

## Competencies Role: HR Specialist

### Competency

### Competency Description

### Characteristics, Behaviors, Attributes, Skills

### Change Management

Building 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.

- Understand change management principles.
- Apply **knowledge of the organization, strategic goals, and culture** in developing, communicating about, and implementing change initiatives and programs.
- Serve as a champion during change initiatives in order to improve workforce performance.
- Support positive cultural changes.
- Coordinate information for analysis and evaluation and assist with determining organizational impact of change.
- Engage employees and establish **trust** in relating to others about impending change.
- Articulate positive values about change (e.g., routinely describes positive benefits of changes and helps self and others overcome fear or resistance).
- Support various change management activities (e.g., communications, education, team development).
- Recommend improvement to processes and practices within own area of responsibility.
- **Continually learn** about respective discipline.
- Work with a variety of **diverse situations and people**.
- **Maintain composure** and **confidence** and **perseveres** when faced with changing demands, priorities, challenges, obstacles, and crises.
- Demonstrate **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 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 on enrolling employees 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

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	4	4	5