

# NARA Competency Model

## Leadership Competency Model for Manager Positions (non-SES)

**Applicable to all “Manager” positions (applies to all GS levels);  
“Manager” refers to individuals who supervise supervisors.**

*Note: All competencies appropriate 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.

**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.

**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.

**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.

## **Leadership Competencies:**

**Manages Human Resources:** Provides guidance, tools, training, and other resources that make it possible for staff to do their work. Performs activities related to staffing, performance management, training and development, and employee supervision (e.g., balancing workload and priorities, rewards and recognition, labor relations). Identifies staffing needs and selects top talent with job-related experience and requisite knowledge and skills to meet those needs.

**Leads through Change:** Encourages others to accept, support, and pursue positive and constructive change. Initiates, guides, or supports change and innovation on an ongoing basis. Appropriately challenges the status quo.

**Leads Teams:** Leads teams that can work collaboratively to achieve objectives. Openly communicates, listens, discusses, and works through team objectives, and promotes shared accountability for individual and team performance. Promotes coordination and teamwork, recognizes and 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.

**Uses 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.

**Promotes a Culture of Ethics and Accountability:** Champions an environment where all employees adhere to ethical principles and professional standards and are accountable for following procedures, regulations, and laws. Neither compromises values and standards nor tolerates such concessions from other employees. Takes responsibility for own actions and their consequences; sensitizes and socializes others to the importance of being accountable.

**Engages, Motivates, and Inspires:** Creates positive energy and a sense of camaraderie, and helps others feel personally invested in their work and the agency's mission. Seeks an understanding of all sides and strives for win-win solutions. Demonstrates resiliency; maintains poise, focus, and instills a sense of realistic optimism, even under adversity or uncertainty. Communicates with confidence and sincerity across all levels.

**Leverages Diversity:** Solicits and incorporates skills, ideas, opinions, and insights from diverse individuals to achieve NARA's vision and mission. Respects and celebrates the differences and opinions of other groups and individuals (e.g., cultural, ethnic, gender, age, educational, professional, language, disability). Promotes diversity within the organization while identifying and stopping any exclusionary practices.

## **Technical Competency:**

**Professional Credibility:** Leverages professional expertise in [functional area] to build credibility, drive decision making, provide guidance, and propel efficiency, innovation and creativity. Oversees the development, implementation, and/or evaluation of associated practices, procedures, processes, programs, and/or systems that ensure the delivery of high quality products and services.

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

Under Development

Mapped from ???