

The levels

Four distinct professional levels have been identified as part of the profession map, providing an indication of the activities and outputs that professionals at different stages of their internal communication career may be involved in or responsible for.

The IoIC recognises that organisations differ widely in the number of communication professionals that they employ and in the structure of internal communication departments and activities carried out. In practice, **individuals may incorporate activities from more than one level in their role.**

Level Two: Managing

Responsible for channel management, delivery, and evaluation; practical communication planning and providing advice to project teams and other stakeholders. Providing support to leaders and other colleagues in effective communication delivery and creating content which requires advanced skill and knowledge such as more complex, sensitive or change focused messaging.

Level One: Delivering

Delivering high-quality communication materials, with a focus on content creation, potentially design and the day to day administration of communication channels/ infrastructure.

Level Four: Leading

Working at a senior level to lead thinking on internal communication; ensuring communication strategies meet business needs and that effective communication is built into the fabric of the organisation.

Level Three: Strategically Advising

Working with business areas to advise on communication strategies and approaches; development of overall channel infrastructure and evaluation processes; and supporting leaders in becoming highly effective communicators.

The profession map captures key technical activities and the underpinning skills and knowledge required at each level to deliver those activities. The blend is likely to differ given specific organisational requirements. Dependent on remit, it is likely that individuals will also need core generic business knowledge and skills. These are likely to include:

- **Budgeting skills**
- **Leadership of teams**
- **Coaching and developing team members**
- **Continuous personal development**

These activities and skills do not form part of the framework as it is anticipated that these will be part of general personal development strategies within each organisation.