

**IBC GS-0343 Management and/or Program Analyst Cluster
(Management Analyst, Program Analyst, and Management & Program Analyst)
Final**

Approved by the Competency Model Review Board 06/01/15

Competency	Definition	Proficiency Level			Remarks
Analytical Thinking	Able to breakdown raw information and undefined problems into specific, workable components that, in turn, clearly identify the issues at hand. Makes logical conclusions, anticipates obstacles, and considers different approaches that are relevant to the decision making process.	<u>GS-5-10</u> 3	<u>GS-11-13</u> 4	<u>GS-14-15</u> 5	
Creative Thinking	Develops new insights into situations and applies innovative solutions to make organizational improvements; designs and implements new or cutting-edge programs/processes.	<u>GS-5-10</u> 3	<u>GS-11-13</u> 4	<u>GS-14-15</u> 5	

Competency	Definition	Proficiency Level	Remarks
Decision Making	Makes sound, well informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations to accomplish organizational goals; causes change.	<u>GS-5-10</u> <u>GS-11-13</u> <u>GS-14-15</u> 3 4 5	
Legal, Government, & Jurisprudence	Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.	<u>GS-5-10</u> <u>GS-11-13</u> <u>GS-14-15</u> 3 4 5	
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.	<u>GS-5-10</u> <u>GS-11-13</u> <u>GS-14-15</u> 3 4 5	

Competency	Definition	Proficiency Level	Remarks						
Planning and Evaluating	Determines objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities.	<table border="1"> <tr> <td data-bbox="913 300 1066 332"><u>GS-5-10</u></td> <td data-bbox="1066 300 1220 332"><u>GS-11-13</u></td> <td data-bbox="1220 300 1373 332"><u>GS-14-15</u></td> </tr> <tr> <td data-bbox="913 365 1066 397">3</td> <td data-bbox="1066 365 1220 397">4</td> <td data-bbox="1220 365 1373 397">5</td> </tr> </table>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>	3	4	5	
<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>							
3	4	5							
Technical - Management / Program Analysis	Researches, analyzes, evaluates and advises management on the effectiveness of an organization and its mission, programs, functions, policies, objectives, management principles and processes.	<table border="1"> <tr> <td data-bbox="913 630 1066 662"><u>GS-5-10</u></td> <td data-bbox="1066 630 1220 662"><u>GS-11-13</u></td> <td data-bbox="1220 630 1373 662"><u>GS-14-15</u></td> </tr> <tr> <td data-bbox="913 695 1066 727">3</td> <td data-bbox="1066 695 1220 727">4</td> <td data-bbox="1220 695 1373 727">5</td> </tr> </table>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>	3	4	5	<p>Includes work related to:</p> <ul style="list-style-type: none"> - quantitative analysis - qualitative analysis - statistical analysis - cost benefit analysis - research & analysis - process management - organizational efficiency - metrics - internal controls - organizational reporting - administrative procedure management -financial management -program management -management of information through systems
<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>							
3	4	5							

Proficiency Level Definitions:

1 = Awareness: Applies the competency in the simplest situations; requires close and extensive guidance; demonstrates awareness of concepts and processes.

2 = Basic: Applies the competency in somewhat difficult situations; requires frequent guidance; demonstrates familiarity with concepts and processes.

3 = Intermediate: Applies the competency in difficult situations; requires occasional guidance; demonstrates understanding of the concepts and processes.

4 = Advanced: Applies the competency in considerably difficult situations; generally requires little or no guidance; demonstrates broad understanding of concepts and processes.

5 = Expert: Applies the competency in exceptionally difficult situations; serves as a key resource and advises others; demonstrates comprehensive expert understanding of concepts and processes.