

# NARA Competency Model

RD-DC - Archival Operations - Washington, Dc

Customer Services Specialist GS-09

*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.

**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.

## **Technical Competencies**

### **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).

### **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.

### **Evaluates Customer Service Programs**

Conducts studies to evaluate the effectiveness of the Customer Services Program, including collecting and analyzing information such as reference requests, status inquiries, complaints, and other pertinent data. Identifies trends and recurrent or potential problems and develops recommendations for changes in systems, procedures, and/or schedules.

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

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)