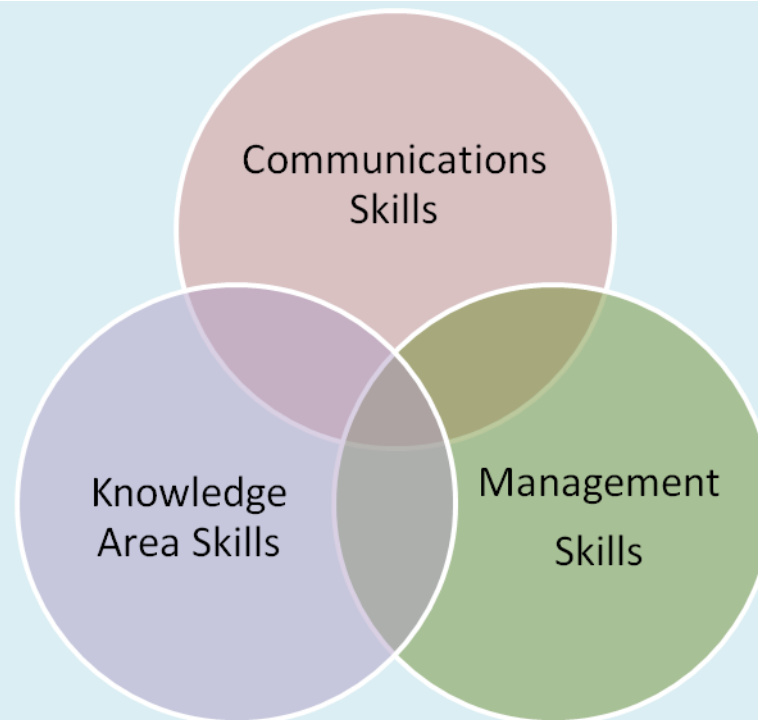


PART ONE: Communicator's Competency Model

This guide provides brief descriptions of the communication, management and knowledge area competencies expected of communication professionals as their careers progress. The model is directed to the post-baccalaureate communication professional and assumes an individual is mastering the basic skills necessary in all occupations – those pertaining to personal effectiveness, academic and workplace.*



Working from left to right on the grid gives the competencies expected for a communicator from entry to senior level positions. Skill competency should be viewed as cumulative across levels.

COMMUNICATION SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 16 + Years
Writing/editing <ul style="list-style-type: none"> • News releases • Features • Reports • Correspondence • AV, video 	<ul style="list-style-type: none"> • Clear, concise writing style appropriate to audience and genre; secure grasp of spelling/ grammar/ punctuation fundamentals 	<ul style="list-style-type: none"> • Clear, concise writing style appropriate to audience and genre; secure grasp of spelling/ grammar/ punctuation fundamentals 	<ul style="list-style-type: none"> • Able to present complex issues appropriately for target audiences 	<ul style="list-style-type: none"> • Set and monitor writing standards
Web content/writing	<ul style="list-style-type: none"> • Knowledgeable about web writing best practices and user-centered web design 	<ul style="list-style-type: none"> • Able to assist with planning and developing, and coordinate the effective implementation of web content that meets business goals and user needs 	<ul style="list-style-type: none"> • Able to plan, develop and coordinate the effective implementation of web content that meets business goals and user needs 	<ul style="list-style-type: none"> • Determines role of the web in strategic planning
Writing proposals (Request For Proposal (RFP))	<ul style="list-style-type: none"> • Assists in gathering and maintaining data files, doing research • Manages production 	<ul style="list-style-type: none"> • Monitors appropriateness of responses • Manages development 	<ul style="list-style-type: none"> • Develops and sets strategic direction of RFP process in alignment with business goals. 	<ul style="list-style-type: none"> • Participates in management's assessment of the appropriateness of responding or not responding to RFPs, in alignment with business goals
Research	<ul style="list-style-type: none"> • Understands research function and role in planning. • Assists in gathering data, doing research 	<ul style="list-style-type: none"> • Directs research, conducts and analyzes as appropriate 	<ul style="list-style-type: none"> • Uses research to set strategic direction and appropriate measurement tactics 	<ul style="list-style-type: none"> • Uses research to set strategic direction and appropriate measurement tactics

COMMUNICATION SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 15 + Years
Presentations • Speech writing • Visuals	<ul style="list-style-type: none"> • Prepare presentation materials for others; • Confident contributing in meetings 	<ul style="list-style-type: none"> • Counsel others and prepare presentation materials for others; • Confident contributing in meetings 	<ul style="list-style-type: none"> • Able to prepare effective package of presentation materials • Able to present to large groups 	<ul style="list-style-type: none"> • Prepares presentations aligned with the strategic goals of the business • Confident presenting to senior management
Graphic design	<ul style="list-style-type: none"> • Knowledgeable about the principles, methods and techniques of graphic design, and its role in communications 	<ul style="list-style-type: none"> • Ensures design considerations are part of strategic communications planning • Oversees the work of designers 	<ul style="list-style-type: none"> • Guides the strategic development of design projects and ensures integration with the communications plan. • Oversees the work of designers 	<ul style="list-style-type: none"> • Ensures that graphic design works with other elements to support strategic communication objectives
Newsletter/journal editing/layout	<ul style="list-style-type: none"> • Ability to plan and edit content. • Supervise layout and design 	<ul style="list-style-type: none"> • Directs editorial planning and policy development. • Manage multiple publications 	<ul style="list-style-type: none"> • Provides strategic direction in use of newsletters to achieve business goals 	<ul style="list-style-type: none"> • Provides strategic direction in use of newsletters to achieve business goals

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MANAGEMENT SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 15 + Years
Ethics (IABC Code of Ethics; sense of ethical responsibility)	<ul style="list-style-type: none"> Sense of ethical responsibility 	<ul style="list-style-type: none"> Applies ethical guidelines when making decisions — is an organizational values manager 	<ul style="list-style-type: none"> Applies ethical guidelines when making decisions — is an organizational values manager 	<ul style="list-style-type: none"> Is willing to act as an ethics advocate in organizational decision-making. Takes a stand on ethical issues
Communication Planning <ul style="list-style-type: none"> Conduct audience research Identify issues/risks Set objectives Include change management Develop strategic approach Develop key messages Develop budget Develop implementation/ tactical plan Develop measurement / evaluation 	<ul style="list-style-type: none"> Develops basic, tactical plan Executes tactics, with direction 	<ul style="list-style-type: none"> Develops complete plan Ensures alignment to corporate goals, priorities Anticipates business needs Identifies and champions best practices Provides hands-on execution as needed and appropriate 	<ul style="list-style-type: none"> Provides strategic direction Identifies and sets standards for best practices Ensures communication function aligns with other corporate business areas and initiatives for maximum strategic effectiveness Evaluates effectiveness of communication and recommends changes in implementation as needed 	<ul style="list-style-type: none"> Establishes strategic approach Identifies and sets standards for best practices Ensures communication function aligns with other corporate business areas and initiatives for maximum strategic effectiveness Evaluates effectiveness of communication and recommends changes in implementation as needed
Crisis Communication	<ul style="list-style-type: none"> Provides support as directed 	<ul style="list-style-type: none"> Provides planning and implementation. Offers direction as needed 	<ul style="list-style-type: none"> Leads planning and execution Advises management 	<ul style="list-style-type: none"> Leads planning and execution Advises management

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MANAGEMENT SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 15 + Years
Publication management <ul style="list-style-type: none"> • Brochures • Newsletters • Magazines • Annual Reports • Special publications 	<ul style="list-style-type: none"> • Assists in gathering data, doing research • Writes content as directed • Manages design, production, distribution as directed 	<ul style="list-style-type: none"> • Sets editorial policies • Develops action plans • Provides strategic direction 	<ul style="list-style-type: none"> • Provides strategic direction 	<ul style="list-style-type: none"> • Counsels on strategic direction
Database/distribution systems	<ul style="list-style-type: none"> • Maintains systems • Updates as needed • Researches new data 	<ul style="list-style-type: none"> • Determines systems • Monitors effectiveness • Recommends changes/additions 	<ul style="list-style-type: none"> • Provides strategic direction • Assesses data, provides analysis 	<ul style="list-style-type: none"> • Provides strategic direction
Project tracking/measurement	<ul style="list-style-type: none"> • Ability to manage tracking system 	<ul style="list-style-type: none"> • Establishes measurements. Plan and manage tracking system 	<ul style="list-style-type: none"> • Provides strategic direction 	<ul style="list-style-type: none"> • Provides strategic direction
Time management	<ul style="list-style-type: none"> • Meets deadlines 	<ul style="list-style-type: none"> • Develops timeline based on project priorities 	<ul style="list-style-type: none"> • Sets priorities, develops timeline for projects 	<ul style="list-style-type: none"> • Sets priorities, develops timeline for diverse projects
Vendor Management	<ul style="list-style-type: none"> • Works with approved vendors 	<ul style="list-style-type: none"> • Manages approved vendor relationships 	<ul style="list-style-type: none"> • Conducts vendor selection and review 	<ul style="list-style-type: none"> • Conducts vendor selection and review

MANAGEMENT SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 16 + Years
Budgeting	<ul style="list-style-type: none"> • Works within set budget 	<ul style="list-style-type: none"> • Sets project budgets 	<ul style="list-style-type: none"> • Prioritize projects by Return-on-investment (ROI) 	<ul style="list-style-type: none"> • Sets overall strategy by ROI
Professional Development	<ul style="list-style-type: none"> • Explores diverse interests and experiences to focus career goals. • Stays abreast of industry changes 	<ul style="list-style-type: none"> • Identifies career interests, options & strengths and takes steps to pursue career goals 	<ul style="list-style-type: none"> • Seeks out additional development to further career goals 	<ul style="list-style-type: none"> • Seeks out additional development opportunities, often contributing to industry's body of knowledge

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KNOWLEDGE AREA SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 16 + Years
MARKETING COMMUNICATION				
Marketing communication <ul style="list-style-type: none"> ▪ Advertising ▪ Sales promotion ▪ Public relations ▪ Direct Marketing ▪ Events/experiences ▪ Personal selling 	<ul style="list-style-type: none"> • Assists in gathering data, doing research • Writes copy, supports planning and execution • Works with designers/ agencies to manages production. Supports sales efforts 	<ul style="list-style-type: none"> • Develops plans for execution • Manages projects. Delegates and supervises projects • Conducts research • Provides input to sales efforts 	<ul style="list-style-type: none"> • Sets strategic direction • Assumes hands-on implementation as needed 	<ul style="list-style-type: none"> • Counsels on strategic direction • Assumes hands-on implementation as needed
CORPORATE REPUTATION				
Brand management	<ul style="list-style-type: none"> • Understands business's brand elements, positioning and key relationships. • Ensures standards are met 	<ul style="list-style-type: none"> • Manages brand standards and ensures brand positioning is integrated into all plans and implementation 	<ul style="list-style-type: none"> • Provides input on brand direction • Manages brand standards and ensures brand positioning is integrated into all plans and implementation 	<ul style="list-style-type: none"> • Sets brand direction • Manages brand standards and ensures brand positioning is integrated into all plans and implementation
INTERNAL COMMUNICATIONS				
Employee communications	<ul style="list-style-type: none"> • Provides writing, editing and production support 	<ul style="list-style-type: none"> • Develops plans • Manages implementation 	<ul style="list-style-type: none"> • Provides strategic direction • Provides analysis of effectiveness 	<ul style="list-style-type: none"> • Ensures strategic direction integrates will overall organizational direction

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KNOWLEDGE AREA SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 16 + Years
PUBLIC RELATIONS				
Media relations	<ul style="list-style-type: none"> Writes news releases, advisories, etc. Develops and maintains media lists Manages distribution 	<ul style="list-style-type: none"> Develops plans Develops and maintains relationships with key media Provides strategic direction 	<ul style="list-style-type: none"> Provides strategic direction Provides analysis of effectiveness 	<ul style="list-style-type: none"> Ensures strategic direction integrates will overall organizational direction
Issues Management	<ul style="list-style-type: none"> Provides support as directed 	<ul style="list-style-type: none"> Provides planning and implementation Offers direction as needed 	<ul style="list-style-type: none"> Leads planning and execution Advises management 	<ul style="list-style-type: none"> Leads planning and execution Advises management
Crisis Communication Planning	<ul style="list-style-type: none"> Provides support as directed 	<ul style="list-style-type: none"> Provides planning and implementation. Offers direction as needed 	<ul style="list-style-type: none"> Leads planning and execution Advises management 	<ul style="list-style-type: none"> Leads planning and execution Advises management
Community Relations	<ul style="list-style-type: none"> Provides support as directed Writes content Assists in event planning and implementation 	<ul style="list-style-type: none"> Develops plans Manages implementation 	<ul style="list-style-type: none"> Provides strategic direction Provides analysis of effectiveness 	<ul style="list-style-type: none"> Ensures strategic direction integrates will overall organizational direction
Investor Relations	<ul style="list-style-type: none"> Provides support as directed 	<ul style="list-style-type: none"> Provides planning and implementation Offers direction as needed 	<ul style="list-style-type: none"> Leads planning and execution Advises management 	<ul style="list-style-type: none"> Leads planning and execution Advises management

KNOWLEDGE AREA SKILLS	LEVEL 1 Entry Coordinator 1 - 4 Years	LEVEL 2 Entry Manager/specialist 5 - 9 Years	LEVEL 3 Mid Manager/specialist 10 - 15 Years	LEVEL 4 Senior communicator 16 + Years
Government Relations	<ul style="list-style-type: none"> Provides support as directed 	<ul style="list-style-type: none"> Provides planning and implementation. Offers direction as needed 	<ul style="list-style-type: none"> Leads planning and execution Advises management 	<ul style="list-style-type: none"> Leads planning and execution Advises management
Labour Relations	<ul style="list-style-type: none"> Provides support as directed 	<ul style="list-style-type: none"> Provides planning and implementation. Offers direction as needed 	<ul style="list-style-type: none"> Leads planning and execution Advises management 	<ul style="list-style-type: none"> Leads planning and execution Advises management
CONSULTING/ MANAGEMENT				
Consulting skills/ problem solving	<ul style="list-style-type: none"> Participates as directed in implementation of solutions 	<ul style="list-style-type: none"> Consults with clients (internal or external) to determine business objectives for project or initiative and advises on strategic communications approach 	<ul style="list-style-type: none"> Consults with senior management and advises on overall strategic approach to communications aligned with corporate-wide business objectives 	<ul style="list-style-type: none"> Consulting skills/ problem solving Consults with senior management and advises on overall strategic approach to communications aligned with corporate-wide business objectives

***Personal effectiveness** – interpersonal skills, integrity, professionalism, initiative, dependability/reliability, and willingness to learn.

Academic – reading, writing, mathematics, science/technology, listening/speaking, critical/analytic thinking, active learning and basic computer skills.

Workplace – teamwork, adaptability/flexibility, customer focus, planning/organizing, creative thinking, problem solving/decision making, working with tools/technology, workplace computer applications, scheduling/coordination, checking, examining and recording and business fundamentals.

Sources

Competency Model Clearinghouse, <http://www.careeronestop.org/COMPETENCYMODEL> ; Focus Groups – IABC members