

### Competencies Role: HR Advisor

#### Competency

#### Competency Description

#### Characteristics, Behaviors, Attributes, Skills

#### Change Management

Builds energy and engagement around change by using a systematic, structured approach to transition from the present to the desired state in individuals, teams, and organizations.

- Applies knowledge of change management principles.
- Serves as a champion during change initiatives in order to improve workforce performance.
- Advocates positive cultural changes.
- **Continually learns** about respective discipline.
- Coordinates information for analysis and evaluation and assists with determining the organizational impacts of change.
- Engages employees and establishes *trust* by relating to others about impending change.
- Establishes relationships with co-workers and continually shares information.
- Articulates positive values about change (e.g., routinely describes positive benefits of change to help self and others overcome fear or resistance).
- **Maintains composure and confidence and perseveres** when faced with changing demands, priorities, challenges, obstacles, and crises.
- Challenges status quo thinking and pushes for positive change.
- **Helps employees or co-workers develop a clearer understanding** of what they will need to do differently as a result of changes in the organization.
- Supports various change management activities (e.g., communications, education, and team development).
- Is effective in working with a variety of **diverse people and situations**.
- Improves processes and practices within own area of responsibility.
- Assists in examining existing systems, as well as practices and procedures, using methods that result in improved organizational performance.
- Demonstrates flexibility to change work plans in accordance with changing business situations.

## Change Management

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### **Proficiency Level 1 – Awareness**

- Explains the constant evolution of processes and practices
- Is familiar with change management principals and techniques, and can identify typical types of resistance to change
- Understands steps in the change management process

### **Proficiency Level 2 – Basic**

- Demonstrates familiarity with the impact of change on people, processes, procedures, leadership, and organizational culture
- Promotes benefits of proposed change to others
- Uses critical thinking skills in determining the organizational impact of change
- Improves change processes and practices within own area of responsibility

### **Proficiency Level 3 – Intermediate**

- Assesses change readiness among stakeholder groups and identifies potential barriers/risks
- Adapts quickly and calmly to multiple demands and shifting priorities
- Articulates probable outcomes and consequences of change strategies and interventions
- Enrolls support for change within own area of responsibility

### **Proficiency Level 4 – Advanced**

- Leads, facilitates, and sustains change initiatives in order to improve workforce performance
- Builds trust and credibility with all levels of employees in relating impending change
- Coaches others in accepting and taking ownership of change
- Identifies, evaluates, and recommends policy and procedure changes as appropriate to DoD changing environment

### **Proficiency Level 5 – Expert**

- Aligns leaders as “change champions” with specific roles and action plans to drive and anchor successful enterprise-wide transformation ideals
- Serves as authority and leader on managing change by advocating positive changes to support a high performing organization
- Establishes an environment where positive change and innovation are encouraged
- Oversees alignment of change activities with DoD mission, vision, and values

## DoD HR Career Program

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The table below displays the proficiency level for the Change Management competency assigned by grade level (grades 5 through 15).

<b>Change Management Competency Proficiency Level</b>							
<b>Pay Band</b>							
[pb 1]		[pb 2]			[pb 3]		
<b>Grade Level</b>							
5	7	9	11	12	13	14	15+
<b>Proficiency Level</b>							
1	1	2	2	3	3	4	5