

# NARA Competency Model

CM - Corporate Records Management

Archives Specialist 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****Applies Knowledge of Information Security**

Demonstrates, maintains, and communicates knowledge of related Federal and agency regulations, National Security directives and requirements, NARA policies and precedents, and applicable public policy. Establishes and maintains physical and intellectual control of records.

**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.

**Maintains Files and Records**

Maintains up-to-date and accurate folders and records by filing and retaining various kinds of documents in accordance with established procedures.

**Provides Electronic Records Services**

Demonstrates, maintains, and communicates knowledge of born-electronic records. This includes knowledge of the creation, transfer, maintenance, usage, and processing of born-electronic records. Provides technical guidance and expertise on these electronic records and the development of systems to manage them. Maintains currency in changes in technology, research needs, and new methods for managing electronic records.

**Conducts Research and Analysis**

Conducts research and analysis in [Subject Area(s)/Discipline(s)] for the purposes of [activities (record appraisal, disposition, arrangement, description, preservation, etc.)]. 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.

**Applies Knowledge of Information Technology**

Demonstrates expertise in information technology applicable to digitization, reformatting, metadata development, digital asset management systems, and archival electronic descriptive systems (e.g., ARC, EAD, ERA/EOP). Provides recommendations for selection of software, hardware, and data delivery systems.

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

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)