

# NARA Competency Model

## B - BUSINESS SUPPORT SERVICES

### Management and Program Analyst GS-15

*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**

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.

**Demonstrates Business Savvy**

Uses workload, performance, statutory requirement, and customer satisfaction data to evaluate the costs, benefits, risks and impact when making decisions. Drives program results by planning and prioritizing activities consistent with organizational goals. Promotes ideas that improve performance.

**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****Applies Knowledge of [Agency Programs/Activities]**

Demonstrates knowledge of [Agency Programs/Activities] sufficient to achieve desired outcomes. Maintains currency in the history, organization, operations, and trends relevant to program/activity and maintains interrelationships with other relevant stakeholders. Provides technical consultation on [Agency Programs/Activities] to meet the needs of NARA, other Federal agencies, users, and/or researchers.

**Applies Knowledge of Relevant Legislation, Policy, and Procedures**

Understands, researches, analyzes, and applies legislation, regulations, organizational policies, and similar governances that relate to program management and research.

**Budget Administration**

Knowledge of the principles and practices of budget administration and analysis. This includes preparing, formulating, justifying, reporting on, managing, and executing the budget. Also includes understanding the relationships among program, budget, accounting, and reporting systems.

**Management and Program Analysis**

Conducts research and gathers information needed to understand work systems (e.g., workflow, organizational structure, space utilization, operating policies, staffing levels, etc.). Uses results of research to address inefficiencies and increase the effectiveness of the organization or program.

**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.

**Procurement**

Application of policies and procedures related to travel, procurement of equipment, material, labor, or similar resources. Researches options related to procurement to recommend and/or present them to decision-makers as appropriate. Surveys needs, analyzes procurement requests, evaluates compliance with relevant regulations, determines proper method of purchase, and prepares justifications.

**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.

**Program Management**

Manages the planning, execution, and evaluation of agency programs and other long-range activities. Conducts program reviews, inspections, and/or audits to evaluate the adherence of programs to policies, laws (e.g., FOIA, Privacy Act), plans, and other boundaries.

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

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)