



National Institutes of Health

Competency Model

GS - 560 Budget Analysis

Occupation Competency Model



Budget Analysis Competency Model		
Competency	Definition	Key Behaviors
Budget Calculation	Compiles, analyzes and summarizes probable financial income and expenditures over a specific period, as well as allocates funds for a specific purpose within a given time frame	<ul style="list-style-type: none"> • Discusses the purposes and benefits of budgeting • Explains the planning and control functions of revenue budgeting • Applies strategies to analyze financial statements and uses related information in budget preparation • Uses guidelines for establishing effective budget objectives • Demonstrates knowledge of various types of budgets • Identifies the appropriate budgeting strategies for a variety of situations • Explains complex budgeting calculations (i.e. pricing indexes)
Federal Budget Process	Understands the Federal Budget process, including budget formulation, presentation and execution	<ul style="list-style-type: none"> • Understands the hierarchy of financial authority within the Federal Government • Possesses knowledge of current laws, regulations and guidance affecting the Federal budget process • Uses written strategic business plans to support financial assumptions • Uses forecasting and historical data to prepare detailed financial plans • Presents the financial planning/budgeting process and/or financial model to a variety of audiences (i.e. co-workers, new employees, Congress)
Financial Data Analysis	Analyzes quantitative and qualitative financial data effectively to manage and achieve results, and identifies organizational trends through a variety of sources	<ul style="list-style-type: none"> • Analyzes financial data in order to make comparisons, draw conclusions, and make decisions • Uses established financial models and tools for analyzing quantitative and qualitative data • Identifies key performance issues and establishes cause and effect relationships to solve complex financial problems for the organization



Competency	Definition	Key Behaviors
<p>Financial Management</p>	<p>Acquires and applies critical financial concepts and practices, based upon a thorough understanding of the Federal Government</p>	<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 the organization • Interprets and analyzes the meaning and implications of key financial indicators • Understands overall financial performance of the organization • Uses financial analysis to evaluate strategic options and opportunities
<p>Organizational Forecasting</p>	<p>Develops models or projections based on studying past results, relationships, outcomes and data</p>	<ul style="list-style-type: none"> • Reviews information and data being used to generate forecasts • Conducts analysis utilizing various forecasting tools and methodologies to assess actual performance and quantify risks • Reviews forecasts for accuracy • Prepares forecasting reports/communications and disseminates them to various stakeholder groups as required
<p>Process Management</p>	<p>Develops and monitors processes and organizes resources to achieve desired results</p>	<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

Proficiency Scale

Score	Proficiency Level	Description
1	Fundamental Awareness (basic knowledge)	<p>You have a common knowledge or an understanding of basic techniques and concepts.</p> <ul style="list-style-type: none"> • Focus is on learning.
2	Novice (limited experience)	<p>You have the level of experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. You are expected to need help when performing this skill.</p> <ul style="list-style-type: none"> • Focus is on developing through on-the-job experience; • 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.
3	Intermediate (practical application)	<p>You are able to successfully complete tasks in this competency as requested. Help from an expert may be required from time to time, but you can usually perform the skill independently.</p> <ul style="list-style-type: none"> • Focus is on applying and enhancing knowledge or skill; • You have applied this competency to situations occasionally while needing minimal guidance to perform successfully; • You understand and can discuss the application and implications of changes to processes, policies, and procedures in this area.
4	Advanced (applied theory)	<p>You can perform the actions associated with this skill without assistance. You are certainly recognized within your immediate organization as "a person to ask" when difficult questions arise regarding this skill.</p> <ul style="list-style-type: none"> • Focus is on broad organizational/professional issues; • 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.
5	Expert (recognized authority)	<p>You are known as an expert in this area. You can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.</p> <ul style="list-style-type: none"> • Focus is strategic; • 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 within NIH and/or outside organizations; • 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.