

NARA Competency Model

NHPRC - National Historical Publications and Records Commission

Archives 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) (Not for selection)

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.

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

Conducts Archival Processing

Performs archival processing, demonstrating knowledge required to appraise, transfer, review, arrange, describe, preserve, and establish/maintain physical and intellectual control of archival holdings. This requires applying knowledge of the laws, regulations, and governing authorities affecting access to records (e.g., the Presidential Records Act, the Freedom of Information Act).

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.

Applies Knowledge of [Subject Area(s)/Disciplines]

Demonstrates expertise in records and related materials pertinent to [Subject Area(s)/Discipline(s)]. Maintains currency in the history, organization, operations, and trends relevant to [Subject Area(s)/Discipline(s)] as well as the applicable Federal laws, authorities, and regulations. Maintains currency in the interrelationship of these subjects with [other key subject area(s)]. Provides technical consultation on [Subject Area(s)/Discipline(s)] to meet the needs of NARA, other Federal agencies, researchers, or others.

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.

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.

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.

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).

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.

Provides Access Services

Provides mediated reference services to researchers. Identifies their research needs, explains agency rules and regulations and Federal law (e.g., Freedom of Information Act) and assists with the use of finding aids to facilitate research. Provides consultation on the record content, condition, arrangement, delivery and availability as well as on access problems and obstacles. Delivers records to researchers as well as refiles records. Instructs others on research room procedures, obtaining reproductions, preservation, security, and use of research room equipment. Enforces research policies and monitors the use and condition of records to ensure their preservation. Identifies and develops content appropriate for unmediated, remote access to NARA holdings and service.

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.

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.

Links to Assessments (For Staffing Specialist Use Only):

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)