



**National Institutes of Health
Competency Model**

**GS-301 General Administration
Occupation Competency Model**



General Administration Competency Model		
Competency	Definition	Key Behaviors
Administrative Support	<p>Performs and facilitates execution of administrative activities and procedures for the operation of an office or facility.</p>	<ul style="list-style-type: none"> • Serves as a trusted partner providing support on administrative and business management matters/activities • Manages office/facility repositories and record keeping systems for storage, tracking and retrieval of information and materials • Prepares and/or updates reports, correspondence and other documents • Manages correspondence and communicates organizational information to appropriate parties as required • Coordinates planning and/or scheduling of meetings and events • Utilizes and stays current on available technology and office equipment • Monitors and recommends methods for improvement of office/facility procedures and functions
Internal Resource Management	<p>Identifies, selects and coordinates relevant resources to deliver solutions</p>	<ul style="list-style-type: none"> • Articulates the functions and objectives of the organization and the relationship between own office and the larger organization • Applies knowledge of organization to define requirements and acquire resources • Develops realistic and manageable budgets based on organizational goals, objectives, and priorities • Tracks and evaluates organizational budget, inventory, space, purchasing and personnel activities • Prepares and administers contracts and monitors contract performance • Optimizes processes by coordinating interactions across the organization • Builds and leverages networks to work across the organization and achieve results
Policy and Procedure Awareness, Development and Implementation	<p>Compiles and analyzes regulations, policies, and processes in order to provide NIH communities with a consistent, well-defined infrastructure</p>	<ul style="list-style-type: none"> • Researches current standards/policies/procedures, utilizing all available resources • Gathers and benchmarks information with key stakeholders • Interprets, develops, and communicates standards/policies/procedures • Implements standards/policies/procedures and monitors compliance



Competency	Definition	Key Behaviors
Project/Program Administration	Completes procedures, documents, forms, reports and budgets that are essential to the day-to-day operations of a group, project, or program	<ul style="list-style-type: none">• Completes project documents and tasks• Adheres to policies and procedures, including timeframes, for all milestones and requirements• Keeps managers aware of the status of projects being managed, including timeframes and document requirements, and key operational issues through formal and informal communications (e.g., status reports, e-mails, updates at meetings)• Recommends changes to forms, documents, procedures, policies, etc., that will increase the effectiveness of the project area• Answers and/or researches project-related questions
Qualitative/Quantitative Analysis	Examines and evaluates 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 qualitative or 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.