

9 - Attention to Communication - Ensuring that information is passed on to others who should be kept informed.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> Keeps only key individuals involved in a project or effort informed Ensures that most information from his/her management is shared with others Shares information with others who ask for it Uses only one channel or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Tries to keep his/her manager informed about progress and problems Ensures that information is distributed 	<ul style="list-style-type: none"> Ensures that others involved in a project or effort are kept informed about developments and plans Ensures that important information from his/her management is shared with others as appropriate in his/her organizational unit Shares ideas and information with others who might find them useful Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Keeps his/her manager informed about progress and problems; avoids surprises Ensures that regular, consistent communication takes place 	<ul style="list-style-type: none"> Ensures everyone involved in a project or effort are kept informed on a regular basis about any developments and plans Is careful to ensure that every piece of important information from his/her management is shared with others on a timely basis as appropriate in his/her organizational unit Shares all ideas and information with others on a timely basis who request or might find them useful Uses multiple channels or means to communicate important messages, but always ensures most appropriate one is used for the situation (e.g., memos, newsletters, meetings, electronic mail) Proactive in keeping his/her manager informed on a regular basis about progress and problems; avoids surprises Ensures that regular, consistent, and effective communication takes place
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> Keeps only key individuals involved in a project or effort informed Ensures that most information from his/her management is shared with direct reports Shares information with others who ask for it Uses only one channel or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Tries to keep his/her manager informed about progress and problems Ensures that information is distributed 	<ul style="list-style-type: none"> Ensures that others involved in a project or effort are kept informed about developments and plans Ensures that important information from his/her management is shared with direct reports and others as appropriate in his/her organizational unit Shares ideas and information with others who might find them useful Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Keeps his/her manager informed about progress and problems; avoids surprises Ensures that regular, consistent communication takes place 	<ul style="list-style-type: none"> Ensures everyone involved in a project or effort are kept informed on a regular basis about any developments and plans Is careful to ensure that every piece of important information from his/her management is shared with direct reports and others on a timely basis as appropriate in his/her organizational unit Shares all ideas and information on a timely basis with others who request or might find them useful Uses multiple channels or means to communicate important messages, but always ensures most appropriate one is used for the situation (e.g., memos, newsletters, meetings, electronic mail) Proactive in keeping his/her manager informed on a regular basis about progress and problems; avoids surprises Ensures that regular, consistent, and effective communication takes place

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Director/ Executive	<ul style="list-style-type: none"> • Ensures that others involved in a project or effort are kept informed about developments and plans • Ensures that important information from his/her management is shared with direct reports and others as appropriate in his/her organizational unit • Shares ideas and information with others who might find them useful • Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) • Keeps his/her superior informed about progress and problems; avoids surprises • Ensures that regular, consistent communication takes place 	<ul style="list-style-type: none"> • Ensures everyone involved in a project or effort are kept informed on a regular basis about any developments and plans • Is careful to ensure that every piece of important information from his/her management is shared with direct reports and others on a timely basis as appropriate in his/her organizational unit • Shares all ideas and information on a timely basis with others who request or might find them useful • Uses multiple channels or means to communicate important messages, but always ensures most appropriate one is used for the situation (e.g., memos, newsletters, meetings, electronic mail) • Proactive in keeping his/her superior informed on a regular basis about progress and problems; avoids surprises • Ensures that regular, consistent, and effective communication takes place 	<ul style="list-style-type: none"> • Keeps the organization focused on consistently ensuring everyone involved in a project or effort are kept informed about any developments and plans • Is a role model for being careful to ensure that every piece of important information from his/her management is shared with direct reports and others on a timely basis as appropriate in his/her organizational unit • Leads by example by consistently sharing all ideas and information on a timely basis with others who request or might find them useful • Encourages other leaders and promotes the effective use of the most appropriate channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) • Coaches others to consistently keeps his/her superiors informed about progress and problems; avoids surprises • Helps the organization to ensure that regular, consistent, and effective communication takes place