

Competencies Role: HR Advisor/Strategic Partner (Common)

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Project Management

Organizing and managing resources to optimize the allocation and integration so that resources deliver all the work required to complete a project within defined scope, time, and cost constraints.

- Apply **principles, methods, and tools of project management**. Use available planning tools effectively including technology.
- **Motivates team members** to actively be involved in the planning effort.
- Organize own work and assumes responsibility for **tracking progress towards goals**.
- **Implement more effective ways** to accomplish tasks or achieve objectives.
- Establish expectations, milestones and deliverables and obtains necessary resources and support to achieve objectives.
- Develop and implements contingency plan(s) to keep work on track.
- **Manage and adapt to any increase in total project workload** (caused by growth of the project's scope or by the discovery of unforeseen problems), working with stakeholders to negotiate changing requirements and resource demands.
- **Organize people and allocates tasks and responsibilities** so that multiple objectives can be accomplished simultaneously.
- **Anticipate obstacles, barriers or gaps** that would impact project success and perseveres to continuously improve organizational capability to deliver results.
- **Communicate progress**, including any barriers to achievement, while maximizing personal productivity.
- **Evaluate project**, make and implement recommendations for improvements, adjustments, or project/program termination.

DoD HR Career Program

Project Management

Organizing and managing resources to optimize the allocation and integration so that resources deliver all the work required to complete a project within defined scope, time, and cost constraints.

Proficiency Level 1 – Awareness

- Describe the tools and methods of project/program management
- Organizes own work to stay on track toward goals
- Describe the purpose and benefits of project/program management

Proficiency Level 2 – Basic

- Create project/program task lists and identify project/program deliverables
- Establish project/program goals
- Identify and help set milestones for each participant in the project/program
- Participate in project/program budget development
- Keeps others informed of progress, including barriers to achievement
- Uses project/program management tools, methods, and practices

Proficiency Level 3 – Intermediate

- Change plans as appropriate to adjust to new information
- Build enough flexibility into the schedule to enable realistic completion dates and standards
- Establish expectations, milestones and deliverables and obtains necessary resources and support to achieve objectives
- Works to deadlines, on or under budget, delivering on agreed upon expectations

Proficiency Level 4 – Advanced

- Coach others on how to use project/program management tools and techniques
- Manage multiple or long-term, large project/programs that impact several workgroups or business unit
- Allocate and balance resources and budgets across several concurrent business unit goals
- Manages any increase in total project workload (caused by growth of project's scope or by the discovery of unforeseen problems), working with stakeholders to negotiate changing requirements and resource demands
- Evaluate project/program success and status, make and implement recommendations for improvements, adjustments, or project/program termination

Proficiency Level 5 – Expert

- Set and maintain high standards of project/program performance
- Develop project/program management processes and standards
- Oversee the activities of multiple project/program managers to ensure the success of project/programs within and across all business units
- Provide expert advise to decision makers in selecting, supporting, and evaluating potential project/programs.

The table below displays the proficiency level for the Project Management competency assigned by grade level (grades 5 through 15). Although these role-based common competencies fall between the HR Advisor role and the HR Strategic Partner role, which would probably range between the GS 12 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 are refined through the higher grades of each the HR Advisor and HR Strategic Partner roles.

Project 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	3	3	4	5	5