ECONOMIST (GS-0110) COMPETENCY MODEL

Economic Concepts

Understands the need to provide reliable economic statistics; understands; understands the interrelationship between statistics produced; understands how agency's statistics relate to statistics produced by other national and international statistical agencies.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Able to recall common principles and terms.	• Able to recall common principles and terms.	• Describes how changes in another agency's methodologies affect estimates from own agency.	• Describes the relationships between own agency statistics and statistics produced by other national and international statistical agencies.	• Serves as a technical expert in guidelines during meetings with other statistical agencies and international organizations.
		• Demonstrates an understanding of the relationships between the estimates made within own agency.	• Recommends changes to estimation methodology that improve consistency of assigned estimates with international standards.	• Evaluates recommendations regarding changes to international accounting standards that allow for the incorporation of conceptual or methodological improvements in measurement without violating the basic set of principles and methods.
• Must be able to apply basic procedures to demonstrate understanding of source data to produce estimates.	• Must be able to apply basic procedures to demonstrate understanding of source data to produce estimates.	• Explains the data sources and estimation methods used to produce economic statistics such as personal consumption expenditures, government expenditures, or GDP by industry.		• Describes inter-relationships between different standards, such as international community recommendations for national or international accounting.
		• Recognizes the underlying concepts of economic products, such as residency principles, market value, and double-entry accounting		

Data Management

Knowledge of the principles, procedures, and tools of data management; maintains data sources used to develop economic statistics based on best practices for collecting data and validating data; understands the data structure; documents procedures used to manipulate data.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Maintains, with guidance, data sources based on best practices for collecting and validating data.	• Collect source data from regular suppliers.	• Creates queries to identify outliers in the data and recommends possible corrective actions	• Designs and implements tools (for example, analytical tables, graphical software applications, numerical filters) for reviewing and verifying the correctness of estimates	• Assesses the impact of procedural changes on other interested parties and develops plans to eliminate work disruptions.
• Uses imputation techniques, with supervision, to correct data or to complete missing data.	• Extracts data from financial statements and notes	• Develops improved data structures to organize data from various sources	• Arranges for special tabulations or interagency contracts from sources or suppliers.	• Serves as an active knowledge resource, and offers assistance to others.
• Collects primary and secondary source data via email, phone, and Internet.	•	• Applies knowledge appropriate to the situation to solve problems.		

Coordination

Facilitate effective work processes by ensuring that roles and responsibilities are understood, synchronizing activities with others, and recommending process improvements.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Handles routine activities to meet deadlines and achieve objectives; occasionally needs assistance from others to maintain momentum.	• Handles straightforward activities to meet deadlines and achieve objectives.	• Handles relatively complex activities to meet deadlines and achieve objectives.	• Handles complex activities to efficiently meet deadlines and achieve objectives.	• Handles highly complex activities to efficiently meet deadlines and achieve objectives.
• Coordinates with coworkers to schedule routine events.	• Coordinates with coworkers to organize and schedule events.	• Coordinates with coworkers within and across teams to organize and schedule events and/or processes.	• Coordinates with multiple stakeholder groups to organize and schedule complex and/or ongoing processes.	• Coordinates with diverse stakeholder groups across organizations to organize and schedule complex and/or ongoing processes.
• Informs superior of status of projects and activities when requested.	• Regularly informs superior of status of projects and work activities.	• Communicates with project staff to verify current status; regularly informs superior of status of projects and work activities.	• Communicates with others to determine project status and ensure that current activities are in line with organizational deadlines.	• Determines organizational deadlines; communicates with others to ensure that project status is in line with deadlines.
• Sequences simple events and/or actions to progress toward goals.	• Sequences events and/or actions to progress toward goals.	• Sequences complex events, activities, and/or actions to progress toward goals and objectives.	• Sequences complex events, activities, and/or actions involving multiple parties to progress efficiently toward goals and objectives.	• Sequences highly complex events, activities, and/or actions involving diverse participants to progress efficiently toward organizational goals and objectives.

Teamwork

Work with others to achieve goals; facilitate cooperation, trust, and group identity; foster commitment and team spirit; manage and resolve conflicts.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Cooperates with team members.	• Cooperates with team members to achieve goals.	• Cooperates with team members to achieve goals, overcome obstacles, and maintain positive interactions.	• Collaborates with team members to achieve and exceed goals, anticipate and overcome obstacles, and facilitate positive interactions among all members.	• Collaborates with team members to achieve and exceed goals, anticipate and overcome obstacles, and inspire collaborative interaction among members.
• Demonstrates courtesy for other team members.	• Demonstrates courtesy and respect for other team members.	• Engages in activities that promote trust, team spirit, and a group identity.	• Fosters a team environment that promotes trust, team spirit, and a group identity; recognizes the work of others within the team.	• Fosters a team environment that promotes trust, team spirit, and a group identity; holds team members accountable for activities that damage team cohesion.
	• Assists others by sharing knowledge of policies, procedures, and expertise with colleagues	• Engages in activities that move the team toward the achievement of goals.	• Enables the team to achieve goals; engages in activities that promote goal achievement.	• Assembles and leads teams that achieve goals and produce desired outcomes.
	• Completes tasks assigned for group projects to adhere to group schedule			• Identifies and capitalizes on the strength of each team member to maximize team performance; inspires creativity and innovation within the team.

Problem Solving

Identify problems; determine the relevance and usefulness of information for addressing problems; use sound judgment to generate and evaluate alternatives to make recommendations and take necessary action.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Recognizes commonly occurring problems or difficulties.	• Identifies straightforward problems by analyzing information.	• Identifies and/or anticipates problems by analyzing moderately complex information.	• Identifies and/or anticipates complex problems by analyzing information from a variety of sources.	• Identifies and/or anticipates highly complex, multi-dimensional problems by analyzing all available information from a variety of sources.
	• Determines the relevance of information for addressing straightforward problems.	• Determines the relevance and usefulness of information for addressing moderately complex problems.	• Determines the relevance and usefulness of information for addressing complex problems.	• Determines the relevance, usefulness, and sufficiency of information for addressing highly complex, multi-dimensional problems.
• Generates a viable solution to routine problems.	• Generates alternative solutions to basic problems.	• Generates and evaluates alternative solutions to complex problems.	• Generates and evaluates creative solutions for effectively solving complex problems.	• Generates and evaluates creative solutions for efficiently and effectively solving highly complex problems, taking into account the situational context.
• Implements a straightforward solution to identified problems.	• Determines best options, and implements solution accordingly.	• Determines best options and implements solution in a timely manner; explains problem resolution strategy to others.	• Determines best option using an exhaustive analysis of information, and implements solution in a timely manner; defends problem resolution strategy to others.	• Leads the problem solving process effectively; defends problem resolution strategy to others; follows up to ensure that strategy is properly implemented within relevant deadlines.

Judgment and Decision-Making

Make sound, well-informed, and objective decisions; perceive the impact and implications of decisions; commit to action to accomplish organizational goals.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Makes decisions based on readily available information.	• Makes sound decisions based on available information.	• Makes sound decisions based on a thorough analysis of all available information.	• Makes timely and accurate decisions based on thorough analysis of information from a variety of sources.	• Makes timely, accurate, and well-conceived decisions based on a thorough analysis of information from all available sources.
• When appropriate, makes decisions in a timely manner.	• Makes decisions in a timely manner, appropriately considering deadlines; escalates decisions to the next level when necessary.	• Makes decisions in a timely manner in accordance with relevant deadlines and long- and short-term implications; appropriately escalates decisions to the next level.	• Prioritizes decisions in accordance with deadlines; makes decisions with consideration to appropriate deadlines, organizational goals, and relevant long- and short-term implications; appropriately escalates decisions to the next level.	• Drives decision-making in conjunction with tight deadlines, organizational goals, and relevant long- and short-term implications; proactively makes decisions to meet future deadlines, even when faced with incomplete information or other obstacles.
		• Monitors progress and outcomes of decisions to ensure situation has been addressed.	• Follows up on progress and outcomes of decisions and adjusts accordingly.	• Actively monitors progress and outcomes of decisions to reassess goals and timelines of current and future work.
		• Considers costs and benefits prior to making decisions.	• Considers costs, benefits, and risks associated with a possible course of action prior to making difficult decisions.	• Balances costs, benefits, and risks associated with alternative strategies to attain the best possible outcomes for the organization.
• Accepts responsibility for ongoing activities.	• Accepts personal responsibility for judgments made in area of responsibility.	• Assumes personal responsibility for decisions and results of decisions in area of responsibility.	• Serves as a role model for others in assuming personal accountability for actions and results.	• Sets the organizational standard for accountability for actions and results.

Written Communication

Compose written materials in a succinct and organized manner; use correct English grammar, punctuation, and spelling; produce written information, which may include technical material, that is appropriate for the intended audience.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Communicates simple ideas clearly.	• Communicates ideas in a clear and well-organized manner.	• Communicates ideas in a clear, well-organized manner; targets content to the appropriate audience.	• Communicates complex ideas, information, and concepts, in a clear, concise, and well-organized manner; adapts content to the audience and requirements.	• Communicates highly complex ideas, information, and concepts, in a clear, concise, and well-organized manner; skillfully tailors content and style to the audience and requirements, anticipating audience perspectives and reactions.
• With editorial assistance, prepares materials using appropriate grammar, punctuation, and spelling.	• With limited editorial assistance, prepares documents using appropriate grammar, punctuation, and spelling.	• Prepares documents that are technically sound, accurate, and organized, using editorial assistance when needed.	• Composes documents that are technically sound, accurate, organized, concise, and comprehensive.	• Composes documents that are technically sound, accurate, concise, comprehensive, organized, and customized to address the situation and meet any special requirements.
• Proofreads own written materials to correct most errors in spelling and punctuation.	• Proofreads own written materials to correct most errors in spelling, punctuation, grammar, and sentence structure.	• Proofreads own written materials to correct errors and to ensure that the document is complete and accurate.	• Proofreads own written materials and those of others to ensure that writing is error-free and contains accurate information, modifying the document when necessary.	• Proofreads own written materials and those of others to ensure that writing is error-free; finalizes documents, ensuring that the information is accurate, consistent, concise, and complete.
	• Occasionally uses basic figures and tables to support important ideas in the body of the text.	• Incorporates appropriate figures, tables, and other graphical representations to support important points in the body of the text.	• Supports and illustrates key points in the body of the text by developing and incorporating insightful figures, tables, and other graphical representations.	• Consistently supports, illustrates, and highlights key points in the body of the text by developing and incorporating insightful and creative figures, tables, and other graphical representations.
		• Produces written text within relevant deadlines.	• Produces written text quickly and efficiently in response to deadlines and other constraints.	• Produces high-quality, organized, and comprehensive written text quickly and efficiently in response to deadlines and other constraints.

Oral Communication

Express information to individuals or groups effectively, taking into account the audience and nature of the information; listen to others, attend to nonverbal cues, and respond appropriately.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Expresses straightforward ideas and issues in an understandable manner.	• Expresses basic ideas and issues in an organized and understandable manner.	• Expresses complex ideas and issues in a clear and concise manner.	• Expresses complex ideas and issues in a clear and concise manner that is appropriate for the recipient.	• Expresses highly complex ideas and issues in a clear and concise manner that is appropriate for the recipient and the situational context.
• Asks questions to attain a basic understanding of the situation.	• Asks clear questions to develop an understanding of the situation, issue, or topic under discussion, and to clarify the points being raised by others.	• Asks clear, focused questions to develop an understanding of the situation, issue, or topic under discussion, and to clarify the points being raised by others.	• Asks clear, focused questions to develop an understanding of the situation, issue, or topic under discussion, and to clarify the points being raised by others; asks questions to establish a dialogue with the audience.	• Asks clear, focused questions to develop an understanding of the situation, issue, or topic under discussion, and to clarify the points being raised by others; actively engages the audience in an open, two-way dialogue.
• Contributes to and/or participates in briefings on straightforward topics for supervisors and immediate coworkers.	• Conducts briefings or presentations on familiar topics to small groups, considering the time allotted.	• Delivers briefings or presentations on complex topics to groups of various sizes, considering both the time allotted and the nature of the audience.	• Delivers confident, effective briefings or presentations on complex topics to groups of various sizes, considering both the time allotted and the nature of the audience.	• Delivers articulate and effective briefings or presentations on complex topics to groups that may be large and/or include high-level decision-makers.
		• Adapts communication method to be appropriate for the situation.	• Adapts communication method to be appropriate for the situation; tailors communication style to match the intended audience.	• Tailors communication method and style to be appropriate for the situation, intended audience, and type of information; changes communication strategy “on the fly” in response to the situation and/or audience feedback.

Quality Focus

Conduct timely reviews of products, services, or processes to evaluate quality or performance.

AWARENESS	BASIC	INTERMEDIATE	ADVANCED	EXPERT
• Compares products and services to explicit requirements and/or instructions, and corrects errors.	• Compares products and services to requirements and organizational standards for quality; corrects errors, omissions, and other deficiencies.	• Compares products and services to requirements, organizational standards for quality, and product specifications; corrects errors, omissions, and other deficiencies in a timely manner.	• Efficiently compares products and services to requirements and organizational standards for quality; reviews the work of others to correct errors and to ensure and/or improve quality.	• Efficiently compares products and services to requirements and organizational standards for quality; reviews the work of others to correct errors and ensure that the work is high quality and meets and/or exceeds customer needs and requirements.
• Operates within, and correctly applies, procedures for quality control.	• Makes suggestions for improving procedures for quality control, while operating within, and correctly applying, existing guidelines.	• Participates in the design and implementation of processes to improve quality control and organizational efficiency.	• Leads in the design and implementation of processes to improve quality control and organizational efficiency.	• Drives the quality control process to ensure that processes are in place to evaluate the quality of work of self and others, and to improve overall organizational efficiency.
	• Maintains attention to work quality while meeting deadlines and commitments.	• Maintains a primary focus on work quality while achieving deadlines and commitments.	• Maintains a primary focus on work quality while achieving deadlines and commitments, even in unanticipated or difficult situations.	• Serves as a mentor for others in maintaining focus on high work quality while achieving deadlines and commitments, especially in unanticipated or difficult situations.
	• Produces quality products in a timely manner.	• Evaluates products and services for completeness and quality prior to dissemination; produces quality products in a timely manner.	• Conducts evaluations to ensure the continual improvement of products and services; produces quality products in a timely manner.	• Conducts evaluations to ensure that products and services are continually improved and are compatible with customer needs; produces high-quality products in a timely manner, in consideration of deadlines.