

INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX

GENERIC - BUSINESS & MANAGEMENT		SPECIALIST - CORPORATE & INTERNAL COMMUNICATION		
Knowledge	Skills	Knowledge	Skills	Direct experience
BAND 1 – Entry level (six to 12 months)				
Entry level practitioner (degree level). Learning core skills and acquiring basic knowledge in the wider context of communications and management.				
<ul style="list-style-type: none"> ▪ Basics of management theory and practice relevant to their sector ▪ Legal issues – health & safety legislation, etc. 	<ul style="list-style-type: none"> ▪ Time management ▪ Meeting practices ▪ Team working ▪ Networking ▪ Desk research ▪ Interpersonal communication 	<ul style="list-style-type: none"> ▪ What is IC? ▪ The politics of communication (where it fits in the organisation, etc) ▪ Planning basics – audience, messages, media, etc 	<ul style="list-style-type: none"> ▪ The fundamentals of writing & editing – proof reading, grammar, style, use of plain English, etc. ▪ Working with clients (int or ext) and suppliers ▪ Photography & design basics 	<ul style="list-style-type: none"> ▪ Working as an assistant or junior team member. ▪ Supporting colleagues in the delivery of communication campaigns. ▪ Exposure to a variety of channels & techniques. ▪ Basic news and feature writing for a variety of channels



INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX

GENERIC - BUSINESS & MANAGEMENT		SPECIALIST - CORPORATE & INTERNAL COMMUNICATION		
Knowledge	Skills	Knowledge	Skills	Direct experience
BAND 2 – 12 months to 2/3 Years				
Becoming effective as a practitioner, growing the skills set and deepening their understanding of business/management and internal comms.				
<ul style="list-style-type: none"> ▪ Finance for non-financial managers ▪ The management agenda (EFQM, IIP, etc) ▪ Communication & leadership – communication competencies, the role of leaders, etc. 	<ul style="list-style-type: none"> ▪ Negotiation skills ▪ Assertiveness ▪ Interpersonal skills (eg, consulting techniques) ▪ Presentation techniques ▪ Basic project management ▪ Budget setting & control 	<ul style="list-style-type: none"> ▪ How to plan simple internal communications programmes ▪ The role & benefits of face to face communication ▪ Awareness of wider communications disciplines (PR, marcoms, etc) ▪ Knowledge and understanding of relevant professional codes of practice ▪ The relationship between HR, Internal Communication and Marketing in relevant sector ▪ The role of research and measurement in internal communications practice ▪ The law as it relates to internal communications disciplines ▪ A grasp of psychology in the workplace ▪ How to select and evaluate different IC media ▪ How IC links to business strategy 	<ul style="list-style-type: none"> ▪ Writing and sub-editing for newsletters, and intranet (including news and features) ▪ Interviewing for publication and research ▪ Sub-editing colleagues work ▪ Planning simple programmes/campaigns (including audience segmentation) ▪ Providing tactical advice to managers on communications practice ▪ Conducting limited scope research projects ▪ Simple facilitation skills for research and planning meetings ▪ Developing personal networks ▪ Organising and running events and conferences ▪ Visual identity and brand management 	<ul style="list-style-type: none"> ▪ Regular writing and sub-editing for a variety of formats/Media ▪ Managing a range of internal IC channels (some for projects – others as a continuous responsibility) ▪ Conducting small scale qualitative and quantitative research projects ▪ Developing simple campaigns to defined objectives ▪ Working with colleagues on HR issues ▪ Working with colleagues from corporate communications or marketing backgrounds ▪ Organising and running a range of events including conferences, road shows and workshops



INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX

GENERIC - BUSINESS & MANAGEMENT		SPECIALIST - CORPORATE & INTERNAL COMMUNICATION		
Knowledge	Skills	Knowledge	Skills	Direct experience
BAND 3 – Manager or Supervisor with at least Two to Three years post graduate experience Moving from learning core skills to becoming effective as a manager and as an advisor to other leaders				
<ul style="list-style-type: none"> ▪ Financial & strategic planning ▪ Branding ▪ HR resource management 	<ul style="list-style-type: none"> ▪ Delegation & supervision ▪ Managing conflict ▪ Influencing skills ▪ Managing a budget ▪ Facilitation skills 	<ul style="list-style-type: none"> ▪ Mastery of management theory and practice relevant to their sector ▪ How to plan complex internal communications programmes ▪ Good practice in people management and budgeting ▪ Knowledge and understanding of relevant professional codes of practice ▪ Law and how it relates to people management and communications ▪ Evaluation of Internal Communications good practice ▪ Organisation culture & change management ▪ Risk & incident management – the role of internal comms. 	<ul style="list-style-type: none"> ▪ Specifying and managing suppliers including negotiations and account management ▪ Maintaining internal networks ▪ Coaching and leading small teams ▪ Coaching managers on their communications programmes ▪ Speech writing ▪ Improving organisational communication flow – development of e-mail guidelines, policies, etc ▪ Developing and delivering complex projects ▪ Planning and Managing detailed research projects ▪ Developed facilitation skills for research and planning meetings ▪ Supporting change projects ▪ Alignment of internal and external communications programmes 	<ul style="list-style-type: none"> • Developing new or existing communication channels • Delivering complex projects • Managing external suppliers (designers, AV and consultants) • Commissioning and reviewing qualitative and quantitative research projects • Developing communication campaigns to meet defined objectives • Being involved in multidisciplinary project teams • Working in an environment where a number of cultures need to be managed • Working with colleagues from corporate communications or marketing backgrounds • Working on projects at a time of crisis or rapid change • Planning a long-term communications programme for a large organisation • Experience delivering programmes concerning: <ul style="list-style-type: none"> ○ Brands ○ Values and



INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX

GENERIC - BUSINESS & MANAGEMENT		SPECIALIST - CORPORATE & INTERNAL COMMUNICATION		
Knowledge	Skills	Knowledge	Skills	Direct experience
				<ul style="list-style-type: none"> ○ behaviours ○ Restructuring ○ Cultural change



INTERNAL COMMUNICATION KNOWLEDGE & SKILLS MATRIX

GENERIC - BUSINESS & MANAGEMENT		SPECIALIST - CORPORATE & INTERNAL COMMUNICATION		
Knowledge	Skills	Knowledge	Skills	Direct experience
BAND 4 – Senior Practitioner – at least five years operating at Band two				
Leading a department or consulting practice which provides support to senior managers				
<ul style="list-style-type: none"> ▪ Understanding of key functions & issues faced (marketing, finance, HR) ▪ Deep sector expertise & knowledge ▪ Keeping abreast of current thinking and good practice in management inside and outside relevant sector ▪ Business ethics ▪ Motivation & leadership 	<ul style="list-style-type: none"> ▪ Leading & inspiring a team ▪ Coaching individuals ▪ Human resource planning & management ▪ Advanced negotiation skills ▪ Advanced facilitation skills 	<ul style="list-style-type: none"> ▪ Knowledge and understanding of relevant professional codes of practice ▪ How to translate complex business requirements into internal communications programmes ▪ Good practice in people management and budgeting ▪ 	<ul style="list-style-type: none"> ▪ Leading a department or consulting team, including providing development and coaching for junior team members ▪ Managing complex relationships with suppliers ▪ Working with and counselling very senior leaders ▪ Managing in multiple cultures ▪ Use of advanced tools & techniques – Appreciative Inquiry, Storytelling, etc ▪ Internal branding – making the links between internal and external communication ▪ Conducting internal communication audits 	<ul style="list-style-type: none"> • Leader of organisational change programmes • Development of an internal communication strategy • Regular exposure to senior leadership team/board • Developing strong coalitions with other functions (marketing, HR, finance)

