# NARA Competency Model

ACP  -  Policy Analysis and Enforcemet Branch

Archives Specialist GS-13

*Note:  Competencies noted as "Not for selection" were rated as important to the job, but not required on entry and thus not to be used for screening candidates.*

## Core Competencies

**Problem Solving (Thinks Strategically)**

Analyzes and integrates trends and patterns based on diverse information and perspectives to determine the root causes of problems, identify the best course of action, and prioritize efforts. Develops new insights and formulates creative solutions, considering the impact and implications of recommendations in the context of overall goals and objectives.  Encourages and engages in the development of innovative ideas to enhance organizational efficiency, effectiveness, and productivity.

**Interpersonal Skills (Builds Networks and Alliances)**

Develops and maintains networks and alliances to share information, promote collaboration, and optimize individual and organizational effectiveness.  Values teamwork and encourages  and leverages the capabilities and perspectives of all individuals, regardless of background, culture, style, and view. Analyzes own organization to determine key relationships that should be initiated or improved to better meet current or future goals.

**Execution and Results (Drives Performance and Results)**

Prioritizes, organizes, and manages time, actions, resources, and initiatives to ensure the successful completion of responsibilities and requirements.  Anticipates and leverages the interrelationship among functions, departments, and agencies to determine agency needs.  Continues to pursue excellence until goals and objectives are met, focusing efforts on removing challenging obstacles and adapting to changing priorities and increasing complexity.

**Customer Service (Fosters a Customer-Focused Environment)**

Builds and maintains an environment that is creatively challenged by and responsive to customer experiences and needs.  Creates clarity within the organization of what successfully meeting customer needs looks like. Makes adjustments in work processes and priorities based on continuously reevaluating how well customer needs are being met. Builds own and others' capabilities in meeting customer needs and resolving customer issues.

**Communication (Communicates with Impact)**

Engages and excites others by communicating in a compelling manner with words and actions. Openly listens to issues, problems, or unpopular points of view and states opinions in a manner that encourages dialogue.  Is confident, poised, and articulate when presenting information and targets communications to the level of the audience.  Prepares, reviews, and finalizes documents and presentations to ensure they are cogent, accurate, well organized, considering organizational and audience needs and expectations.

**Organizational Awareness (Leverages Organizational Awareness)**

Identifies and communicates the interrelationship between the agency's mission and function and best practices related to implementing agency programs, policies, procedures, rules, and regulations. Assesses organizational issues and develops a clear understanding of internal and external environments in order to identify emerging trends that impact the achievement of NARA's mission and goals.  Identifies and analyzes internal and external developments, considers their impact on and implications for the agency's business, customers, and work products, and applies this information to accomplish objectives.

## General Competencies

### Influences/Negotiates with Others

Promotes ideas and proposals persuasively.  Shapes others' opinions, convinces or persuades others, and gains support through own actions/examples or persuasion in an ethical manner.  Achieves mutually satisfying agreements in negotiations with others by listening to different objectives, effectively  communicating own objectives, and seeking common ground and collaborative situations.

### Leads Teams    (Not for selection)

Leads teams of diverse individuals that can work collaboratively to achieve business objectives, openly communicates, discusses, and works through team objectives, and promotes shared accountability for individual and team performance.  Promotes coordination and teamwork, leverages team members' strengths and weaknesses, and takes steps to optimize team performance.  Celebrates team successes, evaluates setbacks, and implements processes and approaches to continually improve performance and results.

### Manages Projects    (Not for selection)

Achieves desired outcomes on projects, on time, and within budget.  Designs and plans the project, defines the project workflow, and manages the project team.  Controls and provides project deliverables, optimizes the contribution of the people involved, and makes decisions and assesses the impact of those decisions on quality, productivity, schedules, cost, performance, etc.  Evaluates and reports progress against goals and milestones.

### Embraces Continual Learning

Seeks opportunities to expand knowledge and skills through formal and informal education, training, and feedback. Identifies and leverages own strengths and developmental needs and strives to improve own skills. Acquires new knowledge related to business, professional, and technological changes and developments. Demonstrates and supports continual learning, and shares knowledge and expertise with others.

### Utilizes Computer Technology

Utilizes computer technology and software applications (e.g., word processing, spreadsheets, databases, web-based tools) to perform work activities. Applies technologies and/or tools to improve work, productivity, or customer service.

## Technical Competencies

### Manages Record Life Cycle

Demonstrates and communicates knowledge and understanding of the record lifecycle, including the interrelationship of each stage of the lifecycle. Participates in and/or leads the development and implementation of life cycle management programs, policies, procedures, appraisals, schedules, training, audits, and outreach initiatives. Provides technical assistance and support to others within the agency and other Federal agencies on records creation, maintenance, and disposition in all media and formats. This may include issues related to access and security. Maintains currency in changes in technology and research needs as well as new methods for managing Federal records in all media and formats.

### Performs [Records Mgmt/Archival Functions]

Uses records and information management principles as well as archival principles and related agency policies to perform [Records Management/Archival Function(s)]. Examines and applies [Subject Area(s)/Discipline(s)] to define the scope, context, purpose, and direction of records management, maintenance, and control processes. Considers the impact and implications of these activities on agency services, customer needs, and customer expectations.

### Applies Risk Assessment and Analysis

Demonstrates and communicates knowledge and understanding of the causes and probabilities for records loss or damage. Participates and/or leads the development and implementation of programs, policies, procedures, training and outreach related to issues such as litigation support, records security, risk analysis, vital records protection, business continuity, disaster preparedness/recovery, and maintaining record authenticity/reliability. Provides technical assistance and support to others within the agency and other Federal agencies on these issues.

**Conducts Research and Analysis**

Conducts research and analysis in <mark>[Subject Area(s)/Discipline(s)]</mark> for the purposes of <mark>[activities (record appraisal, disposition, arrangement, description, preservation, etc.)]</mark>.  Conceptualizes and defines the condition, value, and significance of the information, and evaluates the potential future use. Recommends appropriate actions based on analytical findings and conclusions, considering properties, resources (e.g., cost, time), and organizational and customer goals.

## Links to Assessments (For Staffing Specialist Use Only):

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)