

# NARA Competency Model

AISOO - Information Security Oversight Office

Program Analyst GS-12

*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 Creatively)**

Determines the critical issues, gathers and analyzes information from multiple sources, and targets the root cause of problems. Generates creative solutions based on a consideration of their impact and implications. Develops and implements new ideas and ways of thinking to promote efficiency, effectiveness, and productivity.

### **Interpersonal Skills (Builds Relationships)**

Develops and maintains professional, trusting, positive working relationships with others at all levels internal and external to the organization. Initiates communication and partnerships across boundaries, working effectively with diverse teams to drive collective results and advance organizational priorities. Fosters relationships where collaboration is considered the standard and individuals are encouraged to share diverse views and perspectives.

### **Execution and Results (Achieves Results)**

Plans and organizes time to work productively and efficiently and maximize the quality and quantity of work. Ensures individual priorities and goals are aligned with team, manager, and agency plans and needs, and increases or redirects efforts in the face of challenging obstacles, changing priorities, or increasing demands. Seeks out and utilizes resources, tools, and information to ensure the accomplishment of expected results.

### **Customer Service (Promotes Customer Satisfaction)**

Ensures internal and/or external customers receive the level of service that builds their trust and confidence, even in difficult or complex situations. Develops and implements plans to meet customer needs and expectations, removes barriers to delivering customer service and support, and takes the initiative to improve processes based on customer feedback. Maintains a client focus, establishes rapport with customers, and takes action to ensure their satisfaction.

**Communication (Targets Communication)**

Conveys information to others clearly and respectfully. Tailors the amount, style, and content of messages to the needs of the audience and handles and resolves questions and contrary opinions in a positive and constructive manner. Employs active listening techniques to show others that their opinions are valued and provides feedback that is comprehensive and actionable. Prepares documents and presentations that are cogent, accurate, and well organized.

**Organizational Awareness (Promotes Organizational Awareness) (Not for selection)**

Acts to support the agency's mission and function, clarifying and promoting the value and importance of agency programs, policies, procedures, rules, and regulations to work activities. Takes a broad business perspective by integrating approaches and solutions to support and achieve NARA's mission and goals. Identifies and analyzes the potential impact of external factors (for example, updates to best practices, changes in legislation) on the agency's business, customers, and work products.

**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**

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.

**Manages Contracts (Not for selection)**

Monitors contracts with vendors, including conducting market research, defining work needed, soliciting and evaluating proposals, making recommendations for vendor selection, finalizing the terms of the contract, and initiating contract revisions to meet changing program requirements. Monitors contractor activities, manages related budgets and financial requirements, and ensures that contract requirements are met and all activities through closeout are performed in compliance with contract terms.

**Technical Competencies****Administers Training and Development Programs (Not for selection)**

Plans, designs, develops, implements, and evaluates a wide range of training and professional development programs and strategies related to [Subject Area(s)/Discipline(s)]. Establishes training priorities, identifies training needs and opportunities, leads curriculum development, selects appropriate delivery systems, and evaluates the short- and long-term effectiveness of training efforts. Ensures learning solutions are reflective of and adaptive to trainee needs and agency objectives.

**Policy and Procedure Development**

Analyzes, evaluates, and/or develops formal policies and procedures related to [Agency Programs/Activities]. Prepares local directives to implement organization-wide policies or procedures.

**Conducts Inspections, Evaluations, and Analysis**

Conducts inspections, evaluations, and analysis of agency regulations, policies, practices, and statistical information in order to determine degree of department and agency compliance with [Executive Orders, Presidential Memoranda, FOIA, Privacy Act, etc.], ISOO directives, and applicable department and agency regulations. Prepares reports and recommendations based on analytical findings. Reviews the status and effectiveness of directives and recommends modifications or enhancements to improve operations.

**Conducts Data Analysis**

Collects, organizes, and analyzes data and other statistical information, including identifying and resolving data discrepancies and issues. Presents analytical findings and trends in textual and graphical formats, and identifies and recommends modifications in policies, procedures, and resource allocations.

**Applies Knowledge of Security Classification, Safeguarding, Declassification**

Demonstrates expertise in concepts, principles, and practices related to security classification, safeguarding, and declassification of classified national security information. Maintains currency in the operations, policies, procedures, and authorities related to information, physical, personnel, and industrial security. Provides information, guidance, and support to individuals within and outside of the agency, including members of the public, on information requests and classification and declassification issues. (SELECTIVE PLACEMENT FACTOR)

**Controls Unclassified Information (Not for selection)**

The ability to apply knowledge and expertise in the operations, policies, procedures, and authorities related to sensitive unclassified information that requires controls.

**Analyzes and Evaluates Policies and Procedures for National Security Systems (Not for selection)**

Analyzes and evaluates policies and procedures related to national security systems, including pertinent certification and accreditation programs, documentation, and technologies. Researches and recommends solutions to support and improve the overall effectiveness of the information security program.

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

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)