



**National Institutes of Health
Competency Model**

**GS-2210 Information Technology
Management
Occupation Competency Model**



Information Technology Management Competency Model

Competency	Definition	Key Behaviors
Information Technology (IT) Adeptness	Possesses the ability to learn new technologies and the aptitude to understand IT concepts	<ul style="list-style-type: none"> • Grasps the “how and why” of information technology and its opportunities and limitations • Shares information learned at conferences, seminars, and training on new tools and technologies • Enhances knowledge and capabilities by engaging in discussions with other IT professionals
Information Technology Awareness	Keeps up to date with trends and changes in the technology market that are relevant to one’s area of professional expertise	<ul style="list-style-type: none"> • Possesses knowledge of developments and new applications of information technology (e.g., hardware, software, telecommunications, etc.), their relevance to business processes, and application and implementation of information systems to meet organizational requirements • Gathers key information regarding new and emerging technologies from various sources • Participates in IT communities and organizations to stay current in area of expertise
Information Technology Expertise	Able to use the technologies needed to perform in one’s IT-specific area and understands the technologies of importance to NIH Institutes	<ul style="list-style-type: none"> • Demonstrates knowledge and skillfulness in area of expertise • Understands organizational objectives and goals and how to leverage area of expertise to meet them • Applies information technology in complex and sustained situations • Transfers technical knowledge to others in the organization • Defines and implements processes for researching, exchanging and applying IT information and knowledge within the organization



Competency	Definition	Key Behaviors
<p>Information Technology Legislative Requirements</p>	<p>Understands and applies comprehensive knowledge of government IT laws, regulations, policies and procedures</p>	<ul style="list-style-type: none"> • Analyzes, comprehends and complies with regulations and guidelines (e.g., Security requirements, Federal Information Processing Standards (FIPS), Privacy Act, etc.) , adapts them to one's particular area of IT • Informs, advises and educates others regarding IT laws, regulations, policies and procedures
<p>Project Management</p>	<p>Creates and maintains an environment that guides a project to its successful completion</p>	<ul style="list-style-type: none"> • Executes project start-up and planning activities • Defines and manages schedules, budgets and resources to accomplish project objectives and reports on project progress • Identifies and manages scope, risks and quality throughout the project lifecycle • Identifies and partners with stakeholders to develop and implement change management plans • Communicates effectively with project team and stakeholders • Evaluates project success and documents lessons learned to apply to future projects
<p>Technical Information Communication</p>	<p>Communicates technical information in a manner consistent with the level of the target audience</p>	<ul style="list-style-type: none"> • Assesses the parties with whom you are communicating for their level of technical literacy or understanding • Defines any key concepts or terms using concise, understandable terminology • Uses appropriate terminology to accurately and succinctly describe processes, procedures and methodology. • Applies standard techniques to accurately document customer issues and operating procedures to identify and reduce performance or quality-related problems • Tailors communication style to avoid misunderstandings in technical discussions • Understands the impact of changes and communicates appropriately



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.