

NARA Competency Model

AFN - National Personnel Records Center

Management Analyst 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) (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.

Technical Competencies

Applies Knowledge of [Agency Programs/Activities]

Demonstrates knowledge of [Agency Programs/Activities] sufficient to achieve desired outcomes. Maintains currency in the history, organization, operations, and trends relevant to program/activity and maintains interrelationships with other relevant stakeholders. Provides technical consultation on [Agency Programs/Activities] to meet the needs of NARA, other Federal agencies, users, and/or researchers.

Applies Knowledge of Relevant Legislation, Policy, and Procedures

Understands, researches, analyzes, and applies legislation, regulations, organizational policies, and similar governances that relate to program management and research.

Management and Program Analysis

Conducts research and gathers information needed to understand work systems (e.g., workflow, organizational structure, space utilization, operating policies, staffing levels, etc.). Uses results of research to address inefficiencies and increase the effectiveness of the organization or program.

Policy and Procedure Development

Analyzes, evaluates, and/or develops formal policies and procedures related to [Agency Programs/Activities]. Prepares local directives to implement organization-wide policies or procedures.

Conducts Data Analysis

Collects, organizes, and analyzes data and other statistical information, including identifying and resolving data discrepancies and issues. Presents analytical findings and trends in textual and graphical formats, and identifies and recommends modifications in policies, procedures, and resource allocations.

Links to Assessments (For Staffing Specialist Use Only):

[Job Analysis Worksheet](#)

[Competency Usage Plan](#)

[Occupational Questionnaire](#)

[Structured Interview Guide](#)