O*NET[®] Analyst Occupational Skills Ratings: Analysis Cycle 12 Results

February 2012

Prepared for:National Center for O*NET Development
700 Wade Avenue
P.O. Box 27625
Raleigh, NC 27605Prepared under:Subcontract Number (through RTI International):
1-312-0207142

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O*NET ANALYST OCCUPATIONAL SKILLS RATINGS: ANALYSIS CYCLE 12 RESULTS

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Introduction

The Occupational Information Network (O*NET) is a comprehensive system developed by the U.S. Department of Labor that provides information for over 950 occupations within the U.S. economy. This information is maintained in a comprehensive database which was developed to replace the Dictionary of Occupational Titles (DOT) (U.S. Department of Labor, 1991). In order to keep the database current, the National Center for O*NET Development is involved in a continual data collection process aimed at identifying and maintaining current information on the characteristics of workers and jobs. The information that populates the O*NET database is collected from three primary sources: incumbents, occupational experts, and occupational analysts. Targeted job incumbents provide ratings on occupational tasks, generalized work activities (GWA), knowledge, education and training, work styles, and work context areas. Importance and level information regarding the abilities and skills associated with these occupations is being collected from occupational analysts. It should be noted that there are theoretical or philosophical reasons for preferring one rater group to the other for collecting different types of data. For example, incumbents are generally more familiar with the day-to-day duties of their job; therefore, they are the best source of information regarding tasks and GWAs. In contrast, it is likely that trained analysts understand the ability and skill constructs better than incumbents and therefore should provide the ability and skills data (Tsacoumis, 2007). Granted, it is imperative that the occupational analysts have detailed occupation information in order to rate the ability and skill constructs. It has also been suggested that some incumbents deliberately inflate their ratings to influence policy decisions regarding, for example, compensation and training (Harvey, 1991; Morgeson, Delaney-Klinger, Mayfield, Ferrara, & Campion, 2004). Skill ratings may be particularly vulnerable to such effects given that they are more abstract and thus more difficult to verify than more observable descriptors such as job tasks (Morgeson & Campion, 1997; Morgeson et al., 2004). Given these considerations, occupational analysts as opposed to incumbents provide the ability and skill information in the O*NET database.

This report focuses on the skill results only. Skills reflect proficiencies that are developed through training or experience. The 35 O*NET skills cover performance applicable to a broad range of jobs in the world's economy. These are grouped into seven categories: content, process, social, complex problem solving, technical, systems, and resource management.

To facilitate the skill rating process, occupational analysts are provided relevant occupational information. Trained occupational analysts are responsible for rating the importance and level of the 35 skills for each of the O*NET occupations. More specifically, eight trained occupational analysts provided ratings for each occupation. For a description of the entire analyst data collection process, including the preparation and distribution of the occupational data, the steps associated with the ratings process, and the collection and management of the skill ratings, see *O*NET Analyst Occupational Skills Ratings: Procedures Update* (Fleisher & Tsacoumis, 2012).

To ensure a controlled data collection and management process, occupational data is being collected in groups or "analysis cycles." This report describes the results from the data collection process for the twelfth analysis cycle of 107 occupations. Reports describing each of the previous cycles are available at <u>http://www.onetcenter.org/research.html</u>. Results for subsequent cycles will be reported in separate reports. For a description of the O*NET Data Collection Publication Schedule see <u>www.onetcenter.org</u>. The O*NET-SOC Codes and Titles included in O*NET Analysis Cycle 12 are presented in Appendix A.

Evaluation of Cycle 12 Analyst Ratings

As mentioned above, occupational analysts provided ratings on importance and level of the 35 skills for each of the 107 occupations in Cycle 12. The mean, standard deviation, and SE_M of the importance and level ratings were computed. These results are shown in Appendix B.

Four sets of analyses were performed to evaluate the ratings that occupational analysts provided. First, we focused on identifying the data that may be difficult to interpret based on limited agreement among raters or because there is an indication that the skill level rating is not relevant for a specific occupation. Thus, a set of recommended suppression criteria was established which flagged: (a) a skill level rating as not relevant to an occupation because of low importance ratings, (b) a skill with too little agreement in importance ratings across raters for a particular occupation, and (c) a skill with too little agreement in level ratings across raters for a particular occupation.

The remaining three sets of analyses focused on computing measures of interrater agreement and interrater reliability. Poor agreement or reliability estimates may be an indication that there is confusion about the constructs, potentially due to either the nature of the definition or rater training. Specifically, the second analysis involved computing the interrater agreement among the eight raters in each rating group. Next, the interrater reliability of the raters was computed to determine the extent to which raters agreed about the order of and relative distance between constructs on a particular scale (i.e., importance or level) within a particular occupation. That is, this analysis provides information regarding the consistency across raters in terms of how they rate the required level or relative importance of the 35 skill constructs to performance in a particular occupation. Finally, another interrater reliability estimate was computed to examine the consistency of ratings across occupations within constructs. In other words, this type of interrater reliability focused on the extent to which raters agree about the order of and relative distance between occupations on a particular scale for a particular construct.

Cycle 12 Recommended Data Flags

Three distinct criteria were established to flag the skill data. All three flags affect the presentation of data within the publicly available O*NET Online (online.onetcenter.org). First, the level rating of an skill was flagged as not relevant for a particular occupation if two or fewer of the eight occupational analysts rated its importance as two or greater. Thus, the level rating of a skill is considered not relevant when that construct is not important for the performance of the particular occupation. For example, in the Cycle 12 data, the level ratings for Installation were considered not relevant for Geothermal Production Managers (11-3051.02) as well as Clinical Research Coordinators (11-9121.01) because Installation was not considered important for the

performance of these two occupations. In this cycle, there were 603 not relevant flags (see Table 1). To facilitate interpretation of these results, it should be noted that there are 3,745 sets of ratings (107 occupations x 35 skills) in the current cycle. Given this, 16.1% (603/3,745) of the skill ratings were flagged as not relevant.

The skills with the most flags in Cycle 12 include Installation, Repairing, Equipment Maintenance, and Equipment Selection. Each of these skills has received large numbers of flags in previous cycles. Given that these constructs capture fairly specific physical proficiencies intuitively not required for many occupations, these results are not surprising. In Cycle 11, there was a drastic increase in the number of flags associated with Operations Analysis. In addition, there was a reasonable increase in the flags for Science. Cycle 12 demonstrated a marked reduction in this trend for both of these skills, especially Operations Analysis. During the previous cycle, analysts seem to have adopted restrictive definitions for Operations Analysis and Science. As a result, during Cycle 12 we presented broader definitions of these constructs in training. This may have contributed to the improvement.

The remaining two criteria involve the recommended suppression of identifying any skill importance or level mean rating that had a standard error of the mean (SE_M) greater than .51. These criteria were established to capture those ratings deemed to have insufficient agreement across raters. The value of .51 was selected because 1.0/1.96 = .51. An SE_M greater than .51 means that the upper and lower bounds of the confidence interval are more than one scale point away from the observed mean. There were no instances in Cycle 12 where the mean importance rating was flagged for insufficient agreement. In fact, no importance ratings received flags for an SE_M greater than .51 since Cycle 3.

The results of the suppression criteria for level for Cycles 1-12 are presented in Table 2. There were 71 insufficient agreement flags for level ratings in Cycle 12 (1.9% of the total). The skills that were flagged the most for the level criteria were: Operations Analysis (N = 13), Quality Control Analysis (N = 12), Programming (N = 9), Science (N = 8), and Technology Design (N = 7). These flags are consistent with previous cycles. Further, when looking at the number of occupations flagged to the total number of occupations in the cycle, all 35 skills were flagged to a lesser or equal extent proportionally in Cycle 12 than in Cycle 11. The percentage of flags indicating insufficient agreement with level ratings in Cycle 12 represents a sharp decrease in flags compared to the previous cycle, and is in fact the lowest percentage since Cycle 8 and the second lowest across all cycles. These findings suggest a high level of agreement among the occupational analysts, which may indicate that the analysts have a more uniform understanding of those constructs than in previous cycles. The detailed results of the recommended data flags and suppression criteria are depicted by the shaded cells in the results presented in Appendix B.

	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7	Cycle 8	Cycle 9	Cycle 10	Cycle 11	Cycle 12
Element Name	(N = 12)	(N = 44)	(N = 72)	(N = 92)	(N = 88)	(N = 99)	(N=101)	(N = 100)	(N = 31)	(N = 192)	(N = 120)	(N = 107)
Reading Comprehension	0	0	0	0	0	0	0	0	0	0	0	0
Active Listening	0	0	0	0	0	0	0	0	0	0	0	0
Writing	0	0	0	0	0	0	0	0	0	0	0	0
Speaking	0	0	0	0	0	0	0	0	0	0	0	0
Mathematics	0	4	3	1	3	4	2	8	0	1	0	2
Science	6	26	34	10	27	28	32	41	12	27	43	27
Critical Thinking	0	0	0	0	0	0	0	0	0	0	0	0
Active Learning	0	0	0	0	0	0	0	0	0	0	0	0
Learning Strategies	0	3	2	2	0	2	2	6	1	0	0	0
Monitoring	0	0	0	0	0	0	0	0	0	0	0	0
Social Perceptiveness	0	0	0	0	0	0	0	0	0	0	0	0
Coordination	0	0	0	0	0	0	0	0	0	0	0	0
Persuasion	0	1	0	0	0	0	0	0	0	0	0	0
Negotiation	0	0	0	0	0	0	0	0	0	0	0	0
Instructing	0	1	2	1	2	3	2	3	0	0	0	0
Service Orientation	0	0	0	0	0	0	0	0	0	0	0	0
Complex Problem Solving	0	0	0	0	0	0	0	0	0	0	0	0
Operations Analysis	0	6	12	1	7	7	7	14	6	7	62	13
Technology Design	2	28	38	53	38	39	17	21	6	14	16	29
Equipment Selection	6	29	37	67	47	47	32	28	8	113	67	73
Installation	11	40	59	87	74	77	69	77	25	167	100	96
Programming	3	35	50	59	48	64	40	52	17	14	25	38
Quality Control Analysis	1	6	6	30	19	10	4	10	0	30	15	21
Operations Monitoring	3	14	10	29	9	4	1	4	0	0	1	12
Operation and Control	3	10	14	56	29	21	13	11	3	59	38	53
Equipment Maintenance	10	33	36	70	56	53	34	34	14	132	78	81
Troubleshooting	7	25	27	49	28	23	12	13	1	58	31	50
Repairing	11	37	41	71	55	55	37	36	13	138	83	82
Systems Analysis	0	8	10	5	0	5	3	3	1	1	1	1
Systems Evaluation	0	6	9	1	0	2	0	4	1	0	0	0
Judg. and Dec. Making	0	0	0	0	0	0	0	0	0	0	0	0
Time Management	0	0	0	0	0	0	0	0	0	0	0	0
M. of Financial Resources	4	19	41	26	22	39	9	13	5	22	22	17
M. of Material Resources	2	9	23	8	13	16	11	12	2	19	12	8
M. of Personnel Resources	0	0	1	1	0	0	1	2	0	0	0	0
Total Flags out of all	16.43%	22.08%	18.06%	19.47%	15.49%	14.40%	9.28%	11.20%	10.60%	11.93%	14.14%	16.10%
possible ratings		(340/1540)					(328/3535)	(392/3500)			(594/4200)	

Table 1. Number of Times Skill Level Flagged as Not Relevant

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	Cycle 1	Cycle 2	Cycle 3	Cycle 4	Cycle 5	Cycle 6	Cycle 7	Cycle 8	Cycle 9	Cycle 10	Cycle 11	Cycle 12
Element Name	(N = 12)	(N = 44)	(N = 72)	(N = 92)	(N = 88)	(N = 99)	(N = 101)	(N=100)	(N = 31)	(N = 192)	(N = 120)	(N = 107)
Reading Comprehension	0	0	0	0	0	0	0	0	0	0	0	0
Active Listening	0	0	0	0	0	0	0	0	0	0	0	0
Writing	0	0	0	0	0	0	0	0	0	0	0	0
Speaking	0	0	0	0	0	0	0	0	0	0	0	0
Active Learning	0	0	0	1	1	1	1	1	0	0	0	0
Learning Strategies	0	1	6	0	0	0	0	0	0	0	0	0
Monitoring	0	0	3	0	1	1	0	0	0	0	0	0
Social Perceptiveness	0	1	1	0	0	0	0	0	0	0	0	0
Instructing	0	2	4	2	1	1	1	3	0	0	0	0
Complex Problem Solving	0	0	1	0	1	0	0	1	0	0	0	0
Judg. and Dec. Making	0	0	1	0	0	0	0	0	0	0	0	0
Time Management	0	0	0	0	0	0	0	0	0	0	0	0
M. of Personnel Resources	1	2	2	0	2	0	0	0	1	0	1	0
Service Orientation	1	3	2	0	0	1	0	0	0	0	3	0
Systems Evaluation	4	12	9	2	8	1	0	2	0	0	3	1
Persuasion	0	3	8	1	1	3	1	3	1	0	6	0
Critical Thinking	0	0	0	0	0	0	0	0	0	1	0	0
Coordination	0	0	1	0	0	0	1	1	0	1	0	0
Systems Analysis	0	5	3	3	2	2	1	1	0	1	2	2
Mathematics	1	1	1	7	2	7	3	2	0	1	5	0
Negotiation	0	1	4	0	0	0	1	6	0	2	0	0
Repairing	0	2	3	0	3	2	1	1	0	4	1	1
Operations Monitoring	0	2	1	0	2	2	1	0	0	4	3	1
Equipment Maintenance	0	2	3	0	1	4	1	1	1	6	2	2
M. of Material Resources	1	10	5	1	5	2	5	2	2	7	3	2
Operation and Control	0	4	0	0	1	2	3	0	1	7	5	4
M. of Financial Resources	2	1	5	19	6	5	1	3	2	7	7	1
Science	0	0	4	6	4	5	2	4	5	7	16	8
Troubleshooting	0	4	3	1	3	2	1	0	4	8	3	1
Installation	1	3	10	2	8	8	18	8	4	18	16	3
Equipment Selection	2	8	7	5	6	4	8	2	5	19	15	4
Quality Control Analysis	3	5	7	29	12	11	2	2	3	21	14	12
Technology Design	4	2	6	5	14	10	10	4	6	27	22	7
Programming	3	2	6	7	14	7	8	1	3	30	20	9
Operations Analysis	0	3	4	14	11	14	14	14	3	33	35	13
Total Flags out of all	5.48%	5.13%	4.37%	3.26%	3.54%	2.74%	2.38%	1.77%	3.78%	3.04%	4.33%	1.90%
possible ratings	(23/420)	(79/1540)	(110/2520)	(105/3220)	(109/3080	(95/3465)	(84/3535)	(62/3500)	(41/1085)	(204/6720)	(182/4200)	(71/3745)

Table 2. Level Flags Due to Large SE_M

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Cycle 12 Interrater Agreement

Interrater agreement was computed to examine the level of absolute agreement among the occupational analysts in ratings within a construct for a particular occupation. For example, these indices identified the extent to which eight raters provided the same rating regarding the level of the skill *Reading Comprehension* required to perform a particular occupation. To look at agreement, we calculated the standard deviation (*SD*) of ratings across occupational analysts for a given construct and scale for each occupation and the SE_M of these ratings. For both indices, lower values indicate higher agreement, and vice versa.

A summary of these results is shown in Appendix C. The columns labeled "Mean of Ms" show the mean of the occupational analyst mean importance and level ratings across the 35 skills for each occupation.¹ The columns labeled "Median of SDs" show the median of the SDs associated with each mean importance and level rating across the 35 skills for each occupation. Finally, the columns labeled "Median of SE_Ms " show the median of the SE_Ms associated with each mean importance and level rating across the 35 skills for each occupation.

The importance ratings across all occupations had a median SD of .46 and a median SE_M of .16. Surprisingly, the level ratings across occupations also had a median SD of .46 and a median SE_M of .16. These results for importance and level reveal that raters agreed to a slightly greater extent in this cycle compared to previous cycles. Overall, the results indicate that the ratings made by the occupational analysts were consistent for both scales.

Cycle 12 Interrater Reliability: Across Constructs Within Occupations

To examine the interrater reliability of the Cycle 12 ratings we calculated the interclass correlations (ICC [3, k]; Shrout & Fleiss, 1979) among the occupational analyst's ratings to look at consistency across constructs within occupations. As mentioned previously, this calculation examines the similarity in the rank ordering and relative distance between the skills on a particular scale within an occupation. Our target level of interrater reliability is a median *ICC* (3, k) of .80 or greater. The value of .80 is judged to be a good rule-of-thumb that has been used in multiple contexts, including O*NET (e.g., Clement, Chauvot, Philipp, & Ambrose, 2003; McCloy, et al., 1999; Rase & Tognetti-Stuff, 1983).

The results of these analyses are presented in Appendix D. The data revealed high levels of interrater reliability across the 107 Cycle 12 occupations. Specifically, the median ICC for importance ratings for the skills across the occupations was.97 (M = .97, SD = .03). The median ICC for the level ratings was .98 (M = .97, SD = .03). The reliability for both the importance and level ratings exceeded the median target coefficient value of .80. In fact, only one out of 107 importance rating ICCs fell below .80 (Robotics Technicians was .79). No level rating ICCs were below .80. Results also indicate that for the most part, occupations with the lowest reliability coefficients for importance had the lowest values for level ratings. This may be due to the skip pattern which forces a "0" for level if the skill is rated not important. Overall, the results indicate a strong level of agreement in the occupational analysts' ratings.

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¹ While the mean is not a measure of agreement, it can affect the potential range of the SD and SE_M .

Cycle 12 Interrater Reliability: Across Occupations Within Constructs

Another effective way to evaluate the reliability of the occupational analyst's ratings is to look at the consistency across occupations within constructs. This type of reliability is the extent to which raters agree about the order of and relative distance among occupations on a particular scale for a particular construct. For example, is there consistency across raters in how they differentiate among occupations on the required level of the skill *Reading Comprehension*? To make this evaluation, Shrout and Fleiss' (1979) ICC(3, k) is calculated for each construct on each scale (instead of for each occupation on each scale as described above). For example, each of the 35 skill importance scale ratings will have a reliability value. The target level of interrater reliability for this coefficient is that the median ICC(3, k) across the construct ratings for a particular domain on a particular scale be .80 or greater (e.g., the median reliability across 35 skill level ratings should be at least .80). The value of .80 is judged to be a good rule-of-thumb that has been used in multiple contexts, including O*NET (e.g., Clement, Chauvot, Philipp, & Ambrose, 2003; McCloy, et al., 1999; Rase & Tognetti-Stuff, 1983).

This reliability analysis was conducted for skills on all occupations in Cycles 1 through 12 and results are presented in Table 3. The reliability analyses are based on 1,058 rating targets. The values in the columns titled ICC(C,1) reflect the single rater reliabilities, whereas the values in the columns titled ICC(C,8) reflect the reliability for eight raters. Overall for the skills, the median ICC(C,8) across the construct ratings for importance was .86 (M = .86, SD = .06) and for level was .90 (M = .89, SD = .04). This indicates that on the whole, the reliabilities achieved the target level. The majority of the skills had high ICC(C,8) reliabilities for both importance and level (e.g., Science). However, there are some relatively low reliabilities to note.

			Cycles 1-12 (<i>N</i> = 1058)							
		In	nportance		_					
	Skill	ICC(C,1)	ICC(C,1) $ICC(C,8)$		ICC(C,1)	ICC(C,8)	$s_{\rm E}$			
1	Reading Comprehension	0.50	0.89	0.19	0.64	0.94	0.21			
2	Active Listening	0.39	0.84	0.18	0.54	0.90	0.21			
3	Writing	0.54	0.90	0.19	0.66	0.94	0.22			
4	Speaking	0.50	0.89	0.17	0.59	0.92	0.21			
5	Mathematics	0.45	0.87	0.21	0.55	0.91	0.29			
6	Science	0.69	0.95	0.21	0.68	0.95	0.32			
7	Critical Thinking	0.42	0.85	0.17	0.49	0.89	0.21			
8	Active Learning	0.39	0.84	0.20	0.52	0.90	0.25			
9	Learning Strategies	0.50	0.89	0.20	0.58	0.92	0.25			
10	Monitoring	0.29	0.77	0.18	0.42	0.85	0.24			
11	Social Perceptiveness	0.37	0.82	0.19	0.43	0.86	0.24			
12	Coordination	0.33	0.79	0.17	0.32	0.79	0.24			
13	Persuasion	0.34	0.80	0.21	0.34	0.81	0.30			
14	Negotiation	0.38	0.83	0.20	0.38	0.83	0.28			
15	Instructing	0.56	0.91	0.19	0.52	0.90	0.26			

Table 3. Interrater Reliabilities and Standard Errors of Measurement for Skills AcrossOccupations in Cycles 1 through 12

Table Continued on Next Page

		Cycles 1-12 (<i>N</i> = 1058)								
		In	nportance							
	Skill	ICC(C,1)	ICC(C,8)	$s_{\rm E}$	ICC(C,1)	ICC(C,8)	$s_{\rm E}$			
16	Service Orientation	0.43	0.86	0.19	0.36	0.82	0.26			
17	Complex Problem Solving	0.35	0.81	0.20	0.49	0.89	0.22			
18	Operations Analysis	0.44	0.86	0.26	0.49	0.89	0.38			
19	Technology Design	0.28	0.76	0.22	0.36	0.82	0.33			
20	Equipment Selection	0.57	0.92	0.20	0.56	0.91	0.31			
21	Installation	0.50	0.89	0.16	0.49	0.88	0.26			
22	Programming	0.41	0.85	0.20	0.49	0.88	0.30			
23	Quality Control Analysis	0.50	0.89	0.24	0.53	0.90	0.34			
24	Operations Monitoring	0.62	0.93	0.21	0.60	0.92	0.30			
25	Operation and Control	0.70	0.95	0.20	0.71	0.95	0.28			
26	Equipment Maintenance	0.77	0.97	0.15	0.80	0.97	0.22			
27	Troubleshooting	0.65	0.94	0.20	0.68	0.94	0.29			
28	Repairing	0.80	0.97	0.15	0.82	0.97	0.22			
29	Systems Analysis	0.46	0.87	0.22	0.55	0.91	0.28			
30	Systems Evaluation	0.40	0.84	0.23	0.50	0.89	0.32			
31	Judg. and Dec. Making	0.37	0.82	0.18	0.52	0.90	0.21			
32	Time Management	0.30	0.77	0.17	0.41	0.85	0.21			
33	M. of Financial Resources	0.43	0.86	0.21	0.50	0.89	0.33			
34	M. of Material Resources	0.36	0.82	0.21	0.40	0.84	0.34			
35	M. of Personnel Resources	0.42	0.85	0.20	0.45	0.87	0.26			

Note. These ICCs indicate how consistently raters rated (rank ordered) occupations on a given skill. s_E = Standard error of measurement = Observed score standard deviation times the square root of one minus ICC(C,8).

The lowest skill ICC(C,8) reliabilities were found for Technology Design, Time Management, Monitoring, and Coordination, all of which had importance reliabilities under .80. The construct with the lowest level reliability was Coordination; this was the only skill that had a level reliability lower than .80. Even though these skills had the lowest reliabilities compared to other skills, the reliabilities were still considerably high; the lowest reliability for both importance and level was .76 (Technology Design). A closer examination revealed low variation in the ratings, which is a contributing factor to lower reliability and therefore is a plausible explanation for these results.

Keep in mind that some variation in calculated values is likely to occur by chance. As previously described, the goal was for the ICC(C,8) reliabilities to have a median value across constructs of .80 or greater, which was achieved for both importance and level (.86 and .90, respectively). These results suggest that there was a good level of agreement among the raters with respect to the order and relative distance among occupations on particular constructs for importance and level.

Summary

The main findings of the analysis of Cycle 12 analyst ratings were as follows:

• About 84% of the skill ratings were considered important for performance of a given occupation. Constructs that were flagged because the construct was considered not important for performance were very similar to those flagged in previous cycles and

conceptually it is understandable that these constructs may be considered not-relevant for the given occupations.

- None of the importance ratings and less than two percent of the level ratings were flagged based on a SE_M greater than .51. For the level ratings, this is the second lowest percentage across all cycles.
- There was strong interrater agreement for this cycle as evidenced by the overall low medians of SE_Ms .
- All within-occupation ICC reliabilities were well above the target value of .80. These high levels of interrater reliability indicate that the occupational analysts rank ordered the skills within each occupation similarly on both importance and level.
- Index interrater reliability calculated at the end of Cycle 12 was high and did not vary greatly from one occupation to the next.
- The importance and level median across-occupation ICC reliabilities were above the target value of .80. These high levels of interrater reliability indicate that analysts rank ordered occupations within each skill similarly on both importance and level.

Given these results, it appears as though the analysts were well trained and understand the skills and associated definitions. Agreement was high and there is clear evidence regarding the high quality of the data. Nevertheless, project staff will continue to review the constructs and process with returning analysts prior to each new cycle and as needed, throughout a cycle. Also, staff will thoroughly train new analysts, if any.

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