

Spokesperson

FF04 Marketing, communication and content · ISCO-08 2432 · CBS 0311 Marketing, public relations, and sales consultants · seniority senior · Also known as: Press Officer, Media Spokesperson

Speaks to the press on behalf of the organisation or its executives, prepares press lines and manages perception around sensitive topics.

The spokesperson works close to the board and is often the only external face during incidents, political sensitivities and public debate. Unlike the communications adviser, this role is the speaker and must decide under time pressure what is said and what is not. Selection stalls on eloquence as a criterion, while the differentiator is calm under pressure, factual precision and willingness to tell an executive that a desired message will not hold.

Key figures for this profile

22 skills · 5 competencies to measure · 3 knockout skills · centre of gravity: Communication and influence 47%, Business operations, commerce and entrepreneurship 17%, Collaboration and interpersonal effectiveness 12%

1 Competencies to measure

These are the behavioural and ability constructs in this profile. Each one shows which hrmforce questionnaire measures it.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
Stress tolerance Competency (50-framework): Stress resilience	■■■■■ N5	Big Fifty, 15PF, Mental Resilience (4C)	Personality questionnaire	Keeps the organisation workable in crises, takes decisions under high uncertainty and sets the standard for composed action under pressure.

Competencies to measure	Target level	hrmforce instrument	Assessment method	Behavioural anchor at target level
external awareness Competency (50-framework): Environmental Awareness	 N4	Big Fifty, Competency Check	Structured interview	Follows sources outside the organisation systematically and uses those signals when adjusting working methods within the team.
Creative thinking Competency (50-framework): Creativity	 N5	Big Fifty, Competency Check	Personality questionnaire	Breaks through common assumptions in the field, brings in renewing solution directions and gives others room to experiment.
integrity and dependability Competency (50-framework): Integrity	 N5	Big Fifty (Integrity Scale), 360 Feedback, Structured interview	Personality questionnaire	Sets the organisation's integrity standards, enforces them also with influential parties and explains the resulting choices publicly.
Flexibility Competency (50-framework): Flexibility	 N4	Big Fifty, 15PF, Competency Check	Personality questionnaire	Revises the approach independently when the request changes, keeps stakeholders informed and still delivers the result within the boundaries.

2 Full skill profile

Every skill in this profile, sorted by weight. The behavioural anchor under each skill belongs to the target level.

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Written expression Draws up the writing guide and house style for the organisation, approves publications on content and develops the writing skill of teams.	■■■■■ N5	5	yes	Work sample test	Work sample test, Competency Check
V	Media relations and spokespersonship Acts as lead spokesperson during a crisis, sets the communication line with the board and restores trust with press and public.	■■■■■ N5	5	yes	Simulation	Work sample test, Competency Check
V	Content creation for target audiences Sets the content strategy and brand guidelines, allocates resources across channels and accounts for results to the executive team.	■■■■■ N5	5	yes	Portfolio or evidence	Portfolio, Work sample test
G	Stress tolerance Keeps the organisation workable in crises, takes decisions under high uncertainty and sets the standard for composed action under pressure.	■■■■■ N5	5	no	Personality questionnaire	Big Fifty, 15PF, Mental Resilience (4C)

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
V	Stakeholder management Assesses influence and interest per party, chooses a fitting form of contact and discusses conflicting wishes before a decision is taken.	 N4	5	no	Assessment centre	Competency Check, 360 Feedback
G	external awareness Follows sources outside the organisation systematically and uses those signals when adjusting working methods within the team.	 N4	5	no	Structured interview	Big Fifty, Competency Check
G	Creative thinking Breaks through common assumptions in the field, brings in renewing solution directions and gives others room to experiment.	 N5	4	no	Personality questionnaire	Big Fifty, Competency Check
V	Editing and plain language Introduces an organisation wide plain language approach, measures readability of core products and adjusts standards based on user testing.	 N5	4	no	Work sample test	Work sample test
V	Storytelling Develops the story of the organisation, has it recur across all channels and teaches managers to tell it themselves.	 N5	4	no	Simulation	Work sample test, Competency Check

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
G	integrity and dependability Sets the organisation's integrity standards, enforces them also with influential parties and explains the resulting choices publicly.	 N5	4	no	Personality questionnaire	Big Fifty (Integrity Scale), 360 Feedback, Structured interview
V	Customer segmentation and targeting Builds a segmentation from customer data and behaviour and explains the need and the value for each segment.	 N4	4	no	Work sample test	Work sample test
V	Applying brand positioning and visual identity Tests publications from team and suppliers against the brand principles and corrects deviations with an explanation.	 N4	4	no	Portfolio or evidence	Work sample test, Portfolio
V	Idea generation Leads an idea session for the team with a suitable format, collects dozens of ideas and groups them by theme.	 N4	3	no	Work sample test	Competency Check, Work sample test
V	Visual communication and data storytelling Chooses a fitting chart type per message, removes unnecessary styling and writes the conclusion above the figure.	 N4	3	no	Work sample test	Work sample test, Portfolio

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
T	Social media communication Manages a channel independently, replies to questions within an hour and uses statistics to choose posting moments.	 N4	3	no	Work sample test	Work sample test, Portfolio
V	Prompting and task delegation to AI Splits a work task into steps, decides which step AI does and which not and improves the instruction based on outcomes.	 N4	3	no	Work sample test	Work sample test, Portfolio
G	Flexibility Revises the approach independently when the request changes, keeps stakeholders informed and still delivers the result within the boundaries.	 N4	2	no	Personality questionnaire	Big Fifty, 15PF, Competency Check
V	Internal and change communication Creates a communication plan for a team change, chooses channel and timing per group and organises room for questions.	 N3	2	no	Portfolio or evidence	Competency Check, Pulse Survey
V	Marketing strategy Carries out parts of an existing marketing plan and reports for each action what it delivered.	 N2	2	no	Work sample test	Knowledge test (client-specific), Work sample test
V	Content marketing Publishes supplied posts according to the content calendar and checks language, imagery and links before publication.	 N2	2	no	Portfolio or evidence	Work sample test, Portfolio

T	Skill	Target level	Weight	Knockout	Assessment method	hrmforce instrument
K	GDPR and privacy in practice Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	 N3	1	no	Knowledge test	Knowledge test (client-specific)
V	Marketing analytics and attribution Pulls the standard reports from the analytics tool and puts the key figures into the weekly overview.	 N1	1	no	Work sample test	Work sample test, Knowledge test (client-specific)

3 Levels per seniority

The same profile with the job family seniority adjustment applied. Target levels are clamped to 1 to 5.

Skill	senior	lead
Written expression	N5	N5
Media relations and spokespersonship	N5	N5
Content creation for target audiences	N5	N5
Stress tolerance	N5	N5
Stakeholder management	N4	N4
external awareness	N4	N4
Creative thinking	N5	N5
Editing and plain language	N5	N5
Storytelling	N5	N5
integrity and dependability	N5	N5
Customer segmentation and targeting	N4	N4
Applying brand positioning and visual identity	N4	N4
Idea generation	N4	N4
Visual communication and data storytelling	N4	N4
Social media communication	N4	N4
Prompting and task delegation to AI	N4	N4
Flexibility	N4	N4
Internal and change communication	N3	N3
Marketing strategy	N2	N2
Content marketing	N2	N2
GDPR and privacy in practice	N3	N3
Marketing analytics and attribution	N1	N1

4 The proficiency scale

Level	Label	Autonomy	Complexity	Scope	Depth of knowledge
N1	Guided	works under supervision and follows instruction	routine, one variable at a time	own task	basic understanding of terminology
N2	Applying	works independently within set frameworks	familiar situations with limited variation	own role	working knowledge, applies standard approach
N3	Proficient	sets own approach and seeks input proactively	several variables, some ambiguity	own team or process	thorough knowledge, weighs alternatives
N4	Advanced	directs others and decides on the approach	complex, with conflicting interests	several teams or a department	in-depth knowledge, advises others
N5	Leading	sets the standard and the policy	strategic, under high uncertainty	organisation, value chain or profession	authority, advances the profession

5 Behavioural anchors per skill

Anchors sit at N1, N3 and N5. N2 and N4 are deliberately not anchored: raters interpolate between them, following the O*NET convention.

Skill	N1	N3	N5
Written expression Putting thoughts into correct and readable text with a logical paragraph structure, fitting tone and word choice suited to the reader.	Writes short messages and reports free of language errors after using a checking tool and a review round by a colleague.	Independently writes texts with opening, core and closing, chooses a tone per audience and applies fixed terms consistently.	Draws up the writing guide and house style for the organisation, approves publications on content and develops the writing skill of teams.
Media relations and spokespersonship Speaking to journalists on behalf of the organisation, holding key messages under pressure and judging the reputational consequences of statements.	Refers press questions to the spokesperson, records the question and uses only factual information that has been released.	Gives an interview about own dossier independently, holds to three key messages and corrects incorrect assumptions immediately.	Acts as lead spokesperson during a crisis, sets the communication line with the board and restores trust with press and public.

Skill	N1	N3	N5
Content creation for target audiences Creating text, image and video for a defined audience and channel, with a message that prompts reading, viewing or action.	Creates a post following an existing format, selects a fitting photo and checks rights and accessibility.	Determines message, form and channel per audience, produces the content and improves it based on reach figures.	Sets the content strategy and brand guidelines, allocates resources across channels and accounts for results to the executive team.
Stress tolerance Keeps delivering work of the same quality under time pressure, opposition or unexpected turns and maintains a businesslike tone with others.	Keeps working on the current task as pressure rises and asks the supervisor which task can wait.	Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk.	Keeps the organisation workable in crises, takes decisions under high uncertainty and sets the standard for composed action under pressure.
Stakeholder management Mapping who has an interest in an initiative and maintaining contact with those parties so that decisions keep their support.	Maintains a list of those involved and informs them about progress according to the agreed rhythm.	Assesses influence and interest per party, chooses a fitting form of contact and discusses conflicting wishes before a decision is taken.	Maintains a network reaching governance and political bodies, connects parties with differing interests and safeguards the position of the organisation.
external awareness Following developments among clients, in the market, in technology and in regulation and naming their consequences for own work and the organisation.	Reads the information provided about clients and rules and names what this means for own tasks.	Follows sources outside the organisation systematically and uses those signals when adjusting working methods within the team.	Translates societal and market developments into strategic choices and positions the organisation with relevant external parties in good time.
Creative thinking Looks at an issue from unusual angles, combines existing elements in a new way and comes up with own ideas.	Contributes an own idea in a meeting for a small improvement within the own task.	Puts several unusual solution directions side by side for a stuck problem and works out the most promising direction further.	Breaks through common assumptions in the field, brings in renewing solution directions and gives others room to experiment.
Editing and plain language Shortening, reordering and rewriting existing texts in plainer language without losing content, nuance or legal meaning.	Removes redundant words and repetitions from a text and corrects spelling according to a given checklist.	Rewrites a formal letter to plain language level B1 and explains to the author which choices were made.	Introduces an organisation wide plain language approach, measures readability of core products and adjusts standards based on user testing.

Skill	N1	N3	N5
Storytelling Bringing a message in narrative form with characters, tension and a core point, so that the listener remembers and retells the content.	Uses an example from practice to make a figure or a rule understandable for colleagues in the team.	Builds a story with starting situation, turning point and outcome around a client case and links it to the message.	Develops the story of the organisation, has it recur across all channels and teaches managers to tell it themselves.
Integrity and dependability Acting in line with applicable standards and agreements, also without supervision, and being transparent about own interests, mistakes and doubtful cases.	Keeps to agreements and rules of conduct made and reports an own mistake to the manager.	Reports a possible conflict of interest on own initiative and asks for review before a decision is taken.	Sets the organisation's integrity standards, enforces them also with influential parties and explains the resulting choices publicly.
Customer segmentation and targeting Divides customers and prospects into groups with comparable needs and value and chooses which groups the organisation will target.	Assigns customers to existing segments using recorded characteristics and reports doubtful cases.	Builds a segmentation from customer data and behaviour and explains the need and the value for each segment.	Establishes the segmentation model for the organisation, links it to offering and channels and revises it when markets shift.
Applying brand positioning and visual identity Determines or safeguards what the brand stands for and ensures that language, imagery and behaviour in communications match it.	Uses the prescribed logos, colours and templates and checks with others when in doubt about a publication.	Tests publications from team and suppliers against the brand principles and corrects deviations with an explanation.	Recalibrates the brand positioning of the organisation and sets the guidelines all publications must meet.
Idea generation Produces many and varied ideas in a short time, alone or with a group, and keeps generating separate from judging.	Delivers several suggestions in an idea round without rejecting or judging them straight away.	Leads an idea session for the team with a suitable format, collects dozens of ideas and groups them by theme.	Sets up idea processes organisation wide, involves customers and partners in them and keeps ideas findable and reusable.

Skill	N1	N3	N5
Visual communication and data storytelling Presenting figures and processes in charts, graphs and diagrams that support the message and lead the reader to the correct conclusion.	Creates a chart in an existing template, adds a title and names the unit shown on the axis.	Chooses a fitting chart type per message, removes unnecessary styling and writes the conclusion above the figure.	Sets guidelines for visualisation and dashboard use across the organisation and judges whether displayed figures represent reality fairly.
Social media communication Managing business accounts on social networks, publishing posts and responding to reactions within the rules of the organisation and the platform.	Publishes approved posts with the correct tags and reports negative reactions to the administrator of the account.	Manages a channel independently, replies to questions within an hour and uses statistics to choose posting moments.	Sets policy for conduct on social networks, arranges monitoring and leads the response when a public row emerges.
Prompting and task delegation to AI Divides work between person and AI system, formulates task, context and required output format and adjusts based on the output.	Gives an AI tool a single task with a clear question and required format and uses the result after checking it.	Splits a work task into steps, decides which step AI does and which not and improves the instruction based on outcomes.	Develops organisation wide practices for dividing tasks with AI and trains others in effective and responsible instruction giving.
Flexibility Adjusts working method, planning and behaviour when the situation or the request changes, while keeping the agreed result intact.	Switches to a different task as soon as the supervisor asks and leaves the work in hand in an orderly state.	Revises the approach independently when the request changes, keeps stakeholders informed and still delivers the result within the boundaries.	Builds processes and organisational forms that adapt quickly to new circumstances and decides when the overall course changes.
Internal and change communication Informing and involving colleagues across the organisation through internal channels so that they know what is changing and what is expected of them.	Posts supplied messages on the intranet and checks whether the target group has seen the message.	Creates a communication plan for a team change, chooses channel and timing per group and organises room for questions.	Sets the communication strategy for a reorganisation, aligns with board and works council and measures the effect on trust and behaviour.

Skill	N1	N3	N5
Marketing strategy Chooses target groups, message, channels and budget for a period and links those choices to goals for awareness, leads and revenue.	Carries out parts of an existing marketing plan and reports for each action what it delivered.	Draws up a marketing plan for a service or market with goals, channel choice and budget and adjusts it on results.	Determines the marketing strategy of the organisation, allocates the budget across channels and accounts for the return to the board.
Content marketing Devises, creates and schedules text, images and video for the channels of the organisation so the target group is reached and engaged.	Publishes supplied posts according to the content calendar and checks language, imagery and links before publication.	Creates an own content calendar per target group, writes the texts and steers on reach and engagement.	Determines the content policy and brand voice of the organisation and decides on the use of editors, agency and channels.
GDPR and privacy in practice Knows privacy legislation requirements for own work, which legal basis and retention period apply and recognises when notification is required.	Processes personal data only according to the applicable work instruction and refers doubtful cases to the privacy officer.	Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.	Sets privacy policy, decides on high risk processing operations and represents the organisation towards the supervisory authority.
Marketing analytics and attribution Measures the effect of marketing efforts with dashboards and models and attributes revenue and leads to channels and campaigns.	Pulls the standard reports from the analytics tool and puts the key figures into the weekly overview.	Builds a dashboard per channel, checks the measurement setup and explains which campaign delivered which result.	Chooses the attribution model for the organisation, weighs its limitations and steers budget allocation on the outcomes.

6 Assessment methods and validity

The validities are the corrected meta-analytic estimates from Sackett, Zhang, Berry and Lievens (2022) in the Journal of Applied Psychology, which replace the older Schmidt and Hunter (1998) figures. The spread matters as much as the mean: with a high SD, validity varies strongly by context.

Assessment method	rho	SD	What it is
Work sample test	0.33	0.09	The candidate performs a representative work sample under standardised conditions.
Simulation	-	-	Simulated work situation, usually digital, with standardised scoring.
Portfolio or evidence	-	-	A collection of prior work or results, assessed against fixed criteria.
Personality questionnaire	0.40	0.15	Self-report of behavioural preferences. At hrnforce the Big Fifty and the 15PF.
Assessment centre	0.29	0.09	Multiple exercises, multiple assessors, dimension-wise scoring.
Structured interview	0.42	0.19	Behaviour-based interview with fixed questions and a rating scale per question.
Knowledge test	0.40	0.13	Test of declarative job knowledge, usually assembled per client.

7 Assessment instruments for this job

hrnforce instrument	Skills	What it measures
Work sample test	14	Representative work sample under standardized conditions
Competency Check	9	Behavioral-Level Competency Assessment
Portfolio	6	Evaluation of prior work against fixed criteria
Big Fifty	4	Personality questionnaire, 150 items, 25 factors
Knowledge test (client-specific)	3	Professional knowledge test, customized for each client
15PF	2	Personality Profile, a shorter alternative to the Big Fifty
360 Feedback	2	Multiple assessments based on behavioral anchors
Mental Resilience (4C)	1	Mental Resilience According to the 4C Model
Big Fifty (Integrity Scale)	1	

hrmforce instrument	Skills	What it measures
Structured interview	1	Behavioral interview with a fixed structure
Pulse Survey	1	Periodic measurement at the team and organizational levels

8 How to use this profile

1. Agree the profile with the hiring manager before the first candidate is measured. Weights shifted afterwards make the outcome indefensible.
2. Choose the assessment method per skill from the Assessment method column. Combine at most three methods per candidate.
3. Calibrate the assessors in a two-hour session using the anchors in chapter 5. Anchors without rater training deliver little.
4. Fill in the match calculator and discuss the gaps in the development conversation. Type A and type G are selection criteria, not one-quarter development goals.

Source: hrmforce Skills Framework 2.0, version 2.0.0, built 2026-09-08. Crosswalks to ESCO v1.2.1, O*NET 31.0, Lightcast Open Skills, SFIA 9, DigComp 3.0, EntreComp, LifeComp, GreenComp, AILit, WEF Future of Jobs 2025, ISCO-08 and the Dutch CBS occupational classification BRC 2014 edition 2025. This profile is a starting point, not a standard: align it with your own organisation before selecting on it.

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