---Budget Analyst (GS-0560) Competency Model---

KNOWLEDGE

Bureau-specific mission, vision, goals, and values
Bureau-specific policies and procedures
Standards of ethical conduct for U.S. Government employees
How business organizations function, including relationships between operations and resources
General concepts, principles, and terminology related to budgeting and accounting
Budget processes (planning, formulation, execution) at the Federal (incl. Congressional) level
Budget processes (planning, formulation, execution) at the DOC and DOC-bureau levels
Bureau financial management systems, including systems for fund allocation, control, and reporting
Assigned program and account areas, including constituent interests and current issues

SKILL   DEFINITION

Analytical Ability   *The ability to think through all facets of an issue, problem, or situation, particularly with financial/budget data, trends, and projections, in order to recommend a course of action.*

1. Approaches issues, problems, or situations from all possible perspectives.
2. Able to apply logic when examining an issue.
3. Identifies additional information needed to assess the situation.
4. Able to identify relationships between financial/budget data.
5. Makes reasonable inferences or draws accurate conclusions from data analyzed.
6. Evaluate the effectiveness of process and procedures for analysis.
7. Develops and applies new metrics/measures when necessary.
8. Develops and applies new analytical techniques when necessary.

Attention To Detail   *Is thorough and conscientious when performing work-related tasks.*

1. Ensures that worksheets are correctly formatted and linked.
2. Identifies and carefully examines calculations, formatting, parameters, and other financial/budget data.

Coordination   *Works cooperatively to ensure roles and responsibilitiesareunderstood, activities are synchronized with others, and process improvements are discussed.*

1. Participate in setting goals that are consistent with organizational priorities.
2. Plan work activities to complete assignments in an effective and efficient manner.
3. Manage activities to avoid conflicts, meet established deadlines, and achieve objectives.
4. Adjust plans, activities, or priorities to adapt to changing situations.
5. Communicate responsibilities and accountabilities to others.
6. Synchronize schedules and activities with others.
7. Inform supervisor of project status, problems, and significant developments.
8. Organize meetings and other activities (e.g., conference calls, visits) for internal and external personnel.

Information Gathering   *Gather information to satisfy overall job requirements 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.*

1. Select the best collection methods to acquire required information.
2. Research various sources for required information.
3. Identify information to satisfy requirements.
4. Gather information needed for completion of job or tasking.
5. Attend briefings and meetings to obtain information.
6. Consult with internal and external experts to acquire or clarify information.
7. Evaluate the suitability, relevance, and currency of information resources.
8. Document sources of information.

Information Technology Applications   *Knowledge of and/or ability to effectively use information technology applications (including web-based software) required to perform job functions.*

1. Effectively uses information technology applications/systems.

Judgment and Decision-Making   *Makes sound, well-informed and objective decisions; perceive the impact and implications of decisions; commits to action to accomplish organizational goals.*

1. Make sound decisions based on an analysis of the available information.
2. Consider the relative costs and benefits of potential actions.
3. Anticipate obstacles and the likely consequences of actions.
4. Defer a decision to the next higher level when necessary.
5. Present recommendation to higher levels when necessary.
6. Consider both long- and short-term implications of decisions.
7. Monitor progress and outcomes of decisions.

Leveraging   *Respect, understand and value individual differences to*
Diversity   *achieve the vision and mission of the organization; hold self and others*
                        accountable for achieving results that embody the principles of diversity;
                        use the talents of all employees, customers, stakeholders, and other
                        constituents to achieve business and maximum effectiveness.

1. Elicit multiple viewpoints to improve the quality of products and services.

2. Consider diverse perspectives in interacting with others.

3. Respect the opinions and perspectives of a diverse set of employees, customers, stakeholders, and other constituents when creating products and/or rendering services.

4. Maintain accountability for considering individual differences in achieving results.

Oral   *Speak to individuals or groups effectively, taking into account the*
Communication   *audience and nature of the information; listen to others, attend to*
                        nonverbal cues, and respond appropriately.

1. Use oral communication methods (e.g., phone, in person, meetings) appropriate to the situation.

2. Listen to the viewpoints of others.

3. Communicate complex information and data in simple terms.

4. Conduct briefings that are tailored to the intended audience, context, and needs.

5. Facilitate meetings, discussions, and other group situations.

6. Ask questions as appropriate to understand the points being made by others.

7. Ask questions to assess the audiences' level of understanding.

8. Respond to feedback from others to change communication accordingly.

9. Provide information to meet partner needs and constraints.

Partnering   *Develop networks and build alliances with customers, vendors, and/or*
                        other partners to meet mission requirements and provide services and
                        products by collaborating across boundaries.

1. Build cooperative working relationships

2. Manage partner expectations by providing realistic information and estimates.

3. Tailor products and services to meet unique or specific partner requirements (e.g., format, classification, medium, timeliness, distribution).

4. Coordinate with partners in preparation for joint activities or events.

5. Solicit partner feedback to improve products and services.

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.*

1. Analyze information and trends to anticipate or identify problems.
2. Examine multiple data sources to determine root cause(s) of a problem.
3. Analyze complex problems, breaking them into manageable parts.
4. Generate alternative solutions and methods.
5. Solicit input from others.
6. Resolve complaints with partners.
7. Evaluate alternative solutions to determine the best option.
8. Produce solutions in a timely manner.
9. Justify problem resolution strategy.

Quality Focus *Conducts reviews of products, services, or processes to evaluate quality or performance.*

1. Analyze services and deliverables for completeness and accuracy.
2. Compare information with previous work for consistency and quality control.
3. Compare quality of deliverable and/or service to requirement.
4. Evaluate deliverables and services for continual improvement, quality, and/or timeliness.
5. Examine deliverable for compatibility with customer needs.
6. Review deliverables for completeness within established deadlines and other constraints.
7. Review instructions/procedures (e.g., SOPs, manuals) to ensure compliance with requirements.
8. Recommend process improvements to decision makers (e.g., management, project leads, technical experts).
9. Certify accuracy and completeness of information entered into budgeting/financial management systems.

Self Management *Sets well-defined and realistic goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with appropriate supervision.*

1. Sets well-defined and realistic goals and objectives for each work assignment.
2. Works efficiently, seeking guidance and asking questions when necessary.
3. Reprioritizes tasks as subsequent work is assigned, or as priorities are adjusted.
4. Takes action to renegotiate deadlines in the face of competing priorities.
5. Work products are accurate and completed in a timely manner.

Stress Tolerance   *Deals effectively and efficiently with high-stress situations (e.g., tight deadlines, emotional situations).*

1. Focuses on task at hand in the presence of distractions.
2. Able to manage environmental stressors.
3. Ability to respond to unexpected, quick turn-around, high-visibility, high-priority tasks.
4. Ability to respond in the face of changing guidance.

Teamwork   *Work with others to achieve goals; facilitate cooperation, trust, and group identity; foster commitment and team spirit; manage and resolve conflicts.*

1. Cooperate with team members to achieve goals.
2. Contribute input to ongoing group activities and processes.
3. Demonstrate respect and courtesy for other team members.
4. Foster an organizational environment where team members support one another.
5. Manage conflicts in a constructive manner to achieve productive resolutions.
6. Facilitate cooperation, trust, and group identity among team members.

Written Communications   *Compose written materials in a succinct and organized manner; use correct English grammar, punctuation, and spelling; produce written information, including technical material, which is appropriate for the intended audience.*

1. Compose written materials (e.g., emails, memoranda, documents) in a succinct and organized manner.
2. Edit documents for grammar, punctuation, spelling, format, style, organization, and flow.
3. Tailor writing style to the intended audience.
4. Review correspondence (e.g., fax, messages, reports) to ensure information is accurate.
5. Document job-related and administrative procedures to ensure consistent application in performance of tasks.
6. Document and disseminate results and outcomes of meetings and discussions.
7. Prepare budget documents for internal and external audiences.