

Competencies Role: HR Strategic Partner

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.

- Apply knowledge of the **impact of change** on people, processes, procedures, leadership, and organizational culture.
- **Align leaders** to enable them to **become “change champions”** with specific roles and actions plans that drive and anchor successful enterprise-wide transformation ideals.
- Apply knowledge of **change management principles, strategies, and techniques** required for **effective planning, implementing, and evaluating change** in the organization.
- Assess change readiness among stakeholder groups and identify potential barriers/risks, develop and plan implementation activities and **design and deliver communications** to obtain awareness, understanding, buy-in and support for the change.
- Lead, facilitate, and sustain change and change initiatives in order to improve workforce performance.
- Serve as an authority and provides **leadership on managing change** and advocates positive cultural changes to **support a high performance organization**. Stays abreast of current research in respective discipline.
- Use critical thinking skills in analyzing and/or evaluating information and determining organizational impact of change.
- **Engage** all levels of employees and establishes credibility and trust in relating to others about impending change.
- Continuously **communicate** before, during, and after the change initiative(s).

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. Maintaining balance in the face of ambiguity, rapid pace, and changing business conditions and dealing with the concerns of the organization and the people in it.

Proficiency Level 1 – Awareness

- Explain the need for constant evolution of processes and practices
- Familiar with change management principles, strategies, and techniques and can describe and discuss typical resistance to change
- Describe the steps in the change management process and how change management contributes to the DoD mission, vision, and values

Proficiency Level 2 – Basic

- Demonstrate familiarity with the impact of change on people, processes, procedures, leadership, and organizational culture
- Promote the benefits of proposed changes to others
- Use critical thinking skills in analyzing and/or evaluating information and determining organizational impact of change
- Improve processes and practices within own area of responsibility

Proficiency Level 3 – Intermediate

- Assess change readiness among stakeholder groups and identify potential barriers/risks, develop and deliver communications to obtain awareness, understanding, buy-in and support for change
- Help an organization's leaders explore both the need and options for change and decide on the best course of action
- Adapt quickly and calmly to multiple demands and shifting priorities
- Articulate probable outcomes of change strategies and interventions

Proficiency Level 4 – Advanced

- Lead, facilitate, and sustain change and change initiatives in order to improve workforce performance
- Engage all levels of employees and establishes credibility and trust in relating to others about impending change
- Coach others on enrolling people in accepting and taking ownership of change
- Identify early adopters and enlist their help in overcoming resistance to change
- Recommend policy and procedure changes as appropriate to the DoD changing environment

Proficiency Level 5 – Expert

- Align leaders to enable them to become “change champions” with specific roles and action plans that drive and anchor successful enterprise-wide transformation ideals

DoD HR Career Program

- Serve as an authority and provides leadership on managing change and advocate positive cultural changes to support a high performing organization
- Establish an environment, by design and example, in which positive change and innovation are encouraged
- Oversee alignment and implementation of change management activities with the 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). Although the role of an HR Strategic Partner would probably range between the GS 14 and 15+ grades, awareness or basic understanding of the knowledge, skills, and abilities associated with this competency could be developed while in the HR Specialist and HR Advisor roles.

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