

# RUSSIA'S PROFESSIONAL STANDARD OF THE PUBLIC RELATIONS SPECIALIST

*Russian Public Relations Association*



**Russian Public  
Relations Association**

## PART 1. GENERAL CHARACTERISTIC OF PROFESSIONAL ACTIVITY

### 1.1. Mission and essence of Public Relations and its importance for the economy, (and/or culture, social development) and for the country (and / or the world and regions)

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Recent developments demonstrate that communications play a particularly strategic role for society. This role may be both stabilizing and destabilizing, leading both to social development or degradation.

In a communications environment the future is defined, the communities identify themselves and get organized, innovations are created, human capital grows.

The fundamental tasks of PR are:

- strategic management of the communication environment under increasing public and information transparency;
- organization of processes that favor social changes and development through creation and maintenance of:
- reputation and social capital;
- new sustainable public relations;
- collective values;
- mechanisms for productive communication (communication which is generating new knowledge, meanings, ideas, and projects);
- ensuring information availability and credibility.

### 1.2. Midterm perspectives for the development of public relations professional activity for the next years

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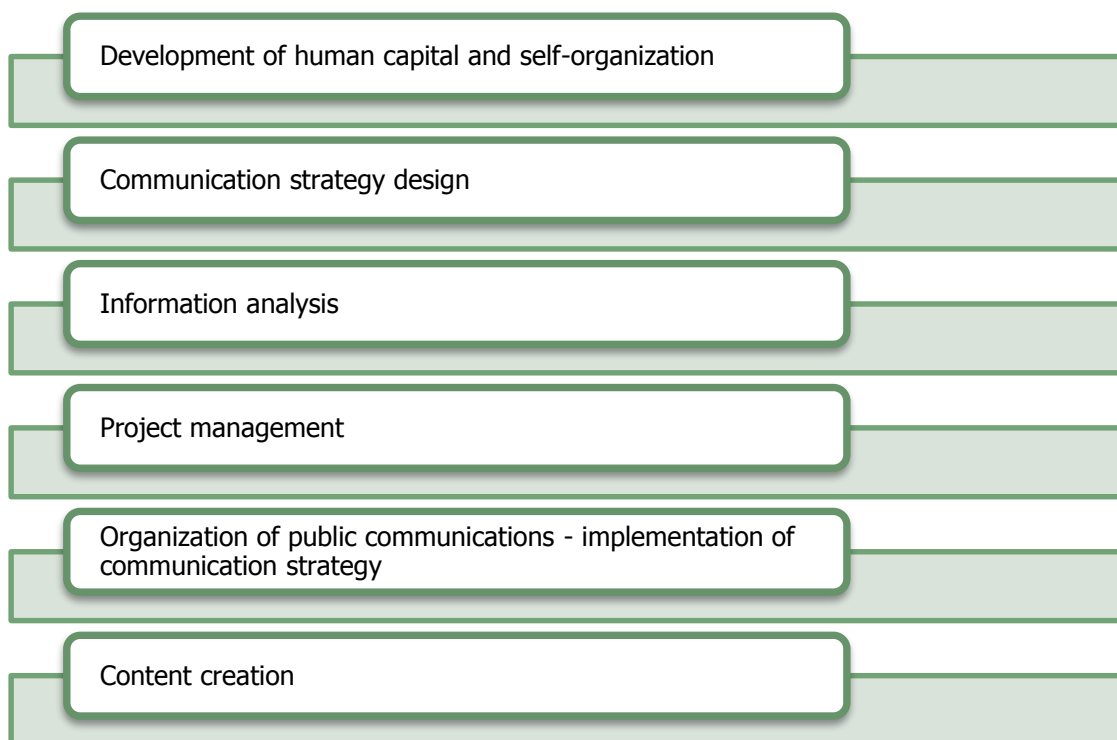
- Convergence of PR with other management techniques and fields of activity, growth of the strategic role of PR.
- Increasing demand for crisis communications caused by both the world economy instability, and the accelerated information transfer, which made the information crises more frequent, and the crisis communications - an integral part of the PR professional activity.

- Rise in the differentiation of target groups and communication tools, targeting of communication and attention to communication campaign targeting.
- Increasing demand in establishing trust and open interactions between the state, businesses and society, including strengthening of the CSR factor. Increasing demand for internal communications development services and communication management of company's social activity.
- Rise in importance of internal communication as a crucial part of business processes.
- Strengthening of local and regional players, increase in their communication activities accompanied by a public interest in the local agenda.
- Information environment systematization and emergence of new measurement capabilities and information context analytics.
- Development of PR efficiency evaluation methods, including PR corporate activity results in the KPIs.
- Increasing information scope, intensified competition for the human attention and as a result growing popularity of such forms as "packaging" of information, visualization and storytelling.
- Development of integrated communications that combine the possibilities of traditional and new communication channels and also various types of communication tools.
- Development of digital and mobile communications, emergence of new tools and platforms for social interactions.
- Institutionalization of the industry due to the PR-management generations change and transferring management responsibilities from business owners to wage professional managers.
- Realization by the society of the particular place of PR specialist, comprehension and acceptance of public and corporate functions of PR.

## PART 2. GENERALIZED LABOR FUNCTIONS IN PR AND QUALIFICATION LEVELS

### 2.1. Generalized labor functions in PR (main specialties)

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## 2.2. Description of generalized labor functions

### Generalized labor function: Development of human capital and self-organization

Labor Function	Variants, details of the labor function	Necessary competencies, knowledge
1. <b>Creating and implementation of personal long-term development strategy</b>	<ul style="list-style-type: none"> <li>• Planning professional development</li> <li>• Continuous professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of professional development tools</li> <li>• Ability to design personal education path</li> </ul>
2. <b>Personal resources management</b>	<ul style="list-style-type: none"> <li>• Time management</li> <li>• Health management</li> <li>• Motivation management</li> <li>• Personal energy management</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of time management basics</li> <li>• Knowledge of self-management basics</li> </ul>
3. <b>Maintaining personal professional effectiveness in stressful and changing environment; compliance of decisions and actions with changing demands of market, company, client etc.</b>	<ul style="list-style-type: none"> <li>• Analysis and assessment of situation, dynamics and trends of internal and external changes, sources of stress</li> <li>• Revising goals and goal achievement tools</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of time management method</li> </ul>
4. <b>Observation of ethical rules in relations with partners, clients, colleagues and audiences</b>		<ul style="list-style-type: none"> <li>• Knowledge of business ethics and professional ethics as adopted by the professional community</li> </ul>
5. <b>Participation in professional community activities</b>	<ul style="list-style-type: none"> <li>• Participation in professional events (conferences, work-shops, etc.)</li> <li>• Enhancement of personal ranking in professional community (participation in competitions, rankings, professional certification, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of PR-services market: professional associations, initiatives, standards</li> <li>• Knowledge of personal branding tools</li> <li>• Skills in experience generalization</li> <li>• Public presentations skills</li> </ul>

### Generalized labor function: Communication strategy design

Labor Function	Variants, details of the labor function	Necessary competencies, knowledge
1. <b>Information gathering</b>	<ul style="list-style-type: none"> <li>• Analysis of public and internal corporate data</li> <li>• Interviewing internal and external experts</li> <li>• Arranging sociological research</li> <li>• Report preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of off- and online information search</li> <li>• Knowledge of base methods of business intelligence</li> <li>• Competitive analysis skills</li> <li>• Knowledge of big data analysis methods</li> </ul>

- Knowledge of structure and rules of activity for media market of a particular industry sector
- Knowledge of quantitative and qualitative sociological research methods
- Knowledge of expert interview techniques

2. **Situation analysis**

- Qualitative and quantitative analysis of public information including media analysis)
  - Analysis of the client's mission and relevant business objectives
  - Analysis of previously and currently implemented corporate strategies (or strategies of subordinate business lines: sales, marketing, etc.)
  - Analysis of target audiences (stakeholders)
  - Competition analysis (benchmarking)
  - Preparation of analytical report with conclusions about communication threats, weaknesses, advantages and opportunities in the interaction with target audiences for the client
- Knowledge of goal defining methods
  - Knowledge of big data analysis methods
  - Knowledge of methods for media analysis
  - Knowledge of basic methods for business strategy analysis
  - Knowledge of principles and methods for the preparation of analytical reports

3. **Defining target image of company's (product's, person's, etc.) reputation based on mission and / or key corporate objectives (marketing objectives or particular task of person)**

- Formulation of the essence of the desired perception
  - Creation of related "stories" fully supporting the main communication message
- Knowledge of goal defining methods

4. **Defining communication strategy based on the company's general business strategy (or strategies for specific lines of business /product/ person, in supporting of which the communication strategy is being developed)**

- Definition of communication objective, tasks, the main points of the communication campaign
- Knowledge of goals defining methods
  - Knowledge of the principles, methods and tools for strategic planning of communications
  - Knowledge of the types of communication strategies (for the development or for the crisis situations)
  - Knowledge of methods and tools for the formulation of the key messages

5. **Segmentation of the communicative objectives in compliance with the target groups**

- Definition of internal and external audiences
  - Definition of present or prospective target markets/niches for the company
  - Definition of communicative tactics for target audiences which were selected
- Knowledge of methods for identification and segmentation of target audiences
  - Knowledge of communicative tools to organize public and nonpublic communications
  - Knowledge of the particular types of communication with various audiences
  - Basic knowledge of marketing

6. **Definition of the desired results of communication strategy**

- Definition of quantitative and qualitative results of communication campaign
- Knowledge of project planning methods

	<ul style="list-style-type: none"> <li>Statement of tasks required to reach the desired image in accordance with the duration</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of methods and tools for tactical communication planning</li> </ul>
7. <b>Development of criteria for evaluating the effectiveness of communication strategy</b>	<ul style="list-style-type: none"> <li>Defining KPIs on the basic directions of activity (qualitative and quantitative)</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of techniques and standard valuation models of final and intermediate results of communications</li> </ul>
8. <b>Defining implementation ways for the communication strategy</b>	<ul style="list-style-type: none"> <li>Identifying the necessary resources (human, financial, time, etc.) to implement a communication strategy for decisions on the use or non-use of contractor's resources or full project outsourcing</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of project planning methods</li> <li>Knowledge of budgeting communication services foundations</li> <li>Knowledge of PR services market</li> </ul>
9. <b>Identifying the order for communication strategy implementation</b>	<ul style="list-style-type: none"> <li>Designing timetables, plans, roadmaps, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of project planning methods</li> <li>Knowledge of time management methods</li> <li>Knowledge of management methods for organization of geographically distributed teams</li> </ul>
10. <b>Integration of communication strategy into business strategy</b>	<ul style="list-style-type: none"> <li>Reconciling the project strategy, including communication and resource parts, with decision-makers</li> <li>Determining boundaries of responsibility for the communication strategy's implementation</li> <li>Identifying and reconciling with the management mechanisms of interaction with other departments within the framework of the reconciled communication strategy</li> <li>Translation of communication strategy to other units, departments, key personnel, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of presentation techniques</li> <li>Knowledge of basic analytical methods for business strategies</li> <li>Business negotiations skills</li> <li>Knowledge of fundamentals of psychology.</li> </ul>

### Generalized labor function: analysis of information

	Labor Function	Variants, details of the labor function	Necessary competencies, knowledge
1.	<b>Identifying the research goals</b>	<ul style="list-style-type: none"> <li>Formulation of the main research targets</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of the principles, methods and tools for goal setting</li> </ul>
2.	<b>Determining the tasks required for goal achievement</b>	<ul style="list-style-type: none"> <li>Development of the steps required to achieve goals</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of project planning methods</li> </ul>
3.	<b>Selecting methods and tools</b>	<ul style="list-style-type: none"> <li>Selecting the problems solution way with maximum quality results and minimum costs</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of basic research methods (marketing research, sociologic research, media research etc.)</li> </ul>

4.	<b>Work planning</b>	<ul style="list-style-type: none"> <li>• Development of work schedules taking into account available time and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of project planning methods</li> <li>• Knowledge of the basic methods for labor costs calculating</li> </ul>
5.	<b>Information search in public sources</b>	<ul style="list-style-type: none"> <li>• Quantitative and qualitative analysis of information from the public sources</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of methods for the work with large volumes of information</li> <li>• Skills for the work with free and paid search services and databases</li> <li>• Knowledge of methods for the work with open data of: <ul style="list-style-type: none"> <li>○ government agencies</li> <li>○ commercial bodies</li> <li>○ sectoral non-profit organizations</li> </ul> </li> <li>• Knowledge of big data analysis methods</li> <li>• Knowledge of the production and economic principles of business activity</li> <li>• Basic knowledge of marketing</li> <li>• Basic knowledge of political science</li> </ul>
6.	<b>Information search in mass media</b>	<ul style="list-style-type: none"> <li>• Quantitative and qualitative analysis of information on objects, topics and concepts</li> </ul>	<ul style="list-style-type: none"> <li>• Skills of working with specialized media databases and analytical systems</li> <li>• Knowledge of search queries morphology</li> <li>• Knowledge of the mass media market, its sectoral characteristics</li> </ul>
7.	<b>Research results processing and structuring</b>	<ul style="list-style-type: none"> <li>• Building databases</li> <li>• Qualitative and quantitative encoding of information</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the basic quantitative and qualitative analysis methods of the information field</li> <li>• Knowledge of principles and methods for the preparation of analytical reports</li> <li>• Logical thinking skills</li> <li>• Ability to work with specialized software for data processing</li> <li>• Basic skills of working with programs and tools for presentation and data visualization</li> </ul>
8.	<b>Drawing up of work's results</b>	<ul style="list-style-type: none"> <li>• Writing and designing of reports, using reconciled forms and templates</li> </ul>	<ul style="list-style-type: none"> <li>• Experienced user skills with basic office software products</li> <li>• Knowledge of spelling, punctuation and stylistic norms and rules of the Russian language</li> </ul>
9.	<b>Formulation of the conclusions and advices</b>	<ul style="list-style-type: none"> <li>• Identification and comparison of facts</li> <li>• Identification of tendencies, trends</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to formulate thoughts laconically and clearly</li> </ul>



		<ul style="list-style-type: none"> <li>• Making conclusions based on analysis of collected information</li> </ul>	
10.	<b>Conformity assessment of the analysis's results with the goals and tasks of research</b>	<ul style="list-style-type: none"> <li>• Conformity check of the conclusions and recommendations with the goals and tasks of the research</li> <li>• Evaluating the efficiency of the fulfilled campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of basic assessment methods for final and interim results</li> </ul>
11.	<b>Maintaining of communication with structural divisions</b>	<ul style="list-style-type: none"> <li>• Presentation of research's results</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of methods for preparation and carrying out presentations</li> </ul>

### Generalized labor function: project management

Labor Function	Variants, details of the labor function	Necessary competencies, knowledge
1. <b>Formulation of problems, goals, tasks and deliverables for the project</b>	<ul style="list-style-type: none"> <li>• Analysis of situation, identification of problems</li> <li>• Formulation of the changes that will occur as result of the project</li> <li>• Formulation of project performance evaluation criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of expert interview techniques</li> <li>• Knowledge of methods of analytical work with large information volumes</li> <li>• Knowledge of the goal setting principles, methods and tools (SMART principles, etc.)</li> </ul>
2. <b>Description of the project's structure and environment</b>	<ul style="list-style-type: none"> <li>• Description of the environment in which the project is implemented, the opportunities and risks associated with external circumstances</li> <li>• Description of the project elements and participants, as well as the relationships between them</li> </ul>	<ul style="list-style-type: none"> <li>• Skills of using external environment analysis to identify factors that may affect the project</li> </ul>
3. <b>Development of the project plan and schedule</b>	<ul style="list-style-type: none"> <li>• Identification of steps to achieve the result</li> <li>• Pairing steps with deadlines for their implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of project planning methods</li> </ul>
4. <b>Planning and optimization of resources, budgeting project</b>	<ul style="list-style-type: none"> <li>• Defining the resources required for the implementation of each step</li> <li>• Estimating volume or qualities of each resource</li> <li>• Calculation of cost of each resource</li> <li>• Budget preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of budgeting principles</li> <li>• Basic skills of using project budgeting software</li> <li>• Basic knowledge of pricing and taxation</li> <li>• Knowledge of market situation for each resource</li> <li>• Knowledge of budgeting methods</li> </ul>
5. <b>Selection of implementers and contractors</b>	<ul style="list-style-type: none"> <li>• Search and selection of contractors with the best value/cost ratio</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of market situation</li> </ul>

6. <b>Distribution of tasks between the implementers</b>	<ul style="list-style-type: none"> <li>• Decomposition of the project tasks between the implementers (contractors)</li> <li>• Formulation of objectives, results and criteria for its evaluation for each implementer (contractor)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of basic methods for evaluating target and interim results of the work</li> </ul>
7. <b>Facilitation of internal communications in the project course</b>	<ul style="list-style-type: none"> <li>• Creating an infrastructure for communication between customers, implementers, contractors and other stakeholders (selection of an optimal environment for communication, organization of the information bank etc.)</li> <li>• Defining communication rules (frequency of and procedures for communication between the participants)</li> <li>• Adjustment of plans</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of project planning methods</li> <li>• Knowledge of organizational methods for collective (team) work</li> <li>• Knowledge of the psychology basics</li> <li>• Knowledge of the conflict resolution basics</li> </ul>
8. <b>Coordination of project processes</b>	<ul style="list-style-type: none"> <li>• Ensuring of timely work start and completion by all project implementers to keep the time schedule and the project budget</li> <li>• Ensuring the timely provision of necessary project resources</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of project planning methods</li> <li>• Knowledge of contemporary organizational methods for collective (team) work</li> <li>• Knowledge of time management methods</li> </ul>
9. <b>Drawing up documents , organization of document exchange</b>	<ul style="list-style-type: none"> <li>• Documentary analysis of the project (defining of legal, organizational and financial documents required for implementation of the project)</li> <li>• Development of the project document management system (clarifying and harmonizing of document management systems of the project participants, adding employees as users of the document management system, etc.)</li> <li>• Drafting of documents (locating or developing model / template documents, interaction with related functions in preparation of documents, ensuring reconciliation of documents)</li> <li>• Ensuring document exchange in the project course (preparing the required documents, interaction with related functions and contractors in preparation of documents and document exchange)</li> <li>• Archiving (organization of document storage systems, providing employee access to documents)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the basics of law and taxation</li> <li>• Knowledge of the basic types of financial and legal documents used in commercial and administrative activities</li> <li>• Knowledge of relevant software tools for the implementation of paper work</li> <li>• Knowledge of business administration methods</li> <li>• Knowledge of document management systems, accepted in the countries, the industries, the companies participating in the project</li> <li>• Knowledge of the principles and techniques of cataloging</li> </ul>
10. <b>Acceptance and assessment of works performed by implementers and contractors</b>	<ul style="list-style-type: none"> <li>• Assessment of the results of implementers and contractors in accordance with established criteria</li> <li>• Performing of the function of an internal customer before presenting the results to the customer (client / management)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the legal and institutional features of the acceptance of works and services</li> </ul>

11. <b>Informing the client about the project progress and results</b>	<ul style="list-style-type: none"> <li>• Preparation of interim project reports</li> <li>• Preparation of the final project report</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of business ethic and ethical rules accepted by the professional community</li> <li>• Basic skills in software for data representation and visualization</li> </ul>
12. <b>Analysis of the results and feedback</b>	<ul style="list-style-type: none"> <li>• Project analysis according to criteria of the deliverables' evaluation</li> <li>• Obtaining and analyzing feedback from the customer (client/management), implementers and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of principles and methods of analytical report preparation</li> <li>• Basic skills in software for data representation and visualization</li> </ul>

### Generalized labor function: Implementation of communication strategy

Labor Function	Variants, details of the labor function	Necessary competencies, knowledge
1. <b>Tactical planning of events within the communication strategy implementation framework</b>	<ul style="list-style-type: none"> <li>• Details (contents, timeframe, budget, resources) of projects within the communication strategy framework</li> <li>• Elaborating annual, quarterly, monthly plan of events targeted at implementation of the communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of project planning methods</li> <li>• Knowledge of business administration methods and techniques</li> <li>• Understanding of business and communications indicators</li> <li>• Knowledge of communication planning methods and instruments</li> <li>• Knowledge of media planning methods and instruments</li> <li>• Knowledge of budgeting principles</li> <li>• Basic level experience in project budgeting software</li> </ul>
2. <b>Definition, description and analysis of stakeholders and communications environment for strategy implementation</b>	<ul style="list-style-type: none"> <li>• Identification and analysis of stakeholders</li> <li>• Identification and analysis of environment for communication (media, expert platforms, etc.).</li> <li>• Assessment of changes in business and communication strategies due to focus on a certain stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>• Design and interpretation of the results of marketing, reputation, media and other research (qualitative and quantitative)</li> <li>• Understanding the company's stakeholders and their influence (on the company's strategy, communication, etc.)</li> <li>• Knowledge of environment analysis for communications and skills of working with the ever-changing environment</li> <li>• Skills of drawing up stakeholders map</li> <li>• Skills in defining the portrait of a stakeholder, her (its) expectations, insights, motives and other factors affecting this or that behavior</li> </ul>

### 3. Planning and maintaining organization's communication system

- Elaborating communication/information policy, regulations and guidelines on working with media, social networking services, etc.
- Information disclosure management
- Description and formation of public relations department's structure
- Managing the public relations department
- Knowing principles of planning complex communications and organizational systems
- Skills in corporate document management
- Knowing the specifics of communication with different types of target audiences
- Understanding the peculiarities of disclosing information by companies of different types
- Knowledge of organizational charts
- Skills in preparing organizational charts in the field of public relations
- Budget management skills at a department's level
- Staff management skills

### 4. Communication's content elaboration

- Defining key messages and hierarchy of messages for different audiences and cases based on the common communications strategy
- Preserving integrity and wholeness of communications across different channels (mass media, the Internet, services, advertizing, etc.)
- Designing and publishing a set of information materials (company information, booklets, references, corporate portraits, information on projects, Q&As, etc.), including preparation of content, its visualization and production
- Skills of working with meaning and substance of a communication
- Copywriting
- Knowing the principles of work with designers, programmers, developers, etc.
- Skills of working with production companies (printing-houses, software developers, etc.)
- Ability to draw technical specifications for different types of tasks
- Understanding the communication channels beyond the traditional set (points of sales, advertizing, customer service, etc.)

### 5. Management of interaction with the mass media

- Mediaplanning
- Generation of constant news flow
- Organizing on- and offline communication with mass media representatives
- Organizing and developing mass media loyalty programs
- Information activity on behalf of the company and without its formal involvement
- Using and incorporating into the mass media agenda
- Organizing programs and projects for promoting the key newsmaker, commentary and event campaigns
- Designing and managing special projects with the mass media
- Knowledge of the mass media market, the industry's specifics
- Knowledge of principles and techniques of media planning
- Knowledge of principles and techniques of interacting with the mass media
- Knowledge of planning communication events
- Understanding and analysis of the information agenda
- Skills in managing corporate events and news
- Public presentation skills

### 6. Organizing direct communications

- Interaction with the mass media, bloggers, other information distribution channels aimed at pinpointing information distribution or minimizing the public exposure to the news or of an event
- Knowledge of principles and techniques of interacting with the mass media and other communication channels

- Organizing nonpublic events with the stakeholders (E.g., face-to-face meetings)
- Effective moderation of talks, business and internal meetings
- Business meeting techniques
- Event management skills
- Knowledge of principles and skills in moderating discussions, meetings, talks, etc.
- Understanding the business logic, communication context and environment, the particular situation that is being addressed

**7. Organizing interaction with professional communities, experts, analysts, competitors, partners and suppliers of the market's infrastructure**

- Identification of key expert organizations, groups and individuals from the target industry sector
- Integration of the company's representatives into the expert communities
- Arranging speeches by company's representatives at events with participation of key experts from the industry
- Designing loyalty programs for experts and analysts
- Suggesting and implementing projects that combine the interests of different market players
- Market infrastructure development (including the information part)
- Sponsoring professional events and projects
- Organizing platforms for interaction. Drafting and developing codes of conduct and interaction
- Knowledge of the market structure, individual players, their strategic and tactical interests, professional platforms, public opinion leaders, coalitions and unions of players
- Knowledge of and skills in arranging work of industry associations, clubs, communities, etc.
- Skills in arranging projects which combine interests of different players
- Skills in designing infrastructure projects

**8. Arranging B2B and B2C interaction**

- Corporate brand design and management
- Arranging direct communication using CRM and the Internet (including social networking services, blogs, forums, etc.)
- Advocating business change
- Organizing work with public figures — brand ambassadors, partners, clients
- Arranging client events
- Managing loyalty programs
- Sponsoring consumer events, promotions and causes
- Knowledge of branding
- Knowledge of marketing communication tools (advertising, BTL, digital, etc.) used to promote the corporate brand and for sales support
- Skills in designing briefs, coordinating and assessing efficiency of specialized functions: creativity, ad placement, promotion codes, etc.
- Knowledge of CRM, customer service, KPIs of service departments
- Skills in communicating with clients in public information systems (social networking services, Internet forums, blogs, etc.)
- Knowledge of crisis communication principles
- Knowledge of principles of communication with difficult clients
- Knowledge of principles of working with popular persons (celebrities), public opinion leaders, etc.

		<ul style="list-style-type: none"> <li>• Knowledge of techniques of organizing communication events</li> <li>• Knowledge of loyalty program design principles</li> </ul>
<p>9. <b>Organizing public events and presentations of different scales</b></p>	<ul style="list-style-type: none"> <li>• Defining goals, tasks, audiences and the public presentation venue</li> <li>• Elaborating the communication's logic and substance</li> <li>• Preparing venue of the communication</li> <li>• Training of the speakers</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of content management techniques (defining goals and objectives, strategic focus, copywriting, etc.)</li> <li>• Knowledge of principles and techniques of preparing speakers for public presentations (public presentation, content, image-making trainings, etc.)</li> <li>• Knowledge of principles of arranging the venues for communication events (organizational and technical provision, appearance and branding, safety, etc.)</li> <li>• Skills in working with the audience (preparing and providing the supplementary materials, etc.)</li> </ul>
<p>10 <b>Communication support of external and internal events</b></p>	<ul style="list-style-type: none"> <li>• Designing event support strategy and tactics</li> <li>• Organizing interaction with mass media (facilitating stories, working with information partners, etc.)</li> <li>• Organizing online coverage in the digital channels (social networking services, websites, Twitter broadcasts, etc.)</li> <li>• Shaping the event's content (presentations, photos, videos, interviews, etc.)</li> <li>• Working with speakers at the event (interviews, media Q&amp;A sessions, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of principles and techniques of interaction with the mass media</li> <li>• Knowledge of project planning methods</li> </ul>
<p>11 <b>Organizing digital communications</b></p>	<ul style="list-style-type: none"> <li>• Designing, implementing, developing and promoting Internet and Intranet systems (websites, portals, landing pages, mobile apps, etc.)</li> <li>• Organizing presence in the social networking services, forums, blogs, including but not limited to the following subjects: the product, customer service, corporate and marketing communications, sales etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of principles of working with designers, programmers, developers, etc.</li> <li>• Knowledge of principles of using the social networking services and understanding of the tasks that could be solved by using such services</li> <li>• Knowledge of crisis situation communication principles</li> <li>• Knowledge of principles of communication with the difficult clients</li> <li>• Skills in working with the visual elements</li> </ul>
<p>12 <b>Arranging crisis communications</b></p>	<ul style="list-style-type: none"> <li>• Planning of crisis communication systems (designing guidelines, content, Q&amp;As, shaping the crisis communication team, assessment of crisis scenarios, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of principles of crisis situation communications</li> </ul>

	<ul style="list-style-type: none"> <li>Responding to crisis situations</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of principles of communications with the difficult clients</li> <li>Skills in communication project management</li> <li>Knowledge of principles and techniques of preparing speakers for public presentations (training on public presentations, content training, image-making, etc.)</li> <li>Knowledge of specifics of communication with different types of audiences</li> </ul>
13 <b>Communication effectiveness measurement</b>	<ul style="list-style-type: none"> <li>Designing effectiveness measurement system</li> <li>Arranging continuous tracking of KPIs</li> <li>Arranging the change procedure for the public communication strategy and tactics based on the KPI tracking results</li> </ul>	<ul style="list-style-type: none"> <li>Skills in transforming business objectives into communication objectives and efficiency indicators</li> <li>Knowledge of procedures and techniques of qualitative and quantitative analysis of sociological, media and other data</li> <li>Skills in transforming the tracking results into changes</li> </ul>

*Advanced professional standard of the public relations specialist*

14. <b>Organizing interaction with government bodies (Government Relations, GR)</b>	<ul style="list-style-type: none"> <li>Defining target government bodies</li> <li>Arranging communications with representatives from government bodies</li> <li>Integrating the company into government projects</li> </ul>	<ul style="list-style-type: none"> <li>Understanding the government's structure, system and the lawmaking process</li> <li>Skills in communicating with the officials</li> <li>Knowledge of the industry's specifics, the industry sector's officials, legislation</li> <li>Connections in the appropriate government bodies</li> </ul>
15. <b>Organizing interaction with shareholders, financial analysts, banks, and other capital market participants (Investor Relations, IR)</b>	<ul style="list-style-type: none"> <li>Defining the communication / IR policy</li> <li>Arranging online and offline communications with shareholders, investors, etc.</li> <li>Conducting public events on regular scale</li> <li>Arranging publication of periodic reports</li> </ul>	<ul style="list-style-type: none"> <li>Skills in setting up and maintaining communication policy, including information disclosure system</li> <li>Knowledge of financial and operational business parameters</li> <li>Understanding specifics of the sell-side and buy-side analysts, experts, shareholders</li> <li>Organizing special events (Road shows, Media/analyst conferences, etc.)</li> <li>Skills in preparing special reports</li> <li>Knowledge of regulatory and exchange information disclosure and corporate public behavior requirements.</li> </ul>
16. <b>Sustainable development of the organization</b>	<ul style="list-style-type: none"> <li>Forming the organization's sustainable development strategy and, where appropriate, the CSR strategy</li> </ul>	<ul style="list-style-type: none"> <li>Skills in communication strategies building, including the logic of the business problems to problems in the field of sustainable development</li> </ul>



- Planning and implementing sustainable development activities
- Preparing reports according to common requirements, practices and standards
- Supporting charity projects
- Knowledge of the system of concepts for the sustainable development techniques
- Knowledge of standards for sustainable development and corporate social responsibility (GRI G4, ISO26000, etc.)
- Skills in making of specialized reports, collecting and processing of the necessary information
- Project management skills
- Knowledge about Sustainability Infrastructure (associations, conferences, awards, projects, etc.)

### Generalized labor function: Content creation

Labor Function	Variants, details of the labor function	Necessary competencies, knowledge
1. <b>Defining target parameters of content</b>	<ul style="list-style-type: none"> <li>• Defining goals and tasks for content</li> <li>• Defining target audiences, their values, expectations, etc.</li> <li>• Defining the content transfer channels</li> </ul>	<ul style="list-style-type: none"> <li>• Communication goalsetting skills</li> <li>• Knowledge of audience segmentation methods</li> <li>• Knowledge of insight methods</li> <li>• Knowledge of current media environment</li> </ul>
2. <b>Information search and analysis</b>	<ul style="list-style-type: none"> <li>• Analysis of documents</li> <li>• Information search in open sources</li> <li>• Polls and interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of search queries morphology</li> <li>• Quick reading skills</li> <li>• Analytical skills</li> <li>• Knowledge of basic polling methods</li> <li>• Knowledge of basic interviewing methods</li> </ul>
3. <b>Defining the content structure</b>	<ul style="list-style-type: none"> <li>• Defining of genre, main messages, ideas</li> <li>• Creating of script (plan) for the content</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of psychology and sociology of perception</li> <li>• Understanding the genre rules</li> </ul>
4. <b>Content creating</b>		<ul style="list-style-type: none"> <li>• Knowledge of photography basics</li> <li>• Basic knowledge of video</li> <li>• Understanding of data visualization principles</li> </ul>
5. <b>Editing and proofreading</b>	<ul style="list-style-type: none"> <li>• Fact- and data checking</li> <li>• Reconciling Quotations with the authors</li> <li>• Checking content for compliance with purposes and script, clarity, coherence</li> <li>• Checking for compliance with content channels</li> <li>• Correction of errors</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of spelling, punctuation and stylistic norms and rules of the Russian language</li> </ul>
6. <b>Defining target parameters of content</b>	<ul style="list-style-type: none"> <li>• Defining goals and tasks for content</li> <li>• Defining target audiences, their values, expectations, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication goalsetting skills</li> <li>• Knowledge of audience segmentation methods</li> </ul>



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- Defining the content transfer channels
  - Knowledge of insight methods
  - Knowledge of current media environment
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## PART 3. REQUIRED PERSONAL COMPETENCIES

1. Willingness and ability to learn continuously
2. Responsibility
3. Attention
4. Ability to work "in the flow"
5. Reflexivity
6. Communication skills
7. Sense of beauty
8. Proactivity
9. Openness to changes
10. Stress resistance
11. Ability to be an "antenna person": to capture the signals of change and transform them into action
12. Ability to work in conditions of uncertainty and multitasking
13. Ability to build trust
14. Ability to establish interpersonal relationships and create communities
15. Ability to formulate thoughts briefly and clearly
16. Strategic thinking
17. Systems thinking