

## Best in Class Public Affairs Attributes

The Public Affairs Council tracks nine attributes that detail a “best in class” public affairs department. Within each of these nine attributes is the evolution of that function over time. These developments are categorized by basic, advanced, and best in class. Please contact [pac@pac.org](mailto:pac@pac.org) with questions or for additional resources related to any of these attributes.

CEO & Senior Management Engagement		
Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>Provides written communication to legislators/regulators</li> <li>Contributes to the PAC</li> <li>Attends legislator/candidate site visits</li> <li>Allocates financial and staff resources consistent with public affairs' strategic role in the company</li> <li>Actively endorses of strategic objectives of the organization's public affairs efforts</li> </ul>	<ul style="list-style-type: none"> <li>Actively endorses the PAC and grassroots involvement and participates in events</li> <li>Hosts PAC fundraisers and recognition events; other senior corporate managers attend as well</li> <li>Engages in direct lobbying</li> <li>Provides testimony before legislative and/or regulatory bodies</li> <li>Participates in trade/business association public policy committees and/or initiatives</li> <li>Consults with senior public affairs executive on a regular basis</li> <li>Additional financial resources are available to the senior public affairs executive at his/her request</li> </ul>	<ul style="list-style-type: none"> <li>Promotes political and community involvement activities and solicits the participation of employees or other stakeholders</li> <li>Holds leadership positions in external associations and public policy committees</li> </ul>

## Goal Orientation; Strong Linkage with Business Strategy

Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>• Informal alignment of public affairs goals with business goals</li> <li>• Resource allocation consistent with goals and priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Formalized process to align public affairs' goals with business goals</li> <li>• Formalized review with senior corporate leadership on public affairs accomplishments</li> <li>• Annual meeting with business managers on issues and priorities</li> <li>• Periodic updates on issue status and direction</li> </ul>	<ul style="list-style-type: none"> <li>• Vertical integration of goals from business unit(s) to public affairs department to activity areas to individuals</li> <li>• Senior public affairs executive is member of organization's strategic planning group</li> <li>• Dedicated relationship between public affairs and business unit principals</li> </ul>

## Forward-Thinking People in Leadership

Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>• Long-term focus regarding public policy issues</li> <li>• Expectation that public affairs professionals will be leaders in trade association and industry</li> <li>• Enforce strategic alignment between public affairs and businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative problem-solving ability</li> <li>• Public policy priorities and initiatives communicated across the organization</li> <li>• Operational integration of public affairs and business units where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Strong emphasis on nurturing long-term relationships with policy makers</li> <li>• Public affairs professionals are recognized by peers as industry leaders</li> <li>• Strong vision articulated by senior public affairs leaders</li> </ul>

Well-Developed Issues Management Process		
Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>• Informal issue management process</li> <li>• Issue prioritization tied to impact(s) on business</li> <li>• Competent and visionary people in leadership positions</li> <li>• Loose coordination of input among staff experts and business leaders by public affairs</li> <li>• Actionable intelligence regularly provided to senior managers</li> </ul>	<ul style="list-style-type: none"> <li>• Formalized issues management process</li> <li>• Interdisciplinary team approach to managing issues and weighing political risk</li> <li>• Regular issue status and update meetings held involving public affairs, staff functional experts and business leaders</li> <li>• Actionable intelligence disseminated throughout the company</li> </ul>	<ul style="list-style-type: none"> <li>• Issue prioritization set by public affairs and senior managers</li> <li>• Daily/weekly issue status updates provided to senior leaders as needed</li> <li>• Targeted intelligence disseminated to key management groups</li> <li>• Task force trained and ready to evaluate political risk and potential impacts to the business and overall public affairs objectives</li> </ul>

Proficient & Integrated Public Affairs Activities		
Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>• Government relations and communication are managed separately</li> <li>• Their activities are coordinated as required, but not regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Government relations and communications activities are coordinated</li> <li>• Cultivate competency in policy communications</li> <li>• Regular coordination meetings among government relations, communications and social impact principals</li> </ul>	<ul style="list-style-type: none"> <li>• All public affairs activities strategically integrated</li> <li>• Integrate government relations, communications and CSR, social impact functions</li> <li>• Create joint public affairs and issues management plans</li> <li>• Activity area expertise combined into relevant skill sets and coordinated via issue teams</li> </ul>

## Effective Use of External Resources

Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>Limited involvement by public affairs on external boards and public policy committees</li> <li>Informal communication of performance expectations to consultants and contract lobbyists</li> </ul>	<ul style="list-style-type: none"> <li>Active involvement by public affairs on external boards and public policy committees</li> <li>Strategic use of consultants and contract lobbyists</li> <li>Regular communication of performance expectations to consultants and contract lobbyists</li> </ul>	<ul style="list-style-type: none"> <li>Leadership involvement on external boards and public policy committees</li> <li>Use of contract lobbyists is coordinated company-wide by public affairs</li> <li>Formalized performance expectations given to consultants and contract lobbyists</li> <li>Formalized performance measurement system assesses work of consultants and contract lobbyists</li> </ul>

## Performance Measurement & Evaluation

Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>Public affairs' mission statement or "value proposition" is understood throughout the department</li> <li>Senior public affairs executive holds periodic performance assessment meetings with senior business leaders</li> <li>Informal performance measurement system in place</li> </ul>	<ul style="list-style-type: none"> <li>Formalized performance measurement system in place</li> <li>Measures tied to bottom-line impacts</li> <li>Public affairs' mission statement or "value proposition" is understood throughout the organization</li> <li>Senior public affairs executive holds regular performance assessment meetings with senior business leaders</li> </ul>	<ul style="list-style-type: none"> <li>Rigorous performance measurement system in use</li> <li>Results of performance evaluation tied to compensation</li> <li>Senior public affairs executive holds regular performance assessment meeting with President/CEO</li> </ul>

## Active Employee Engagement

Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>• Periodic company-wide political education/issue communications effort</li> <li>• Limited employee political and advocacy involvement</li> <li>• PAC is actively managed</li> <li>• Separate PAC solicitation for senior managers</li> <li>• Informal grassroots program</li> </ul>	<ul style="list-style-type: none"> <li>• Formalized company-wide political and civics education efforts</li> <li>• Regular GOTV efforts</li> <li>• Regular issue communications via email or digital media</li> <li>• Formalized grassroots program</li> <li>• PAC solicitations to all eligible employees</li> <li>• PAC participation rate above the industry median</li> <li>• PAC has a leadership program</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent, effective political education/issue communications efforts with targeted messages to key groups</li> <li>• Strong culture of employee political and advocacy involvement at all levels across the organization</li> <li>• Formalized grassroots program that includes employees, retirees, members, and other allies</li> <li>• Broad-based representation on PAC board and strong participation in PAC leadership giving program</li> </ul>

## Strong External Stakeholder Engagement

Basic	Advanced	Best in Class
<ul style="list-style-type: none"> <li>• Limited involvement in coalitions</li> <li>• Limited partnership with NGOs and other external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement in coalitions</li> <li>• Strategic social impact and ESG efforts used to build relationships with NGOs</li> <li>• Active partnerships with NGOs and other external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership involvement in building and managing coalitions</li> <li>• Provides technical assistance to external stakeholders regarding policy development and advocacy efforts</li> <li>• Strategic approach to managing partnerships with NGOs and other external stakeholders</li> </ul>