



Global Communication Certification Council (GCCC)

Candidate Handbook

For

Communication Management Professional™ and
Strategic Communication Management Professional™
Certification Programs

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Introduction

This is a handbook for candidates seeking professional certification from the Global Communication Certification Council. The GCCC was created by the International Association of Business Communicators (IABC) to offer certification at various levels and to promote a common, global understanding of what constitutes professionalism and competence in communication.

The GCCC has based its certification programs, including the continuing professional development requirement, on the Global Standard for communication professionals set out by IABC. Applying that standard enables GCCC to cross all borders, align with diverse cultures, and effectively serve organizations of all types and sizes. Certification is intended to support communication professionals throughout their careers. The GCCC has identified roles, responsibilities, and competencies for four broad career levels: Foundational, Generalist/Specialist, Strategic Advisor, and Business Leader. Certification is available currently for Communication Management Professionals (CMP) and Strategic Communication Management Professional (SCMP).

The Global StandardSM was developed by IABC through research and consultation with the wider profession and states that “communication professionals around the world embrace a shared career purpose and six core principles as the building blocks of their work.” Those principles are:

- Ethics
- Strategy
- Analysis
- Context
- Engagement
- Consistency

Achieving certification from the GCCC signals that a candidate has demonstrated professional competence in all these principles. The GCCC’s certification program is the only professional communication certification program in the world that meets ISO standards (ISO 17024).

The GCCC is independent of IABC. Its members represent the communication profession worldwide and come from a broad spectrum of organizations. The independent status reflects the GCCC’s understanding of the importance of impartiality in carrying out its certification activities, managing conflict of interest, and ensuring the objectivity of its certification activities. *Membership in IABC is not a condition of Council membership or certification.* The GCCC is responsible for:

- Developing and maintaining procedures for operating the certification program
- Protecting and building the credibility of the program
- Developing, reviewing, and recommending updates to certification requirements
- Overseeing the establishment, ongoing review and updating of certification examinations
- Reviewing disciplinary matters and policies

Purpose of Certification

Certification by the Global Communication Certification Council signifies that a candidate demonstrates six core competencies. Professionals who hold the certification will be included in a register on the GCCC website in a listing with the country and city where they are based, and the current expiration date for their certification.

Levels of Certification

GCCC currently offers two levels of certification:

- Communication Management Professional (CMP) — for individuals established in their careers as communication managers and looking to demonstrate their competence
- Strategic Communication Management Professional (SCMP) — for highly skilled professionals practiced in providing strategic communication advice and counseling to an organization's leadership

In applying for each level of certification, candidates must demonstrate that they meet criteria in the following areas:

- relevant professional training and education
- appropriate professional experience
- knowledge of the communication field

Fees

CMP and SCMP Fees (all fees USD\$)

The GCCC updated their fees in 2022 in order to ensure their certifications were more financially accessible to eligible candidates around the world. The GCCC uses the GNI per capita metric as defined by the [World Bank](#).

Group I

Fee Type	Member Status	Cost (USD\$)
Exam Fee*	Members of any Global Alliance member organization	\$395
Exam Fee*	Non-members	\$495
Exam Re-Take Fee	All	\$100
Annual Renewal Fee	Members of any Global Alliance member organization	\$95
Annual Renewal Fee	Non-members	\$150

Group I Countries

Countries classified by the World Bank as High-Income Economies, including: Andorra, Antigua and Barbuda, Aruba, Australia, Austria, Bahamas, Bahrain, Barbados, Belgium, Bermuda, Brunei Darussalam, Canada, Cayman Islands, Channel Islands, Chile, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Faroe Islands, Finland, France, Germany, Gibraltar, Greece, Greenland, Guam, Hong Kong SAR, China, Hungary, Iceland, Ireland, Isle of Man, Israel, Italy, Japan, Korea (Republic of), Kuwait, Latvia, Liechtenstein, Lithuania, Luxembourg, Macao SAR, China, Malta, Monaco, Netherlands, New Caledonia, New Zealand, Northern Mariana Islands, Norway, Oman, Panama, Poland, Portugal, Puerto Rico, Qatar, San Marino, Saudi Arabia, Seychelles, Singapore, Slovak Republic, Slovenia, Spain, St. Kitts and Nevis, Switzerland, Taiwan, China, Trinidad and Tobago, Turks and Caicos Islands, United Arab Emirates, United Kingdom, United States, Uruguay, Virgin Islands (U.S.).

Group II

Fee Type	Member Status	Cost (USD\$)
Exam Fee*	Members of any Global Alliance member organization	\$250
Exam Fee*	Non-members	\$350
Exam Re-take Fee	All	\$100
Annual Renewal Fee	Members of any Global Alliance member organization	\$50
Annual Renewal Fee	Non-members	\$95

Group II Countries

All countries not classified as Group I countries.

Country classifications are based on current World Bank income classifications and may be updated periodically.

Impartiality, Fairness and Nondiscrimination

The Global Communication Certification Council (GCCC) is committed to impartiality in all aspects of its certification programs. All certification decisions are made independently, based solely on demonstrated competence and adherence to certification requirements. GCCC takes proactive steps to identify and manage any potential conflicts of interest that may impact impartiality.

The GCCC does not discriminate against any applicant/candidate for certification on the basis of race, color, creed, age, gender, national origin, religion, disability, marital status, parental status, ancestry, sexual orientation, military discharge status or source of income, or any other status protected by law. All candidates for certification will be judged solely on the criteria determined by the GCCC.

Eligibility Requirements

Communication Management Professional (CMP)

For Communication Management Professional (CMP) certification, candidates must demonstrate:

- *(Required)* Minimum 40 clock hours of communication training experience
- *(Recommend)* Six years of professional experience

Strategic Communication Management Professional (SCMP)

For Strategic Communication Management Professional certification, candidates must demonstrate:

- *(Required)* Minimum 20 clock hours of communication training experience
- *(Required)* Provide a letter of recommendation from an individual for which the applicant has advised at a senior level in communications.
- *(Recommend)* 11 years of professional experience

Determination of Eligibility

All applicants must describe their education, training, and experience. And they must provide supporting documentation, as follows:

Education

For formal education, applicants must document where they obtained the education, the name of the institution, the dates, and the number of credits or the degree earned.

Training

Training refers to skill-based courses offered by businesses, nonprofits, industry associations, colleges, universities, trade schools, or vocational schools. Webinars, in-service training, and self-paced courses may be accepted if verifiable. **Training must have occurred within the two years prior to application submission for certification.** If education is recent, then it may qualify as both education and training.

Training documentation shall include dates, clock hours of face-time (in person or online including videos or audios but not reading or other assignments), instructor, institution, and either documentation or contact information for an institution representative (full name, title and institution at the time of the education, email address, telephone number).

Courses, workshops, and training sessions offered by one or more of the following education providers apply:

- Courses or programs offered by professional communication association chapters or communities of practice
- Employer/company-sponsored programs
- Training companies or consultants
- Distance-learning companies, including an end of course assessment
- University/college academic and continuing education programs

To document their experience, applicants shall offer references who can verify the experience or role the candidate claims. For each role, candidates must include the references full name, current title and employer, email address, and/or telephone number. At least one reference per candidate will be randomly selected to contact for verification purposes.

Recommendation Letter (SCMP only)

SCMP applicants must also include a letter of recommendation from a mentee or organization where the applicant has done pro bono work in the communication field. The letter must be from a professional, working relationship (not a direct report) and should address senior level contributions to communication made by the applicant. It should be signed and dated by the writer.

Application Process

Applications

Applications may be submitted online at <https://gccouncil.org/get-certified-now/>. The information provided on the application and supporting documentation will be used to determine the applicants' eligibility as noted above.

The application for certification will include the applicant's signature attesting to:

- Having read and understood the Candidate Handbook
- Understanding the scope of the certification
- Agreeing to comply with all certification requirements and agreeing to supply any information needed to evaluate and verify compliance
- Make claims regarding certification only as permitted by the policies including the use of certification policy
- Use the certification only as authorized and to refrain from making any statement regarding certification that is inaccurate, misleading, or unauthorized
- Comply with all policies regarding the confidentiality of examination content
- Discontinue use of the certification and to dispose of any certificates upon suspension or withdrawal of certification
- Inform the GCCC, without delay, of any matter that affects the individual's ability to

continue to fulfil the certification requirements once certification is granted

Each application will include the applicant's name, contact information and notification of the accommodations policy and instructions for requesting special accommodations.

The application form and all supporting documentation must be submitted in accordance with the application instructions available on the website. Applicants are advised to retain a copy of all submitted materials.

Acknowledgement of receipt for all applications will be sent via email. After initial review of the application materials, each applicant will be notified that either the materials are (a) complete and approved or (b) incomplete and require additional information or documentation. Applicants will be informed of the information needed to complete their application. Fee payment is required for the application to be considered complete. Fees and payment instructions are published in the Candidate Handbook (page 7) and/or on the GCCC website at <https://gccouncil.org>

Confirmations, notifications, examination scheduling instructions and examination results will be sent to the email address indicated on the application form.

Application Review and Verification

GCCC staff ensures that all complete applications are reviewed to determine if the applicant meets all eligibility requirements and that all required information has been properly submitted by the applicant. The candidate will be **notified within 30 days** whether they are approved to sit for the exam. Verification of training and education will be conducted, this may result in delay of approval if no response by the third party.

GCCC reserves the right to verify any information submitted with an application and to request further information or documentation from the applicant as needed. Any rejected applications will be notified by GCCC staff only after communication is made regarding information needed to complete their application.

Approved applicants (candidates) have one year from the date of the accepted application to take and pass the examination. If a candidate does not successfully pass the exam during this period, the candidate must reapply and pay the full exam fee again.

Candidates who are found to be ineligible will be informed as to the reason.

Application Ineligibility

An application will be denied for the following reasons:

- Failure to meet the minimum eligibility requirements
- Submission of an incomplete application
- Failure to comply with the verification process
- Falsification or misrepresentation of application information
- Violation of GCCC policies and/or procedures

The GCCC reserves the right to invalidate an application for certification where it believes the application may have been made with unfair, unprofessional, or deceitful means.

Candidates who fail to meet the minimum eligibility requirements or whose applications are incomplete will receive a full refund of the exam fee minus the nonrefundable application fee. Candidates whose application contain falsified or misrepresented information, or who fail to comply with the verification review process, will forfeit all fees.

Completed Application Requirements

A completed application requires each of the following items:

- Submission of education, experience and training with documentation or references
- Reference letter (for SCMP)
- Signed applicant agreement
- Application fees paid

Accommodations for Special Needs (Americans with Disabilities Act)

The GCCC will provide reasonable and appropriate accommodations in accordance with the Americans with Disabilities Act (ADA) for individuals with documented disabilities who request and demonstrate the need for accommodation. The GCCC will provide the same request for accommodation regardless of location outside of the United States.

ADA regulations define a person with a disability as someone with a physical or mental impairment that substantially limits one or more major life activities. Documentation is required to validate the type and severity of a disability to enable accommodations to be specifically matched with the identified functional limitation, to provide equal access to exam functions for all examinees.

Special accommodations must be requested at the time of application. Requested accommodation must include documentation of need provided by an appropriate, licensed medical doctor, healthcare practitioner or other relevant professional on the professional's letterhead.

Reasonable examination accommodations will be made at no extra charge to individuals with documented disabilities.

Accommodation Requests

The GCCC staff will communicate authorization or denial of accommodations and will make test site arrangements as needed.

Examination sites and proctors will be notified of any approved accommodations in advance. Permitted accommodations may include, but are not necessarily limited to:

- Additional time
- Separate testing room
- Auxiliary aids or services

Upon receipt of a request for an accommodation, the GCCC staff will review the information received and may contact the applicant, if needed, to obtain additional information. The GCCC staff will determine the feasibility of any accommodation, including the specific accommodation requested by the applicant/participant, considering all relevant circumstances including, but not limited to the nature of the documented disability; the

nature of the accommodation; and the accommodation's impact on the certification examination.

The GCCC staff will inform the applicant regarding the accommodation decision. If the accommodation request is denied, the applicant may appeal the decision by submitting a written statement to the GCCC explaining the reasons for the request. The appeal will be reviewed by the GCCC and response emailed to the candidate within 30 days of receipt.

The decision of the GCCC is final.

The GCCC will make every reasonable effort to accommodate candidates' special needs and to meet ADA compliance. Candidates must formally request accommodation 30 days before the exam application deadline in writing and must include official supporting documentation.

A new Request for Reasonable Accommodation must be submitted for every exam attempt. The invigilator or proctor will have received notification of any reasonable accommodation that has been permitted for named candidates. The form for this submission can be found here - <https://gccouncil.org/faqs/>

Incomplete Applications

Applications deemed incomplete will be rejected. Applicants will be informed that their application is incomplete prior to rejection, in order to fully complete the application and resubmit. Application fees are nonrefundable.

Change of Contact Information

Candidates are responsible for updating their profile information. This includes name, e-mail, phone, and mailing address, etc. Candidates are encouraged to access their online account on a regular basis at <https://app.prolydian.com/organizations/gccc>.

Examination Process

In-Person Testing

Candidates have the option to test in-person at any of the approved test sites. Exam sites are selected and approved by the GCCC. Each location is managed by the exam site administrator and proctor.

To view the current schedule of exam sites, candidates may view the GCCC website - <https://gccouncil.org/In-Person-Exam-Schedule>

The GCCC updates the schedule regularly upon approval of the host exam application.

Admission to the Examination

Each candidate will receive an Authorization to Test email once their application has been approved. The authorization to test e-mail will confirm the location and date of the exam. Exactly one week prior to the date of the exam, candidates will receive an Admission to Exam (ATE) form, which must be brought to the examination site. The ATE form will include the date, time, and location of the examination. **If the candidates does show proof of the**

ATE form, they will be denied entry to the exam room.

Each candidate will be required to show one form of government-issued photo identification to gain admission to the examination site. One must be government issued or a legal document bearing the candidate's picture and signature. Acceptable government-issued identifications include a valid state driver's license, a valid state identification card with photo, a current passport, a current military identification, and an international photo identification issued by a foreign country. Student and employment identification cards are NOT acceptable.

Candidates who cannot produce the required identification at the examination site will not be permitted to sit for the examination. In these situations, candidates will be considered absent, will forfeit the full examination fee, and will be required to reapply for the examination and pay all applicable fees.

Candidates should plan to arrive 15 minutes before the exam begins. They may not bring pens, pencils, pencil cases, food, beverages, notes, textbooks, or earplugs to their seat, unless the candidate has an approved special accommodation. Extra items on the candidate's person, including all other electronic devices, purses, and backpacks, must be stored, and/or put away. Headwear is restricted to cultural or religious items. The GCCC is not responsible for any personal items left in the examination room.

Candidates arriving after the test begins may be refused entry. There is no admittance later than 15 minutes after the scheduled starting time. If candidates cannot reach the exam site because of circumstances beyond their control, they must contact the GCCC before the exam begins.

A candidate who misses an exam must notify the GCCC staff within 24 hours of the scheduled finish time. Candidates who do not attend and do not promptly notify the GCCC staff are considered to have failed; they are ineligible for a refund. If there are extenuating circumstances, the GCCC staff, at their sole discretion, may arrange for a candidate to sit the examination on another occasion. Normally, candidates will forfeit fees if they miss the exam more than once.

If a candidate experiences illness or personal circumstances impairing performance during the exam, they must immediately notify the proctor on location. Supporting evidence such as a doctor's letter must be submitted to the GCCC staff.

Technical Equipment

Candidates are asked to bring small laptops or large tablets with internet accessibility to their exam site. Occasionally, exams are administered in computer labs, where candidates are not required to bring their own computers. In this case, candidates will be notified in their Admission to Exam notice.

Remote Proctoring

Candidates have the option to take the exam through remote proctor. The advantage of remote proctoring allows candidates to take the exam anywhere a quiet room and computer is convenient for them, while also ensuring the integrity of the exam.

The exam is offered through the GCCC's delivery partner Prolydian and ProctorU.

Preparing for Remote Proctored Testing

Candidates need to ensure that the computer and the location in which they are testing meet the requirements specified in the confirmation email **before** the scheduled exam date. The GCCC is not responsible for a candidate's inability to connect to the proctor due to network connectivity or computer system issues.

How to prepare for remote proctored testing:

- Install Google Chrome or Mozilla Firefox, other browsers will not be supported and may not work as expected
- Disable the pop-up blocker in the Chrome or Firefox browser
- Ensure that you have the ability to download and install programs (Administrator Rights) on the computer you intend to take the examination on. You will be required to install a program upon connecting to a proctor — it is not available prior to Examination Day.
- Confirm you have a hard surface (i.e., desk or table) available for testing.
- Ensure you have a functioning free standing or integrated webcam with microphone or independent microphone before the examination date. You will use this for the entire examination and to pan the examination room/environment (you will have to move this around).
- You are only allowed to have one (1) monitor running during the examination. If you have more than one monitor being used, please disconnect the other monitor and ensure it is turned around or completely covered so that the screen is not facing you upon connection to the proctor.
- Using the [link](#) confirm your computer meets the minimum requirements, perform a system readiness check, and test your internet connection speed. If you do not complete the testing and you experience technical difficulties during your examination, you will have to pay a rescheduling fee or you may not have the opportunity to test and your exam fee will not be refunded.

Identification requirements

Each candidate will be required to show one form of government issued or a legal document bearing the candidate's picture and signature identification. Acceptable government-issued identifications include a valid state driver's license, a valid state identification card with photo, a current passport, a current military identification, and an international photo identification issued by a foreign country. Student and employment identification cards are **NOT** acceptable.

Candidate Feedback

Candidates are encouraged to use the feedback section of exam questions to leave comments related to a specific item, the administration of the assessment, or the assessment site conditions. Candidates can also email the GCCC staff with all feedback regarding the exam or the certification process. All comments are reviewed by the GCCC staff and the relevant examination committee at their regularly scheduled meetings.

Examination Security

To provide a fair and consistent environment for all candidates, examinations are delivered using standardized procedures following strict security protocols. Candidates are required to follow all testing rules at all times. Failure to follow these rules may result in termination of a candidate's exam session, invalidation of the candidate's exam scores and/or disciplinary action.

Situations that will result in an exam being disqualified include the following:

- When a candidate is required to leave after causing a disturbance
- When a candidate does not accept the exam security agreement terms
- Improper time keeping by the invigilator
- Defective equipment
- Natural disasters and emergencies affecting all candidates
- Invalid ID, including person and ID do not match
- Inconsistent performance across different parts of the test
- Causing a disturbance (the individual shall be identified and asked to leave the exam room, and his or her exam will not be graded)
- Cheating

In the case of remote proctoring, the proctor reserve the right to terminate your exam session for the following violations:

- No approved identification or outdated identification.
- Profile picture mismatch (i.e., person and ID do not match).
- Use of unpermitted exam resources.
- Poor lighting.
- No face detected in view of your webcam.
- Audio events (faulty microphone or speaking loudly).
- Attempts to capture exam content (i.e., taking photos, copying exam questions, screen prints, etc.).
- Attempts to remote control computer.
- Attempts to resize browser.
- Individuals entering your examination room.

The GCCC takes cheating very seriously and will respond as it sees fit. Actions that the GCCC considers cheating include, but are not limited to: impersonation (when someone takes an exam for another person in part or in whole); gaining or having unusual access to exam contents; using invalid identification; copying answers (from another candidate) on all or part of the exam; colluding with another candidate; or using unauthorized support or devices, including notes.

Candidates who know of any breach of exam security must immediately report it to the exam proctor or the GCCC staff. Any attempt to breach exam confidentiality or share details of the exam with others is professional misconduct and will be handled accordingly either by IABC or by another professional association to which a candidate belongs (upon report by the GCCC).

Language

While the GCCC certification exams are offered on a global scale, they are currently only

available in English.

Taking the Examination(s)

The proctor(s) shall guide the test takers in connecting to the Internet (via Wi-Fi or hard line) and opening a single browser tab. The proctor will disseminate the individualized log in credentials created for each candidate, then ensure the test takers log into the testing website. Once all are logged in appropriately, the proctor will read the exam instructions aloud as the test takers start of the exam.

Once the exam begins, talking is not permitted. If a candidate has a question, he or she must raise their hand to attract the proctor's attention. Any discussion with the proctor must not disturb other candidates in the room. Candidates may be subject to video surveillance.

Candidates who finish the exam before the end of the allocated time may indicate to the proctor they are finished, collect their belongings, and leave quietly. If a candidate leaves something behind, they will not be able to re-enter the exam room until all exams are completed.

The proctor will have the authority to stop the examination or remove individual candidates where they believe the integrity of the test could be compromised or there have been breaches of the code of ethics. The proctor will:

- inspect admittance documentation to ensure that only authorized persons are admitted;
- ensure that candidates do not have or use prohibited items on their person during the exam;
- direct examinees to their assigned seats;
- assist in the administration of examinations, including assisting with technical issues;
- maintain the security of examination;
- distribute, collect, and account for examination credentials;
- observe examinees while they take the examination;
- expel any candidates he or she deems has violated exam rules.

Examination Format

Candidates have three hours to complete either the CMP or SCMP exam. Each exam consists of 100 multiple choice questions and is conducted in English. Please review sample exam questions in Appendix A.

Exam Security Agreement

Candidates must read and agree to an Exam Security Agreement on the day of the exam. They will not be able to begin the exam without reading and agreeing to the statement:

Breaches of exam security or cheating include (but are not limited to):

- Finding out, or trying to find out, the contents of any exam question or paper
- Impersonating a candidate, or letting someone impersonate another person during the exam

- Obtaining through any means an exam question or paper before the established exam date and time
- Trying to gain an unfair advantage, or helping others to gain an unfair advantage
- Sharing details of the exam with others through any means before, during or after the exam
- Copying or allowing somebody to copy from your work during an exam
- Having or using notes or any other tools or sources of information during an exam
- Copying, disclosing, publishing, reproducing, or transmitting the exams in whole or in part, in any form or by any means, whether verbal, written, electronic or mechanical, for any reason.

Candidates who know of any breach of exam security, must report it to the proctor and/or the GCCC staff immediately. Any attempt to breach exam confidentiality by sharing details of the exam with others is considered professional misconduct and should be handled accordingly either by the GCCC or any other professional association to which a candidate belongs (and to whom the GCCC will report such incidents).

Violators of exam security will be dismissed from the testing center. Exam results, certification and fees will be withheld. Certificants' certification will be canceled if it is confirmed they breached exam security.

After the Examination

Scoring Procedures

Exam results are communicated directly to candidates. An email will be sent to candidates on how to retrieve their official results from their candidate account within 72 hours after the exam administration.

Candidates will be provided with a score report for each of the examination content domains. The exam results are not meant to distinguish candidate performance among other candidates. Candidates who take the exam and meet the knowledge and competency standards will pass.

A description of how the passing score is determined along with a summary of how the candidate's score should be interpreted is presented in this handbook. Candidates will be informed that the examination is designed to assess knowledge associated with adequate professional competency and that it is not intended to distinguish among scores above the passing point.

Due to issues of exam item security, the GCCC cannot provide information on the exact questions that were answered correctly or incorrectly. Exam results will not be provided by email, phone, or fax.

Appeals of Examination Results

Candidates who fail the exam may file an appeal of exam results based on examination procedures that fail to comply with the GCCC's established policies or alleged testing conditions severe enough to cause a major and significant disruption of the examination process.

Appeals must be made in writing via email to the GCCC staff (info@gcccouncil.org) within 30 days of the date on the individual's score results. Appeals are forwarded to the GCCC Appeals Committee for review along with any other relevant information. Written notice of the final decision will be sent to the applicant via email within 30 days of the review. The decision of the GCCC Appeals Committee is final.

Retake Procedures

Candidates who fail an exam once may retake the exam immediately. If a candidate fails an exam a second time, the candidate must wait six months prior to attempting the exam a third time.

The re-take application can be submitted online, [link to application](#).

For those candidates who fail an exam three times, candidates must wait two years from the last examination attempt before reapplying for certification. The candidates must complete the entire certification process again, including application, exam, and exam fee.

Exam Development

The exam development procedures described below are used to ensure that performance of each exam is acceptable. The testing vendor/psychometric consultants work with the GCCC to advise the GCCC and GCCC staff on achieving and retaining compliance with generally accepted psychometric principles to ensure the exam is reliable and valid.

The GCCC selects qualified Subject Matter Experts (SMEs) to participate in exam development activities. SMEs participate throughout the exam development process. All SMEs are required to sign a confidentiality/non-disclosure agreement that includes provisions for the GCCC's ownership of all examination content as well as confidentiality provisions and restrictions on providing examination preparation courses.

The content for the exam will be determined based on the results of a weighted content outline developed from the Job Task Analysis (JTA) (see JTA for CMP in Appendix B and JTA for SCMP in Appendix C). Content for the exam will be derived from the results of the JTA developed by the SMEs on the job analysis committee. Final test specifications will be approved by the GCCC.

The cut score for the exam will be established using the Modified Angoff Method. Qualified and trained SMEs will participate in selecting the cut score working with a qualified staff member and/or psychometric consultant. The process used to select the cut score will be documented in a formal cut score study report.

The cut score resulting from the cut score study will be reviewed and approved by the GCCC. The approval of the passing score, along with any modifications to the recommended passing score, will be documented in the final cut score study report along with the rationale for those changes.

CMP Exam Format

Candidates sitting the Communication Management Professional (CMP) certification exam

are assessed on five domains developed in the Job Task Analysis (JTA) (see Appendix B for the CMP JTA).

Those domains are weighted on the revised exam as follows:

DOMAIN	PERCENTAGE
Ethics	15%
Research and Analysis	19%
Strategy and Engagement	23%
Consistency and Strategic Implementation	23%
Measurement	20%

**CMP Exam Revised 2026*

SCMP Exam Format

Candidates sitting the Strategic Communication Management Professional (SCMP) certification exam are assessed on six domains developed in the Job Task Analysis (JTA) (see Appendix C for the SCMP JTA).

Those domains are weighted on the exam as follows:

DOMAIN	PERCENTAGE
Advising and Leading	23%
Management	20%
Strategy Development	19%
Innovation	10%
Ethics	10%
Reputation Management	18%

Certification

After receiving notification of the official GCCC CMP or SCMP designation, the credential(s) granted may be used only if the individual’s certification remains valid and in good standing. Individuals may not use the credential(s) until they have received specific notification that they have successfully completed all requirements, including passing the required exam(s). Certificants must comply with all certification renewal requirements to maintain use of the credential(s).

The use and/or display of the official GCCC acronyms or designation names, except as permitted by this policy, is prohibited. Individuals who fail to maintain certification/recertify or whose certification is suspended or revoked must immediately discontinue use of the certification mark(s) and are prohibited from stating or implying that they hold the certification.

Acceptable Use

Individuals who have earned the credential(s) may identify themselves as a “GCCC Certified Professional” or “GCCC Certified Communication Professional” for each credential certified.

The name and official acronym may be used only if the certification is valid and in good standing. Certification is a non-transferable, revocable, limited, non-exclusive license to use

the certification designation and is subject to compliance with the policies and procedures of the GCCC.

Certified individuals may not make misleading, deceptive, or confusing statements regarding their certification status.

Certificate

Each certificant will receive a certificate for each credential granted. Candidates who pass the CMP examination will be awarded a CMP certificate. Candidates who pass the SCMP examination will be awarded an SCMP certificate. All certificates are non-transferrable.

Each certificate will include, at a minimum, the following information:

- Name of the credential
- Name of the certified individual
- Unique certification number
- Signature of the current GCCC chair

Reference to the scope and limitations of the certification, include:

- Professional certification indicates that the individual has met all the requirements of the designated certification program
- Effective date
- Expiration date
- Disclaimer stating that the GCCC retains sole ownership of the certificate.

Individuals who renew their certification (recertify) will receive a new certificate. The care and issuing of certificates shall be the responsibility of the GCCC staff.

Security

Certificates include the GCCC chair's electronic signature. All certificates are produced with a GCCC watermark, a unique certification number and the official GCCC logo to reduce the risk of fraud, forgery, and counterfeit.

Ownership

The GCCC retains sole ownership of all certificates.

Complaints and Investigations

Incidents of alleged misuse of the name and/or certification acronyms by a certificant or candidate will be investigated by the GCCC staff and referred to the GCCC chair for action under the Disciplinary Policy as required. Individuals who are found to be in violation of this policy may be subject to disciplinary action under the Disciplinary Policy.

Use of Certification Marks and Logo

Please refer to the following guidelines for proper use of the CMP® AND SCMP® certification marks. When used, the trademarks must be displayed under strict use and reproduction guidelines, or their value as trademarks could be lost.

CMP® AND SCMP®

- Always use capital letters.
- Never use periods.
- Always use the ® symbol.
- Always use with one of GCCC's approved nouns ("certificant," "professional," "communication professional," "certification," "mark" or "exam") unless directly following the name of the individual certified by the GCCC®
- Always associate with the individual(s) certified by the GCCC®.

COMMUNICATION MANAGEMENT PROFESSIONAL™ and STRATEGIC COMMUNICATION MANAGEMENT PROFESSIONAL™

- Always use capital letters or small caps font.
- Always use the ™ symbol.
- Always use with one of GCCC's approved nouns ("certificant," "professional," "communication professional," "certification," "mark" or "exam") unless directly following the name of the individual certified by the GCCC.
- Always associate with the individual(s) certified by the GCCC®.

GCCC Logo



GLOBAL COMMUNICATION CERTIFICATION COUNCIL

- Always reproduce the logo design from original artwork.
- Never alter or modify the logo design.
- Always associate with the individual(s) certified by the GCCC®.
- Maintain a minimum size of 1.0in in print or 100 px on screen.
- Always maintain clear space around the mark to maintain legibility.

Trademark Disclaimer

Whenever possible, use the following tagline in materials that use one of the CMP® and SCMP® marks:

Global Communication Certification Council (GCCC®) owns the certification marks CMP®, COMMUNICATION MANAGEMENT PROFESSIONAL™, SCMP®, STRATEGIC COMMUNICATION MANAGEMENT PROFESSIONAL™ and GCCC logo in the U.S., which it awards to individuals who successfully complete the GCCC's initial and ongoing certification requirements.

If you have questions about the GCCC's trademark usage guidelines, or would like GCCC

to review business materials you are developing which feature the CMP® AND SCMP® certification marks, please contact us at info@gcccouncil.org

Certification Renewal of Certified Professionals

The GCCC recognizes the importance of ongoing professional development and education for all certificants. The certification renewal requirement is designed to ensure that certificants maintain their knowledge, keep up to date with evolving technology and best practices, stay informed of practice developments, broaden their perspective of the profession, and reinforce learning.

Due to the pace at which information changes in the profession, certificants are required to renew their certification annually.

Certification Renewal Process

Each certified individual is required to complete the following certification renewal requirements:

- Complete 40 professional development (PD) points per year.
- Submit a completed Renewal Form for certification renewal that includes:
 - Distribution of PD activities within categories determined by GCCC
 - Applicable number of points for each PD activity
 - Signature, acknowledging having read and being bound by the GCCC's Policies and Procedures
 - Pay fees annually, with submission of PD and Renewal Form.

The GCCC will send a reminder notice to each certified individual's email address(s) that are on file with the GCCC.

Certificates showing successful completion of each continuing education/professional development activity must be submitted with the certification Renewal Form. Certificants are responsible for retaining appropriate records and documentation as evidence of completing continuing education activities.

Professional Development Requirements

Professional development points may be earned at (including but not limited to):

- attending communication webinars/seminars/workshops/conferences presented by professional organizations
- presenting at communications webinars/seminars/workshops/conferences presented by a professional organization
- completion of continuing education
- mentorship
- other certifications or licensures
- authoring or reading publications
- leadership activities
- board participation
- GCCC contributions

For all reported events proof of attendance should be submitted along with the title, course length (hours), description of the scope or content of the course, and certificate of completion or other proof of attendance. The GCCC will retain the right to review all certification renewal PD materials and provide the final decision on acceptance of the materials and/or webinars for PD points for certification renewal.

Submission of Professional Development

Professional development points can be submitted online (and fees paid) here - <https://gccouncil.org/CMP-SCMP-Renewal>. The online form is based on the following chart:

Professional Development Activity Must acquire at least 40 points; No ONE category can account for more than 60% (24 points) of professional development activity	Points Awarded	Acceptable Documentation
Attending: Attendance at an in-house or professional organization conference, workshop, lecture, seminar or webinar related to communication management or domains outlined in the CMP/SCMP job task analysis.	1 point per 1 hour of attendance (max. 20 pts per one event)	Conference program/agenda, registration receipt
Presenting: Speak or present at a professional organization (including educational institutions) conference, workshop, lecture, seminar, webinar or podcast on communication management/domains outlined in the CMP/SCMP job task analysis.	6 pts. per 30 minutes presentation (max. 20 pts per one event)	Conference program/agenda with name or link to replay of event
Continuing education: Successful completion of a course of study related to communication management/domains outlined in the CMP/SCMP job task analysis.	8 pts per 8 hours of attendance (max. 20 pts per course completed)	Transcript or certificate of completion
Mentorship: Developing the skills of another communication professional through a formal teaching, coaching or mentoring program (excluding line management responsibilities).	10 points per mentee	Letter from mentee or Mentoring program documentation
Other certification or licensure: Earning or maintaining an industry-related certification that is accredited by ISO/IEC 17024 (e.g., Project Management Institute), or has eligibility requirements, a criterion-referenced exam, and renewal requirements OR earn or maintain a related professional license.	10 points per certification or licensure	Copy of certificate or license

<p>Authoring content about communication: management/domains outlined in the CMP/SCMP job task analysis (e.g., articles, textbooks, blogs, white papers, other publications etc.)</p>	<p>1 textbook = 20 points if written during the certification cycle</p> <p>1 whitepaper or publication (including chapters within publications) = 10 points</p> <p>1 published article = 5 points (certified person is sole author) or 1 point per contribution</p> <p>Up to 5 points awarded for industry video-blogs, blogs or contributions to newsletter articles or published interviews</p>	<p>Book/author citation or link to article</p>
<p>Consuming content about communication: management/domains outlined in the CMP/SCMP job task analysis (e.g., podcasts, articles, textbooks, blogs, white papers, other publications etc.)</p>	<p>1 point per article 5 points per book</p>	<p>Book/author citation or link to article</p>
<p>Leadership activities: Participating in a leadership role for any professional communication or industry association or community/group (e.g., serving as a board or committee member, evaluating or judging communication awards at the local, national or international level, leading regular and ongoing discussions such as Twitter chats, community discussions etc.)</p> <p>Participating in a leadership position on any communication governing body at the international, national, regional, local or chapter level, with full participation.</p>	<p>10 points per leadership activity with the exception below</p> <p>Multiple points will not be awarded for sitting on multiple committees and boards within the same association.</p>	<p>Printout of leadership page of website Letterhead with leadership positions Confirmation letter from fellow member of board</p>
<p>GCCC activities: Contribution to the work of GCCC (service restricted to sitting on GCCC, proctoring exams, job task analysis meetings, item-writing and review, passing score study meeting)</p>	<p>Maximum 10 points per renewal cycle</p>	<p>Copy of agenda with names/ Proctor agreement</p>

<p>Communication award submissions: Entering any local, national, international communication award program where a substantiated submission needs to be made</p>	<p>8 points per submission</p>	<p>Confirmation of award entry</p>
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Certification Renewal Form Review

The GCCC Staff ensures that all complete applications are reviewed to determine if the Certificant meets all Certification renewal requirements and that all required information has been properly submitted. Certificants are required to submit proof of attendance or completion for non-IABC events. GCCC reserves the right to verify any information submitted with an application and to request further information or documentation from the Certificant as needed.

Certification Expiration and Failure to Renew

Failure to successfully renew by the published deadline will result in forfeiture of the individual's certification status.

If certification has been expired for 90 days or less, an individual may reinstate their certification by meeting all the certification renewal requirements; submitting a complete certification Renewal Form and paying the certification renewal fee. If certification has been expired for more than 90 days and an extension has not been granted, certification status shall be moved into lapsed status.

Individuals whose certification has expired may be granted an extension to meet all recertification requirements for a period not to exceed one year. Extensions may be granted upon request and at the discretion of certification program personnel. The certified individual's original date of expiration will remain valid when/if the new certificate is issued. If the individual does not renew their expired certification within the designated extension period, the individual's record shall be moved into lapsed status.

Individuals in lapsed status can only achieve re-certification by meeting all eligibility requirements in effect at the time of re-application and pass the examination(s). All eligibility, examination and fee requirements shall apply.

Certification Renewal Appeals

Certificants who have submitted a completed certification Renewal Form and who are notified that they do not meet the certification renewal requirements may appeal this decision by sending an email notice of the appeal to the GCCC staff within 45 days of the date of the adverse decision.

Any appeals that are not resolved to the satisfaction of the certificant will be forwarded by the GCCC staff to the GCCC Appeals Committee for review along with any relevant information from the review of the certification renewal form. Written notice of the final decision will be emailed to the certificant within 30 days of the review. The decision of the

GCCC Appeals Committee is final.

Maintenance of Certification Acceptance

The GCCC staff will issue a certification renewal email and updated certificate once all certification renewal requirements have been met. Certification renewal forms will not be accepted from individuals whose certification has been revoked or is in a state of suspension.

All professional development activities are subject to review and approval by the GCCC. Credit is only granted after an activity has been completed and documented.

Complaints Against Certificants

To maintain and enhance the credibility of the certification program, the GCCC has adopted the following procedures to allow individuals to bring complaints concerning the conduct of individuals who are certificants or candidates for certification by the GCCC.

In the event an individual violates the certification program policies, the GCCC may reprimand or suspend the individual or may revoke certification. The grounds for sanctions under these procedures may include, but are not necessarily limited to:

- Violation of established certification policies, rules, and requirements.
- Conviction of a felony or other crime under federal or state law.
- Gross negligence, willful misconduct, or other unethical conduct in the performance of services for which the individual has achieved certification from the GCCC.
- Fraud or misrepresentation in an initial certification application or certification renewal form.
- Information regarding the complaint process will be available to the public without request via the GCCC website and/or other published documents.

Actions taken under this policy do not constitute enforcement of the law, although referral to appropriate federal, state, or local government agencies may be made about the conduct of the candidate or certificant in appropriate situations. Individuals initially bringing complaints are not entitled to any relief or damages by this process, although they will receive notice of the actions taken.

Complaints

Complaints may be submitted by any individual or entity. Complaints should be reported to the GCCC staff in writing via email and must include the name of the person submitting the complaint, the name of the person the complaint is regarding along with other relevant identifying information, a detailed description of factual allegations supporting the charges, and any relevant supporting documentation. Information submitted during the complaint and investigation process is considered confidential and will be handled in accordance with the GCCC's confidentiality policy.

Upon receipt and preliminary review of a complaint involving a certificant or candidate for certification the GCCC staff in consultation with the GCCC chair may conclude, in their sole discretion, that the submission contains unreliable or insufficient information.

In such cases, the GCCC staff and GCCC chair may determine that the submission does not constitute a valid and actionable complaint that would justify bringing it before the GCCC for investigation and a determination of whether there has been a violation of substantive requirements of the certification process. If so, the submission is disposed of by notice from the GCCC staff and chair to the individual who the complaint was filed against and its complainant. All such preliminary dispositions by the chair are reported to the GCCC at its next meeting.

This preliminary review to determine if the complaint is valid and actionable will be conducted within 30 calendar days of receipt of the complaint.

If a submission is deemed by the chair to be a valid and actionable complaint, the chair shall see that written notice is provided to the individual whose conduct has been called into question. The individual whose conduct is at issue shall also be given the opportunity to respond to the complaint. The chair also shall ensure that the individual submitting the complaint receives notice that the complaint is being reviewed by the GCCC.

Complaint Review

For each complaint that the chair concludes is a valid and actionable complaint, the GCCC authorizes an investigation into its specific facts or circumstances to whatever extent is necessary to clarify, expand, or corroborate the information provided by the complainant. The chair refers the complaint to a review committee to investigate and make an appropriate determination with respect to each such valid and actionable complaint. The review committee will consist of at least three, but not more than five, individuals. No one with any personal involvement or conflict of interest may serve on the review committee. Members of the review committee may be reimbursed for reasonable expenses incurred in connection with the activities of the committee.

The review committee initially determines whether it is appropriate to review the complaint under these procedures or whether the matter should be referred to another entity engaged in the administration of law. The timeline for responses and for providing any additional information shall be established by the review committee. The review committee may be assisted in the conduct of its investigation by IABC staff or legal counsel. The GCCC chair exercises general supervision over all investigations.

Both the individual complainant and the candidate/certificant who is the subject of the investigation may be contacted for additional information with respect to the complaint. The review committee, or the GCCC on its behalf, may at its discretion contact such other individuals who may have knowledge of the facts and circumstances surrounding the complaint.

All investigations and deliberations of the review committee and the GCCC are conducted in confidence, with all communication marked "Personal and Confidential," and they are conducted objectively, without any indication of prejudgment. An investigation may be directed toward any aspect of a complaint which is relevant. Formal hearings are not held, and the parties are not expected to be represented by counsel, although the review committee and the GCCC may consult their own counsel.

Determination of Violation

Upon completion of an investigation, the review committee recommends whether the GCCC should decide that there has been a violation of GCCC policies and rules.

If the review committee recommends that the GCCC finds a violation, the review committee may recommend imposition of an appropriate sanction prepared under the supervision of the chair and is presented by a representative of the review committee to the GCCC along with the record of the review committee's investigation.

If the review committee determines that a violation has not occurred, the complaint is dismissed with notice to the candidate/certificant, the complainant, and the GCCC.

The GCCC reviews the recommendation of the review committee based upon the record of the investigation. The GCCC may accept, reject, or modify the review committee's recommendation, either with respect to the determination of a violation or the recommended sanction to be imposed.

In certain circumstances, the GCCC may consider a recommendation from the review committee that the candidate/certificant who has violated the certification program policies or rules should be offered an opportunity to submit a written assurance that the conduct in question has been terminated and will not recur. The decision of the review committee to make such a recommendation and of the GCCC to accept it are within their respective discretionary powers. If such an offer is extended, the candidate/certificant at issue must submit the required written assurance within thirty days of receipt of the offer, and the assurance must be submitted in terms that are acceptable to the GCCC. If the GCCC accepts the assurance, notice is given to the candidate/certificants and complainant, if the submitter agrees in advance and in writing to maintain the information in confidence.

Sanctions

Any of the following sanctions may be imposed by the GCCC upon a candidate/certificant whom the GCCC has determined to have violated the policies and rules of its certification program(s), although the sanction applied must reasonably relate to the nature and severity of the violation, focusing on reformation of the conduct of the member and deterrence of similar conduct by others:

- Written reprimand to the candidate/certificant;
- Suspension or termination of the certificant's certification for a designated period; or
- Suspension or termination of the candidate's application eligibility for a designated period.

Reprimand in the form of a written notice from the GCCC chair is sent to a candidate/certificant who has received their first substantiated complaint. Suspension normally is imposed on a candidate/certificant who has received two substantiated complaints. Termination is imposed on a candidate/certificant who has received three or more substantiated complaints. The GCCC may impose any of the sanctions, if warranted, in specific cases.

Certificants who have been terminated shall have their certification revoked and shall not be considered for certification in the future. If certification is revoked, all certificates or other

materials requested by the GCCC must be returned promptly to the GCCC or destroyed.

Appeal

Within 30 days from receipt of notice of violation, the affected candidate/certificant may submit to the GCCC chair via email a request for an appeal. Any candidate /certificant receiving such adverse decision will receive a copy of this policy along with notification of the appeal period.

Upon receipt of a request for appeal, the GCCC chair establishes an appeal committee consisting of at least three, but not more than five, individuals. This appeal committee may review one or more appeals, upon request of the chair. No current members of the review committee or the GCCC may serve on the appeal committee; further, no one with any personal involvement or conflict of interest may serve on the appeal committee. Members of the appeal committee may be reimbursed for reasonable expenses incurred in connection with the activities of the committee.

The appeal committee may only review whether the determination by the GCCC of a violation of the certification program policies and/or rules was inappropriate because of:

- Material errors of fact; or
- Failure of the Review Committee or the GCCC to conform to published criteria, policies, or procedures.

Only facts and conditions up to and including the time of the GCCC's determination as represented by facts known to the GCCC are considered during an appeal. The appeal shall not include a hearing or any similar trial-type proceeding. Legal counsel is not expected to participate in the appeal process, unless requested by the appellant and approved by the GCCC and the appeal committee. The GCCC and appeal committee may consult legal counsel.

The appeal committee conducts and completes the appeal within 90 days after receipt of the request for an appeal. Written appellate submissions and any reply submissions may be made by authorized representatives of the member and of the GCCC. Submissions are made according to whatever schedule is reasonably established by the appeal committee. The decision of the appeal committee either affirms or overrules the determination of the GCCC but does not address a sanction imposed by the GCCC. The appeal committee will confirm receipt of all communication including the initial appeal and will provide notice to the appellant of the end of the appeals-handling process.

The appeal committee decision is binding upon the GCCC, the candidate/certificant who is subject to the termination, and all other persons.

Resignation

If a certificant who is the subject of a complaint voluntarily surrenders their certification at any time during the investigation of a complaint under these procedures, the complaint is dismissed without any further action by the review committee, the GCCC, or an Appeal Committee established after an appeal. Such resignation must include resignation of all GCCC credentials held by the individual. The entire record is sealed, and the individual may not reapply for certification by the GCCC. However, the GCCC may authorize the chair to

communicate the fact and date of resignation, and the fact and general nature of the complaint, which was pending at the time of the resignation, to or at the request of a government entity engaged in the administration of law. Similarly, in the event of such resignation, the certificant's employer and the person or entity who submitted the complaint are notified of the fact and date of resignation and that GCCC has dismissed the complaint as a result.

Certification Register

The GCCC will publish a register of certificate holders on its public website gccouncil.org (<https://gccouncil.org/CMP-SCMP-Registry>). Visitors to the website will be able to see who holds a current certification. Each listing will include the certificate holder's current name, any other professional designations, the country and city where they are based, and the date when certification is due for renewal.

By applying for certification, candidates agree to be included in the public register. If a certification lapses, anyone searching for it will be notified only that a name does not appear on the register.

Use of the Register

The GCCC will never allow anyone to access the register for any purpose apart from marketing its certifications and promoting professionalism through continuing professional education. GCCC staff maintain the register. GCCC keeps the records separate from its own data. Applicants or certificate holders will never be approached by IABC as a result of having been in contact with the GCCC.

Privacy

The GCCC and IABC will not respond to requests for information about candidates beyond confirming information in the public register. All information collected from candidates is held only for the purposes of confirming eligibility for certification and for developing clear standards for the profession.

Indemnification

The laws of the State of Illinois shall take precedence in administering the GCCC's certification program. IABC indemnifies all individual GCCC members against actions in other jurisdictions arising from their work on the GCCC.

Definitions

Following are the GCCC's definitions of some of the terms that appear in this handbook.

Communication Management: This phrase refers to the ability to develop a strategic communication plan based on research, analysis of organizational and audience needs, establishment of measurable objectives that produce business outputs and/or outcomes, and the ability to define appropriate key messages, address the strategic approach, and develop a tactical implementation plan using appropriate vehicles and channels. This applies to written and spoken human interaction.

Education: Education refers to successful completion of credit-granting courses at an accredited post-secondary college, university, trade school, or vocational school. It may have occurred at any point in the past.

Experience: Experience is work in one or both professional activities defined above or in one or more of the listed disciplines. Experience must be within the past 12 years. One year of experience is defined as 1,500 hours of paid or volunteer work in a business or in a nonprofit, government agency, nongovernmental organization, educational institution, health care facility, or other similar institution. The total experience must include some work in each of the domains described in the Job Task Analysis.

Functional areas: Functional areas in which education, experience, and training may be gained include (but are not be limited to), in alphabetical order: advertising, customer support, digital communications, education, human resources, internal communication, journalism, linguistics, management (business, nonprofit, or public), marketing, media, sales, public relations, and training.

Professional Activities: Education, experience, and training can be gained through the following activities, among others:

- Communication inside an organization among employees, consultants, and contractors
- Communication with employees, customers, investors, suppliers, regulators, media, and the public

Training: Training refers to skill-based courses offered by businesses, nonprofits, industry associations, colleges, universities, trade schools, or vocational schools. Webinars, in-service training, and self-paced courses may be accepted if verifiable. Training must have occurred within the two years prior to an application for certification. If education is recent, then it may qualify as both education and training.

Appendix A - Sample Exam Questions

CMP Sample Questions

1. Two key ethical issues that should be considered in any qualitative research are consent and:
 - A. Confidentiality
 - B. Reward
 - C. Empathy
 - D. Persuasiveness

2. The main foundation for developing a consistent business communication plan are:
 - A. mission, vision, and general goal
 - B. key performance indicators;
 - C. previous marketing and communications plans
 - D. knowledge of the audiences' requirements.

3. The primary difference between press release and press kit is that the press release includes:
 - A. a single informational product
 - B. management biographies
 - C. historical company news
 - D. fact sheets.

4. Clear, concise, concrete, correct, coherent, complete, and courteous are seven:
 - A. principles of communication
 - B. rules of communication
 - C. methods of communication
 - D. communication tips.

CMP Answers: 1) A, 2) A, 3) A, 4) A

SCMP Sample Questions

1. Assume your staff is well-managed and is working at full capacity. Your manager briefly mentioned in passing that he wants to add a new “special project” to your unit’s responsibilities. In order to build a case for additional resources, which of the following would you undertake first?
 - A. Re-assess your team's priorities
 - B. Obtain pricing for the new project: e.g. estimated time and other expenses it will take to complete;
 - C. Seek clarification from your manager about the project parameters
 - D. Tell your manager that it is just not possible given current priorities and resources

2. Which of the following is most important in building a business case for communication projects?
 - A. Determine if you have current staff capacity to complete the project
 - B. Assess if you have current budget to cover the project
 - C. Determine how the project aligns with the organization's strategic priorities, values and/or vision
 - D. See if and how the project overlaps with other projects

3. You are the communications director of a large pet supplies store chain. One of your suppliers sends you a formal notification that one of their dog food products is being investigated by regulators for potential harmful ingredients that might severely harm pets’ health. They have not decided yet for a total recall, but they are issuing this early warning to distributors only. You understand this product is your best-selling one. Your advice to the CEO in terms of the most effective crisis communication response would be to:
 - A. Immediately withdraw the products from the shelves, in order to minimize any risk and then wait for the results of the study.
 - B. Recall the products as a distributor, issue a warning to all customers and communicate the recall through your social media.
 - C. Contact the supplier, ask for a total recall of the product, ask them to take responsibility and issue a public statement about it, without involving your own store brand.
 - D. Contact the supplier and get an update, monitor the situation closely, review customer complaints and be ready to act as needed.

4. You are the brand manager of a deodorant and you are working with your advertising agency on your media scheduling plan. The strategy that you choose for your product's media scheduling is:
 - A. Flighting (intermittent and irregular periods of advertising, alternating with shorter periods of no advertising at all), to benefit from concentrating on the best purchasing cycle period.
 - B. Continuity (advertising runs steadily with little variation over the campaign period), so as to benefit from media discounts due to volume.
 - C. Pulsing (combines flighting and continuous scheduling by using a low advertising level all year round and heavy advertising during peak selling periods), to account for the purchasing cycles of the product.
 - D. Randomization (neither flighting nor continuity, advertising randomly throughout the year), depending on availability of funds/budget.

5. Which of the following is a S.M.A.R.T. objective for a communication strategy?
 - A. Increase subscriptions by 15% among 25-45-year-olds within a year
 - B. Increase awareness by 10% in the Southern region and by 20% in the Northern region
 - C. Achieve top of mind awareness of the brand by the end of 2020
 - D. Achieve 1,500,000 impressions among target population

6. It is the beginning of May. You work for a trade organization that surveyed its members for feedback on a series of policy issues. A total of 300 members of the organization of 15,000 answered the survey in January. You have been tasked by the general manager to communicate the survey results to the press and make the results as appealing as possible for journalists. Of the following options, which one is unethical?
 - A. Having visuals that accompany the release only illustrate a selection of the survey results
 - B. Omitting the sample size in the release
 - C. Presenting the results as April results
 - D. Sending out the release to a selection of journalists that are known to cover the organization's surveys favorably

SCMP Answers: 1) C; 2) C; 3) B; 4) C; 5) A; 6) C

Appendix B – Job Task Analysis for CMP

This document represents a delineation of the major tasks (T) performed and knowledge (K) applied by Communication Management Professionals, individuals who typically have 6 - 8 years or more of experience in the practice of their profession.

Domain 1 - Ethics (6%)

As representative of management, communication professionals engage in communication that is legal, truthful, accurate and fair facilitating respect, mutual understanding and meaningful two-way communication among the organization and its stakeholders.

The Communication Ethics domain is based on the requirement for communication professionals to understand and practice the highest standards of professional behavior, communicate with sensitivity to cultural values and beliefs and apply ethics within their roles.

Task 1	Communicate with sensitivity to cultural values and beliefs
Task 2	Communicate according to ethical standards
Task 3	Determine and explain actions to take when issues arise that have the potential to impact the reputation of the organization
Task 4	In the context of professional communication, apply laws affecting privacy, copyright, plagiarism, confidentiality, conflict of interest and disclosure.

The competent and effective performance of these tasks requires knowledge of:

- K-1** *IABC Code of Ethics for Professional Communicators*
- K-2** Laws, regulations and practices pertaining to copyright, plagiarism, confidentiality, privacy and disclosure
- K-3** Knowledge of the organization or client's responsibilities with respect to ethical conduct

Domain 2 - Research and Analysis (24%)

Communication professionals research and evaluate how to serve and promote the organization most effectively and then offer recommendations supported by direct and secondary evidence.

Task 1	Choose appropriate research methodology based on the needs of the project
Task 2	Research, benchmark and analyze the business and communication environment and against needs and opportunities
Task 3	Determine and analyze the audience characteristics and mindset in relation to the communication opportunity
Task 4	Interpret and apply the results to inform the communication strategy, aligning key business indicators with communication campaigns

The competent and effective performance of these tasks requires knowledge of:

- K-4** Organization strategic direction, key performance indicators and business needs
- K-5** Mission, vision goals and brand of the organization
- K-6** Organization structure, culture(s) and operations
- K-7** Laws and regulations pertaining to the organization
- K-8** Audience analysis, mapping and segmentation
- K-9** Characteristics and cultures of key stakeholder
- K-10** External environment (e.g. competition, industry groups, political environment, media)
- K-11** Business principles and the role of communication in sustainable business
- K-12** Communication research, measurement and analytical methodologies

Domain 3 - Strategy and Stakeholder Engagement (34%)

A communication professional identifies and communicates with employees, customers, shareholders, regulators, government agencies and other groups with an interest in the organization’s activities. All these groups have the potential to change the organization’s results. The communication professional fosters and nourishes relationships with them that will support the organization’s mission and goals and uses dialogue to tell the organization’s story and garner support.

Task 1	Develop communication strategies and tactics that are consistent with the results of the research and analysis and aligned with business and audience needs
Task 2	Present the business need or opportunity and the strategic communication approach
Task 3	Establish measurable objectives to provide direction and deliver meaningful communication outcomes and outputs
Task 4	Describe the audience characteristics in relation to the communication strategy
Task 5	Create key messages to reinforce the objectives of the program
Task 6	Define tactics that are consistent with research findings, the business need and audience preferences
Task 7	Identify and use the most effective communication channels, vehicles and media for audiences
Task 8	Develop a communication budget
Task 9	Collaborate with internal and external partners

The competent and effective performance of these tasks requires knowledge of:

- K-4** Organization strategic direction, key performance indicators and business needs

- K-5** Mission, vision goals and brand of the organization
- K-8** Audience analysis, mapping and segmentation
- K-11** Business principles and the role of communication in sustainable business
- K-13** Strategic communication planning methodologies
- K-14** Channel selection and planning
- K-15** Strengths and weaknesses of communication vehicles in relationship to the audience
- K-16** Message development
- K-17** Differences between goals, objectives, tactics and supporting strategies
- K-18** Decision techniques, models and methodologies
- K-19** Outcomes and outputs
- K-20** Basic financial principles and communication budgeting
- K-21** Engagement, collaboration and facilitation skills
- K-22** Communication theories and methodologies
- K-23** Communication practices and trends

Domain 4 - Implementation (17%)

The communication professional implements a strategic solution based on the management of tactical elements that demonstrate alignment with the communication strategy. Knowledge of the communication profession, project management skills and the ability to align the tactical implementation with the strategic approach is core to the success of the strategy to deliver meaningful results.

Acting as the organization’s voice, a communication professional expresses a single, consistent story for internal and external audiences. This narrative is clear and compelling, it reflects the input and perspectives of diverse stakeholders, and it furthers the organization’s mission. A communication professional integrates information and inspiration for this narrative from people with diverse perspectives and ensures that communications are culturally appropriate to each audience.

Task 1	Develop and implement tactical project plans, manage budgets and human resources, set and meet deadlines
Task 2	Advise on the effective use of communication platforms and messaging and manage communication channels
Task 3	Create clear and concise content and manage content across channels
Task 4	Edit copy, prepare presentations, design and layout documents

Task 5	Engage stakeholders and manage relationships with them
Task 6	Monitor, analyze and modify the implementation of the communication program

The competent and effective performance of these tasks requires knowledge of:

- K-4** Organization strategic direction, key performance indicators and business needs
- K-5** Mission, vision goals and brand of the organization
- K-6** Organization structure, culture(s) and operations
- K-7** Laws and regulations pertaining to the organization
- K-8** Audience analysis, mapping and segmentation
- K-9** Characteristics and cultures of key stakeholder
- K-10** External environment (e.g. competition, industry groups, political environment, media)
- K-11** Business principles and the role of communication in sustainable business
- K-12** Communication research, measurement and analytical methodologies

Domain 5 - Measurement (19%)

Communication professionals gauge their results using clear qualitative and quantitative measures that can be duplicated. By measuring the impact of communication strategies and activities against the business needs, communicators demonstrate the value of strategic communication as a key driver of business success.

Task 1	Select and use tools and techniques to measure communication results
Task 2	Measure and analyze outputs and outcomes of communication campaigns against the intended results
Task 3	Compare and analyze results against benchmarks and objectives based on the business and communication needs identified
Task 4	Analyze the results delivered against the business and communication needs identified and return on investment
Task 5	Present results to stakeholders including recommendations for improvement

The competent and effective performance of these tasks requires knowledge of:

- K-4** Organization strategic direction, key performance indicators and business needs
- K-10** External environment (e.g. competition, industry groups, political environment, media)
- K-12** Communication research, measurement and analytical methodologies
- K-13** Strategic communication planning methodologies

- K-23** Communication practices and trends
- K-29** Communication measurement techniques and standards
- K-30** Techniques for integrating data, outcomes and findings into reports and recommendations
- K-31** Effective report writing
- K-32** Effective presentation skills

Appendix C – Job Task Analysis for SCMP

This document represents a delineation of the major tasks (T) performed and knowledge (K) applied by Strategic Communication Management Professionals, individuals who typically have 10–15 years or more of experience in the practice of their profession. Strategic Communication Management Professionals operate on the strategic level, represent the voice and conscience of the organization, and use their influence on the behavior of internal and external stakeholders to further business goals and protect the reputation of the organization.

Domain 1 - Advising and Leading (23%)

Task 1	Counsel executives and business unit leaders about communication and its effect on business results.
Task 2	Coach executives, business unit leaders, and others within the organization on how to communicate effectively in a variety of situations and settings.
Task 3	Advise executives and business leaders on the communication aspects of business plans and their effects on stakeholders.

The effective performance of these tasks requires knowledge of:

- K-1** Business principles
- K-2** Marketplace/Industry specifics
- K-3** Communication demands of typical settings and situations (e.g., crises, media, change)
- K-4** Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5** Organization specific information, priorities, goals, brand, etc.
- K-6** Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-7** Laws and regulations that affect the organization
- K-8** Impact of communication on the business, business results, and stakeholders
- K-9** Coaching and training techniques

Domain 2 – Management (20%)

Task 4	Lead teams involved in performing communication projects.
Task 5	Provide budget management/oversight.
Task 6	Acquire and manage resources necessary for meeting communication objectives (e.g., funding, facilities, tools).
Task 7	Develop business cases for communication projects and campaigns.

Task 8	Hire, manage, mentor and develop staff.
Task 9	Swiftly prioritize and re-prioritize workflows based on changing business needs.

The effective performance of these tasks requires knowledge of:

- K-1** Business principles
- K-4** Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5** Organization specific information, priorities, goals, brand, etc.
- K-6** Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-9** Coaching and training techniques
- K-10** Project management techniques
- K-11** Staff management, mentoring and development techniques
- K-12** Team dynamics and leadership
- K-13** Financial management techniques
- K-14** Negotiation techniques
- K-15** Problem solving techniques
- K-16** Business case development
- K-17** Presentation techniques

Domain 3 - Strategy Development (19%)

Task 10	Lead teams involved in performing communication projects.
Task 11	Provide budget management/oversight.
Task 12	Acquire and manage resources necessary for meeting communication objectives (e.g., funding, facilities, tools).
Task 13	Develop business cases for communication projects and campaigns.

The effective performance of these tasks requires knowledge of:

- K-1** Business principles
- K-2** Marketplace/Industry specifics
- K-3** Communication demands of typical settings and situations (e.g., crises, media, change)
- K-4** Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)

- K-5** Organization specific information, priorities, goals, brand, etc.
- K-6** Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-8** Impact of communication on the business, business results, and stakeholders
- K-14** Negotiation techniques
- K-18** Research methods
- K-19** Techniques for constructing measurable goals
- K-20** Measurement techniques
- K-21** Techniques for drawing insights from data and applying them to the organization
- K-22** Strategic planning techniques

Domain 4 – Innovation (10%)

Task 14	Identify trends in communication and evaluate them against the organization's needs.
Task 15	Develop unique approaches to communication implementation.
Task 16	Adopt and promote a continuous improvement environment.

The effective performance of these tasks requires knowledge of:

- K-4** Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5** Organization specific information, priorities, goals, brand, etc.
- K-6** Communication fundamentals including channels, tools, storytelling, resources, techniques, etc.
- K-15** Problem solving techniques
- K-20** Measurement techniques
- K-21** Techniques for drawing insights from data and applying them to the organization
- K-23** Communication trends across industries
- K-24** Potential sources of innovative ideas, insights and solutions
- K-25** Evaluation techniques

Domain 5 – Ethics (10%)

Task 17	Identify trends in communication and evaluate them against the organization's needs.
Task 18	Develop unique approaches to communication implementation.

The effective performance of these tasks requires knowledge of:

- K-4** Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5** Organization specific information, priorities, goals, brand, etc.
- K-7** Laws and regulations that affect the organization
- K-18** Research methods
- K-20** Measurement techniques
- K-26** IABC Code of Ethics
- K-27** Culture specific information

Domain 6 – Reputation Management (18%)

Task 19	Identify reputational risks and recommend actions to protect the organization and its stakeholders.
Task 20	Manage crises.
Task 21	Prepare the organization for communication responses to crises.

The competent and effective performance of these tasks requires knowledge of:

- K-2** Marketplace/Industry specifics
- K-3** Communication demands of typical settings and situations (e.g., crises, media, change)
- K-4** Stakeholder characteristics (e.g., demographics, preferences, level of engagement, psychographics, opinions, relationship to the organization)
- K-5** Organization specific information, priorities, goals, brand, etc.
- K-7** Laws and regulations that affect the organization
- K-14** Negotiation techniques
- K-15** Problem solving techniques
- K-18** Research methods
- K-20** Measurement techniques
- K-21** Techniques for drawing insights from data and applying them to the organization

- K-22** Strategic planning techniques
- K-27** Culture specific information
- K-28** Reputational risk factors
- K-29** Risk assessment and mitigation techniques
- K-30** Crisis communication and management techniques