



# **Job Analytic Comparisons of Critical Competencies Across Industries**

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## Abstract

Using archival job analytic data, we examined the degree of consistency in competencies required for effective job performance across ten industries. Our findings suggest that characteristics identified as important for jobs in one industry are likely to generalize across industries with few exceptions.

## Introduction

Long past are the days of employees receiving a gold watch for 30 years at the same job for the same company. Each new generation appears to change jobs at a much faster pace (Lyons, Ng, & Schweitzer, 2012) with employers becoming more accepting of this behavior when evaluating job candidates (“U.S. job growth,” 2014). A Gallop (2016) report indicated that one out of five millennials recently changed jobs in the past year, which is considerably higher than non-millennial rates. Gallop’s report also suggested that employees entering the work-force want more self-fulfillment, in terms of their work having meaning, purpose and the chance for further advancement. While this idea is not new (Twenge, 2010), they still continue to look for opportunities that allow for personal growth and the development of different skill sets, which can come from a diverse set of work experiences. While there are many individual factors (e.g., closer to family, better pay, organizational fit; Maertz & Griffeth, 2004) that contribute to turnover and job hopping, the opportunity to explore other work cultures (Colakoglu & Caligiuri, 2012) and industries is quickly becoming a reality that employers must now face.

Frequently changing jobs comes with many challenges yet employees assume they can be effective performers regardless of the organization that employs them (Twenge & Campbell, 2012). This stems from the idea that there are ‘fundamental’ competencies that apply across organizations (e.g., interpersonal skills, dependability) which are not job-specific (Campion et al., 2011). Most competency models employ a mixture of core competencies along with job and technical capabilities (Schippmann, 2010). Expanding on this framework, few researchers have looked beyond the organization to see whether these core competencies transfer across industries. Given that employees are now changing jobs with a development mindset like never before (Ng, Schweitzer, & Lyons, 2010), the industry boundary may be crumbling. To do this, it will “require portable competencies that span multiple organizations” (Lyons, Schweitzer, & Ng, 2015). As an example, business analysts may start their career in the Finance sector yet 1-2 years later move to a similar analyst job in a Retail Sales organization; switching industries could be the norm as employee mobility increases over time. But are the core competencies needed for success the same in both industries? Is there a set of competencies that differ significantly across industry sectors?

## Competencies and Industry Comparisons

Several empirical studies focused their research on identifying competencies important for individual industries (e.g., hospitality – Koenigsfeld, Youn, Perdue, & Woods, 2011; retail – Lusch & Serpkenci, 1990; transportation – Wagner, 2008). For example, Yan, Rao, Liao, & Gao (2009) found that professional knowledge, information seeking, achievement

orientation, and self-confidence were important for sales staff performance in the agriculture industry. Sucher and Cheung (2015) identified three competency factors (i.e., relationship building, cultural sensitivity, cultural awareness) critical for hotel team performance in the hospitality sector. Calhoun et al. (2008) developed 26 competencies that are important for healthcare leaders, including competencies such as change leadership and organizational awareness.

Despite this focus on individual industries, limited research has directly compared competencies necessary for job success across multiple industries. In one study, Xiao (2006) compared competencies labeled as important for multiple job types (e.g., managers, sales) in seven different industries (i.e., manufacturing, construction, transportation, tourism, textiles, agriculture, electronics) across three regions in China. They found few differences between the industries, except communication skills appear to be more important for the commercial and service-based industries compared to the manufacturing industry.

As this research illustrates, the competencies identified as critical to job success might vary across industries. However, most of this research has focused on specific industries. As a result, limited information exists as to the similarities and differences in job demands across industries. Using archival job analytic data, the present study addresses this need by examining industry similarities and differences using a standardized framework for examining competencies as job demands.

### **Using Competencies to Measure Job Demands**

Most researchers agree that David McClelland (1973) pioneered the widespread growth of competencies. Traditional task-based job analysis procedures lack the flexibility required to identify the characteristics essential for success in managerial jobs (Barnes-Nelson, 1996; Olian & Rynes, 1991; Sanchez, 1994). Instead, McClelland suggested that an alternative approach might focus on measuring individual competence. He described competencies as representing groups of behaviors underlying individual characteristics that enable superior job performance.

McClelland paved the way for other researchers (e.g., Boyatzis, 1982) to start identifying the most important competencies for managerial performance and leadership effectiveness (Schippmann, 2010). These applications led to the development of leadership-based competency models (Hogan & Warrenfeltz, 2003) and provided the structure for aligning competencies to other hiring tools, such as cognitive ability and personality assessments (Heinsman, de Hoogh, Koopman, & van Muijen, 2007).

Competencies now appear in a variety of training and assessment contexts, where the main objective centers on identifying personal characteristics needed for success (Boyatzis, Stubbs, & Taylor, 2002; Rubin et al., 2007). Competency models are also added as a key component in job analysis instruments to identify the characteristics required for job success (McLagan, 1997, Hogan Assessment Systems, 2016).

Using competencies as the organizing structure for investigating job demands, we examine the industry similarities and differences in these characteristics as required for successful job performance.

## Method

### Measure and Sample

To identify competencies critical for job success across industries, we used archival data (Hogan Assessment Systems, 2016) from Hogan's Job Evaluation Tool (JET; Hogan Assessment Systems, 2000). The JET includes a section that provides a broad list of competencies derived from major taxonomic sources, such as the "Great Eight" (Bartram, 2005). These items, called the Competency Evaluation Tool (CET; Hogan Assessment Systems, 2010), asks Subject Matter Experts (SMEs) to indicate the extent to which each of 62 competencies relates to successful performance in the job under study. Raters evaluate each competency using a five-point scale ranging from "0" (*Not associated with job performance*) to "4" (*Critical to job performance*). Generally, competencies considered critical are those that receive mean ratings greater than "3" (*Important to performance*) or those that receive ratings at least one standard deviation above the mean across all competencies. These SME ratings provide a basis for developing structural models to compare jobs (J. Hogan, Davies, & Hogan, 2007). CET competencies and their definitions appear in Table 1.

Studies included in our sample used the CET to examine competencies required for global jobs across ten different industries: (a) banking/financial services, (b) education, (c) energy/utilities, (d) food/beverage, (e) healthcare, (f) law enforcement, (g) manufacturing, (h) pharmaceuticals, (i) retail sales, and (j) transportation. These industries were chosen due to availability of enough jobs in each industry to allow for reliable comparison. Studies were classified based in part on the Industry Classification Benchmark (ICB) taxonomy. This taxonomy, maintained by FTSE International, allows for comparison of companies across four levels of classification and national boundaries (Industry Classification Benchmark, 2016). The ICB does not include education nor law enforcement as part of its classification scheme; however, we do include these industries as part of our structure.

Archival CET data comprised results from 150 job analysis studies ( $N = 2,394$ ) completed since 2010. At least five SMEs completed the CET for each study. Of those that reported demographics, 68% were female and 32% were male. Most SMEs were white (66%), with Hispanic (5%) and Black (4%) representing other significant groups.

Because the purpose of our research was to examine data from *jobs* across industries (not individuals), we sought support to aggregate the individual-level CET ratings described above to arrive at job-level ratings. Also, in research including data from across multiple studies, results can be biased unless each sample contributes approximately the same amount of data to the analyses (Hunter & Schmidt, 2004). As such, we calculated  $r_{wg}$  indices of agreement for each CET dimension to test whether aggregation across SMEs representing the ten industries was appropriate (James, Demaree, & Wolf, 1993). We considered indices of .70 or greater as supporting aggregation. For each sample, ratings for most of the 62 CET dimensions met the .70 threshold, with most others showing indices between .60 and .69.

See Table 2 for the average  $r_{wg}$  for each industry sample. Using these indices as sufficient support, we aggregated all participant-level responses to arrive at a job-level data set with each study contributing one line of data to our research. This aggregation resulted in our final sample of banking/financial ( $K = 33$ ), education ( $K = 7$ ), energy/utilities ( $K = 29$ ), food/beverage ( $K = 10$ ), healthcare ( $K = 20$ ), law enforcement ( $K = 7$ ), manufacturing ( $K = 8$ ), pharmaceuticals ( $K = 8$ ), retail sales ( $K = 13$ ), and transportation ( $K = 15$ ) jobs. Using these data, we compared criticality ratings for all CET dimensions to determine the similarity of jobs across industries. Table 2 also provides a sampling of job titles comprising each industry used in the present study.

## Procedure

First, we calculated descriptive statistics (i.e., means, standard deviations) for jobs across industries for each of the 62 competencies included in the CET. Completing these analyses allowed us to examine (a) the rank-order of CET dimensions as required for jobs across industries; (b) which competencies, receiving ratings at least one standard deviation above the mean, emerged as job-critical for the ten industries; and (c) the degree of similarity between job-critical competencies across the ten industries.

Next, we split the 62 competencies into quartiles using the rank-ordered CET results. We examined the degree of consistency with which each CET dimension was placed into the same quartile. These comparisons allow us to draw broader conclusions about the overall degree of consistency of competencies required for jobs across the industries. For example, we can compare examples of competencies that fall into different quartiles across the ten industries.

Finally, we conducted one-way ANOVAs comparing the mean ratings of all 62 CET dimensions. Regardless of the job criticality or quartile placement of each CET dimension, these analyses allow us to determine whether differences in mean ratings of each competency reach statistically significant thresholds. In contrast to the first two sets of analyses, this final analysis allows us to draw conclusions about which competencies are significantly different in terms of their job necessity across industries.

## Results

Tables 3.1, 3.2, and 3.3 present rank-ordered mean criticality ratings and quartile distributions for all CET dimensions across industries. Across all competencies, the average criticality rating provided by banking/financial SMEs was 2.96 ( $SD = 0.37$ ), which was typical of most industries. Critical competencies, or those with ratings falling one standard deviation above the mean, included Trustworthiness, Work Ethic, Dependability, Responsibility, Professionalism, Intrapersonal Skills, Work Attitude, Stress Tolerance, Achievement Orientation, Oral Communication, and Decision Making. Retail sales SMEs produced the highest average criticality rating ( $M = 3.24$ ;  $SD = 0.28$ ) with critical competencies comprised of Trustworthiness, Leadership, Decision Making, Responsibility, Worth Ethic, Problem Solving, Teamwork, Achievement Orientation, and Initiative. Manufacturing SMEs generated the lowest average criticality rating ( $M = 2.71$ ;  $SD = 0.51$ ) with critical competencies comprised of Trustworthiness, Work Ethic, Responsibility, Detail

Orientation, Quality Orientation, Dependability, Intrapersonal Skills, Work Attitude, Safety, Time Management, and Achievement Orientation.

When reviewing job-critical competencies that overlap across industries, Trustworthiness was ranked either first or second in all 10 industries. Work Ethic met the job-critical threshold for seven industries and was in the top quartile for all but the pharmaceutical industry. Similar trends existed for Responsibility (7 job-critical, 9 top quartile), Dependability (6 job-critical, 8 top quartile), Decision-Making (6 job-critical, 10 top quartile), Oral Communication (6 job-critical, 8 top quartile), Professionalism (5 job-critical, 9 top quartile), and Teamwork (4 job-critical, 9 top quartile). Work Attitude only was job-critical for 3 industries but made the top quartile for eight industries. Overall, most competencies (9 out of 15) were found in the top quartile for 80% or more of the industries. Interestingly, seven of the industries had at least one unique competency in the top five ranking not associated with any other industries' top five rankings. These consisted of Building Relationships (education), Safety (energy/utilities), Problem Solving (food/beverage), Following Procedures (law enforcement), Quality Orientation and Detail Orientation (manufacturing), Active Listening and Achievement Orientation and Goal Setting (pharmaceuticals), and Leadership (retail sales).

While not as much overlap across industries for the bottom quartile, there were some consistent trends. Seven competencies were rated in the bottom quartile for at least eight industries or more. Two of these were rated low across all ten industries (Social Engagement, Political Awareness), with three rated low for nine industries (Financial Acumen, Talent Management, Delegation), and Competitive and Sales Ability rated low for eight different industries. Overall, 12 competencies received low enough importance ratings to be consistently ranked in the bottom quartile for at least six of the industries. Again, the majority of industries had at least one unique competency in the bottom quartile not associated with any other industries' low rankings. These consisted of Planning/Organizing (banking/financial), Service Orientation (education), Managing Conflict (food/beverage), Resource Management and Valuing Diversity (healthcare), Detail Orientation, Quality Orientation, and Work Skills (pharmaceuticals), and Industry Knowledge and Risk Management (retail sales).

We used one-way ANOVAs to test differences in mean criticality ratings across all CET dimensions. Table 4 presents these results, including partial eta squared effect sizes (Cohen, 1973). Although differences reached statistical significance for all 62 competencies, only seven competencies had moderate or high ( $> .08$ ) effect sizes: (a) pharmaceutical SMEs provided significantly higher ratings for Competitive than SMEs from most other industries ( $\eta^2 = .10$ ), (b) pharmaceutical and retail sales SMEs provided significantly higher ratings for Financial Acumen than SMEs from all other industries ( $\eta^2 = .10$ ), (c) retail sales SMEs provided significantly higher ratings for Leadership than SMEs from most other industries ( $\eta^2 = .11$ ), (d) energy/ utilities and transportation SMEs provided significantly higher ratings for Safety than SMEs from most other industries ( $\eta^2 = .12$ ), (e) pharmaceuticals and healthcare SMEs provided significantly higher ratings for Sales Ability than SMEs from most other industries ( $\eta^2 = .23$ ), (f) pharmaceuticals and education SMEs provided significantly higher ratings for Strategic Planning than SMEs from most other

industries ( $\eta^2 = .08$ ), and (g) education SMEs provided significantly higher ratings for Written Communication than SMEs from most other industries ( $\eta^2 = .10$ ).

## Discussion

HR and consulting firms continue to tout the rise of the 'mobile' employee and warn that job hopping is here to stay. Employees are no longer loyal to one organization and look for opportunities to develop their skills set, even across industries. It comes as no surprise, then, that previous research has focused on identifying employee behaviors important to specific industries. The present study suggests that these behaviors often generalize across industries.

Using archival job analysis data collected on 150 jobs in and outside the U.S., we were able to determine the degree of overlap between competency-based job requirements across ten different industries. From examining job-critical competencies, the distribution of competencies across quartiles, and the significance and effect sizes for mean differences in criticality ratings, we can conclude that the competency requirements are largely the same across industries.

This is not to say there is perfect overlap or that the differences are not meaningful. The finding that Financial Acumen is rated by SMEs as most important for employees in the pharmaceutical industry is important, yet surprising considering it was not critical and in the bottom quartile for banking/finance personnel. In contrast, it was expected that Competitive and Sales Ability is useful for pharmaceutical employees, given the opportunistic aspects of this industry. Similarly, significantly higher Safety ratings for the energy/utilities and transportation industries makes sense given the risky and often dangerous situations found in both industries.

Although these findings suggest that there are a few meaningful differences across industries that warrant further investigation, we found that most competencies generalize across industries, with a core set (e.g., Trustworthiness, Work Ethic, Decision-Making) essential for any job. Therefore, I/O professionals may want to continue focusing on building competency models for general employment; however, it may no longer be necessary to build employee competency models that are industry specific. Note that our sampling included a variety of jobs across industries, yet we had larger concentrations in some areas (e.g., sales, management). Future researchers may extend these findings by comparing job types across industries, which may shed light on whether more ingrained differences exist when looking at specific jobs (e.g., drivers, technicians) across industries. This research could go further and examine multiple employment levels as well, given that financial supervisors at a bank may look substantially different than logistic managers working in a shipping company. By recognizing both similarities and differences across industries, I/O professionals can tailor their efforts toward cultivating competencies most critical to performance in specific jobs, which will help define where meaningful differences exist and core competencies remain standard across the industry spectrum.

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Table 1  
*CET Competencies and Definitions*

<b>Competency</b>	<b>Definition</b>
Achievement Orientation	Driven to accomplish goals and complete tasks
Active Listening	Listens and restates the ideas and opinions of others to improve mutual understanding
Ambiguity Tolerance	Deals comfortably with unclear situations and problems
Building Relationships	Develops collaborative relationships to facilitate current or future goals
Building Teams	Assembles cohesive groups based upon required skills, goals, and tasks
Business Acumen	Demonstrates keen insight and application of business policies and procedures
Caring	Displays sensitivity towards the attitudes, feelings, or circumstances of others
Citizenship	Goes beyond job requirements to help the organization
Competitive	Driven to exceed the performance of others
Decision Making	Uses sound judgment to make timely and effective decisions
Delegation	Assigns work based on task and skill requirements
Dependability	Performs work in a consistent and timely manner
Detail Orientation	Performs work with care, accuracy, and attention to detail
Employee Development	Provides support, coaching, training, and career direction to peers and subordinates
Financial Acumen	Demonstrates keen insight and application of budgeting, financial policies and procedures
Flexibility	Willing to receive and accept new ideas, approaches, and strategies
Following Procedures	Adheres to directions, policies, and/or legal guidelines
Goal Setting	Identifies short-term objectives and steps to achieve them
Industry Knowledge	Demonstrates an understanding of industry knowledge and trends
Influence	Persuades others to a desired result
Information Analysis	Gathers, organizes, and analyzes diverse sources of information
Initiative	Takes action without the direction of others
Innovation	Generates creative ideas and perspectives
Interpersonal Skills	Gets along well with others, is tactful, and behaves appropriately in social situations
Intrapersonal Skills	Demonstrates the appropriate motivation, attitude, and self-control to effectively perform on the job
Leadership	Demonstrates general leadership ability and effectiveness
Managing Change	Effectively implements new methods and systems
Managing Conflict	Manages hostility between individuals or groups when disagreements occur
Managing Performance	Monitors performance providing feedback for improvement as needed

Table 1  
*CET Competencies and Definitions (Continued)*

<b>Competency</b>	<b>Definition</b>
Motivating Others	Fosters energy for and provides direction towards organizational goals
Negotiation	Explores alternatives to reach outcomes acceptable to all parties
Oral Communication	Expresses himself/herself effectively through verbal communication
Organizational Commitment	Demonstrates loyalty and dedication to the organization
Perseverance	Pursues goals despite obstacles and/or challenges
Planning/Organizing	Coordinates and directs routine activities effectively
Political Awareness	Recognizes and works within the political environment of an organization
Presentation Skills	Effectively presents ideas and information to others
Problem Identification	Detects errors, gaps, and potential flaws in goals and tasks
Problem Solving	Identifies solutions given available information
Professionalism	Acts in accordance with job-related values, principles, and standards
Quality Orientation	Emphasizes producing quality products and/or meeting quality standards
Resource Management	Coordinates people and materials to maximize productivity and efficiency
Responsibility	Accepts personal accountability for actions regardless of outcomes
Risk Management	Takes appropriate chances to achieve goals while considering possible negative consequences
Safety	Follows safety precautions and displays safe on-the-job behavior
Sales Ability	Effectively demonstrates, promotes, and sells products and services
Self Confidence	Believes in oneself to accomplish tasks/goals
Self Development	Actively acquires knowledge, skills, and abilities to remain current with job requirements
Service Orientation	Creates customer loyalty through courteous, timely, and helpful service
Social Engagement	Enjoys and seeks out interactions with others
Strategic Planning	Develops strategies to accomplish long-term goals
Stress Tolerance	Handles pressure without getting upset, moody, or anxious
Talent Management	Recruits, rewards, and retains individuals with critical skills and abilities
Teamwork	Collaborates with others to achieve goals
Time Management	Plans work to maximize efficiency and minimize downtime
Trustworthiness	Acts with honesty and integrity
Valuing Diversity	Respects, values, and leverages individual differences
Vigilance	Remains alert and focused when performing monotonous tasks
Work Attitude	Displays a positive disposition towards work
Work Ethic	Exhibits hard work and diligence
Work Skills	Uses existing technology and job-relevant abilities to perform tasks
Written Communication	Effectively expresses him or herself through written communication

Table 2  
*Aggregate Indices of Agreement*

<b>Industry</b>	<b>K</b>	<b>Mean <math>r_{wg}</math></b>	<b>Sampling of Job Titles</b>
Banking & Financial	33	0.82	Credit Analysts, Account Managers, Tellers
Education	7	0.96	Educators, Administrative Leaders, Teachers
Energy & Utilities	29	0.83	Drivers, Service Technicians, General Managers
Food & Beverage	10	0.87	Territory Sales Leaders, Warehouse Technicians
Healthcare	20	0.90	Physicians, Product Managers, Sales Representatives
Law Enforcement	7	0.84	Analysts, Probation Officers, Case Managers
Manufacturing	8	0.80	Inspectors, Operators, Territory Sales Managers
Pharmaceuticals	8	0.90	Sales Managers, Senior Leaders, Sales Representatives
Retail Sales	13	0.87	Assistant Managers, Store Managers, Field Consultants
Transportation	15	0.81	Pilots, Train Dispatchers, Sales Agents

Table 3.1

*Rank-Ordered Job Criticality Ratings for CET Dimensions*

Banking & Financial Services			Education			Energy & Utilities			Food & Beverage		
CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>
Trustworthiness*	3.69	0.57	Trustworthiness*	3.78	0.52	Trustworthiness*	3.62	0.68	Trustworthiness*	3.65	0.55
Work Ethic*	3.58	0.63	Oral Communication*	3.62	0.56	Work Ethic*	3.58	0.68	Work Ethic*	3.57	0.59
Dependability*	3.51	0.66	Work Ethic	3.61	0.58	Responsibility*	3.54	0.68	Problem Solving*	3.54	0.67
Responsibility*	3.50	0.68	Professionalism	3.60	0.64	Safety*	3.54	0.92	Decision Making*	3.50	0.66
Professionalism*	3.47	0.71	Building Relationships	3.60	0.60	Professionalism*	3.50	0.68	Responsibility*	3.49	0.62
Intrapersonal Skills*	3.42	0.68	Teamwork	3.59	0.68	Dependability*	3.47	0.74	Initiative*	3.47	0.65
Work Attitude*	3.42	0.67	Decision Making	3.56	0.60	Work Attitude*	3.46	0.66	Dependability*	3.43	0.70
Stress Tolerance*	3.39	0.68	Responsibility	3.56	0.66	Following Procedures*	3.41	0.80	Perseverance*	3.43	0.69
Achievement Orientation*	3.38	0.73	Flexibility	3.54	0.66	Stress Tolerance*	3.40	0.75	Achievement Orientation*	3.43	0.70
Oral Communication*	3.37	0.85	Intrapersonal Skills	3.53	0.63	Time Management	3.38	0.81	Teamwork*	3.41	0.71
Decision Making*	3.37	0.80	Valuing Diversity	3.52	0.71	Decision Making	3.38	0.79	Flexibility	3.37	0.69
Teamwork	3.30	0.80	Perseverance	3.49	0.62	Problem Solving	3.35	0.77	Detail Orientation	3.34	0.75
Self Confidence	3.30	0.72	Work Attitude	3.49	0.67	Teamwork	3.34	0.79	Work Attitude	3.34	0.74
Problem Solving	3.30	0.80	Problem Solving	3.49	0.75	Self Confidence	3.31	0.70	Professionalism	3.34	0.81
Interpersonal Skills	3.27	0.84	Interpersonal Skills	3.45	0.75	Intrapersonal Skills	3.31	0.75	Oral Communication	3.31	0.73
Service Orientation	3.27	0.99	Self Confidence	3.43	0.65	Perseverance	3.28	0.81	Stress Tolerance	3.31	0.76
Active Listening	3.27	0.85	Dependability	3.42	0.70	Flexibility	3.28	0.78	Intrapersonal Skills	3.28	0.77
Perseverance	3.25	0.78	Active Listening	3.42	0.77	Detail Orientation	3.28	0.80	Self Confidence	3.26	0.69
Flexibility	3.23	0.73	Achievement Orientation	3.41	0.73	Achievement Orientation	3.28	0.85	Following Procedures	3.24	0.81
Following Procedures	3.22	0.88	Self Development	3.40	0.73	Self Development	3.25	0.77	Time Management	3.23	0.80
Building Relationships	3.19	0.93	Initiative	3.39	0.69	Active Listening	3.22	0.81	Self Development	3.23	0.79
Time Management	3.18	0.82	Written Communication	3.38	0.78	Quality Orientation	3.22	0.89	Problem Identification	3.20	0.85
Detail Orientation	3.16	0.83	Presentation Skills	3.38	0.76	Initiative	3.19	0.89	Work Skills	3.18	0.82
Self Development	3.14	0.81	Stress Tolerance	3.38	0.71	Oral Communication	3.17	0.86	Interpersonal Skills	3.14	0.79
Quality Orientation	3.06	0.95	Time Management	3.36	0.77	Work Skills	3.15	0.80	Ambiguity Tolerance	3.14	0.83
Organizational Commitment	3.05	0.91	Planning/Organizing	3.35	0.78	Interpersonal Skills	3.11	0.88	Leadership	3.09	0.88
Initiative	3.04	1.01	Detail Orientation	3.33	0.77	Vigilance	3.11	0.96	Active Listening	3.08	0.81
Problem Identification	2.99	0.93	Strategic Planning	3.32	0.80	Problem Identification	3.06	0.90	Goal Setting	3.07	0.82

Table 3.1

Rank-Ordered Job Criticality Ratings for CET Dimensions (Continued)

Banking & Financial Services			Education			Energy & Utilities			Food & Beverage		
CET Dimension	M	SD	CET Dimension	M	SD	CET Dimension	M	SD	CET Dimension	M	SD
Negotiation	2.99	0.99	Goal Setting	3.31	0.77	Ambiguity Tolerance	3.05	0.80	Managing Change	3.06	1.00
Work Skills	2.97	0.85	Leadership	3.29	0.88	Leadership	3.02	1.00	Safety	2.99	1.35
Influence	2.94	1.02	Innovation	3.26	0.76	Goal Setting	3.02	0.87	Building Relationships	2.99	0.85
Risk Management	2.93	1.01	Following Procedures	3.26	0.91	Managing Change	2.97	1.14	Information Analysis	2.95	1.00
Goal Setting	2.92	0.95	Caring	3.25	0.88	Organizational Commitment	2.93	1.07	Organizational Commitment	2.93	0.94
Managing Change	2.92	1.02	Managing Change	3.25	0.79	Planning/Organizing	2.92	1.11	Risk Management	2.93	0.97
Business Acumen	2.92	1.00	Problem Identification	3.24	0.86	Service Orientation	2.89	1.17	Quality Orientation	2.89	1.21
Ambiguity Tolerance	2.92	0.93	Building Teams	3.24	0.90	Building Relationships	2.87	1.01	Influence	2.86	0.99
Vigilance	2.91	0.97	Ambiguity Tolerance	3.23	0.74	Valuing Diversity	2.87	1.00	Vigilance	2.85	0.99
Competitive	2.84	0.99	Work Skills	3.22	0.83	Industry Knowledge	2.86	0.91	Planning/Organizing	2.82	0.94
Valuing Diversity	2.81	1.05	Managing Performance	3.19	0.88	Motivating Others	2.83	1.02	Innovation	2.82	0.92
Industry Knowledge	2.79	1.01	Motivating Others	3.19	0.88	Business Acumen	2.79	1.08	Industry Knowledge	2.80	1.07
Information Analysis	2.78	1.03	Quality Orientation	3.18	0.97	Risk Management	2.79	1.17	Motivating Others	2.80	1.01
Leadership	2.77	1.19	Managing Conflict	3.15	0.88	Managing Performance	2.79	1.20	Written Communication	2.77	0.96
Motivating Others	2.74	1.08	Information Analysis	3.13	0.87	Resource Management	2.77	1.26	Presentation Skills	2.70	1.01
Managing Conflict	2.71	1.05	Negotiation	3.07	0.84	Managing Conflict	2.74	1.10	Service Orientation	2.70	1.22
Building Teams	2.71	1.26	Risk Management	3.04	0.92	Written Communication	2.72	1.03	Managing Performance	2.70	1.08
Caring	2.71	0.95	Industry Knowledge	3.04	0.99	Employee Development	2.67	1.25	Negotiation	2.68	1.01
Presentation Skills	2.70	1.16	Organizational Commitment	3.03	0.92	Information Analysis	2.66	1.08	Resource Management	2.65	1.13
Citizenship	2.70	0.93	Resource Management	2.98	0.97	Innovation	2.64	0.91	Valuing Diversity	2.65	1.04
Planning/Organizing	2.67	1.02	Employee Development	2.93	1.04	Influence	2.64	1.10	Business Acumen	2.65	1.16
Managing Performance	2.67	1.19	Influence	2.90	0.98	Citizenship	2.63	0.98	Managing Conflict	2.64	1.05
Innovation	2.66	0.92	Vigilance	2.89	1.02	Strategic Planning	2.63	1.17	Competitive	2.60	1.26
Sales Ability	2.65	1.34	Service Orientation	2.89	1.13	Presentation Skills	2.63	1.00	Employee Development	2.58	1.15
Social Engagement	2.60	0.99	Citizenship	2.87	0.97	Caring	2.60	0.97	Building Teams	2.57	1.17
Written Communication	2.54	1.13	Delegation	2.81	0.99	Negotiation	2.57	1.09	Strategic Planning	2.53	1.06
Employee Development	2.51	1.22	Safety	2.80	1.31	Building Teams	2.50	1.31	Caring	2.52	0.98
Resource Management	2.50	1.21	Political Awareness	2.61	1.15	Competitive	2.43	1.13	Citizenship	2.46	1.07

Table 3.1

*Rank-Ordered Job Criticality Ratings for CET Dimensions (Continued)*

Banking & Financial Services			Education			Energy & Utilities			Food & Beverage		
CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>
Strategic Planning	2.46	1.24	Business Acumen	2.47	1.21	Delegation	2.42	1.35	Delegation	2.27	1.19
Delegation	2.42	1.20	Social Engagement	2.45	1.08	Political Awareness	2.12	1.25	Social Engagement	2.08	1.06
Financial Acumen	2.37	1.19	Talent Management	2.25	1.46	Social Engagement	2.08	1.04	Talent Management	2.07	1.55
Talent Management	2.28	1.44	Financial Acumen	1.81	1.34	Talent Management	2.04	1.52	Financial Acumen	2.01	1.33
Safety	2.18	1.29	Competitive	1.75	1.17	Financial Acumen	2.04	1.33	Political Awareness	1.88	1.17
Political Awareness	1.93	1.24	Sales Ability	1.48	1.39	Sales Ability	1.55	1.38	Sales Ability	1.68	1.47



Table 3.2

*Rank-Ordered Job Criticality Ratings for CET Dimensions*

Healthcare			Law Enforcement			Manufacturing			Pharmaceuticals		
CET Dimension	M	SD	CET Dimension	M	SD	CET Dimension	M	SD	CET Dimension	M	SD
Trustworthiness*	3.76	0.53	Trustworthiness*	3.71	0.93	Trustworthiness*	3.49	0.85	Trustworthiness*	3.77	0.42
Work Ethic*	3.74	0.50	Following Procedures*	3.54	0.99	Work Ethic*	3.49	0.63	Achievement Orientation*	3.65	0.59
Responsibility*	3.67	0.57	Oral Communication*	3.45	0.97	Responsibility*	3.37	0.82	Active Listening*	3.64	0.55
Dependability*	3.64	0.60	Professionalism*	3.45	0.99	Detail Orientation*	3.37	0.73	Oral Communication*	3.60	0.58
Decision Making*	3.63	0.59	Teamwork*	3.45	0.99	Quality Orientation*	3.37	0.74	Goal Setting*	3.57	0.63
Oral Communication*	3.59	0.59	Decision Making*	3.41	1.02	Dependability*	3.34	0.86	Building Relationships*	3.56	0.73
Professionalism*	3.58	0.60	Dependability	3.34	0.98	Intrapersonal Skills*	3.33	0.74	Teamwork*	3.55	0.61
Problem Solving*	3.57	0.63	Safety	3.29	1.29	Work Attitude*	3.30	0.78	Strategic Planning*	3.51	0.72
Perseverance*	3.53	0.66	Stress Tolerance	3.29	1.00	Safety*	3.29	1.09	Decision Making	3.48	0.69
Interpersonal Skills	3.47	0.65	Active Listening	3.27	1.00	Time Management*	3.25	0.92	Leadership	3.48	0.69
Achievement Orientation	3.47	0.68	Flexibility	3.25	0.98	Achievement Orientation*	3.25	0.96	Professionalism	3.46	0.68
Intrapersonal Skills	3.47	0.61	Responsibility	3.25	1.01	Decision Making	3.18	0.98	Interpersonal Skills	3.46	0.65
Time Management	3.45	0.65	Detail Orientation	3.23	1.03	Self Development	3.18	0.97	Work Attitude	3.46	0.68
Teamwork	3.43	0.75	Building Relationships	3.20	1.05	Perseverance	3.17	0.86	Intrapersonal Skills	3.46	0.65
Stress Tolerance	3.42	0.65	Work Ethic	3.18	0.99	Self Confidence	3.16	0.84	Service Orientation	3.45	0.84
Detail Orientation	3.42	0.74	Interpersonal Skills	3.18	1.03	Teamwork	3.15	0.90	Perseverance	3.44	0.70
Work Attitude	3.40	0.66	Problem Solving	3.16	0.99	Flexibility	3.11	0.78	Flexibility	3.43	0.66
Building Relationships	3.38	0.73	Time Management	3.16	1.01	Professionalism	3.11	1.04	Stress Tolerance	3.40	0.68
Service Orientation	3.38	0.73	Work Attitude	3.14	0.94	Problem Solving	3.10	1.02	Influence	3.39	0.81
Active Listening	3.36	0.71	Intrapersonal Skills	3.14	0.94	Stress Tolerance	3.08	0.88	Responsibility	3.39	0.81
Self Development	3.35	0.70	Written Communication	3.09	1.00	Initiative	3.07	0.99	Work Ethic	3.36	0.75
Initiative	3.34	0.80	Managing Conflict	3.07	1.04	Interpersonal Skills	3.03	0.93	Problem Solving	3.31	0.60
Problem Identification	3.31	0.71	Quality Orientation	3.05	1.03	Following Procedures	3.03	1.04	Dependability	3.29	0.70
Self Confidence	3.31	0.67	Perseverance	3.02	1.00	Active Listening	2.99	0.93	Self Confidence	3.29	0.87
Leadership	3.30	0.73	Ambiguity Tolerance	2.98	0.98	Vigilance	2.95	1.05	Presentation Skills	3.27	0.65
Goal Setting	3.30	0.73	Vigilance	2.98	1.20	Work Skills	2.95	1.05	Self Development	3.26	0.66
Flexibility	3.28	0.71	Work Skills	2.98	0.96	Oral Communication	2.92	1.09	Time Management	3.26	0.73
Sales Ability	3.27	0.83	Planning/Organizing	2.96	1.09	Goal Setting	2.86	1.09	Motivating Others	3.26	0.91

Table 3.2

*Rank-Ordered Job Criticality Ratings for CET Dimensions (Continued)*

Healthcare			Law Enforcement			Manufacturing			Pharmaceuticals		
CET Dimension	M	SD	CET Dimension	M	SD	CET Dimension	M	SD	CET Dimension	M	SD
Presentation Skills	3.24	0.78	Valuing Diversity	2.95	1.13	Problem Identification	2.85	1.02	Managing Performance	3.25	0.90
Organizational Commitment	3.24	0.78	Self Development	2.95	0.94	Building Relationships	2.75	1.14	Valuing Diversity	3.24	0.79
Planning/Organizing	3.21	0.76	Problem Identification	2.91	1.05	Organizational Commitment	2.70	0.91	Managing Change	3.23	0.73
Information Analysis	3.20	0.77	Information Analysis	2.91	1.24	Managing Change	2.69	1.22	Negotiation	3.21	0.89
Quality Orientation	3.20	0.88	Self Confidence	2.91	0.88	Valuing Diversity	2.63	1.14	Planning/Organizing	3.19	0.72
Work Skills	3.14	0.73	Organizational Commitment	2.88	1.01	Risk Management	2.63	1.08	Business Acumen	3.19	0.78
Citizenship	3.14	0.83	Risk Management	2.88	1.24	Ambiguity Tolerance	2.61	1.08	Organizational Commitment	3.14	0.84
Following Procedures	3.10	0.80	Achievement Orientation	2.88	1.05	Presentation Skills	2.59	1.10	Sales Ability	3.12	1.13
Caring	3.08	0.81	Presentation Skills	2.82	1.16	Planning/Organizing	2.57	1.29	Initiative	3.11	0.96
Risk Management	3.08	0.76	Managing Change	2.70	1.13	Innovation	2.54	0.96	Managing Conflict	3.11	0.78
Building Teams	3.03	0.98	Motivating Others	2.70	1.03	Building Teams	2.53	1.29	Employee Development	3.11	1.05
Managing Change	3.03	0.89	Influence	2.66	0.98	Motivating Others	2.52	1.25	Financial Acumen	3.08	0.87
Written Communication	3.03	0.80	Initiative	2.61	1.02	Industry Knowledge	2.45	1.28	Building Teams	3.07	1.20
Negotiation	3.02	0.86	Negotiation	2.61	0.98	Leadership	2.43	1.41	Following Procedures	3.07	0.92
Managing Conflict	3.01	0.85	Goal Setting	2.57	0.99	Influence	2.43	1.24	Competitive	3.06	0.99
Vigilance	3.01	0.97	Industry Knowledge	2.48	1.11	Service Orientation	2.43	1.30	Industry Knowledge	3.05	0.76
Ambiguity Tolerance	2.99	0.81	Leadership	2.45	1.08	Employee Development	2.37	1.31	Risk Management	3.04	0.88
Industry Knowledge	2.97	0.93	Caring	2.45	1.04	Managing Performance	2.37	1.32	Problem Identification	3.04	0.84
Motivating Others	2.95	0.85	Service Orientation	2.41	1.26	Business Acumen	2.35	1.38	Ambiguity Tolerance	3.01	0.81
Safety	2.94	1.19	Citizenship	2.30	0.91	Managing Conflict	2.34	1.46	Resource Management	3.00	0.93
Strategic Planning	2.94	1.00	Political Awareness	2.23	1.08	Caring	2.33	1.06	Work Skills	3.00	0.69
Influence	2.94	0.95	Innovation	2.23	0.95	Negotiation	2.32	1.26	Information Analysis	2.99	0.81
Managing Performance	2.93	0.84	Building Teams	2.21	1.32	Competitive	2.31	1.14	Quality Orientation	2.90	1.18
Delegation	2.90	0.94	Resource Management	2.20	1.12	Strategic Planning	2.31	1.43	Detail Orientation	2.87	0.76
Resource Management	2.87	0.91	Social Engagement	2.18	0.90	Citizenship	2.30	1.11	Written Communication	2.87	0.77
Innovation	2.82	0.86	Managing Performance	2.14	1.21	Resource Management	2.28	1.46	Innovation	2.86	0.84
Valuing Diversity	2.75	0.99	Employee Development	2.09	1.30	Information Analysis	2.26	1.39	Citizenship	2.79	0.85
Competitive	2.75	1.00	Strategic Planning	2.07	1.20	Delegation	2.25	1.36	Talent Management	2.75	1.47

Table 3.2

*Rank-Ordered Job Criticality Ratings for CET Dimensions (Continued)*

Healthcare			Law Enforcement			Manufacturing			Pharmaceuticals		
CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>
Employee Development	2.61	0.98	Delegation	1.91	1.27	Social Engagement	1.87	1.19	Social Engagement	2.73	0.87
Business Acumen	2.43	1.08	Business Acumen	1.64	1.26	Written Communication	1.80	1.27	Caring	2.69	0.82
Social Engagement	2.42	0.96	Competitive	1.45	0.85	Financial Acumen	1.63	1.34	Delegation	2.65	1.06
Political Awareness	2.29	1.11	Sales Ability	1.32	1.10	Political Awareness	1.57	1.21	Political Awareness	2.60	1.07
Talent Management	2.28	1.30	Talent Management	1.16	1.22	Talent Management	1.54	1.45	Safety	2.54	1.10
Financial Acumen	2.24	1.07	Financial Acumen	0.86	0.96	Sales Ability	1.52	1.62	Vigilance	2.46	0.95

Table 3.3  
Rank-Ordered Job Criticality Ratings for CET Dimensions

Retail Sales			Transportation		
CET Dimension	<i>M</i>	<i>SD</i>	CET Dimension	<i>M</i>	<i>SD</i>
Trustworthiness*	3.68	0.68	Decision Making*	3.74	0.48
Leadership*	3.64	0.69	Trustworthiness*	3.69	0.60
Decision Making*	3.61	0.61	Teamwork*	3.64	0.60
Responsibility*	3.60	0.68	Professionalism*	3.64	0.60
Work Ethic*	3.56	0.69	Oral Communication*	3.62	0.57
Problem Solving*	3.55	0.66	Dependability*	3.62	0.60
Teamwork*	3.55	0.65	Responsibility*	3.59	0.57
Achievement Orientation*	3.54	0.70	Problem Solving*	3.56	0.64
Initiative*	3.53	0.73	Work Ethic*	3.56	0.62
Time Management	3.50	0.68	Stress Tolerance*	3.55	0.60
Perseverance	3.49	0.68	Active Listening	3.53	0.66
Dependability	3.49	0.73	Detail Orientation	3.50	0.63
Professionalism	3.47	0.73	Work Attitude	3.48	0.70
Oral Communication	3.46	0.70	Self Confidence	3.46	0.64
Work Attitude	3.44	0.73	Time Management	3.44	0.70
Stress Tolerance	3.43	0.72	Intrapersonal Skills	3.44	0.62
Managing Change	3.43	0.75	Following Procedures	3.44	0.73
Building Relationships	3.43	0.80	Leadership	3.43	0.83
Motivating Others	3.43	0.76	Safety	3.41	1.04
Flexibility	3.41	0.70	Problem Identification	3.36	0.79
Goal Setting	3.40	0.76	Interpersonal Skills	3.34	0.81
Quality Orientation	3.39	0.72	Initiative	3.34	0.78
Service Orientation	3.38	0.89	Perseverance	3.32	0.72
Influence	3.38	0.76	Achievement Orientation	3.30	0.75
Self Confidence	3.37	0.75	Flexibility	3.29	0.77
Intrapersonal Skills	3.37	0.78	Self Development	3.29	0.72
Active Listening	3.36	0.72	Work Skills	3.26	0.74
Detail Orientation	3.36	0.78	Quality Orientation	3.23	0.95
Planning/Organizing	3.35	0.78	Vigilance	3.20	0.87
Building Teams	3.33	0.94	Service Orientation	3.20	1.07
Managing Performance	3.30	0.92	Organizational	3.19	0.89
Employee Development	3.29	1.01	Planning/Organizing	3.17	0.85
Self Development	3.29	0.76	Resource Management	3.17	1.00
Interpersonal Skills	3.28	0.83	Goal Setting	3.13	0.91
Organizational	3.26	0.85	Motivating Others	3.11	0.94
Problem Identification	3.26	0.76	Building Relationships	3.10	0.99
Managing Conflict	3.24	0.88	Industry Knowledge	3.10	0.93
Ambiguity Tolerance	3.23	0.78	Managing Conflict	3.09	0.89
Work Skills	3.21	0.76	Managing Change	3.07	1.03
Business Acumen	3.21	0.85	Ambiguity Tolerance	3.07	0.80
Talent Management	3.19	1.04	Managing Performance	3.07	1.02

Table 3.3  
 Rank-Ordered Job Criticality Ratings for CET Dimensions (Continued)

<b>Retail Sales</b>			<b>Transportation</b>		
<b>CET Dimension</b>	<b><i>M</i></b>	<b><i>SD</i></b>	<b>CET Dimension</b>	<b><i>M</i></b>	<b><i>SD</i></b>
Delegation	3.19	0.90	Valuing Diversity	3.05	0.98
Resource Management	3.18	0.93	Risk Management	3.01	1.06
Strategic Planning	3.16	0.93	Information Analysis	3.01	0.99
Valuing Diversity	3.15	0.90	Influence	3.00	0.97
Following Procedures	3.14	0.97	Negotiation	2.97	1.04
Information Analysis	3.11	0.80	Building Teams	2.97	1.18
Written Communication	3.03	0.83	Employee Development	2.96	1.07
Risk Management	3.01	0.82	Delegation	2.88	1.06
Financial Acumen	3.00	1.04	Presentation Skills	2.83	1.11
Negotiation	3.00	0.89	Caring	2.77	0.94
Presentation Skills	2.97	0.88	Written Communication	2.75	1.15
Industry Knowledge	2.93	0.95	Strategic Planning	2.73	1.33
Citizenship	2.88	0.91	Innovation	2.72	1.06
Competitive	2.87	1.03	Business Acumen	2.69	1.39
Vigilance	2.85	1.05	Citizenship	2.64	1.17
Innovation	2.81	0.84	Social Engagement	2.38	1.08
Safety	2.78	1.31	Competitive	2.36	1.25
Sales Ability	2.76	1.25	Sales Ability	2.29	1.60
Caring	2.76	0.98	Talent Management	2.23	1.56
Social Engagement	2.51	1.00	Financial Acumen	2.14	1.55
Political Awareness	2.34	1.10	Political Awareness	2.04	1.24

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings*

Competency	Industry	K	M	SD	F(9,2384)	p	$\eta^2$
Achievement Orientation	Banking & Financial Services	33	3.38	0.73	7.49	0.00	0.027
	Education	7	3.41	0.73			
	Energy & Utilities	29	3.28	0.85			
	Food & Beverage	10	3.43	0.70			
	Healthcare	20	3.47	0.68			
	Law Enforcement	7	2.88	1.05			
	Manufacturing	8	3.25	0.96			
	Pharmaceuticals	8	3.65	0.59			
	Retail Sales	13	3.54	0.70			
	Transportation	15	3.30	0.75			
Active Listening	Banking & Financial Services	33	3.27	0.85	8.74	0.00	0.032
	Education	7	3.42	0.77			
	Energy & Utilities	29	3.22	0.81			
	Food & Beverage	10	3.08	0.81			
	Healthcare	20	3.36	0.71			
	Law Enforcement	7	3.27	1.00			
	Manufacturing	8	2.99	0.93			
	Pharmaceuticals	8	3.64	0.55			
	Retail Sales	13	3.36	0.72			
	Transportation	15	3.53	0.66			
Ambiguity Tolerance	Banking & Financial Services	33	2.92	0.93	6.89	0.00	0.025
	Education	7	3.23	0.74			
	Energy & Utilities	29	3.05	0.80			
	Food & Beverage	10	3.14	0.83			
	Healthcare	20	2.99	0.81			
	Law Enforcement	7	2.98	0.98			
	Manufacturing	8	2.61	1.08			
	Pharmaceuticals	8	3.01	0.81			
	Retail Sales	13	3.23	0.78			
	Transportation	15	3.07	0.80			
Building Relationships	Banking & Financial Services	33	3.19	0.93	19.17	0.00	0.068
	Education	7	3.60	0.60			
	Energy & Utilities	29	2.87	1.01			
	Food & Beverage	10	2.99	0.85			
	Healthcare	20	3.38	0.73			
	Law Enforcement	7	3.20	1.05			
	Manufacturing	8	2.75	1.14			
	Pharmaceuticals	8	3.56	0.73			
	Retail Sales	13	3.43	0.80			
	Transportation	15	3.10	0.99			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b>η<sup>2</sup></b>
Building Teams	Banking & Financial Services	33	2.71	1.26	16.88	0.00	0.06
	Education	7	3.24	0.90			
	Energy & Utilities	29	2.50	1.31			
	Food & Beverage	10	2.57	1.17			
	Healthcare	20	3.03	0.98			
	Law Enforcement	7	2.21	1.32			
	Manufacturing	8	2.53	1.29			
	Pharmaceuticals	8	3.07	1.20			
	Retail Sales	13	3.33	0.94			
	Transportation	15	2.97	1.18			
Business Acumen	Banking & Financial Services	33	2.92	1.00	21.28	0.00	0.074
	Education	7	2.47	1.21			
	Energy & Utilities	29	2.79	1.08			
	Food & Beverage	10	2.65	1.16			
	Healthcare	20	2.43	1.08			
	Law Enforcement	7	1.64	1.26			
	Manufacturing	8	2.35	1.38			
	Pharmaceuticals	8	3.19	0.78			
	Retail Sales	13	3.21	0.85			
	Transportation	15	2.69	1.39			
Caring	Banking & Financial Services	33	2.71	0.95	18.48	0.00	0.065
	Education	7	3.25	0.88			
	Energy & Utilities	29	2.60	0.97			
	Food & Beverage	10	2.52	0.98			
	Healthcare	20	3.08	0.81			
	Law Enforcement	7	2.45	1.04			
	Manufacturing	8	2.33	1.06			
	Pharmaceuticals	8	2.69	0.82			
	Retail Sales	13	2.76	0.98			
	Transportation	15	2.77	0.94			
Citizenship	Banking & Financial Services	33	2.70	0.93	17.53	0.00	0.062
	Education	7	2.87	0.97			
	Energy & Utilities	29	2.63	0.98			
	Food & Beverage	10	2.46	1.07			
	Healthcare	20	3.14	0.83			
	Law Enforcement	7	2.30	0.91			
	Manufacturing	8	2.30	1.11			
	Pharmaceuticals	8	2.79	0.85			
	Retail Sales	13	2.88	0.91			
	Transportation	15	2.64	1.17			

**Table 4**  
*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

Competency	Industry	K	M	SD	F(9,2384)	p	$\eta^2$
Competitive	Banking & Financial Services	33	2.84	0.99	29.37	0.00	0.1
	Education	7	1.75	1.17			
	Energy & Utilities	29	2.43	1.13			
	Food & Beverage	10	2.60	1.26			
	Healthcare	20	2.75	1.00			
	Law Enforcement	7	1.45	0.85			
	Manufacturing	8	2.31	1.14			
	Pharmaceuticals	8	3.06	0.99			
	Retail Sales	13	2.87	1.03			
	Transportation	15	2.36	1.25			
Decision Making	Banking & Financial Services	33	3.37	0.80	11.12	0.00	0.04
	Education	7	3.56	0.60			
	Energy & Utilities	29	3.38	0.79			
	Food & Beverage	10	3.50	0.66			
	Healthcare	20	3.63	0.59			
	Law Enforcement	7	3.41	1.02			
	Manufacturing	8	3.18	0.98			
	Pharmaceuticals	8	3.48	0.69			
	Retail Sales	13	3.61	0.61			
	Transportation	15	3.74	0.48			
Delegation	Banking & Financial Services	33	2.42	1.20	20.37	0.00	0.071
	Education	7	2.81	0.99			
	Energy & Utilities	29	2.42	1.35			
	Food & Beverage	10	2.27	1.19			
	Healthcare	20	2.90	0.94			
	Law Enforcement	7	1.91	1.27			
	Manufacturing	8	2.25	1.36			
	Pharmaceuticals	8	2.65	1.06			
	Retail Sales	13	3.19	0.90			
	Transportation	15	2.88	1.06			
Dependability	Banking & Financial Services	33	3.51	0.66	5.52	0.00	0.02
	Education	7	3.42	0.70			
	Energy & Utilities	29	3.47	0.74			
	Food & Beverage	10	3.43	0.70			
	Healthcare	20	3.64	0.60			
	Law Enforcement	7	3.34	0.98			
	Manufacturing	8	3.34	0.86			
	Pharmaceuticals	8	3.29	0.70			
	Retail Sales	13	3.49	0.73			
	Transportation	15	3.62	0.60			

Table 4  
Independent Samples *f*-Test Results for Job Criticality Ratings (Continued)



Competency	Industry	K	M	SD	F(9,2384)	p	$\eta^2$
Detail Orientation	Banking & Financial Services	33	3.16	0.83	8.32	0.00	0.03
	Education	7	3.33	0.77			
	Energy & Utilities	29	3.28	0.80			
	Food & Beverage	10	3.34	0.75			
	Healthcare	20	3.42	0.74			
	Law Enforcement	7	3.23	1.03			
	Manufacturing	8	3.37	0.73			
	Pharmaceuticals	8	2.87	0.76			
	Retail Sales	13	3.36	0.78			
	Transportation	15	3.50	0.63			
Employee Development	Banking & Financial Services	33	2.51	1.22	15.31	0.00	0.055
	Education	7	2.93	1.04			
	Energy & Utilities	29	2.67	1.25			
	Food & Beverage	10	2.58	1.15			
	Healthcare	20	2.61	0.98			
	Law Enforcement	7	2.09	1.30			
	Manufacturing	8	2.37	1.31			
	Pharmaceuticals	8	3.11	1.05			
	Retail Sales	13	3.29	1.01			
	Transportation	15	2.96	1.07			
Financial Acumen	Banking & Financial Services	33	2.37	1.19	29.77	0.00	0.101
	Education	7	1.81	1.33			
	Energy & Utilities	29	2.04	1.33			
	Food & Beverage	10	2.01	1.33			
	Healthcare	20	2.24	1.07			
	Law Enforcement	7	0.86	0.96			
	Manufacturing	8	1.63	1.34			
	Pharmaceuticals	8	3.08	0.87			
	Retail Sales	13	3.00	1.04			
	Transportation	15	2.14	1.55			
Flexibility	Banking & Financial Services	33	3.23	0.73	4.52	0.00	0.017
	Education	7	3.54	0.66			
	Energy & Utilities	29	3.28	0.78			
	Food & Beverage	10	3.37	0.69			
	Healthcare	20	3.28	0.71			
	Law Enforcement	7	3.25	0.98			
	Manufacturing	8	3.11	0.78			
	Pharmaceuticals	8	3.43	0.66			
	Retail Sales	13	3.41	0.70			
	Transportation	15	3.29	0.77			

Table 4  
Independent Samples *f*-Test Results for Job Criticality Ratings (Continued)

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b>η<sup>2</sup></b>
Following Procedures	Banking & Financial Services	33	3.22	0.88	6.39	0.00	0.024
	Education	7	3.26	0.91			
	Energy & Utilities	29	3.41	0.80			
	Food & Beverage	10	3.24	0.81			
	Healthcare	20	3.10	0.80			
	Law Enforcement	7	3.54	0.99			
	Manufacturing	8	3.03	1.04			
	Pharmaceuticals	8	3.07	0.92			
	Retail Sales	13	3.14	0.97			
	Transportation	15	3.44	0.73			
Goal Setting	Banking & Financial Services	33	2.92	0.95	16.14	0.00	0.057
	Education	7	3.31	0.77			
	Energy & Utilities	29	3.02	0.87			
	Food & Beverage	10	3.07	0.82			
	Healthcare	20	3.30	0.73			
	Law Enforcement	7	2.57	0.99			
	Manufacturing	8	2.86	1.09			
	Pharmaceuticals	8	3.57	0.63			
	Retail Sales	13	3.40	0.76			
	Transportation	15	3.13	0.91			
Industry Knowledge	Banking & Financial Services	33	2.79	1.01	6.4	0.00	0.024
	Education	7	3.04	0.99			
	Energy & Utilities	29	2.86	0.91			
	Food & Beverage	10	2.80	1.07			
	Healthcare	20	2.97	0.93			
	Law Enforcement	7	2.48	1.11			
	Manufacturing	8	2.45	1.28			
	Pharmaceuticals	8	3.05	0.76			
	Retail Sales	13	2.93	0.95			
	Transportation	15	3.10	0.93			
Influence	Banking & Financial Services	33	2.94	1.02	13.72	0.00	0.049
	Education	7	2.90	0.98			
	Energy & Utilities	29	2.64	1.10			
	Food & Beverage	10	2.86	0.99			
	Healthcare	20	2.94	0.95			
	Law Enforcement	7	2.66	0.98			
	Manufacturing	8	2.43	1.24			
	Pharmaceuticals	8	3.39	0.81			
	Retail Sales	13	3.38	0.76			
	Transportation	15	3.00	0.97			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Information Analysis	Banking & Financial Services	33	2.78	1.03	16.23	0.00	0.058
	Education	7	3.13	0.87			
	Energy & Utilities	29	2.66	1.08			
	Food & Beverage	10	2.95	1.00			
	Healthcare	20	3.20	0.77			
	Law Enforcement	7	2.91	1.24			
	Manufacturing	8	2.26	1.39			
	Pharmaceuticals	8	2.99	0.81			
	Retail Sales	13	3.11	0.80			
	Transportation	15	3.01	0.99			
Initiative	Banking & Financial Services	33	3.04	1.01	13.4	0.00	0.048
	Education	7	3.39	0.69			
	Energy & Utilities	29	3.19	0.89			
	Food & Beverage	10	3.47	0.65			
	Healthcare	20	3.34	0.80			
	Law Enforcement	7	2.61	1.02			
	Manufacturing	8	3.07	0.99			
	Pharmaceuticals	8	3.11	0.96			
	Retail Sales	13	3.53	0.73			
	Transportation	15	3.34	0.78			
Innovation	Banking & Financial Services	33	2.66	0.92	10.99	0.00	0.04
	Education	7	3.26	0.76			
	Energy & Utilities	29	2.65	0.91			
	Food & Beverage	10	2.82	0.92			
	Healthcare	20	2.82	0.86			
	Law Enforcement	7	2.23	0.95			
	Manufacturing	8	2.54	0.96			
	Pharmaceuticals	8	2.86	0.84			
	Retail Sales	13	2.81	0.84			
	Transportation	15	2.72	1.06			
Interpersonal Skills	Banking & Financial Services	33	3.27	0.84	8.33	0.00	0.03
	Education	7	3.45	0.75			
	Energy & Utilities	29	3.11	0.88			
	Food & Beverage	10	3.14	0.79			
	Healthcare	20	3.47	0.65			
	Law Enforcement	7	3.18	1.03			
	Manufacturing	8	3.03	0.93			
	Pharmaceuticals	8	3.46	0.65			
	Retail Sales	13	3.28	0.83			
	Transportation	15	3.34	0.81			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Intrapersonal Skills	Banking & Financial Services	33	3.42	0.68	3.59	0.00	0.013
	Education	7	3.53	0.63			
	Energy & Utilities	29	3.31	0.75			
	Food & Beverage	10	3.28	0.77			
	Healthcare	20	3.47	0.61			
	Law Enforcement	7	3.14	0.94			
	Manufacturing	8	3.33	0.74			
	Pharmaceuticals	8	3.46	0.65			
	Retail Sales	13	3.37	0.78			
	Transportation	15	3.44	0.62			
Leadership	Banking & Financial Services	33	2.77	1.19	31.3	0.00	0.106
	Education	7	3.29	0.88			
	Energy & Utilities	29	3.02	1.00			
	Food & Beverage	10	3.09	0.88			
	Healthcare	20	3.30	0.73			
	Law Enforcement	7	2.45	1.08			
	Manufacturing	8	2.43	1.41			
	Pharmaceuticals	8	3.48	0.69			
	Retail Sales	13	3.64	0.69			
	Transportation	15	3.43	0.83			
Managing Change	Banking & Financial Services	33	2.92	1.02	8.5	0.00	0.031
	Education	7	3.25	0.79			
	Energy & Utilities	29	2.97	1.14			
	Food & Beverage	10	3.06	1.00			
	Healthcare	20	3.03	0.89			
	Law Enforcement	7	2.70	1.13			
	Manufacturing	8	2.69	1.22			
	Pharmaceuticals	8	3.23	0.73			
	Retail Sales	13	3.43	0.75			
	Transportation	15	3.07	1.03			
Managing Conflict	Banking & Financial Services	33	2.71	1.05	14.46	0.00	0.052
	Education	7	3.15	0.88			
	Energy & Utilities	29	2.74	1.10			
	Food & Beverage	10	2.64	1.05			
	Healthcare	20	3.01	0.85			
	Law Enforcement	7	3.07	1.04			
	Manufacturing	8	2.34	1.46			
	Pharmaceuticals	8	3.11	0.78			
	Retail Sales	13	3.24	0.88			
	Transportation	15	3.09	0.89			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Managing Performance	Banking & Financial Services	33	2.67	1.19	16.66	0.00	0.059
	Education	7	3.19	0.88			
	Energy & Utilities	29	2.79	1.20			
	Food & Beverage	10	2.70	1.08			
	Healthcare	20	2.93	0.84			
	Law Enforcement	7	2.14	1.21			
	Manufacturing	8	2.37	1.32			
	Pharmaceuticals	8	3.25	0.90			
	Retail Sales	13	3.30	0.92			
	Transportation	15	3.07	1.02			
Motivating Others	Banking & Financial Services	33	2.74	1.08	15.11	0.00	0.054
	Education	7	3.19	0.88			
	Energy & Utilities	29	2.83	1.02			
	Food & Beverage	10	2.80	1.01			
	Healthcare	20	2.95	0.85			
	Law Enforcement	7	2.70	1.03			
	Manufacturing	8	2.52	1.25			
	Pharmaceuticals	8	3.26	0.91			
	Retail Sales	13	3.43	0.76			
	Transportation	15	3.11	0.94			
Negotiation	Banking & Financial Services	33	2.99	0.99	12.85	0.00	0.046
	Education	7	3.07	0.84			
	Energy & Utilities	29	2.57	1.09			
	Food & Beverage	10	2.68	1.01			
	Healthcare	20	3.02	0.86			
	Law Enforcement	7	2.61	0.98			
	Manufacturing	8	2.32	1.26			
	Pharmaceuticals	8	3.21	0.89			
	Retail Sales	13	3.00	0.89			
	Transportation	15	2.97	1.04			
Oral Communication	Banking & Financial Services	33	3.37	0.85	16.81	0.00	0.06
	Education	7	3.62	0.56			
	Energy & Utilities	29	3.17	0.86			
	Food & Beverage	10	3.31	0.73			
	Healthcare	20	3.59	0.59			
	Law Enforcement	7	3.45	0.97			
	Manufacturing	8	2.92	1.09			
	Pharmaceuticals	8	3.60	0.58			
	Retail Sales	13	3.46	0.70			
	Transportation	15	3.62	0.57			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Organizational Commitment	Banking & Financial Services	33	3.05	0.91	7.19	0.00	0.026
	Education	7	3.03	0.92			
	Energy & Utilities	29	2.93	1.07			
	Food & Beverage	10	2.93	0.94			
	Healthcare	20	3.24	0.78			
	Law Enforcement	7	2.88	1.01			
	Manufacturing	8	2.70	0.91			
	Pharmaceuticals	8	3.14	0.84			
	Retail Sales	13	3.26	0.85			
	Transportation	15	3.19	0.89			
Perseverance	Banking & Financial Services	33	3.25	0.78	8.62	0.00	0.032
	Education	7	3.49	0.62			
	Energy & Utilities	29	3.28	0.81			
	Food & Beverage	10	3.43	0.69			
	Healthcare	20	3.53	0.66			
	Law Enforcement	7	3.02	1.00			
	Manufacturing	8	3.17	0.86			
	Pharmaceuticals	8	3.44	0.70			
	Retail Sales	13	3.49	0.68			
	Transportation	15	3.32	0.72			
Planning/Organizing	Banking & Financial Services	33	2.67	1.02	20.93	0.00	0.073
	Education	7	3.35	0.78			
	Energy & Utilities	29	2.92	1.11			
	Food & Beverage	10	2.82	0.94			
	Healthcare	20	3.21	0.76			
	Law Enforcement	7	2.96	1.09			
	Manufacturing	8	2.57	1.29			
	Pharmaceuticals	8	3.19	0.72			
	Retail Sales	13	3.35	0.78			
	Transportation	15	3.17	0.85			
Political Awareness	Banking & Financial Services	33	1.93	1.24	11.81	0.00	0.043
	Education	7	2.61	1.15			
	Energy & Utilities	29	2.12	1.25			
	Food & Beverage	10	1.88	1.17			
	Healthcare	20	2.29	1.11			
	Law Enforcement	7	2.23	1.08			
	Manufacturing	8	1.57	1.21			
	Pharmaceuticals	8	2.60	1.07			
	Retail Sales	13	2.34	1.10			
	Transportation	15	2.04	1.24			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Presentation Skills	Banking & Financial Services	33	2.70	1.16	21.09	0.00	0.074
	Education	7	3.38	0.76			
	Energy & Utilities	29	2.63	1.00			
	Food & Beverage	10	2.70	1.01			
	Healthcare	20	3.24	0.78			
	Law Enforcement	7	2.82	1.16			
	Manufacturing	8	2.59	1.10			
	Pharmaceuticals	8	3.27	0.65			
	Retail Sales	13	2.97	0.88			
	Transportation	15	2.83	1.11			
Problem Identification	Banking & Financial Services	33	2.99	0.93	8.88	0.00	0.032
	Education	7	3.24	0.86			
	Energy & Utilities	29	3.06	0.90			
	Food & Beverage	10	3.20	0.85			
	Healthcare	20	3.31	0.71			
	Law Enforcement	7	2.91	1.05			
	Manufacturing	8	2.85	1.02			
	Pharmaceuticals	8	3.04	0.84			
	Retail Sales	13	3.26	0.76			
	Transportation	15	3.36	0.79			
Problem Solving	Banking & Financial Services	33	3.30	0.80	10.12	0.00	0.037
	Education	7	3.49	0.75			
	Energy & Utilities	29	3.35	0.77			
	Food & Beverage	10	3.54	0.67			
	Healthcare	20	3.57	0.63			
	Law Enforcement	7	3.16	0.99			
	Manufacturing	8	3.10	1.02			
	Pharmaceuticals	8	3.31	0.60			
	Retail Sales	13	3.55	0.66			
	Transportation	15	3.56	0.64			
Professionalism	Banking & Financial Services	33	3.47	0.71	6.95	0.00	0.026
	Education	7	3.60	0.64			
	Energy & Utilities	29	3.50	0.68			
	Food & Beverage	10	3.34	0.81			
	Healthcare	20	3.58	0.60			
	Law Enforcement	7	3.45	0.99			
	Manufacturing	8	3.11	1.04			
	Pharmaceuticals	8	3.46	0.68			
	Retail Sales	13	3.47	0.73			
	Transportation	15	3.64	0.60			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Quality Orientation	Banking & Financial Services	33	3.06	0.95	5.51	0.00	0.02
	Education	7	3.18	0.97			
	Energy & Utilities	29	3.22	0.89			
	Food & Beverage	10	2.89	1.21			
	Healthcare	20	3.20	0.88			
	Law Enforcement	7	3.05	1.03			
	Manufacturing	8	3.37	0.74			
	Pharmaceuticals	8	2.90	1.18			
	Retail Sales	13	3.39	0.72			
	Transportation	15	3.23	0.95			
Resource Management	Banking & Financial Services	33	2.50	1.21	16.04	0.00	0.057
	Education	7	2.98	0.97			
	Energy & Utilities	29	2.77	1.26			
	Food & Beverage	10	2.65	1.13			
	Healthcare	20	2.87	0.91			
	Law Enforcement	7	2.20	1.12			
	Manufacturing	8	2.28	1.46			
	Pharmaceuticals	8	3.00	0.93			
	Retail Sales	13	3.18	0.93			
	Transportation	15	3.17	1.00			
Responsibility	Banking & Financial Services	33	3.50	0.68	5.38	0.00	0.02
	Education	7	3.56	0.66			
	Energy & Utilities	29	3.54	0.68			
	Food & Beverage	10	3.49	0.62			
	Healthcare	20	3.67	0.57			
	Law Enforcement	7	3.25	1.01			
	Manufacturing	8	3.37	0.82			
	Pharmaceuticals	8	3.39	0.81			
	Retail Sales	13	3.60	0.68			
	Transportation	15	3.59	0.57			
Risk Management	Banking & Financial Services	33	2.93	1.01	3.74	0.00	0.014
	Education	7	3.04	0.92			
	Energy & Utilities	29	2.79	1.17			
	Food & Beverage	10	2.93	0.97			
	Healthcare	20	3.08	0.76			
	Law Enforcement	7	2.88	1.24			
	Manufacturing	8	2.63	1.08			
	Pharmaceuticals	8	3.04	0.88			
	Retail Sales	13	3.01	0.82			
	Transportation	15	3.01	1.06			



Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Safety	Banking & Financial Services	33	2.18	1.29	36.75	0.00	0.122
	Education	7	2.80	1.31			
	Energy & Utilities	29	3.54	0.92			
	Food & Beverage	10	2.99	1.35			
	Healthcare	20	2.94	1.19			
	Law Enforcement	7	3.29	1.29			
	Manufacturing	8	3.29	1.09			
	Pharmaceuticals	8	2.54	1.10			
	Retail Sales	13	2.78	1.31			
	Transportation	15	3.41	1.04			
Sales Ability	Banking & Financial Services	33	2.65	1.34	76.87	0.00	0.225
	Education	7	1.48	1.39			
	Energy & Utilities	29	1.55	1.38			
	Food & Beverage	10	1.68	1.47			
	Healthcare	20	3.27	0.83			
	Law Enforcement	7	1.32	1.10			
	Manufacturing	8	1.52	1.62			
	Pharmaceuticals	8	3.12	1.13			
	Retail Sales	13	2.76	1.25			
	Transportation	15	2.29	1.60			
Self Confidence	Banking & Financial Services	33	3.30	0.72	4.47	0.00	0.017
	Education	7	3.43	0.65			
	Energy & Utilities	29	3.31	0.70			
	Food & Beverage	10	3.26	0.69			
	Healthcare	20	3.31	0.67			
	Law Enforcement	7	2.91	0.88			
	Manufacturing	8	3.16	0.84			
	Pharmaceuticals	8	3.29	0.87			
	Retail Sales	13	3.37	0.75			
	Transportation	15	3.46	0.64			
Self Development	Banking & Financial Services	33	3.14	0.81	4.25	0.00	0.016
	Education	7	3.40	0.73			
	Energy & Utilities	29	3.25	0.77			
	Food & Beverage	10	3.23	0.79			
	Healthcare	20	3.35	0.70			
	Law Enforcement	7	2.95	0.94			
	Manufacturing	8	3.18	0.97			
	Pharmaceuticals	8	3.26	0.66			
	Retail Sales	13	3.29	0.76			
	Transportation	15	3.29	0.72			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Service Orientation	Banking & Financial Services	33	3.27	0.99	22.74	0.00	0.079
	Education	7	2.89	1.13			
	Energy & Utilities	29	2.89	1.17			
	Food & Beverage	10	2.70	1.22			
	Healthcare	20	3.38	0.73			
	Law Enforcement	7	2.41	1.26			
	Manufacturing	8	2.43	1.30			
	Pharmaceuticals	8	3.45	0.84			
	Retail Sales	13	3.38	0.89			
	Transportation	15	3.20	1.07			
Social Engagement	Banking & Financial Services	33	2.60	0.99	11.93	0.00	0.043
	Education	7	2.45	1.08			
	Energy & Utilities	29	2.08	1.04			
	Food & Beverage	10	2.08	1.06			
	Healthcare	20	2.42	0.96			
	Law Enforcement	7	2.18	0.90			
	Manufacturing	8	1.87	1.19			
	Pharmaceuticals	8	2.73	0.87			
	Retail Sales	13	2.51	1.00			
	Transportation	15	2.38	1.08			
Strategic Planning	Banking & Financial Services	33	2.46	1.24	23.62	0.00	0.082
	Education	7	3.32	0.80			
	Energy & Utilities	29	2.63	1.17			
	Food & Beverage	10	2.53	1.06			
	Healthcare	20	2.94	1.00			
	Law Enforcement	7	2.07	1.20			
	Manufacturing	8	2.31	1.43			
	Pharmaceuticals	8	3.51	0.72			
	Retail Sales	13	3.16	0.93			
	Transportation	15	2.73	1.33			
Stress Tolerance	Banking & Financial Services	33	3.39	0.68	3.9	0.00	0.015
	Education	7	3.38	0.71			
	Energy & Utilities	29	3.40	0.75			
	Food & Beverage	10	3.31	0.76			
	Healthcare	20	3.42	0.65			
	Law Enforcement	7	3.29	1.00			
	Manufacturing	8	3.08	0.88			
	Pharmaceuticals	8	3.40	0.68			
	Retail Sales	13	3.43	0.72			
	Transportation	15	3.55	0.60			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Talent Management	Banking & Financial Services	33	2.28	1.44	20.05	0.00	0.07
	Education	7	2.25	1.46			
	Energy & Utilities	29	2.04	1.52			
	Food & Beverage	10	2.07	1.55			
	Healthcare	20	2.28	1.30			
	Law Enforcement	7	1.16	1.22			
	Manufacturing	8	1.54	1.45			
	Pharmaceuticals	8	2.75	1.47			
	Retail Sales	13	3.19	1.04			
	Transportation	15	2.23	1.56			
Teamwork	Banking & Financial Services	33	3.30	0.80	7.414	0.00	0.027
	Education	7	3.59	0.68			
	Energy & Utilities	29	3.34	0.79			
	Food & Beverage	10	3.41	0.71			
	Healthcare	20	3.43	0.75			
	Law Enforcement	7	3.45	0.99			
	Manufacturing	8	3.15	0.90			
	Pharmaceuticals	8	3.55	0.61			
	Retail Sales	13	3.55	0.65			
	Transportation	15	3.64	0.60			
Time Management	Banking & Financial Services	33	3.18	0.82	6.55	0.00	0.024
	Education	7	3.36	0.77			
	Energy & Utilities	29	3.38	0.81			
	Food & Beverage	10	3.23	0.80			
	Healthcare	20	3.45	0.65			
	Law Enforcement	7	3.16	1.01			
	Manufacturing	8	3.25	0.92			
	Pharmaceuticals	8	3.26	0.73			
	Retail Sales	13	3.50	0.68			
	Transportation	15	3.44	0.70			
Trustworthiness	Banking & Financial Services	33	3.69	0.57	3.12	0.00	0.012
	Education	7	3.78	0.52			
	Energy & Utilities	29	3.62	0.68			
	Food & Beverage	10	3.65	0.55			
	Healthcare	20	3.76	0.53			
	Law Enforcement	7	3.71	0.93			
	Manufacturing	8	3.49	0.85			
	Pharmaceuticals	8	3.77	0.42			
	Retail Sales	13	3.68	0.68			
	Transportation	15	3.69	0.60			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Valuing Diversity	Banking & Financial Services	33	2.81	1.05	15.39	0.00	0.055
	Education	7	3.52	0.71			
	Energy & Utilities	29	2.87	1.00			
	Food & Beverage	10	2.65	1.04			
	Healthcare	20	2.75	0.99			
	Law Enforcement	7	2.95	1.13			
	Manufacturing	8	2.63	1.14			
	Pharmaceuticals	8	3.24	0.79			
	Retail Sales	13	3.15	0.90			
	Transportation	15	3.05	0.98			
Vigilance	Banking & Financial Services	33	2.91	0.97	5.66	0.00	0.021
	Education	7	2.89	1.02			
	Energy & Utilities	29	3.11	0.96			
	Food & Beverage	10	2.85	0.99			
	Healthcare	20	3.01	0.97			
	Law Enforcement	7	2.98	1.20			
	Manufacturing	8	2.95	1.05			
	Pharmaceuticals	8	2.46	0.95			
	Retail Sales	13	2.85	1.05			
	Transportation	15	3.20	0.87			
Work Attitude	Banking & Financial Services	33	3.42	0.67	2.21	0.02	0.008
	Education	7	3.49	0.67			
	Energy & Utilities	29	3.46	0.66			
	Food & Beverage	10	3.34	0.74			
	Healthcare	20	3.40	0.66			
	Law Enforcement	7	3.14	0.94			
	Manufacturing	8	3.30	0.78			
	Pharmaceuticals	8	3.46	0.68			
	Retail Sales	13	3.44	0.73			
	Transportation	15	3.48	0.70			
Work Ethic	Banking & Financial Services	33	3.58	0.63	8.29	0.00	0.03
	Education	7	3.61	0.58			
	Energy & Utilities	29	3.58	0.68			
	Food & Beverage	10	3.57	0.59			
	Healthcare	20	3.74	0.50			
	Law Enforcement	7	3.18	0.99			
	Manufacturing	8	3.49	0.63			
	Pharmaceuticals	8	3.36	0.75			
	Retail Sales	13	3.56	0.69			
	Transportation	15	3.56	0.62			

Table 4

*Independent Samples f-Test Results for Job Criticality Ratings (Continued)*

<b>Competency</b>	<b>Industry</b>	<b>K</b>	<b>M</b>	<b>SD</b>	<b>F(9,2384)</b>	<b>p</b>	<b><math>\eta^2</math></b>
Work Skills	Banking & Financial Services	33	2.97	0.85	4.41	0.00	0.016
	Education	7	3.22	0.83			
	Energy & Utilities	29	3.15	0.80			
	Food & Beverage	10	3.18	0.82			
	Healthcare	20	3.14	0.73			
	Law Enforcement	7	2.98	0.96			
	Manufacturing	8	2.95	1.05			
	Pharmaceuticals	8	3.00	0.69			
	Retail Sales	13	3.21	0.76			
	Transportation	15	3.26	0.74			
Written Communication	Banking & Financial Services	33	2.54	1.13	28.26	0.00	0.096
	Education	7	3.38	0.78			
	Energy & Utilities	29	2.72	1.03			
	Food & Beverage	10	2.77	0.96			
	Healthcare	20	3.03	0.80			
	Law Enforcement	7	3.09	1.00			
	Manufacturing	8	1.80	1.27			
	Pharmaceuticals	8	2.87	0.77			
	Retail Sales	13	3.03	0.83			
	Transportation	15	2.75	1.15			