



**National Institutes of Health
Competency Model**

**GS-1101 Grants Management
Occupation Competency Model**



Grants Management Competency Model		
Competency	Definition	Key Behaviors
Financial Management	Acquires and applies critical financial concepts and practices, based upon a thorough understanding of the Federal Government	<ul style="list-style-type: none"> Establishes and maintains realistic budgets Draws accurate conclusions from financial information Uses financial and other quantitative information to manage resources provided for a project Interprets and analyzes the meaning and implications of key financial indicators Understands overall financial performance of the organization and the resulting capacity to manage supported projects Uses financial analysis to evaluate strategic options and opportunities and recommend effective and practical alternatives
Grants Administration	Administers grants and cooperative agreements, applying knowledge of organizational needs and deadlines	<ul style="list-style-type: none"> Understands and executes the various stages of the grant lifecycle including pre-award review, grant progress monitoring, and award closure Recognizes factors that influence the grants process Completes steps involved in the solicitation process Coordinates actions with program officials regarding administrative and programmatic issues Develops guidelines for handling and/or adhering to grant changes Determines when a grantee should be referred to enforcement actions Communicates expectations and reinforces requirements with grantees Leads activities to ensure grantee compliance with the established grant Analyzes requested budgets and determines awarded budgets
Procedural and Regulatory Compliance Management	Maintains standards and adheres to regulatory guidelines and requirements with regard to processes and procedures	<ul style="list-style-type: none"> Applies comprehensive knowledge of occupation-specific policies, legislative processes, authorization laws, procedures and regulations Analyzes, understands and complies with existing and new regulations, policies, laws and guidelines Analyzes and evaluates existing policies, procedures, and internal controls to ensure compliance with Federal requirements



Competency	Definition	Key Behaviors
Process Management	Develops and monitors processes and organizes resources to achieve desired results	<ul style="list-style-type: none">• Evaluates efficiency and effectiveness of resources 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 an effective 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
Quantitative Analysis	Examines and evaluates numerical data to manage and achieve results	<ul style="list-style-type: none">• Analyzes data in order to make comparisons and draw conclusions• Uses established data analysis models and tools for analyzing quantitative data• Identifies cause and effect relationships to solve complex problems for the organization• Gathers and interprets pertinent data from a variety of sources and identifies trends available through regular channels and alternative sources



Proficiency Scale

Score	Proficiency Level	Description
N/A	Not Applicable	You are not required to apply or demonstrate this competency. This competency is not applicable to your position.
0	Not Demonstrated	You have not demonstrated this competency and likely have not had related training or experience.
1	Baseline (theoretical knowledge)	Shows basic knowledge and understanding sufficient to handle routine tasks. Focus is on learning. <ul style="list-style-type: none"> • You are training or on-the-job training; beginning to develop this competency and have completed formal • You understand and can discuss terminology, concepts, principles, and issues related to this competency; • You utilize the full range of reference and resource materials in this competency.
2	Progressing (limited practical application and experience)	Has depth/breadth of knowledge to handle non-routine situations. Begins to take initiative. Focus is on applying and enhancing knowledge or skill. <ul style="list-style-type: none"> • You have applied this competency in occasional situations and still require minimal guidance to perform successfully; • You understand and can discuss the application and implications of changes to processes, policies, and procedures in this area.
3	Proficient (practical application and experience)	An expert who can handle broad organizational/professional issues; works independently; has long-term perspective; coaches, guides and empowers others. <ul style="list-style-type: none"> • You have consistently provided practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented; • You are capable of coaching others in the application of this competency by translating complex nuances relating to this competency into easy to understand terms; • You participate in senior level discussions regarding this competency; • You assist in the development of reference and resource materials in this competency.
4	Master (recognized thought leader)	An expert whose advice is sought out by administrative staff in other NIH offices or in other OPdivs; shapes the organization/profession; is visionary; focus is strategic; copes with the unknown. <ul style="list-style-type: none"> • You have demonstrated consistent excellence in applying this competency across multiple projects and/or organizations; • You are considered the “go to” person in this area from within NIH and/or outside the OPDIV; • You create new applications for and/or lead the development of reference and resource materials for this competency; • You are able to diagram or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understanding among internal and external colleagues and constituents.