



GCCC®

Global Communication Certification Council

Communication Professional Certification
Candidate Handbook

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INTRODUCTION

This is a handbook for candidates seeking professional certification from the Global Communication Certification Council. The GCCC® was created by the International Association of Business Communicators (IABC) to offer certification at various levels and to promote a common, global understanding of what constitutes professionalism and competence in communication.

The GCCC has based its certification program, including the continuing professional development requirement, on the Global Standard for communication professionals set out by IABC. Applying that standard enables GCCC to cross all borders, align with diverse cultures, and effectively serve organizations of all types and sizes. Certification is intended to support communicators throughout their careers. The GCCC has identified roles, responsibilities, and competencies for four broad career levels: Foundational, Communication Management Professional, Strategic Advisor, and Business Leader. Certification is available at this time only for Communication Management Professionals and Strategic Communication Management Professional (SCMP).

The Global StandardSM was developed by IABC through research and consultation with the wider profession and states that “communication professionals around the world embrace a shared career purpose and six core principles as the building blocks of their work.” Those principles are:

- Ethics
- Strategy
- Analysis
- Context
- Engagement
- Consistency

Achieving certification from the GCCC signals that a candidate has demonstrated professional competence in all these principles. IABC plans to apply to the International Organization for Standardization (known as ISO) for approval of this certification program so that communicators, their clients, and other stakeholders can be confident the program is reliable.

The GCCC is independent of IABC. Its members represent the communication industry worldwide and come from a broad spectrum of organizations. The independent status reflects the GCCC’s understanding of the importance of impartiality in carrying out its certification activities, managing conflict of interest, and ensuring the objectivity of its certification activities. Membership in IABC is not a condition of Council membership or certification. The GCCC is responsible for:

- Developing and maintaining procedures for operating the certification program
- Protecting and building the credibility of the program
- Developing, reviewing and recommending updates to certification requirements
- Overseeing the establishment, ongoing review and updating of certification examinations
- Reviewing disciplinary matters and policies

1 OVERVIEW OF THE CERTIFICATION PROGRAM

A – Benefits of certification

Certification by the Global Communication Certification Council signifies that a candidate demonstrates six core competencies. Professionals who hold the certification will be included in a register on the GCCC's website in a listing with any other professional designations they hold, the country and city where they are based, and the date when their certification is up for renewal.

B – Types of Certification

GCCC currently offers one level of certification for generalists: Communication Management Professional. In time, GCCC intends to offer four levels of certification:

- Foundational — for people who have recently joined the profession (Date TBD)
- Communication Management Professional — for people established in their careers as communication managers and looking to demonstrate their competence (available now)
- Strategic Communication Management Professional — for highly skilled professionals practiced in providing strategic communication advice and counseling to an organization's leadership
- Business Leader — supporting highly experienced professionals who wish to demonstrate their mastery and leadership (Date TBD)

C – Steps to Certification

To attain certification, candidates must apply, take an exam, and commit to continuing professional development. Rejected applicants will not be given a refund for application fees incurred. For more information on the fees associated with each step, please visit the GCCC website.

In applying for each level of certification, candidates must demonstrate that they meet criteria in the following areas:

- relevant professional training and education
- appropriate professional experience
- knowledge of the field

D – The Communication Management Professional (CMP) certification

For Communication Management Professional (CMP) certification, candidates must demonstrate:

1. Eight years of experience and 40 hours of training **OR**
2. Six years of experience, two years of education, and 40 hours of training

The CMP Exam

After a candidate's application is accepted and verified, he or she must take and pass the GCCC exam for the appropriate level of certification. Candidates are assessed on five domains developed in the Job Task Analysis (see Appendix A for the JTA).

Those domains are weighted on the exam as follows:

DOMAIN	PERCENTAGE
Communication Ethics	7
Communication Research and Analysis	21
Communication Strategy and Engagement	36
Consistency and Strategic Implementation	16
Communication Measurement	20

The exam lasts three hours and consists of multiple-choice questions. It is conducted in English and graded electronically on a pass/fail basis. Candidates for certification must pass within two years of successfully applying for certification.

E – The Strategic Communication Management Professional (SCMP) certification

For Strategic Communication Management Professional certification, candidates must demonstrate:

- Eleven years of experience and 20 hours of training **AND**
- Provide a letter of recommendation from mentees or an organization for which the candidate has done pro bono work addressing senior level contributions to communications.

The SCMP Exam

After a candidate's application is accepted and verified, he or she must take and pass the GCCC exam for the appropriate level of certification. Candidates are assessed on six domains developed in the Job Task Analysis (see Appendix B for the JTA).

Those domains are weighted on the exam as follows:

DOMAIN	PERCENTAGE
Advising and Leading	23
Management	20
Strategy Development	19
Innovation	10
Ethics	10
Reputation Management	18

The exam lasts three hours and consists of multiple-choice questions. It is conducted in English and graded electronically on a pass/fail basis. Candidates for certification must pass within two years of successfully applying for certification.

F – Continuing Professional Development, Maintaining Certification

Applying for and taking the exam is only the beginning of the journey. To maintain certification, holders must commit to keep their skills up to date and then follow through. Failing to pursue continuing professional development will lead to the certification lapsing. In that event, the holder is no longer allowed to use the designation and must remove it from any literature, signage, or identification.

Former certification holders must ensure that no one identifies them as holding the certification. The GCCC may contact third parties (such as employers, business partners, or customers) to tell them a certification has lapsed.

G – Ethics

Candidates must demonstrate that they subscribe to a code of professional ethics for communication professionals. This might be IABC's code, or it might be the code of another professional association to which a communicator belongs.

APPLICATION

The application form for certification is available on the GCCC website. Candidates must describe their education, training, and experience. And they must provide supporting documentation, as follows:

- For formal education, applicants must document where they obtained the education, the name of the institution, the dates, and the number of credits or the degree earned.
- Training documentation shall include dates, hours of face-time (in person or online including videos or audios but not reading or other assignments), instructor, institution, and either a signed document or contact information for an institution representative (full name, title and institution at the time of the education, current title and employer, email address, telephone number).

Courses, workshops and training sessions offered by one or more of the following education providers apply:

- Courses or programs offered by IABC chapters or communities of practice
 - Employer/company-sponsored programs
 - Training companies or consultants
 - Distance-learning companies, including an end of course assessment
 - University/college academic and continuing education programs
- To document their experience, applicants shall offer two references who are willing to vouch for at least 50 percent of the experience the candidate claims. For each, candidates must include the contact's full name, title and employer at the time the candidate gained the experience, current title and employer, email address, and telephone number. At least one reference per candidate will be randomly selected to contact for verification purposes.
 - SCMP applicants must include a letter of recommendation from a mentee or organization where the applicant has done pro bono work in the communications field. The letter must be from a professional, working relationship (not a direct report) and should address senior level contributions to communications made by the applicant. It should be signed and dated by the writer.

2 EXAM ADMINISTRATION, PROCESSING, AND RESULTS

Once a candidate's application has been completed and the GCCC verifies it, the candidate will be notified within 30 days whether they are approved to sit for the exam. Candidates who are eligible to sit for an exam have two years from the date of their application approval to pass the exam for that level.

Candidates who are found to be ineligible will be told why.

Exam questions are all based on a practice analysis that identified the domains of practice, tasks performed, and the knowledge required for effective performance as a communication professional. The exam is designed to explore knowledge and skills described by IABC's Global Standard. The Job Task Analysis Report in Appendix A is your best guide to preparing for the exam.

The exam lasts three hours, it is all multiple-choice, and it is conducted in English. Please review the following sample exam questions:

CMP Level

Two key ethical issues that should be considered in any qualitative research are consent and:

- A. Confidentiality
- B. Reward
- C. Empathy
- D. Persuasiveness

The main foundation for developing a consistent business communication plan are:

- A. mission, vision and general goal
- B. key performance indicators;
- C. previous marketing and communications plans
- D. knowledge of the audiences' requirements.

The primary difference between press release and press kit is that the press release includes:

- A. a single informational product
- B. management biographies
- C. historical company news
- D. fact sheets.

Clear, concise, concrete, correct, coherent, complete and courteous are seven:

- A. principles of communication
- B. rules of communication
- C. methods of communication
- D. communication tips.

Answers: A, A, A, A

SCMP Level

SAMPLE QUESTIONS (to be added)

A - Notification

Approximately two weeks before the exam date, candidates will receive an Admission to Examination Notice of the exact location and related details regarding their exam (via email). They must bring this notice to the exam, along with government-issued photo identification such as a driver's license, passport, or national identity card. It is the responsibility of candidates to contact IABC if they do not receive an Examination Notice prior to the exam.

Candidates who have changed their address or name are responsible for notifying GCCC. They must complete the Name/Address Change form on the GCCC website and send it to IABC. Acceptable documentation is listed on the form.

Candidates who wish to cancel their application and not take the exam must submit the Request for Exam Cancellation form. Their fees will not be refunded if the cancellation form is received less than 15 days before the examination is scheduled.

B - Admission to the Exam

Candidates should plan to arrive 30 minutes before the exam begins. Candidates will be asked to bring a laptop computer for the electronic exam delivery (unless the site indicates it is held in a computer lab). They may not bring pens, pencils, pencil cases, food, beverages, notes, textbooks, or earplugs to their seat. Extra items on the candidate's person, including all other electronic devices, purses, and backpacks, must be left at the front of the room. Headwear is restricted to cultural or religious items. The GCCC is not responsible for any personal items left in the examination room.

Candidates arriving after the test begins may be refused entry. There is no admittance later than 15 minutes after the scheduled starting time.

If candidates cannot reach the exam site because of circumstances beyond their control, they must contact the GCCC before the exam begins.

A candidate who misses an exam must notify the Certification Program Manager within 24 hours of the scheduled finish time. Candidates who do not attend and do not promptly notify the program manager are considered to have failed; they are ineligible for a refund. If there are extenuating circumstances, the Certification Program Manager, at his or her sole discretion, may arrange for a candidate to sit for the examination on another occasion. Normally, candidates will forfeit fees if they miss the exam more than once.

If a candidate experiences illness or personal circumstances impairing performance during the exam, he or she must immediately notify the invigilator on location. The Examination Committee will review the situation and may allow a retake of the exam. Supporting evidence such as a doctor's letter must be submitted to the Certification Program Manager.

C – Disqualification

Situations that will result in an exam being disqualified include the following:

- when a candidate is required to leave after causing a disturbance
- when a candidate does not accept the exam security agreement terms
- improper time keeping by the invigilator
- defective equipment
- natural disasters and emergencies affecting all candidates
- invalid ID
- inconsistent performance across different parts of the test
- causing a disturbance (the individual shall be identified and asked to leave the exam room, and his or her exam will not be graded)
- cheating

The GCCC takes cheating very seriously and will respond as it sees fit. Actions that the GCCC considers cheating include, but are not limited to: impersonation (when someone takes an exam for another person in part or in whole); gaining or having unusual access to exam contents; using invalid identification; copying answers (from another candidate) on all or part of the exam; colluding with another candidate; or using unauthorized support or devices, including notes.

The GCCC reserves the right to invalidate an application for certification where it believes the application may have been made with unfair, unprofessional, or deceitful means.

Candidates who know of any breach of exam security must immediately report it to the exam invigilator or Certification Program Manager. Any attempt to breach exam confidentiality or share details of the exam with others is professional misconduct and will be handled accordingly either by IABC or by another professional association to which a candidate belongs (upon report by GCCC).

D – Taking the Exam

The invigilator or proctor shall guide the test takers in connecting to the Internet (via Wifi or hard line) and opening a single browser tab. The proctor will disseminate the individualized log in credentials created for each candidate, then ensure the test takers can log into the testing website. Once all are logged in appropriately, the proctor will read the exam instructions aloud as the test takers start of the exam.

Once the exam begins, talking is not permitted. If a candidate has a question, he or she must raise his or her hand to attract the Invigilator's attention. Any discussion with the invigilator must not disturb other candidates in the room. Candidates may be subject to video surveillance.

Candidates who finish the exam before the end of the allocated time may indicate to the proctor they are finished, collect their belongings and leave quietly. If a candidate leaves something behind, he or she will not be able to re-enter the exam room until all exams are completed.

The invigilator will have the authority to stop the examination or remove individual candidates where they believe the integrity of the test could be compromised or there have been breaches of the code of ethics. The invigilator will:

- inspect admittance documentation to ensure that only authorized persons are admitted;
- ensure that candidates do not have or use prohibited items on their person during the exam;
- direct examinees to their assigned seats;
- assist in the administration of examinations, including assisting with technical issues;
- maintain the security of examination;
- distribute, collect, and account for examination credentials;
- observe examinees while they take the examination;
- expel any candidates he or she deems has violated exam rules.

E – Accommodation for Special Needs

GCCC will make every reasonable effort to accommodate candidates' special needs. Candidates must formally request accommodation 30 days before the exam application deadline in writing and must include official supporting documentation. Documentation must include a specific diagnosis by a qualified physician or psychologist. Supporting documentation may include records, reports, evaluations, assessments. That documentation must not be more than six months old for psychiatric and recent physical disabilities, five years old for long-term disabilities, or three years old for all other disabilities.

A new Request for Reasonable Accommodation must be submitted for every exam attempt. The invigilator or proctor will have received notification of any reasonable accommodation that has been permitted for named candidates.

F – Exam Results

Results will be sent to candidates within 30 days of the exam date to the email address they provided on their application form (unless the GCCC has been notified of a different address). No exam results will be provided by phone under any circumstances. The exam result is reported as “pass” or “fail,” not with a percentage or numerical grade.

Candidates who fail the exam will receive a report showing how they performed in each category to help them prepare to attempt the exam again. Successful candidates will not receive a performance report. Candidates who fail may ask to have the result checked (this is called manual verification). This request must be received, along with required fees, within 60 days of receipt of exam results.

Candidates who fail the exam are eligible to retake it. Candidates who fail a second attempt must wait a minimum of six months before a third and final attempt.

G – Appealing Exam Results

Sadly, sometimes things go wrong and candidates may wish to raise a formal objection. A candidate or certificate holder can make an appeal to the GCCC on the grounds of:

- maladministration of the certification process or professional development scheme
- incorrect grades
- incorrect application or interpretation of the eligibility criteria by the GCCC
- examiners failing to understand variations in regional or national law or practice
- unfairness on the grounds of disability, gender, sexuality, religion, cultural bias, or privacy where it can be demonstrated that another candidate would not have suffered similar or equivalent disadvantage

Appeals must be made in writing with the Certification Program Manager setting out the grounds. The Certification Program Manager may need to investigate and will undertake to supply a decision within 28 days. The appellant will need to respond promptly to any reasonable requests for additional information. If the candidate cannot respond immediately, the Certification Program Manager will let the candidate know how this might affect the investigation.

The Certification Program Manager may allow or deny appeals and will attempt to settle the matter quickly. All decisions will be reported to the Examinations Committee for information and as guide to developing policy.

Should the appellant wish to take the matter further, he or she may then appeal for consideration by the chair of the Examination Committee, who may allow the appeal or deny it. The chair may refer the appeal to the full GCCC when, in his or her opinion, a significant issue of policy is at stake. If an appellant seeks review by the full GCCC, he or she must explain how the appeal concerns a significant matter of policy.

If an appellant remains unsatisfied, the chair of the GCCC may review the issue as long as it concerns a substantive point of policy or a conflict of interest. The chair can allow or deny the appeal or ask the Examination Committee to review it, if it centers on an issue of administration.

3 MAINTAINING CERTIFICATION

A – Continuing Professional Development

Certification is time-bound. A professional is, in the view of the GCCC, defined by a commitment to keep up to date with current practice and to contribute to the body of knowledge and the development of other professionals. Renewing certification is contingent on a holder committing to and undertaking continuing professional development.

Certificate holders must demonstrate that any training or course of study undertaken is relevant and appropriate. As a guide, the GCCC will favor training programs or other course of study that have been organized by

- an accredited university or institution OR

- An internal training department OR
- a commercial organization recognized by IABC

Adequate professional development consists of 40 total points earned in at least three of the following categories each calendar year:

- professional reading (books or journals)
- attendance at recognized training or a course of study related to communication
- attendance at professional events run by a recognized association
- contribution to the work of the GCCC (such as through invigilation or proctoring of exams, undertaking promotional speaking opportunities, or helping draft or grade exams)
- development of the skills of another communicator through a formal teaching, coaching or mentoring program (excluding line management responsibilities)
- participation in a leadership role in a professional association in this field (e.g., serving as a board or committee member for a professional association). To get involved in the GCCC, certificate holders may help draft examinations or administer tests. Volunteer work will be managed by the IABC staff in San Francisco and reported to the GCCC.
- publication of original research

IMPORTANT: No ONE (1) category may account for more than 60 percent of a certificate holder’s professional development.

B – Allotment of Professional Development Points

Points will be awarded for professional development according to the following outlines:

PROFESSIONAL DEVELOPMENT CATEGORY	POINTS AWARDED
Appropriate professional reading (books or journals)	Five (5) points each for articles or journal chapters, ten (10) points each for books
Attendance at recognized training or a course of study related to communication	Ten (10) points per 8 hours attendance to a limit of twenty 20 points per event or course
Attendance at organized professional events run by a recognized association	Five (5) points per event under four hours and ten (10) points thereafter to a limit of twenty (20) points per event
Developing the skills of another communicator through a formalized teaching, coaching or mentoring program (excluding line management responsibilities)	Ten (10) points

Participation in a leadership role for a professional communication association (e.g. serving as a board or committee member for a professional association)	Ten (10) points per association (multiple points will not be awarded for sitting on multiple committees and boards within the same association)
Conduct or publish original research	Twenty (20) points
Contribution to the work of the council, such as through invigilation of exams, undertaking promotional speaking opportunities, or helping draft or grade exams	Ten (10) points available per annum

C – Management of Professional Development Points

Certificate holders must name their professional development and describe how it links to one of the six core principles. They also must explain how the activity helped to develop their practice and provide links to online resources.

The professional development scheme is managed by IABC using criteria set by the GCCC. IABC will notify the GCCC's Certification Program Manager when certificate holders satisfy the criteria.

The Certification Program Manager may ask for proof that the professional development has a similar approach to IABC's scheme, and the manager might require a certificate holder to provide additional evidence.

Because the GCCC's certification is aimed at communication professionals, it is unlikely that professional development for another occupation will meet this requirement. For example, doctors or teachers must not automatically assume that their registration requirements in medicine or education will satisfy the professional development requirements for certification by the GCCC.

D – Certification in Practice

Candidates achieving certification may publicize the designation as long as it remains current. When they have completed their professional development points for the year, the register will be updated to show their next date of renewal. That process is repeated each year.

If a certificate holder fails to register 40 professional development points by the end of a three-month grace period, the certificate shall be rescinded and the former certificate holder's name deleted from the register. At the start of the grace period, the GCCC will do its best to notify certificate holders that they have three months to complete their professional development. Maintaining professional development records is the certificate holder's responsibility. Failure to receive notification is not grounds for appealing the lapse of a certification.

4 THE REGISTER

The GCCC will publish a register of certificate holders on its public website (<http://bit.ly/1NyB8c6>). Visitors to the website will be able to see who holds a current certification. Each listing will include the certificate holder's current name, any other professional designations, the country and city where he or she is based, and the date when certification is due for renewal.

By applying for certification, candidates agree to be included in the public register.

If a certification lapses, anyone searching for it will be notified only that a particular name does not appear on the register.

A – Use of the Register

The GCCC will never allow anyone to access the register for any purpose apart from marketing its certifications and promoting professionalism through continuing professional education. IABC staff maintain the register. IABC keeps the records separate from its own data. Applicants or certificate holders will never be approached by IABC as a result of having been in contact with the GCCC.

B - Privacy

The GCCC and IABC will not respond to requests for information about candidates beyond confirming information in the public register. All information collected from candidates is held only for the purposes of confirming eligibility for certification and for developing clear standards for the profession.

C – Indemnification

The laws of the State of California shall take precedence in administering the GCCC's certification program. IABC indemnifies all individual GCCC members against actions in other jurisdictions arising from their work on the GCCC.

5 DEFINITIONS

Following are the GCCC's definitions of some of the terms that appear in this handbook.

Communication Management: This phrase refers to the ability to develop a strategic communication plan based on research, analysis of organizational and audience needs, establishment of measurable objectives that produce business outputs and/or outcomes, and the ability to define appropriate key messages, address the strategic approach, and develop a tactical implementation plan using appropriate vehicles and channels. This applies to written and spoken human interaction.

Professional Activities: Education, experience, and training can be gained through the following activities, among others:

- Communication inside an organization among employees, consultants, and contractors
- Communication with employees, customers, investors, suppliers, regulators, media, and the public

Functional areas: Functional areas in which education, experience, and training may be gained include (but are not be limited to), in alphabetical order: advertising, customer support, digital communications, education, human resources, internal communication, journalism, linguistics, management (business, nonprofit, or public), marketing, media, sales, public relations, and training.

Education: Education refers to successful completion of credit-granting courses at an accredited post-secondary college, university, trade school, or vocational school. It may have occurred at any point in the past.

Training: Training refers to skill-based courses offered by businesses, nonprofits, industry associations, colleges, universities, trade schools, or vocational schools. Webinars, in-service training and self-paced courses may be accepted if verifiable. Training must have occurred within the two years prior to an application for certification. If education is recent, then it may qualify as both education and training.

Experience: Experience is work in one or both of the professional activities defined above or in one or more of the listed disciplines. Experience must be within the past 12 years. One year of experience is defined as 1,500 hours of paid or volunteer work in a business or in a nonprofit, government agency, nongovernmental organization, educational institution, health care facility, or other similar institution. The total experience must include some work in each of the domains described in the Job Task Analysis.

6 APPENDIX A – JOB TASK ANALYSIS

FINAL CMP PRACTICE ANALYSIS & TEST SPECIFICATIONS

The following table identifies the proportion of questions from each domain that will appear on the examination. These percentages are used to determine the number of questions related to each domain that should appear on the multiple-choice format examination.

Domain	Percentage
Communication Ethics	6
Communication Research and Analysis	24
Communication Strategy and Engagement	34
Consistency and Strategic Implementation	17
Communication Measurement	19

Domain 1: Communication Ethics (6 percent)

As representative of management, communication professionals engage in communication that is legal, truthful, accurate and fair facilitating respect, mutual understanding and meaningful two-way communication among the organization and its stakeholders.

The Communication Ethics domain is based on the requirement for communication professionals to understand and practice the highest standards of professional behavior, communicate with sensitivity to cultural values and beliefs and apply ethics within their roles.

Tasks	Communication ethics (6%)
Task 1	Communicate with sensitivity to cultural values and beliefs
Task 2	Communicate according to ethical standards
Task 3	Determine and explain actions to take when issues arise that have the potential to impact the reputation of the organization
Task 4	In the context of professional communication, apply laws affecting privacy, copyright, plagiarism, confidentiality, conflict of interest and disclosure.

The competent and effective performance of these tasks requires knowledge of: K-1 *IABC Code of Ethics for Professional Communicators*

K-2 Laws, regulations and practices pertaining to copyright, plagiarism, confidentiality, privacy and disclosure

K-3 Knowledge of the organization or client’s responsibilities with respect to ethical conduct

Domain 2: Communication Research and Analysis (24 percent)

Communication professionals research and evaluate how to serve and promote the organization most effectively and then offer recommendations supported by direct and secondary evidence.

Tasks	Communication Research and Analysis (24%)
Task 1	Choose appropriate research methodology based on the needs of the project
Task 2	Research, benchmark and analyze the business and communication environment and against needs and opportunities
Task 3	Determine and analyze the audience characteristics and mindset in relation to the communication opportunity
Task 4	Interpret and apply the results to inform the communication strategy, aligning key business indicators with communication campaigns

The competent and effective performance of these tasks requires knowledge of:

- K-4 Organization strategic direction, key performance indicators and business needs
- K-5 Mission, vision goals and brand of the organization
- K-6 Organization structure, culture (s) and operations
- K-7 Laws and regulations pertaining to the organization
- K-8 Audience analysis, mapping and segmentation
- K-9 Characteristics and cultures of key stakeholder
- K-10 External environment (e.g. competition, industry groups, political environment, media)
- K-11 Business principles and the role of communication in sustainable business
- K-12 Communication research, measurement and analytical methodologies

Domain 3: Communication Strategy and Stakeholder Engagement (34 percent)

A communication professional identifies and communicates with employees, customers, shareholders, regulators, government agencies and other groups with an interest in the organization's activities. All these groups have the potential to change the organization's results. The communication professional fosters and nourishes relationships with them that will support the organization's mission and goals and uses dialogue to tell the organization's story and garner support.

Tasks	Communication Strategy and Stakeholder Engagement (34%)
Task 1	Develop communication strategies and tactics that are consistent with the results of the research and analysis and aligned with business and audience needs
Task 2	Present the business need or opportunity and the strategic communication approach
Task 3	Establish measurable objectives to provide direction and deliver meaningful communication outcomes and outputs
Task 4	Describe the audience characteristics in relation to the communication strategy
Task 5	Create key messages to reinforce the objectives of the program
Task 6	Define tactics that are consistent with research findings, the business need and audience preferences
Task 7	Identify and use the most effective communication channels, vehicles and media for audiences
Task 8	Develop a communication budget
Task 9	Collaborate with internal and external partners

The competent and effective performance of these tasks requires knowledge of:

- K-4 Organization strategic direction, key performance indicators and business needs
- K-5 Mission, vision goals and brand of the organization
- K-8 Audience analysis, mapping and segmentation
- K-11 Business principles and the role of communication in sustainable business

- K-13 Strategic communication planning methodologies
- K-14 Channel selection and planning
- K-15 Strengths and weaknesses of communication vehicles in relationship to the audience
- K-16 Message development
- K-17 Differences between goals, objectives, tactics and supporting strategies
- K-18 Decision techniques, models and methodologies
- K-19 Outcomes and outputs
- K-20 Basic financial principles and communication budgeting
- K-21 Engagement, collaboration and facilitation skills
- K-22 Communication theories and methodologies
- K-23 Communication practices and trends

Domain 4: Communication Implementation (17 percent)

The communication professional implements a strategic solution based on the management of tactical elements that demonstrate alignment with the communication strategy. Knowledge of the communication profession, project management skills and the ability to align the tactical implementation with the strategic approach is core to the success of the strategy to deliver meaningful results.

Acting as the organization’s voice, a communication professional expresses a single, consistent story for internal and external audiences. This narrative is clear and compelling, it reflects the input and perspectives of diverse stakeholders, and it furthers the organization’s mission. A communication professional integrates information and inspiration for this narrative from people with diverse perspectives and ensures that communications are culturally appropriate to each audience.

Tasks	Communication Implementation (17%)
Task 1	Develop and implement tactical project plans, manage budgets and human resources, set and meet deadlines
Task 2	Advise on the effective use of communication platforms and messaging and manage communication channels
Task 3	Create clear and concise content and manage content across channels
Task 4	Edit copy, prepare presentations, design and layout documents
Task 5	Engage stakeholders and manage relationships with them
Task 6	Monitor, analyze and modify the implementation of the communication program

The competent and effective performance of these tasks requires knowledge of:

- K-4 Organization strategic direction, key performance indicators and business needs
- K-5 Mission, vision goals and brand of the organization
- K-6 Organization structure, culture(s) and operations
- K-7 Laws and regulations pertaining to the organization
- K-14 Channel selection and planning
- K-15 Strengths and weaknesses of communication vehicles in relationship to the audience
- K-16 Message development
- K-20 Basic financial principles and communication budgeting
- K-24 Effective and diverse writing skills that convey a credible, clear, concise, persuasive messages
- K-25 Advanced editing techniques
- K-26 Project planning and management including resource management (financial, human resources, time)
- K-27 Tactical communication planning
- K-28 Relationship management techniques

Domain 5: Communication Measurement (19 percent)

Communication professionals gauge their results using clear qualitative and quantitative measures that can be duplicated. By measuring the impact of communication strategies and activities against the business needs, communicators demonstrate the value of strategic communication as a key driver of business success.

Tasks	Communication Measurement (19%)
Task 1	Select and use tools and techniques to measure communication results
Task 2	Measure and analyze outputs and outcomes of communication campaigns against the intended results
Task 3	Compare and analyze results against benchmarks and objectives based on the business and communication needs identified
Task 4	Analyze the results delivered against the business and communication needs identified and return on investment
Task 5	Present results to stakeholders including recommendations for improvement

The competent and effective performance of these tasks requires knowledge of:

- K-4 Organization strategic direction, key performance indicators and business needs
- K-10 External environment (e.g. competition, industry groups, political environment, media)
- K-12 Communication research, measurement and analytical methodologies
- K-13 Strategic communication planning methodologies
- K-23 Communication practices and trends
- K-29 Communication measurement techniques and standards
- K-30 Techniques for integrating data, outcomes and findings into reports and recommendations
- K-31 Effective report writing
- K-32 Effective presentation skills

*(+/- 3%)

Knowledge Summary

- K-1 *IABC Code of Ethics for Professional Communicators*
- K-2 Laws, regulations and practices pertaining to copyright, plagiarism, confidentiality, privacy and disclosure
- K-3 Organization or client responsibilities with respect to ethical conduct
- K-4 Organization strategic direction, key performance indicators and business needs
- K-5 Mission, vision goals and brand of the organization
- K-6 Organization structure, culture(s) and operations
- K-7 Laws and regulations pertaining to the organization
- K-8 Audience analysis, mapping and segmentation
- K-9 Characteristics and cultures of key stakeholders
- K-10 External environment (e.g. competition, industry groups, political environment, media)
- K-11 Business principles and the role of communication in sustainable business
- K-12 Communication research, measurement and analytical methodologies
- K-13 Strategic communication planning methodologies
- K-14 Channel selection and planning
- K-15 Strengths and weaknesses of communication vehicles in relationship to the audience
- K-16 Message development
- K-17 Differences between goals, objectives, tactics and supporting strategies

- K-18 Decision techniques, models and methodologies
- K-19 Outcomes and outputs
- K-20 Basic financial principles and communication budgeting
- K-21 Engagement, collaboration and facilitation techniques
- K-22 Communication theories and methodologies
- K-23 Communication practices and trends
- K-24 Writing techniques that effectively convey credible, clear, concise, persuasive messages
- K-25 Advanced editing techniques
- K-26 Project planning and management including resource management (financial, human resources, time) K--27 Tactical communication planning
- K-28 Relationship management techniques
- K-29 Communication measurement techniques and standards
- K-30 Techniques for integrating data, outcomes and findings into reports and recommendations
- K-31 Effective report writing

Appendix B: SCMP PRACTICE (JOB) ANALYSIS AND TEST SPECIFICATIONS

STRATEGIC COMMUNICATION MANAGEMENT PROFESSIONAL

JOB TASK ANALYSIS

This document represents a delineation of the major tasks (T) performed and knowledge (K) applied by Strategic Communication Management Professionals, individuals who typically have 10–15 years or more of experience in the practice of their profession. Strategic Communication Management Professionals operate on the strategic level, represent the voice and conscience of the organization, and use their influence on the behavior of internal and external stakeholders to further business goals and protect the reputation of the organization.

(23%) Domain I - Advising and Leading

Task-1	Counsel executives and business unit leaders about communication and its effect on business results.
Task-2	Coach executives, business unit leaders, and others within the organization on how to communicate effectively in a variety of situations and settings.
Task-3	Advise executives and business leaders on the communication aspects of business plans and their effects on stakeholders.

The effective performance of these tasks requires knowledge of:

- K-1 Business principles
- K-2 Marketplace/Industry specifics
- K-3 Communication demands of typical settings and situations (e.g., crises, media, change)
- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-6 Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-7 Laws and regulations that affect the organization
- K-8 Impact of communication on the business, business results, and stakeholders
- K-9 Coaching and training techniques

(20%) Domain II - Management

Task-4	Lead teams involved in performing communication projects.
Task-5	Provide budget management/oversight.
Task-6	Acquire and manage resources necessary for meeting communication objectives (e.g., funding, facilities, tools).
Task-7	Develop business cases for communication projects and campaigns.
Task-8	Hire, manage, mentor and develop staff.
Task-9	Swiftly prioritize and re-prioritize workflows based on changing business needs.

The effective performance of these tasks requires knowledge of:

- K-1 Business principles

- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-6 Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-9 Coaching and training techniques
- K-10 Project management techniques
- K-11 Staff management, mentoring and development techniques
- K-12 Team dynamics and leadership
- K-13 Financial management techniques
- K-14 Negotiation techniques
- K-15 Problem solving techniques
- K-16 Business case development
- K-17 Presentation techniques

(19%) Domain III - Strategy Development

Task-10	Direct research.
Task-11	Interpret information to generate insights that can inform strategy.
Task-12	Develop communication strategies for the organization.
Task-13	Demonstrate the business value of communication by developing measurable goals and objectives.

The effective performance of these tasks requires knowledge of:

- K-1 Business principles
- K-2 Marketplace/industry specifics
- K-3 Communication demands of typical settings and situations (e.g., crises, media, change)
- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-6 Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-8 Impact of communication on the business, business results, and stakeholders
- K-14 Negotiation techniques
- K-18 Research methods
- K-19 Techniques for constructing measurable goals
- K-20 Measurement techniques
- K-21 Techniques for drawing insights from data and applying them to the organization
- K-22 Strategic planning techniques

(10%) Domain IV – Innovation

Task-14	Identify trends in communication and evaluate them against the organization's needs.
Task-15	Develop unique approaches to communication implementation.
Task-16	Adopt and promote a continuous improvement environment.

The effective performance of these tasks requires knowledge of:

- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-6 Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-15 Problem solving techniques
- K-20 Measurement techniques
- K-21 Techniques for drawing insights from data and applying them to the organization
- K-23 Communication trends across industries
- K-24 Potential sources of innovative ideas, insights and solutions
- K-25 Evaluation techniques

(10%) Domain V – Ethics

Task-17	Take all reasonable steps to ensure that the organization communicates with sensitivity to cultural values and beliefs
Task-18	Take all reasonable steps to ensure that the organization communicates in accordance with its own policies, its industry's code of ethics and the IABC Code of Ethics.

The effective performance of these tasks requires knowledge of:

- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-7 Laws and regulations that affect the organization
- K-18 Research methods
- K-20 Measurement techniques
- K-26 IABC Code of Ethics
- K-27 Culture specific information

(18%) Domain VI – Reputation Management

Task-19	Identify reputational risks and recommend actions to protect the organization and its stakeholders.
Task-20	Manage crises.
Task-21	Prepare the organization for communication responses to crises.

The competent and effective performance of these tasks requires knowledge of:

- K-2 Marketplace/industry specifics
- K-3 Communication demands of typical settings and situations (e.g., crises, media, change)

- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-7 Laws and regulations that affect the organization
- K-14 Negotiation techniques
- K-15 Problem solving techniques
- K-18 Research methods
- K-20 Measurement techniques
- K-21 Techniques for drawing insights from data and applying them to the organization
- K-22 Strategic planning techniques
- K-27 Culture specific information
- K-28 Reputational risk factors
- K-29 Risk assessment and mitigation techniques
- K-30 Crisis communication and management techniques

Knowledge Summary

- K-1 Business principles
- K-2 Marketplace/industry specifics
- K-3 Communication demands of typical settings and situations (e.g., crises, media, change)
- K-4 Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5 Organization specific information, priorities, goals, brand, etc.
- K-6 Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-7 Laws and regulations that affect the organization
- K-8 Impact of communication on the business, business results, and stakeholders
- K-9 Coaching and training techniques
- K-10 Project management techniques
- K-11 Staff management, mentoring and development techniques
- K-12 Team dynamics and leadership
- K-13 Financial management techniques
- K-14 Negotiation techniques
- K-15 Problem solving techniques
- K-16 Business case development
- K-17 Presentation techniques
- K-18 Research methods
- K-19 Techniques for constructing measurable goals
- K-20 Measurement techniques
- K-21 Techniques for drawing insights from data and applying them to the organization
- K-22 Strategic planning techniques
- K-23 Communication trends across industries
- K-24 Potential sources of innovative ideas, insights and solutions
- K-25 Evaluation techniques
- K-26 IABC Code of Ethics
- K-27 Culture specific information
- K-28 Reputational risk factors
- K-29 Risk assessment and mitigation techniques
- K-30 Crisis communication and management techniques