

**I. Complex Communication: *Employs complex communication\* skills in a manner that adds to organizational productivity.* [\*Complex Communication refers to the need to combine traditional communication skills with technical workplace content transmitted via rapidly evolving technologies to increasingly diverse audiences.]**

Measurement Criteria and Core Actions		Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
<b>I.A. MASTERS CORE COMMUNICATION SKILLS FOR THE WORKPLACE.</b>	I.A.-.a. Delivers content accurately	Conveys understanding of instructions in work to be performed, verbally and in writing.	Provides a message that is clear and concise, verbally and in writing.	Meets industry/organizational standards for technical communication, verbally and in writing, e.g., aligns communication to reflect organizational goals, describes technical content with precision, selects document and style as appropriate to situation, provides reports that are accurate in content and format.	Articulates concepts that are not easily understood, e.g., writes an article about advanced technical concepts, explains technical information to nontechnical staff.
	I.A.-.b. Persuades others	Tests ideas with others, e.g., suggests a change in work plan, offers possible solution to a problem.	Presents ideas with confidence through voice inflection, pace, body language, gestures and tone.	Influences others to adopt point of view, change direction, and/or take action to achieve workplace goals, e.g., makes a sale, persuades supervisor to consider alternative action.	Adapts communication to integrate multiple viewpoints, styles, and approaches to content.
	I.A.-.c. Uses communication style appropriate to audience and situation	Familiarizes oneself with workplace communication protocols, e.g., formats communications, learns the jargon of the job, trains in customer service, acclimates to various audiences (customers/clients).	Practices different styles of communication used by the industry/organization under supervision, e.g., determines when or when not to use workplace jargon, sets up a web page, writes letters to customers, rehearses for difficult phone conversations.	Communicates in a style that fits the audience and situation, e.g., manages difficult customer conversations in person/by phone rather than by email, prepares a PowerPoint presentation for investors, uses online survey tool for one age group and focus groups for another.	Recommends adjustments to communication protocols as a result of audience feedback, e.g., responds to consistent survey results, addresses problems with technology relative to a certain age group.

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<b>I.A. MASTERS CORE COMMUNICATION SKILLS FOR THE WORKPLACE [CONT.].</b>	I.A.-.d. Listens actively	<b>Expresses interest</b> , e.g., gives verbal and non-verbal cues such as eye contact, posture; asks questions; refrains from arguing or interrupting, puts down cell phone, relates ideas to personal experience.	<b>Demonstrates understanding of the speaker’s intent</b> , e.g., restates key ideas, interprets instructions of supervisor correctly, clarifies customer complaints.	<b>Responds after considering the perspective of another.</b>	<b>Practices active listening consistently.</b>
	I.A.-.e. Resolves conflicts	<b>Identifies areas of agreement and disagreement.</b>	<b>Generates options for resolving conflict that focus on the issues rather than the personalities.</b>	<b>Negotiates compromise or agreement.</b>	<b>Identifies ways to prevent similar conflicts.</b>
<b>I.B. COMMUNICATES EFFECTIVELY IN A DIVERSE WORK ENVIRONMENT.</b>	1.B.-. Communicates with diversity in mind	<b>Recognizes differences in communication style based on culture, generation, physical ability, and life/work experience.</b>	<b>Eliminates barriers to communication resulting from personal perspectives, assumptions, and preferences.</b>	<b>Communicates with sensitivity to people of different cultures, generations, physical ability, and life/work experience</b> , e.g., uses metaphors with sensitivity, uses culturally neutral language, avoids generational jargon.	<b>Assists others in adhering to workplace policies regarding diversity.</b>
<b>I.C. USES TECHNOLOGIES AND SOCIAL MEDIA FOR WORKPLACE COMMUNICATION.</b>	I.C.-.a. Exercises competence in using technology	<b>Uses prescribed communication tools.</b>	<b>Selects a variety of tools to communicate and document in the workplace</b> , e.g., chooses between voicemail, email, and texting; decides on a conference call over video conferencing; gets message out over Facebook, web, and video uploads, uses drop box on a project instead of the internal file system to allow consultants access.	<b>Integrates new technologies with existing technologies to improve internal and external communication</b> , e.g., engineer works with colleagues in online workspaces; reporter uses new iPhone to instantly upload photos and stories to a news site; retailer sets up a Facebook page for more direct customer contact.	<b>Introduces new technologies for communication</b> , e.g., uses technology to manage remote work teams, provides online training.

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<b>I.C. USES TECHNOLOGIES AND SOCIAL MEDIA FOR WORKPLACE COMMUNICATION [CONT.].</b>	I.C.-b. Upholds the brand	Follows policies regarding organizational brand and style.	Maintains organizational brand and style in all varieties of online communication, e.g., social media, email, website.	Projects an online professional persona that promotes organizational objectives.	Recommends strategies to develop organization's online presence.
	I.C.-c. Follows applicable laws and regulations	Apprises oneself of laws and regulations regarding use of technology for communication.	Seeks guidance from supervisor when unclear about laws and regulations regarding use of technology for communication.	Complies with laws and regulations regarding use of technology for communication.	Trains others about laws and regulations regarding use of technology for communication.
	I.C.-d. Matches technology to content	Familiarizes oneself with the capabilities of technologies available in the workplace, e.g., maintains up to date awareness of social media trends.	Tests delivery of content with various technologies, under supervision, e.g., creates project webpages.	Selects technologies to match the content and purpose of the communication, e.g., distributes coupons on the website, contacts customers via Facebook, obtains feedback through Survey Monkey.	Recommends new technologies to communicate organizational content and purpose, e.g., suggests new technologies for purchase.
<b>FOUNDATIONAL COMMUNICATION SKILLS</b>	<b>Writes in languages required by employer:</b> <ul style="list-style-type: none"> <li>✓ Uses correct grammar</li> <li>✓ Checks spelling</li> <li>✓ Uses standard punctuation, style for industry</li> </ul> <b>Demonstrates reading comprehension:</b> <ul style="list-style-type: none"> <li>✓ Expresses purpose</li> <li>✓ Summarizes content</li> <li>✓ Uses reference materials</li> <li>✓ Discerns fact from opinion</li> <li>✓ Identifies information to complete work tasks</li> <li>✓ Recaps instructions, e.g., step by step, maps, forms, schedules, etc.</li> <li>✓ Compares references</li> </ul>		<b>Speaks in languages required by employer:</b> <ul style="list-style-type: none"> <li>✓ Uses proper forms of address with supervisor, customers, etc.</li> <li>✓ Uses correct grammar and pronunciation</li> <li>✓ Shows familiarity with technical nomenclature</li> <li>✓ Monitors volume, clarity, and pace of speech</li> </ul> <b>Presents with confidence:</b> <ul style="list-style-type: none"> <li>✓ Organizes content with attention to purpose, logic, length, accuracy, fact and opinion, etc.</li> <li>✓ Prepares approach to target audience</li> <li>✓ Practices delivery (tone, pace, volume, enunciation, style)</li> <li>✓ Observes verbal/nonverbal cues of audience</li> <li>✓ Responds positively to questions and feedback</li> </ul>		

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<b>FOUNDATIONAL COMMUNICATION SKILLS</b>	<p><b>Practices interpersonal skills:</b></p> <ul style="list-style-type: none"><li>✓ Practices sensitivity regarding nonverbal cues, e.g., eye contact, gestures, and personal space</li><li>✓ Gauges listener’s understanding by observing verbal/nonverbal cues</li><li>✓ Responds to feedback, questions, critique, and praise in a positive manner</li><li>✓ Balances assertiveness with active listening skills.</li><li>✓ Maintains a demeanor of courtesy, tact, friendliness, and respect</li><li>✓ Respects the rights and property of others in the workplace.</li></ul> <p><b>Uses workplace technologies:</b></p> <ul style="list-style-type: none"><li>✓ Familiarizes oneself with communication tools, e.g., web-based, email, social media.</li><li>✓ Creates online profile in accordance with company protocol, e.g., bio, blog.</li><li>✓ Shows understanding of organizational data safety protocols.</li><li>✓ Uses social media in accordance with organizational guidelines, e.g., doesn’t talk about the company or use company logo on personal Facebook page.</li></ul>	
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