

Suggested Program/Management Analysis (GS-343) Competency Model

[Note: This competency model framework allows for the development of a customized GS-0343 competency model using technical competencies suggested by the National Institutes of Health (NIH) and NOAA foundational competencies.]

This suggested competency model is designed to help you select the most applicable competencies to your position. Every position has unique requirements; most positions in a job series have similar technical competencies, but the general competencies will vary.

Each competency in this model includes a **definition** and **key behaviors**. The definition provides clarity about what is meant by the name of the competency. The key behaviors are examples of observable actions that one might demonstrate with this competency.

Step 1: Identify Technical Competencies Applicable to Your Position

The competencies listed below are the suggested competencies for individuals working in the Program/Management Analysis job function:

1. Legislation, Policy and Procedure Research Competency

Legislation, Policy and Procedure Research: understands, researches and analyzes legislation, regulations, policies, and/or processes in order to provide an organization with a consistent, well-defined infrastructure.

Key Behaviors:

- Researches current legislation/standards/policies/procedures, utilizing all available resources
- Gathers and benchmarks information with key stakeholders
- Writes and edits standards/policies/procedures documents and manuals
- Analyzes and implements standards/policies/procedures
- Demonstrates knowledge of the legislative process
- Plans, evaluates, analyzes, develops and recommends changes and revisions to organizational policies and procedures caused by new legislation

2. Management Analysis Competency

Conducts research and solves organizational inefficiencies to increase the effectiveness of the organization.

Key Behaviors:

- Understands management and organizational principles pertaining to areas of responsibility (e.g., delegations of authority, administrative procedures) in order to plan and conduct complex studies to assess organizational operations
- Identifies sources of information/data for a wide variety of problems and needs
- Accurately interprets study results
- Identifies and gathers necessary and accurate information needed (via case studies, etc.) to clarify an issue or make a decision
- Assesses problems accurately, and arrives at solutions that improve the efficiency and effectiveness of resources and operations
- Conducts benchmarking and best practices research

3. Process Management Competency

Process Management: develops and monitors processes and organizes resources to achieve desired results.

Key Behaviors:

- Evaluates efficiency and effectiveness of resource utilization and results accomplishment
- Establishes clear, well-defined processes necessary to achieve the desired outcomes
- Organizes people and activities to accomplish results
- Identifies and addresses process problems promptly
- Delineates complex processes into more simple tasks and functions
- Creates a work flow that effectively coordinates and integrates tasks and functions
- Identifies and takes advantage of opportunities to accomplish multiple objectives and obtain synergies through process development and management
- Effectively communicates and coordinates with other stakeholders in the process

Step 2: Identify Non-technical Competencies Applicable to Your Position

NOAA Foundational Competencies

Foundational competencies are the knowledge and skills important across all occupations in an organization.

Knowledges:

1. Bureau-specific mission, vision, goals and values – Knowledge of the mission, vision, goals, and values that drive the organization and influence all organizational decision-making processes.
2. Bureau-specific policies and procedures – Knowledge of the policies and procedures for conducting business, and developing products and services, considering stewardship of public resources.
3. Standards of ethical conduct for U.S. Government employees – Knowledge of the standards for ethical conduct for Federal employees.

Skills:

4. Coordination – Facilitate effective work processes by ensuring that roles and responsibilities are understood, synchronizing activities with others, and recommending process improvements.
5. Information Gathering – Gather information from all applicable sources, such as subject matter experts, organizational representatives, Standard Operating Procedures (SOPs), manuals, other employee guidance, books, and the Internet and intranet.
6. 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.
7. Leveraging Diversity – Respect, understand, and value individual differences to achieve the vision and mission of the organization; hold self and others accountable for achieving results that embody the principles of diversity; leverage the talents of all employees, customers, stakeholders, and other constituents to achieve business and maximum effectiveness.

8. 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.
9. Partnering – Develop networks and build alliances with customers, vendors, and other partners to meet mission requirements and provide services and products by collaborating across boundaries.
10. 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.
11. Quality Focus – Conduct timely reviews of products, services, or processes to evaluate quality or performance.
12. Teamwork – Work with others to achieve goals; facilitate cooperation, trust, and group identity; foster commitment and team spirit; manage and resolve conflicts.
13. Written Communication – Compose written materials in a succinct and organized manner; use correct English grammar, punctuation, and spelling; produce written information, which may include