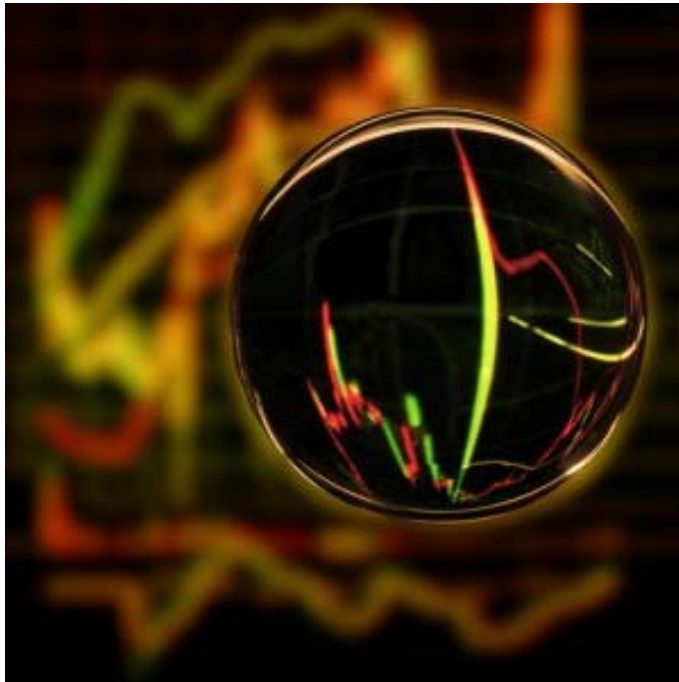




Public Affairs Council



## 360° Evaluation of Public Affairs

July 20, 2015  
Washington, D.C.

**Twitter:** @PACouncil

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**Wifi network:** PAC Wireless | **Wifi password:** PAC2121!

# 360° Evaluation of Public Affairs

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Blog: **[pac.org/blog](http://pac.org/blog)**

# What We'll Cover Today

- Why 360°?
- Evaluation tools
- External stakeholders
- Internal stakeholders
- Putting it all together

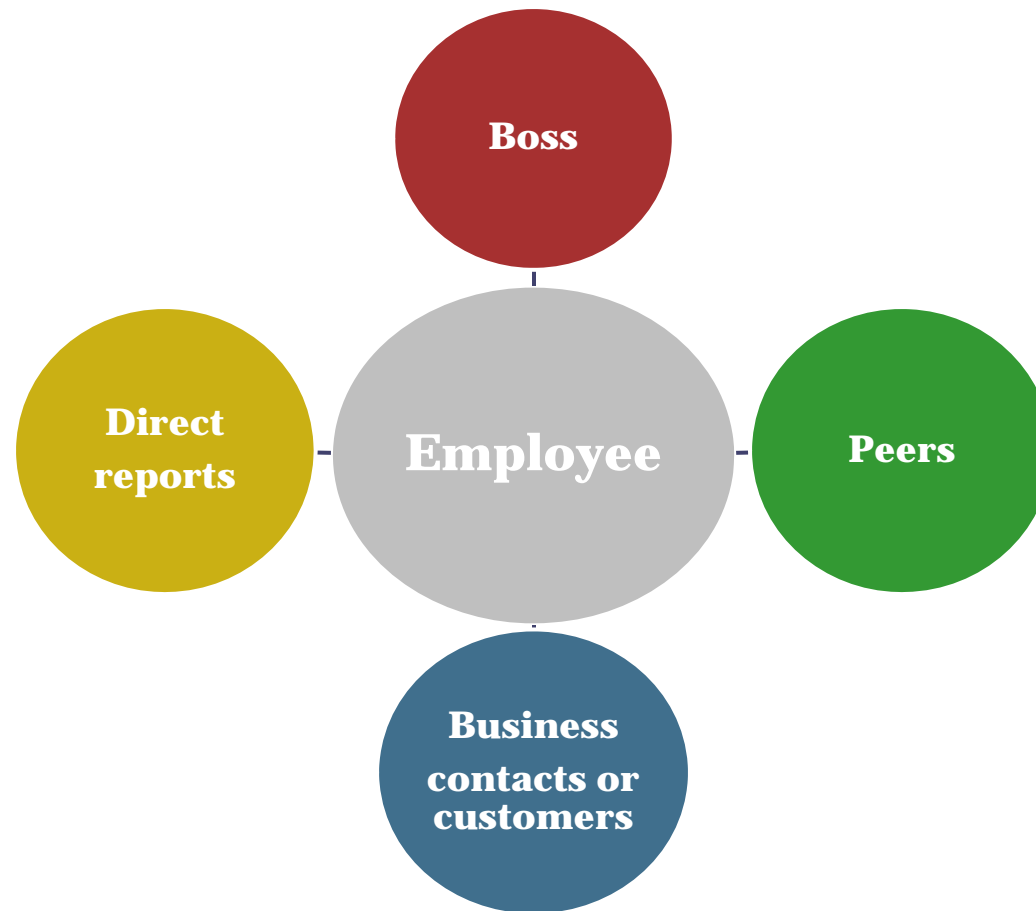


An aerial, 360-degree panoramic view of a city, likely Paris, showing a dense urban landscape with numerous buildings, streets, and green spaces. The city is viewed from a high angle, creating a circular horizon. In the center of the image, there is a circular inset showing a clear blue sky with some light clouds. Overlaid on this central sky area is the text "Why 360° Evaluation of Public Affairs?".

# **Why 360° Evaluation of Public Affairs?**



# Traditional 360° Feedback for Professional Development



# 360° as an Evaluation Mechanism

- A starting point upon which to improve
- Uncover strengths and weaknesses
- Uncover risks and opportunities
- Match goals to staff skills, resources and needs
- Benchmarking

# What to do with 360° Results?

- Track performance over time
- Create strategic plans
- Build professional development & succession plans
- Monitor and build reputation
- Demonstrate value-add in multiple arenas, for multiple audiences

# What to do with Results (contd.)

- Use as guidance for allocating staff and resources
- Increase efficiency
- Share the content (as useful) to show successes and gains over time
- Set and align goals



# What's the Point?

- Corporate complexities
- Local through global applications
- Proliferation of stakeholders
- 24-hour, immediate news cycle
- Justification is the norm



# What's the Point?

- You need to know where you stand
- Your team/organization likely has blind spots
- Capitalize opportunities and mitigate risks
- Create two-way feedback loops
- HOLISTIC picture

Most importantly...it's an engagement tool.

*By asking for feedback you gain buy-in.*

# When 360 Works Best

- In environments that foster growth & innovation
- Feedback is sought, listened to and used
- Mechanisms are simple and clear
- Feedback is tied to goals/values
- Confidentiality is honored (where needed)
- Methodology is framed well by management
- Support and follow up are provided

Linman, Terri. “360-Degree Feedback: Weighing the Pros and Cons” via San Diego State University, 2004.

# When You Might Hit Challenges

- Feedback is a surprise
- Purpose and value aren't explained to all parties
- Feedback without follow up: findings and plans aren't discussed, coached or put into perspective
- Too many results
- Over-emphasis on scores/rankings
- Expectation = perfection across the board



# Evaluation Tools

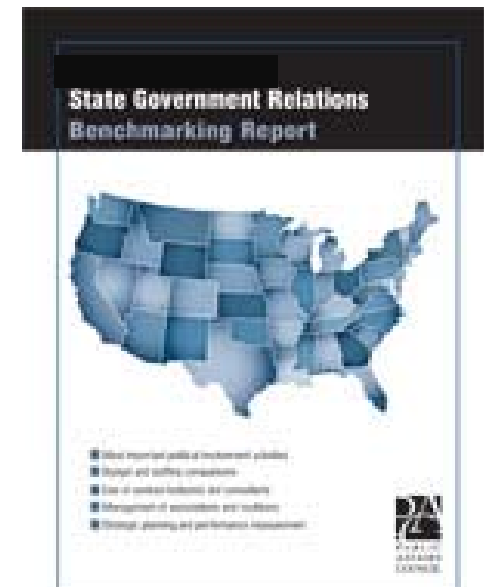


# Evaluation Tools

- Benchmarking
- Polling
- Surveys
- Focus groups
- Interviews
- External monitoring services

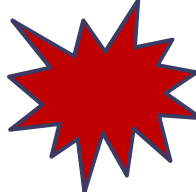
# Benchmarking Options

- [www.pac.org/publications](http://www.pac.org/publications)



- Consider informal benchmarks & focus groups
- Use trade associations

# Against Whom to Benchmark

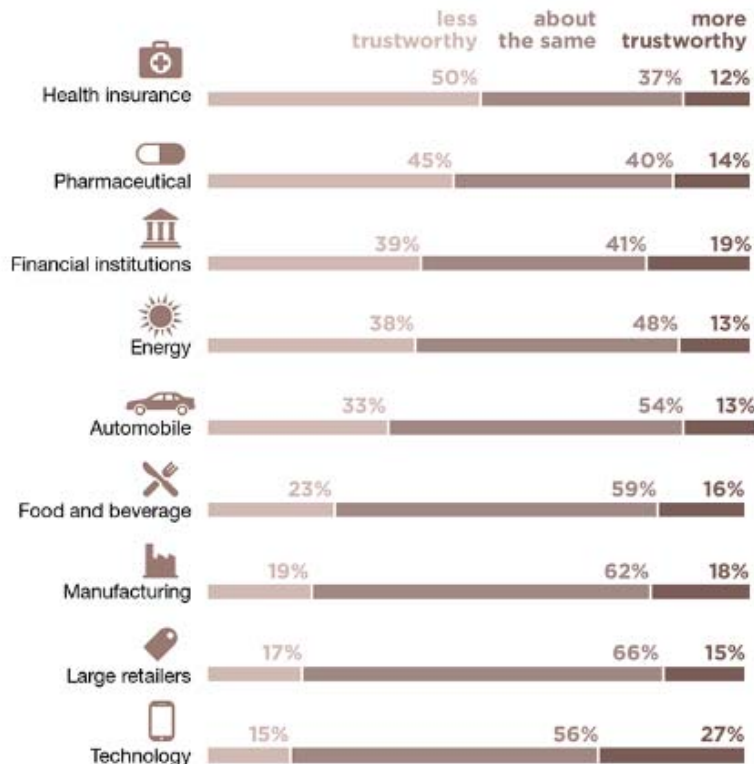
- Industry peers
- Top competitors
- Organizations of similar size
  - Revenue
  - # of employees
  - Scope
- “Best in class” (likely a composite) 



# Polling

- General population vs. influentials/thought leaders
  - Reputation
  - Brand
  - Awareness
  - Issues

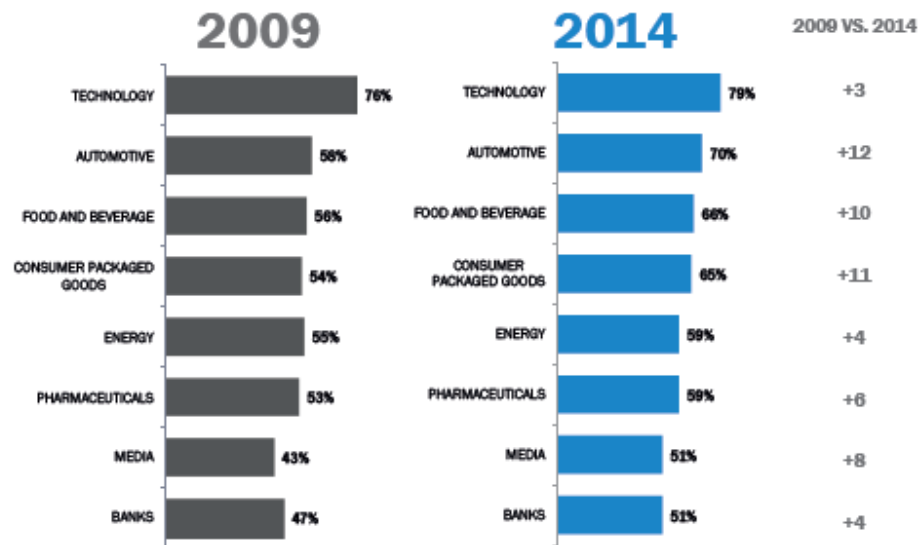
# Ex. Public Affairs Pulse Survey



- Survey of the general public
- Nationwide
- Industries more/less trustworthy compared to other industries

[www.pac.org/pulse](http://www.pac.org/pulse)

# Ex. Edelman Trust Barometer



- Survey includes informed publics
- Global
- How much you trust each industry to “do what’s right”

[www.edelman.com/trust2014](http://www.edelman.com/trust2014)

# Surveys/Focus Groups/Interviews

- Satisfaction surveys
- Relationship gauges
- Meeting expectations
- Comparisons – to peers, competitors, over time
- Use both quantitative and qualitative feedback



# Monitoring Services

- Brand/reputation
- Traditional media
- Social media
- Influencers

# Social Media Monitoring



# Multi-Channel Monitoring

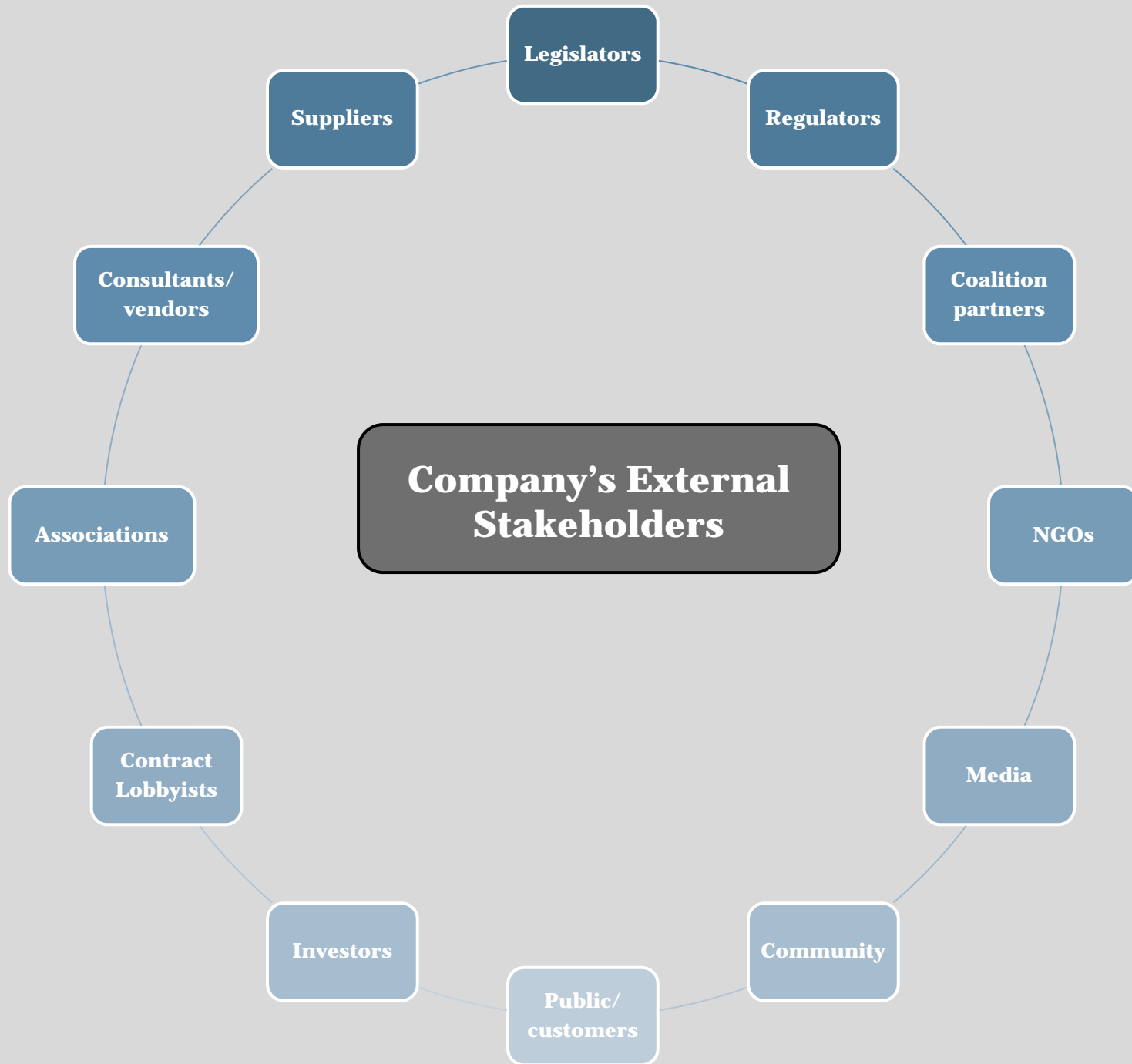


Heartbeat's dashboard screen gives you a snapshot of volume of mentions, breakdowns by channel and share of mentions compared to competitors. And that's just the first screen.

# External Stakeholders

A high-angle, slightly blurred photograph of a large crowd of people, mostly men in business suits and ties, filling the frame. The image is used as a background for the title 'External Stakeholders', which is centered in a large, white, serif font. The crowd is dense and diverse in age and appearance, representing a large group of external stakeholders.





# Questions for Legislators/ Staff

**-How would you rate Company/ staff as information sources on high-tech issues?**

(1 = first I'd call; 10 = didn't know you were involved)



**-How helpful is our tech blog been in developing policy?**

(1 = extremely helpful; 10 = didn't know you have a blog)

**-Are we providing the right kind of information? The right volume?**

**-How can we be more helpful to your office on X issue? (qualitative)**

# Simple Legislator Relationship Tracking

Legislator	Political event	Site Visit	Hill Visit	Leg/Reg Action	Written comm/follow up	Proactive outreach on issue(s)	Other
Leg #1							
Leg #2							
Leg #3							
Leg #4							

5 checks = gold; 4 checks = silver; 3 checks = bronze; all others red

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	
1	Relationships with Electeds and Appointees																					
2																						
3		Best	Good	On Radar	Not Good	Run																
4		Internal Resources											External Resources									
5		Business Division 1			Business Division 2			Business Division 3			GA Gov't Affairs Dir	Internal Total	External Advocate 1	External Advocate 2	Ally 1	Other Partner Rep	Team Total	Other				
6																						
7	Name	Value	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Staff 6	Staff 7	Staff 8	Staff 9									Comments	Actions	
8	Who	#	Contact Order Number																	Term limits Next election Community Involvement Committee Members	Picture HERE	engage state lobbyist  term through 2014  First term Mayor - thru 2016 2 year interim term(re-elected Aug 2012)  Term through 2015 Major player in the future Rep party  Term 2015 Previous PAC support  Term through 2015 Previous PAC support  Community involvement help in p  History of past support
9	Governor	3																				
10	City Mayor	4	1		2																	
11	County Mayor	10	1																			
12	Local Congressman 1	2		2						1									Miller			
13	Local Congressman 2	2		2						1									Miller			
14	Local Congressman 3	3		2						1									Miller			
15	County Commissioner D1	8		1							2											
16	County Commissioner D2	6	2	1																		
17	County Commissioner D3	8	2	1																		
18	County Commissioner D4	2		2							1											
19	County Commissioner D5	8	1																			
20																						
21																						
22																						

Look at trends

# Evaluating Associations: Quantitative and Qualitative

## **Effectiveness:**

Does the association help the staff do their jobs better?  
Were leg. goals consistent with company goals?  
Did the leg. outcome meet expectations?

## **Effort:**

Did time spent on your needs meet expectations?  
Did importance assoc. placed on your issues meet expectations?

## **Quality:**

Quality of work?  
Accuracy of strategic advice?  
Accuracy of leg. assessment?

## **Timeliness of information**

## **Communications**

## **Staff skills, knowledge, contacts**

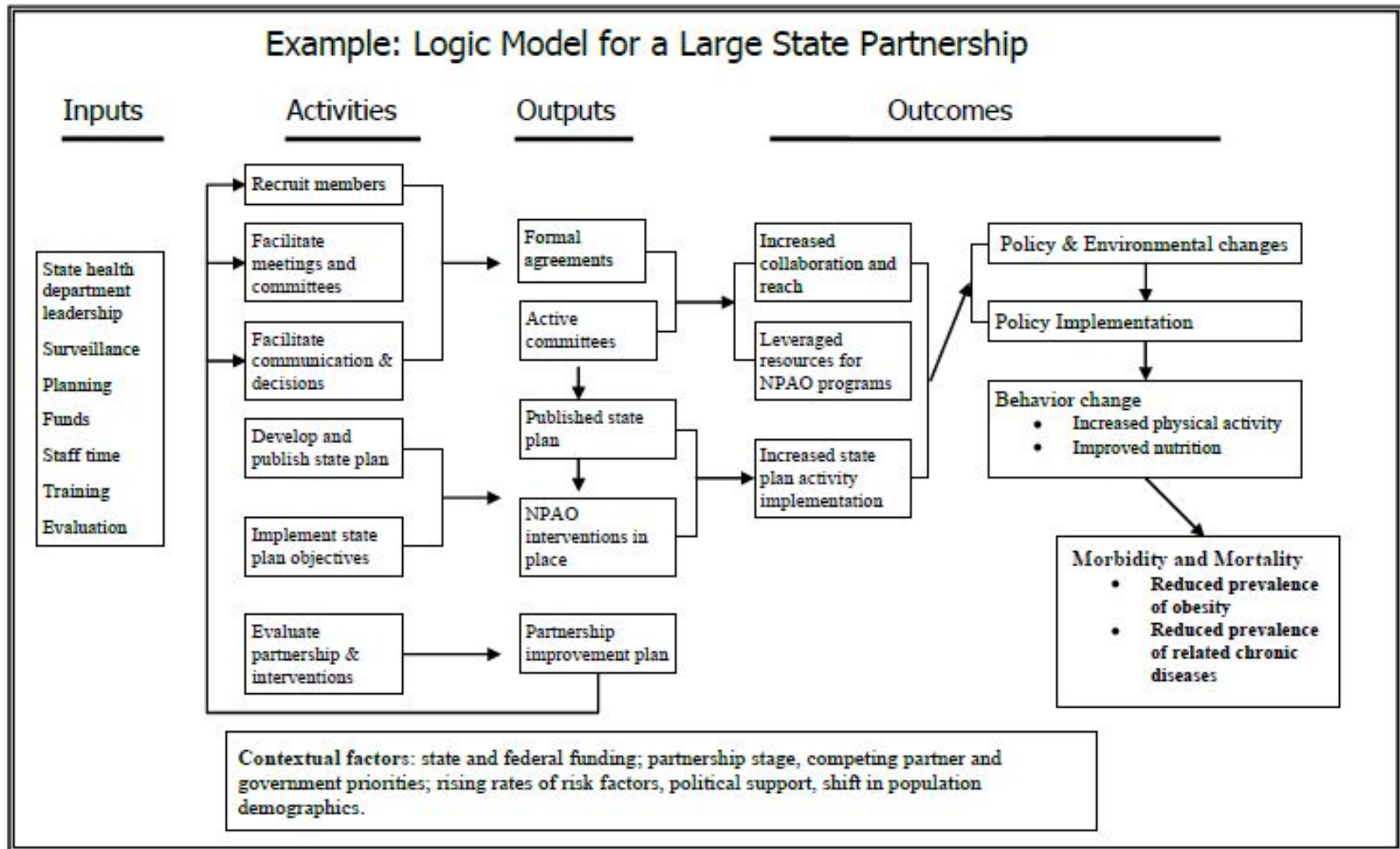
## **Leadership/representation**

## **Reputation**

# Evaluating Coalitions

- Efficiency
- Responsiveness of partners
- Communications (frequency, relevance, accuracy, impact)
- Sustainability
- Issue(s) still of same relevance/importance
- Results meeting goals - outcomes
- Evaluate both structure and strategy

# Evaluating Community Partnerships



CDC: Partnership Evaluation Guidebook & Resources



# Evaluating Contract Lobbyists

1 = exceeds expectation 2 = meets 3 = did not meet

- Legislative outcome
- Amount of time spent lobbying
- Level of importance placed on your issue(s)
- Quality/accuracy of work
- Uniqueness of information/counsel
- Time management
- Responsiveness/communication/availability
- Skills, knowledge, contacts, reputation

# My Favorite Contract Lobbyist/ Consultant Evaluation Method

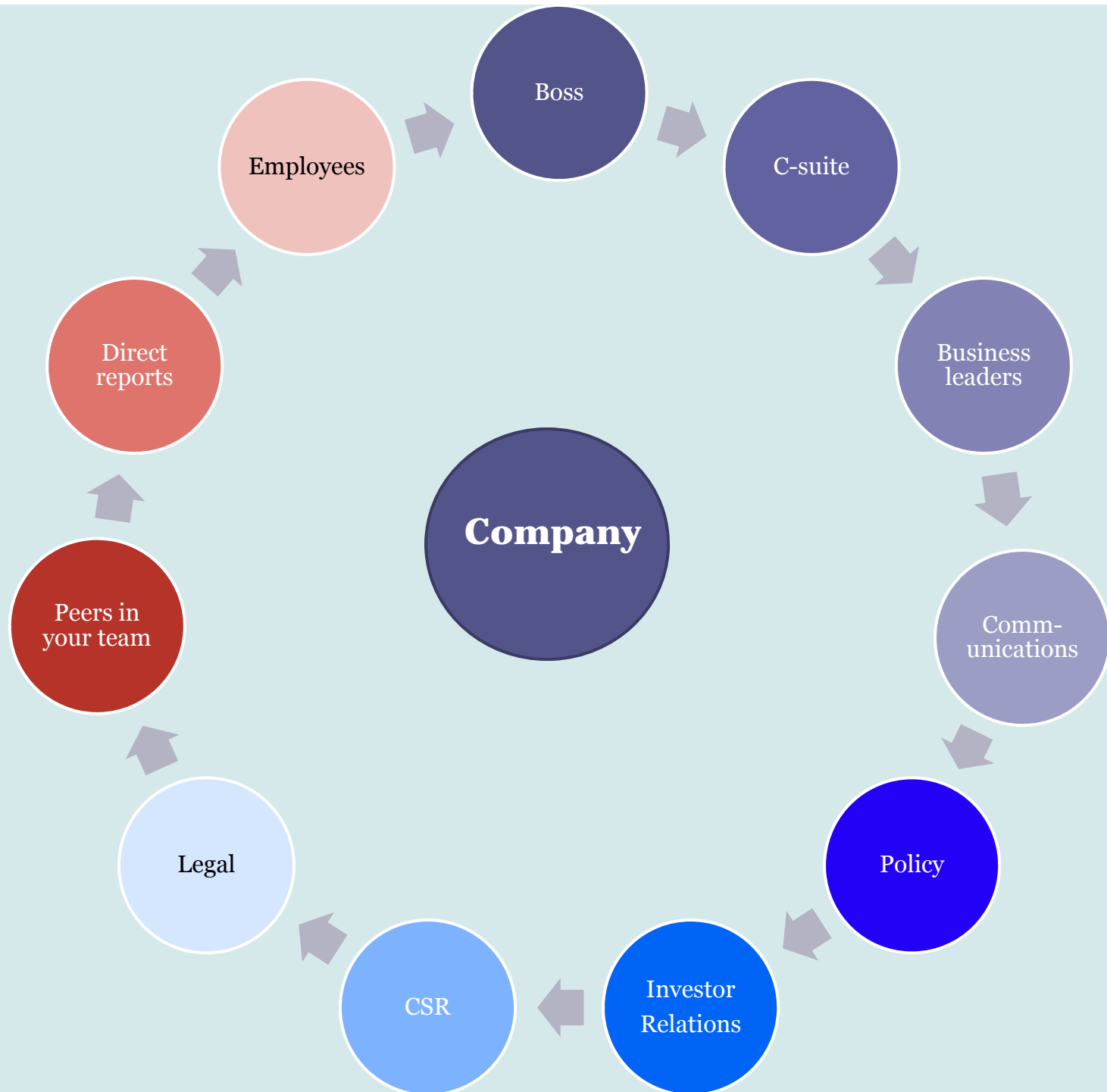
Consultant	Issue #1	Issue #2	Key Contacts	Quality of work	
Lobbyist A	A	C	B	B	
Lobbyist B	N/A	C	B	C	
Consultant A	B	B	A	C	
Consultant B	A	N/A	B	A	

# General Notes on Evaluating External Relationships

- Clarify value proposition for each
- Is the relationship aligning with key goals and objectives?
- Look at every measure with a backdrop of the price tag
- Measure regularly
- Don't be afraid to share feedback



# **Internal Stakeholders**



**Are we meeting  
the expectations  
of our internal  
stakeholders?**

# Set & Measure Against Expectations

The logo for CUBIST PHARMACEUTICALS is located in the top right corner. It consists of the word "CUBIST" in a large, bold, white sans-serif font, with the word "PHARMACEUTICALS" in a smaller, white sans-serif font directly beneath it. The entire logo is set against a solid purple square background.

- Be **first called on** for biotech issues
- **Lead** with **integrity, trust** and **judgment**
- Value peers by **seeking feedback**, coaching and support
- Exhibit **innovation** with new policy opportunities, anticipating challenges and forecasting solutions
- Follow company **compliance** in spirit & letter of law
- Forge **strategic relationships**
- Advance communication that fosters **alignment** across enterprise
- Demonstrate **business acumen** via profit protection /generation, with outcomes that impact **ROI**



# Example: Internal Stakeholder Survey

Quality Indicator	Importance (1 to 5)	Performance (1 to 5)	Improvement over last year (1 to 5)	Does What Well?	Improve What?
Policy Knowledge	5	2	4	Outstanding command of corporate-level issues	Lack of familiarity with state regs
Responsiveness to business needs	3	5	3	Easily reached via phone, email, Web	Frequently takes 2 days to get response
Ability to communicate effectively to business unit heads	5	5	3	Professional demeanor	Avoid “jargon” when discussing legislation

# PA Team Self-Assessment: Public Affairs Competencies

- Ethics
- PAC fundraising
- Compliance
- Grassroots mobilizing
- Political education
- Coalition management
- Social media
- Public relations
- Issues management
- Direct lobbying (int'l, fed, state, local)
- Thought leadership
- Internal communications
- Senior executive engagement
- Storytelling ability
- Engaging influentials
- Third-party advocates
- Managing consultants
- Maximizing associations
- Media relations
- Social media

# PA Team: General Skills

- Public speaking
- Facilitation
- Negotiation
- Business writing
- Networking/relationship building
- Gravitas/professional presence
- Budgeting
- Research, analysis & synthesis
- Overall business acumen

# Assess Against Role Requirements

Attribute	Need	Current	Gap
<b>COMMUNICATIONS</b>			
Public speaking	5	3	-2
Writing	4	5	+1
Persuasiveness	5	4	-1
Storytelling	5	3	-2
Senior management	3	4	+1
<b>TEAMWORK</b>			
Collaborative	4	4	-
Persuasive w/out authority	5	3	-2
Supportive	4	5	+1
Transparent	5	5	-
Sought-after counsel	5	4	-1

A blue-tinted close-up photograph of a jigsaw puzzle. The puzzle pieces are interlocked, and several pieces are missing from the center, revealing a dark, possibly black, surface underneath. The lighting creates a strong sense of depth and texture, with highlights on the raised edges of the puzzle pieces and shadows in the recessed areas. The overall color palette is dominated by various shades of blue, from deep navy to a lighter, almost white, highlight.

Putting it all  
Together

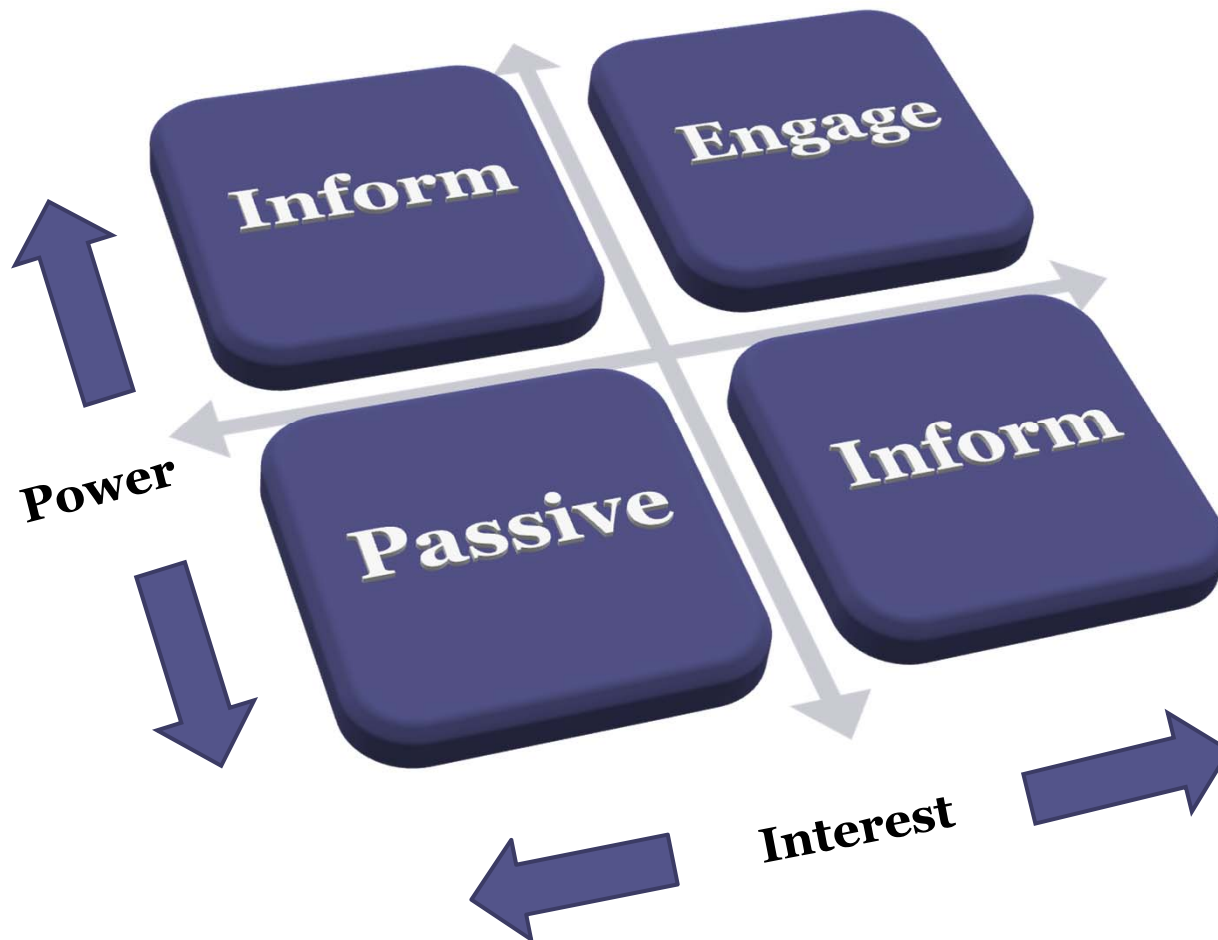


# How to avoid this...

- Start with key stakeholders
- Create a priority list of what you want to know; cut in half
- Fewer questions, higher response rate
- Feedback you seek should feed into business goals/objectives
- Create a plan, then simplify it



# Prioritizing Which Stakeholders to Engage





# **How to Capture Their Attention**



# Practical Tips: Getting Feedback

- Give advance notice
- Get senior-management buy in, support and help with messaging (if needed)
- Explain value proposition
- Let people know they're a partner and opinions are valued
- What's in it for them by participating? Think personal and business benefits.
- Keep it short – indicate time commitment

# Getting Feedback (contd.)

- Tell them you'll come back regularly & do that
- Thank them
- As appropriate, share findings
- Talk about what you're changing
- Link results and the plan back to what's in it for them and the business

# General Notes

- Ask a handful of the same questions each time for trend lines, but...
- Be flexible to add new questions or change to meet changing needs
- You may face some resistance to this idea
  - VALUE, VALUE, VALUE
  - What's in it for the other person?
  - Short and simple process





# Packaging and Sharing Your Findings

# Business Unit Feedback

Are we supporting your business objectives?



72% of business unit leaders said that we are supporting their key business objectives

Providing Information

We asked our four key business units whether our department is providing adequate, proactive information on emerging policy issues.







N° of key  
legislators

## Key Legislator Awareness

Awareness  
levels regarding  
our new  
green initiatives



north west

10%



west coast

31%



south

9%



mid west

16%



south east

20%



north east

14%

# Communication Example: Measurement Dashboard

## **Activity Measures**

*Measures that reflect the central tactical areas of engagement*

- Strategic media relations
- Key influencer outreach
- Thought leadership / executive visibility
- Partnerships

## **Environmental Measures**

*Quantitative and qualitative measures to evaluate the volume and quality of media coverage and thought leadership*

- Media placements
- Coverage tonality
- Coverage of platform themes/messages
- Executive mentions/quotes

## **Perception Measures**

*Stakeholder research to understand how engagement is shaping opinions*

- Third-party reputation rankings and awards
- Proprietary research

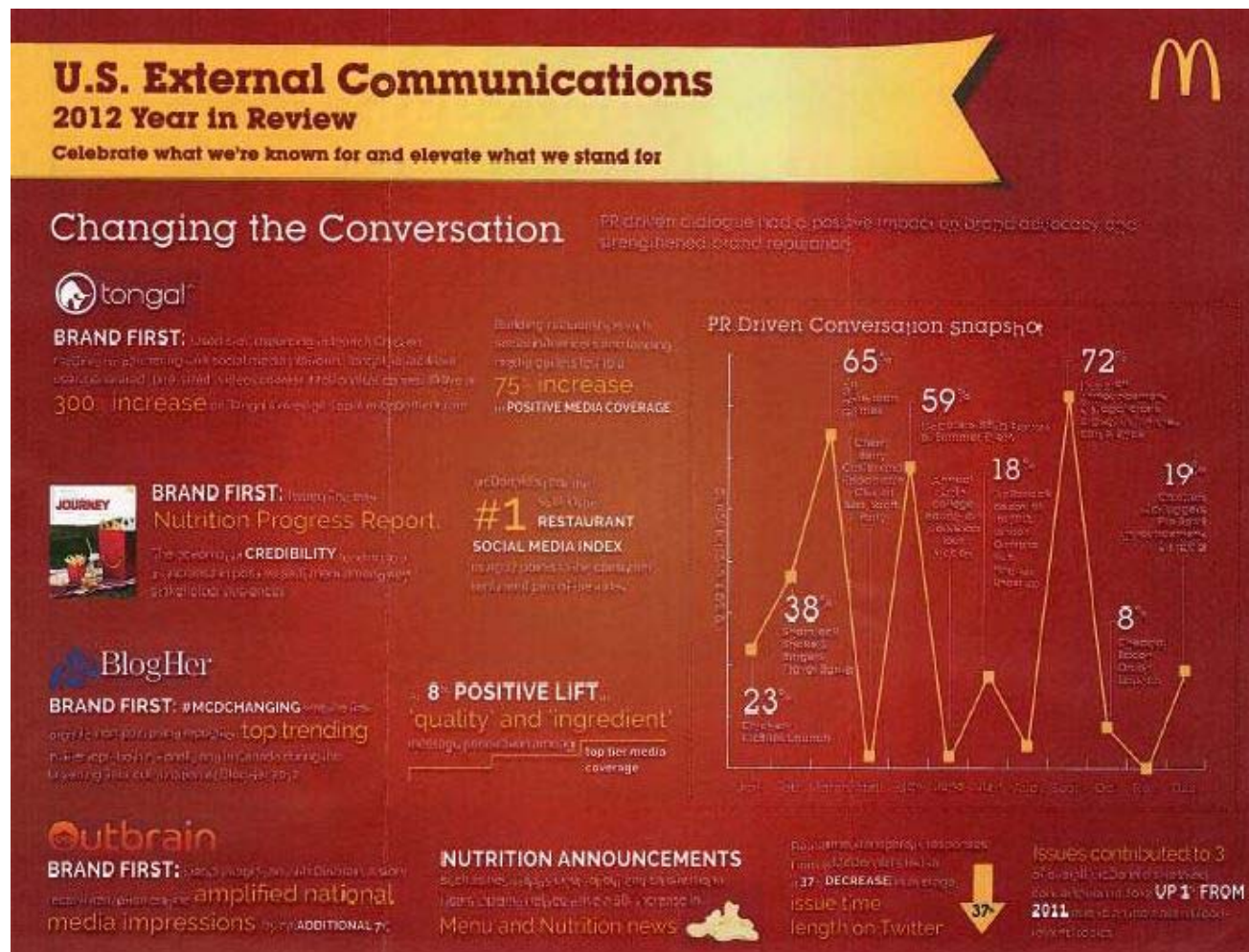
## **ROI Measure (Essential)**

*Estimated revenue gain or protection*

- Estimated by reputable third-party/ internal stakeholders

**CUBIST**  
PHARMACEUTICALS

# One-pager of Key Stats



# Cool, Free Online Tools to Help

## Creating Content

- [OpenHeatMap.com](http://OpenHeatMap.com)
- [Easel.ly](http://Easel.ly)
- [Piktochart.com](http://Piktochart.com)
- [Visual.ly](http://Visual.ly)
- [Surveymonkey.com](http://Surveymonkey.com)

## Packaging Information

- [Prezi.com](http://Prezi.com)
- [Tumblr.com](http://Tumblr.com)

(YouTube and search for videos on “how to”)

## **Feel free to follow up:**

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