

UNDERSTANDING THE COMMUNICATION ENVIRONMENT

A Band One internal communications professional

- Understands what internal communication is
- Understands where internal communications fits into the organisation

A Band Two internal communications professional

- Understands how internal communication links to business strategy
- Understands the wider communications disciplines
- Understands the relationship between HR, internal communications and marketing
- Understands the relevant professional codes of practice
- Understands the law as it relates to internal communications
- Has a basic understanding of psychology in the workplace

A Band Three internal communications professional

- Has an up to date understanding of internal communications best practice

PLANNING AND STRATEGY

A Band One internal communications professional

- Understands the planning basics of audiences, messages and media
- Supports colleagues in the delivery of communication campaigns

A Band Two internal communications professional

- Can plan simple communication programmes and events to defined objectives

A Band Three internal communications professional

- Can plan complex internal communications programmes to meet defined objectives
- Plans long-term communications programmes for large organisations
- Has experience in delivering IC programmes to support brand engagement, vision and values, crises and organisational restructuring
- Is able to develop communication plans which take account of cultural differences
- Aligns internal and external communications programmes

A Band Four internal communications professional

- Leads organisational change programmes
- Develops the internal communication strategy for their organisation
- Can translate the most complex business requirements into internal communications programmes

CRAFTING AND ORGANISING

A Band One internal communications professional

- Can write and edit simple communications for a variety of channels in an appropriate style for the audience, using plain English and correct grammar
- Has basic skills in photography and design

A Band Two internal communications professional

- Regularly writes for a variety of formats and media
- Can sub-edit others people's work
- Can organise and run a range of events including conferences, road shows and workshops
- Can take responsibility for working to visual identity and brand guidelines

A Band Three internal communications professional

- Can write speeches

A Band Four internal communications professional

- Uses advanced tools and techniques such as story telling, appreciative enquiry etc.

USING COMMUNICATION CHANNELS

A Band One internal communications professional

- Has exposure to a variety of channels and techniques in his/her role

A Band Two internal communications professional

- Understands the role and benefits of face to face communication
- Manages a range of internal communication channels
- Can select and evaluate different internal communications media

A Band Three internal communications professional

- Develops new or existing communication channels
- Develops policies and guidelines to improve the flow of communication within organisations (eg e-mail guidelines)

RESEARCH AND MEASUREMENT

A Band Two internal communications professional

- Understands the role of research and measurement in internal communications practice
- Can conduct small scale qualitative and quantitative research projects

A Band three internal communications professional

- Commissions and reviews detailed qualitative and quantitative research projects

A Band Four internal communications professional

- Conducts internal communication audits

BUILDING EFFECTIVE WORKING RELATIONSHIPS

A Band One internal communications professional

- Works effectively with internal or external clients and suppliers

A Band Two internal communications professional

- Develops personal networks

A Band Three internal communications professional

- Is able to specify and manage suppliers including negotiations and account management
- Maintains ef

A Band Four internal communications professional

- Works with and counsels very senior managers
- Manages complex relationships with suppliers
- Has regular exposure to the senior leadership team and board
- Develops strong coalitions with other functions

ADVISING, FACILITATING AND COACHING

A Band Two internal communications professional

- Can provide tactical advice to managers on communications practice
- Can carry out effective interviews for publications and research

A Band Three internal communications professional

- Can coach managers to be more effective communicators
- Can coach and lead small internal communications teams
- Uses his/her well-developed facilitation skills for research and planning meetings

A Band Four internal communications professional

- Advises and coaches very senior leaders
- Coaches and develops members of their department or consulting team to become more effective internal communication professionals