GOVERNMENT RELATIONS : CORE COMPETENCIES
WITH A REFERENCE TO THE U.S.A

DIRECT LOBBYING

A. Legal/Regulatory/Ethical

- **Reporting Requirements** (Congress-based and IRS- state & local regulatory bodies) (Learn when it's time to file; what to file (forms); where to file, who is required to file).
- **Legislative/Regulatory Procedures** (what laws apply to these procedures; how to effectively obtain results; understanding parliamentary procedure).
- **Understanding the Administration Procedures Act/Role of OMB in the Regulatory Process** (understanding the rule making process; understanding the role of OMB).
- **Executive Branch Lobbying** (effectively obtaining results for Executive branch lobbying; learn what an Executive order is; learn if you need to register).

B. Advocacy/Communication/Persuasion

- **Ability to distil complex issues into concise talking points, and succinctly convey impacts on members and constituents** (learn what to say and how to say it; learn who in association would best present your objectives; learn to work with your PR Department to fine-tune your message).
- **Understanding techniques of persuasion -writing and speaking** (learn how to properly speak in public; understanding how to capture and maintain audience).
- **The importance of the legislative staff- not just legislators** (learn who talk to and how to speak to them; understanding the difference between an AA, LD, LC etc.; know how to build relationships and when to deal with personal versus committee staff; know that timing is everything).
- **Using PR shop effectively** (learn to work with your PR Department for a common goal; media training; using PR to frame the issue).

C. Process/Trade Craft/Research

- **How to Elect Friendly Legislators** (understanding what to look for in a "friendly legislator"; learn how to encourage that person to run).
- **How to effectively lobby a legislator- what makes a difference to them** (learn what to say, how to say it; learn what separates you from other lobbyists; learn how to articulate the truth and never "fudge").

- **Nurturing potential candidates** (understanding how to foster a good candidate's campaign, feeding candidates information, participating in a legislative advisory committee).
- **Knowledge of the political decision making process; legislative/regulatory processes** (learn what your goals are and how to achieve them under the lobbying rules; understanding how a bill becomes law; understanding the committee referral structure; understanding the role of the rules committee).
- **Willingness to learn underlying issues or problems and ability to develop creative alternatives**
- **People, Politics, Policy**
- **Lobbying in the District- don't forget about back home** (how to stay connected to the local scene while in Washington; learn how to use your grassroots; learn how to set-up a plant tour).
- **How to Follow Up** (learn the appropriate gesture in which to make sure your message was heard and understood; learn who among legislative staff will work your message).
- **Networking "Closing the Sale"** (understand how to work with people such as both parties reach a consensus and obtain what they desired).
- **Researching the political environment- "why a legislator is acting a certain way"** (learn where to go to understand why a legislator is voting in a certain way; learn the politics of why a member supports your cause or is not supporting your cause).
- **Coalitions** (learn how to build a coalition for your message; understand how to work with that coalition; types of coalitions; identify existing coalitions and find new ones; defining what you want the coalition to accomplish; identify potential allies (both within and outside the coalition); establishing a steering committee and determining its composition, future of your coalition).

D. Technology

- **Using Technology to your Advantage** (learn how to get the best from your technology; learn the difference between telephone and internet technology; learn how to effectively use internet technology).

GRASSROOTS

A. Legal/Regulatory/Ethical

- **Understanding laws, regulations, ethics of grassroots communication** (learn what laws apply to grassroots efforts; understanding the limitations on 501 (c) 3 grassroots efforts; what the IRS consider grassroots communications).

B. Advocacy/Communication/Persuasion

- **Motivating volunteers -Organizing, Recruiting & Retaining Grassroots Members** (understanding how to motivate your volunteers such as they are eager to work on your behalf; creating communication vehicles to keep your grassroots informed; recognition is a big part of a successful grassroots program).
- **How to use your grassroots to effectively support the work of your lobbyists** (learn when to use grassroots; making effective lobbying visit with lobbyist and constituent member).

- **Meeting the legislator** (learn how to effectively communicate with legislator; learn how to ask for support; don't forget the follow-up; learn about them prior to the meeting).
- **Media -issue advertising, paid advertising, Op-eds, letters-to-the editors** (learn how to get the most out of the media; learn how to mount an effective media campaign for your issues; learn the ingredients of Op-Ed pieces that get the attention; learn what NOT to include in an Op-Ed piece; learn who to approach with your Op-Ed piece; learn when is the best time to pitch your Op-Ed piece).
- **Site visits- getting press** (learn how to get the proper media to attend your event; understanding how to mobilize the media to get them on your side; learn how to set up a press event).
- **Legislative Fly-in programs** (how to make the most of your Washington DC fly-in program; learn what key ingredients make up a successful fly-in program educational: issue briefing, lobby visits, scorecards, capture info from legislative visits).
- **Learn how to set up a press event**. (understanding why the legislative process is important to you and your association; learn how to mobilize the troops to get them to vote).

C. Process/Trade Craft/Research

- **Key Contact vs. Broad Base vs. Grassroots- What's it all mean?** (learn about grasstop campaigns; learn the difference between a key contact and a broad base grassroots network; when to engage the key contact vs broad base grassroots members).
- **Tracking contacts and other Follow-up/Housekeeping Chores, and Identifying whom is most interested and/or affected by a given issue**. (learn what types of computer tracking system is needed to keep your records current; learn to identify your members as activists; learn how to conduct issue surveys).
- **Outsourcing Grassroots: Low, Moderate Cost, Fire Torpedoes** (learn what types of computer tracking system is needed to keep your records current; learn how to utilize resources; use of the Internet; telephony systems; when to hire a firm to help conduct grassroots efforts).
- **How to develop an effective grassroots network in your organization** (learn how to gain support from senior management; learn to persuade the volunteer army to champion your cause; getting the best from the top volunteers and paid staff).
- **Distinguishing grassroots from Astroturf**
- **Follow-up- getting your members' message to the Hill/agencies and back to your volunteers** (learn how to set up a communication vehicle to keep members apprised of issues; learn how to set up an Advocacy Center to keep your members send their message to legislators).
- **How to effectively coordinate "behind the scenes", and allow others to be in the limelight (**learn when to share the limelight, incorporating volunteers into this arena).
- **How to "humanize issues; bring the issues home, boil it down** (learn how and when to "humanize" issue; understand how to frame an issue; what is it about your issue that sells).
- **Communicating with grassroots; persuasive writing and persuasive speaking** (learn how and when to "humanize" issue; learn how to write grassroots communications, learn how to deliver your message effectively to Capitol Hill; setting up appropriate communications vehicle).

- **Benchmarking-measuring your success** (understand the standards by which to gauge your success; learn to analyze existing grassroots programs to determine the need for outcomes measurement; implement a grassroots campaign that will be quantifiable; access resources that assist in developing a grassroots outcomes measurement system; select the appropriate option for measuring grassroots success; implement a comprehensive program to measure the effectiveness of grassroots campaigns).

D. Technology

- **Database management -fax, mail, e-mail** (learn how to do it and make the most of it ; what's the most effective).
- **Motivating volunteers -Organizing, Recruiting & Retaining Grassroots Members Mobilization** (learn how to mobilize your volunteers to make the most of your program; cultivate powerful grassroots; develop an ongoing grassroots program to achieve your legislative objectives; motivate your members to be more politically involved).
- **Tracking Contacts and Other Follow-up/Housekeeping Chores, and identifying whom is interested and/or affected by a given issue** (learn the best way to keep track of your network in an ever changing environment; learn how to survey your membership to set legislative priorities).
- **How to develop an effective grassroots network in your organization** (learn the mechanics to a successful network; getting a commitment from the volunteer; how to cultivate your volunteers for the long haul).
- **Speaking out in the Internet Age** (how you can get your message across the Computer Superhighway; learn what types of actions are most effective; registering your issues with search engines).

FUNDRAISING & EFFECTIVELY MANAGING MONEY

A. Legal/Regulatory/Ethical

- **Raising Money for "Emergency Campaigns" on your issues** (learn effective ways to raise money whether it be for one year or multi-year campaigns; learn the legal requirements and be able to adhere to them).
- **FEC Compliance: From Soup to Nuts** (learn the FEC requirements; when and where to file).
- **How to manage an Effective PAC** (learn how to effectively manage and get out the most of your PAC; when is the best time to give to candidates).
- **Federal election/campaign law** (learn and understand the rules and regulations).
- **How to start a PAC** (learn the rules of distinction and how they are affected by the tax code; setting goals for the PAC; understand the importance of bylaws).
- **Legal funds** (learn what circumstances in which to create a legal fund; understanding how they differ from other GR funds).

B. Advocacy/Communication/Persuasion

- **Convey a compelling message to motivate people to act** (learn how to frame the issue; preparing talking points; preparing letters including these points; personalize the communication).
- **Effect of Online Communication** (what technology is being used effectively today; how the Internet is being used to raise money; how to use push technology to get your message to your members).
- **Finding the right person to ask the right question** (how to identify a volunteer to lead your fundraising efforts; how well the message is suited to the speaker; using committee members to raise funds).
- **How a small association can play the money game** (using the Internet to raise money when you don't have the stock; setting priorities for your PAC dollars).
- **State vs. National- you must continue to give at both levels** (recognizing that most federal legislators come through the state houses; learn why it is important to have a presence at both the state and federal level; learn how a state official can help you on a federal issue).
- **Fundraising to support government relations activities** (learn the importance of a PAC relative to your overall Government Relations Program; creating government relations education funds).
- **Public Relations for PACs** (using PR to promote your PAC membership; how to report of the PAC through different communications vehicles).

C. Process/Trade Craft/Research

- **Telemarketing- using outside resources** (learn when to use an outside resource; understanding the purpose of outside telemarketers; learn the costs of using outside telemarketers; understand the goal of using telemarketing).
- **PAC Event Success Stories: How to use PAC Funds effectively** (how to host an event; understand the role of a steering committee; understand the role of the host committee; learn how to put on an event in a cost-effective manner).
- **Making your PAC Dollars Go Further: How to distribute your dollars effectively** (learn how to prioritize your distribution by using a pre-set list of guidelines and criteria; understand that you cannot give to all; learn what members are important to your issues).
- **Working with state/local chapters and affiliates** (learn how to find ways in which your local chapters can help raise money for your national campaign; understanding the procedures for successful transfer of funds; get ideas on recognizing your contributions at all levels).
- **Effective fundraising events- getting your members to give.** (learn what events to use (e.g. raffles, golf tournaments etc); understand the importance of making giving "fun"; create levels to help you in fundraising efforts).

D. Technology

- **Database management: FEC reporting from your computer** (understanding and using software to your advantage; using computer software to file your FEC reports).

COMMUNICATIONS

A. Legal/Regulatory/Ethical

- **Legislative Drafting/Regulatory Comment Writing** (understand the basic principles of researching and drafting legislation; understand the rulemaking process for Federal regulatory agencies).

B. **Advocacy/Communication/Persuasion**

- **Postcards/e-mails/letter writing campaigns to Congress** (learn the effectiveness of each; learn what to say and how to say it; learn how to write effective Action Alerts).
- **Distil complex issues into concise talking points to convey information to members and constituents** (learn how to articulate your message; learn to provide concise talking points: what's the best way to express your message; learn to write concise issue briefs).
- **Ability to understand and communicate with diverse audiences** (understand the value of public speaking; learn how to organize and draft short speeches; learn to interpret the audience reaction; learn to decide who can best convey your message).
- **Mass media -issue advertising, paid advertising, Op-eds, letters to the editors** (learn the advantage of a positive relationship with the media, and how to draft and place an op-ed piece; understand the basic concepts of issue advertising; understand the basic concepts of media planning; learn the importance of letters to the editor, and how to draft and place them).
- **Effective media relations to support lobbying efforts** (learn what "news" is, and how to spot the issues the media will cover; learn the basics of media relations such as how to deal with a reporter, an editor and an editorial board; learn the basics of crafting a news story; learn how media coverage can support a lobbying effort).
- **Developing the "message"** (learn to "fine-tune" your message; learn to "frame" the issue; learn to research issues and messages).

C. **Process/Trade Craft/Research**

- **Ability to understand and communicate with diverse audiences** (learn the fundamentals of public speaking such as how to draft an impromptu speech; understand your audience and convey your message clearly).
- **Importance of communications staff & public policy staff working together** (how to work together and be "on the same page").
- **Getting GR and PR professionals to understand one another's professional environments, services, responsibilities and restrictions** (teach your PR staff to understand the legislative process).
- **How to deal with the media in a positive way** (learn how to establish good relationship with the media, recognizing the influence the media can have on your association; learn to be proactive, not reactive with the media).
- **How to use the press (editorial boards) to support your issue** (understand what it takes to get a story published or broadcast; learn the management structure of print and electronic media, and when to talk with them; learn the basic principles upon which editors determine story retractions, corrections and updates).

D. Technology

- **Electronic Newsletters (e-mail/fax) of Government Affairs Info/Updates** (learn to get the most of your electronic communications; learn to set goals for electronic communications).
- **Use of electronic communications as an alternative to traditional means** (learn the basics of using technology to get your message out; learn the basics of using electronic communications to save money).
- **Internal vs. external communications** (learn to understand the difference; learn the basics of communicating with the general public; learn the basics of communicating with your volunteers/members; learn the basics of communicating with staff).

ISSUE MANAGEMENT

A. Legal/Regulatory/Ethical

- **Crisis Management** (learn to effectively handle a crisis; learn when to expect the unexpected; develop a crisis plan).
- **Regulatory Outsourcing** (who to hire, when to hire, why to hire, how to hire; understand association's role vs. outside counsel).

B. Advocacy/Communication/Persuasion

- **Use PR folks to help frame your issues** (learn what issues are in front of your association; how to get the PR department aware of issues; creating effective background pieces for your grassroots army).
- **Keeping the grassroots on board with lobbyist message** (learn how to identify the key link between the grassroots message and the lobbyists).
- **How to prioritize you issues- they all can't be # 1- telling your members no** (learn which issues take precedence; learn when those issues should take precedence; find out what your members priorities are).
- **Using the Media to Influence Legislators** (learn how to persuade the media in order to affect your issue; learn how to frame the issue to get it in the media spotlight)/
- **Communicating issues to association members and policy makers** (learn to communicate your issue to members and policy-makers; learn how to communicate your issue with your volunteers; learn how to communicate your issue with staff).

C. Process/Trade Craft/Research

- **Intelligence gathering- what's the other side is doing** (learn how to find what the opposition is saying and doing).
- **Benchmarking/Identifying trends** (use environmental scans to track trends in your industry; using the Annual Survey to track your successes).
- **Understanding the inter-relationships between various issues** (understanding that very little legislation moves as a "standalone" bill; learn how outside forces play a role with your issues; learn to be proactive and not reactive with your issues).
- **How issues evolve into policy** (using the media to keep your issue hot; build off others momentum).

- **How to pass/stop legislation in an election** (learn the importance of timing on your legislative issues).
- **Top ten steps for a successful Issue Campaign**
- **Determining the issues you can win on. # 1 my not be winnable** (setting expectations with staff; setting expectations with volunteers; how to communicate these expectations).

D. Technology

- **Tracking system for issues/actions** (learn how to track legislators who support or oppose your issue).
- **Using technology to your advantage** (using the electronic cycle to help slow down or speed up your efforts).

RESOURCE MANAGEMENT

A. Legal/Regulatory/Ethical

- **Personnel issues, such as staff management and conflict resolution** (anticipating staff problems; learn how to effectively diffuse them).
- **Hiring good GR staff: what to look for, how to judge applicants, how to keep them** (learn how staff will function in an association; what makes a good GR staff; how to keep good staff).
- **Establishing performance appraisals- individual, department, association** (benchmarking to track your successes; self-appraisals vs. 360 degree appraisal).
- **Outsourcing- hiring the right staff and effectively managing the contract** (what needs to be in the RFP when looking for an outside counsel; what needs to be in the contract).
- **Raising money for your government relations staff** (understanding the limits of your budget; getting the most of your dollar while using what you have).

B. Advocacy/Communication/Persuasion

- **Budgeting (for the known and unknown issues) and justifying your budget to the CEO/CFO and board**. (how to manage your budget; show examples of how your program is a member benefit; show how much money your members are saving).
- **Building Stronger Leadership Support for your association for GR** (communication tips for sharing your success with staff and volunteers; create a communication vehicle to regularly report on your GR program).
- **Using your Board and leaders to carry your message** (how to activate your Board on legislative issues; getting buy in from your Board).
- **Demonstrating value of the GR function even though it doesn't raise revenue** (Turn a 'cost center" government relations program into a 'profit center'; establish the dollar value of your government relations program to the association's revenue stream; determine and show the positive impact of government relations on your industry or profession; communicate your financial successes to key decision-makers, members and organization leadership).

C. Process/Trade Craft/Research

- **Training, especially in research methods, technology, financial management** (learn what to look for and how to find it; learn how to effectively train your association employees to manage their budgets).
- **Time Management** (learn to budget your time in order to finish tasks; the art of multi-tasking).
- **Running an effective GR function in a small association** (learn budget limitations and how to effectively live within your means; learn how to get your voice out among giants; using coalitions to enhance your stature).
- **Managing vs. leading- mentoring staff and motivating them** (learn how to maximize the talents of your staff; understanding how to motivate employees; help your staff reach their goals).

D. Technology

- **Method/system for resource prioritization** (learn how to prioritize your resources; understand memberships' priorities and manage your resources accordingly; create computer systems to track your resources by program/issue).

RELATIONSHIP BUILDING (LEGISLATIVE, REGULATORY, COALITIONS)

A. Legal/Regulatory/Ethical

- **Learning the lobbying laws/ethics** (understanding the rules and learn how to follow them; how to file as a lobbyist, what is ethical behaviour; what is unethical behaviour).
- **Conducting an effective agency liaison meeting** (get to know the people that can most influence your association's issues; follow the rules effectively to maintain a good relationship; learn how to get agency personnel to come to you when they need information pertaining to your industry).
- **Developing good relations with regulators that control your industry** (get to know the people that can most influence your association's issues; follow the rules effectively to maintain a good relationship; learn how to get regulators to come to you when they need information pertaining to your industry).

B. Advocacy/Communication/Persuasion

- **Introducing your association to Congress, State Houses and local municipalities** (learn to work with each level of government; understand how each level affects your association).
- **Ability to understand and communicate with diverse audiences** (choosing the best person to represent your issue; learn what issues will attract and keep an audience).
- **Building staff relations** (learn how to increase morale, keeping staff focused on the big picture, recruiting).
- **Using state/local network and build relationships** (learn how to use your network of peers; learn how to maintain your network; use the network to your personal and professional advantage).

C. Process/Trade Craft/Research

- **How to start a coalition- legal and real world pitfalls** (learn how to use your network of peers; learn the pitfalls to starting a coalition; learn how to start a coalition; types of coalitions; identify existing coalitions and find new ones; defining what you want the coalition to accomplish; identifying potential allies (both within and outside the coalition).
- **Coalition/alliances building techniques** (use coalitions effectively, making sure they don't use you; think "outside the box" and build coalitions with marginally affected groups, including effective outreach to legislative/regulatory audiences; working with your opposition on a specific issue).

D. Technology

- **Database Management** (learn what systems are most effective for your association; learn how to use those databases; learn when it's time to outsource).
- **Using technology to your advantage** (learn how to effectively choose and employ good technology).