



Evaluating Excellence

A Guide for IABC Award Evaluators

Division 1 - Communication Management

Division - 2 Communication Research

Division 3 - Communication Training and Education

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Evaluating Excellence -- A Guide for IABC Award Evaluators

Division 1 Communication Management

Division 2 Communication Research

Division 3 Communication Training and Education

As an evaluator in the IABC award programs, you have the opportunity to positively influence the professional development of entrants, contribute to the communication profession while enhancing your own strategic communication skills.

Throughout this guide you will learn what IABC specifically looks for in award entries allowing for consistent application and interpretation of criteria across our large number of evaluators. As an evaluator you are not setting the standards or criteria for the awards. You are scoring entries based on the criteria in this guide and providing feedback to entrants using your expertise.

What you'll learn:

- How to evaluate award entries using the IABC Seven-point Scale of Excellence
- How to meet the global standard of excellence for strategic planning and execution
- Knowledge to help you plan and execute communication strategies

Conflict of Interest

Evaluators may not review or participate in discussions about their own entry or that of a colleague or friend, an employee, client or supplier for their home organization. You may not evaluate an entry from a competitor or any other entry that may compromise your ability to be impartial.

Disqualification of Entries

IABC prefers not to disqualify entries. The final decision to disqualify an entry belongs to the Awards Director for chapter and regional programs and to the Gold Quill Award Chair for the Gold Quill award program. Discuss entries that you believe should be disqualified with the individual coordination your evaluations.

Entries may be disqualified if

- the work plan exceeds four pages
- it violates the IABC Code of Ethics
- it is obvious the entrant did not play a role in the project
- if the work entered was not completed within the allowed time frame

Entries entered in the wrong category may be reassigned to another category by the Awards Chair or Director. Discuss any entries you feel are in the wrong category with the individual coordinating your evaluations. It must be determined if the entrant entered the entry in multiple categories before any reassignments.

What is Award-winning work?

Communication professionals around the world embrace a shared career purpose and six core Principles as the building blocks of their work. This purpose and the six principles are the [Global StandardSM of the Communication Profession](#). IABC awards criteria are established based on this standard.

IABC awards work that is strategic as represented by

- helping the organization
- aligning to organizational goals
- setting and achieving measurable objectives
- implementing according to plan
- effectively dealing with challenges
- being professionally executed

The highest scoring entries will be work that is truly unique, resourceful, or setting new standards of professional execution.

Awards are integral to IABC and are linked to other primary programs:

- The **IABC Academy** delivers strategic communication education and training to help communication professionals advance in their careers and generate tangible business results for their organizations
- **Professional Certification** allows communicators to demonstrate their knowledge and expertise, and provide evidence of their outstanding abilities. Certification engages us in a process of life-long learning that not only elevates a career, it provides a structure for keeping skills fresh and applicable.

Preparing to Evaluate

It may help you to review these documents before you begin to evaluate.

- Global StandardSM of the Communication Profession – IABC award criteria are established based on this standard
- Call for Entries – includes the division and category descriptions to guide the evaluation of appropriate objectives and measurements
- [How-To Guide for IABC Awards: The Midas Touch](#) – includes the questions from the evaluator score sheets that evaluators consider when scoring an entry

Delivering Feedback

Whether an entrant is new to the communication profession and IABC, or a senior practitioner, we all need feedback from others that will help us improve our work. When communicators enter an IABC awards program, specific feedback is particularly important and serves as a valuable professional development opportunity. Please make a point of spending as much time gifting your knowledge and insight to the entrant as you do reviewing the entry.

Feedback is required for each section of the score sheet. Use the performance criteria areas on the scoring rubrics as reference points for providing feedback. Feedback specific to the entry project or program will help the entrant improve their communication skills. Use your experience and expertise to provide constructive advice as to how the entrant can improve their work or where they can go to learn more.

All scores deserve a comment. Ideally evaluators should identify at least two strengths within the entry and supply a thoughtful comment for each challenge. We want everyone to learn from their experiences with IABC and through interactions with colleagues. We especially want everyone to have an extraordinary experience so that they will grow personally and professionally.

Academic studies have shown that people are less likely to accept feedback on the work they feel is their best. Therefore, it is important that your feedback be provided in a way likely to resonate with the entrant. As you write feedback consider:

- Be kind. Be fair. Write as if you are mentoring an entrant to become a better communicator.
- Provide constructive advice.
- Use the rubric criteria for subjects to address in feedback. Entrants become disillusioned when provided negative feedback on criteria they were not told was to be included.
- Explain the score you have given the section. Scores of “6” or “7” should include an explanation of what is truly unique or resourceful within the entry.
- Do not assume what an entrant was trying to accomplish. The entry should describe the work.
- Provide suggestions as to what information could be included if you don’t believe you have enough information to score the section.
- Refrain from using “see above.” Provide feedback specific to each section of the score sheet.

- Start with a positive. Find the strengths of the entry and speak to them.
- Providing resources for an entrant to learn more about an area.
- Providing guidance as to how the entry can be improved.
- Your tone of writing should be positive and not judgmental.
- Use full sentences, correct spelling, and grammar.

Meet the IABC Seven-point Scale of Excellence

7	Outstanding: an extraordinary or insightful approach or result
6	Significantly better than average: Demonstrates an innovative, strategic approach, takes all elements into account and delivers significant results
5	Better than average: Demonstrates a strategic approach and aligns the communication solution with the business need to deliver meaningful results
4	Average: Competent approach or results, professionally sound and appropriate
3	Somewhat less than satisfactory: Several key elements that are critical to the strategy or execution are mission, incorrect or underrepresented
2	An inadequate approach or result: A significant number of critical elements are missing
1	Poor: Work that is wrong or inappropriate

Scoring an Entry

IABC sets the award scoring criteria based on the Global Standard of the Communication Profession. Performance dimensions within the criteria are assigned to a point on the IABC Seven-point Scale of Excellence. As an evaluator, do not score down for criteria that does not appear on the rubric. Do not make judgments based on your personal opinion, let the entry speak for itself.

Score each section of the entry individually by selecting the box on the relevant rubric most closely representing the performance for each of the ten areas on the score sheet. If the entry meets the performance dimension in multiple boxes use the score that represents either the majority of the dimensions met or the mid-point. Half points may be given. It is rare that all sections of an entry score the same. Entries tend to have strengths in some sections.

A score of “4” is professionally sound and appropriate work for a communicator. To achieve a score of “5,” the work must truly be above average. To achieve a score of “6,” the work must be innovative and achieve significant business results. To achieve a score of “7,” the work

must be extraordinary, something that resets the bar for the highest level of communication. The performance dimensions on the rubrics represent this IABC Seven-point Scale of Excellence.

Scores to achieve awards are:

	Award of Merit	Award of Excellence
International Gold Quill award	5.25	5.75
Regional award	5.12	5.25
Chapter award	5.0	5.12

How to Evaluate Student Entries

A student or a group of students may submit entries. At the time the work was created, the student must have been attending school full time or part time, working toward a degree at a college, university or other educational institution. Entrants who were enrolled as a student but have professional communication experience or are employed in the communication profession must submit their entry as a professional member or non-member.

Work produced for educational courses, a club or volunteer association, an internship, or commercial and non-commercial activities, including work for an IABC chapter or region, is eligible for submission.

If the assignment was not fully implemented, the student should make note of this for the evaluators. The student should provide an explanation of how the program would have been evaluated, had it been implemented in practice. Base your evaluation of implementation on that explanation.

Score sheet Sections for Divisions 1, 2, and 3

- Work Plan: represents strategic planning
 - Section 1: Business Need and Communication Opportunity
 - Section 2: Stakeholder Analysis
 - Section 3: Goals and Objectives
 - Section 4: Solution Overview
 - Section 5: Implementation and Challenges
 - Section 6: Measurement and Evaluation

- Work Sample: represents implementing the plan
 - Section 7: Stakeholder Alignment and Influence
 - Section 8: Alignment with Objectives and Strategy
 - Section 9: Professional Execution
 - Section 10: Overall Quality

Evaluating the Work Plan

The work plan is an executive summary of the communication strategy. It should explain the links between the business need, stakeholder analysis, goals and objectives, and the solution. It presents the evaluator with the “why” of the planning and implementation of the project. A work plan can be no more than four pages with one-half inch margins and a 10-point minimum font size.

The format for the work plan is provided to entrants. If you come across work plans not following the IABC format, score the entry. Quite often these entries miss providing essential information. Make note in Section 10: Overall Quality that the format is not suitable and give it the score of “3” for that section following the performance criteria in the rubric.

The same program or elements of a program can be entered in multiple categories. Work plans should be tailored to the category. Check that objectives are appropriate for the category.

A work sample that contains an extension of the work plan should not be taken into account when scoring the work plan. There is a four-page maximum length to the work plan. An entrant should not provide more explanation in the guise of a work sample. If you come across this, provide feedback in Section 10: Overall Quality.

Evaluating the Work Sample

Entrants are allowed to submit up to five files in the work sample. The work sample counts for 50 percent of the score. It’s hard for a sample to score high if the plan didn’t score well. Look for how well the product matches the plan and the strength of the product.

Work sample elements should demonstrate skill in strategic planning and execution. Material should be organized and presented in the same order as the questions were answered for the work plan. Look for a summary of the research, strategic plan, tactical implementation plan, budget, measurements or evaluation, and creative samples.

Look for a representative sample of actual, real examples of the work completed. In the Management, Research and Training/Education divisions the work sample should include a representative sample of all project elements to allow the evaluator to determine how well it’s aligned with the work plan. This might include a summary of the research, the strategic plan, tactical implementation plan, budget,

measurements or evaluation, and sample material such as brochures, print or electronic ads or media clips, screen captures of websites, or a link to the website, Power Point presentations, scripts, publications or specific material referenced in the work plan.

Based on the performance criteria in the rubric, a well-organized work sample that demonstrates the very best efforts scores higher than an overwhelming number of items that evaluators can't sort through.

A work sample that is an extension of the work plan should not be taken into account when scoring the work plan. There is a four-page maximum length to the work plan. An entrant should not provide more explanation in the guise of a work sample. If you come across this, provide feedback in Section 10: Overall Quality.

Approach the evaluation of the work sample objectively taking the overall strategy into account. See the work through the eyes of the intended audience. Given the entrant's description, is the work likely to connect with them in a meaningful way? Avoid evaluating the material based on your personal preferences. If the entry is in a category that doesn't lend itself to visuals or audio, it may not have the same creative impact as a very visual campaign. Creativity can be found in unusual approaches or innovative thinking.

How to Evaluate Entries in Division 1 Communication Management

The Communication Management division covers project, programs and campaigns that are guided by a communication strategy. Entries to this division can be submitted by any type of organization, from governments to retail companies to services such as utilities and healthcare. Entrants must demonstrate how their project applied a full range of planning and management skills, including research, analysis, strategy, tactical implementation and evaluation. Entries may include a wide range of communication materials.

It is not enough for entries in the Communication Management division to explain what and how the plan was developed and implemented. The entry must explain the links between the business need, stakeholder analysis, goals and objectives, and solution. The entrant must explain the "why" of the planning and implementation to demonstrate their understanding of strategic communication planning and execution. As an evaluator do not make assumptions within an entry. Look for the entrant to provide the explanations.

Division 1 Communication Management – The Work Plan

Section 1: Business Need and Communication Opportunity

Why it's important: Evaluators need context to assess whether the communication solution supports the business goals. Without the relevant background information, it's difficult to determine whether the communication strategy addresses the right issues and audiences. A good description of the business need linked to the communication opportunity sets the stage for the rest of the work plan.

How to score: It must be evident that the communicator has a clear understanding of the business needs and organizational mandate and that the opportunity is aligned that need and mandate. It should be clear why the project was carried out. The opportunity should solve a problem, fill a need, or help to leverage an opportunity. Ideally, the need is identified by formal or informal research and communication work positively influences business performance, now or in the future.

How well does the entrant explain the context for the entry by clearly establishing the business need and the related communication opportunity? To what extent does the entrant:

- A. Explain the business and communication environment including specific challenges that have occurred?
- B. Align the communication/research/training opportunity and the business need by explaining how the project helped the organization?
- C. Use research to substantiate the need and inform the direction of the communication strategy?

Section 1: Business Need and Communication Opportunity

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Multi-faceted explanation of how the need is strategically aligned to the business, stakeholders, industry/profession, <u>and</u> community</p> <p>The data supporting the need comes from more than one source</p> <p>Thorough research of business need includes history, current situation, size and scope show significant understanding of situation and how to proceed with solution(s)</p>	<p>Superior explanation of the current business state including challenges and urgency driving the communication opportunity</p> <p>Superior explanation of how the opportunity addresses the need</p> <p>A thorough explanation of research, benchmarking <u>and</u> analysis of the business communication environment against the needs and opportunity</p>	<p>The business needs are clear and strategically defined based on mission, values, goals, and brand</p> <p>Opportunity aligns to the organization’s strategic direction, key performance indicators and business need</p> <p>Clear explanation of how opportunity positively impacts business performance now or in the future</p> <p>Challenges facing the business are explained</p> <p>The need is identified through formal or informal research.</p> <p>Research methodology is appropriate</p>	<p>The business needs are clearly defined and demonstrate an understanding of what they mean to the business</p> <p>Speaks to how the business need was defined</p> <p>Speaks to why the opportunity matters to the business</p> <p>Speaks to how the opportunity helps the business</p> <p>Speaks to how the business need and communication opportunity were identified</p>	<p>The business need is not well defined</p> <p>It is not clear why the project was undertaken</p> <p>Not clear how need and opportunity were defined</p> <p>Communication opportunity is not aligned with the business need</p> <p>Opportunity is generalized or vague such as management thought it would be a good idea</p>	<p>There is no background on the organization and its business goals to set the context</p> <p>The business need is assumed</p>	<p>No explanation of the business need</p> <p>No explanation of the communication opportunity</p> <p>No explanation of how need <u>or</u> opportunity identified</p>

Division 1 Communication Management – The Work Plan

Section 2: Stakeholder Analysis

Why it's important: Effective communication doesn't occur until the audience receives and understands the message. Understanding the audience leads to effective communication strategy. The work plan must demonstrate an understanding of the audiences. If the entrant doesn't explore the audience preferences, attitudes, demographics, psychographics or other characteristics, it's difficult to determine whether the objectives, messages, the approach, media or channels are on target.

How to score: Audience analysis should be based on formal or informal research. Look for information about demographics, psychographics, mindset, what the audience thinks and why. Entrants must show that they take the audience's needs, wants, preferences, opinions and behaviors into account and that they use the information to design their program. The better the entrant describes the audience the higher their score should be.

How well does the entrant define, segment, and analyze the critical characteristics of the audience in relationship to the business need? To what extent does the entrant:

- A. Share relevant audience characteristics such as prior knowledge, education, geography, demographics, psychographics, preferences, attitudes, opinions, motivations or issues?
- B. Use this research to provide insight to the strategy?
- C. Discuss how relevant factors will influence the communication strategy and tactics?

Section 2: Stakeholder Analysis

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Truly unique approach to audience analysis that raises the bar of the professional standards</p>	<p>Audience segmentation clearly separates groups and identifies appropriate characteristics</p> <p>Clear explanation of how the audience characteristics influence the solution</p> <p>Thorough explanation of how audience research leads to decisions within project</p> <p>Formal research conducted to define audience characteristics</p>	<p>Superior explanation of characteristics allow appropriate decisions on strategy and tactics</p> <p>A description demonstrates how the audience is linked to strategy and tactics</p> <p>Informal or secondary research defines audience characteristics and needs</p> <p>Speaks to how audience research leads to strategy and tactics</p> <p>Audiences segmented in way that influences solution</p>	<p>Audience characteristics and mindset analyzed in relation to the communication opportunity</p> <p>Audiences are listed with characteristics and needs that lead to choices of strategy, tactics, media, and channels</p> <p>Speaks to how audience(s) and characteristics identified</p> <p>Appropriate research methodology</p>	<p>Audiences are listed with vague, unsupported assumptions about characteristics</p> <p>Characteristics included are irrelevant to the project or audience</p> <p>Misses an obvious audience in relation to identified need</p> <p>Inappropriate research methodology</p>	<p>Broad publics or stakeholder groups listed without defining needs or characteristics</p> <p>Wrong audience identified based on need</p> <p>No mention of audience research</p>	<p>Audiences not listed</p>

Division 1 Communication Management – The Work Plan

Section 3: Goals and Objectives

Why it's important: The ability to set meaningful, measurable objectives that are relevant to the business need is critical to measure the success of the program. Effective work that delivers results helps to create value and build credibility for the value of communication as a primary business driver. Poor communication goals and objectives will lower the score in other parts of the evaluation.

How to score: Goals generally describe what the entrant wants to accomplish in a broad sense and do not need to be measurable. Strategies state how the goal will be achieved. Objectives are measurable preset targets for success. Look for outcome-based objectives measuring what the audience will gain by the way of awareness, understanding, recall, different perceptions, etc. Tactics describe the tools and channels used to achieve objectives. The work plan should clearly show the entrant understands the difference between goals, objectives and tactics. Appropriate preset objectives should define the project success. See section below *An IABC Primer on Goals, Objectives and Tactics*.

If the entrant only states objectives that are output-based the highest score you should give is 3.5, providing that the objectives set are in direct relationship to the business need.

How well does the entrant set measurable objectives that are relevant to the business need and will measure the effect of strategic communication on the business? To what extent does the entrant:

- A. Distinguish between objectives, tactics, and an approach to the issue?
- B. Establish measurable, relevant objectives that are stated as communication outcomes?
- C. Align objectives with the stakeholder analysis and the business need?
- D. Ensure that objectives will produce an effect on the stated business needs?

Section 3: Goals and Objectives

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>A thoroughly explained and insightful approach to setting strategic goals and objectives leading to outstanding business results</p>	<p>Appropriate objectives are segmented by audience</p> <p>“Stretch” goals and objectives set that are attainable, yet challenging</p> <p>Explains how <u>all</u> stated, measurable objectives are aligned to business need</p> <p>Targets stated for objectives are based upon research or benchmarks with a clear explanation.</p>	<p>Objectives stated using the SMART formula</p> <p>Objectives are outcome-based <u>and</u> likely to deliver meaningful business results</p> <p>Goals are clearly linked to the organizations mission, values, goals, strategic direction and brand</p>	<p>States overall big picture goal(s) – do not need to be measurable.</p> <p>Specific outcome-based, measurable, meaningful objectives appropriate for the business need and category entered</p> <p>Objectives demonstrate the impact of communication on the business</p> <p>Objective targets are realistic.</p>	<p>Understanding of goals, objectives and tactics not demonstrated</p> <p>Objectives production, deadline-focused, or based on tactics such as produce a newsletter</p> <p>Objectives all output-based</p> <p>Objectives do not include preset targets to indicate success</p> <p>Objectives not realistic or achievable</p>	<p>Objectives not measureable</p> <p>Section 1: Business need and communication opportunity doesn’t provide any detail to evaluate if goals and objectives are appropriate</p> <p>Objectives do not focus on the identified goal(s) or business need</p>	<p>No goals or objectives</p>

An IABC Primer on Goals, Objectives, and Tactics

Goals

Goals generally describe what is to be accomplished in a broad sense.

Tactics

Tactics describe the tools and channels used to achieve the objectives. Tactics are task-based versus objectives, which are result-based. Examples of tactics include:

- Stage a town hall meeting.
- Create a new social media campaign.
- Stage a special event.
- Distribute the brochure to 15,000 customers
- Redesign a newsletter

Objectives

Objectives clearly define the desired outcome, or what success will look like. They describe what you want to have happen after the audience receives the message/communication tool. They are:

- Measurable in quantity, time, cost, percentages, quality or some other criteria.
- Realistic, meaningful and believable.
- Aligned with the needs of the business.
- Stated from a communication perspective.
- Can be a combination of output-based statements (volume, increases), and outcome-based measures (results).

The **SMART** formula is one way to determine whether the objectives are sound, and while this process is not the only way to evaluate the strength of objectives, it is a good guideline.

Specific:	describes a desired outcome
Measurable:	quantified as an output, outtake or outcome
Achievable:	challenging but within the range of influence
Relevant:	contributes to business goals in a meaningful way
Time-framed:	includes a completion date, if appropriate

Output-based objectives

Output-based objectives measure volume or increases against media vehicles and communication channels like website visits, articles distributed, ads produced, meetings held, content analysis, blog posts, tweets, downloads of publications and so forth. This type of objective does not show that your communication has impacted the audience. Examples of output-based objectives that DO NOT have an impact on your audience:

- News media will carry 100 stories (media clips),
- The publication will be downloaded 10,000 times per year.
- The number of visits to the website will increase by 15,000.

Outcome-based objectives measure audience actions or what the audience will gain by way of awareness, understanding, recall, different perceptions, and quantifiable change in attitudes, opinions and behaviors. Was the message heard? Is the audience engaged? Did they read the information? How many phone calls or requests for information were received? Did the communication influence the audience to buy something—either a product or an idea? This type of objective clearly shows that your communication impacts the audience and therefore helps to achieve your purpose.

Examples:

- Audience awareness of the product will increase from 10 percent to 50 percent.
- Employee understanding of the business goals will increase from 25 percent to 65 percent.
- Positive perception of the organization will improve from 30 percent to 50 percent.
- 65 percent of employees will actively practice the customer experience standards daily.
- Product sales will increase by 10 percent and market share by 2 percent.
- 60 percent of employees enroll in new plan.

Division 1 Communication Management – The Work Plan

Section 4: Solution Overview

Why it's important: The solution overview offers insight into how the entrant approached the opportunity. Looking at the communication environment, business and audience needs and relevant research, you should be able to evaluate whether and how the information informed the strategy.

How to score: Look for a summary of the solution, the logic that supports it, and details about how the plan was to be implemented. Assess how well the entrant demonstrates strategic thinking and problem-solving skills. Look for a discussion of the approach and process that is well thought out. Appropriate key messages should be included. It should be clear why particular tactics, media and distribution channels were chosen.

How well is the tactical execution plan aligned to deliver results against the stated objectives? To what extent did the entrant:

- A. Explain how the business needs, audiences and objectives are aligned with the strategic and/or creative approach, tactics, vehicles, media or communication channels?
- B. Demonstrate that the audience analysis was taken into account when developing key messages for each group identified?
- C. Provide an executive summary of the action plan or tactical execution plan?
- D. Demonstrate that the communication solution is aligned with the business needs?

Section 4: Solution Overview

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Solution increases the highest level of professional standards of creativity, innovation or resource utilization</p> <p>Thorough explanation of potential for outstanding results</p> <p>An effective communication solution not heard of before</p>	<p>Unique and effective approach to meet business need</p> <p>Key messages well thought out, creatively stated, and linked to audience segment</p> <p>Explanation of potential for significant results</p> <p>Explanation of how scarce resources to produce significant results</p> <p>Explanation of how the solution is likely to deliver results for multiple business needs</p> <p>Demonstrates innovative approach to collaboration or facilitation</p> <p>Addresses solutions for potential ethical issues</p>	<p>Thorough explanation of how solution links to business need, audiences, and objectives</p> <p>Key messages aligned to audience <u>and</u> organization’s business priorities</p> <p>Stakeholder input included</p> <p>Solution is highly likely to achieve stated objectives</p> <p>Summary of tactical plan lists audience, key messages, tactics</p> <p>Explains appropriate rationale and strategic thinking</p> <p>Research results inform the solution</p> <p>Potential ethical issues identified</p>	<p>Describes how plan developed and implemented</p> <p>Entrants role explained</p> <p>Includes key messages that reinforce objectives</p> <p>Demonstrates collaboration with key stakeholders</p> <p>Solution aligned with business need and audience analysis</p> <p>Includes tactical implementation plan</p>	<p>No key messages</p> <p>Solution doesn’t address business need</p> <p>Tactical plan sparse</p> <p>Solution not likely to meet stated objectives</p> <p>Rationale clearly inappropriate for business need or audience</p>	<p>Doesn’t explain what was done</p> <p>Tactical plan missing</p> <p>Entrant did not play a key role in the project</p> <p>Does not address obvious ethical issues</p>	<p>No explanation of solution</p>

Division 1 Communication Management – The Work Plan

Section 5: Implementation and Challenges

Why it's important: Communication professionals often navigate through a variety of challenges such as tight deadlines, changes in direction, small budgets, stubborn decision makers and staff turnover. How well challenges are met speaks to project management skills.

How to score: Evaluate the entrant's discussion of the program implementation and any challenges faced. Look for how budget, time and other resources were used. While budget doesn't have to be detailed or provided in a specific monetary figure, there must be a discussion of resources. Resources should seem appropriate for the scope of the projects and size and type of organization. There should be evidence that resources were used wisely, regardless of how limited or generous.

The entry should demonstrate collaboration with stakeholders. Take into account successfully managing challenges. Do not score down if there are no challenges included.

How well were the issues related to budget and other resources managed? To what extent does the entrant:

- A. Provide a budget that seems reasonable?
- B. Demonstrate that time and other resources were effectively used?
- C. Outline any challenges faced, and demonstrate that they were effectively managed?
- D. Demonstrate consultation with stakeholders including presentation of the plan to management?

Section 5: Implementation and Challenges

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>A truly unique and creative approach to implementing the solution and delivering outstanding results that raises the professional standard</p>	<p>An innovative solution to challenges result in exceeding objectives that demonstrate the impact of communication on the business; Thorough explanation of an innovative way to consult with audience members resulting in exceeding objectives significantly; A thorough explanation of how effective use of limited resource(s) resulting in project that meets implementation plan</p> <p>Clever approach to selling the project to achieve approval or support</p>	<p>Explains the effective use of budget – got a lot done with few resources</p> <p>Demonstrates collaboration with stakeholders</p> <p>Plan implemented under difficult deadlines</p> <p>Effectively manages challenges enabling meeting objectives</p> <p>Work achieved under tight deadlines or budgets</p>	<p>Project budget and resources described</p> <p>Effective and appropriate use of internal and external resources</p> <p>Objectives met within budget</p> <p>Implementation plan met or reasonable explanation provided</p> <p>Content managed across multiple channels, if appropriate</p> <p>Explains how plan was sold to management, client or other stakeholders</p>	<p>Resource description not complete, some resources not included</p> <p>Media, vehicles or channels don't suit audience</p> <p>Inappropriate use of resources</p> <p>Missed deadlines or budget exceeded without reasonable explanation</p>	<p>No budget or resource discussion</p> <p>Excessive use of resources without proper justification</p> <p>Work is clearly not worth the time, effort or money</p>	<p>No budget or implementation plan</p>

Division 1 Communication Management – The Work Plan

Section 6: Measurement and Evaluation

Why it's important: We want our work to demonstrate that strategic communication planning and execution is a vital business process. That's why it's critical to set measurable objectives that are aligned with business needs, and then measure progress against them. Communicators must show management the value of their work in measurable terms.

How to score: The entrant should track progress against the stated objectives. Experienced entrants often report results against objectives in a table format by listing the original objectives, targets, and the outcome or output as results. Look for measurement of outputs (usually volume based) and outcomes (impacts audience awareness, opinion, behaviors or business goals). Measurement should be objective, clearly explained and appropriate for the project. The explanation of the relationship of the measurement to the preset objectives should be thorough and convincing. The program must deliver meaningful, measurable results. If the entrant set inappropriate objectives reflect that in your score and make a note in the feedback.

If evaluation plans are thoroughly outlined but haven't been carried out for a valid reason, the entrant should receive some credit.

How well were the communication objectives met? To what extent does the entrant:

- A. Align measurement with valid objectives?
- B. Demonstrate output-based or outcome-based results?
- C. Provide a thorough evaluation that supports the results?
- D. In the case of student entries, provide a description of the ways program success would be measured?

Section 6: Measurement and Evaluation

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Thorough and insightful explanation of measurement and evaluation that explains the positive impact this communication project had on the organization</p>	<p>Measurement encompasses multiple appropriate methodologies to thoroughly explain success</p> <p>Credible measurement of intangibles such as a media relations, reputation index, or loyalty</p>	<p>Results exceed objectives that have meaningful impact on business need</p> <p>Explains formal research conducted for measurement</p> <p>Multiple outcomes measured</p> <p>Work sample includes executive summary of formal evaluation supporting results</p> <p>Includes summary explanation of evaluation and how project helped the business</p> <p>Demonstrates results presented to stakeholders</p> <p>Provides recommendations for improvement</p>	<p>Demonstrates alignment between measurement and objective</p> <p>Outcomes measured</p> <p>Includes proof that objectives were met through measurement and evaluation</p> <p>Appropriate measurement methodology</p> <p>Rationale speaks to objectives that weren't met</p>	<p>Results reported on only outputs</p> <p>Results measure only if tactic completed</p> <p>Results don't address business need or relate to audience</p> <p>Results generalized, vague, or anecdotal</p> <p>Results not statistically valid</p> <p>Research methodology doesn't meet industry standards</p> <p>Misinterpretation of survey data</p> <p>No measure for every objective</p>	<p>Results not reported against stated objectives</p> <p>Subjective results based on hearsay without documented evidence</p> <p>Results not meaningful to business</p>	<p>No measurement or evaluation</p>

Division 1 Communication Management – The Work Sample

Section 7: Stakeholder Alignment and Influence

Why it’s important: Connecting with the audience in a meaningful and memorable way is an important competency in communication work. Strategic planning is only part of the equation. Messages, vehicles and channels must be aligned with audience needs and preferences because the audience must receive the message in a way that is clear, consistent and creative.

How to score: Look for a match between the way the audience was described and the way the program was executed. If the audience needs were poorly identified, it is tough to score this section high. If the project is a program that doesn’t lend itself to outstanding visuals or audio, look for creativity or resourcefulness in unusual approaches or innovative thinking.

How well does the work sample reflect the audience characteristics, needs and preferences? To what extent does the entrant:

- A. Demonstrate good choices of messages, media and communication channels that align with the audience analysis?
- B. Include messages that engage the intellect and/or emotions of the audience, and influence thoughts or behaviors?
- C. Provide a thorough evaluation that supports the results?

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
Extraordinary example of connecting to audience in meaningful and memorable way that impacts the business positively	Smart thinking that shows the audience perspective Demonstrates creative thinking, imagination or an innovative approach certain to engage audience emotionally	Particularly good choices matching audience characteristics (language, font size, vehicle choice, channels) The materials in the work sample are highly likely to capture audience attention and engage them Sample aligns to audience research	Demonstrates choices appropriate to audiences (language, font size, vehicle choice, channels) Uses clear, consistent language. Reflects an understanding of audience characteristics and needs Communicates key messages in way likely to resonate with audience	Choices inappropriate to audience (language, font size, vehicle choice, channels) Key messages not likely to connect with audience Work sample elements are bland and likely to get lost in clutter	Messages insult audience Key messages not clear or not included Material clearly insensitive to cultural values and beliefs	All work sample elements clearly not appropriate for audience as describe

Division 1 Communication Management – The Work Sample

Section 8: Alignment with Objectives and Strategy

Why it's important: The work sample must support the objectives stated in the work plan. Strategic execution supports the needs of the business, connects with the audience and makes an impact. This should be clear in everything presented from research, language choices, media, messages, images vehicles, and communication channels.

How to score: It should be clear why certain design, style or visual elements were used. The communication materials should be clear, consistent and address the communication opportunity. For example, if an objective was to increase employee awareness of company benefits, the writing and design of each campaign element must be aligned to the opportunity. Look for choices that support the objectives and the use of key messages.

How well is the work sample aligned with the objectives stated in the work plan? To what extent does the entrant:

- A. Provide evidence that program design is on strategy, and is consistent with business needs?
- B. Provide clear, consistent work sample elements that are communicated in a powerful way?
- C. Reflect the objectives, strategic thinking, key messages and audience analysis in the work plan?
- D. Provide clear evidence that the work sample has the desired effect on the audience and the business needs?

Section 8: Alignment with Objectives and Strategy

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Extraordinary example of meeting business needs and stated objectives in meaningful and memorable way that impacts the business positively</p>	<p>Likely to significantly exceed stated objectives based on work samples</p> <p>Creative elements of work sample strategically aligned to business need</p> <p>The work demonstrates complete alignment from business need, objectives, stakeholder analysis, and solution</p> <p>Work sample contains explanation of how each element contributes to the work plan</p>	<p>Work sample likely to exceed stated objectives and drive business success</p> <p>Work is clear, consistent and clever, communicating key messages in powerful, emotional way</p> <p>Sample fully explains and reflects the objectives and strategic thinking presented in the work plan.</p>	<p>The work sample demonstrates the implementation of the plan</p> <p>Reflects the stated objectives in the work plan</p> <p>Contains identified key messages and linked to goals and objectives</p> <p>Demonstrates choices that support business needs</p> <p>Deliberately targeted to close any gaps defined by research</p> <p>Aligns with business needs to support achieving goals and objectives</p>	<p>Key messages not reflected in work sample elements</p> <p>Work is out of sync with the organization's brand or identity</p> <p>Messages aren't consistent</p> <p>Extra elements in the sample distract from the objectives</p>	<p>Sample doesn't show what was done</p> <p>Sample is incomplete, confusing, or poorly presented or explained</p>	<p>Sample will clearly not accomplish stated objectives</p>

Division 1 Communication Management – The Work Sample

Section 9: Professional Execution

Why it's important: Well-designed and executed communication work helps to build professional reputation and credibility. Without carefully crafted vehicles, even the best strategy may fail to deliver messages that connect with the audience. Paying attention to industry standards and keeping up with leading edge thinking, processes, and production demonstrates commitment to effective communication. Creative thinking, imagination, and innovate approaches will cut through today's information overload and command audience attention.

How to score: Take note of new or different approaches. It could be that the entrant presents a new way to use research findings or demonstrates innovative thinking through their audience segmentation or choice of communication channels. The work sample should showcase good quality material. If the budget was small, look for the best job possible within that constraint. If the budget was generous, the production quality should reflect that. Watch for clear, consistent, error-free writing, high-quality photography, adherence to design principles, and well-produced video. Allow for cultural differences when evaluating work from different parts of the world.

Given the budget and resources, how well does the work sample measure up to professional standards? To what extent does the entrant:

- A. Provide well-designed work sample elements?
- B. Demonstrate high-quality writing and production within budget and resource considerations?
- C. Demonstrate consistency between what was presented in the work plan and what was delivered?
- D. Demonstrate creative or innovative work considering the category, geography or industry?

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>An example that increases professional standards of creativity, innovation or use of resources</p> <p>An novel and effective approach aligned to the business, stakeholders, industry/profession, and community</p>	<p>Thorough documentation that supports the description of the project in work plan</p> <p>Clever approach to communication that is appropriate for audience</p> <p>Stands out among others</p> <p>Likely to leave lasting impression</p>	<p>High quality writing superior production values</p> <p>Strong images that convey key messages</p> <p>Work that clearly explains the emotional connection made with the audience</p> <p>Professionally executed with scarce resources</p>	<p>Production values appropriate to media and budget</p> <p>Professional standards of ethics and good taste</p> <p>Clear, consistent messages aligned with brand</p> <p>Consistent use of language, visuals and other elements</p> <p>A well-executed fairly standard approach</p>	<p>Amateur work</p> <p>Dated approach for industry, geography, or media</p> <p>Poor technical production</p> <p>A few spelling, grammar or structure errors</p> <p>Resources not defined</p>	<p>Images, writing tone or style that doesn't match business or audience need</p> <p>An approach that clearly will not work</p> <p>Work insults the audience</p> <p>Several spelling, grammar or structure errors</p>	<p>An approach that clearly will not work</p>

Division 1 Communication Management – The Work Sample

Section 10: Overall Quality

Why it’s important: The work plan and sample must be aligned. The entrant should apply research and analytical thinking to the execution of the strategy. The work plan describes the context, challenges and solution for the communication opportunity. The work sample should demonstrate strategic execution.

How to score: This is where IABC awards differ from advertising or graphic design competitions. There must be a strong connection between the work plan and sample. The sample must be strategic, not just look great. The work sample should represent all or most of the elements referred to in the work plan. It should be a logical, detailed presentation of the work plan. If the file includes a dramatically long work sample element that attempts to show the entire project, it may overwhelm you – mention this in the feedback.

Given the interdependence among all sections, to what degree is the entry a strong blueprint for strategic planning and execution? To what extent does the entrant:

- A. Provide a well-written and produced entry that’s easy to understand?
- B. Provide a representative sample of all the elements described in the plan?
- C. Demonstrate strategic and creative thinking that reflects the audience and business needs?
- D. Demonstrate the ability of communication to influence valid business results?

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
Demonstrates an outstanding example of a unique, innovative and highly effective approach to communication with a thorough explanation of how it influences business results	Thorough explanation of what was done Demonstrates excellence in execution Explains significant business results Highly innovative approach	Comprehensive and representative sample reflecting the work plan Demonstrates and explains a meaningful business result	Work samples match description in work plan Clearly shows what was done for the project Reinforces work plan Provides evidence of care and attention to delivering the tactical elements of the plan Contributes to overall quality of entry	Work sample doesn’t match plan Work sample doesn’t reflect the business or audience needs Work sample elements are extremely long showing entire project rather than representing the project Work plan doesn’t follow IABC format	The work sample is significantly different from the work plan	No work sample included.

How to Evaluate Entries in the Division 2 Communication Research

Entries in this division recognize the importance of research and measurement as a foundation for strategic communication work and a competency that's integral to success throughout the career of a communication professional. A clear understanding of why the research was needed demonstrates its strategic value to an organization.

The entry in this division should explain the plan, how it was developed and implemented, and the links between the business need, stakeholder analysis, goals and objectives, and solution. The entrant must explain the "why" of the planning and implementation to demonstrate their understanding of strategic communication planning and execution. As an evaluator do not make assumptions. Look for the entrant to provide the explanations.

Communication research often focuses on formative research conducted during the initial stages of the strategic communication planning process that benchmarks internal audience opinions or behaviors, profiles the marketplace or internal communication environment in which the organization operates, aligns best practices against organizational needs or informs strategic direction for internal communication programs.

Entries may include any research that informs actions or decision making within the communication field. This could be audience analysis, competitive benchmarking, program or product test markets, reputation or brand studies, communication audits, content audits, usability studies, readership or effectiveness studies.

Division 2 Communication Research – The Work Plan

Section 1: Business Need and Communication Opportunity

Why it's important: Research serves as a foundation for strategic communication work. It enables an accurate and objective understanding of the situation critical to business communication decision making. A strategic communications opportunity flows from the business need. It answers the question "How can communication help the organization meet this need?" To close the knowledge gap here, research questions provide direction for the research project.

How to score: Look for the context and background information to assess whether the communication research supports business needs and the aligned communication opportunity. The entry should include a description of the business need that sets the stage for the rest of the work plan sections including describing stakeholders, objectives and solution(s).

It must be evident that the communicator has a clear understanding of the business needs and organizational mandate and that the opportunity is aligned to that need and mandate. It should be clear why the project was carried out. The entry should explain how the research helps to positively influence business performance, now or in the future. The research opportunity should solve a problem, fill a need, or help to leverage an opportunity. Ideally, the need is identified by formal or informal research and communication work positively influences business performance, now or in the future.

How well does the entrant explain the context for the entry by clearly establishing the business need, the related communication opportunity and the research purpose? To what extent does the entrant:

- A. Align the communication opportunity and the business need by explaining how the project helped the organization?
- B. Explain how the research informs the direction of the communication project, the Actions that may be taken or decisions that may be made as a result of the research?
- C. Explain the questions the research helps to answer?

Section 1: Business Need and Communication Opportunity

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Multi-faceted explanation of how the need is strategically aligned to the business, why research matters to business and how it will make a difference on business need</p> <p>The data supporting the need comes from more than one source</p> <p>Thorough research of business need includes history, current situation, size and scope show significant understanding of situation and how to proceed with solution(s)</p>	<p>Superior explanation of the current business state including challenges and urgency driving the communication opportunity</p> <p>Superior explanation of how the opportunity addresses the need</p> <p>Includes additional primary or secondary research, such as data mining of HR or Marketing/Sales numbers, industry research, research about other organizations in similar situations, academic research related to the current issue, etc.</p>	<p>A clear explanation of specific changes or challenges demonstrate the urgency of the business need</p> <p>The business needs are clear and strategically defined based on mission, values, goals, and brand</p> <p>Business need and research aligns to the organization's strategic direction, key performance indicators and business need</p> <p>Clear explanation of how research positively impacts business performance now or in the future</p> <p>Challenges facing the business are explained</p>	<p>The business needs are clearly defined and demonstrate an understanding of what they mean to the business</p> <p>Speaks to how the research opportunity was defined and why it matters to the business</p> <p>The research questions are addressed</p> <p>It's clear how the program will contribute to business success</p>	<p>The business need is not well defined</p> <p>It is not clear why the project was undertaken</p> <p>Not clear how need and research questions were defined</p> <p>No explanation of how the research will help the organization</p> <p>Opportunity is generalized or vague such as management thought it would be a good idea</p>	<p>There is no background on the organization and its business goals to set the context</p> <p>The business need is assumed</p>	<p>No explanation of the business need</p> <p>No explanation of the research</p>

Division 2 Communication Research – The Work Plan

Section 2: Stakeholder Analysis

Why it's important: Effective research results begin with appropriate targeting and understanding of the audience to be studied. It is also important to understand the audience the research will be presented to so they will take action or make decisions based on the research. The work plan must demonstrate an understanding of both of these audiences. If the entrant doesn't explore the audience size, location, preferences, attitudes, demographics, psychographics or other characteristics, it's difficult to determine whether the objectives, approach, or methodology are appropriate.

How to score: Look for entrants to show that they understand which audience to target to result in meaningful research results. The entry should demonstrate that the research and its presentation take the audience's needs, wants, preferences, opinions and behaviors into account and that they use the information to design the research and presentations. It should be clear that the audience targeted for the research can deliver results.

How well does the entrant define, segment, and analyze the critical characteristics of the audience(s) in relations to the research? To what extent does the entrant:

- A. Include appropriate audiences that are subjects of the research?
- B. Include audiences hearing/consuming the research results to make decisions or take actions based on the results?
- C. Share relevant audience characteristics such as prior knowledge, education, geography, demographics, psychographics, preferences, attitudes, opinion, motivations, etc.?

Section 2: Stakeholder Analysis

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Thorough explanation of how audience research drives research project decisions <u>and</u> what they mean to each audience segment</p>	<p>Audience segmentation clearly separates groups and identifies appropriate characteristics</p> <p>Includes additional primary or secondary research related to stakeholders</p>	<p>Superior explanation of how characteristics influences research project</p> <p>A description demonstrates how the audience is linked to strategy and tactics</p> <p>Informal or secondary research defines audience characteristics and needs</p> <p>Audiences segmented in way that influences solution</p>	<p>Lists research subject audience(s) and describes the characteristics, preferences, and needs in enough detail to understand how they lead to choices of methodology, channels, strategy and tactics</p> <p>Lists audience(s) who will hear the research results and describe the characteristics, preferences, and needs in enough detail to understand how they lead to choices in how the research was presented</p> <p>Speaks to how audience(s) and characteristics identified</p> <p>Appropriate research methodology</p>	<p>Audiences are listed with vague, unsupported assumptions about characteristics</p> <p>Characteristics included are irrelevant to the project or audience</p> <p>Misses an obvious audience in relation to identified need</p> <p>Inappropriate research methodology</p> <p>The audience targeted for research is unlikely to provide data related to research purpose</p>	<p>Broad publics or stakeholder groups listed without defining needs or characteristics</p> <p>Wrong audience identified based on need</p> <p>No mention of audience research</p>	<p>Audiences not listed</p>

Division 2 Communication Research – The Work Plan

Section 3: Goals and Objectives

Why it's important: The ability to set meaningful, measurable, objectives that are relevant to the business need is critical to measure the success of any communication program. Effective work that delivers results helps to create value and build credibility of communication as a primary business driver. Appropriate goals and objectives are critical to an entry because poor objectives will lower the score in other parts of the evaluation.

Research goals and objectives focus a study and help to organize the solution including the areas of methodology, data collection, analyzing, interpreting and using the data. Understanding the margin of error and the appropriate survey size are important to an efficient research project resulting in a survey that reflects the views of the total population. Margin of error calculators are available on many sites online including Survey Monkey.

Goals generally describe what you want to accomplish in a broad sense. Objectives clearly define the desired outcome, or what success will look like. More detail on communication goals and objectives can be found in the Division 1 Communication Management section of this document.

How to score: Look for an explanation of the goal of the research and for objectives that measure the research project's outcome. This can be represented in an entry by demonstrating what kinds of actions will be taken because of the research and then measuring if those decisions were made. Output-based objectives such as targeted response rates show the evaluator a thoughtful approach was used in designing the research project. Goals and objectives must be aligned with the business needs identified and the purpose of the research.

How well does the entrant set measurable objectives relevant to the business need/research purpose and measure the effect of strategic communication to the business? To what extent does the entrant:

- A. Distinguish between goals, objectives, and tactics?
- B. Establish measurable, relevant objectives?
- C. Align objectives with the stakeholder analysis and the business need?
- D. Ensure that the objectives will produce an effect on the stated business need?

Section 3: Goals and Objectives

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>A thoroughly explained <u>and</u> insightful approach to setting strategic goals and objectives leading to outstanding business results</p>	<p>Thorough explanation of the strategic nature of the research</p> <p>Insightful approaches to measuring the success of the research project</p>	<p>Clear explanation of how the research results help the organization</p> <p>Clearly stated research goals linked to the business need and research purpose</p> <p>Explains the desired margin of error to be achieved and why that margin is appropriate for the project</p> <p>Objectives stated in terms of impact on the business</p> <p>Objectives are outcome-based <u>and</u> likely to deliver meaningful business results</p> <p>Goals are clearly linked to the organizations mission, values, goals, strategic direction and brand</p>	<p>States overall big picture goal(s) – do not need to be measurable.</p> <p>State specific measurable, meaningful objectives demonstrating the results of the research project.</p> <p>State research objectives providing focus for the study</p> <p>Includes data on audience size and targeted response rates</p>	<p>Understanding of goals, objectives and tactics not demonstrated</p> <p>Objectives production, deadline-focused, or based on tactics</p> <p>Objectives all output-based</p> <p>Objectives do not include preset targets to indicate success</p> <p>Objectives not realistic or achievable</p>	<p>Objectives not measureable</p> <p>Section 1: Business need and communication opportunity doesn't provide any detail to evaluate if goals and objectives are appropriate</p> <p>Objectives do not focus on the identified goal(s) or business need</p>	<p>No goals or objectives</p>

A Note on Communication Research Objectives

A strategic research program must help the organization meet its business needs. Look to the business need and communication opportunity to set relevant, measurable objectives.

If the research informs a communication project, the measurement of success would be the objectives set for the communication project as a whole. A strategically written entry would include those objectives and an explanation of how the research results support the project.

If the research purpose is to determine an action or for decision-making, the measurement of success would be hitting the target for any improvements or changes the research supports. A strategically written entry would include measurable objectives setting the target for the improvements and an explanation of how the research results informed the actions or decisions.

Research objectives generally summarize what is to be achieved by the study. Some examples of research goals, objectives and results:

- Research informing communication project
 - Communication project measurable objective: Increase customer satisfaction with technical manual from x% to x% in 2017.
 - Research goal: Identify changes that would make the technical manual easier to use
 - Research objective: To determine at least one actionable recommendation for each research question
 - Research result: Recommendations approved for implementation and how research supports changes
- Research to determine an action or decision
 - Research goal: Allocate resources based on communication effectiveness
 - Research objective: To determine the effectiveness of individual elements of a communication program for potential resource allocation
 - Research result: A description of how resource allocation changed or remained the same based on research results
- Research goal: Determine areas for consolidation or elimination to reduce departmental budget by X%
 - Research objective: To determine ROI of existing communication strategies
 - Research result: Showing where the budget was cut and how the research supported the changes
- Research goal: Identify current baselines to create and monitor progress on key performance indicators (KPIs) for a department or its individuals
 - Research objective: To determine existing benchmarks for xxx as a KPI
 - Research result: Establishing measurable KPIs established using the baselines

Division 2 Communication Research – The Work Plan

Section 4: Solution Overview

Why it's important: The solution offers insight into how the entrant approached the research project. The appropriate research methodology affects the conclusions and applications of the research. The validity and reliability of the research is important when results are used for decision making or as benchmarks for communications initiatives. Sound methodology and planning improves the communicator's credibility.

How to score: As you review this section of the entry, seek to understand the planning of the research project. It should be clear how the business need, communication opportunity, and audience analysis informed the research methodology. Look for appropriate communication to engage participants and a clear explanation of the research methodology, sampling, channels and tools. Check that a well-thought out project schedule and plan are included. And, look for an intentional, planned presentation of the research results.

How effective is the research approach? To what extent does the entrant:

- A. Demonstrate an appropriate research methodology?
- B. Demonstrate an effective approach to selecting and sampling the audience?
- C. Connect with research participants to encourage participation?
- D. Explain how the research methodologies align with the business need, audience and objectives?
- E. Explain the presentation of the research?
- F. Provide an executive summary or tactical plan for the research project?

Section 4: Solution Overview

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Solution increases the highest level of professional standards of creativity, innovation or resource utilization</p> <p>Thorough explanation of potential for outstanding results</p> <p>An effective communication research solution not heard of before</p>	<p>Unique and effective approach to meet business need</p> <p>Sound explanation supporting choices, which may include evaluating other options</p> <p>Demonstrates innovative approach to collaboration or facilitation</p> <p>Why sample locations, groups or comparative organizations chosen is explained with how they influence best results</p> <p>Addresses solutions for potential ethical issues</p> <p>An explanation of how the margin of error impacted decisions</p> <p>Highly creative approach to presentation of research results</p>	<p>Well explained rationale linking audiences and objectives to channels and tactics</p> <p>Explanation of how solution links to business needs</p> <p>A thorough explanation of when, where and how the research was done</p> <p>Stakeholder input included</p> <p>Solution is highly likely to achieve stated objectives</p> <p>Summary of tactical plan lists audience, tactics</p> <p>Explains appropriate rationale and strategic thinking</p> <p>Potential ethical issues identified</p> <p>Use of incentives explained with link to audience</p>	<p>Describes how the research plan developed</p> <p>Entrants role explained</p> <p>Explains how the sample was selected</p> <p>Explains how the research will be presented</p> <p>Demonstrates collaboration with key stakeholders</p> <p>Solution aligned with business need, research purpose and and audience analysis</p> <p>Includes a high-level tactical implementation plan</p>	<p>Solution doesn't address business need or research purpose</p> <p>Tactical plan sparse</p> <p>Solution not likely to meet stated objectives</p> <p>Rationale clearly inappropriate for business need or audience</p>	<p>Doesn't explain when, where or how research was done</p> <p>Tactical plan missing</p> <p>Entrant did not play a key role in the project</p> <p>Does not address obvious ethical issues</p>	<p>No explanation of solution</p>

Division 2 Communication Research – The Work Plan

Section 5: Implementation and Challenges

Why it's important: Implementing a written strategic plan demonstrates necessary project management skills required by professional communicators. A communicator demonstrates value to the organization by how well the project moves from plan approval to project completion. In research implementing the plan precisely can also affect the quality of the results. Budget management is a critical skill of a communicator when implementing a plan. And, communicators must often navigate through a variety of challenges such as tight deadlines, small budgets, stubborn decision makers and staff turnover which when managed right show management capabilities.

How to score: Look to see how the entrant gained approval for the plan and consulted stakeholders. Look for an explanation of how budget, time, labor and other resources were used. While an exact budget figure is not required, evidence of resources available and how they were wisely used must be included. There should be evidence that resources were used wisely, regardless of how limited or generous. Take into account successfully managing challenges. Do not score down if there are no challenges included.

How well was the plan managed through implementation? To what extent did the entrant:

- A. Demonstrate that time, money, labor, and other resources were used effectively
- B. Outline any challenges faced and demonstrate that they were effectively managed
- C. Demonstrate consultation with stakeholders
- D. Appropriately analyze the research results
- E. Explain the approach to presenting the research findings to decision makers
- F. Explain how the research subjects were informed of the results.

Section 5: Implementation and Challenges

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>A truly unique and creative approach to implementing the solution and delivering outstanding results that raises the professional standard</p>	<p>An innovative solution to challenges result in exceeding objectives that demonstrate the impact of communication on the business</p> <p>Thorough explanation of an innovative way to consult with audience members resulting in exceeding objectives significantly</p> <p>A thorough explanation of how effective use of limited resource(s) resulting in project that exceeds objectives</p> <p>Clever approach to presenting results or selling the project to achieve approval or support</p>	<p>Explains the effective use of budget – got a lot done with few resources</p> <p>Demonstrates collaboration with stakeholders</p> <p>Plan implemented under difficult deadlines</p> <p>Effectively manages challenges enabling meeting objectives</p> <p>Work achieved under tight deadlines or budgets</p> <p>An explanation of how research subjects were informed of the results</p>	<p>Explains how project was managed</p> <p>Reasonable explanation of project budget and resources described</p> <p>Effective and appropriate use of internal and external resources</p> <p>Objectives met within budget</p> <p>Implementation plan met or reasonable explanation provided</p> <p>Explains how the plan was sold to management, client or other stakeholders</p>	<p>Resource description not complete, some resources not included</p> <p>Inappropriate use of resources</p> <p>Missed deadlines or budget exceeded without reasonable explanation</p>	<p>No budget or resource discussion</p> <p>Excessive use of resources without proper justification</p> <p>Work is clearly not worth the time, effort or money</p>	<p>No budget or implementation plan</p>

Division 2 Communication Research – The Work Plan

Section 6: Measurement and Evaluation

Why it's important: We want our work to demonstrate that strategic communication planning and execution is a vital business process. That's why it's critical to set measurable objectives that are aligned with business needs, and then measure progress against them. Communicators must show management the value of their work in measurable terms.

How to score: Look to see that the entrant tracked results against the same objectives set in the entry's Section 3 Goals and Objectives. These results or measurements should be objective, clearly explained and appropriate for the project. The results should show the relationship between the objectives that were set and the results that were achieved. They should be thorough and convincing. Entries with poor or no measurable objectives set in Section 3 should score lower in this section. Check that the results address the business need. Look for overly positive results that don't seem possible given the research description.

If evaluation plans are thoroughly outlined but haven't been carried out for a valid reason, the entrant should receive some credit.

How well were the communications objectives met? To what extent did the entrant:

- A. Align measurement with valid objectives?
- B. Demonstrate output and outcome-based results?
- C. Explain how the results of the research was used to make decisions, answer questions, or improve results?
- D. Provide a thorough evaluation that supports the results?

Section 6: Measurement and Evaluation

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Thorough and insightful explanation of measurement and evaluation that explains a significant positive impact this research project had on the organization</p> <p>A truly unique and creative approach to delivering outstanding results that raises the professional standard</p>	<p>Measurement encompasses multiple appropriate methodologies to thoroughly explain success</p> <p>Credible measurement of appropriate intangibles such as a reputation index, or loyalty</p>	<p>Results exceed objectives that have meaningful impact on business need</p> <p>Multiple outcomes measured that influence progress toward business goals</p> <p>Work sample includes executive summary of formal evaluation that supports the results</p> <p>Provides recommendations for improvement</p>	<p>Demonstrates appropriate measurement methodology</p> <p>Measurements against original benchmarks or targets</p> <p>Rationale speaks to objectives that weren't met</p> <p>Credible results support the business need and research purpose</p> <p>Proof provided that objectives were met through evaluation</p> <p>Demonstrates the research helped the organization</p>	<p>Results reported on only outputs</p> <p>Results measure only if tactic completed</p> <p>Results don't address business need or relate to audience</p> <p>Results generalized, vague, or anecdotal</p> <p>Results not statistically valid</p> <p>Misinterpretation of survey data</p> <p>Results aren't statistically meaningful to business</p> <p>No measure for every objective</p>	<p>Results not reported against stated objectives</p> <p>Subjective results based on hearsay without documented evidence</p> <p>Results not meaningful to business</p>	<p>No measurement or evaluation</p>

Division 2 Communication Research – The Work Sample

In this division work samples might include a communication plan, research plan, communications requesting participation, incentives, survey tools such as questionnaires, interview guides, focus group reports, research reports, research presentations and research recommendations.

Division 2 Communication Research – The Work Sample

Section 7: Stakeholder Alignment and Influence

Why it's important: Connecting with the audience in a meaningful and memorable way is an important competency in communication work. Strategic planning is only part of this equation. Messages, vehicles and channels must be aligned with audience needs and preferences because if the audience doesn't get the message in a clear, consistent, convincing, and creative way, it may not be heard. If the audience is not moved to action, your response rates may suffer. If your language is not aligned to your audience, your survey, interviews or focus groups may receive inappropriate responses.

How to score: Look for a match between the way the audience was described and the way the program was implemented based. Evaluate the appropriateness of the language level, length of copy, channel choice, research methodology, and messages that are clear, concise, credible, consistent, convincing, and creative.

If the needs of the audience were poorly identified in the work plan, it will be tough to score well in this section. If the project doesn't lend itself to outstanding visuals or audio, look for creativity or resourcefulness in unusual approaches or innovative thinking.

How well does the work sample reflect the audience characteristics, needs and preferences? To what extent did the entrant:

- A. Demonstrate good choices of messages, mediums, media, channels, and methodology that align with the audience analysis?
- B. Include messages that engage the audience and influence behaviors?
- C. Utilize language aligned to the audience analysis?

Section 7: Stakeholder Alignment and Influence

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Extraordinary example of connecting to audience in meaningful way that impacts the business positively</p>	<p>Smart thinking that shows the audience perspective</p> <p>Demonstrates creative thinking, imagination or an innovative approach certain to engage audience emotionally</p>	<p>Particularly good choices matching audience characteristics (language, font size, vehicle choice, channels)</p> <p>The materials in the work sample are highly likely to capture audience attention and engage them</p> <p>Strong writing and execution likely to connect with the audience</p> <p>Integrated channels, tools and vehicles</p>	<p>Demonstrates choices appropriate to audiences (language, font size, vehicle choice, channels)</p> <p>Uses clear, consistent language.</p> <p>Reflects an understanding of audience characteristics and needs</p> <p>Communicates in a way likely to resonate with audience</p> <p>Communicates with sensitivity to cultural values and beliefs</p>	<p>Choices inappropriate to audience (language, font size, vehicle choice, channels)</p> <p>Audience unlikely to respond to messages, vehicles, channels</p> <p>Work sample elements are bland and likely to get lost in clutter</p>	<p>Insults audience</p> <p>It's not clear how audience is to respond</p> <p>Material clearly insensitive to cultural values and beliefs</p>	<p>All work sample elements clearly not appropriate for audience as describe</p>

Division 2 Communication Research – The Work Sample

Section 8: Alignment with Objectives and Strategy

Why it's important: Implementation of a project represented by your work samples must support the objectives stated in the work plan. Strategic execution supports the needs of the business, connects with the audience, and makes an impact. This should be clear and consistent in all elements of a communication research project.

How to score: Look for choices in research approach, instruments, and reporting documents that support the objectives. Communication to the audience being studied should be engaging and likely to deliver on the stated objectives. The communication materials should be clear, consistent and address the communication opportunity.

How well is the work sample aligned with the objectives stated in the work plan? To what extent did the entrant:

- A. Provide evidence that the project is on strategy and is consistent with business needs?
- B. Provide clear, consistent work sample elements that are communicated in a powerful way?
- C. Reflect the research objectives, research questions, and strategic thinking in the work sample?
- D. Provide clear evidence that the work sample has the desired effect on the audience and business needs?

Section 8: Alignment with Objectives and Strategy

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Extraordinary example of research approach meeting business needs and stated objectives in meaningful and memorable way that impacts the business positively</p>	<p>Likely to significantly exceed stated objectives based on work samples</p> <p>Creative elements of work sample strategically aligned to business need and research project objectives</p>	<p>Work samples designed and produced to achieve the research project objectives</p> <p>Work sample likely to exceed stated objectives and drive business success</p> <p>Work is clear, consistent and clever, communicating in powerful way</p> <p>Sample fully explains and reflects the objectives and strategic thinking presented in the work plan</p>	<p>The work sample demonstrates the implementation of the plan</p> <p>Reflects the stated objectives in the work plan</p> <p>Demonstrates choices that support business needs, purpose of the research, and the questions the research was intended to answer</p> <p>Aligns with business needs to support achieving goals and objectives</p>	<p>Messaging is not consistent</p> <p>Work is out of sync with the organization's brand without explanation</p> <p>Messages aren't consistent</p> <p>Extra elements in the sample distract from the research objectives, purpose of the research, or questions the research was intended to answer</p>	<p>Sample doesn't show what was done</p> <p>Sample is incomplete, confusing, or poorly presented or explained</p>	<p>Sample will clearly not accomplish stated objectives</p>

Division 2 Communication Research – The Work Sample

Section 9: Professional Execution

Why it's important: For research to serve as a foundation for strategic communication work there must be confidence in the approach taken to obtain, interpret, and analyze data. Well-designed and implemented research projects following industry accepted practices earn credibility and influence decisions improving an organization's success. Paying attention to industry standards and keeping up with leading edge thinking, processes, and production demonstrates commitment to effective communication.

How to score: Take note of new or different approaches to valid and reliable research. It could be that the entrant presents a new way to use research findings or demonstrates innovative thinking through their audience segmentation or choice of communication channels. The work sample should showcase good quality material. If the budget was small, look for the best job possible within that constraint. If the budget was generous, the production quality should reflect that. Watch for clear, consistent, error-free writing, high-quality photography, adherence to design principles, and well-produced video.

Look to see the extent to which the research instrument is appropriate in language, question design, response options, and ease of administration. An Ensure the research instrument is appropriate in language, question design, response options, and ease of administration along with an appropriate analysis of the research data with an accurate and engaging presentation of results that lead to decisions. Do the reporting documents accurately represent results and make it easy for decision-making individuals to understand what was learned and the implications. Are charts effectively showing results and correctly visualizing the findings?

If the entry is an audit or proposal, look for clear writing and easy-to-follow structure, charts, graphs, illustrations. Allow for cultural differences when evaluating work from different parts of the world.

Given the budget and resources, how well does the work sample measure up to professional standards? To what extent did the entrant:

- A. Provide well-crafted work sample elements?
- B. Align to accepted research practices?
- C. Demonstrate appropriate data analysis, interpretation of results, and presentation of recommendations?
- D. Demonstrate high-quality writing and production?
- E. Demonstrate consistency between what was presented in the work plan and what was delivered?

Section 9: Professional Execution

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>An example that increases professional standards of innovation or use of resources</p> <p>An novel and effective approach aligned to the business, stakeholders, industry/profession, and community</p>	<p>Thorough documentation that supports the description of the project in the work plan</p> <p>Clever approach to communication that is appropriate for audience</p> <p>Stands out among others</p> <p>Work that influences decisions to make a significant positive contribution to the organization</p>	<p>High quality writing superior production values</p> <p>Well-crafted questionnaires, surveys or messages leading directly to improving the organization's results</p> <p>Logical and accurate interpretations of data with recommendations as to actions needed</p> <p>Work that clearly explains the emotional connection made with the audience</p> <p>Professionally executed with scarce resources</p>	<p>Good production values appropriate to media and budget</p> <p>Provides accurate analysis and reporting of data throughout</p> <p>Professional standards of ethics and good taste</p> <p>Work samples demonstrate the ability to answer the research questions</p> <p>Clear, consistent use of language, visuals and other elements</p> <p>Consistent use of language, visuals and other elements</p> <p>A fairly standard approach that is well executed</p>	<p>Poorly crafted questionnaire, surveys or messages</p> <p>Errors in research presentation</p> <p>Poor technical production</p> <p>A few spelling, grammar or structure errors</p> <p>Resources not defined</p>	<p>Obvious misinterpretations of data</p> <p>Images, writing tone or style that doesn't match business or audience need</p> <p>An approach that clearly will not work</p> <p>Work insults the audience</p> <p>Several spelling, grammar or structure errors</p>	<p>An approach that clearly will not work</p>

Division 2 Communication Research

Section 10: Overall Quality

Why it's important: Entries receiving IABC awards signify strategic communication and the ability of communication to positively influence business results. Entries are evaluated by trained IABC members. Their ability to evaluate the entry properly is impacted by how well the entry is organized and written. They look for alignment between the work plan and work sample to demonstrate planning and implementation abilities.

The work plan and sample must be aligned. The entrant should apply research and analytical thinking to the execution of the strategy. The work plan describes the context, challenges and solution for the communication opportunity. The work sample should demonstrate strategic execution.

How to score: This is where IABC awards differ from advertising or graphic design competitions. There must be a strong connection between the work plan and sample. The sample must be strategic, not just look great. The work sample should represent all or most of the elements referred to in the work plan. It should be a logical, detailed presentation of the work plan. The work sample should be organized and strategic containing the elements referred to in the work plan including the research instrument, analysis and reporting of findings, and recommendation based on the findings that flow from the research. If the file includes a dramatically long work sample element that attempts to show the entire project, it may overwhelm you – mention this in the feedback.

Given the interdependence among all sections, to what degree is the entry a strong blueprint for strategic planning and communication? To what extent does the entrant:

- A. Provide a well-written and produced entry that's easy to understand?
- B. Provide a representative sample of all the elements described in the work plan including the research instrument, analysis and reporting of findings, and recommendation based on the findings that flow from the research?
- C. Demonstrate strategic and creative thinking that reflects the audience and business needs?
- D. Demonstrate the ability of research to serve as a foundation for communication and to influence valid business results?

Section 10: Overall Quality

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Demonstrates an outstanding example of a unique, innovative and highly effective approach to communication with a thorough explanation of how it influences business results</p>	<p>Thorough explanation of what was done</p> <p>Demonstrates excellence in strategic planning and execution</p> <p>Explains significant business results</p> <p>Highly innovative approach</p>	<p>Comprehensive and representative sample reflecting a successful research project</p> <p>Demonstrates and explains a meaningful business result</p>	<p>Work samples match description in work plan</p> <p>Clearly shows what was done for the project</p> <p>Reinforces work plan</p> <p>Provides evidence of care and attention to delivering the tactical elements of the plan</p> <p>Contributes to overall quality of entry</p>	<p>Work sample doesn't match the plan</p> <p>Work sample doesn't reflect the business or audience needs</p> <p>Work sample elements are extremely long showing entire project rather than representing the project</p> <p>Work plan doesn't follow IABC format</p> <p>Work sample elements demonstrate poor work including errors, lack of proofreading or missing obvious items</p>	<p>The work sample is significantly different from the work plan</p>	<p>No work sample included.</p>

How to Evaluate Entries in Division 3 Communication Training and Education

This division recognizes the training and education role of consultants and communicators in developing and delivering workshops, classes, seminars or training that educates an audience about any aspect of the communication profession. This division includes all communication disciplines and professional competencies.

Entries in this division may include communication training delivered within an organization, whether by consultants or in-house staff, as well as training and education via university classes, conferences, seminars, or workshops. It includes training or education intended to develop or enhance communication competencies or skills as identified in the Global Standard of the Communication Profession's six principles – ethics, context, analysis, consistency, engagement and strategy.

Communication training and education has the potential to enhance the value of the communication function, profession, discipline, or the academic program or institution. IABC Entries in this division must demonstrate:

- Alignment of learning outcomes to goals and objectives
- Alignment of assessments to specific learning outcomes
- Theories and practices of educational excellence
- Impact outside the classroom

Following the same work plan format as Division 1 Communication Management, entrants should explain the business need for the training and education and how it helps the organization. The training and education should be aligned with the audience. Goals and objectives should reflect the business need and audience analysis.

Division 3 Communication Training and Education - The Work Plan

Section 1: Business Need and Communication Opportunity

Why it's important: Communication training delivered within an organization whether by consultants or in-house staff has the potential to improve business results when strategically focused on a business need. A strategic communication training opportunity flows from the business need. It answers the question "How can this training help the organization meet the business need?" **Communication education in an academic, conference, or seminar environment** has the potential to raise the value of the communication profession, function, or discipline or to improve the academic program or institution. The business need in these situations often relates to closing a gap between what exists today in communication skills, competence and knowledge and what is possible to achieve.

Learning outcomes define what the learner can demonstrate, represent or produce following training and lead to meeting the business need.

How to score: Look for the entrant to show a clear understanding of the business or profession needs and why that understanding matters. It should be clear why the training/education was carried out. The entry should explain how the training/education helps to positively influence business performance or enrich the communication profession, function or discipline, now or in the future.

It must be evident that the communicator has a clear understanding of the purpose of the training and how it meets a need. Ideally, the need is identified by formal or informal research and communication work positively influences business performance, now or in the future.

How well does the entrant explain the context for the entry by clearly establishing the business or profession need, the related communication training and opportunity? To what extent does the entrant:

- A. Explain the business or profession environment including specific challenges that have occurred?
- B. Align the training/education opportunity and the need by explaining how the project helps the organization or the communication profession, function or discipline?
- C. Use research to substantiate the need and inform the direction of the communication education and training?

Section 1: Business Need and Communication Opportunity

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Multi-faceted explanation of how the need is strategically aligned to the business, stakeholders, industry/profession, and community along with why the training/education matters</p> <p>The data supporting the need comes from more than one source</p> <p>Thorough research of business need includes history, current situation, size and scope show significant understanding of situation and how to proceed with solution(s)</p>	<p>Superior explanation of the current business state including challenges and urgency driving the communication opportunity</p> <p>Superior explanation of how the training/education will make a difference on the business or profession</p> <p>A thorough explanation of research, benchmarking <u>and</u> analysis of the business communication environment against the needs and opportunity</p>	<p>Changes or challenges explained demonstrating urgency of the business or profession need</p> <p>Opportunity aligns to the organization's strategic direction, key performance indicators and business need</p> <p>The need is identified through formal or informal research</p>	<p>The business needs are clearly defined demonstrating understanding</p> <p>Speaks to how the education/training opportunity was identified and why it matters to the business or profession</p> <p>Speaks to how the opportunity helps the business</p> <p>Provide enough context about the organization and its environment so it's clear how the program contributes to business success</p>	<p>The business or profession need is not well defined</p> <p>It is not clear why the project was undertaken</p> <p>It's not clear how need and training/education opportunity were defined</p> <p>Training/education opportunity is not aligned with the business need</p> <p>Training/education opportunity is generalized or vague such as management thought it would be a good idea</p>	<p>There is no background on the organization and its business goals to set the context</p> <p>The business or profession need is assumed, generalized or vague</p>	<p>No explanation of the business or profession need</p> <p>No explanation of the training/education communication opportunity</p>

Division 3 Communication Training and Education - The Work Plan

Section 2: Stakeholder Analysis

Why it's important: Effective training/education results begin with appropriate understanding of the audience receiving the training/education. It may also be important to understand the audience who will approve the training/education. The work plan should demonstrate an understanding of the relevant audiences. If the entrant doesn't explore the appropriate characteristics such as audience size, location, preferences, attitudes, demographics, psychographics or other characteristics, it's difficult to determine whether the objectives, learning outcomes, approach, methodology, assessments, or evaluation are appropriate.

How to score: Audience analysis should be based on formal or informal. The better the entrant describes the audience the higher their score should be. It must be clear that the audience(s) analyzed is appropriate. Audience analysis should be based on formal or informal research. The entrant must show that they've taken the audiences' needs, wants, preferences, opinions, and behaviors into account and that they have used this information to design or deliver the training/education.

How well does the entrant define, segment, and analyze critical characteristics of the audience(s) in relation to the training/education? To what extent does the entrant:

- A. Share relevant audience characteristics such as prior knowledge, education, geography, demographics, psychographics, preferences, attitudes, opinion, motivations, etc.?
- B. Include audience research that provides insight to the education and training?
- C. Discuss how audience analysis will influence the planning, delivery or measurement of the training and education?

Section 2: Stakeholder Analysis

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Truly unique approach to audience analysis that raises the bar of the professional standards</p>	<p>Audience segmentation clearly separates groups and identifies appropriate characteristics</p> <p>Clear explanation of how the audience characteristics influence the solution</p> <p>Thorough explanation of how audience research leads to decisions within project</p> <p>Formal research conducted to define audience characteristics</p>	<p>Superior explanation of characteristics allow appropriate decisions on strategy and tactics</p> <p>A description demonstrates how the audience is linked to strategy and tactics</p> <p>Informal or secondary research defines audience characteristics and needs</p> <p>Explains how audience research leads to strategy and tactics</p> <p>Audiences segmented in way that influences solution</p>	<p>Audience characteristics and mindset analyzed in relation to the education/training opportunity</p> <p>Lists audience(s) and describe the characteristics, preferences, and needs in enough detail to show how the understanding led to choices of methods, materials, channels, strategy and tactics</p> <p>Speaks to how audience(s) and characteristics identified</p> <p>Appropriate audiences analyzed including those receiving training and those approving training project</p> <p>Appropriate research methodology</p>	<p>Audiences are listed with vague, unsupported assumptions about characteristics</p> <p>Characteristics included are irrelevant to the project or audience</p> <p>Misses an obvious audience in relation to identified need</p> <p>Inappropriate research methodology</p>	<p>Broad publics or stakeholder groups listed without defining needs or characteristics</p> <p>Wrong audience identified based on need</p> <p>No mention of audience research</p>	<p>Audiences not listed</p>

Division 3 Communication Training and Education - The Work Plan

Section 3: Goals and Objectives

Why it's important: The ability to set meaningful, measurable, objectives that are relevant to the business or profession need is critical to measure the success of any communication training and education program. Effective work that delivers results helps to create value and build credibility of communication as a primary business driver. Appropriate goals, learning outcomes, and objectives are critical to an entry because other parts of the entry evaluation are dependent on these elements.

Preset goals, learning outcomes, and objectives identify the important factors being measured to indicate training success. They should align to the business or profession need and audience analysis. Stating measurable learning outcomes that are behavior-based and use the SMART formula set an excellent target for success.

Excellence is recognized as measurable outcomes related to the application of training and education to improve the business results of an organization or to enhance the communication profession. Specific measurable *learning outcomes* should define what the learner can demonstrate, represent or produce during or following training, along with an explanation of how these lead to meeting the business/profession need. Assessments are often used to measure learning outcomes.

How to score: Look primarily for an explanation of the goals of the training and education along with objectives and learning outcomes that measure the outcome. Goals generally describe what the entrant wants to accomplish in a broad sense and do not need to be measurable. They should be aligned with the business or profession needs identified. Strategies state how the goal will be achieved. Objectives are measurable preset targets for success. Look for preset, measurable objectives and learning outcomes that set the target for success and are stated as outcome-based objectives related to the business or profession need. Outcomes for training within an organization measure what has occurred as a result of the training. In an academic education environment outcomes are related to the application of the academic education to enrich the communication profession.

Tactics describe the tools and channels used to achieve objectives. The work plan should clearly show the entrant understands the difference between goals, objectives and tactics. Appropriate preset objectives should define the project success. See section within Division 1 Communication Management *An IABC Primer on Goals, Objectives and Tactics*.

If the entrant only states objectives that are output-based the highest score you should give is 3.5, providing that the objectives set are in direct relationship to the business or profession need.

How well does the entrant set measurable objectives or learning outcomes relevant to the business or profession need? To what extent does the entrant:

- A. Distinguish between goals, objectives, learning outcomes, and an approach to the training/education?
- B. Establish measurable, relevant learning outcomes and objectives?
- C. Align learning outcomes and objectives with the stakeholder analysis and the business or profession need?
- D. Ensure that objectives will produce an effect on the stated business or profession need?

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>A thoroughly explained and insightful approach to setting strategic goals and objectives leading to outstanding business results</p>	<p>Learning outcomes or objectives explanation references the theories and practice of education (pedagogy)</p> <p>Insightful approaches to setting measurements for the training/education</p> <p>Appropriate objectives are segmented by audience</p> <p>Objectives focused on both cognitive skills such as knowledge acquisition or application of knowledge and non-cognitive skills, such as changes in values and attitudes</p> <p>Explains how <u>all</u> stated, measurable objectives are aligned to business need</p> <p>Research used to set targets</p>	<p>Objectives stated using the SMART formula</p> <p>Objectives are outcome-based <u>and</u> likely to deliver meaningful results to business or profession</p> <p>Thorough explanation of strategic nature of training/education</p> <p>Objectives are stated in terms of impact on the business or profession</p>	<p>States overall big picture goal(s) – do not need to be measurable.</p> <p>Specific outcome-based, measurable, meaningful objectives appropriate for the business or profession need</p> <p>Learning outcomes included that align to goals and objectives</p> <p>Assessments used to measure outcomes are aligned to learning outcomes</p> <p>Explains how the measurable learning outcomes lead to meeting the business or profession need</p>	<p>Understanding of goals, objectives and tactics not demonstrated</p> <p>Objectives production, deadline-focused, or based on tactics</p> <p>Objectives all output-based</p> <p>Learning outcomes are vague, generic and not aligned to specific assessments</p> <p>Objectives do not include preset targets to indicate success</p> <p>Objectives not realistic or achievable</p>	<p>Objectives not measureable</p> <p>Objectives do not focus on the identified goal(s) or business/profession need</p>	<p>No goals or objectives</p>

A Note on Communication Training and Education Objectives

Goals generally describe what you want to accomplish in a broad sense. Objectives clearly define the desired outcome, or what success will look like. Objectives should be related to the business or profession need and be measurable. More detail on communication goals and objectives can be found in the Division 1 Communication Management section of this document.

Learning outcomes generally state what a learner can demonstrate, represent, or produce based on the learning. They measure something that is useful, meaningful and relevant to the course and business or profession need. Assessment should link to learning outcomes and consist of multiple approaches for a full understanding of results.

SMART learning outcomes

There is considerable literature written supporting the use of the SMART formula for writing learning outcomes. The SMART formula is one way to determine whether the outcomes are sound, and while this process is not the only way to evaluate the strength of outcomes, it is a good guideline.

Specific:	States exactly what the learner should learn or be able to do after the training
Measurable:	Stated with a quantity and able to be measured
Achievable:	Something learners have a chance of completing or satisfying
Relevant:	Something useful or valuable that contributes to the business or profession
Time-framed:	Includes a time-frame or completion date

Assessments (specific instruments, tools, and metrics) measure learning outcomes.

Division 3 Communication Training and Education - The Work Plan

Section 4: Solution Overview

Why it's important: The solution offers insight into how you approached the training/education project. It should flow from the business or profession need, audience understanding, goals and objectives, learning outcomes, and relevant research. This section covers your approach and plan for the project including the tactical elements.

How to score: Look to see how the business or profession need, audience analysis and research informed the solution and seek to understand the planning of the communication training/education. The communication, methods, and materials to engage participants should be appropriate. A well-thought out project schedule and plan should be included. Assess how well the entrant demonstrates strategic thinking and problem-solving skills. Look for a discussion of the approach and process that is well thought out. It should be clear why particular tactics, media and distribution channels were chosen.

How effective is the education/training approach? To what extent does the entrant:

- A. Explain how the business or profession needs, audiences and objectives are aligned with the strategic and/or creative approach, methods, or materials?
- B. Demonstrate that the audience analysis was taken into account to engage learners or other audiences?
- C. Explain the approach to teaching materials and methods?

Section 4: Solution Overview

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Solution increases the highest level of professional standards of creativity, innovation or resource utilization</p> <p>Thorough explanation of potential for outstanding results</p> <p>An effective communication solution not heard of before</p>	<p>Unique and effective approach to meet business/profession need</p> <p>Explanation of potential for significant results</p> <p>Highly creative approach to methods, materials, or presentation</p> <p>Explanation of how scarce resources to produce significant results</p> <p>Explanation of how the solution is likely to deliver results for multiple business/profession needs</p> <p>Demonstrates innovative approach to collaboration or facilitation</p> <p>Addresses solutions for potential ethical issues</p>	<p>Thorough explanation of how solution links to business need, audiences, and objectives</p> <p>Sound explanation supporting choices, which may include evaluating other options Stakeholder input included</p> <p>Solution is highly likely to achieve stated objectives</p> <p>Explains appropriate rationale and strategic thinking</p> <p>Research results inform the solution</p> <p>Potential ethical issues identified</p>	<p>Describes how training plan developed</p> <p>Entrants role explained</p> <p>Solution aligned to the business or profession need, audiences, objectives, and learning outcomes</p> <p>Demonstrates collaboration with key stakeholders</p> <p>Solution aligned with business need and audience analysis</p> <p>Includes high-level tactical implementation plan</p>	<p>Solution doesn't address business or profession need</p> <p>Tactical plan sparse</p> <p>Solution not likely to meet stated objectives or learning outcomes</p> <p>Solution clearly inappropriate for business/profession need or audience</p>	<p>Doesn't explain what was done</p> <p>Tactical plan missing</p> <p>Entrant did not play a key role in the project</p> <p>Does not address obvious ethical issues</p>	<p>No explanation of solution</p>

Division 3 Communication Training and Education - The Work Plan

Section 5: Implementation and Challenges

Why it's important: Implementing a written strategic plan demonstrates necessary planning and project management skills required by professional communicators and educators. A professional demonstrates value to the organization by how well the project moves from plan approval to project completion. Budget management is a critical skill when implementing a plan. And, challenges such as tight deadlines, small budgets, stubborn decision makers and staff turnover often occur which when managed right show management capabilities. How well challenges are met speaks to a professional's skills and abilities.

How to score: Evaluate the entrant's discussion of the program implementation and any challenges faced. Look for how budget, time and other resources were used. While budget doesn't have to be detailed or stated as a specific monetary figure, there must be a discussion of how budget, time, labor and other resources were used. Resources should seem appropriate for the scope of the projects and size and type of organization. There should be evidence that resources were used wisely, regardless of how limited or generous. Take into account efforts to successfully manage challenges when scoring an entry. Entries are not scored down if there are no challenges. The entry should demonstrate collaboration with stakeholders.

How well was the plan managed through implementation? To what extent did the entrant:

- A. Demonstrate that time, money, labor, and other resources were used effectively?
- B. Outline any challenges faced and demonstrate that they were effectively managed?
- C. Demonstrate consultation with stakeholders?
- D. Provide evidence of direct involvement in the training/education?

Section 5: Implementation and Challenges

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>A truly unique and creative approach to implementing the solution and delivering outstanding results that raises the professional standard</p>	<p>An innovative solution to challenges result in exceeding objectives that demonstrate the impact of communication on the business</p> <p>Thorough explanation of an innovative way to consult with audience members resulting in exceeding objectives significantly</p> <p>A thorough explanation of how effective use of limited resource(s) resulting in project that meets implementation plan</p> <p>Clever approach to selling the project to achieve approval or support</p>	<p>Explains the effective use of budget – got a lot done with few resources</p> <p>Demonstrates collaboration with stakeholders</p> <p>Plan implemented under difficult deadlines</p> <p>Effectively manages challenges enabling meeting objectives</p> <p>Work achieved under tight deadlines or budgets</p>	<p>Project budget and resources described</p> <p>Effective and appropriate use of internal and external resources</p> <p>Objectives met within budget</p> <p>Implementation plan met or reasonable explanation provided</p>	<p>Resource description not complete, some resources not included</p> <p>Media, vehicles or channels don't suit audience</p> <p>Inappropriate use of resources</p> <p>Missed deadlines or budget exceeded without reasonable explanation</p>	<p>No budget or resource discussion</p> <p>Excessive use of resources without proper justification</p> <p>Work is clearly not worth the time, effort or money</p>	<p>No budget or implementation plan</p>

Division 3 Communication Training and Education - The Work Plan

Section 6: Measurement and Evaluation

Why it's important: Strategic planning and implementation is a vital business process. That's why it's critical to set measurable objectives and learning outcomes aligned with the business or profession needs and then to measure progress against them. When professionals can show management the value of their work in measurable terms, senior executives take notice, and the reputation of communication as a critical contributor to organization success increases. When learners can apply what they have learned it has the potential to enrich the communication profession, function or discipline.

In an academic environment, grades don't tell the whole outcome. Multiple assessments show a better picture than relying upon a single method. An explanation of direct and indirect assessment methods provides a more thorough evaluation.

How to score: The entrant should track progress against the stated objectives in Section 3 Goals and Objectives. Experienced entrants often report results against objectives in a table format by listing the original objectives, targets, and the outcome or output as results. Look for measurement of outputs (usually volume based) and outcomes (impacts audience awareness, opinion, behaviors or business goals). Measurement should be objective, clearly explained and appropriate for the training/education. The explanation of assessments to the preset learning outcomes and objectives should be thorough and convincing. The program must deliver meaningful, measurable results. If the entrant set inappropriate objectives in Section 3 of the work plan reflect that in your score and make a note in the feedback.

If evaluation plans are thoroughly outlined but haven't been carried out for a valid reason, the entrant should receive some credit.

How well were the objectives and learning outcomes met? To what extent did the entrant:

- A. Align measurement with valid objectives?
- B. Demonstrate outcome-based results that influence awareness, understanding, opinion, attitude, behaviors, business results, or application of learning?
- C. Measure achievement of learning outcomes/objectives?
- D. Provide a thorough evaluation that supports the results?
- E. Measure impact outside the classroom?

Section 6: Measurement and Evaluation

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Thorough and insightful explanation of measurement and evaluation that explains an outstanding positive impact this training/education had on the business/profession</p> <p>Truly unique example of measurement that raises the professional standard</p>	<p>Measurement encompasses multiple appropriate methodologies to thoroughly explain success</p> <p>Credible measurement of intangibles such as a reputation index or loyalty</p> <p>For academia -- measurement demonstrates significant impact outside the classroom</p>	<p>Results exceed objectives and have impact business/profession need positively</p> <p>Explains formal research conducted for measurement</p> <p>Multiple outcomes measured that influence progress toward goals</p> <p>Includes summary explanation of evaluation and how project helped the business/profession</p> <p>Demonstrates results presented to stakeholders</p> <p>Provides recommendations for improvement</p>	<p>Demonstrates alignment between measurement and preset objectives and learning outcomes</p> <p>Includes proof that objectives were met through assessment, measurement and evaluation</p> <p>Appropriate measurement methodology</p> <p>Includes an explanation of objectives or learning outcomes that weren't met</p>	<p>Results reported on only outputs</p> <p>Results measure only if tactic completed</p> <p>Results don't address business/profession need or relate to audience</p> <p>Results generalized, vague, or anecdotal</p> <p>Results not statistically valid</p> <p>Research methodology doesn't meet industry standards</p> <p>Conclusions drawn from measurement inaccurate</p> <p>No measure for every objective</p>	<p>Results not reported against stated objectives or learning outcomes</p> <p>Subjective results based on hearsay without documented evidence</p>	<p>No measurement or evaluation</p>

Division 3 Communication Training and Education - The Work Sample

The elements included should demonstrate skill in strategic course planning, method selection, material preparation, delivery, and other relevant implementation. The overall work sample should represent the learning plans along with the materials and methods used in the training and education. This could include a project plan, program description, learning plan, syllabus, presentations, interactive exercises, grading reports, rubrics, discussion approaches, assessments, post-event surveys, and other items.

Division 3 Communication Training and Education - The Work Sample

Section 7: Stakeholder Alignment and Influence

Why it's important: Connecting with an audience or learners in a meaningful and memorable way is an important competency in any communication work. Strategic planning is only part of this equation. Content, messages, vehicles, channels, presentation, materials, and methods must be aligned with audience needs and preferences to enable effective learning

How to score: Look for a match between the way the audience was described and the way the program was executed. If the audience needs were poorly identified, it is tough to score this section high. If the needs of the audience were poorly identified in the work plan, it will be tough to score well in this section. If the work sample doesn't lend itself to outstanding visuals or audio, look for creativity or resourcefulness in unusual approaches or innovative thinking.

How well does the work sample reflect the audience characteristics, needs and preferences? To what extent did the entrant:

- A. Demonstrate good choices of messages, mediums, media, channels, materials, and methodology that align with the audience analysis?
- B. Include messages that connect with and engage the audience?
- C. Utilize language and instruction level aligned to the audience analysis?

Section 7: Stakeholder Alignment and Influence

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Extraordinary example of connecting to audience in meaningful and memorable way that impacts the business positively</p> <p>Work sample elements set a new standard for profession</p>	<p>Smart thinking that shows the audience perspective</p> <p>Demonstrates creative thinking, imagination or an innovative approach certain to engage audience emotionally</p> <p>Innovative use of learning opportunities within training and education</p>	<p>Particularly good choices matching audience characteristics (language, font size, vehicle choice, channels)</p> <p>The materials in the work sample are highly likely to capture audience attention and engage them</p> <p>Sample aligns to audience research</p>	<p>Demonstrates choices appropriate to audiences (language, font size, vehicle choice, channels) and in a way likely to resonate</p> <p>Uses clear, consistent language.</p> <p>Reflects an understanding of audience characteristics and needs</p> <p>Communicates with sensitivity to cultural values and beliefs</p>	<p>Instructional method or materials are inappropriate for audience</p> <p>Work sample elements are bland and likely to get lost in clutter</p> <p>Messages and learning materials are not clear</p>	<p>Messages insult audience</p> <p>Material clearly insensitive to cultural values and beliefs</p>	<p>All work sample elements clearly not appropriate for audience as describe</p>

Division 3 Communication Training and Education - The Work Sample

Section 8: Alignment with Objectives and Strategy

Why it's important: Work samples must support the objectives and learning outcomes stated in the work plan to represent strategic execution. The execution should support the needs of the business or profession, connect with the audience, and deliver results. They should be clear and consistent in all elements of a communication training and education entry.

How to score: Look for choices in materials and methods that support the business need, objectives, and learning outcomes. It should be clear why methods and materials were used. The communication materials should be clear, consistent and address the training/education opportunity.

How well is the work sample aligned with the objectives stated in the work plan? To what extent did the entrant...

- A. Demonstrate evidence that the training/education is on strategy and is consistent with business needs?
- B. Provide clear, consistent work sample elements that are communicated in a powerful way?
- C. Reflect the objectives, learning outcomes and strategic thinking in the work sample?
- D. Provide clear evidence that the work sample has the desired effect on the audience and business or profession needs?

Section 8: Alignment with Objectives and Strategy

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>Extraordinary example of meeting business needs and stated objectives in meaningful and memorable way that impacts the business or profession positively</p> <p>Sets a new professional standard</p>	<p>Likely to significantly exceed stated objectives and learning outcomes based on work samples</p> <p>Creative elements of work sample strategically aligned to business need</p> <p>The work demonstrates complete alignment from business need, objectives, stakeholder analysis, and solution</p>	<p>Clearly explained how the materials and design elements are aligned to the organization and business or profession need</p> <p>Work sample likely to exceed stated objectives and drive business success</p> <p>The work clearly has the potential to make a big impact outside the classroom</p> <p>Work is clear, consistent and clever, communicating in a powerful, emotional way</p> <p>Sample fully explains and reflects the objectives and strategic thinking presented in the work plan</p>	<p>The work sample demonstrates the implementation of the plan</p> <p>Reflects the stated objectives and learning outcomes in the work plan</p> <p>Demonstrates choices that support the needs of the business/profession</p> <p>Deliberately targeted to close any gaps defined by research</p> <p>Include materials that show strategic alignment which may include program description, syllabus, or other.</p>	<p>Key messages not reflected in work sample elements</p> <p>Work is out of sync with the organization's brand or identity</p> <p>Messages aren't consistent</p> <p>Extra elements in the sample distract from the objectives</p>	<p>Sample doesn't show what was done</p> <p>Sample is incomplete, confusing, or poorly presented or explained</p>	<p>Sample will clearly not accomplish stated objectives</p>

Division 3 Communication Training and Education - The Work Sample

Section 9: Professional Execution

Why it's important: For communication training and education to have impact outside the classroom teaching excellence must exist. This excellence comes through planning courses, methods and materials based on the theories and practice of education. Paying attention to industry standards and keeping up with leading edge thinking, processes, and production demonstrates commitment to effective communication and training.

Creative thinking, imagination, and innovate approaches will cut through today's information overload and command audience attention.

How to score: Take note of new or different approaches to training and education. Methods should be appropriate to the teaching environment described. Look for professionalism in preparing materials including presentations, assessments, and others. The work sample should showcase good quality material. If the budget was small, look for the best job possible within that constraint. If the budget was generous, the production quality should reflect that. Watch for clear, consistent, and error-free writing. Look for clear writing and easy-to-follow structure, charts, graphs, illustrations and appropriate research methodology. Allow for cultural differences when evaluating work from different parts of the world.

How well does the work sample measure up to professional standards? To what extent did the entrant:

- A. Provide well-crafted work sample elements?
- B. Utilize engaging methods of instruction likely to increase learners' ability to learn, remember, and apply skills?
- C. Demonstrate high-quality writing and production of materials?
- D. Display a high level of teaching with likelihood of making an impact outside the classroom?
- E. Demonstrate consistency between what was presented in the work plan and what was delivered?

Section 9: Professional Execution

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
<p>An example that increases professional standards of communication training and education</p> <p>A truly novel and effective approach aligned to the business or profession needs, objectives, learning outcomes, <u>and</u> audiences</p>	<p>Thorough documentation that supports the description of the project in the work plan</p> <p>Clever, strategic work that's highly likely to increase learners' ability to learn, remember, and apply skills</p> <p>Work that is highly likely to result in major impact outside the classroom</p> <p>Stands out among others</p>	<p>Well-crafted lesson plans or presentations that lead directly to improved results</p> <p>High quality writing superior production values</p> <p>Thorough documentation supporting the training and education project</p> <p>Work that clearly explains the emotional connection made with the audience</p> <p>Professionally executed with scarce resources</p>	<p>Demonstrates methods of instruction likely to result in learning, remembering, and applying skills</p> <p>Methods selected appropriate to teaching environment</p> <p>Good production values appropriate to media and budget</p> <p>Professional standards of ethics and good taste</p> <p>Clear, consistent messages aligned with brand</p> <p>A fairly standard approach that is well executed</p>	<p>Selection of inappropriate methods of instruction</p> <p>Poorly crafter materials</p> <p>Dated approach for industry, geography, or media unless supported by strategy</p> <p>Poor technical production</p> <p>A few spelling, grammar or structure errors</p>	<p>An approach that clearly will not work</p> <p>Work insults the audience</p> <p>Multiple spelling, grammar or structure errors in materials</p>	<p>An approach that clearly will not work</p>

Division 3 Communication Training and Education

Section 10: Overall Quality

Why it's important: Entries receiving IABC awards signify strategic communication and the ability of communication to positively influence business results. Entries are evaluated by trained IABC members. Their ability to evaluate the entry properly is impacted by how well the entry is organized and written. To demonstrate planning and implementation abilities there must be alignment between the work plan and work sample and the entrant should apply research and analytical thinking to the execution of the strategy. The work plan describes the context, challenges and solution for the communication opportunity. The work sample should demonstrate strategic execution.

How to score: This is where IABC awards differ from advertising or graphic design competitions. Look for a strong connection between the work plan and sample. The sample must be strategic, not just look great. The work sample should represent all or most of the elements referred to in the work plan. It should be a logical, detailed presentation of the work plan. If the work sample includes a dramatically long work sample element that attempts to show the entire project, it may overwhelm you – mention this in the feedback.

Given the interdependence among all sections, to what degree is the entry a strong blueprint for strategic communication training and education? To what extent does the entrant:

- A. Provide a well-written and produced entry that's easy to understand?
- B. provide a representative sample of all the elements described in the work plan?
- C. Demonstrate strategic and creative thinking that reflects the audience and business or profession needs?
- D. Demonstrate the ability of training/education to serve as a foundation for communication and to influence valid business results?

7 Insightful, outstanding results	6 Innovative, significant results	5 Aligned, meaningful results	4 Professionally competent execution and results	3 Less than satisfactory, several key elements missing	2 Inadequate, significant elements missing	1 Poor, wrong
Demonstrates an outstanding example of a unique, innovative and highly effective approach to communication with a thorough explanation of how it delivers outstanding results	<p>Thorough explanation of what was done</p> <p>Demonstrates excellence in execution</p> <p>Explains significant business results clearly conveying the success of the training/education project</p> <p>Highly innovative approach</p>	<p>Comprehensive and representative sample reflecting the work plan</p> <p>Demonstrates and explains a meaningful result</p>	<p>Work samples match description in work plan</p> <p>Clearly shows what was done for the project</p> <p>Provides evidence of attention to delivering tactical elements of the plan</p> <p>Contributes to overall quality of entry</p>	<p>Work sample doesn't match the plan</p> <p>Work sample elements are extremely long showing entire project rather than representing the project</p> <p>Work plan doesn't follow IABC format</p>	The work sample is significantly different from the work plan	No work sample included.