

Understand the organisation's strategy and the wider environment it operates in, to create effective internal communication plans that align to the organisation's goals and contribute to its success.

	Level 1 Eg: Entry Level - 6 months: IC Writer/Executive	Level 2 Eg: 1 - 3 Years Executive/ Manager	Level 3 Eg: 4 - 5 years Senior Manager	Level 4 - 5 years plus Senior Practitioner/Head of IC / Director
Understand the organisation's strategy and how internal communication supports the overall achievement of its goals	1. Collate information relating to the organisation's strategy, goals, vision & values	2. Interpret organisational strategy to understand the role of its people in achieving its goals	3. Translate complex business requirements into IC programmes and devise measurable activities that link the goals of the organisation to internal communication	4. Develop an IC strategy and business case proposing a solution to align internal communications to the organisation's strategy and achievement of its goals
	1. Gather and analyse data to understand the links between the IC performance and the achievement of the organisation's objectives	2. Interpret the data to identify opportunities and tactics to improve IC activities that support the organisation's strategy	3. Benchmark IC function against other business units to gain insights on how to improve for the future	4. Devise metrics to create evidence of the impact internal comms has on the organisation's performance, i.e. the link between the impact of internal communication and customer voice/experience
			3. Create brand standards for IC practices	4. Establish IC function purpose and mandate within the organisation
Ensure a broader knowledge of the business and wider industry	1. Build knowledge of the structure and commercial framework of the organisation	2. Work with departments to build first hand knowledge of the business to help inform IC strategy	3. Make recommendations to ensure IC supports all business functions and goals	4. Devise IC strategy and framework that supports the business environment
	1. Build knowledge of the industry the organisation operates in	2. Understand how the external factors can effect business, people and internal communication	3. Recommend strategies to ensure internal communications can respond effectively to external factors and translate messages for the internal audience	4. Engage senior leaders to anticipate changes in business, its structure and align internal communication function, keeping IC flexible to meet strategic priorities and organisational needs
Work with other functions to ensure IC strategy is aligned and integrated, i.e. external communications	1. Build a solid grasp of the total communications mix (internal & external)	2. Make the links between internal and external communication to ensure messaging/activities are aligned	3. Devise and implement strategies to ensure internal and external communications are aligned	4. Advise and create strategies to ensure internal and external comms are aligned
	1. Build a network with other business functions, i.e. HR/ Marketing/PR/Customer Insight	2. Create effective working relationships with other business functions, to ensure synergies in activities across External Communications/Marketing & HR	3. Contribute and be involved in multidisciplinary project teams	4. Articulate to the organisation value and strategic need for internal communication to drive performance
Craft effective internal communication strategies and tactical plans	1. Build understanding of IC strategy and tactical plans	2. Plan a simple internal communications programme/ timetable & co-ordinate activities	3. Translate business strategy into effective internal communication plans and deliver more complex IC programmes	4. Establish and lead IC strategy & implementation of tactical plans
		2. Knowledge & understanding of relevant professional codes of practice	3. Co-ordinate improvements to IC practices, i.e. conduct an internal communications audit to gain insights on how to improve for the future	4. Establish best practice improvements for 'non-IC Department' IC Activities
	1. Take / commission briefs for IC strategies	2. Translate briefs/proposals to ensure they meet IC strategy objectives	3. Craft IC effective tactical plans and/or strategies	4. Lead organisational change programmes 4. Provide a high level of consultancy (both internally and externally) advising on IC
Deploy strategic thinking, leadership and business acumen		2. Develop own IC capability and professionalism to deliver the organisation's needs	3. Lead IC department or consulting team and deploy good people management skills and coaching for junior team members	4. Act as a leadership role-model with regular exposure to senior leadership team/board
		2. Find out about the connections between wider organisational issues and own role	3. Keep up with and anticipate emerging organisational and commercial developments	4. Develop deep insights into the commercial and strategic context of the organisation
		2. Build theoretical knowledge of strategic expertise (i.e. planning/ commercial/strategic thinking) to translate and address challenges and opportunities	3. Deploy high levels of strategic thinking to make effective decisions in line with the organisation's priorities	4. Make decisions in a strategic context where there are many unknowns, keeping in mind organisation priorities
		2. Manage IC budgets and ensure all activities are delivered effectively within scope	3. Build influencing and negotiating skills to manage budgets and effective supplier relations	4. Make investment recommendations & devise budgets for IC function with demonstrable ROI
Takes responsibility for own professional and personal development by engaging in a range of learning activities				