

NARA Competency Model

LE - Education And Public Programs Division

Public Programs Specialist 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)

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

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**Performs Reference Services**

Provides reference services using knowledge of records and their context. Communicates with stakeholders (e.g., researchers) to determine their areas of interest. Conducts preliminary research and analysis for the purposes of reference. Makes recommendations based on findings, conclusions, resources (e.g., cost, time), organizational goals, and customer goals.

Conducts Outreach Activities

Plans, implements, or participates in outreach services to groups outside of the agency about its holdings and collections. This includes preparing and giving talks or tours and developing or assisting with programs and events sponsored by the agency (e.g., exhibits, educational, public, and volunteer programs, workshops, open houses, funding, sponsorship).

Applies Knowledge of American History and Government

Demonstrates expertise in American history and principles of American government. Demonstrates expertise on cultural, political, and economic history as well as topics of contemporary interest.

Conducts Public Affairs

Writes, researches, and disseminates news releases, articles, and promotional materials describing exhibits, special events, programs, and related activities to broadcast, online, social, and print media. Coordinates advertisement campaigns in local, regional, and national media outlets and represents the agency to the media in interviews and other media contacts.

Maintains Knowledge of Archival Principles (Not for selection)

Maintains knowledge and understanding of legal, ethical, policy, standards, and best practices for archival accessioning, appraisal, preservation, description online (e.g., in ARC-like systems), arrangement, holdings maintenance, security, reference services, copy services, and online services.

Designs Publicity and Marketing Materials

Performs or oversees the development, creation, and coordination of graphics, ads, online components, and print media for the agency. Works independently and in partnership with other agency offices to reach media outlets in advertisement opportunities. Reviews and/or evaluates the effectiveness of materials and methodologies and revises them to achieve goals.

Manages Electronic Media Equipment (Not for selection)

Oversees or manages the operation of electronic media or interactive components of an exhibit and/or museum.

Develops Exhibits (Not for selection)

Develops intellectual content for exhibits, including developing themes, conducting research, selecting items, writing scripts, helping develop interactive scripts, and writing related publications for targeted audiences. Works in partnership with the public affairs department, education program, public programs, volunteer programs, archives, designers, and stakeholders in developing exhibits.

Develops Graphic Designs and Displays

Creates or oversees the creation of printed, non-print, and electronic/online visual products (e.g., logos, stationery, administrative forms and certificates, invitations and programs, audiovisual presentations, signs, and/or websites), including layout, design, illustration, and photography, using graphic design and display principles, methods, techniques, and tools. Considers the audience to be reached, the purpose of the project, methods of distribution, costs, and agency policies.

Manages and/or Maintain Collections, Digital Assets, and Other Related Assets (Not for selection)

Oversees and/or performs collections management operations involving physical condition and safety/security, as well as automated catalog and retrieval systems, forms, legal documents, and files. Manages and/or supports the loan program. Conducts relevant research and analysis as part of these activities.

Manages Volunteer Programs

Recruits, trains, and evaluates volunteers and other unpaid staff to perform a variety of tasks to support agency programs. Partners with managers to consider use of ongoing volunteers.

Manages Learning Center and/or Public Programming Spaces

Plans, develops, and schedules activities performed in the learning center or public programming space. Works collaboratively with staff, volunteers, and stakeholders, assists visitors, and ensures the effective operation of space components.

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.

Designs and/or Delivers Educational/Public Programs

Conceptualizes, develops, presents, and coordinates content for educational/public programs and/or conferences that target specific audiences. Researches, compiles, and publishes audience-appropriate materials for in-person, offsite, and/or online presentation. Develops and maintains partnerships to further the reach of the programs. Reviews and/or evaluates the effectiveness of programs, curricula, methodologies, and activities and revises them to achieve goals and objectives.

Links to Assessments (For Staffing Specialist Use Only):

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)