

NARA Competency Model

AISOO - Information Security Oversight Office

Program Analyst GS-14

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) (Not for selection)

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

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

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](#)