Appendix 2: 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 Senior Communication Management Professionals, individuals who typically have 10–15 years or more of experience in the practice of their profession. Senior 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

T-1   Counsel executives and business unit leaders about communication and its
       effect on business results.

T-2   Coach executives, business unit leaders, and others within the organization on how to
                communicate   effectively in a variety of situations and settings.

T-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

T-4   Lead teams involved in performing communication projects.

T-5   Provide budget management/oversight.

T-6   Acquire and manage resources necessary for meeting communication objectives (e.g.,
                funding,   facilities, tools).

T-7   Develop business cases for communication projects and campaigns.

T-8   Hire, manage, mentor and develop staff.

T-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

T-10   Direct research.

T-11   Interpret information to generate insights that can inform strategy.

T-12   Develop communication strategies for the organization.

T-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

T-14   Identify trends in communication and evaluate them against the organization's needs.

T-15   Develop unique approaches to communication implementation.

T-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

T-17	Take all reasonable steps to ensure that the organization communicates with sensitivity to cultural values and beliefs
T-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

T-19	Identify reputational risks and recommend actions to protect the organization and its stakeholders.
T-20	Manage crises.
T-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)
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K-9	Coaching and training techniques
K-10	Project management techniques
K-11	Staff management, mentoring and development techniques
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K-17	Presentation techniques
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K-22	Strategic planning techniques
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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