

## GS-1015 Museum Curator Competency Report

U.S. Department of the Interior

Office of Human Capital

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### **Museum Curator Competency Model Study Summary**

The DOI Office of Human Capital (OHC) conducted a comprehensive study to identify the critical competencies and tasks for successful performance of Museum Curator work across the Department. OHC worked with Museum Curator subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI Museum Curator professionals and the knowledge, skills, and abilities required to perform that work.

The study involved a variation of the U.S. Office of Personnel Management's Multipurpose Occupational Systems Analysis Inventory – Closed-Ended (MOSAIC) method for gathering and analyzing information about work. The MOSAIC approach has been utilized to study and describe work performed within the Federal Government for over 25 years. The study included a wide-ranging literature review to build lists of tasks and competencies used to describe Museum Curator work across the Department. Next, focus groups with DOI Museum Curator subject matter experts were held to ensure these lists were complete and accurately represented the job. A trained job analyst also linked each task to competencies to confirm they were required to perform the work. DOI Museum Curator professionals rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, Museum Curator subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of Museum Curator tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development. This work provides DOI with current, validated information that can be used to ensure its Museum Curator workforce has the tools to meet future challenges.

**Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.**

**Table 1: General Competencies by Grade<sup>1</sup>**

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions across the Museum Curator occupational series included in this study at the grade levels listed below.

GS-7	GS-9	GS-11	GS-12
<ul style="list-style-type: none"> <li>• <i>Attention to Detail</i></li> <li>• <i>Collaboration</i></li> <li>• <i>Continual Learning</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Resilience</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• <i>Conflict Management</i></li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• <i>Creative Thinking</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Digital Collaboration</i></li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• <i>Oral Communication (2)</i></li> <li>• <i>Planning and Evaluation</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• Resilience</li> <li>• <i>Self-Management</i></li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Creative Thinking</li> <li>• Decision Making</li> <li>• Digital Collaboration</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• <i>Leadership</i></li> <li>• Oral Communication (2)</li> <li>• Planning and Evaluation</li> <li>• Problem Solving</li> <li>• <i>Project Management (2)</i></li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• <i>Stakeholder Engagement</i></li> <li>• <i>Teaching Others</i></li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Creative Thinking</li> <li>• Decision Making</li> <li>• Digital Collaboration</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Leadership</li> <li>• Oral Communication (2)</li> <li>• Planning and Evaluation</li> <li>• Problem Solving</li> <li>• Project Management (2)</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Stakeholder Engagement</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>

<sup>1</sup> Italics represent the lowest grade at which the competency appears.

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GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Creative Thinking</li> <li>• Decision Making</li> <li>• Digital Collaboration</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Leadership</li> <li>• Oral Communication (2)</li> <li>• Planning and Evaluation</li> <li>• Problem Solving</li> <li>• Project Management (2)</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Stakeholder Engagement</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Creative Thinking</li> <li>• Decision Making</li> <li>• Digital Collaboration</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Leadership</li> <li>• Oral Communication (2)</li> <li>• Planning and Evaluation</li> <li>• Problem Solving</li> <li>• Project Management (2)</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Stakeholder Engagement</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Collaboration</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Creative Thinking</li> <li>• Decision Making</li> <li>• Digital Collaboration</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Leadership</li> <li>• Oral Communication (2)</li> <li>• Planning and Evaluation</li> <li>• Problem Solving</li> <li>• Project Management (2)</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Stakeholder Engagement</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>

**Table 2: Required Proficiency Levels by Grade Level****Proficiency Level Scale Definitions**

<b>Proficiency Level</b>	<b>General Competencies</b>	<b>Technical Competencies</b>
5 = Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive expert understanding of concepts and processes</li> </ul>
4 = Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
3 = Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
2 = Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>
1 = Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>

**Table 2: Required Proficiency Levels of General Competencies<sup>2</sup>**

	<b>GS-7</b>	<b>GS-9</b>	<b>GS-11</b>	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Attention to Detail	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
Collaboration	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Conflict management		<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>
Continual Learning	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
Customer Service	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Creative Thinking		<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Decision Making		<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Digital Collaboration		<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Flexibility	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
Information Management	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Integrity/Honesty	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
Interpersonal Skills	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Leadership			<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Oral Communication (2)		<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Planning and Evaluating		<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>
Problem Solving		<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>
Project Management (2)			<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Reasoning		<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Resilience	<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Self-Management		<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Stakeholder Engagement		<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Teaching Others			<b>3</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
Teamwork	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Technical Competence	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Writing	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

<sup>2</sup> Bolded competencies are validated for use for assessment and selection purposes.

**Table 3: Behavioral Examples for Competencies**

Competency Name	Definitions
<b>Attention to Detail</b>	<p><b>Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets the standards for the quality of the work completed for the organization</i></li> <li>• <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i></li> <li>• <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i></li> <li>• <i>Independently completes thorough and accurate work</i></li> </ul>
<b>Collaboration</b>	<p><b>The act of working together with people or organizations with varied interests to achieve the common goals or solutions of the interested parties.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates the ability to work together with people or organizations with varied interests</i></li> <li>• <i>Effectively achieved common goals or solutions while working towards a common goal</i></li> <li>• <i>Worked as a team member and/or partner to effectively complete a task</i></li> </ul>
<b>Conflict Management</b>	<p><b>Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.</b></p> <ul style="list-style-type: none"> <li>• <i>Ensures disagreements between two or more parties remain civil</i></li> <li>• <i>Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties</i></li> <li>• <i>Addresses grievances or disagreements and brokers accord and respect</i></li> </ul>
<b>Continual Learning</b>	<p><b>Assesses and recognizes own strengths and weaknesses; pursues self-development.</b></p> <ul style="list-style-type: none"> <li>• <i>Takes honest inventory of own strengths and weaknesses</i></li> <li>• <i>Identifies personal skill gaps or areas for development</i></li> <li>• <i>Actively identifies and pursues training or developmental opportunities</i></li> <li>• <i>Seeks out feedback from others on performance</i></li> <li>• <i>Displays a desire to learn new things or new ways of accomplishing tasks</i></li> </ul>
<b>Customer Service</b>	<p><b>Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.</b></p> <ul style="list-style-type: none"> <li>• <i>Commits to serving the public and understands their advisory role</i></li> <li>• <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i></li> <li>• <i>Understands diverse customer groups, their perspectives, issues and needs</i></li> <li>• <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i></li> <li>• <i>Identifies and develops metrics to assess customer service satisfaction</i></li> <li>• <i>Continuously improves products and services</i></li> <li>• <i>Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits</i></li> </ul>



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<b>Creative Thinking</b>	<p><b>Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</b></p> <ul style="list-style-type: none"> <li>• <i>Creates a work environment that encourages creative thinking and innovation</i></li> <li>• <i>Explores new ideas, methodologies, and alternatives to reach outcomes</i></li> <li>• <i>Introduces new concepts or strategies that significantly improve or revise the way work is performed</i></li> <li>• <i>Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches</i></li> <li>• <i>Combines ideas in unique ways or makes connections between disparate ideas</i></li> </ul>
<b>Decision Making</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i></li> <li>• <i>Weighs the pros and cons of potential decisions before choosing which actions to take</i></li> <li>• <i>Commits to determining the best alternatives and evaluating their impact on work products</i></li> <li>• <i>Uses sound methodology in reaching conclusions</i></li> </ul>
<b>Digitization Collaboration</b>	<p><b>Uses digital tools, technologies, or social media for communication, knowledge-sharing, and collaborative processes; works with others to construct and create resources and knowledge, or provide services, in a digital environment.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates the ability to work together with people or organizations in a digital environment</i></li> <li>• <i>Effectively achieved common goals or solutions while working towards a common goal</i></li> <li>• <i>Worked as a team member and/or partner to effectively complete a task</i></li> <li>• <i>Collaboratively uses tools, resources, and knowledge to provide services in a digital environment</i></li> </ul>
<b>Flexibility</b>	<p><b>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</b></p> <ul style="list-style-type: none"> <li>• <i>Effectively adjusts strategies or course of action in response to changing conditions</i></li> <li>• <i>Makes quality decisions when faced with ambiguous situations</i></li> <li>• <i>Is willing to incorporate new information into decision making process</i></li> <li>• <i>Adapts behavior to overcome challenges</i></li> </ul>

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<b>Information Management</b>	<p><b>Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates an understanding of where and how data or other information are maintained</i></li> <li>• <i>Shows familiarity with the information management systems of the organization</i></li> <li>• <i>Effectively searches for and finds appropriate information to address the needs of a project</i></li> <li>• <i>Uses discretion when handling sensitive content</i></li> </ul>
<b>Integrity/Honesty</b>	<p><b>Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.</b></p> <ul style="list-style-type: none"> <li>• <i>Takes pride in exhibiting personal and organizational integrity and honesty</i></li> <li>• <i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i></li> <li>• <i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i></li> </ul>
<b>Interpersonal Skills</b>	<p><b>Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.</b></p> <ul style="list-style-type: none"> <li>• <i>Shows respect for the values and ideas of others, even when not agreeing with them</i></li> <li>• <i>Empathizes with the concerns of others</i></li> <li>• <i>Demonstrates tact and courtesy when interacting with associates</i></li> <li>• <i>Is proactive in defusing arguments among peers</i></li> <li>• <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i></li> <li>• <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i></li> </ul>
<b>Leadership</b>	<p><b>Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.</b></p> <ul style="list-style-type: none"> <li>• <i>Evaluates the needs of a situation and modifies leadership style to optimize results</i></li> <li>• <i>Listens to the needs of others and advocates for and provides needed resources for teams to accomplish their goals</i></li> <li>• <i>Inspires others to achieve results and work capably through both words and behaviors</i></li> <li>• <i>Is honest but tactful when discussing performance, challenges, or conflicts with others</i></li> <li>• <i>Uses a variety of techniques to positively influence behaviors and decisions of others</i></li> </ul>
<b>Oral Communication (2)</b>	<p><b>Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed. Effectively communicates technical information to non-technical information to non-technical audiences and stakeholders.</b></p> <ul style="list-style-type: none"> <li>• <i>Speaks honestly, effectively and with integrity</i></li> </ul>

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	<ul style="list-style-type: none"> <li>• <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i></li> <li>• <i>Effectively uses various communication channels, including meetings, presentations and briefings</i></li> <li>• <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i></li> <li>• <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i></li> <li>• <i>Acts as an effective facilitator in group or team settings</i></li> </ul>
<b>Organizational Awareness</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i></li> <li>• <i>Understands how decisions or actions of one organizational component may affect other components</i></li> <li>• <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i></li> <li>• <i>Shows familiarity with the rules and regulations of the organization</i></li> </ul>
<b>Planning and Evaluating</b>	<p><b>Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets difficult but obtainable goals, benchmarks, or milestones</i></li> <li>• <i>Determines resources required for successful completion of work and works with others to procure these resources</i></li> <li>• <i>Collaborates effectively with other components of the organization</i></li> <li>• <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i></li> <li>• <i>Ensures a clear and appropriate division of labor among team members</i></li> </ul>
<b>Problem Solving</b>	<p><b>Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.</b></p> <ul style="list-style-type: none"> <li>• <i>Examines problems and solutions with a long-term perspective</i></li> <li>• <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i></li> <li>• <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i></li> <li>• <i>Uses logic to resolve complex, unique, or unusual problems</i></li> <li>• <i>Consistently anticipates challenges that are not obvious to others</i></li> <li>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Formulates recommendations for the best course of action to address problems</i></li> </ul>
<b>Project Management (2)</b>	<p><b>Oversee program execution by integrating multiple projects, managing cross-functional teams, and ensuring alignment with strategic objectives to achieve stated outcomes.</b></p> <ul style="list-style-type: none"> <li>• <i>Schedules and keeps track of major project milestones and persons responsible</i></li> </ul>

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	<ul style="list-style-type: none"> <li>• <i>Communicates with various stakeholders to ensure that projects stay on time and on budget</i></li> <li>• <i>Identifies and plans for external and internal barriers to project delivery</i></li> <li>• <i>Delegates work to team members as necessary and ensures completion of work</i></li> </ul>
<b>Reasoning</b>	<p><b>Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.</b></p> <ul style="list-style-type: none"> <li>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Uses logic to determine relationships among information in order to reach conclusions</i></li> <li>• <i>Makes appropriate inferences from data, rules, or other information</i></li> </ul>
<b>Resilience</b>	<p><b>Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.</b></p> <ul style="list-style-type: none"> <li>• <i>Achieves desired results in face of adversity</i></li> <li>• <i>Overcomes barriers to accomplish goals</i></li> <li>• <i>Stays positive in spite of setbacks</i></li> <li>• <i>Works successfully in high pressure environments</i></li> </ul>
<b>Self-Management</b>	<p><b>Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met</i></li> <li>• <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i></li> <li>• <i>Takes initiative and seeks out new or additional responsibilities and tasks</i></li> <li>• <i>Completes work and meets objectives with minimal supervisory intervention</i></li> </ul>
<b>Stakeholder Engagement</b>	<p><b>Engage stakeholders through regular communication, active listening, and addressing concerns to build strong relationships, foster collaboration, and ensure alignment with project and organizational goals.</b></p> <ul style="list-style-type: none"> <li>• <i>Adapts communication style according to stakeholders</i></li> <li>• <i>Balances competing or conflicting goals of various stakeholders</i></li> <li>• <i>Maintains effective working relationships with a variety of stakeholders or key representatives for each stakeholder</i></li> <li>• <i>Understands and aligns stakeholder expectations</i></li> </ul>
<b>Teaching Others</b>	<p><b>Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.</b></p> <ul style="list-style-type: none"> <li>• <i>Provides instruction and feedback to others</i></li> <li>• <i>Acts as a mentor to others</i></li> <li>• <i>Determines areas for improvement and training for others</i></li> <li>• <i>Tutors others in the performance of tasks</i></li> </ul>

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<b>Teamwork</b>	<p><b>Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.</b></p> <ul style="list-style-type: none"> <li>• Volunteers to assist associates with projects</li> <li>• Commits to working toward team or group goals</li> <li>• Displays team pride and empowers team pride among other group members</li> <li>• Works effectively in group settings in order to achieve team objectives</li> </ul>
<b>Technical Competence</b>	<p><b>Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates proficiency of technical subject matter area</i></li> <li>• <i>Performs job tasks using the required physical and cognitive skills and abilities</i></li> <li>• <i>Models technical task performance for others</i></li> <li>• <i>Maintains currency on technical knowledge and technique</i></li> </ul>
<b>Writing</b>	<p><b>Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.</b></p> <ul style="list-style-type: none"> <li>• <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i></li> <li>• <i>Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</i></li> <li>• <i>Proofreads and edits the writing of others</i></li> <li>• <i>Effectively explains complex technical material to a non-technical audience</i></li> <li>• <i>Uses correct grammar, punctuation, and spelling</i></li> <li>• <i>Writes in an organized fashion that is easy to understand</i></li> </ul>

**Table 4: General Competencies by Assessment Tool**

<b>Competency</b>	<b>Structured Resume Review</b>	<b>Structured Interview</b>	<b>Biodata</b>	<b>Cognitive Ability Test</b>
Attention to Detail	Medium	Medium	Low	High
Collaboration	Medium	High	Low	Low
Conflict Management	Low	High	Medium	Low
Continual Learning	Medium	High	High	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Digital Collaboration	Medium	High	Low	Low
Flexibility	Low	High	Medium	Low
Integrity/Honesty	Low	High	Medium	Low
Information Management	Medium	Medium	Medium	Medium
Interpersonal Skills	Low	High	Low	Low
Leadership	Medium	High	Low	Low
Oral Communication (2)	Medium	High	Medium	Low
Planning and Evaluating	Medium	High	Medium	Low
Problem Solving	Low	High	Medium	High
Project Management(2)	Medium	High	Medium	Low
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Teaching Others	Medium	High	Medium	Low
Teamwork	Medium	Medium	Medium	Low
Technical Competence	Medium	High	Low	Low
Writing	Medium	Low	Medium	Low

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Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Attention to Detail	Low	Medium	Low	High
Collaboration	Low	High	Low	Low
Conflict Management	Low	High	Medium	Low
Continual Learning	Low	High	High	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Digitation Collaboration	High	Low	Low	High
Flexibility	Low	High	Medium	Low
Information Management	Medium	Low	Medium	High
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Leadership	Low	High	Medium	Low
Oral Communication(2)	Medium	Medium	Medium	Medium
Planning and Evaluating	Medium	Medium	Medium	High
Problem Solving	Low	Low	Medium	High
Project Management(2)	Low	Low	High	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Supporting Diversity	Low	Medium	Medium	Medium
Teaching Others	Low	Medium	Medium	High
Teamwork	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

**Table 5: Technical Competencies for Assessment & Selection**

The following technical competencies are valid for assessment and selection, performance management, and other related human capital functions for the occupational series listed below. (NOTE: While the technical competencies below have been validated for assessment and selection for the series listed below, other technical competencies not listed below may be required depending on the position. Rely on the results of a job analysis and feedback from the hiring manager and subject matter experts to determine the exact technical competencies needed for a particular hire).

**Table 5: Technical Competencies for Assessment & Selection by Grade**  
GS-1015 – Museum Curator

- Asset Management-2
- Collections Care
- Compliance-2
- Communications and Media-2
- Database Management Systems -2
- Data Management -2
- Data Protection -2
- Education and Training -2
- Financial Assistance Mechanisms
- Financial Management

- Financial Procurement Strategy
- Hazardous Materials-2
- History
- Information Management -2
- Physical Security -2
- Physical Security Measures
- Research -2
- Technical Documentation-2
-



**Appendix A: Museum Curator General Competencies**

Attention to Detail (2)	Considers all aspects involved in accomplishing a task, no matter how minute. Precisely follows procedures to ensure each element of a task is accurately completed.
Collaboration	The act of working together with people or organizations with varied interests to achieve the common goals or solutions of the interested parties.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
Continual Learning (3)	Assesses and recognizes own strengths and weaknesses; pursues new knowledge and skill-development.
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.
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.
Digital Collaboration	Uses digital tools, technologies, or social media for communication, knowledge-sharing, and collaborative processes; works with others to construct and create resources and knowledge, or provide services, in a digital environment
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

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Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations
Oral Communication (2)	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed. Effectively communicates technical information to non-technical audiences and stakeholders.
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Project Management (2)	Coordinating project execution by planning, organizing resources, coordinating tasks, and managing timelines to ensure successful completion and achievement of project goals.
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Self-Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
Stakeholder Engagement	Engage stakeholders through regular communication, active listening, and addressing concerns to build strong relationships, foster collaboration, and ensure alignment with project and organizational goals.
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

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Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.
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**Appendix B: Museum Curator Technical Competencies**

Archaeology-2	Application of principles, concepts, theories, and methods of the study of past human activities through the physical remains of life and past human activities, including associated cultural resource management, ethnohistory and history, site evaluation, stabilization, and reconstruction methods.
Art History	The examination and knowledge of visual culture, including various visual conceptual outcomes related to art such as painting, drawing, sculpture, architecture, ceramics, and decorative arts.
Asset Management - 2	Application of asset management concepts, policies, and procedures used to plan, manage, and carry out all aspects of collections management and museum property.
Biology 2	Application of the knowledge of environment, plant and animal living tissue, cells, organisms, and entities, including their functions, interdependencies and interactions with each other and the environment.
Collections Care	Application of museum standards for documentation, preservation, and access/use of collections.
Compliance 2	Ensure adherence to regulatory requirements, laws, regulations, industry standards, and agency policies. Ability to identify, manage and mitigate compliance risks while fostering a culture of ethical behavior and accountability within the organization.
Communications and Media 2	Craft clear and effective messages across various media platforms, tailoring content to diverse audiences, and utilizing communication strategies to enhance organizational goals and stakeholder engagement.
Database management Systems 2	Utilizing database management systems to ensure data integrity, and security for effective information retrieval and storage.
Data Management 2	Application of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data archiving, data disposal, and data standardization processes.
Data Protection	Protect sensitive information by implementing security measures and data management strategies, to ensure data security during data sharing and optimal data retrieval processes.
Education and Training 2	Develop and deliver learning opportunities, create educational materials, assess learner needs, and evaluate program outcomes to enhance skills and knowledge.

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Financial Assistance Mechanisms	Knowledge of the differences between acquisition and financial assistance purposes and requirements; knowledge of Federal assistance instruments, techniques, and procedures for grants (for example, block, mandatory, discretionary) and agreements (for example, cooperative, interagency).
Financial Management	Prepares, justifies, and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost-effectiveness support of programs and policies; assesses financial condition of an organization.
Financial Procurement Strategy	Develop, implement, and manage effective plans for acquiring goods, services, or assets to meet an organization's strategic goals.
Geography 2	Assess spatial data and geographic trends to support planning, environmental assessments, and resource management decisions.
Geology 2	Understand and interpret geological data to understand Earth's processes, materials, and history, utilizing various tools and techniques to inform resource use and management
Hazardous Materials 2	Manage hazardous materials by implementing safety protocols, conducting risk assessments, and ensuring proper handling and disposal to maintain a safe and compliant work environment.
History	Research and analyze historical events to identify patterns, causes, and impacts, utilizing primary and secondary sources from multiple perspectives to construct well-supported interpretations in contexts with narratives that inform contemporary discussions.
Information Management 2	Organize and oversee information systems by implementing data management strategies ensuring data accuracy and optimizing information retrieval processes.
Paleontology	Expertise in the study of the history of life on Earth and the recovery and use of fossils for the classification of organisms and the study or exhibition of their interactions with each other and their environments.
Physical Security-2	Application of methods and controls to protect an organization from natural or man-made threats to physical locations.
Physical Security Measures	Implementing physical security measures to protect assets, personnel, and facilities from potential threats and vulnerabilities.
Physical Sciences 2	Analyze physical phenomena by applying scientific principles and methodologies, testing hypotheses, and interpreting data to advance understanding and solve practical problems in physical sciences.

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Research 2	Conducting research to gather, analyze, and interpret data, contributing to informed decision-making and advancing knowledge in the field.
Sociology and Anthropology 2	Application of the concepts, principles, and theories of group behavior and dynamics, societal trends and influences, and cultures, their history, migrations, ethnicity, and origins.
Technical Documentation 2	Development of technical and operational documentation.

### Appendix C: Museum Curator Study Tasks

1	Conducts research on museum collections to be added to the collection records and used for exhibitions.
2	Publishes original research related to museum collections in various formats (e.g., academic papers, journals, brochures, exhibition text, website information, online exhibitions).
3	Assesses and recommends objects for acquisition into or removal from the museum collection.
4	Proposes and develops exhibitions.
5	Completes research and verifies accuracy of collection information intended for publication.
6	Ensures completeness and verification of accuracy of collection documentation.
7	Lectures and participates in symposia, panel discussions, and other public programs.
8	Formulates, implements, and evaluates policies, programs, standards, and guidelines related to the management, preservation, and use of the agency's museum property.
9	Documents and maintains a comprehensive knowledge of the scope and breadth of the museum collections.
10	Serves as the program contact for museum property-related audits and reviews.
11	Evaluates facilities housing agency collections and identifies corrective actions.
12	Evaluates the need for additional or modified contract support involving curatorial activities.
13	Prepares statements of work and other documents related to contracts, interagency agreements, or purchase orders involving curatorial activities.
14	Serves as the contracting officer's technical representative for contracts involving curatorial activities.
15	Applies regulations, professional standards, policies and procedures to the curation, conservation, security, ethics, and exhibition of museum collections and to copyright laws relating to collections and their use.
16	Provides appropriate physical and intellectual access to collections.
17	Assesses potential acquisitions for proper provenance, provenience, copyright and other restrictions, documentation of historical value, and conformance with the scope of collection statement.
18	Prepares reports and briefings for officials on curatorial activities.
19	Responds to curatorial inquiries as needed.
20	Serves on task groups representing museum curation.
21	Catalogs objects in museum collection and maintains collection records
22	Accessions and Deaccessions of museum collections items
23	Conducts inventory of the collection
24	Maintains collection management database of objects and archives.
25	Develops standards for data collection and entry.

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26	Evaluates loan requests for validity, necessity, preservation of material, duration of loan, and costs involved.
27	Manages or oversees packing of items for safe shipment and coordinates incoming and outgoing shipments.
28	Researches value of museum collection through diverse sources, including offerings and sales of similar objects or publications.
29	Oversees use of museum collections for research, exhibition, interpretation, and loan, and monitors activity of others in spaces housing collections.
30	Develops and stores objects according to logical rationale considering size, structure, material, value, classification, need to access objects, and preservation needs.
31	Monitors and makes recommendations for environmental conditions in spaces housing museum objects, including temperature, relative humidity, light, pests, pollution, and dirt.
32	Implements fire and security controls for collections access and use, including exhibition and storage areas.
33	Evaluates, monitors, and mitigates for potential hazards such as floods, hurricanes, or tornadoes.
34	Prepares and updates management plans and baseline documents for the continued preservation, protection, and management of museum collections.
35	Applies appropriate cleaning and maintenance procedures to areas housing museum objects (e.g., exhibition, work, and storage areas) and museum objects.
36	Writes and updates maintenance manual, management guidelines, and policies relating to the proper care and utilization of objects/archives in storage and on display.
37	Identifies objects for hazardous materials, such as old chemicals, plastics, biohazards, and off-gassing and implements appropriate actions.
38	Conducts primary research using historical documents, including primary material, written material, photographic documentation, and oral history interviewing and recording.
39	Oversees daily museum operation, including training of volunteers and staff in specific procedures, interpreting exhibitions, preventive conservation, and providing them with background materials.
40	Develops both short- and long-term operational goals.
41	Develops budget and monitors fiscal execution of that budget.
42	Conducts risk assessments and provides recommendations to resolve the matters at hand.
43	Prepares technical reports, white papers, and briefing materials that provide advice and recommendations.
44	Initiates, develops, coordinates, and presents technical assistance and training programs pertinent to the acquisition, documentation, preservation, protection, use, and storage of museum collections.
45	Negotiates curation agreements with other agencies or non-federal repositories.
46	Prepares responses to data calls and recommends museum program strategies for complying with performance measures in support of government and Department-wide goals, objectives, and strategies.



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47	Participates in tribal consultations and prepares inventories and summaries in accordance with Native American Graves Protection and Repatriation Act (NAGPRA).
48	Develops funding proposals.
49	Locates museum property under agency stewardship.