

Archaeologist Competency Model

GS-0193 Archaeologist

U.S. Department of the Interior

Office of Human Capital

MARCH 2025



Archaeologist Competency Model

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Archaeologist 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 Archaeologist work across the Department. OHC worked with Archaeologist subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI Archaeologist 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 Archaeologist work across the Department. Next, focus groups with DOI Archaeologist 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 Archaeologist professionals rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, Archaeologist subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of Archaeologist 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 Archaeologist 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.

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Table 1: General Competencies by Grade¹

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

GS-7	GS-9	GS-11	GS-12
• <i>Accountability</i> • <i>Attention to Detail</i> • <i>Problem Solving</i> • <i>Flexibility</i> • <i>Integrity/Honesty</i> • <i>Interpersonal Skills</i> • <i>Oral Communication</i> • <i>Physical Strength and Agility</i> • <i>Reasoning</i> • <i>Resilience</i> • <i>Self-Management</i> • <i>Teamwork</i> • <i>Technical Competence</i> • <i>Vehicle Operation</i> • <i>Writing</i>	• Accountability • Attention to Detail • <i>Compliance</i> • Problem Solving • <i>Decision Making</i> • <i>Flexibility</i> • <i>Information Management</i> • Integrity/Honesty • Interpersonal Skills • Oral Communication • <i>Organizational Awareness</i> • Physical Strength and Agility • Reasoning • Resilience • Self-Management • Teamwork • Technical Competence • Vehicle Operation • Writing	• Accountability • Attention to Detail • Compliance • Problem Solving • Decision Making • <i>Developing Others</i> • <i>Flexibility</i> • <i>Influencing/Negotiating</i> • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • <i>Partnering</i> • Physical Strength and Agility • <i>Planning and Evaluating</i> • <i>Program Management</i> • <i>Project Management</i> • Reasoning • Resilience • Self-Management • Stakeholder Management • Teamwork • Technical Competence • Vehicle Operation • Writing	• Accountability • Attention to Detail • Compliance • Problem Solving • Decision Making • Developing Others • Flexibility • Influencing/Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluating • Program Management • Project Management • Reasoning • Resilience • Self-Management • Stakeholder Management • Teamwork • Technical Competence • Vehicle Operation • Writing

¹ Italics represent the lowest grade at which the competency appears.

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GS-13	GS-14
• Accountability • Attention to Detail • Compliance • Problem Solving • Decision Making • Developing Others • Flexibility • Influencing/Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluation • Program Management • Project Management • Reasoning • Resilience • Self-Management • Stakeholder Management • Teamwork • Technical Competence • Writing	• Accountability • Attention to Detail • Compliance • Problem Solving • Decision Making • Developing Others • Flexibility • Influencing/Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluating • Program Management • Project Management • Reasoning • Resilience • Self-Management • Stakeholder Management • Teamwork • Technical Competence • Writing

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Table 2: Required Proficiency Levels by Grade Level

Proficiency Level Scale Definitions

Proficiency Level	General Competencies	Technical Competencies
5 = Expert	• Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others	• Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others • Demonstrates comprehensive expert understanding of concepts and processes
4 = Advanced	• Applies the competency in considerably difficult situations • Generally requires little or no guidance	• Applies the competency in considerably difficult situations • Generally requires little or no guidance • Demonstrates understanding of concepts and processes
3 = Intermediate	• Applies the competency in difficult situations • Requires occasional guidance	• Applies the competency in difficult situations • Requires occasional guidance • Demonstrates understanding of concepts and processes
2 = Basic	• Applies the competency in somewhat difficult situations • Requires frequent guidance	• Applies the competency in somewhat difficult situations • Requires frequent guidance • Demonstrates familiarity with concepts and processes
1 = Awareness	• Applies the competency in simplest situations • Requires close and extensive guidance	• Applies the competency in simplest situations • Requires close and extensive guidance • Demonstrates awareness of concepts and processes

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Table 2: Required Proficiency Levels for General Competencies²

	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14
Accountability	2	3	4	4	5	5
Attention to Detail	3	4	5	5	5	5
Compliance		4	5	5	5	5
Decision Making		3	3	4	4	5
Developing Others			3	4	5	5
Flexibility	3	4	4	5	5	5
Influencing/Negotiating			3	4	5	5
Information Management		4	4	5	5	5
Integrity/Honesty	3	3	4	4	5	5
Interpersonal Skills	3	3	3	4	5	5
Oral Communication	2	3	3	4	5	5
Organizational Awareness		1	2	3	3	3
Partnering			2	3	4	5
Physical Strength and Agility	3	3	3	3	3	3
Planning and Evaluating			3	3	4	5
Problem Solving	1	2	3	3	4	5
Program Management			2	3	4	4
Project Management			3	3	4	5
Reasoning	2	3	3	4	4	5
Resilience	2	2	3	4	4	5
Self-Management	2	3	3	4	4	5
Stakeholder Management			3	4	4	5
Teamwork	3	3	3	4	5	5
Technical Competence	2	3	4	4	4	4
Vehicle Operation	2	3	3	3	3	3
Writing	1	2	3	4	5	5

² Bolded competencies are validated for use for assessment and selection purposes.

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Table 3: Behavioral Examples for Competencies

Competency Name	Definitions
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules. • <i>Takes responsibility for results and work products</i> • <i>Ensures work is completed on time and at the level of quality required</i> • <i>Understands the rules and regulations of the work performed and ensures compliance with them</i> • <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i>
Attention to Detail	Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously. • <i>Sets the standards for the quality of the work completed for the organization</i> • <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i> • <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i> • <i>Independently completes thorough and accurate work</i>
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance. • <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i> • <i>Demonstrates the ability to search for and find appropriate rules or regulations</i> • <i>Demonstrates prior experience managing and mitigating compliance risks</i> • <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i>

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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. <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i> <i>Weighs the pros and cons of potential decisions before choosing which actions to take</i> <i>Commits to determining the best alternatives and evaluating their impact on work products</i> <i>Uses sound methodology in reaching conclusions</i>
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. <i>Is aware of organizational and programmatic goals and seeks avenues to enhance goal achievement.</i> <i>Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance. • Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate.</i> <i>Incorporates an awareness of current and future management directives, required functional and technical expertise, resource requirements, and targeted stakeholders into work plans.</i>
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. <i>Effectively adjusts strategies or course of action in response to changing conditions</i> <i>Makes quality decisions when faced with ambiguous situations</i> <i>Is willing to incorporate new information into decision making process</i> <i>Adapts behavior to overcome challenges</i>

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Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions. <i>Persuades and influences parties to cooperate and accept recommendations</i> <i>Explains and clarifies perspectives of an issue and its impact on all parties</i> <i>Negotiates to achieve consensus through changed opinion, attitude or behavior</i> <i>Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups</i> <i>Understands all sides of an issue and its impact on all parties involved</i> <i>Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</i>
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems. <i>Demonstrates an understanding of where and how data or other information are maintained</i> <i>Shows familiarity with the information management systems of the organization</i> <i>Effectively searches for and finds appropriate information to address the needs of a project</i> <i>Uses discretion when handling sensitive content</i>
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. <i>Takes pride in exhibiting personal and organizational integrity and honesty</i> <i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i> <i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i>

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Interpersonal Skills	Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences. • <i>Shows respect for the values and ideas of others, even when not agreeing with them</i> • <i>Empathizes with the concerns of others</i> • <i>Demonstrates tact and courtesy when interacting with associates</i> • <i>Is proactive in defusing arguments among peers</i> • <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i> • <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i>
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately. • <i>Speaks honestly, effectively and with integrity</i> • <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i> • <i>Effectively uses various communication channels, including meetings, presentations and briefings</i> • <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i> • <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i> • <i>Acts as an effective facilitator in group or team settings</i>
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. • <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i> • <i>Understands how decisions or actions of one organizational component may affect other components</i> • <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i> • <i>Shows familiarity with the rules and regulations of the organization</i>

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Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. <i>Demonstrates an understanding of interrelationships, roles, and responsibilities within the organization</i> <i>Develops and maintains professional relationships</i> <i>Is aware of organizational and programmatic goals and seeks avenues to mutually enhance goal achievement</i> <i>Identifies opportunities for collaboration across organization units</i>
Physical Strength and Agility	Ability to bend, lift, climb, stand, and walk for long periods of time; ability to perform moderately heavy laboring work. <i>Demonstrates the ability to lift, push, or pull objects</i> <i>Can spend relatively long periods of time without sitting or resting</i> <i>Can change direction in movement with relative ease</i> <i>Can navigate over or around obstacles to movement</i>
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. <i>Sets difficult but obtainable goals, benchmarks, or milestones</i> <i>Determines resources required for successful completion of work and works with others to procure these resources</i> <i>Collaborates effectively with other components of the organization</i> <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i> <i>Ensures a clear and appropriate division of labor among team members</i>
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations. <i>Examines problems and solutions with a long-term perspective</i> <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i> <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i> <i>Uses logic to resolve complex, unique, or unusual problems</i> <i>Consistently anticipates challenges that are not obvious to others</i> <i>Determines the relevance of information in reaching effective conclusions</i> <i>Formulates recommendations for the best course of action to address problems</i>

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Program Management	Knowledge of the principles, methods, and tools for the coordinated management of a program to include providing oversight of multiple projects, integrating dependent schedules and deliverables, and related activities (e.g., benefits management, life cycle management, program governance). • <i>Analyzes and monitors costs and schedules for programs</i> • <i>Communicates with various stakeholders to ensure that programs stay on time and on budget</i> • <i>Maintains political sensitivity toward organizational and stakeholder needs</i> • <i>Develops, extends, and achieves program vision</i> • <i>Formulates strategic approaches to achieving established goals</i>
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance. • <i>Schedules and keeps track of major project milestones and persons responsible</i> • <i>Communicates with various stakeholders to ensure that projects stay on time and on budget</i> • <i>Identifies and plans for external and internal barriers to project delivery</i> • <i>Delegates work to team members as necessary and ensures completion of work</i>
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions. • <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Uses logic to determine relationships among information in order to reach conclusions</i> • <i>Makes appropriate inferences from data, rules, or other information</i>
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. • <i>Achieves desired results in face of adversity</i> • <i>Overcomes barriers to accomplish goals</i> • <i>Stays positive in spite of setbacks</i> • <i>Works successfully in high pressure environments</i>

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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. • <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met</i> • <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i> • <i>Takes initiative and seeks out new or additional responsibilities and tasks</i> • <i>Completes work and meets objectives with minimal supervisory intervention</i>
Stakeholder Management	Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative). • <i>Adapts communication style according to stakeholders</i> • <i>Balances competing or conflicting goals of various stakeholders</i> • <i>Maintains effective working relationships with a variety of stakeholders or key representatives for each stakeholder</i> • <i>Understands and aligns stakeholder expectations</i>
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals. • <i>Volunteers to assist associates with projects</i> • <i>Commits to working toward team or group goals</i> • <i>Displays team pride and empowers team pride among other group members</i> • <i>Works effectively in group settings in order to achieve team objectives</i>

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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. <i>Demonstrates proficiency of technical subject matter area</i> <i>Performs job tasks using the required physical and cognitive skills and abilities</i> <i>Models technical task performance for others</i> <i>Maintains currency on technical knowledge and technique</i>
Vehicle Operation	Knowledge of procedures for operating motor vehicles, including cars, trucks, or watercraft. <i>Demonstrates proficiency for operating motor vehicles</i> <i>Demonstrates experience operating various vehicle types such as cars and trucks</i> <i>Performs and is comfortable operating watercraft</i> <i>Maintains currency on technical knowledge about vehicle operation</i>
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. <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i> <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> <i>Proofreads and edits the writing of others</i> <i>Effectively explains complex technical material to a non-technical audience</i> <i>Uses correct grammar, punctuation, and spelling</i> <i>Writes in an organized fashion that is easy to understand</i>

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Table 4: General Competencies by Assessment Tool

Competency	Structured Resume Review	Structured Interview	Situational Judgement Test	Writing Assessment (Work Sample)
Accountability	Low	High	High	Low
Attention to Detail	Medium	Medium	Low	High
Compliance	Medium	High	Low	Low
Decision Making	Low	High	Medium	Medium
Developing Others	Medium	High	Low	Medium
Flexibility	Low	High	Medium	Low
Influencing/Negotiating	Medium	High	Low	Low
Information Management	Medium	Medium	Medium	High
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Oral Communication	Medium	High	Medium	Medium
Organizational Awareness	Low	High	Low	Low
Partnering	Medium	High	Medium	Medium
Physical Strength and Agility	Low	Low	Low	Low
Planning and Evaluating	Medium	High	Medium	High
Problem Solving	Low	High	Medium	High
Program Management	Medium	High	Medium	Low
Project Management	Medium	High	High	High
Reasoning	Low	Low	High	Medium
Resilience	Low	High	Low	Low
Self-Management	Low	High	Low	Low
Stakeholder Management	Medium	High	Medium	Low
Teamwork	Medium	Medium	Medium	Medium
Technical Competence	Medium	High	Medium	High
Writing	Medium	Low	Low	High

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Competency	Accomplishment Record	Personality Inventory	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Medium	Medium	Low	High
Compliance	Low	High	Low	Low
Decision Making	Medium	Medium	Medium	Medium
Developing Others	Medium	High	Low	Medium
Flexibility	Low	High	Medium	Low
Influencing/Negotiating	Medium	High	Low	Low
Information Management	Medium	Low	Medium	Medium
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Oral Communication	Low	Medium	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Medium	Medium	Medium	Low
Physical Strength and Agility	Low	Low	Low	Low
Planning and Evaluating	High	Medium	Medium	Low
Problem Solving	Low	Low	Medium	High
Program Management	High	High	Medium	Low
Project Management	High	Low	Medium	Low
Reasoning	Low	Low	Low	High
Resilience	Medium	Medium	Medium	Low
Self-Management	Medium	Medium	Medium	Low
Stakeholder Management	High	High	Medium	Low
Teamwork	Low	Medium	Medium	Low
Technical Competence	High	Low	Low	Low
Writing	High	Low	Medium	Low

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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-0193 – Archaeologist

- | | |
|---|---|
| <ul style="list-style-type: none">• Archaeology 2• Data Interpretation• Data Management 2• Diversity and Inclusion• Earth Science 2• Geographical Sciences 2• Field Data Collection• Geography• Geology + | <ul style="list-style-type: none">• Geospatial Information Systems 2• Cultural Resource Management• Historical Archaeology 2• Research and Statistics 2• Sociology and Anthropology 2• Soil Science 2• Technical Documentation 2• Technology Application |
|---|---|

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Appendix A: Archaeologist General Competencies

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Attention to Detail	Is thorough when performing work and conscientious about attention to detail.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
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.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
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.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
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	Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

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Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
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.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Physical Strength and Agility	Ability to bend, lift, climb, stand, and walk for long periods of time; ability to perform moderately heavy laboring work.
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.
Program Management	Knowledge of the principles, methods, and tools for the coordinated management of a program to include providing oversight of multiple projects, integrating dependent schedules and deliverables, and related activities (e.g., benefits management, life cycle management, program governance).
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
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.

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Stakeholder Management	Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).
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.
Vehicle Operation	Knowledge of procedures for operating motor vehicles, including cars, trucks, or watercraft.
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: Archaeologist Technical Competencies³

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.
Data Interpretation	Skill in collecting, analyzing, and interpreting data and policies, to determine actions and develop and propose guidance.
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.
Diversity and Inclusion	Understands multiple cultural frameworks, values, and norms; demonstrates an ability to flex style when faced with myriad dimensions of culture in order to be effective across cultural contexts; understands the dynamics of cross-cultural an inclusion-related conflicts, tensions, misunderstandings, or opportunities; and understands the history, context, geography, religions, and languages of the regions in which the organization does business.
Earth Science 2	Application of interdisciplinary disciplines associated with the earth's composition, structure, or other physical aspects, including atmosphere.
Field Data Collection	Collect, record, and ensure accuracy of field data.
Geographical Science 2	Application of the concepts, principles, theories, and methods for describing the location and distribution of land, sea, and air masses, including their physical locations, relationships, characteristics, and what the land supports.
Geography	Application of geographical locations, their relationships, and characteristics.

³ Includes competencies identified for positions by SMEs that were not considered “critical” across each occupational series. These competencies may still be used for training and development purposes.

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Geology +	Application of the concepts, principles, and theories of the origins and structure of the earth, including the physical forces that have shaped it and its physical and organic history.
Geospatial Information Systems 2	Application of knowledge and skill in manipulating computer systems designed for capturing, storing, checking, and displaying data related to positions on Earth's surface in order to better understand spatial patterns and relationships.
Cultural Resource Management	Application of theories, principles, concepts, practices, standards, and methods of cultural resource management, including the inventory, evaluation, protection, and management of known and unknown precolonial/precontact or historic resources.
Historical Archaeology 2	Understanding of historical events and their causes, indicators, and impact on particular civilizations and cultures, and of preservation and archival techniques.
Research and Statistics 2	Application of scientific principles, methods, and tools of basic and applied research (for example, statistics and data analysis) used to conduct a systematic inquiry into a subject matter area.
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.
Soil Science 2	Application of the concepts, principles, or theories of soil composition, formation, classification, and mapping.
Technical Documentation 2	Development of technical and operational documentation.
Technology Application	Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format.

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Appendix C: Archaeologist Study Tasks

1	Designs or conducts analytical studies or other research.
2	Conducts evaluations, examinations, or other fact finding studies to obtain or verify information.
3	Processes or analyzes data using computer systems or applications.
4	Monitors, maintains, or updates data, records, or other information
5	Analyzes or interprets data or other information
6	Develops models or theoretical approaches.
7	Reviews reports, documents, records, data, or other materials to verify completeness, correctness, consistency, compliance, or authenticity.
8	Reads and records data obtained from technical or scientific instruments or indicators.
9	Designs, develops, or manages geographical information systems (GIS) or global positioning systems (GPS) data and/or databases.
10	Develops and reviews geospatial data content, accuracy, format, technology, and cartographic presentation.
11	Conducts field survey projects.
12	Designs, coordinates, and conducts cultural resource inventories.
13	Conducts field site visits, measurements, and evaluations.
14	Conducts site testing and excavations.
15	Assists scientists in field or laboratory settings in data collection, sample collection, field observations, or analysis.
16	Acquires and maintains a working knowledge of relevant laws, regulations, policies, standards, or procedures.
17	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, permits, or procedures.
18	Ensures adherence to employee safety and environmental protocols during the performance of duties.
19	Writes regulations, policies, standards, or procedures.
20	Conducts technical review of permits, revisions, and renewal applications.
21	Monitors construction activities and performs site inspections to ensure appropriate consideration of impacts to cultural resources.
22	Designs and implements resource inventory strategies and sampling designs for projects.
23	Implements project protection plans, including physical measures such as construction of barriers, fences, and erosion control devices.
24	Deposits artifacts and associated records in repositories.
25	Develops cultural data management guidelines.
26	Assesses program effectiveness and makes goal or target adjustments as necessary.
27	Identifies potential impacts from Federal undertakings or other management actions to ensure consideration and protection of cultural resources.
28	Develops and implements policies and procedures related to cultural resource data sharing.
29	Manages cultural materials and properties in areas of regional, national and international significance.

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30	Discusses and disseminates results.
31	Explains decisions and conclusions and suggests courses of action based on findings or alternative viewpoints.
32	Gives oral presentations or briefings.
33	Instructs classes or conducts training sessions, workshops, or seminars.
34	Composes simple correspondence or other written work (for example, memoranda, form letters).
35	Composes complex correspondence or other written work (for example, manuals, books, management or technical reports, peer-reviewed articles or contract documents).
36	Produces maps, tabular data, overlays, and analysis results.
37	Coordinates with others to determine studies or evaluations necessary at sites.
38	Serves as a technical liaison for data system coordination.
39	Makes improvements, solves problems, or takes corrective action when problems arise.
40	Develops, modifies, or provides input on plans, goals, or objectives for projects, programs, systems, or operations.
41	Provides technical advice in subject matter area to others.
42	Assists SMEs in performance of environmental impact, health and safety analyses.
43	Recommends improvements or solutions to problems, or determines appropriate actions.
44	Advises leadership on scientific and cultural resource issues.
45	Makes strategic recommendations to project stakeholders for avoidance, minimization, data recovery, and/or mitigation of adverse project impacts or effects to significant cultural resources.
46	Participates on technical review committees for the formal evaluation and selection of offerers.
47	Keeps abreast of latest research to maintain knowledge in field of expertise.
48	Provides recommendations on the significance and eligibility of archaeological sites, historic or prehistoric structures, or objects identified during surveys for inclusion in appropriate registries.
49	Provides assistance, guidance, and/or expert testimony for criminal investigations.
50	Provides technical input for legal exemptions, appeals, and litigation related to cultural heritage issues.
51	Provides technical expertise toward ensuring UNESCO sites meet international guidelines for protection, preservation, and interpretation.
52	Participates in meetings with members of the public, industry, or other Federal and state agencies.
53	Participates in and networks at regional and national scientific and professional society organization meetings and conferences.
54	Participates in professional communities of practice.
55	Coordinates with leadership or external stakeholders to determine best practices, reach agreements, or set strategic direction.

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56	Consults, coordinates, contributes to and negotiates with indigenous and descendant communities or tribal governments regarding the effects of agency actions on cultural resources or historic properties.
57	Researches, identifies, writes, contributes to and negotiates partnerships, cooperative agreements, inter-agency agreements, and/or memoranda of understandings with other agencies, institutions, or tribal governments.
58	Serves on agency or departmental task forces for the development of national standards and guidelines for cultural resource preservation.
59	Evaluates the impact of changes to laws, regulations, policies, and standards.
60	Composes complex correspondence or other written work for internal products (for example management briefings, white papers, interpretative projects).
61	Participates in community engagement and outreach.
62	Organizes volunteers or other interested parties for the protection and management of a variety of resources.
63	Conduct analysis and apply findings as appropriate to management goals.
64	Develops training programs for cultural resources management and protection.
65	Supports Native American Graves Protection and Repatriation Act (NAGPRA) compliance.
66	Administers or contributes to contracts and agreements for cultural resource professional services and activities.
67	Coordinates immediate and long-range objectives and plans.
68	Develops long-range plans, annual work plans, and budgets.
69	Determines resources needed for projects (for example, staffing or funding) based on program or project objectives or operational needs.
70	Schedules work assignments and coordinates the work of staff.
71	Evaluates needs, makes recommendations on procurement priorities, and prepares requests.
72	Develop partnership agreements with universities and other entities.
73	Writes, reviews, and approves nominations to the National Register of Historic Places.
74	Preparing, cataloging, and depositing artifacts, data and/or associated records in appropriate repositories.
75	Operates, Utilizes, Tests, calibrates, or installs technical equipment.
76	Monitors cultural resource sites for evidence of illegal activities and reports to law enforcement.
77	Manages work to meet project objectives within the project scope of work, timeline, and budget. y
78	Conducts condition assessments and evaluations for cultural resources
79	Applies the appropriate analysis tools for assessing and analyzing impacts to cultural resources