1.23
122		Selflessness	40	2.15	1.24
123		Optimism	37	2.14	1.20
124		Spatial Visualization	39	2.13	1.08
125		Enthusiasm	39	2.13	1.08
126		Consensus Building	39	2.13	1.14
127		Interest in Leadership	40	2.13	1.21
128		Locus of Control	36	2.09	1.18
129		Project Manager	39	2.06	1.28
130		Proficiency with Mission Systems	38	2.06	1.23
131		Information and Systems Security	32	2.05	1.19
132		Autonomy	38	2.04	1.26
133		Curiosity	39	2.02	1.21
134		Financial Management	36	2.02	1.26
135		Empathy	40	2.02	1.25
136		Interpersonal Relationship Building	40	2.01	1.23

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137		Interdisciplinary	38	2.00	1.20
138		Pattern Recognition	39	1.89	1.23
139		Health and Fitness Orientation	38	1.86	1.25
140		Investigative Interests	39	1.86	1.32
141		Introspective	38	1.83	1.24
142		Specialized Expertise	38	1.82	1.35
143		Coordinating Multiple Groups	40	1.78	1.36
144		Knowledge of System Inter-Relations	39	1.76	1.31
145		Physically Fit	37	1.75	1.28
146		Affiliation	38	1.74	1.29
147		Machine/Equipment Installation	36	1.74	1.32
148		Quantitative Reasoning	39	1.71	1.29
149		Knowledge Management	35	1.69	1.31
150		Mechanically and Technologically Savvy	39	1.69	1.32
151		Response Orientation	39	1.66	1.31
152		Basic Mathematics	36	1.61	1.31
153		Mechanical Comprehension	34	1.60	1.27
154		Physical Strength	37	1.59	1.35
155		Sociability	38	1.58	1.32
156		Conventional Interests	38	1.54	1.29
157		Cultural/ Interpersonal Adaptability	38	1.54	1.34
158		Basic Mechanical Knowledge	38	1.54	1.24
159		Social Interests	39	1.54	1.30
160		Cultural Awareness	39	1.52	1.34
161		Cross-Culturally Fluent	36	1.52	1.31
162		Technologically Adept	36	1.49	1.42
163		Advanced Computer Skills	37	1.44	1.37
164		Maintains Relevant Geopolitical Awareness	36	1.43	1.36
165		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	34	1.42	1.42
166		Control Precision	38	1.40	1.40
167		Working in Multidisciplinary Contexts	37	1.39	1.42
168		Balance	38	1.37	1.32
169		Knowledge of Combined Arms Operations	38	1.37	1.37
170		Mathematical Reasoning	34	1.35	1.35
171		Prudent Risk-Taker	37	1.33	1.34
172		Enterprising Interests	34	1.30	1.35
173		Physical Endurance	36	1.30	1.42
174		Soldier Common Task Knowledge and Skills	39	1.28	1.40
175		Cyber Knowledge	31	1.26	1.42
176		Physical Coordination	38	1.24	1.40
177		Language Learning Ability	30	1.21	1.43
178		Mathematics Knowledge	34	1.16	1.37
179		Bodily-Kinesthetic	35	1.13	1.34
180		Reaction Time	37	1.06	1.46
181		Innovating Technology	25	0.98	1.57
182		Auto and Shop Information	30	0.97	1.44
183		Data Science	28	0.96	1.48

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	Science methods		31	0.92	1.49
185	General Science		30	0.91	1.43
186	Working with the Public		32	0.77	1.61
187	Database Programming and Engineering		25	0.76	1.50
188	Systems Architecture and Engineering		25	0.66	1.63
189	Artistic Interests		28	0.63	1.60
190	Advanced Mathematics		27	0.62	1.58
191	Web Development		24	0.58	1.62
192	Swimming		25	0.55	1.43
193	Attention Seeking		29	0.52	1.51
194	Hostility to Authority		31	0.50	1.69
195	Software Development		23	0.48	1.68
196	Machiavellianism		30	0.46	1.67

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 F

Special Duty Assignment Complete KSB Ratings

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 F1

Sexual Assault Response Coordinators (SARCs) Complete KSB Importance Ratings (Weighted Means)

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Dependability	40	6.46	0.34
2	Communication Ability	40	5.95	0.45
3	Focus	40	5.68	0.46
4	Stress Tolerance	40	5.65	0.49
5	Problem Sensitivity	40	5.46	0.54
6	Active Listening	40	5.38	0.55
7	Oral and Nonverbal Comprehension	40	5.35	0.53
8	Communicator	40	5.31	0.56
9	Self-Management	40	5.26	0.57
10	Oral Communication Skill	40	5.24	0.57
11	Discipline	40	5.18	0.58
12	Virtue	40	5.15	0.61
13	Sound Judgement	40	5.13	0.59
14	Leads By Example	38	5.13	0.56
15	Situational Awareness	39	5.11	0.61
16	Processes Information and Data	40	5.07	0.59
17	Problem Solver	38	5.07	0.60
18	Active Learning	39	5.04	0.60
19	Critical Thinking	39	4.99	0.63
20	Attentiveness	40	4.98	0.63
21	Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps	39	4.95	0.63
22	Training and Developing Others	38	4.92	0.64
23	Army Values	40	4.85	0.71
24	Emotional Control	40	4.84	0.67
25	Mental Agility	40	4.83	0.64
26	Resilience	40	4.78	0.67
27	Cooperation	40	4.78	0.67
28	Enforces Standards	39	4.75	0.68
29	Humility	39	4.75	0.68
30	Motivating Others	38	4.74	0.65
31	Sustains a Climate of Trust	39	4.67	0.71
32	Selflessness	39	4.67	0.71
33	Instructing	39	4.67	0.68
34	Consideration	40	4.65	0.68
35	Inspirational Leader	38	4.53	0.69

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
36	Analytical Thinking		40	4.47	0.72
37	Perceptive		40	4.42	0.71
38	Military And Professional Bearing		40	4.42	0.80
39	Persistence		40	4.41	0.75
40	Warrior Ethos/Service Ethos		40	4.37	0.80
41	Time Management		37	4.36	0.77
42	Self-Control		40	4.32	0.78
43	Empathy		40	4.32	0.78
44	Coordination		39	4.30	0.76
45	Assessing And Mitigating Harm		40	4.26	0.78
46	Awareness of Cognitive Biases		39	4.24	0.75
47	Adjustment		40	4.23	0.74
48	Decision Making		40	4.20	0.78
49	Strategic Thinking		39	4.19	0.72
50	Adaptability		40	4.18	0.78
51	Team Development		39	4.17	0.79
52	Monitoring		39	4.17	0.79
53	Detail-Focused and Precise		40	4.17	0.78
54	Team Building		39	4.11	0.82
55	Learning Orientation		40	4.10	0.75
56	Creative Problem Solving and Innovation		40	4.09	0.82
57	Multi-Tasking		40	4.09	0.82
58	Mentoring		37	4.08	0.79
59	Analyzes and Organizes Information to Create Knowledge		39	4.07	0.76
60	Verbal Reasoning		39	4.07	0.76
61	Structured Problem Solving		38	4.07	0.78
62	Even-Tempered		39	4.06	0.85
63	Cooperation/Teamwork		39	4.06	0.82
64	Organizational Perspective		37	4.04	0.78
65	Commitment to Serve		40	4.03	0.87
66	Cognitive Flexibility		40	3.99	0.79
67	Tolerance		40	3.99	0.78
68	General Cognitive Aptitude		40	3.99	0.78
69	Unstructured Problem Solving		38	3.98	0.82
70	Shared Leadership		38	3.95	0.81
71	Analyze Data or Information		40	3.91	0.83
72	Coordinating Multiple Groups		38	3.91	0.86
73	Reading Comprehension		40	3.90	0.83
74	Encourages Fairness and Inclusiveness		39	3.89	0.89
75	Information Ordering		40	3.88	0.82
76	Team Planning		39	3.82	0.88
77	Team Orientation		39	3.82	0.88
78	Orderliness		40	3.78	0.85
79	Written Communication		40	3.77	0.85
80	Providing Feedback		39	3.76	0.91
81	Reflective Thinking		39	3.75	0.86
82	Self-Efficacy		39	3.74	0.84
83	Initiative		40	3.71	0.89

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
84	Affiliation		40	3.70	0.89
85	Conflict Management		39	3.65	0.89
86	Systems Thinking		38	3.62	0.84
87	Improves the Organization		38	3.62	0.89
88	Process-Disciplined		39	3.54	0.88
89	Interpersonal Tact		40	3.50	0.94
90	Achievement Orientation		40	3.50	0.87
91	Non-Delinquency		40	3.49	0.92
92	Interdisciplinary Reasoning		40	3.49	0.89
93	Memory		40	3.48	0.90
94	Intellectual Efficiency		40	3.45	0.81
95	Innovative		40	3.40	0.85
96	Balances Mission and Welfare of Followers		37	3.39	0.95
97	Army Self-Efficacy		40	3.33	1.00
98	Intercultural Communication		40	3.31	0.97
99	Improves Unit Performance		39	3.30	1.00
100	Creates a Learning Environment		39	3.28	0.98
101	Interpersonal Relationship Building		40	3.23	0.99
102	Encourages Discourse		40	3.23	0.99
103	Perceptual Speed And Accuracy		39	3.20	0.92
104	Perspective Taking		40	3.15	1.03
105	Peer Leadership		38	3.15	1.01
106	Optimism		40	3.15	1.00
107	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		38	3.09	1.00
108	Safety Compliance		39	3.08	0.97
109	Troubleshooting		38	3.07	1.03
110	Evaluating Compliance		39	3.05	1.01
111	Pattern Recognition		39	3.03	0.97
112	Assertiveness		40	3.03	1.00
113	Assesses Developmental Needs of Others		38	3.01	1.01
114	Tolerance for Ambiguity		39	3.00	1.00
115	Social Perceptiveness		40	2.92	1.06
116	Project Manager		37	2.81	1.08
117	Introspective		40	2.79	1.05
118	Spatially Intelligent		38	2.79	1.01
119	Spatial Visualization		37	2.79	0.97
120	Enthusiasm		40	2.77	1.03
121	Task Planning and Management		38	2.77	1.10
122	Spatial Orientation		38	2.77	1.00
123	Response Orientation		39	2.74	1.11
124	Consensus Building		38	2.73	1.01
125	Recognizes and Rewards Good Performance		39	2.67	1.12
126	Specialized Expertise		36	2.66	1.09
127	Quantitative Reasoning		40	2.66	1.03
128	Interest in Leadership		39	2.65	0.99
129	Interdisciplinary		38	2.64	1.00
130	Resource Management		37	2.61	1.13

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
131	Sociability		40	2.60	1.08
132	Cultural/ Interpersonal Adaptability		39	2.52	1.08
133	Curiosity		40	2.45	1.08
134	Cultural Awareness		39	2.39	1.12
135	Locus of Control		38	2.35	1.15
136	Basic Computer Skills		38	2.25	1.18
137	Quality Control Analysis		39	2.18	1.22
138	Autonomy		37	2.18	1.21
139	Working with the Public		40	2.12	1.19
140	Social Interests		39	2.09	1.29
141	Financial Management		33	2.06	1.28
142	Knowledge Management		32	2.05	1.05
143	Delegating		37	2.04	1.24
144	Knowledge of System Inter-Relations		35	2.04	1.17
145	Knowledge of Processes and Procedures		36	2.01	1.28
146	Investigative Interests		37	1.99	1.16
147	Cross-Culturally Fluent		38	1.99	1.18
148	Prudent Risk-Taker		40	1.93	1.26
149	Working in Multidisciplinary Contexts		39	1.91	1.25
150	Basic Mathematics		32	1.86	1.14
151	Realistic Interests		39	1.79	1.21
152	Maintains Relevant Geopolitical Awareness		38	1.78	1.23
153	Advanced Computer Skills		37	1.76	1.04
154	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		37	1.73	1.24
155	Information and Systems Security		33	1.65	1.17
156	Technologically Adept		30	1.57	1.06
157	Conventional Interests		37	1.55	1.21
158	Health and Fitness Orientation		37	1.41	1.32
159	Data Science		28	1.39	1.21
160	Physical Endurance		35	1.35	1.29
161	Inspecting Equipment, Objects, Structures, or Materials		24	1.31	1.33
162	Enterprising Interests		33	1.31	1.36
163	Cyber Knowledge		30	1.29	1.32
164	Mathematics Knowledge		30	1.27	1.19
165	Soldier Common Task Knowledge and Skills		34	1.26	1.44
166	Reaction Time		34	1.26	1.37
167	Mechanically and Technologically Savvy		22	1.24	1.14
168	Language Learning Ability		37	1.24	1.50
169	Physical Strength		37	1.22	1.32
170	Physically Fit		36	1.22	1.37
171	Knowledge of Combined Arms Operations		31	1.22	1.45
172	Mechanical Comprehension		21	1.17	1.21
173	Basic Mechanical Knowledge		24	1.16	1.25
174	Mathematical Reasoning		29	1.14	1.21
175	Balance		32	1.12	1.45
176	Artistic Interests		36	1.10	1.25
177	Advanced Mathematics		26	1.06	1.19

KSB Importance					
Rank	KSB	<i>N</i>	<i>M</i> *	<i>SD</i>	
178	General Science	26	1.06	1.19	
179	Bodily-Kinesthetic	29	1.06	1.43	
180	Auto and Shop Information	20	1.05	1.28	
181	Physical Coordination	32	1.02	1.47	
182	Hostility to Authority	25	1.01	1.58	
183	MOS/Branch-Specific Knowledge and Skill	34	1.00	1.60	
184	Basic Electronics Knowledge	23	0.99	1.31	
185	Proficiency with Mission Systems	33	0.92	1.54	
186	Machine/Equipment Installation	20	0.91	1.35	
187	Database Programming and Engineering	23	0.88	1.22	
188	Innovating Technology	23	0.88	1.22	
189	Control Precision	30	0.88	1.50	
190	Science methods	26	0.87	1.31	
191	Systems Architecture and Engineering	22	0.82	1.28	
192	Web Development	21	0.80	1.33	
193	Software Development	21	0.79	1.43	
194	Attention Seeking	30	0.50	1.59	
195	Swimming	20	0.50	1.33	
196	Machiavellianism	21	0.46	1.77	

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 F2*Victim Advocate (VA) Complete KSB Importance Ratings (Weighted Means)*

KSB Importance		KSB	N	M*	SD
Rank					
1	Communication Ability		82	4.03	0.81
2	Sound Judgement		81	4.03	0.82
3	Sustains a Climate of Trust		79	3.96	0.84
4	Adaptability		81	3.87	0.83
5	Dependability		82	3.84	0.87
6	Communicator		82	3.82	0.84
7	Situational Awareness		82	3.82	0.87
8	Active Listening		82	3.81	0.87
9	Resilience		82	3.79	0.86
10	Stress Tolerance		82	3.77	0.88
11	Processes Information and Data		81	3.75	0.85
12	Attentiveness		81	3.75	0.82
13	Cooperation/Teamwork		82	3.68	0.87
14	Improves Unit Performance		80	3.65	0.88
15	Detail-Focused and Precise		82	3.63	0.89
16	Enforces Standards		81	3.63	0.90
17	Oral Communication Skill		82	3.62	0.88
18	Coordination		82	3.58	0.88
19	Providing Feedback		80	3.54	0.90
20	Monitoring		82	3.54	0.88
21	Critical Thinking		81	3.53	0.93
22	Focus		81	3.51	0.85
23	Training and Developing Others		81	3.50	0.95
24	Cooperation		82	3.47	0.87
25	Written Communication		81	3.44	0.91
26	Time Management		80	3.43	0.96
27	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps		81	3.43	0.94
28	Creates a Learning Environment		81	3.43	0.93
29	General Cognitive Aptitude		81	3.41	0.89
30	Creative Problem Solving and Innovation		79	3.41	0.96
31	Oral and Nonverbal Comprehension		82	3.41	0.92
32	Analyzes and Organizes Information to Create Knowledge		81	3.41	0.90
33	Military And Professional Bearing		80	3.41	0.98
34	Mentoring		80	3.38	0.96
35	Balances Mission and Welfare of Followers		77	3.36	0.96
36	Mental Agility		81	3.35	0.95
37	Army Values		82	3.33	0.99
38	Conflict Management		82	3.33	0.93
39	Team Orientation		81	3.32	0.93
40	Team Building		81	3.31	0.96
41	Team Development		81	3.31	0.95
42	Interdisciplinary Reasoning		81	3.31	0.97
43	Motivating Others		80	3.30	0.93

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
44	Encourages Fairness and Inclusiveness	80	3.28	0.98
45	Problem Solver	81	3.27	1.00
46	Tolerance	82	3.27	0.93
47	Team Planning	81	3.27	0.96
48	Improves the Organization	80	3.26	0.94
49	Initiative	81	3.26	0.98
50	Leads By Example	81	3.26	0.99
51	Recognizes and Rewards Good Performance	80	3.25	0.97
52	Self-Control	82	3.24	1.00
53	Decision Making	81	3.22	0.99
54	Army Self-Efficacy	82	3.21	0.96
55	Verbal Reasoning	81	3.20	0.96
56	Discipline	81	3.18	1.01
57	Coordinating Multiple Groups	82	3.18	0.97
58	Reading Comprehension	81	3.18	0.96
59	Self-Management	82	3.16	1.00
60	Strategic Thinking	81	3.16	0.98
61	Systems Thinking	81	3.14	0.93
62	Instructing	81	3.14	1.02
63	Learning Orientation	81	3.13	0.95
64	Self-Efficacy	81	3.13	0.94
65	Cognitive Flexibility	81	3.12	0.99
66	Inspirational Leader	80	3.11	0.98
67	Adjustment	82	3.11	0.95
68	Troubleshooting	82	3.08	1.04
69	Problem Sensitivity	79	3.07	1.03
70	Assessing And Mitigating Harm	81	3.07	1.05
71	Shared Leadership	80	3.04	1.00
72	Interpersonal Tact	79	3.03	1.00
73	Assesses Developmental Needs of Others	80	3.02	1.03
74	Emotional Control	82	3.02	1.03
75	Task Planning and Management	80	3.01	1.03
76	Information Ordering	81	3.01	0.95
77	Persistence	82	3.01	1.00
78	Achievement Orientation	82	3.01	0.98
79	Interpersonal Relationship Building	79	2.99	1.01
80	Perceptive	81	2.97	1.01
81	Warrior Ethos/Service Ethos	82	2.97	1.08
82	Commitment to Serve	82	2.94	1.07
83	Active Learning	81	2.92	1.06
84	Peer Leadership	81	2.91	1.02
85	Selflessness	81	2.91	1.02
86	Even-Tempered	81	2.91	1.02
87	Multi-Tasking	82	2.90	1.08
88	Virtue	81	2.89	1.07
89	Encourages Discourse	80	2.89	1.05
90	Unstructured Problem Solving	82	2.87	1.04

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
91	Structured Problem Solving	81	2.87	1.05
92	Organizational Perspective	81	2.87	1.03
93	Perspective Taking	80	2.83	1.04
94	Analytical Thinking	82	2.80	1.10
95	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	79	2.80	1.06
96	Resource Management	75	2.79	1.06
97	Memory	81	2.78	1.03
98	Consideration	81	2.77	0.99
99	Reflective Thinking	81	2.76	1.07
100	Innovative	82	2.74	1.04
101	Intercultural Communication	82	2.73	1.09
102	Project Manager	78	2.71	1.06
103	Analyze Data or Information	80	2.71	1.07
104	Intellectual Efficiency	82	2.69	1.06
105	Spatial Orientation	78	2.69	1.02
106	Social Perceptiveness	80	2.68	1.06
107	MOS/Branch-Specific Knowledge and Skill	77	2.66	1.15
108	Spatially Intelligent	78	2.63	1.02
109	Empathy	81	2.63	1.14
110	Specialized Expertise	75	2.60	1.14
111	Knowledge of Processes and Procedures	77	2.60	1.08
112	Basic Computer Skills	81	2.60	1.06
113	Humility	81	2.58	1.11
114	Delegating	80	2.54	1.10
115	Response Orientation	81	2.52	1.10
116	Reaction Time	74	2.48	1.04
117	Consensus Building	80	2.47	1.08
118	Optimism	81	2.46	1.13
119	Enthusiasm	81	2.44	1.11
120	Evaluating Compliance	77	2.44	1.11
121	Awareness of Cognitive Biases	82	2.42	1.17
122	Control Precision	72	2.42	1.04
123	Affiliation	79	2.40	1.07
124	Perceptual Speed And Accuracy	81	2.38	1.09
125	Safety Compliance	77	2.37	1.17
126	Non-Delinquency	80	2.37	1.18
127	Assertiveness	81	2.36	1.11
128	Spatial Visualization	77	2.34	1.10
129	Introspective	81	2.32	1.10
130	Physical Coordination	74	2.31	1.09
131	Curiosity	82	2.30	1.12
132	Orderliness	82	2.26	1.17
133	Interest in Leadership	77	2.25	1.15
134	Balance	76	2.23	1.07
135	Cultural/ Interpersonal Adaptability	78	2.23	1.17
136	Cultural Awareness	79	2.22	1.17

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137	Sociability	81	2.21	1.17
138	Interdisciplinary	80	2.18	1.16
139	Health and Fitness Orientation	77	2.16	1.17
140	Pattern Recognition	80	2.13	1.12
141	Autonomy	77	2.11	1.22
142	Knowledge Management	75	2.10	1.11
143	Quantitative Reasoning	80	2.10	1.23
144	Realistic Interests	77	2.09	1.19
145	Soldier Common Task Knowledge and Skills	75	2.07	1.22
146	Physically Fit	78	2.07	1.19
147	Proficiency with Mission Systems	68	2.02	1.23
148	Quality Control Analysis	75	2.01	1.25
149	Knowledge of System Inter-Relations	76	2.01	1.26
150	Prudent Risk-Taker	76	2.01	1.19
151	Process-Disciplined	77	2.00	1.24
152	Physical Endurance	77	1.96	1.22
153	Tolerance for Ambiguity	80	1.91	1.29
154	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	77	1.90	1.21
155	Physical Strength	76	1.90	1.23
156	Technologically Adept	71	1.85	1.15
157	Working in Multidisciplinary Contexts	76	1.83	1.22
158	Basic Mathematics	66	1.79	1.21
159	Locus of Control	78	1.77	1.26
160	Information and Systems Security	69	1.75	1.15
161	Cross-Culturally Fluent	77	1.74	1.27
162	Financial Management	77	1.73	1.25
163	Investigative Interests	78	1.72	1.25
164	Bodily-Kinesthetic	73	1.71	1.22
165	Maintains Relevant Geopolitical Awareness	76	1.70	1.30
166	Social Interests	76	1.60	1.33
167	Knowledge of Combined Arms Operations	67	1.57	1.31
168	Advanced Computer Skills	79	1.56	1.18
169	Cyber Knowledge	69	1.53	1.22
170	Inspecting Equipment, Objects, Structures, or Materials	61	1.47	1.30
171	Enterprising Interests	73	1.46	1.26
172	Working with the Public	79	1.44	1.39
173	Mathematics Knowledge	64	1.41	1.22
174	Conventional Interests	75	1.39	1.30
175	General Science	62	1.38	1.18
176	Basic Mechanical Knowledge	59	1.36	1.24
177	Mathematical Reasoning	63	1.35	1.28
178	Mechanically and Technologically Savvy	57	1.27	1.28
179	Basic Electronics Knowledge	60	1.25	1.27
180	Language Learning Ability	73	1.25	1.42
181	Mechanical Comprehension	54	1.21	1.31
182	Science methods	62	1.21	1.21

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
183	Auto and Shop Information	49	1.17	1.27
184	Advanced Mathematics	55	1.17	1.12
185	Machine/Equipment Installation	54	1.15	1.31
186	Swimming	48	1.15	1.28
187	Artistic Interests	70	1.07	1.37
188	Data Science	56	1.05	1.23
189	Systems Architecture and Engineering	48	0.98	1.26
190	Software Development	49	0.95	1.26
191	Innovating Technology	52	0.90	1.35
192	Web Development	48	0.89	1.30
193	Database Programming and Engineering	51	0.83	1.34
194	Machiavellianism	49	0.81	1.60
195	Hostility to Authority	60	0.74	1.62
196	Attention Seeking	63	0.68	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 F3*Recruiter Complete KSB Importance Ratings (Weighted Means)*

KSB Importance		KSB	N	M*	SD
Rank					
1	Communication Ability		188	4.93	0.65
2	Communicator		189	4.84	0.66
3	Oral Communication Skill		188	4.78	0.68
4	Resilience		187	4.63	0.72
5	Active Listening		188	4.60	0.72
6	Stress Tolerance		188	4.57	0.74
7	Self-Management		187	4.34	0.78
8	Emotional Control		188	4.33	0.76
9	Oral and Nonverbal Comprehension		187	4.33	0.77
10	Interpersonal Relationship Building		187	4.28	0.77
11	Interpersonal Tact		186	4.26	0.78
12	Self-Control		187	4.16	0.81
13	Sociability		189	4.16	0.80
14	Social Perceptiveness		186	4.14	0.81
15	Adaptability		187	4.06	0.83
16	Attentiveness		188	3.97	0.81
17	Perspective Taking		186	3.94	0.84
18	Working with the Public		182	3.91	0.90
19	Dependability		189	3.90	0.86
20	Time Management		185	3.85	0.88
21	Processes Information and Data		186	3.79	0.87
22	Focus		188	3.76	0.86
23	Military And Professional Bearing		188	3.75	0.92
24	Intercultural Communication		185	3.73	0.92
25	Persistence		189	3.71	0.90
26	Mental Agility		187	3.69	0.90
27	Adjustment		188	3.69	0.88
28	Even-Tempered		188	3.67	0.90
29	Sound Judgement		187	3.64	0.92
30	Optimism		185	3.63	0.91
31	Enthusiasm		187	3.61	0.90
32	Detail-Focused and Precise		188	3.61	0.91
33	Perceptive		188	3.49	0.92
34	Achievement Orientation		189	3.48	0.93
35	Discipline		189	3.46	0.96
36	Situational Awareness		188	3.41	0.96
37	Cultural Awareness		183	3.40	0.94
38	Verbal Reasoning		189	3.34	0.96
39	Initiative		188	3.33	0.99
40	Problem Solver		189	3.33	0.99
41	Multi-Tasking		187	3.32	0.99
42	Problem Sensitivity		186	3.31	0.97
43	Cooperation/Teamwork		187	3.30	1.00
44	Cooperation		187	3.27	0.97

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
45	Reading Comprehension	189	3.27	0.99
46	Written Communication	189	3.25	0.98
47	Cultural/ Interpersonal Adaptability	183	3.25	0.98
48	Assertiveness	188	3.24	0.95
49	Analytical Thinking	185	3.22	0.99
50	Memory	188	3.22	0.97
51	Critical Thinking	187	3.20	1.00
52	General Cognitive Aptitude	188	3.17	0.99
53	Coordination	187	3.17	1.02
54	Tolerance	187	3.15	1.02
55	Information Ordering	187	3.14	0.99
56	Team Development	187	3.14	1.03
57	Self-Efficacy	185	3.12	1.04
58	Commitment to Serve	188	3.11	1.06
59	Team Orientation	188	3.11	1.04
60	Creative Problem Solving and Innovation	186	3.11	1.04
61	Cognitive Flexibility	186	3.10	1.04
62	Team Building	187	3.08	1.05
63	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	188	3.08	1.05
64	Team Planning	184	3.06	1.05
65	Decision Making	186	3.06	1.03
66	Innovative	184	3.05	1.03
67	Consideration	187	3.02	1.00
68	Army Self-Efficacy	187	3.02	1.05
69	Army Values	187	3.01	1.08
70	Orderliness	189	3.00	1.04
71	Empathy	185	2.99	1.04
72	Basic Computer Skills	187	2.97	1.02
73	Conflict Management	190	2.97	1.05
74	Structured Problem Solving	186	2.95	1.04
75	Analyzes and Organizes Information to Create Knowledge	188	2.95	1.06
76	Awareness of Cognitive Biases	187	2.93	1.06
77	Tolerance for Ambiguity	188	2.91	1.06
78	Encourages Discourse	186	2.90	1.09
79	Selflessness	186	2.89	1.07
80	Active Learning	188	2.87	1.07
81	Affiliation	185	2.86	1.07
82	Reflective Thinking	186	2.85	1.08
83	Troubleshooting	186	2.83	1.09
84	Learning Orientation	187	2.78	1.09
85	Warrior Ethos/Service Ethos	186	2.77	1.14
86	Virtue	187	2.77	1.12
87	Analyze Data or Information	185	2.75	1.11
88	Motivating Others	183	2.75	1.13
89	Task Planning and Management	179	2.75	1.10
90	Maintains Relevant Geopolitical Awareness	179	2.73	1.10

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
91	Coordinating Multiple Groups	185	2.70	1.13
92	Sustains a Climate of Trust	184	2.69	1.16
93	Intellectual Efficiency	186	2.69	1.12
94	Humility	188	2.68	1.12
95	Enforces Standards	184	2.64	1.15
96	Social Interests	187	2.63	1.12
97	Interdisciplinary Reasoning	183	2.62	1.11
98	Unstructured Problem Solving	185	2.60	1.15
99	Creates a Learning Environment	182	2.59	1.15
100	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	176	2.56	1.17
101	Leads By Example	180	2.55	1.19
102	Monitoring	184	2.55	1.13
103	Providing Feedback	186	2.54	1.18
104	Training and Developing Others	183	2.54	1.18
105	Mentoring	180	2.51	1.19
106	Non-Delinquency	188	2.50	1.15
107	Financial Management	186	2.47	1.15
108	Peer Leadership	180	2.43	1.20
109	Shared Leadership	178	2.41	1.21
110	Balances Mission and Welfare of Followers	181	2.40	1.23
111	Autonomy	187	2.39	1.21
112	Assesses Developmental Needs of Others	178	2.39	1.21
113	Cross-Culturally Fluent	182	2.38	1.17
114	Process-Disciplined	184	2.38	1.15
115	Organizational Perspective	181	2.37	1.21
116	Strategic Thinking	183	2.36	1.18
117	Investigative Interests	183	2.31	1.18
118	Recognizes and Rewards Good Performance	184	2.30	1.24
119	Improves the Organization	180	2.29	1.23
120	Encourages Fairness and Inclusiveness	181	2.28	1.24
121	Interest in Leadership	184	2.28	1.22
122	Curiosity	185	2.27	1.16
123	Response Orientation	182	2.27	1.21
124	Instructing	183	2.25	1.24
125	Systems Thinking	182	2.22	1.21
126	Locus of Control	181	2.21	1.21
127	Introspective	184	2.20	1.21
128	Realistic Interests	183	2.18	1.21
129	Quality Control Analysis	182	2.17	1.23
130	Inspirational Leader	181	2.17	1.26
131	Quantitative Reasoning	182	2.14	1.23
132	Prudent Risk-Taker	181	2.13	1.25
133	Improves Unit Performance	185	2.13	1.27
134	Consensus Building	181	2.12	1.21
135	Enterprising Interests	182	2.12	1.23
136	Resource Management	179	2.10	1.26

KSB				
Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
137	Knowledge of Processes and Procedures	171	2.09	1.22
138	Pattern Recognition	183	2.04	1.21
139	Project Manager	173	1.98	1.30
140	MOS/Branch-Specific Knowledge and Skill	175	1.97	1.31
141	Perceptual Speed And Accuracy	186	1.96	1.26
142	Assessing And Mitigating Harm	185	1.91	1.29
143	Evaluating Compliance	181	1.86	1.27
144	Health and Fitness Orientation	178	1.81	1.25
145	Spatially Intelligent	177	1.80	1.29
146	Safety Compliance	177	1.79	1.30
147	Delegating	170	1.78	1.34
148	Interdisciplinary	173	1.75	1.31
149	Technologically Adept	167	1.73	1.30
150	Spatial Orientation	176	1.65	1.32
151	Basic Mathematics	173	1.64	1.24
152	Information and Systems Security	163	1.61	1.32
153	Knowledge Management	161	1.60	1.35
154	Working in Multidisciplinary Contexts	177	1.59	1.37
155	Physically Fit	175	1.56	1.32
156	Conventional Interests	182	1.55	1.30
157	Knowledge of System Inter-Relations	166	1.55	1.32
158	Cyber Knowledge	154	1.52	1.29
159	Spatial Visualization	170	1.51	1.38
160	Advanced Computer Skills	180	1.48	1.30
161	Specialized Expertise	162	1.45	1.42
162	Mathematics Knowledge	168	1.44	1.25
163	Mathematical Reasoning	164	1.38	1.30
164	Physical Endurance	173	1.35	1.35
165	Physical Strength	172	1.29	1.37
166	Proficiency with Mission Systems	153	1.28	1.43
167	Data Science	146	1.27	1.40
168	Physical Coordination	159	1.27	1.38
169	Artistic Interests	175	1.23	1.40
170	Bodily-Kinesthetic	166	1.21	1.37
171	Balance	158	1.21	1.39
172	Reaction Time	152	1.19	1.42
173	Soldier Common Task Knowledge and Skills	160	1.19	1.47
174	General Science	156	1.16	1.29
175	Control Precision	156	1.14	1.43
176	Language Learning Ability	177	1.12	1.52
177	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	164	1.10	1.48
178	Science methods	156	1.08	1.27
179	Attention Seeking	180	1.08	1.49
180	Innovating Technology	140	1.05	1.45
181	Advanced Mathematics	153	0.99	1.26
182	Basic Electronics Knowledge	142	0.97	1.35

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
183	Mechanically and Technologically Savvy	140	0.96	1.35
184	Basic Mechanical Knowledge	140	0.94	1.32
185	Inspecting Equipment, Objects, Structures, or Materials	144	0.94	1.38
186	Knowledge of Combined Arms Operations	146	0.94	1.44
187	Hostility to Authority	155	0.90	1.60
188	Auto and Shop Information	141	0.89	1.33
189	Mechanical Comprehension	136	0.87	1.34
190	Web Development	132	0.85	1.43
191	Machine/Equipment Installation	135	0.84	1.36
192	Machiavellianism	153	0.76	1.66
193	Database Programming and Engineering	122	0.71	1.52
194	Systems Architecture and Engineering	121	0.70	1.53
195	Software Development	130	0.70	1.53
196	Swimming	103	0.65	1.47

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 F4*PME Instructor Complete KSB Importance Ratings (Weighted Means)*

KSB Importance		KSB	N	M*	SD
Rank					
1	Oral Communication Skill		166	4.96	0.64
2	Instructing		162	4.93	0.66
3	Communication Ability		164	4.74	0.69
4	Military And Professional Bearing		166	4.74	0.69
5	Enforces Standards		165	4.64	0.71
6	Focus		164	4.61	0.64
7	Communicator		166	4.58	0.71
8	Sound Judgement		164	4.56	0.71
9	Training and Developing Others		165	4.54	0.75
10	Army Values		165	4.54	0.75
11	Creates a Learning Environment		163	4.54	0.73
12	Active Listening		166	4.53	0.72
13	Oral and Nonverbal Comprehension		166	4.45	0.74
14	Cooperation/Teamwork		165	4.45	0.71
15	Attentiveness		164	4.43	0.68
16	Dependability		165	4.30	0.74
17	Self-Control		166	4.30	0.77
18	Discipline		166	4.29	0.76
19	Time Management		164	4.26	0.77
20	Critical Thinking		166	4.23	0.76
21	Mental Agility		165	4.22	0.78
22	Situational Awareness		166	4.14	0.80
23	Adaptability		163	4.11	0.79
24	Sustains a Climate of Trust		165	4.11	0.82
25	Detail-Focused and Precise		166	4.10	0.76
26	Leads By Example		164	4.08	0.82
27	Mentoring		164	4.06	0.82
28	Reading Comprehension		166	4.05	0.82
29	Stress Tolerance		162	4.05	0.82
30	Motivating Others		164	4.02	0.81
31	General Cognitive Aptitude		165	4.01	0.78
32	Analyzes and Organizes Information to Create Knowledge		165	4.00	0.83
33	Resilience		165	3.98	0.84
34	Encourages Fairness and Inclusiveness		164	3.98	0.81
35	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps		166	3.97	0.83
36	Cognitive Flexibility		164	3.95	0.78
37	Assesses Developmental Needs of Others		165	3.93	0.85
38	Providing Feedback		165	3.93	0.85
39	Problem Sensitivity		164	3.93	0.80
40	Self-Management		166	3.91	0.84
41	Perceptive		164	3.89	0.80
42	Commitment to Serve		165	3.86	0.86
43	Coordination		166	3.86	0.82

KSB					
Importance					
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>	
44	Emotional Control	166	3.79	0.86	
45	Processes Information and Data	163	3.78	0.85	
46	Warrior Ethos/Service Ethos	166	3.77	0.90	
47	Tolerance	166	3.71	0.84	
48	Cooperation	166	3.69	0.84	
49	Initiative	166	3.69	0.87	
50	Team Building	166	3.66	0.89	
51	Verbal Reasoning	166	3.65	0.87	
52	Decision Making	165	3.64	0.87	
53	Army Self-Efficacy	166	3.63	0.89	
54	Analytical Thinking	166	3.63	0.89	
55	Active Learning	166	3.63	0.89	
56	Awareness of Cognitive Biases	166	3.57	0.89	
57	Creative Problem Solving and Innovation	164	3.52	0.90	
58	Persistence	166	3.51	0.85	
59	Monitoring	165	3.49	0.92	
60	Team Orientation	165	3.48	0.92	
61	Problem Solver	164	3.48	0.89	
62	Team Development	166	3.47	0.93	
63	Interdisciplinary Reasoning	166	3.47	0.91	
64	Self-Efficacy	165	3.45	0.89	
65	Virtue	166	3.45	0.93	
66	Even-Tempered	165	3.44	0.93	
67	Written Communication	166	3.43	0.95	
68	Interpersonal Tact	165	3.42	0.94	
69	Reflective Thinking	166	3.41	0.91	
70	Conflict Management	166	3.39	0.93	
71	Memory	166	3.39	0.87	
72	Information Ordering	166	3.37	0.91	
73	Orderliness	165	3.37	0.89	
74	Learning Orientation	166	3.36	0.93	
75	Structured Problem Solving	164	3.36	0.92	
76	Team Planning	165	3.35	0.96	
77	Adjustment	165	3.28	0.92	
78	Multi-Tasking	166	3.28	0.96	
79	Intellectual Efficiency	166	3.24	0.94	
80	Selflessness	166	3.23	0.96	
81	Intercultural Communication	166	3.22	1.02	
82	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	163	3.20	0.99	
83	Enthusiasm	166	3.17	0.97	
84	Troubleshooting	165	3.16	0.99	
85	Shared Leadership	165	3.15	0.98	
86	Peer Leadership	165	3.15	0.98	
87	Improves Unit Performance	164	3.15	1.00	
88	Humility	164	3.11	0.97	
89	Analyze Data or Information	166	3.08	1.01	

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
90	Encourages Discourse	163	3.08	1.03
91	Balances Mission and Welfare of Followers	161	3.07	1.02
92	Inspirational Leader	163	3.05	1.02
93	Non-Delinquency	165	3.05	1.02
94	Perspective Taking	165	3.05	0.98
95	Organizational Perspective	164	3.05	1.01
96	Empathy	162	3.04	1.00
97	MOS/Branch-Specific Knowledge and Skill	164	3.04	1.07
98	Recognizes and Rewards Good Performance	160	3.02	1.04
99	Process-Disciplined	166	2.97	1.01
100	Task Planning and Management	162	2.97	1.02
101	Optimism	162	2.96	1.02
102	Coordinating Multiple Groups	164	2.95	1.06
103	Safety Compliance	164	2.94	1.05
104	Social Perceptiveness	164	2.92	1.00
105	Evaluating Compliance	163	2.90	1.00
106	Improves the Organization	164	2.89	1.04
107	Tolerance for Ambiguity	162	2.89	1.03
108	Basic Computer Skills	166	2.85	1.06
109	Quality Control Analysis	162	2.85	1.05
110	Assessing And Mitigating Harm	166	2.82	1.09
111	Unstructured Problem Solving	164	2.81	1.07
112	Achievement Orientation	164	2.80	1.02
113	Resource Management	158	2.77	1.05
114	Consideration	166	2.76	1.04
115	Systems Thinking	164	2.71	1.06
116	Interpersonal Relationship Building	165	2.71	1.07
117	Strategic Thinking	162	2.70	1.08
118	Cultural Awareness	158	2.69	1.07
119	Introspective	163	2.69	1.04
120	Cultural/ Interpersonal Adaptability	158	2.69	1.01
121	Assertiveness	166	2.69	1.05
122	Sociability	166	2.67	1.07
123	Interest in Leadership	163	2.63	1.11
124	Innovative	165	2.60	1.07
125	Consensus Building	162	2.55	1.05
126	Knowledge of Processes and Procedures	162	2.48	1.12
127	Spatially Intelligent	163	2.41	1.11
128	Affiliation	162	2.41	1.10
129	Knowledge of System Inter-Relations	158	2.39	1.12
130	Health and Fitness Orientation	156	2.38	1.06
131	Specialized Expertise	158	2.37	1.20
132	Locus of Control	158	2.37	1.11
133	Physically Fit	159	2.36	1.07
134	Interdisciplinary	157	2.36	1.10
135	Autonomy	163	2.35	1.17
136	Realistic Interests	162	2.25	1.17

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
137	Perceptual Speed And Accuracy		162	2.23	1.14
138	Project Manager		158	2.18	1.19
139	Maintains Relevant Geopolitical Awareness		159	2.18	1.10
140	Physical Strength		154	2.18	1.10
141	Spatial Orientation		164	2.17	1.16
142	Knowledge Management		145	2.16	1.13
143	Proficiency with Mission Systems		153	2.13	1.23
144	Physical Endurance		155	2.13	1.15
145	Cross-Culturally Fluent		151	2.12	1.12
146	Pattern Recognition		161	2.11	1.13
147	Quantitative Reasoning		164	2.11	1.24
148	Social Interests		162	2.10	1.21
149	Delegating		162	2.08	1.20
150	Curiosity		165	2.08	1.20
151	Soldier Common Task Knowledge and Skills		162	2.07	1.27
152	Spatial Visualization		162	2.01	1.20
153	Response Orientation		160	1.99	1.25
154	Technologically Adept		142	1.97	1.16
155	Bodily-Kinesthetic		149	1.93	1.10
156	Balance		147	1.91	1.17
157	Investigative Interests		160	1.89	1.23
158	Control Precision		138	1.89	1.21
159	Physical Coordination		147	1.87	1.22
160	Working in Multidisciplinary Contexts		150	1.86	1.24
161	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		151	1.84	1.25
162	Knowledge of Combined Arms Operations		154	1.80	1.28
163	Reaction Time		147	1.65	1.29
164	Advanced Computer Skills		155	1.61	1.22
165	Financial Management		142	1.59	1.29
166	Basic Mathematics		143	1.55	1.30
167	Working with the Public		137	1.51	1.31
168	Prudent Risk-Taker		157	1.49	1.34
169	Inspecting Equipment, Objects, Structures, or Materials		128	1.47	1.32
170	Mathematics Knowledge		133	1.46	1.22
171	Cyber Knowledge		139	1.45	1.26
172	Conventional Interests		151	1.43	1.30
173	Enterprising Interests		150	1.42	1.31
174	Mechanically and Technologically Savvy		122	1.33	1.30
175	Basic Mechanical Knowledge		110	1.32	1.33
176	Information and Systems Security		133	1.28	1.39
177	Basic Electronics Knowledge		118	1.25	1.35
178	Science methods		124	1.25	1.24
179	General Science		127	1.24	1.31
180	Mathematical Reasoning		129	1.23	1.30
181	Mechanical Comprehension		113	1.20	1.38
182	Innovating Technology		110	1.17	1.29

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
183	Machine/Equipment Installation	108	1.09	1.38
184	Advanced Mathematics	115	1.05	1.19
185	Auto and Shop Information	94	0.97	1.41
186	Artistic Interests	138	0.95	1.40
187	Data Science	103	0.91	1.39
188	Database Programming and Engineering	99	0.86	1.40
189	Language Learning Ability	148	0.82	1.64
190	Web Development	98	0.80	1.38
191	Machiavellianism	120	0.79	1.62
192	Swimming	96	0.79	1.36
193	Hostility to Authority	129	0.77	1.63
194	Systems Architecture and Engineering	98	0.77	1.46
195	Software Development	104	0.71	1.43
196	Attention Seeking	156	0.58	1.59

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 F5*Drill Instructor Complete KSB Importance Ratings (Weighted Means)*

KSB Importance		KSB	N	M*	SD
Rank					
1	Stress Tolerance		89	5.44	0.55
2	Situational Awareness		91	5.22	0.61
3	Resilience		91	5.20	0.59
4	Sound Judgement		92	4.81	0.68
5	Multi-Tasking		92	4.69	0.67
6	Enforces Standards		91	4.68	0.73
7	Decision Making		92	4.65	0.69
8	Military And Professional Bearing		92	4.58	0.74
9	Warrior Ethos/Service Ethos		91	4.40	0.77
10	Sustains a Climate of Trust		92	4.35	0.78
11	Mental Agility		92	4.34	0.76
12	Army Values		92	4.31	0.80
13	Self-Control		91	4.30	0.79
14	Motivating Others		91	4.28	0.79
15	Oral Communication Skill		92	4.28	0.76
16	Communication Ability		92	4.28	0.76
17	Communicator		92	4.28	0.76
18	Time Management		91	4.27	0.83
19	Assessing And Mitigating Harm		92	4.23	0.80
20	Problem Sensitivity		90	4.20	0.76
21	Discipline		92	4.17	0.82
22	Cooperation/Teamwork		92	4.17	0.81
23	Adaptability		91	4.12	0.81
24	Focus		92	4.09	0.77
25	Attentiveness		92	4.07	0.80
26	Creative Problem Solving and Innovation		92	4.05	0.82
27	Problem Solver		91	4.05	0.82
28	Balances Mission and Welfare of Followers		92	4.04	0.83
29	Structured Problem Solving		90	4.04	0.80
30	Team Building		92	4.02	0.85
31	Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps		92	4.01	0.86
32	Leads By Example		91	4.00	0.87
33	Coordinating Multiple Groups		91	4.00	0.86
34	Creates a Learning Environment		92	3.99	0.87
35	Coordination		92	3.99	0.86
36	Perceptive		92	3.97	0.82
37	Active Listening		91	3.95	0.84
38	Emotional Control		91	3.94	0.86
39	Training and Developing Others		92	3.94	0.88
40	Dependability		92	3.94	0.87
41	Self-Management		92	3.92	0.86
42	Team Planning		92	3.92	0.86
43	Conflict Management		91	3.91	0.86

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
44	Monitoring		92	3.88	0.87
45	Providing Feedback		91	3.88	0.87
46	Team Development		92	3.88	0.88
47	Critical Thinking		92	3.87	0.84
48	General Cognitive Aptitude		92	3.83	0.81
49	Instructing		90	3.83	0.90
50	Assertiveness		92	3.81	0.85
51	Selflessness		91	3.81	0.86
52	Mentoring		90	3.81	0.92
53	Even-Tempered		92	3.80	0.88
54	Team Orientation		92	3.80	0.89
55	Encourages Fairness and Inclusiveness		92	3.79	0.89
56	Task Planning and Management		89	3.76	0.88
57	Verbal Reasoning		92	3.75	0.86
58	Intercultural Communication		90	3.74	0.86
59	Information Ordering		91	3.73	0.84
60	Oral and Nonverbal Comprehension		92	3.71	0.87
61	Adjustment		90	3.71	0.89
62	Commitment to Serve		92	3.67	0.93
63	Detail-Focused and Precise		92	3.67	0.88
64	Initiative		90	3.66	0.90
65	Self-Efficacy		91	3.65	0.86
66	Cognitive Flexibility		92	3.63	0.90
67	Awareness of Cognitive Biases		92	3.62	0.89
68	Tolerance		91	3.61	0.88
69	Assesses Developmental Needs of Others		92	3.60	0.94
70	Safety Compliance		89	3.60	0.91
71	Processes Information and Data		90	3.59	0.89
72	Shared Leadership		90	3.59	0.95
73	Memory		92	3.58	0.88
74	Army Self-Efficacy		92	3.57	0.95
75	Persistence		91	3.57	0.90
76	Inspirational Leader		91	3.51	0.96
77	Improves Unit Performance		91	3.50	0.96
78	Interdisciplinary Reasoning		91	3.49	0.92
79	Virtue		92	3.47	0.94
80	Recognizes and Rewards Good Performance		91	3.47	0.95
81	Analytical Thinking		92	3.46	0.91
82	Soldier Common Task Knowledge and Skills		89	3.45	1.00
83	Enthusiasm		91	3.45	0.92
84	Active Learning		92	3.43	0.93
85	Analyzes and Organizes Information to Create Knowledge		91	3.41	0.95
86	Interpersonal Tact		90	3.40	0.95
87	Humility		91	3.38	0.92
88	Troubleshooting		91	3.38	0.94
89	Encourages Discourse		90	3.36	0.93
90	Orderliness		92	3.35	0.95
91	Organizational Perspective		88	3.34	0.98

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
92	Empathy		88	3.33	0.93
93	Physically Fit		92	3.32	0.99
94	Health and Fitness Orientation		92	3.31	0.96
95	Resource Management		86	3.30	0.97
96	Peer Leadership		90	3.26	1.01
97	Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership		91	3.24	1.01
98	Cooperation		91	3.23	0.96
99	Reflective Thinking		92	3.20	0.99
100	Unstructured Problem Solving		91	3.19	0.98
101	Improves the Organization		91	3.18	1.04
102	Non-Delinquency		92	3.18	1.03
103	Physical Endurance		92	3.18	1.02
104	Social Perceptiveness		90	3.17	0.99
105	Learning Orientation		90	3.16	0.94
106	Delegating		91	3.12	1.01
107	Physical Strength		92	3.10	1.02
108	Achievement Orientation		92	3.08	0.96
109	Response Orientation		89	3.05	0.98
110	Optimism		91	3.04	1.01
111	Interest in Leadership		89	3.03	1.02
112	Perspective Taking		90	3.02	1.02
113	Consideration		90	3.01	1.00
114	Interpersonal Relationship Building		89	2.94	1.05
115	Cultural Awareness		89	2.87	1.04
116	Analyze Data or Information		92	2.82	1.05
117	Reading Comprehension		91	2.81	1.02
118	Written Communication		91	2.80	1.02
119	Process-Disciplined		88	2.77	1.08
120	Reaction Time		91	2.73	1.06
121	Systems Thinking		91	2.73	1.05
122	Strategic Thinking		92	2.71	1.09
123	Spatial Orientation		91	2.69	1.03
124	Evaluating Compliance		85	2.66	1.10
125	Bodily-Kinesthetic		92	2.66	1.09
126	Physical Coordination		91	2.65	1.06
127	Knowledge of Processes and Procedures		85	2.61	1.12
128	Consensus Building		91	2.61	1.12
129	Project Manager		84	2.60	1.12
130	Realistic Interests		88	2.60	1.08
131	Sociability		91	2.59	1.11
132	Affiliation		90	2.59	1.08
133	Balance		91	2.58	1.10
134	Perceptual Speed And Accuracy		90	2.56	1.08
135	Cultural/ Interpersonal Adaptability		87	2.53	1.12
136	Intellectual Efficiency		90	2.52	1.14
137	Innovative		91	2.48	1.11
138	Tolerance for Ambiguity		88	2.47	1.14

KSB Importance		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
Rank					
139	Spatially Intelligent		90	2.46	1.11
140	Financial Management		86	2.43	1.14
141	Pattern Recognition		90	2.39	1.10
142	Social Interests		86	2.31	1.12
143	Spatial Visualization		90	2.31	1.13
144	Introspective		90	2.30	1.18
145	Investigative Interests		87	2.26	1.14
146	MOS/Branch-Specific Knowledge and Skill		86	2.20	1.26
147	Quantitative Reasoning		90	2.20	1.23
148	Maintains Relevant Geopolitical Awareness		83	2.16	1.18
149	Basic Computer Skills		91	2.16	1.11
150	Cross-Culturally Fluent		85	2.15	1.16
151	Knowledge of Combined Arms Operations		84	2.13	1.22
152	Prudent Risk-Taker		90	2.10	1.24
153	Locus of Control		88	2.08	1.20
154	Knowledge of System Inter-Relations		84	2.08	1.20
155	Quality Control Analysis		82	2.08	1.25
156	Control Precision		86	2.07	1.22
157	Curiosity		91	1.90	1.20
158	Proficiency with Mission Systems		85	1.88	1.26
159	Interdisciplinary		84	1.87	1.25
160	Autonomy		87	1.68	1.34
161	Enterprising Interests		85	1.67	1.25
162	Knowledge Management		76	1.65	1.23
163	Basic Mathematics		84	1.62	1.13
164	Language Learning Ability		79	1.59	1.36
165	Working in Multidisciplinary Contexts		81	1.58	1.27
166	Working with the Public		83	1.56	1.25
167	Conventional Interests		80	1.51	1.24
168	Specialized Expertise		83	1.49	1.42
169	Information and Systems Security		71	1.47	1.24
170	Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective		78	1.42	1.31
171	Technologically Adept		72	1.38	1.22
172	Basic Mechanical Knowledge		66	1.38	1.02
173	Basic Electronics Knowledge		66	1.35	0.96
174	Cyber Knowledge		68	1.33	1.16
175	Advanced Computer Skills		85	1.27	1.13
176	Mathematical Reasoning		73	1.24	1.12
177	Inspecting Equipment, Objects, Structures, or Materials		71	1.24	1.31
178	General Science		73	1.21	1.10
179	Mathematics Knowledge		73	1.21	1.11
180	Auto and Shop Information		56	1.12	1.01
181	Artistic Interests		80	1.12	1.31
182	Mechanical Comprehension		60	1.06	1.12
183	Mechanically and Technologically Savvy		61	1.03	1.24
184	Science methods		67	1.01	1.12
185	Innovating Technology		58	1.01	1.19

KSB Importance				
Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
186	Machine/Equipment Installation	56	0.94	1.04
187	Systems Architecture and Engineering	57	0.92	1.18
188	Data Science	57	0.90	1.16
189	Database Programming and Engineering	57	0.87	1.17
190	Software Development	57	0.84	1.17
191	Web Development	56	0.83	1.18
192	Swimming	73	0.82	1.29
193	Advanced Mathematics	65	0.76	1.05
194	Hostility to Authority	76	0.70	1.69
195	Attention Seeking	86	0.63	1.58
196	Machiavellianism	75	0.62	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 inverting variance and multiplying by original mean value.

Table F6*ROTC Instructor Complete KSB Importance Ratings (Weighted Means)*

KSB Importance Rank	KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
1	Oral Communication Skill	35	5.03	0.60
2	Active Listening	35	5.03	0.60
3	Sound Judgement	34	4.99	0.61
4	Military And Professional Bearing	34	4.94	0.61
5	Oral and Nonverbal Comprehension	35	4.92	0.61
6	Communication Ability	35	4.86	0.65
7	Self-Control	35	4.71	0.66
8	Virtue	35	4.68	0.66
9	Warrior Ethos/Service Ethos	33	4.60	0.67
10	Army Values	34	4.53	0.71
11	Discipline	35	4.39	0.74
12	Dependability	35	4.39	0.74
13	Communicator	35	4.36	0.74
14	Training and Developing Others	34	4.26	0.74
15	Providing Feedback	35	4.25	0.78
16	Team Development	34	4.24	0.73
17	Cooperation/Teamwork	35	4.12	0.77
18	Attentiveness	35	4.10	0.73
19	Active Learning	34	4.08	0.74
20	Awareness of Cognitive Biases	34	4.07	0.75
21	Creates a Learning Environment	35	4.06	0.82
22	Leads By Example	35	4.02	0.81
23	Mentoring	35	4.00	0.80
24	Team Planning	35	3.99	0.80
25	Even-Tempered	35	3.98	0.73
26	Selflessness	35	3.97	0.77
27	Analytical Thinking	34	3.97	0.73
28	Army Self-Efficacy	34	3.96	0.81
29	Reflective Thinking	34	3.95	0.80
30	Creative Problem Solving and Innovation	34	3.95	0.76
31	Critical Thinking	34	3.95	0.77
32	Decision Making	34	3.95	0.77
33	Mental Agility	34	3.94	0.79
34	Adaptability	33	3.93	0.81
35	Interest in Leadership	33	3.92	0.80
36	Enforces Standards	35	3.92	0.85
37	Initiative	33	3.91	0.78
38	Task Planning and Management	33	3.91	0.78
39	Motivating Others	35	3.90	0.84
40	Humility	35	3.88	0.84
41	Monitoring	35	3.87	0.83
42	Team Building	35	3.87	0.83
43	Resilience	35	3.86	0.82
44	Perceptive	35	3.86	0.82

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
45		Multi-Tasking	35	3.86	0.82
46		Coordination	35	3.85	0.80
47		Instructing	35	3.78	0.88
48		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	35	3.78	0.88
49		Reading Comprehension	35	3.75	0.87
50		Written Communication	35	3.75	0.87
51		Interpersonal Tact	35	3.74	0.85
52		Emotional Control	35	3.74	0.85
53		Assesses Developmental Needs of Others	35	3.73	0.83
54		Team Orientation	35	3.73	0.83
55		Conflict Management	34	3.73	0.79
56		Detail-Focused and Precise	34	3.71	0.83
57		Empathy	34	3.71	0.83
58		Problem Sensitivity	34	3.71	0.83
59		Achievement Orientation	35	3.70	0.77
60		Sustains a Climate of Trust	33	3.69	0.88
61		Time Management	33	3.67	0.83
62		Soldier Common Task Knowledge and Skills	33	3.67	0.85
63		Interpersonal Relationship Building	35	3.67	0.80
64		Encourages Fairness and Inclusiveness	35	3.64	0.89
65		Improves the Organization	35	3.64	0.89
66		Consideration	35	3.63	0.83
67		Processes Information and Data	35	3.63	0.83
68		Recognizes and Rewards Good Performance	35	3.63	0.89
69		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	35	3.63	0.89
70		Structured Problem Solving	34	3.62	0.83
71		Commitment to Serve	34	3.59	0.90
72		Situational Awareness	33	3.57	0.86
73		Coordinating Multiple Groups	33	3.56	0.91
74		Improves Unit Performance	35	3.53	0.93
75		Perspective Taking	35	3.52	0.87
76		Shared Leadership	35	3.52	0.91
77		Learning Orientation	33	3.51	0.78
78		Verbal Reasoning	34	3.49	0.89
79		Organizational Perspective	34	3.49	0.92
80		Orderliness	35	3.46	0.86
81		Stress Tolerance	33	3.45	0.89
82		Interdisciplinary Reasoning	34	3.42	0.87
83		Inspirational Leader	35	3.41	0.93
84		Problem Solver	34	3.40	0.90
85		Sociability	33	3.40	0.82
86		Intercultural Communication	34	3.38	0.96
87		Project Manager	33	3.37	0.84
88		Cooperation	35	3.36	0.89
89		Assertiveness	32	3.36	0.79
90		Optimism	34	3.34	0.89

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
91	Analyze Data or Information		34	3.33	0.84
92	Information Ordering		34	3.32	0.90
93	Focus		35	3.31	0.87
94	Analyzes and Organizes Information to Create Knowledge		34	3.30	0.93
95	Assessing And Mitigating Harm		34	3.28	0.98
96	Resource Management		33	3.28	0.92
97	Social Perceptiveness		35	3.26	0.92
98	Realistic Interests		33	3.25	0.85
99	Persistence		35	3.24	0.95
100	Non-Delinquency		35	3.24	0.95
101	Consensus Building		34	3.23	0.88
102	General Cognitive Aptitude		35	3.22	0.91
103	Enthusiasm		33	3.19	0.89
104	Self-Management		34	3.18	1.02
105	Innovative		33	3.15	0.88
106	Self-Efficacy		33	3.14	0.93
107	Balances Mission and Welfare of Followers		34	3.13	0.91
108	Systems Thinking		34	3.13	0.91
109	Delegating		33	3.12	0.91
110	Cognitive Flexibility		34	3.10	1.01
111	Working with the Public		34	3.09	1.02
112	Peer Leadership		34	2.99	1.07
113	Process-Disciplined		34	2.92	0.91
114	Unstructured Problem Solving		34	2.90	1.01
115	Social Interests		33	2.90	0.96
116	Health and Fitness Orientation		34	2.88	0.94
117	Safety Compliance		34	2.85	1.06
118	Basic Computer Skills		35	2.84	0.97
119	Adjustment		35	2.84	0.97
120	Troubleshooting		34	2.80	1.02
121	Spatially Intelligent		35	2.75	0.97
122	Evaluating Compliance		34	2.74	0.95
123	Affiliation		35	2.71	1.04
124	Physically Fit		34	2.71	1.00
125	Knowledge of Processes and Procedures		34	2.70	0.98
126	Memory		35	2.66	0.98
127	Physical Endurance		34	2.66	1.01
128	Curiosity		32	2.62	0.91
129	Knowledge of Combined Arms Operations		33	2.62	1.04
130	Encourages Discourse		35	2.62	1.17
131	Introspective		35	2.58	1.08
132	Intellectual Efficiency		33	2.58	1.05
133	Autonomy		31	2.56	1.00
134	Cultural Awareness		35	2.55	1.10
135	Tolerance		33	2.53	1.10
136	Bodily-Kinesthetic		34	2.52	0.99
137	Physical Strength		34	2.51	1.07

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
138		Pattern Recognition	33	2.47	0.97
139		Maintains Relevant Geopolitical Awareness	34	2.39	1.08
140		Investigative Interests	33	2.37	1.03
141		Cultural/ Interpersonal Adaptability	35	2.36	1.18
142		Strategic Thinking	34	2.36	1.10
143		Perceptual Speed And Accuracy	34	2.33	1.08
144		Knowledge of System Inter-Relations	34	2.32	1.10
145		Interdisciplinary	34	2.32	1.10
146		Response Orientation	34	2.32	1.05
147		Quality Control Analysis	33	2.30	1.14
148		Quantitative Reasoning	34	2.28	1.13
149		Financial Management	34	2.27	1.08
150		Spatial Visualization	35	2.25	1.10
151		Prudent Risk-Taker	34	2.22	1.17
152		Balance	31	2.21	1.12
153		Knowledge Management	31	2.14	1.08
154		Spatial Orientation	35	2.14	1.12
155		Cross-Culturally Fluent	35	2.08	1.15
156		Advanced Computer Skills	31	1.98	0.88
157		Tolerance for Ambiguity	33	1.95	1.23
158		Working in Multidisciplinary Contexts	32	1.93	1.22
159		Physical Coordination	32	1.92	1.18
160		Locus of Control	31	1.91	1.15
161		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	29	1.88	1.24
162		Basic Mathematics	30	1.84	1.14
163		General Science	27	1.71	1.13
164		Information and Systems Security	28	1.69	1.14
165		Enterprising Interests	32	1.67	1.15
166		MOS/Branch-Specific Knowledge and Skill	34	1.62	1.37
167		Control Precision	30	1.61	1.27
168		Science methods	25	1.60	1.00
169		Technologically Adept	31	1.53	1.29
170		Conventional Interests	31	1.50	1.19
171		Basic Mechanical Knowledge	22	1.46	0.89
172		Proficiency with Mission Systems	30	1.45	1.36
173		Cyber Knowledge	31	1.40	1.17
174		Mathematical Reasoning	28	1.40	1.18
175		Inspecting Equipment, Objects, Structures, or Materials	28	1.40	1.13
176		Reaction Time	32	1.36	1.36
177		Mathematics Knowledge	28	1.22	1.25
178		Data Science	23	1.20	1.16
179		Swimming	28	1.20	1.30
180		Basic Electronics Knowledge	21	1.18	1.11
181		Specialized Expertise	31	1.17	1.48
182		Mechanical Comprehension	22	1.15	0.99
183		Mechanically and Technologically Savvy	25	1.15	1.04

KSB Importance Rank		KSB	<i>N</i>	<i>M*</i>	<i>SD</i>
184	Auto and Shop Information		21	1.12	1.01
185	Artistic Interests		31	0.97	1.28
186	Web Development		21	0.97	1.22
187	Machine/Equipment Installation		20	0.96	1.20
188	Innovating Technology		22	0.90	1.21
189	Advanced Mathematics		23	0.78	1.10
190	Database Programming and Engineering		19	0.74	1.33
191	Systems Architecture and Engineering		19	0.74	1.12
192	Software Development		21	0.68	1.28
193	Language Learning Ability		29	0.65	1.68
194	Attention Seeking		27	0.60	1.43
195	Hostility to Authority		27	0.53	1.58
196	Machiavellianism		26	0.49	1.65

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.