Competency Cluster	Core Organizational Competencies			
	GS-1/2/3/4	**GS-5/6/7/8**	**GS-9/11/12**	**GS-13/14/15**
Problem Solving: Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.	**Makes Informed Choices:** Gathers information from multiple sources to make day-to-day decisions. Identifies and analyzes problems and recommends ways to solve them. Looks for and suggests ways to improve processes and results.	**Thinks Analytically:** Seeks, examines, and interprets information from different sources to determine a problem's cause and develop a course of action for problem resolution. Analyzes information, develops and evaluates multiple solutions to a question or problem, and selects the most appropriate solution for the situation. Recommends innovative approaches to improve processes and results.	**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.	**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.

Competency Cluster	Core Organizational Competencies			
	GS-1/2/3/4	GS-5/6/7/8	GS-9/11/12	GS-13/14/15
Interpersonal Skills: Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.	**Collaborates with Others:** Works collaboratively with and supports others, including those with different views and perspectives. Actively shares resources and information with others to accomplish important work goals and objectives. Works to build and maintain relationships within and outside of own department or functional area.	**Collaborates across Boundaries:** Works cooperatively with others across functions and geographic locations to achieve team and organizational goals. Builds and maintains strong relationships with others both internal and external to the organization. Seeks out and integrates diverse views and perspectives to enhance work quality and results.	**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.	**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.

Competency Cluster	Core Organizational Competencies			
	GS-1/2/3/4	**GS-5/6/7/8**	**GS-9/11/12**	**GS-13/14/15**
Execution and Results (Planning and Evaluating): Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.	**Demonstrates Responsibility:** Makes a meaningful contribution to work and ensures tasks are completed accurately, efficiently, and on time. Takes personal accountability for results and contributes to the achievement of overall team goals. Displays flexibility and persistence in the face of obstacles and change.	**Takes Accountability for Results:** Takes ownership and accountability to ensure that work is completed accurately, efficiently, and in a timely manner, even when faced with multiple priorities. Identifies and uses the resources, tools, and information needed to achieve goals and objectives. Demonstrates flexibility, persistence, commitment, and initiative to resolve obstacles and respond to changing priorities.	**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.	**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.

Competency Cluster	Core Organizational Competencies			
	GS-1/2/3/4	GS-5/6/7/8	GS-9/11/12	GS-13/14/15
Customer Service: Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.	**Focuses on the Customer:** Shows care and concern when working with internal and/or external customers. Asks questions in order to understand customer needs. Finds and uses the right resources (people, information, tools) at the right time to resolve customer requests.	**Provides Customer Service:** Actively looks for ways to help internal and/or external customers locate information or resolve problems and issues. Gives full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and following up to ensure customer satisfaction. Provides information and resources to fulfill customer obligations and resolve customer complaints.	**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.	**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.

Competency Cluster	Core Organizational Competencies			
	GS-1/2/3/4	**GS-5/6/7/8**	**GS-9/11/12**	**GS-13/14/15**
Communication: Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately. Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.	**Shares Information:** Communicates in a respectful and professional manner. Listens to others and asks questions to learn about what is needed. Shares the right information with others when they need it. Prepares written work that is accurate and complete.	**Communicates Openly:** Communicates opinions, facts, and thoughts with clarity, transparency, and honesty. Seeks diverse perspectives and listens openly to others' points of views. Demonstrates the courage to speak up on issues and risks as well as present good news. Researches information for and prepares documents and presentations that effectively convey relevant information.	**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.	**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.

Competency Cluster	Core Organizational Competencies			
	GS-1/2/3/4	**GS-5/6/7/8**	**GS-9/11/12**	**GS-13/14/15**
Organizational Awareness: Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.	**Maintains Organizational Awareness:** Maintains an understanding of the agency's mission and function, including programs, policies, procedures, rules, and regulations, and uses this information when carrying out work activities. Demonstrates and communicates a strong commitment to NARA's mission and goals. Considers the impact of one's own actions and decisions on co-workers, the department, and the overall agency.	**Demonstrates Organizational Awareness:** Demonstrates behaviors and actions that are aligned with the agency's mission and function, applying programs, policies, procedures, rules, and regulations to work activities. Places a high priority and focus on supporting NARA's mission and achieving agency goals. Considers the potential impact of external factors (for example, changes in legislation) on the needs and objectives of one's department and the agency as a whole.	**Promotes Organizational Awareness:** 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.	**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.