

JOB PROFILE DESCRIPTIONS IN COMMUNICATION MANAGEMENT

Third revised edition, August 2002

Published by:
Beroepsvereniging voor Communicatie, Den Haag
(Dutch Professional Association for Communication, The Hague)
Vereniging voor Overheidscommunicatie, Apeldoorn
(Dutch Association for Government Communication, Apeldoorn)

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Acknowledgements

This is the third, revised, edition of the Dutch *Beroepsniveauprofielen* (Job profile descriptions in communication management, in Dutch abbreviated and hereinafter named BNP), compiled by the *OnderwijsAdviesRaad* (Education Council of the Netherlands, in Dutch abbreviated and hereinafter named OAR), the co-operative advisory boards of the *Vereniging voor Overheidscommunicatie* (Dutch Association for Government Communication, In Dutch abbreviated VVO and hereinafter named VVO) and the *Beroepsvereniging voor Communicatie* (Dutch Professional Association for Communication, in Dutch abbreviated and hereinafter named BvC) The first edition was published in 1996 and the second in 1999 Recently the boards of both VVO and BvC have accepted this new revised edition.

Compared to the previous editions, this new edition of the BNP shows a number of differences The implemented adjustments have been made in order to create a more transparent and general structure in the professional requirements Other than accentuating and updating some of the facts, no substantial changes have been made as far as contents are concerned.

The most important change in the **structure** has been the re-arranging of requirements into: 'professional expertise', 'skills' and 'context' The applicable overview for each individual professional requirement has been named 'practical skills' The major difference in **use** is that the BNP should be used as a set of 'building blocks'.

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|---|---|--|
| <p>Knowledge of communication processes (contents) The concept of integrated communication Communication theories Communication processes Communication domains: corporate communication, internal communication, marketing communication Fields of communication applications Communication tools Communication research Trends and developments in communication Communication sector</p> | <p>Relevant Disciplines (contents) Administration, business and management organisational skills Economics Law Social Sciences Command of languages HRM Financial management</p> | |
| <p>Professional skills Writing skills Speech writing Planning and organising Presentation skills Media contacts Drafting recommendations</p> | <p><i>Practical skills Realization Regular day-to-day duties Projects</i></p> | <p>Personals skills Communication skills Interactive skills Reflection Supportive Management skills Counselling</p> |
| <p>Internal and External Environment (context) Detailed knowledge about the organisation Knowledge about the communication sector Knowledge of field of action Monitoring Trends and issues</p> | <p>Development of communication policies (contents) Basic principles and preconditions Analyse and evaluate (interpret and adjust information) Formulate strategic principles and preconditions in communication Develop strategies Draft implementation plans Develop communication infrastructure</p> | |

Van der Hilst Communicatie allowed compilers of these professional requirements to use the opinions as outlined in ComPass® (ComPass Marketing Group is an Atlanta, United States based company, which provides quality marketing tools to its clients) BvC and VVO would like to express their appreciation to Van der Hilst Communicatie, Rotterdam

Integrated communication is a guiding principle for the specific description of professional expertise in this third edition. By now, the value of this concept has been generally accepted. As in earlier editions, the description of professional expertise is divided into four different descriptions of job specifications, specified as BNP-A, BNP-B, BNP-C, and BNP-D. The new structure of 'professional expertise', 'skills', 'context' and 'realization' has been implemented consistently in each of the four levels. In general, each subsequent level is presumed to include the knowledge and skills incorporated in the previous levels. Only in specific situations have the requirements of a lower level been reformulated for a higher level of competence.

Using BNP as building blocks

Translating the BNP **guideline** into job specifications, competence profiles or educational programmes is at the user's discretion. This also applies to the job descriptions, although some suggestions have been given. By positioning the guidelines of the BNP as building blocks they now meet current demands and are better geared to the reality of and diversity in educational and professional fields of communication.

The required specifications have been described in general terms as much as possible for each level of competence, making them applicable in all kinds of companies, non-profit organisations and in governmental and educational organisations. The underlying idea is that no difference has been made with regard to jobs, either in terms of being employed or being self-employed. Knowledge, expertise and skills have been formulated in such a way that they may be regarded as a basic concept for all levels of competence in integrated communication management. Within a particular context, however, it is possible to frame more, (or less), stringent requirements in specific situations.

Feedback will be much appreciated

The compilers have taken great care to achieve a high level of accuracy in this third edition of the BPN. Both BvC and VVO would like to express their gratitude to the users of the first two editions for their contributory remarks, which have been used to improve this latest edition wherever possible. Experts, both working within and outside the area of communication have given vital comments on this third edition. Their useful suggestions and complementary remarks have been included in this edition. Yet there will always be room for improvement and omissions seem almost inevitable. The compilers, therefore, would appreciate any comments or remarks that may contribute to improving the quality of the next edition¹.

Objectives

The first step to be taken will be the publication of this text on the web sites of both BvC and VVO. The Education Council of the BvC and VVO is already preparing for future plans. One of the main objectives is making the BNP digitally available by means of a wizard data bank. Furthermore, the concept of marketing the BPN will be investigated to see which parties should be actively involved in this process. Members of the BvC and VVO will be kept up to date of all plans and activities that promote an active use of the BNP, through the websites and the media committees of their own associations.

The Hague, August 2002

On behalf of the Education Council of the BvC and the VVO, the working party BNP:
Agnes Gomis, Dymph van der Laan, Odette Moeskops, Frank Regtvoort, Tjalling Damming

¹ Please contact the office of the BvC by phone: 070-3467049 or by email at info@communicatie.com

BNP-A Communication Assistant

Professional expertise: Knowledge of communication processes

- Concept of integrated communication
 - Is familiar with the concept, knows what it entails
- Communication theories
 - Is familiar with the most common communication models and theories in the profession
 - Is familiar with the various parts of the communication process, particularly within the context of own organisation
 - Is familiar with the relevant notions of communication within own organisation/job
- Communication processes
 - Knows what is meant by 'communication processes'
 - Knows the role communication is expected to play
- Communication domains
 - Is familiar with the features of sub domains: corporate communication, internal communication and marketing communication
- Fields of communication applications
 - Is familiar with the various types of communication, distinguished according to social sectors, organisational functions, target groups and specialisations
 - Is familiar with examples and characteristics in respect of each application
- Communication tools
 - Is familiar with the standard set of communication tools, including digital media, and its uses
 - Is familiar with the place and the role of mass media in relation to the communication profession
- Communication research
 - Is familiar with communication research and understands its relevance for the communication profession
- Trends and developments in communication
 - Is familiar with current trends and developments in the field
- Communication sector
 - Knows how the sector is structured (including professional training, trade journals, sector associations, professional levels)

Professional expertise: Developing a communication policy

- Analysing and evaluating (interpreting and adjusting)
 - Supports the process of collecting and processing data
- Devising plans of implementation
 - Is able, on the basis of a planning model, to draw up a plan for simple activities

Context: Relevant disciplines

- Organisational principles
 - Can read an organisation chart of own organisation
- Economics
 - Is familiar with the various sub-divisions of economics (general economics, business economics and commercial economics) and understands the relation of each of these fields of study to that of own discipline: communication

- Law
 - Can clarify why the subjects of law and communication are linked
- ICT
 - Recognises the importance of ICT for communication
- Social sciences
 - Has a basic concept of the fields of knowledge of the various social sciences and understands the importance of social sciences for communication
- Command of language
 - Is able to express himself in Dutch equally correctly in speech and in writing
- Human Resource Management
 - Understands the reason why communication and HRM are closely linked
- Financial management
 - Knows when communication and financial management are to work together within the organisation
 - Is familiar with the basic principles of budgeting

Context: Internal and External environment

- Familiarity with own organisation
 - Is familiar with:
 - Structure of organisation
 - Policy outlines
 - The way in which the primary process is organised
 - The range of products and services
- Familiarity with the sector
 - Is familiar with the basic outlines of the sector in which the organisation is active
 - Is familiar with the relative position of own organisation within the sector
- Familiarity with relevant environment
 - Is aware that the organisation's performance is subject to influences from society
 - Is aware of the basic outlines and the effects of these influences
 - Is familiar with the most important target groups and contact groups
- Monitoring
 - Is thoroughly familiar with current affairs
 - Has an understanding of current affairs in relation to own organisation
- Trends and issues
 - Recognises the main trends important to own organisation

Personal Skills

- Communication skills, interactive skills
 - Is able, whilst showing a sense of proportion and atmosphere, to:
 - Observe, listen, empathize
 - Cooperate, confer
 - Show an open mind towards acquiring knowledge
- Management skills
 - Is able to work independently
 - Is able to learn from his own mistakes
 - Is able to set priorities within his work

Professional Skills

- Writing skills
 - Is able to express himself correctly in written Dutch
 - Is able to write non-complex texts within a set format

- Is able to take care of standard correspondence
- Editing
 - Is able to proofread written texts on misprints, typing errors and grammatical mistakes and correct these if necessary
- Planning and organizing
 - Is able to plan his work, coordinate the planning with others and work according to this planning
 - Is able to set priorities
 - Has an overview of his work and monitors its progress
 - Is able to work systematically and in an orderly fashion in accordance with logical steps and plans drafted previously
- Presentation skills
 - Has an open attitude towards relations of the organisation
 - Is able to formulate clearly and unambiguously
- Informing (oral, written, digital)
 - Is receptive to questions of costumers, is able to continue to ask questions and is able to select and provide the correct information

Realization

- The day-to-day routine
 - Independent duties
 - Collects and files data according to instructions
 - Separates main issues from secondary issues in available information provided
 - Provides information in non-complex situations, both oral and written
 - Takes care of basic correspondence and writes basic texts
 - Represents the organisation at his own level
 - Files away and documents data
 - Manages database, including a list of business contacts
 - Checks the files of means of communicating and keeps them up to date
 - Supportive duties
 - Provides information in relation to activities aimed at cooperation, dialogue and support
 - Proofreads
 - Monitors use of elements of the company's house style
 - Compiles lists of mass media contacts
 - Checks schedules
 - Supplies logistic support, ie distributes means of communication
 - Assists the junior or senior communication officer in the implementation of communication projects

BNP-B Junior Communication Consultant

Professional expertise: knowledge of communication processes

- Concept of integrated communication
 - Knows what the concept entails
 - Knows the theoretical basis in the functional fields of application in corporate communication, internal communication and marketing communication (government, trade and industry as well as non-profit organisations)
- Communication theories
 - Is familiar with the classic and modern scientific theories of communication and communication effects
 - Is familiar with organisation models for the communication function within the organisation
- Communication processes
 - Is familiar with the various policy and communication processes within an organisation, as well as their mutual connection
 - Is familiar with his own tasks/role in communication processes
- Communication domains
 - Has a basic knowledge of the contents, reach and mutual connection of the sub domains in corporate communication, internal communication and marketing communication
 - Knows his own role, tasks and responsibilities concerning these sub domains
- Fields of communication applications
 - Knows of fields of communication applications in relation to social sectors, organisation functions, target groups and specialisations
 - Has a general knowledge and understanding of the features of every field of communication applications
 - Knows and understands the foundations of relevant fields of communication applications
- Communication tools
 - Is familiar with the features of oral, written, electronic, digital and audio-visual resources
 - Is familiar with the structure of national, regional and local media: the current rules and regulations in the field of media, including the regulations for commercial communication through the media; the concept of the media features most important for the profession and the methods used by the representatives of those features
 - Is familiar with the production, styling and spread/employment of communication media
 - Is familiar with the features and uses of (interactive) media
 - Is familiar with the set of tools to be used for each specific field of application
- Communication research
 - Is familiar with the basic methods and techniques of both quantitative and qualitative research
- Trends and developments in communication
 - Is aware of current trends and developments in the field and understands their influence on the role and position of the communication professional
- Communication sector
 - Knows the sector (including interest groups) and its distinctive specialisations
 - Is able to determine when which kind of professional should be employed in what way at what moment and under what preconditions
 - Knows how the sector is structured and organised

Professional expertise: Developing a communication policy

- Analysing and evaluating (interpreting and adjusting)
 - Is able, on the basis of specific questions, to collect, organise and interpret data, which are necessary to achieve effective communication
 - Can select relevant information from simple research reports
 - Is able to (have) execute(d) simple pre-test and evaluation programmes
- Developing a strategy
 - Is able to work out, within the framework of the communication policy, project plans whether partial or integral
 - Contributes to developing parts of the communication policy
- Draws up plans of implementation
 - Can draw up a communication plan in order to solve non-complex communication-linked problems (from analysis up to and including implementation, which means:
 - Formulating problem(s) and objective(s)
 - Categorisation and characterisation of target groups
 - Determining strategy and tactics
 - Formulating the plan of action
 - Evaluation of the process and activities involved

Context: Relevant disciplines:

- Organisational skills
 - Is familiar with the theories, models and concepts which are most commonly used
 - Is familiar with the distinctive characteristics of trade and industry, non-profit organisations and governmental organisations
 - Is familiar with the accepted theories - within the context of the organisation - in the field of management in business and in government
- Economics
 - Is familiar with the customary terminology in the various sub-divisions of economics (general economics, business economics and commercial economics)
 - Is able to recognise coherence in these sub-divisions, communication and other organisational disciplines
 - Recognises the relevance of economic factors in solving problems of a social, political and/or business-economic nature
- Law
 - Is familiar with relevant articles of law applicable to own methods of communication in particular situation
 - Is familiar with the legal context in which the organisation operates
- ICT
 - Is familiar with ICT terminology and ICT-implementations
 - Is familiar with specific communication requirements in the fields of editing, designing and distribution
- Social sciences
 - Is familiar with the relevant basic principles and has a basic idea of the general theories of parts of social sciences (psychology, sociology, cultural anthropology)
- Command of language
 - Is familiar with creative use of language, both in speech and in writing
- HRM
 - Understands the relation of internal communication, the employees council, and communication within the labour market
- Financial management
 - Is familiar with the relevant concepts and their parts, especially in relation to annual financial reports

Context: Internal and External environment

- Familiarity with own organisation
 - Is familiar with characteristics of structure
 - Knows how the various tasks, competences and responsibilities have been allocated within the organisation
 - Is familiar with fields of forces and networks
 - Has an insight into specific cultural aspects

 - Is familiar with the strategic policy of the organisation
 - Is familiar with the policy outlines of the sub-divisions
 - Is familiar with the process of policymaking
 - Is familiar with the way the policy is implemented
 - Is familiar with the range of services and products
- Familiarity with sector
 - Is familiar with the sector in which the organisation operates
 - Knows the strengths and weaknesses of the organisation in relation to similar organisations within the sector
 - Is familiar with the laws and regulations which apply particularly to this sector
- Knowledge of relevant environment
 - Knows which factors and actors (may) influence own organisations
 - Is familiar with the field of social forces in which the organisation operates
 - Is familiar with the relevant internal and external target groups, their wishes, opinions, attitudes and expectations with regard to the organisation
- Monitoring
 - Is thoroughly familiar with current events
 - Can identify what implications important current events could have for the organisation
- Trends and issues
 - Knows in what ways a contribution can be made to discovering new trends and determining certain issues
 - Knows what issues are important in the domain of the organisation

Personal skills

- Communication skills, interactive skills
 - Is able, within a certain context whilst showing a sense of proportion, atmosphere and understanding of relative positions, to:
 - Observe, listen, reflect, empathize, interpret
 - Cooperate, confer
 - Present
 - Network
 - From an open mind towards acquiring knowledge contribute to the professionalization of himself as well as of colleagues within the organisation
- Management skills
 - Is able, on an operational level, to manage those involved in the implementation
- Counselling
 - Is able to interpret the needs and interests of the customer and to place values on interests and positions of others
 - Is conscious of his own values and standards and is able to put these into perspective
 - Is able to give advice on non-complicated questions within limiting conditions

- Is able to express and substantiate his opinion and expectations clearly vis à vis others

Professional skills

- Writing skills
 - Writes faultless Dutch
 - Is able to write simple texts in English
 - Is able to write texts that are customer oriented, purpose and medium oriented
 - Masters several styles and is able to write creatively
- Editing
 - Is able to proofread and correct written texts on style and contents
 - Is able to give instructions to authors
- Speech writing
 - Is able to write spoken language
 - Is able to put himself in the speaker's place and in the speaker's context
 - Is able to provide building blocks for speeches with a potentially (publicity) sensitive content
- Planning and organizing
 - Is able to coordinate communication activities carried out by different people
 - Has an overview of his work and the work of others and monitors progress
 - Structuralizes his work and that of others
- Presentation skills
 - Is able to give appealing customer oriented presentations to small audiences, both in English and in Dutch
 - Is able to represent the organisation in different contexts
- Providing information (oral, written, digital)
 - Is able to express himself fluently, both in spoken and written language, when giving information
 - Checks if the information given has been received and understood
- Maintaining media contacts
 - Is able to respond to requests from media representatives in a correct, timely and unambiguous fashion, either orally, in writing or digitally
 - Is able to build relationships with media representatives relevant to the organisation in non complicated situations or situations with a low risk of damage
 - Is able to employ the right means at the proper moment to generate editorial attention for own organisation
- Drafting recommendations
 - Is able to interpret the questions and expectations of the customer and give an effective operational advice on that basis

Realization

- The day-today routine
 - Independent duties
 - Files, analyses and interprets data without assistance
 - Provides oral and written information either solicited or unsolicited
 - Advises on the use, implementation and production of tools of communication and communication activities, both oral and written
 - Writes implementation schemes, including budgeting
 - Represents the organisations at his own level
 - Formulates instructions for specialists and suppliers
 - Collects and classifies complaints and other responses from the public

- Maintains oral and written press contacts in which facts and figures have to be explained and accounted for
- Takes care of the production planning and the production coordination of tools of communication
- Implements the policy of sponsoring, donation and business gifts
- Gives presentations for small-scale audiences
- Writes texts for various communication purposes
- Invites and evaluates simple offers
- Monitors the scheme of the implementation of assignments and monitors corresponding budgets
- Monitors the production process of written tools of communication as well as audio-visual and electronic ones; is able to evaluate their quality
- Supportive duties
 - Assists in providing information in relation to activities aimed at cooperation, dialogue and support
 - Assists the senior communication officer in the implementation of communication projects
- Projects
 - Coordinates and implements small-scale communication projects, such as campaigns, house style, events, communication tools; in the implementation attention will be paid to:
 - the formulation of the assignment
 - the objective in terms of results
 - the production process based on formulation of the target
 - the time to be spent
 - the intervenient milestones
 - the report to the client
 - cooperative relationships
 - the allocation of responsibilities
 - the number of staff needed
 - the budget

BNP-C Senior Communication Consultant

Professional expertise: Knowledge of communication processes

- Concept of integrated communication
 - Knows how the concept, within given frameworks, can be realised
 - Can give personal direction to this in practice within a set communication policy framework
 - Is familiar with the theoretical basis in the functional fields of application in corporate communication, internal communication, and marketing communication (in government, trade and industry as well as in non-profit organisations)
 - Is familiar with the various environments in which or from which integrated communication takes place on a policy level: office context (organisation and product communication) and customer context (government, trade and industry and non-profit organisations)
- Communication theories
 - Is familiar with the history of the communication profession and the creation of theories in it
 - Is familiar with the use of communication theories in various situations and contexts, including the media context
 - Has the expertise to translate common theories into his own communication actions
 - Is familiar with current theories and developments in the fields of cultural and change management (also in an international context)
 - Is familiar with models for organising communication within a complex organisation
- Communication processes
 - Is aware of current developments and has an understanding of what their implications are (in terms of organisation and management) for the communication processes of the organisation
 - Is familiar with methods of intervention and manipulation techniques in relation to policy and communication processes
 - Knows what initiating, facilitating and advising role the communication professional can play in relation to policy and communication processes
- Communication domains
 - Knows the contents, reach and mutual connection of sub domains in corporate communication, internal communication and marketing communication
 - Is familiar with the various ways in which meaning can be given to the initiating, facilitating and advising role of communication with regard to the sub domains
- Fields of communication applications
 - Can give shape and meaning to all fields of communication applications relevant to the organisation
- Communication tools
 - Is thoroughly familiar with procedures with regard to production, styling and spread and use of communication media
 - Has a thorough knowledge and understanding of media features and uses
 - Has a thorough knowledge and understanding of the employable set of tools for every specific field of application
 - Is familiar with practical implications of the structure and methods of the international, national, regional and local media
 - Is familiar with practical implications of the rules and regulations which apply to international, national, regional and local media
- Communication research
 - Is familiar with various types, methods and techniques, potential and limitations
 - Is able to determine when a communication problem is to lead to a research question

- Knows why and when research can either be carried out by own staff or is to be outsourced
- Knows the various aspects in a research assignment which need to be paid attention to in order to achieve effective and efficient briefing, guidance and evaluation
- Is familiar with electronic systems for processing research results
- Is familiar with the various kinds of evaluation criteria on which the research results have to be tested
- Has a (basic) knowledge enabling him to interpret research results
- Understands how to use research results as input for policy adjustments on the strategic planning level of integrated communication
- Trends and developments in communication
 - Is well-informed about the state of affairs of the profession in the Netherlands, including current views on the profession and the tasks, duties and competences of professionals and the various environments in which or from which integrated communication takes place on a policy level
 - Is familiar with the current discourse in the field
 - Contributes to the professionalization of the field
- Communication sector
 - Can exert personal influence within the communication sector

Professional expertise: Developing a communication policy

- Developing basic principles and preconditions for the organisation's strategy
 - Contributes, from a communication point of view, to the interpretation of internal and external policy information, acquired on the basis of a permanent analysis
 - Contributes, from a communication point of view, to developing basic principles and preconditions for the various functional areas of policy
- Analysing and evaluating (interpreting and adjusting)
 - Can make a bottleneck analysis and decide what the research requirement is in complex communication problems and/or projects
 - Can formulate research questions and, where necessary, translate into research assignments
 - Can explain, analyse, and put to use research and evaluation data
 - Can interpret data from different disciplines of the organisation, which are relevant to the communication function
 - Can independently set up and execute simple internal/external research (qualitative/quantitative)
- Formulating basic principles and preconditions for communication strategy
 - Contributes to the vision on communication, including a the vision on the positioning and profiling (identity / image) of the organisation, while including the role of communication in the policy process
 - Helps achieve an integrated framework of communication policy at a corporate level and helps to devise the organisation of communication
 - Helps develop the financial structure for communication in the field of management
- Developing strategies
 - Elaborates the known framework of the corporate communication policy into coherent strategic communication plans
 - for certain periods of time and / or
 - for certain sub-divisions (corporate communication, internal communication and marketing communication)
 - and which include quantifiable objectives
 - Co – develops parts of the communication-policy

- Drawing up plans of implementation
 - Can develop effective plans in order to solve complex communication problems and communication projects, including project budgeting
 - Can draw up annual plans, including budget allocation
 - Can assess plans of implementation, which have been drawn up by communication assistants
- Developing communication infrastructure
 - Can – within the known frame work – develop and organise the communication – infrastructure

Context: Relevant fields of expertise

- Skills in organising, business administration, public administration
 - Is familiar with current theories and strategies of organising, business administration and public administration (in particular in the field of processes of organisational change, social processes and policy processes)
- Economics
 - Is able, with regard to economic sub-divisions (general economics, business economics and commercial economics) to understand and to discern theoretical concepts and social phenomena
 - Is able to apply economic knowledge and insight to decision-making on (marketing) communication problems
- Law
 - Is familiar with those aspects of Dutch and European law which are relevant to communication, particularly with company law and/or administrative law, Freedom of Information Act (WOB), privacy law, various industrial and intellectual property rights such as copyright, media right, advertising law and other legal elements relevant in a given context
 - Is able clearly to express legal questions with regard to laws and regulations relevant to communication, and is able to translate these into questions that can be submitted to legal experts
- ICT
 - Is familiar with interactive, electronic media, designed for exchanging information, knowledge, products and/or services
 - Is familiar with the communication, financial and legal possibilities and limitations of ICT
 - Is familiar with the strategic possibilities and limitations of ICT both in relation to integrated communication and in relation to the other disciplines of the organisation
- Social sciences
 - Is familiar with the developments in social, socio-economical, technological and political fields as well as in administrative fields, nationally as well as internationally
 - Is familiar with various disciplines in general social sciences relevant to subjects of communication (psychology, sociology, cultural anthropology) and philosophy, particularly ethics
- Command of language
 - Is familiar with those aspects which are relevant to communication, including argumentation skills
- HRM
 - Is familiar with those aspects relevant to communication, in particular in relation to internal communication, communication within the labour market and management of change
- Financial management
 - Is familiar with financial bench marks, management reports, financial annual reports and/or the financial policy processes / recurring policy elements within governments

Context: Internal and External environments

- Knowledge of own organisation
 - Is familiar with policy areas within the organisation
 - Is familiar with structural characteristics and is able to compare these with structural characteristics of different organisations
 - Knows how the various tasks, competences and responsibilities have been allocated within the organisation and knows what the implications of these allocations are for anyone active in sub-disciplines and in relation to sub-themes
 - Understands the implications of existing interests, fields of forces and networks
 - Understands the relation of structure, culture, and the day-to-day routine
 - Understands the strategic policy of the organisation, the policy relative to sub-disciplines and their effects on the day-to-day routine
 - Understands the policymaking process and knows at which moments this process is susceptible to influences
 - Is thoroughly familiar with the services and products
- Familiarity with the sector
 - Is thoroughly familiar with the relationships in the sector in which the organisation operates
 - Is familiar with the strengths and weaknesses, opportunities and threats of own organisation in relation to similar organisations within the sector
 - Is familiar with codes and values specific to the sector
 - Is familiar with laws and regulations specific to the sector
 - Has a basic knowledge of other relevant, adjacent sectors
- Familiarity with relevant environment
 - Can tie relevant actors to own organisation
 - Has thorough knowledge of the field of social forces in which the organisation operates
 - Is familiar with the relevant internal and external target groups, their wishes, opinions, attitudes and expectations and motivations with regard to the organisation and is able to interpret these in the light of the organisational policy, be it integral or partial
- Monitoring
 - Is able systematically to detect and interpret signals relevant to the organisation within the given framework of the communication policy
- Trends and issues
 - Identifies trends, decides on issues and can recognise their value within the given framework of the communication policy

Personal skills

- Communication skills, interactive skills
 - Is able, within different settings, whilst showing a sense of proportion, atmosphere and understanding of relative positions, taking into account needs and interests expressed to:
 - Observe, listen, empathize, interpret
 - Intervene, reason, manage conflict, negotiate
 - Counsel, coach, motivate, cooperate, confer, influence
 - Present
 - Network
 - Contribute to the organisation as a learning entity by actively sharing knowledge and experience with others in the organisation

- Reflection
 - Is able to reflect on own position, role and tasks and is able to draw conclusions from this
- Management skills
 - Is able to manage (project) teams within the given corporate communication management team
 - Is able to create a beneficial atmosphere and cooperation within a (project) team
 - Acts with confidence, has authority when taking decisions and accepts the responsibility resulting from this
 - Is able to check the effectiveness of the work performed and adjust if necessary
 - Knows the strengths and weaknesses of the employees and, on this basis, is able to come to an agreement in respect of their contribution to the whole
 - Is able to stimulate, motivate and challenge employees and create the right atmosphere and work relationships for them
 - Is able to lead and take decisions in a deliberate and consistent manner in unclear/complicated situations
- Counselling
 - Is able consciously to manage interests, influence, competences and norms and values of others, within and outside the organisation
 - Is able to choose the right tone, style and arguments depending on the problem, the moment, the context and the interlocutor
 - Displays professional authority within his specialism and is able to explain and substantiate viewpoints and ideas in an inspiring manner

Professional Skills

- Writing skills
 - Is able to write structured, accessible and effective proposals and (policy) notes, both in English and in Dutch
- Editing
 - Is able to revise self written texts on style and contents
- Speech writing
 - Is able to brief a speech writer
 - Is able to evaluate a draft speech
 - Is able to represent policy items for different target groups and various representatives The way this is done, does justice to the strategic interests of the organisation and the personal characteristics of those for whom the speech is written
- Planning and organising
 - Is able to coordinate several projects simultaneously
 - Coordinates various activities performed by various people
 - Is able to set goals and priorities for both himself and others
 - Is able to link activities within the organisation and coordinates the planning of his own activities with these
- Presentation skills
 - Is able to present and defend proposals, plans and reports
 - Is able to create presentations which are customer oriented and appealing for different groups
 - Is able to represent the organisation in a reliable manner
 - Is able to promote the organisation's interests in consultations
 - Is fluent in both English and Dutch and is able to express himself orally in another (European) language if necessary
- Informing (oral, written, digital)
 - Is able to give comprehensible information on complex subjects

- Maintaining media contacts
 - Is able to represent the organisation as a spokesperson
 - Is able to make a sound evaluation of interests and risk of damage to the organisation in respect of publicity
 - Is able to maintain contacts with media representatives in complex situations or situations with a high risk of damage in a correct, timely, unambiguous fashion, either in oral, written or digital form
 - Is able to build lasting relationships with media representatives relevant to the organisation
 - Is able to employ the right means at the proper moment to generate editorial attention for the organisation
- Drafting recommendations
 - Is able to interpret the questions and expectations of the customer and based on that, give effective policy advice

Realization

- The day-today routine
 - Independent duties
 - Analyses complex internal and external situations, creates links, invents alternative ways of solution and draws up communication scenarios
 - Maps network systems
 - Coordinates the company's various ways of communication from the integrated framework of communication policy
 - Formulates criteria for the evaluation of communication expressions, activities and tools of communication, and tests them, based on these criteria
 - Evaluates the quality of third-party services
 - Monitors the implementation of the company's house style
 - Performs duties within the scope of specific fields of application, like investor relations, public affairs, employment communication, issue management, customer relations
 - Writes reports, draws up plans, writes proposals and advice
 - Formulates briefings and lists of demands, including research assignments
 - Evaluates third persons' texts
 - Briefs all disciplines which are to be employed
 - Gives presentations to various groups
 - Acts as spokesperson for the organisation, especially in more complex questions and/or in situations with a high risk of damage
 - Represents the organisation at all levels
 - Makes a contribution in multidisciplinary project teams
 - Maintains his own network
 - Evaluates offers and monitors budgets
 - Manages the junior communication officers and communication assistants
 - Supportive duties
 - Assists the communication manager in the diagnosis of, the advice about and implementation of communication in the context of organizational processes
 - Assists the communication manager in the implementation of the integrated framework of communication policies
 - Stimulates interdisciplinary cooperation
 - Advises (project) managers in taking advantage of existing networks and building new networks
 - Gets the dialogue going between project managers and agents
 - Advises (project) managers about the creation of internal and/or external support for specific policy issues

- Performs solicited and unsolicited process interventions at project level
- Gives guidance to officials at their personal presentation
- Advises executives on their communicative competence, linked to their management-style, and on their performance, also in public
- Projects
 - Manages complex communication projects; in their realization attention will be paid to :
 - the formulation of the assignment
 - the objective in terms of result
 - the production process based on the formulation of the target
 - the expected investment in time
 - the intervenient milestones
 - the report to the client
 - cooperative relations
 - the allocation of responsibilities
 - the number of staff needed
 - the budget

BNP-D Strategic communication policy manager

Professional Expertise: Communication skills

- The concept of integrated communication
 - Knows the possibilities of achieving a coherent, strategic and integrated communication policy on an organizational/group level for government, trade and industry and non-profit organizations, working from a vision on communication
 - Knows the consequences of current developments for the organization and knows how to connect those to potentially incompatible demands of tradition and innovation in the field of integrated communication
- Communication theories
 - Knows the role communication can play in relation to policy plans on a strategic level
 - Knows theories on profiling and positioning
 - Knows how to incorporate current theories into own actions in complex situations
 - Knows how to develop and implement organization models for the communication functions within the organization
- Communication processes
 - Knows which intervention and manipulation techniques are effective in which situations and which are not, in respect of the strategic organization policy
- Communication domains
 - Is familiar with methods and techniques to manage the communication domains from the basis of an integrated approach
- Fields of application
 - Knows how direction and management can be provided for the interpretation of the various fields of application from an integrated vision
- Communication tools
 - Is familiar with effective use of both the classic and the modern communication tools
 - Knows, in relation to the use and adjustment of a media policy, the practical implications of the structure and methods of international, national, regional and local media, and the legislation and regulations that apply
- Communication research
 - Knows how to set up a research programme
 - Is familiar with monitoring and market research and with their evaluation
- Trends and developments in communication
 - Is well aware of the state of affairs in the profession in the Netherlands and those foreign countries relevant to the profession This includes the current visions on the profession and the tasks, functions and competences of professionals and the various environments in which or from which integrated communication takes place on a policy level
 - Takes, where needed, an active part in current discussions in the profession
- Communication sector
 - Knows the sector (including interest groups) and the various specialisations
 - Knows how an active part can be played and influence can be exercised within the communication sector
 - Develops a system that makes it possible for (members of) his organisation to contribute to professionalization of the sector

Professional Expertise: Developing a Communication Policy

- Developing organizationally strategic principles and preconditions
 - Has an independent input in parts of the organizational policy from a communication point of view

- Analysing and evaluating (interpreting and adjusting information)
 - Is able to recognise and interpret relevant social developments and issues in relation to own organization
 - Is able to make a strategic analysis of the organization and its political, managerial, social and economic environment
 - Is able, from a communication point of view, to formulate the consequences this has for the policy and strategy of the organization
- Formulating basic principles and preconditions
 - Develops a vision on communication, including a vision on positioning and profiling the organization
 - Develops from a communication point of view:
 - An integrated policy framework for communication on a corporate level for an
 - organization, based on the objectives and policy of the organization, with the
 - use of relevant data resulting from an analysis of the environment
 - Monitors the link-up of the communication policy with the strategic management of the organization
 - Develops the financial structure for communication in the management field
- Developing strategies
 - Is able to develop, test and adjust strategies for the sub sectors of the corporate communication policy (corporate, internal and marketing communication), starting out from the developed framework for communication
 - Develops the strategic media policy (both nationally and internationally, to the extent that it is relevant)
- Drafting implementation plans
 - Sets up a long-range plan, including the budget
 - Is able to assess plans for implementation by senior communication staff members
- Developing a communication infrastructure
 - Is able to develop, organize and maintain a communication infrastructure that fits the organization as a whole
 - Develops a professional communication function within the organization and organizes this

Context: Relevant fields of expertise

- Skills in organizational administration, business administration and public administration
- Economics
- Law
- ICT
- Social sciences
- Command of languages
- HRM
- Financial management
 - Is familiar with the domains relevant to communication at the level of the senior communication consultant
 - Is able to implement his familiarity with those relevant domains effectively as a partner in conversation at the highest strategic level within the organization, and with relevant third parties in and outside the organization
 - Is able, by using this knowledge, to assess the potential damage posed by proposed decisions of the top-level management, both from a general point of view and a specific communication angle

Context: internal and external environment

- Thorough familiarity with own organisation
 - Recognizes administrative and management issues, especially in relation to their possible consequences for the communication process
 - Knows what is going on at every policy level of the organization
 - Has a thorough knowledge of the company's internal situation and knows what strategic possibilities and constraints this has for the organization and its communication policy
 - Has an insight into the strategic process of policymaking and knows the possibilities of influencing this
- Familiarity with the sector
 - Thoroughly knows the sector in which the organization is active and knows how to translate this into opportunities and threats for the organization and its communication policy
- Familiarity with relevant environment
 - Is familiar with the influences societal developments have on the organization's objectives
 - Has a grasp of political and governmental relations and processes and their influence on the organization and its communication position and capability
- Monitoring
 - Is able to interpret relevant signals inside and outside the organization and to translate these into strategic communication policy or its adjustment
- Trends and issues
 - Assesses the relevance of identified trends and issues
 - Introduces relevant issues in the process of strategic policymaking
 - Manages the issues relevant to the organization

Skills: Personal skills

- Communication skills, interactive skills
 - Is able, at every level, in different situations and in diverse groups to:
 - observe, listen, empathize, interpret
 - intervene, reason, handle conflict, negotiate,
 - supervise, coach, motivate, stimulate, cooperate, consult, influence,
 - present, network, while taking into consideration different needs and interests, with a sense of proportion, atmosphere and relative positions
 - Is in charge of a structure and system that makes it possible for the organization to act as a learning entity
- Reflection
 - Is able to reflect on the exercise of own positions, roles and tasks and is able to see their consequences
- Management skills
 - Is able, from an angle of integrated communication, to give direction to a multidisciplinary team in which all professional levels are represented
 - Is able to set preconditions for effective collaboration within his team and between the team and other parts of the organization
 - Acts with confidence and authority in taking decisions and takes full responsibility for these
 - Is able unequivocally to allocate tasks and powers of decision to the right employees and monitor their implementation
 - Is able to make sure atmosphere and work relations make it possible for employees to develop

- Is able to stimulate, motivate and challenge employees to share in the thinking process about desired developments
- Is able to make strategic choices and gain sufficient support from the employees
- Is decisive in uncertain situations and current developments
- Is able to allocate tasks to staff members qualified for those tasks
- **Counselling**
 - Is able to act on the basis of a keen insight into cultures, interests and social and political developments, both inside and outside own organization
 - Is able, depending on the problem, the moment, the context and the discussion partner, to choose the right tone, style and arguments
 - Radiates professional authority and is able, inside and outside the organization, to clarify and substantiate viewpoints and ideas up to the highest level

Skills: Professional skills

- **Writing skills**
 - Is able to write structured, accessible and effective proposals and policy documents, both in Dutch and in English, if necessary under pressure and/or in situations that carry the risk of damage
- **Speechwriting**
 - Is able to develop a briefing to be sent to a speechwriter, for a speech with great strategic importance for the organization
 - Is able to assess a draft speech on all those aspects relevant to the organization
 - Is able to phrase policy items, which could hold risk of damage to the organization, to different target groups and diverse organization representatives in a way that does justice to the strategic interests of the organization and the personal characteristics of the person for whom the speech was written
- **Planning and organizing**
 - Is able to coordinate activities that differ greatly as regards content, have a long turnaround time or have consequences in the long run
 - Has an overview of own plans and those of others, and arranges them according to priority
 - Has, at any moment and at any level, the overview to be able to direct or end projects or other communication activities when needed
- **Presentation skills**
 - Is able to present and defend proposals, plans and reports
 - Is able to give an appealing presentation for different groups and at any desired level, aimed at the receiver(s)
 - Is able to represent the organization both inside and outside on the desired level
 - Is able to promote the organization's interests in diverse situations
 - Has fluency in English and is able, if necessary, to express himself orally in another foreign (European) language
- **Maintaining media contacts**
 - Is able to act as a spokesperson on behalf of the organization
 - Is able to correctly assess the interests of and possible risk of damage for the organization in respect of publicity
 - Is able to set priorities and employ the right means at the right time in situations that carry a risk of damage
- **Drafting recommendations**
 - Is able to empathize with the demands and expectations of the customer and, on that basis, is able to give effective policy advice with strategic implications for the entire organization

Realization

- Day-today routine
 - Independent duties
 - Diagnoses and analyses strategic, characteristic situations: from different angles and mindful of the consequences in the long run
 - Gives advice about organizational processes that need communication support
 - Defines the goal and the contribution communication should make to the realization of the organization's objectives
 - Develops the communication process
 - Sees to form, content and implementation of the integrated communication policy
 - Leads/directs the activities of the communication department
 - Participates in project teams of a multidisciplinary composition
 - Represents own organization at the highest level
 - Ties relevant actors to own organization
 - Where necessary, he acts as a spokesman and media advisor for the organization's management
 - Supportive duties
 - Helps the organization's management to make use of existing networks and to develop new networks
 - Creates a dialogue between organizations or their departments
 - Advises the organization's management on creating support for the organization and its policy in society and within the organization itself
 - Advises the organization's management in processes with a serious political and/or social impact and/or high risk of damage
 - Performs solicited and unsolicited process interventions on organization level
- Projects
 - Supervises communication projects that concern the organization as a whole, while paying attention to:
 - the phrasing of the assignment
 - the objective in terms of results
 - the production process based on the formulation of the goal
 - the expected investment in time
 - the intervenient milestones
 - reports to the customer
 - cooperative relationships
 - the allocation of responsibilities
 - the number of staff needed
 - the budget

The Hague, July 2002