Global Communication Certification Council (GCCC®)

Candidate Handbook

for
Communication Management Professional™ and
Strategic Communication Management Professional™
Certification Programs

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Contents

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 programs, 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 currently for Communication Management Professionals (CMP) and Strategic Communication Management Professional (SCMP).

The Global Standard℠ 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. GCCC® 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

Purpose 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® website in a listing with the country and city where they are based, and the current expiration date for their certification.

Levels of Certification

GCCC® currently offers two levels of certification:
- Communication Management Professional (CMP) — for people established in their careers as communication managers and looking to demonstrate their competence
- Strategic Communication Management Professional (SCMP) — for highly skilled professionals practiced in providing strategic communication advice and counseling to an organization's leadership

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

Fees

CMP Fees (all fees USD$)
CMP application fee (IABC member): $100
CMP application fee (non-IABC member): $400
CMP exam registration fee (all): $400
CMP exam retake fee: $100
CMP certification annual renewal fee: $100

SCMP Fees (all fees USD$)
SCMP application fee (IABC member): $100
SCMP application fee (non-IABC member): $400
SCMP exam registration fee (all): $400
SCMP exam retake fee: $100
SCMP certification annual renewal fee: $100

Impartiality, Fairness and Nondiscrimination

GCCC® and IABC adhere to principles of fairness and due process and endorse the principles of equal opportunity.

GCCC® and IABC do not discriminate against any applicant/Candidate for Certification on the basis of race, color, creed, age, gender, national origin, religion, disability, marital status, parental status, ancestry, sexual orientation, military discharge status or source of income, or any other status protected by law. All candidates for certification will be judged solely on the criteria determined by the GCCC.

Eligibility Requirements

Communication Management Professional (CMP)

For Communication Management Professional (CMP) certification, candidates must demonstrate:
- Eight years of experience and 40 hours of training **OR**
- Six years of experience, two years of education, and 40 hours of training

Strategic Communication Management Professional (SCMP)

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.

Determination of Eligibility

All applicants must describe their education, training, and experience. And they must provide supporting documentation, as follows:

Education

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

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 application submission for certification**. If education is recent, then it may qualify as both education and training.

Training documentation shall include dates, clock hours of face-time (in person or online including videos or audios but not reading or other assignments), instructor, institution, and

either documentation or contact information for an institution representative (full name, title and institution at the time of the education, 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 references who can verify the experience or role the candidate claims. For each role, candidates must include the references full name, current title and employer, email address, and/or telephone number. At least one reference per candidate will be randomly selected to contact for verification purposes.

Recommendation Letter (SCMP only)

SCMP applicants must also 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.

Application Process

Applications
Applications may be submitted online at https://gcccouncil.org/get-certified-now/. The information provided on the application and supporting documentation will be used to determine the applicants' eligibility as noted above.

The application for Certification will include the applicant's signature attesting to:
- Having read and understood the Candidate Handbook
- Understanding the scope of the certification
- Agreeing to comply with all certification requirements and agreeing to supply any information needed to evaluate and verify compliance
- Make claims regarding certification only as permitted by the policies including the use of certification policy
- Use the certification only as authorized and to refrain from making any statement regarding certification that is inaccurate, misleading, or unauthorized
- Comply with all policies regarding the confidentiality of examination content
- Discontinue use of the certification and to dispose of any certificates upon suspension or withdrawal of certification

- Inform GCCC, without delay, of any matter that affects the individual's ability to continue to fulfil the certification requirements once certification is granted

Each application will include the applicant's name, contact information and notification of the accommodations policy and instructions for requesting special accommodations.

The application form and all supporting documentation must be submitted in accordance with the application instructions available on the website. Applicants are advised to retain a copy of all submitted materials.

Acknowledgement of receipt for all applications will be sent via email. After initial review of the application materials, each applicant will be notified that either the materials are (a) complete and approved or (b) incomplete and require additional information or documentation. Applicants will be informed of the information needed to complete their application. Fee payment is required for the application to be considered complete. Fees and payment instructions are published in the Candidate Handbook and/or on the website.

Confirmations, notifications, examination scheduling instructions and examination results will be sent to the email address indicated on the application form.

Application Review and Verification

The Sr. Certification Manager ensures that all complete applications are reviewed to determine if the applicant meets all eligibility requirements and that all required information has been properly submitted by the applicant. Any rejected applications will be notified by the Sr. Certification Manager only after communication is made regarding information needed to complete their application. GCCC reserves the right to verify any information submitted with an application and to request further information or documentation from the applicant as needed.

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.

Completed Application Requirements

A completed application requires each of the following items:
- Submission of education, experience and training with documentation or references
- Reference letter (for SCMP)
- Signed applicant agreement
- Application fees paid

Incomplete Applications

Applications deemed incomplete will be rejected. Applicants will be informed that their application is incomplete prior to rejection, in order to fully complete the application and resubmit. Application fees are nonrefundable.

Change of Contact Information

It is the responsibility of the applicant/candidate to notify GCCC immediately of any change in mailing address, phone number, or email address that takes effect during the certification process. This can be done via email communication to the Sr. Certification Manager (info@gcccouncil.org) or change of contact form on GCCC website (https://gcccouncil.org/faqs/)

Timelines

Once a candidate's application has been completed and verified, the candidate will be notified within 30 days whether they are approved to sit for the exam. Approved applicants (candidates) have two years from the date of the accepted application to take and pass the examination. If a candidate does not successfully pass the exam during this period, the candidate must reapply and pay the applicable fees again.

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

Examination Process

Introduction

The GCCC is committed to ensuring that the examination process is fair and non-discriminatory for all candidates. Strict adherence to all policies and procedures related to exam administration and security are a critical component of this process. Regardless of the exam site, exams will be administered in a standardized manner using trained proctors and appropriate physical facilities that conform to the criteria listed below.

Exams and certification program information documents are developed based on global communications practice.

Examination Sites

Selecting Examination Sites

Candidate will select their test site based on their location. Exam sites will be selected by the GCCC, listed on the GCCC Website, and updated on a regular basis.

Monitoring Examination Sites

GCCC certification exams are monitored by a GCCC approved and GCCC trained proctor.

Admission to the Examination

Each candidate will receive a confirmation letter once their application has been approved. The letter includes authorization to take the exam within two years of application approval. Once a candidate has registered for an exam and at least one week before the examination, each

candidate will receive an Admission to Exam (ATE) form, which he or she must bring to the examination site. The ATE form will include the date, time, and location of the examination.

Each candidate will be required to show one form of government-issued photo identification to gain admission to the examination site. One must be government issued or a legal document bearing the candidate's picture and signature. Acceptable government---issued identifications include a valid state driver's license, a valid state identification card with photo, a current passport, a current military identification, and an international photo identification issued by a foreign country. Student and employment identification cards are NOT acceptable.

Candidates who cannot produce the required identification at the examination site will not be permitted to sit for the examination. In these situations, candidates will be considered absent, will forfeit the full examination fee, and will be required to reapply for the examination and pay all applicable fees.

Candidates should plan to arrive 15 minutes before the exam begins. 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 stored, and/or put away. 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 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 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 proctor on location. Supporting evidence such as a doctor's letter must be submitted to the Certification Manager.

Technical Equipment

Candidates are asked to bring small laptops or large tablets with internet accessibility to their exam site. Occasionally, exams are administered in computer labs, where candidates are not required to bring their own computers. In this case, candidates will be notified in their Admission to Exam notice.

Candidate Feedback

Candidates are encouraged to use the feedback section of exam question to leave comments related to a specific item, the administration of the assessment, or the assessment site conditions. Candidates can also email the Sr. Certification Manager with all feedback regarding the exam or the certification process. All comments are reviewed by the Sr. Certification Manager and the relevant examination committee at their regularly scheduled meetings.

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.

Candidates who know of any breach of exam security must immediately report it to the exam proctor or Certification 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®).

Language

While the GCCC® certification exams are offered on a global scale, they are currently only available in English.

Taking the Examination(s)

The proctor(s) shall guide the test takers in connecting to the Internet (via Wi-Fi 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 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 proctor's attention. Any discussion with the proctor 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 proctor 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 proctor 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.

Accommodations for Special Needs (Americans with Disabilities Act)

The GCCC will provide reasonable and appropriate accommodations in accordance with the Americans with Disabilities Act (ADA) for individuals with documented disabilities who request and demonstrate the need for accommodation.

ADA regulations define a person with a disability as someone with a physical or mental impairment that substantially limits one or more major life activities. Documentation of the requested accommodation must include documentation of need provided by an appropriate, licensed medical doctor, healthcare practitioner or other relevant professional on the professional's letterhead. Documentation is required to validate the type and severity of a disability to enable accommodations to be specifically matched with the identified functional limitation, to provide equal access to exam functions for all examinees.

Special accommodations must be requested in advance of exam using the request for accommodations form here https://gcccouncil.org/faqs/

Reasonable examination accommodations will be made at no extra charge to individuals with documented disabilities.

Accommodation Requests

The Sr. Certification Manager will communicate authorization or denial of accommodations and will make test site arrangements as needed.

Examination sites and proctors will be notified of any approved accommodations in advance.

Permitted accommodations may include, but are not necessarily limited to:
- Additional time
- Separate testing room
- Auxiliary aids or services

Upon receipt of a request for an accommodation, the Sr. Certification Manager will review the information received and may contact the applicant, if needed, to obtain additional information. The Sr. Certification Manager will determine the feasibility of any accommodation, including the specific accommodation requested by the applicant/participant, considering all relevant circumstances including, but not limited to the nature of the documented disability; the nature of the accommodation; and the accommodation's impact on the Certification examination.

The Sr. Certification Manager will inform the applicant regarding the accommodation decision. If the accommodation request is denied, the applicant may appeal the decision by submitting a written statement to GCCC explaining the reasons for the request. The appeal will be reviewed by the GCCC and response emailed to the candidate within 30 days of receipt. The decision of the GCCC is final.

GCCC® will make every reasonable effort to accommodate candidates' special needs and to meet ADA compliance. Candidates must formally request accommodation 30 days before the exam application deadline in writing and must include official supporting documentation.

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. The form for this submission can be found here - https://gcccouncil.org/faqs/

Examination Format

Each level exam lasts three hours, consists of 100 multiple-choice questions, and is conducted in English. Please review sample exam questions in Appendix A.

Exam Security Agreement

Candidates must read and agree to an Exam Security Agreement at the commencement of the exam. If the candidate agrees with the Exam Security Agreement statements, he/she may proceed to the exam. If the candidate does not agree with the Exam Security Agreement

statements, he/she will be exited from the testing program and will not proceed with taking the exam.

Breaches of exam security or cheating include (but are not limited to):
- Finding out, or trying to find out, the contents of any exam question or paper
- Impersonating a candidate, or letting someone impersonate another person during the exam
- Obtaining through any means an exam question or paper before the established exam date and time
- Trying to gain an unfair advantage, or helping others to gain an unfair advantage
- Sharing details of the exam with others through any means before, during or after the exam
- Copying or allowing somebody to copy from your work during an exam
- Having or using notes or any other tools or sources of information during an exam
- Copying, disclosing, publishing, reproducing, or transmitting the exams in whole or in part, in any form or by any means, whether verbal, written, electronic or mechanical, for any reason.

Candidates who know of any breach of exam security, must report it to the proctor and/or the Sr. Certification Manager immediately. Any attempt to breach exam confidentiality by sharing details of the exam with others is considered professional misconduct and should be handled accordingly either by GCCC or any other professional association to which a candidate belongs (and to whom the GCCC will report such incidents).

Violators of exam security will be dismissed from the testing center. Exam results, certification and fees will be withheld. Certificants' certification will be canceled if it is confirmed they breached exam security.

Exam Development

The exam development procedures described below are used to ensure that performance of each exam is acceptable. The testing vendor / psychometric consultants work with the GCCC to advise the GCCC and Sr. Certification Manager on achieving and retaining compliance with generally accepted psychometric principles to ensure the exam is reliable and valid.

The GCCC selects qualified Subject Matter Experts (SMEs) to participate in exam development activities. SMEs participate throughout the exam development process. All SMEs are required to sign a confidentiality/non-disclosure agreement that includes provisions for GCCC's ownership of all examination content as well as confidentiality provisions and restrictions on providing examination preparation courses.

The content for the exam will be determined based on the results of a weighted content outline developed from the job task analysis (JTA) (see JTA for CMP in Appendix B and JTA for SCMP in

Appendix C). Content for the exam will be derived from the results of job task analysis developed by the SMEs on the job analysis committee. Final test specifications will be approved by the GCCC.

The cut score for the exam will be established using the Angoff Method. Qualified and trained SMEs will participate in selecting the cut score working with a qualified staff member and/or psychometric consultant. The process used to select the cut score will be documented in a formal cut score study report.

The cut score resulting from the cut score study will be reviewed and approved by the GCCC. The approval of the passing score, along with any modifications to the recommended passing score, will be documented in the final cut score study report along with the rationale for those changes.

CMP Exam Format

Candidates sitting the Communication Management Professional certification exam are assessed on five domains developed in the Job Task Analysis (see Appendix B for the CMP JTA).

Those domains are weighted on the revised exam as follows:

DOMAIN	Percentage of Questions on Exam
Communication Ethics	7
Communication Research and Analysis	21
Communication Strategy and Engagement	36
Consistency and Strategic Implementation	16
Communication Measurement	20

*CMP Exam Revised 2017

SCMP Exam Format

Candidates sitting the Strategic Communication Management Professional certification exam are assessed on five domains developed in the Job Task Analysis (see Appendix C for the SCMP JTA).

Those domains are weighted on the exam as follows:

1. DOMAIN	2. Percentage of Questions on Exam
3. Advising and Leading	4. 23
5. Management	6. 20
7. Strategy Development	8. 19

9. Innovation	10. 10
11. Ethics	12. 10
13. Reputation Management	14. 18

After the Examination

Scoring Procedures

Exam results are communicated directly to candidates via email within 30 days of exam administration. Candidates will be notified via email from GCCC or Senior Certification Manager.

Exam results for passing Candidates will include pass/fail status only. Because the exam is not meant to distinguish among scores above the passing point, numeric scores are not be reported for passing candidates.

Failing candidates will be provided with a score report for each of the examination content domains.

A description of how the passing score is determined along with a summary of how the Candidate's score should be interpreted is presented in this Handbook. Candidates will be informed that the examination is designed to assess knowledge associated with adequate professional competency and that it is not intended to distinguish among scores above the passing point.

Due to issues of exam item security, GCCC® cannot provide information on the exact questions that were answered correctly or incorrectly.

Appeals of Examination Results

Candidates who fail the exam may file an appeal of exam results based on examination procedures that fail to comply with the GCCC's established policies or alleged testing conditions severe enough to cause a major and significant disruption of the examination process.

Appeals must be made in writing via email to the Sr. Certification Manager (info@gcccouncil.org) within 30 days of the date on the individual's score results. Appeals are forwarded to the GCCC Appeals Committee for review along with any other relevant information. Written notice of the final decision will be sent to the applicant via email within 30 days of the review. The decision of the GCCC Appeals Committee will be final.

Retake Procedures

Candidates have two years following approval of an application to complete the examination.

Candidates who fail an exam once may retake the exam immediately. If a candidate fails an exam a second time, the candidate must wait 6 months prior to attempting the exam a third time.

For those candidates who fail an exam three times, candidates must wait two years from the last examination attempt before reapplying for certification. The candidates must complete the entire certification process again, including application, exam, and applicable fees.

Certification

Introduction

After receiving notification of the official GCCC CMP or SCMP designation, the credential(s) granted may be used only if the individual's certification remains valid and in good standing.

Individuals may not use the credential(s) until they have received specific notification that they have successfully completed all requirements, including passing the required exam(s). Certificants must comply with all certification renewal requirements to maintain use of the credential(s).

The use and/or display of the official GCCC acronyms or designation names, except as permitted by this policy, is prohibited. Individuals who fail to maintain certification / recertify or whose certification is suspended or revoked must immediately discontinue use of the Certification mark(s) and are prohibited from stating or implying that they hold the certification.

Acceptable Use

Individuals who have earned the credential(s) may identify themselves as a "GCCC Certified Professional" or GCCC Certified Communication Professional status for each discipline certified.

The name and official acronym may be used only if the Certification is valid and in good standing. Certification is a non-transferable, revocable, limited, non-exclusive license to use the certification designation and is subject to compliance with the policies and procedures of the GCCC.

Certified individuals may not make misleading, deceptive, or confusing statements regarding their certification status.

Certificate

Each Certificant will receive a certificate for each credential granted. Candidates who pass the CMP examination will be awarded a CMP certificate. Candidates who pass the SCMP examination will be awarded an SCMP certificate. All certificates are non-transferrable.

Each certificate will include, at a minimum, the following information:
- Name of the credential
- Name of the certified individual
- Unique Certification number
- Signature of the GCCC Chair
- Reference to the scope and limitations of the Certification, including:
  - Professional Certification indicates that the individual has met all the requirements of the designated Certification program.
- Effective date
- Expiration date
- Disclaimer stating that the GCCC retains sole ownership of the certificate

Individuals who renew their certification (recertify) will receive a new certificate. The care and issuing of certificates shall be the responsibility of the Sr. Certification Manager.

Security

Certificates include the GCCC Chair's electronic signature. All certificates are produced with a GCCC watermark, a unique certification number and the official GCCC logo to reduce the risk of fraud, forgery, and counterfeit.

Ownership

The GCCC retains sole ownership of all certificates.

Complaints and Investigations

Incidents of alleged misuse of the name and/or certification acronyms by a certificant or candidate will be investigated by the Sr. Certification Manager and referred to the GCCC Chair for action under the Disciplinary Policy as required. Individuals who are found to be in violation of this policy may be subject to disciplinary action under the Disciplinary Policy.

Use of Certification Marks and Logo

Please refer to the following guidelines for proper use of the CMP® AND SCMP® certification marks. When used, the trademarks must be displayed under strict use and reproduction guidelines, or their value as trademarks could be lost.

CMP® AND SCMP®

- Always use capital letters.
- Never use periods.
- Always use the ® symbol.
- Always use with one of GCCC's approved nouns ("certificant," "professional," "communicator," "certification," "mark" or "exam") unless directly following the name of the individual certified by GCCC®
- Always associate with the individual(s) certified by GCCC®.

COMMUNICATION MANAGEMENT PROFESSIONAL™ and
STRATEGIC COMMUNICATION MANAGEMENT PROFESSIONAL™

- Always use capital letters or small cap font.
- Always use the ™ symbol.
- Always use with one of GCCC's approved nouns ("certificant," "professional," "communicator," "certification," "mark" or "exam") unless directly following the name of the individual certified by GCCC.
- Always associate with the individual(s) certified by GCCC®.

GCCC® Logo

- Always reproduce the logo design from original artwork.
- Never alter or modify the logo design.
- Always associate with the individual(s) certified by GCCC®.
- Maintain a minimum size of 1.0in in print or 100 px on screen.
- Always maintain clear space around the mark to maintain legibility.

Trademark Disclaimer

Whenever possible, use the following tagline in materials that use one of the CMP® AND SCMP® marks:

Global Communication Certification Council (GCCC®) owns the certification marks CMP®, COMMUNICATION MANAGEMENT PROFESSIONAL™, SCMP®, STRATEGIC COMMUNICATION

MANAGEMENT PROFESSIONAL™ and GCCC® logo in the U.S., which it awards to individuals who successfully complete GCCC's initial and ongoing certification requirements.

If you have questions about the GCCC's trademark usage guidelines, or would like GCCC to review business materials you are developing which feature the CMP® AND SCMP® certification marks, please contact us at info@gcccouncil.org

Certification Renewal of Certified Professionals

Introduction

The GCCC recognizes the importance of ongoing professional development and education for all certificants. The certification renewal requirement is designed to ensure that certificants maintain their knowledge, keep up to date with evolving technology and best practices, stay informed of practice developments, broaden their perspective of the profession, and reinforce learning.

Due to the pace at which information changes in the industry, certificants are required to renew their certification annually.

Certification Renewal

Each certified individual is required to complete the following certification renewal requirements:
- Complete 40 professional development (PD) points per year.
- Submit a complete Renewal Form for certification renewal that includes:
- Distribution of PD activities within categories determined by GCCC
- Applicable amount of points for each PD activity
- Signature, acknowledging having read and being bound by GCCC's Policies and Procedures
- Pay fees annually, with submission of PD and Renewal Form. GCCC will send a reminder notice to each certified individual's email address(s) that are on file with GCCC.

Certificates showing successful completion of each continuing education/professional development activity must be submitted with the certification Renewal Form. Certificants are responsible for retaining appropriate records and documentation as evidence of completing continuing education activities.

Professional Development Requirements

Professional development points may be earned at (including but not limited to):
- attending communications webinars/seminars/workshops/conferences presented by professional organizations

- presenting at communications webinars/seminars/workshops/conferences presented by a professional organization
- completion of continuing education
- mentorship
- other certifications or licensures
- authoring or reading publications
- leadership activities
- board participation
- GCCC contributions

For all reported events proof of attendance should be submitted along with the title, course length (hours), description of the scope or content of the course, and certificate of completion or other proof of attendance. The GCCC will retain the right to review all certification renewal PD materials and provide the final decision on acceptance of the materials and/or webinars for PD points for certification renewal.

Submission of Professional Development

Professional development points can be submitted online (and fees paid) here - https://gcccouncil.org/certification-renewal/ The online form is based on the following chart:

Professional Development Activity Must acquire at least 40 points; No ONE category can account for more than 60% (24 points) of professional development activity	Points Awarded	Acceptable Documentation
Attending: Attendance at a professional organization conference, workshop, lecture, or seminar on communication management knowledge	1 point per 1 hour of attendance (max. 20 pts per one event)	Conference Program/Agenda, receipt
Presenting: Speak or present at a professional organization conference, workshop, lecture, or seminar on communication management knowledge	10 pts per event	Conference Program/Agenda with name
Continuing Education: Successful completion of a course of study focused on communication management	10 pts per course completed	Transcript or certificate of completion
Mentorship: Developing the skills of another communicator through a formalized teaching, coaching, or mentoring program (excluding line management responsibilities).	10 points per mentee	Letter from mentee or Mentoring program documentation

Other Certification or Licensure: Earning or maintaining an industry related certification that is accredited by ISO/IEC 17024, or ANSI, or has eligibility requirements, a criterion-referenced exam, and renewal requirements OR earn or maintain a related professional license.	5 points per certification or licensure	Copy of certificate or license
Authoring Publications: Content must include communication management knowledge	1 textbook = 20 points if written during the certification cycle 1 published article = 5 points (certified person is sole author) 1 point per contribution; up to 5 points awarded for industry video-blogs, blogs or contributions to newsletter articles or published interviews	Book/author citation or link to article
Reading Publications: Books or journal articles related to communication management	1 point per article 5 points per book	Book/author citation or link to article
Leadership: Participating in a leadership role for a professional communication association (e.g. serving as a board or committee member for an association or an award adjudicator) Participating in a leadership position on a communication governing body at the international, national, regional, local or chapter level, with full participation.	Maximum 10 points per year of participation Multiple points will not be awarded for sitting on multiple committees and boards within the same association.	Printout of Leadership page of website Letterhead with leadership positions Confirmation letter from fellow member of board
GCCC Activities: Contribution to the work of GCCC; Service restricted to sitting on GCCC, proctoring exams, JTA meetings, item-writing, and review, passing score study meeting.	Maximum Ten (10) points available per renewal cycle	Copy of agenda with names Proctor agreement

Certification Renewal Form Review

The Sr. Certification Manager ensures that all complete applications are reviewed to determine if the Certificant meets all Certification renewal requirements and that all required information has been properly submitted. Certificants are required to submit proof of attendance or completion

for non-IABC events. GCCC reserves the right to verify any information submitted with an application and to request further information or documentation from the Certificant as needed.

Certification Expiration and Failure to Renew

Failure to successfully renew by the published deadline will result in forfeiture of the individual's certification status.

If certification has been expired for 90 days or less, an individual may reinstate his/her certification by meeting all the certification renewal requirements; submitting a complete certification renewal form and paying the certification renewal fee. If certification has been expired for more than 90 days and an extension has not been granted, certification status shall be moved into lapsed status.

Individuals whose certification has expired may be granted an extension to meet all recertification requirements for a period not to exceed one year. Extensions may be granted upon request and at the discretion of certification program personnel. The certified individual's original date of expiration will remain valid when/if the new certificate is issued. If the individual does not renew their expired certification within the designated extension period, the individual's record shall be moved into lapsed status.

Individuals in lapsed status can only achieve re-certification by meeting all eligibility requirements in effect at the time of re-application and pass the examination(s). All eligibility, examination and fee requirements shall apply.

Certification Renewal Appeals

Certificants who have submitted a completed certification renewal form and who are notified that they do not meet the Certification renewal requirements may appeal this decision by sending an email notice of the appeal to the Sr. Certification Manager within 45 days of the date of the adverse decision.

Any appeals that are not resolved to the satisfaction of the certificant will be forwarded by the Sr. Certification Manager to the GCCC Appeals Committee for review along with any relevant information from the review of the certification renewal form. Written notice of the final decision will be emailed to the certificant within 30 days of the review. The decision of the GCCC Appeals Committee will be final.

Maintenance of Certification Acceptance

The Sr. Certification Manager will issue a Certification renewal email and updated certificate once all certification renewal requirements have been met. Certification renewal forms will not be accepted from individuals whose certification has been revoked or is in a state of suspension.

All professional development activities are subject to review and approval by the GCCC. Credit is only granted after an activity has been completed and documented.

Complaints Against Certificants

Introduction

To maintain and enhance the credibility of the certification program, the GCCC has adopted the following procedures to allow individuals to bring complaints concerning the conduct of individuals who are certificants or candidates for certification by the GCCC.

In the event an individual violates the certification program policies, the GCCC may reprimand or suspend the individual or may revoke certification. The grounds for sanctions under these procedures may include, but are not necessarily limited to:

- Violation of established certification policies, rules, and requirements.
- Conviction of a felony or other crime under federal or state law.
- Gross negligence, willful misconduct, or other unethical conduct in the performance of services for which the individual has achieved certification from GCCC.
- Fraud or misrepresentation in an initial certification application or certification renewal form.

Information regarding the complaint process will be available to the public without request via the GCCC web site and/or other published documents.

Actions taken under this policy do not constitute enforcement of the law, although referral to appropriate federal, state, or local government agencies may be made about the conduct of the candidate or certificant in appropriate situations. Individuals initially bringing complaints are not entitled to any relief or damages by this process, although they will receive notice of the actions taken.

Complaints

Complaints may be submitted by any individual or entity. Complaints should be reported to the Sr. Certification Manager in writing via email and must include the name of the person submitting the complaint, the name of the person the complaint is regarding along with other relevant identifying information, a detailed description of factual allegations supporting the charges, and any relevant supporting documentation. Information submitted during the complaint and investigation process is considered confidential and will be handled in accordance with the GCCC's confidentiality policy.

Upon receipt and preliminary review of a complaint involving a certificant or candidate for certification the Sr. Certification Manager in consultation with the GCCC Chair may conclude, in their sole discretion, that the submission contains unreliable or insufficient information.

In such cases, the Sr. Certification Manager and GCCC Chair may determine that the submission

does not constitute a valid and actionable complaint that would justify bringing it before the GCCC for investigation and a determination of whether there has been a violation of substantive requirements of the Certification process. If so, the submission is disposed of by notice from the Sr. Certification Manager and Chair to the individual who the complaint was filed against and its complainant. All such preliminary dispositions by the Chair are reported to the GCCC at its next meeting.

This preliminary review to determine if the complaint is valid and actionable will be conducted within 30 calendar days of receipt of the complaint.

If a submission is deemed by the Chair to be a valid and actionable complaint, the Chair shall see that written notice is provided to the individual whose conduct has been called into question. The individual whose conduct is at issue shall also be given the opportunity to respond to the complaint. The Chair also shall ensure that the individual submitting the complaint receives notice that the complaint is being reviewed by the GCCC.

Complaint Review

For each complaint that the Chair concludes is a valid and actionable complaint, the GCCC authorizes an investigation into its specific facts or circumstances to whatever extent is necessary to clarify, expand, or corroborate the information provided by the complainant.

The Chair refers the complaint to a review committee to investigate and make an appropriate determination with respect to each such valid and actionable complaint. The review committee will consist of at least three, but not more than five, individuals. No one with any personal involvement or conflict of interest may serve on the review committee. Members of the review committee may be reimbursed for reasonable expenses incurred in connection with the activities of the committee.

The review committee initially determines whether it is appropriate to review the complaint under these procedures or whether the matter should be referred to another entity engaged in the administration of law. The timeline for responses and for providing any additional information shall be established by the review committee. The review committee may be assisted in the conduct of its investigation by IABC staff or legal counsel. The GCCC Chair exercises general supervision over all investigations.

Both the individual complainant and the candidate/certificant who is the subject of the investigation may be contacted for additional information with respect to the complaint. The review committee, or the GCCC on its behalf, may at its discretion contact such other individuals who may have knowledge of the facts and circumstances surrounding the complaint.

All investigations and deliberations of the review committee and the GCCC are conducted in confidence, with all communications marked "Personal and Confidential," and they are

conducted objectively, without any indication of prejudgment. An investigation may be directed toward any aspect of a complaint which is relevant. Formal hearings are not held, and the parties are not expected to be represented by counsel, although the review committee and GCCC may consult their own counsel.

Determination of Violation

Upon completion of an investigation, the Review Committee recommends whether the GCCC should decide that there has been a violation of GCCC policies and rules.

If the review committee recommends that the GCCC find a violation, the review committee may recommend imposition of an appropriate sanction prepared under the supervision of the Chair and is presented by a representative of the review committee to the GCCC along with the record of the review committee's investigation.

If the review committee determines that a violation has not occurred, the complaint is dismissed with notice to the candidate/certificant, the complainant, and the GCCC.

The GCCC reviews the recommendation of the review committee based upon the record of the investigation. The GCCC may accept, reject, or modify the Review Committee's recommendation, either with respect to the determination of a violation or the recommended sanction to be imposed.

In certain circumstances, the GCCC may consider a recommendation from the review committee that the Candidate/Certificant who has violated the Certification program policies or rules should be offered an opportunity to submit a written assurance that the conduct in question has been terminated and will not recur. The decision of the Review Committee to make such a recommendation and of the GCCC to accept it are within their respective discretionary powers. If such an offer is extended, the Candidate/Certificant at issue must submit the required written assurance within thirty days of receipt of the offer, and the assurance must be submitted in terms that are acceptable to the GCCC. If the GCCC accepts the assurance, notice is given to the candidate/certificants and complainant, if the submitter agrees in advance and in writing to maintain the information in confidence.

Sanctions

Any of the following sanctions may be imposed by the GCCC upon a candidate/certificant whom the GCCC has determined to have violated the policies and rules of its Certification program(s), although the sanction applied must reasonably relate to the nature and severity of the violation, focusing on reformation of the conduct of the member and deterrence of similar conduct by others:
- Written reprimand to the candidate/certificant;
- Suspension or termination of the certificant's certification for a designated period; or
- Suspension or termination of the candidate's application eligibility for a designated

period

Reprimand in the form of a written notice from the GCCC Chair is sent to a candidate/certificant who has received his or her first substantiated complaint. Suspension normally is imposed on a candidate/certificant who has received two substantiated complaints. Termination is imposed on a candidate/certificant who has received three or more substantiated complaints. The GCCC may impose any of the sanctions, if warranted, in specific cases.

Certificants who have been terminated shall have their certification revoked and shall not be considered for certification in the future. If certification is revoked, all certificates or other materials requested by the GCCC must be returned promptly to the GCCC or destroyed.

Appeal

Within thirty (30) days from receipt of notice of violation, the affected candidate/certificant may submit to the GCCC Chair via email a request for an appeal. Any candidate /certificant receiving such adverse decision will receive a copy of this policy along with notification of the appeal period.

Upon receipt of a request for appeal, the Chair of the GCCC establishes an appeal committee consisting of at least three, but not more than five, individuals. This Appeal Committee may review one or more appeals, upon request of the Chair. No current members of the Review Committee or the GCCC may serve on the Appeal Committee; further, no one with any personal involvement or conflict of interest may serve on the Appeal Committee. Members of the Appeal Committee may be reimbursed for reasonable expenses incurred in connection with the activities of the Committee.

The Appeal Committee may only review whether the determination by the GCCC of a violation of the Certification program policies and/or rules was inappropriate because of:
- Material errors of fact, or
- Failure of the Review Committee or the GCCC to conform to published criteria, policies, or procedures.

Only facts and conditions up to and including the time of the GCCC's determination as represented by facts known to the GCCC are considered during an appeal. The appeal shall not include a hearing or any similar trial-type proceeding. Legal counsel is not expected to participate in the appeal process, unless requested by the appellant and approved by the GCCC and the Appeal Committee. The GCCC and Appeal Committee may consult legal counsel.

The Appeal Committee conducts and completes the appeal within ninety days after receipt of the request for an appeal. Written appellate submissions and any reply submissions may be made by authorized representatives of the member and of the GCCC. Submissions are made according to whatever schedule is reasonably established by the Appeal Committee. The decision of the

Appeal Committee either affirms or overrules the determination of the GCCC but does not address a sanction imposed by the GCCC. The Appeal Committee will confirm receipt of all communications including the initial appeal and will provide notice to the appellant of the end of the appeals-handling process.

The Appeal Committee decision is binding upon the GCCC, the Candidate/Certificant who is subject to the termination, and all other persons.

Resignation

If a certificant who is the subject of a complaint voluntarily surrenders his or her Certification at any time during the investigation of a complaint under these Procedures, the complaint is dismissed without any further action by the Review Committee, the GCCC, or an Appeal Committee established after an appeal. Such resignation must include resignation of all GCCC credentials held by the individual. The entire record is sealed, and the individual may not reapply for Certification by the GCCC. However, the GCCC may authorize the Chair to communicate the fact and date of resignation, and the fact and general nature of the complaint, which was pending at the time of the resignation, to or at the request of a government entity engaged in the administration of law. Similarly, in the event of such resignation, the certificants employer and the person or entity who submitted the complaint are notified of the fact and date of resignation and that GCCC has dismissed the complaint as a result.

Certification Register

The GCCC® will publish a register of certificate holders on its public website gcccouncil.org (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 name does not appear on the register.

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®.

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.

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®.

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.

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.

Experience: Experience is work in one or both 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.

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.

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

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.

Appendix A - Sample Exam Questions

CMP Sample Questions

1. Two key ethical issues that should be considered in any qualitative research are consent and:
   - A. Confidentiality
   - B. Reward
   - C. Empathy
   - D. Persuasiveness

2. 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.

3. 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.

4. 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.

CMP Answers: *1) A; 2) A; 3) A; 4) A*

SCMP Sample Questions

1. Assume your staff is well-managed and is working at full capacity. Your manager briefly mentioned in passing that he wants to add a new "special project" to your unit's responsibilities. In order to build a case for additional resources, which of the following would you undertake first?

   A. Re-assess your team's priorities
   B. Obtain pricing for the new project: e.g. estimated time and other expenses it will take to complete;
   C. Seek clarification from your manager about the project parameters
   D. Tell your manager that it is just not possible given current priorities and resources

2. Which of the following is most important in building a business case for communication projects?

   A. Determine if you have current staff capacity to complete the project
   B. Assess if you have current budget to cover the project
   C. Determine how the project aligns with the organization's strategic priorities, values and/or vision
   D. See if and how the project overlaps with other projects

3. You are the communications director of a large pet supplies store chain. One of your suppliers sends you a formal notification that one of their dog food products is being investigated by regulators for potential harmful ingredients that might severely harm pets' health. They have not decided yet for a total recall, but they are issuing this early warning to distributors only. You understand this product is your best-selling one. Your advice to the CEO in terms of the most effective crisis communication response would be to:

   A. Immediately withdraw the products from the shelves, in order to minimize any risk and then wait for the results of the study.
   B. Recall the products as a distributor, issue a warning to all customers and communicate the recall through your social media.
   C. Contact the supplier, ask for a total recall of the product, ask them to take responsibility and issue a public statement about it, without involving your own store brand.
   D. Contact the supplier and get an update, monitor the situation closely, review customer complaints and be ready to act as needed.

4. You are the brand manager of a deodorant and you are working with your advertising agency on your media scheduling plan. The strategy that you choose for your product's media scheduling is:

    A. Flighting (intermittent and irregular periods of advertising, alternating with shorter periods of no advertising at all), to benefit from concentrating on the best purchasing cycle period.
    B. Continuity (advertising runs steadily with little variation over the campaign period), so at to benefit from media discounts due to volume.
    C. Pulsing (combines flighting and continuous scheduling by using a low advertising level all year round and heavy advertising during peak selling periods), to account for the purchasing cycles of the product.
    D. Randomization (neither flighting nor continuity, advertising randomly throughout the year), depending on availability of funds/budget.

5. Which of the following is a S.M.A.R.T. objective for a communication strategy?

    A. Increase subscriptions by 15% among 25-45-year-olds within a year
    B. Increase awareness by 10% in the Southern region and by 20% in the Northern region
    C. Achieve top of mind awareness of the brand by the end of 2020
    D. Achieve 1,500,000 impressions among target population

6. It is the beginning of May. You work for a trade organization that surveyed its members for feedback on a series of policy issues. A total of 300 members of the organization of 15,000 answered the survey in January. You have been tasked by the general manager to communicate the survey results to the press and make the results as appealing as possible for journalists. Of the following options, which one is unethical?

    A. Having visuals that accompany the release only illustrate a selection of the survey results
    B. Omitting the sample size in the release
    C. Presenting the results as April results
    D. Sending out the release to a selection of journalists that are known to cover the organization's surveys favorably

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SCMP Answers: *1) C; 2) C; 3) B; 4) C; 5) A; 6) C*

Appendix B – Job Task Analysis for CMP

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

*Original exam percentages; CMP exam revised 2017

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 s u p p o r t .

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 r e s u l t s .

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-19	Basic financial principles and communication budgeting
K-20	Engagement, collaboration, and facilitation techniques
K-21	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 C – Job Task Analysis for SCMP

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.

Domain 1 - Advising and Leading (23%)

15. T a	16. Counsel executives and business unit leaders about communication and its effect on business results.
17. T a	18. Coach executives, business unit leaders, and others within the organization on how to communicate effectively in a variety of situations and settings.
19. T a	20. 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 p r i n c i p l e s

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

Domain 2 – Management (20%)

21. Task-	22. Lead teams involved in performing communication projects.
23. Task-	24. Provide budget management/oversight.
25. Tsk-6	26. Acquire and manage resources necessary for meeting communication objectives (e.g., funding, facilities, tools).
27. Task-	28. Develop business cases for communication projects and campaigns.
29. Task-	30. Hire, manage, mentor, and develop staff.
31. Task-	32. Swiftly prioritize and re-prioritize workflows based on changing business

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

Domain 3 - Strategy Development (19%)

33. Task-	34. Direct research.
35. Task-	36. Interpret information to generate insights that can inform strategy.
37. Task-	38. Develop communication strategies for the organization.
39. Task- 13	40. 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	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

Domain 4 – Innovation (10%)

41. Task-14	42. Identify trends in communication and evaluate them against the organization's needs.
43. Task-15	44. Develop unique approaches to communication implementation.
45. Task-16	46. Adopt and promote a continuous improvement

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

Domain 5 – Ethics (10%)

47. Task-17	48. Take all reasonable steps to ensure that the organization communicates with sensitivity to cultural values and beliefs
49. Task-18	50. 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

Domain 6 – Reputation Management (18%)

51. Task-19	52. Identify reputational risks and recommend actions to protect the organization and its stakeholders.
53. Task-	54. Manage crises.
55. Task-	56. Prepare the organization for communication responses to

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

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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