

**Government Relations Section: Core Competencies
Updated April 2007**

(Note: A number of links found in this document require access to the ASAE website)

Direct Lobbying

A. Legal/Regulatory/Ethical

- **Reporting Requirements (Congress-based and IRS - state & local regulatory bodies)**
- **Legislative/Regulatory Procedures**
- **Understanding the Administrative Procedures Act/Role of OMB in the Regulatory Process**
- **Executive Branch Lobbying**

B. Advocacy/Communication/Persuasion

- **Ability to distill complex issues into concise talking points, and succinctly convey impacts on members and constituents**
- **Understanding techniques of persuasion (writing and speaking)**
- **The importance of lobbying legislative staff – not just legislators**
- **Using your PR shop effectively**

B. Process/Trade Craft/Research

- **How to Elect Friendly Legislators**
- **How to effectively lobby a legislator – what makes a difference to them**
- **Nurturing potential candidates**
- **Knowledge of the political decision making process; legislative/regulatory processes**
- **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 Follow up**
- **Networking/ "Closing the Sale"**
- **Researching the political environment – "why a legislator is acting a certain way"**
- **Coalitions**

D. Technology

- **Using Technology to your Advantage**

Grassroots

A. Legal/Regulatory/Ethical

- **Understanding laws, regulations, ethics of grassroots communication**

B. Advocacy/Communication/Persuasion

- **Motivating volunteers (Organizing, Recruiting & Retaining Grassroots Members)**
- **How to use your grassroots to effectively support the work of your lobbyists**
- **Meeting the legislator**
- **Media (issue advertising, paid advertising, Op-eds, letter-to-the-editors)**
- **Site visits – getting press**
- **Legislative Fly – in programs**
- **Learn how to set up a press event**

C. Process/Trade Craft/Research

- **Key Contact vs. Broad Base vs. Grasstops – What’s it all mean?**
- **Tracking contacts and other Follow-up/Housekeeping Chores, and Identifying whom is most interested and/or affected by a given issue**
- **Outsourcing Grassroots: Low Cost, Moderate Cost, Fire Torpedoes**
- **How to develop an effective grassroots network in your organization**
- **Distinguishing grassroots from Astroturf**
- **Follow-up - getting your members’ message to the Hill/agencies and back to your volunteers**
- **How to effectively coordinate “behind the scenes,” and allow others to be in the limelight**
- **How to “humanize issues; bring the issue home; boil it down**
- **Communicating with grassroots; persuasive writing and persuasive speaking**
- **Benchmarking – measuring your success**

D. Technology

- **Database management (fax, mail, e-mail)**
- **Motivating volunteers (Organizing, Recruiting & Retaining Grassroots Members) Mobilization**
- **Tracking Contacts and Other Follow-up/Housekeeping Chores, and identifying whom is most interested and/or affected by a given issue**
- **How to develop an effective grassroots network in your organization**
- **Speaking out in the Internet Age**

Fundraising & Effectively Managing the Money

A. Legal/Regulatory/Ethical

- **Raising Money for “Emergency Campaigns” on your issues**
- **FEC Compliance: From Soup to Nuts**
- **How to Manage an Effective PAC**

- **Federal election/campaign law**
- **How to start a PAC**
- **Legal funds**

B. Advocacy/Communication/Persuasion

- **Convey a compelling message to motivate people to act**
- **Effect of Online Communication**
- **Finding the right person to ask the right question**
- **How a small association can play the money game**
- **States vs. National – you must continue to give at both levels**
- **Fundraising to support government relations activities**
- **Public Relations for PACs**

C. Process/Trade Craft/Research

- **Telemarketing 101 – using outside resources**
- **PAC Event Success Stories: How to use your PAC funds effectively**
- **Making your PAC Dollars Go Further – How to distribute your dollars effectively**
- **Working with state/local chapters and affiliates**
- **Effective fundraising events – getting your members to give**

D. Technology

- **Database management: FEC reporting from your computer**

Communications

A. Legal/Regulatory/Ethical

- **Legislative Drafting/Regulatory Comment Writing**

B. Advocacy/Communication/Persuasion

- **Postcards/e-mails/letter writing campaigns to Congress**
- **Distill complex issues into concise talking points to convey information to members and constituents**
- **Ability to understand and communicate with diverse audiences**
- **Mass media (issue advertising, paid advertising, Op-eds, letter to the editors)**
- **Effective media relations to support lobbying efforts**
- **Developing the “message”**

C. Process/Trade Craft/Research

- **Ability to understand and communicate with diverse audiences**
- **Importance of communications staff & public policy staff working together**
- **Getting GR and PR professionals to understand one another’s professional environments, services, responsibilities and restrictions**
- **How to deal with the media in a positive way**

- **How to use the press (editorial boards) to support your issue**

D. Technology

- **Electronic Newsletters (e-mail/fax) of Govt. Affairs Info/Updates**
- **Use of electronic communications as an alternative to traditional means**
- **Internal vs. external communications**

Issue Management

A. Legal/Regulatory/Ethical

- **Crisis Management**
- **Regulatory outsourcing**

B. Advocacy/Communication/Persuasion

- **Use PR folks to help frame your issues**
- **Keeping the grassroots on board with lobbyist message**
- **How to prioritize your issues – they all can't be #1 – telling your members no**
- **Using the Media to Influence Legislators**
- **Communicating issues to association members and policy makers**

C. Process/Trade Craft/Research

- **Intelligence gathering – what's the other side doing**
- **Benchmarking/Identifying trends**
- **Understanding the inter-relationships between various issues**
- **How issues evolve into policy**
- **How to Pass/Stop Legislation in an Election**
- **Top Ten Steps for a Successful Issue Campaign**
- **Determining the issues you can win on - #1 may not be winnable**

D. Technology

- **Tracking system for issues/actions**
- **Using technology to your advantage**

Resource Management (Senior)

A. Legal/Regulatory/Ethical

- **Personnel issues, such as staff management and conflict resolution**
- **Hiring good GR staff: what to look for, how to judge applicants, how to keep them**
- **Establishing performance appraisals – individual, department, association**
- **Outsourcing – hiring the right staff and effectively managing the contract**
- **Raising money for your government relations staff**

B. Advocacy/Communication/Persuasion

- **Budgeting (for the known and unknown issues) and justifying your budget to the CEO/CFO and board**
- **Building Stronger Leadership Support for your association for GR**
- **Using your Board and leaders to carry your message**
- **Demonstrating value of the GR function even though it doesn't raise revenue**

C. Process/Trade Craft/Research

- **Training, especially in research methods, technology, financial management**
- **Time Management**
- **Running an effective GR function in a small association**
- **Managing vs. leading – mentoring your staff and motivating them**

D. Technology

- **Method/system for resource prioritization**

1. **Direct Lobbying**

A. *Legal/Regulatory/Ethical*

Reporting Requirements (Congress-based and IRS - state & local regulatory bodies)

Knowledge Level: Beginning, Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- The Lobbying and Advocacy Handbook for Nonprofits by Marcia Avner, Minnesota Council of Nonprofits, 2002
- Guide to State Legislative Lobbying by Robert Guyer, 2003
- Lobbying, PACs, and Campaign Finance: 50 State Handbook by Christianson, Coyle, Poliakoff, and
- Yang, West Group, St. Paul, MN, 2000
- Office of the Clerk (Federal): <http://www.clerkweb.house.gov/>
- Office of Public Records (Federal): http://www.senate.gov/legislative/common/briefing/lobby_disc_briefing.htm
- See www.stateandfed.com for a complete listing of state lobbying laws, or visit a specific state's website and search for lobbying regulations.
- [Lobbying Compliance: Constantly Changing the Landscape for GR Professionals](#) Corey Rubin, Esq., and Jeff Hartgen, March 2007

Learning Objectives

- Learn when it's time to file
- What to File (Forms)
- Where to File
- Who is required to file

Legislative/Regulatory Procedures

Knowledge Level: Beginning, Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-The-Job

Resources

- Senate Procedure, Precedents and Practices by Floyd M. Riddick online at: <http://www.gpoaccess.gov/riddick/index.html>. 1993
- *House and Senate Rules of Procedure: A Comparison* <http://www.senate.gov/reference/resources/pdf/RL30945.pdf#search='senate%20procedure>
- Procedure in the U.S. House of Representatives, Online at <http://www.gpoaccess.gov/hpractice/index.html>
- Guide to State Legislative Lobbying by Robert Guyer, 2003
- "[Passing A State Law: A Primer](#)," Christine Umbrell, ASAE GR News, May 2004
- "[State and National Government Relations: A Team Approach](#)," Diane Ewert, CAE and David Reynolds, ASAE GR News, November 2003,
- "[Establishing a State Government Relations Program in a National Association](#)", Dennis Brown, ASAE GR News.

Learning Objectives

- What laws apply to these procedures
- How to effectively obtain results
- Understanding Parliamentary Procedure

Understanding the Administrative Procedures Act/Role of OMB in the Regulatory Process

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Rulemaking by Cornelius M. Kerwin, Congressional Quarterly, 2003
- Guide to Federal Regulatory Process at About.com
http://usgovinfo.about.com/library/weekly/blfedregs_a.htm
- Office of Management and Budget: <http://www.whitehouse.gov/omb/index.html>

Learning Objectives

- Understanding the rulemaking process
- Understanding the role of OMB

Executive Branch Lobbying

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998 (Chapter 12)

Learning Objectives

- 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 distill complex issues into concise talking points, and succinctly convey impacts on members and constituents

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-The-Job
- Continuing Education

Resources

- ASAE Legislative Programs (GR School, for example)
- 100 Ways to Improve Your Writing by Gary Provost, Mentor Books, 1985

Learning Objectives

- Learn what to say and how to say it
- Learn who in association would best present your objectives
- Learn how to work with your PR Department to fine-tune your message

Understanding techniques of persuasion (writing and speaking)

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- College
- On-The-Job

Resources

- Personal Political Power by Joel Blackwell, Issue Management Co., 1998
- Presentations by Daria Price Bowman, Adams Media Corporation, 1998

Learning Objectives

- Learn how to properly speak in public
- Understanding how to capture and maintain audience

The importance of lobbying legislative staff – not just legislators

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE programs
- Congressional Directory published by ASAE
- How to Communicate with Congress by Stephanie D. Vance, AdVanced Consulting, 2001

Learning Objectives

- Learn who to 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 your PR shop effectively

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Interest Groups & Congress: Lobbying, Contributions, and Influence by John R. Wright, Allyn and Bacon, 1996
- Lobbying and Government Relations: A Guide for Executives by Charles S. Mack, Quorum Books, Westport, CT, 1989
- "[The Making of a Spokesperson](#)", Al Rothstein, ASAE GR News, November 2004,
- "[Persuading the Legislature Through Strategic Use of the News Media](#)", Al Rothstein, ASAE GR News, September 2004,
- "[Using Public Relations in Government Relations](#)," Jenny Boese, ASAE GR News, November 2003,

Learning Objectives

- Learn to work with your PR Department for a common goal
- Media Training
- Using PR to frame the issues

C. Process/Trade Craft/Research

How to Elect Friendly Legislators

Knowledge Level: Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Federal Elections Commission: <http://www.tray.com/fecinfo/>
- Common Cause: <http://www.commoncause.org>
- Project Vote Smart: <http://www.vote-smart.org/index.htm>

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- "[Is That Your Final Answer?](#) Policy and Associations, Peter Farnham, CAE, Executive Update, September 2004,
- "[Five Steps of Policy Development](#)," Peter Farnham, CAE, Executive Update, May 2004,
- "[An Association Advocacy Primer](#)," Andrea Cianfrani, July 2002
- "[The Value of Teamwork](#)", Robert E. McLean, CAE, ASAE GR News, April 2004

- How Congress Works and Why You Should Care by Lee Hamilton, Indiana University Press, 2004
- How to Communicate with Congress by Stephanie Vance, AdVanced Consulting, 2001

Learning Objectives

- Learn what to say, how to say it
- Learn what separates you from other lobbyists
- Learn to articulate the truth and never “fudge”

Nurturing potential candidates

Knowledge Level: Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School
- American Marketing Association: <http://www.ama.org>
- Campaigns and Elections Magazine: www.campaignline.com

Learning Objectives

- Understanding how to foster a good candidate’s campaign
- Feeding candidates information
- Participating in a legislators advisory committee

Knowledge of the political decision making process; legislative/regulatory processes

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- College
- On-The-Job

Resources

- How Our Laws are Made published by the House of Representatives, online at <http://thomas.loc.gov/home/lawsmade.toc.html>
- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998
- House of Representatives website: <http://www.house.gov>
- Senate Website: <http://www.senate.gov>
- CRS Reports available at http://www.rules.house.gov/archives/crs_reports.htm
- [Honesty Is Still the Best Policy](#) David C. Gessel, J.D., CAE Nov. 2006
- [How Does Lobbying & Ethics Reform Affect Us?](#) Chris Vest, January 2007

Learning Objectives

- 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

Lobbying in the District – don't forget about back home

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- GR School
- "[Set Your Sights on a Site Visit](#)," Robert E. McLean, CAE, ASAE GR Newsletter, September 2003
- "[Conducting Site Visits for Legislators](#)," Michael Graham, ASAE GR Newsletter, June 1998.
- "[How to Set up a Site Visit](#)" Stephanie Vance

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job

Resources

- Networking with colleagues

Learning Objectives

- 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"

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Networking with colleagues
- Dig Your Well Before You're Thirsty by Harvey MacKay, Doubleday, 1996

Learning Objectives

- Understanding how to work with people such that both parties reach a consensus and obtain what they desired

Researching the political environment – "why a legislator is acting a certain way"

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Colleague advice
- Research voting record & constituency base
- The *Almanac of American Politics* (National Journal)

Learning Objectives

- Learn where to go to understand why a legislator is voting a certain way
- Learn the politics of why a member supports your cause or is not supporting your cause

Coalitions

Knowledge Level: Beginning, Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- Lobbying Together: Interest Group Coalitions in Legislative Politics by Kevin W. Hula, Georgetown University Press, Washington, DC, 1999
- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, Washington, DC, 1998 (Chapter 8)
- ASAE GR School
- "[Coalition Building, Part I: Why and How To Get Started](#)", Robert McLean, CAE, ASAE GR News, May 2005
- "[Coalition Building, Part II: Reaping the Benefits](#)", Kristin Hellquist, ASAE GR News, May 2005

Learning Objectives

- Learn how to build a coalition for your message
- Understanding how to work with that 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)
- Establishing a steering committee and determining its composition
- Future of your coalition

D. Technology

Using Technology to your Advantage

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- Continuing Education

Resources

- Cyberpolitics by Kevin A. Hill & John E. Hughes, Roman & Littlefield Publishers, Lanham, MD, 1998
- Vote.com by Dick Morris, Renaissance Books, Los Angeles, 1999
- [Overcoming Logic Puzzles and Other Obstacles](#) Susie Gorden, September 2006
- ASAE Annual Meeting Trade Show
- ASAE GR School

Learning Objectives

- Learn how to get the best from your technology
- Learn the difference between telephone and internet technology
- Learn how to effectively use internet technology

2. Grassroots

A. *Legal/Regulatory/Ethical*

Understanding laws, regulations, ethics of grassroots communication

Knowledge Level: Beginning, Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-The-Job
- Continuing Education

Resources

- House of Representatives website: <http://www.house.gov>
- State Secretary of State

Learning Objectives

- Learn what laws apply to grassroots efforts
- Understanding the limitations on 501(c)(3) grassroots efforts
- What the IRS considers grassroots communications

B. *Advocacy/Communication/Persuasion*

Motivating volunteers (Organizing, Recruiting & Retaining Grassroots Members)

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School
- "[The Science Behind Successful "Get Out the Vote" Programs](#)", Amy Showalter, ASAE GR News, November 2004
- "Trust – The Ultimate Grassroots and PAC Motivator parts [I](#) & [II](#)", Amy Showalter", ASAE GR Newsletter, May/July 2004
- [Cultivating Your Roots](#), Adam Nelson, ASAE GR Newsletter, July 2002
- [Communicating With Gen Xers and Millennials](#) Judy Pulice, CAE, March 2007

Learning Objectives

- Understanding how to motivate your volunteers such that 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR Newsletter: "[Achieve Legislative Goals With a Grassroots Program](#)" - 9/98;

Learning Objectives

- Learn when to use the grassroots
- Making effective lobbying visit with lobbyist and constituent with member

Meeting the legislator

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- "How to Communicate with Congress" by Stephanie Vance, AdVanced Consulting, 2001
- ASAE GR School

Learning Objectives

- 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, letter-to-the-editors)

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE's GR School
- See "[The Making of a Spokesperson](#)", Al Rothstein, ASAE GR News, November 2004,
- "[Persuading the Legislature Through Strategic Use of the News Media](#)", Al Rothstein, ASAE GR News, September 2004,
- "[Using Public Relations in Government Relations](#)," Jenny Boese, ASAE GR News, November 2003,
- "[PR versus GR: Friends or Enemies?](#)", Adam Nelson and Andrea Cianfrani, ASCE GR News July 2002

Learning Objectives

- Learn how to get the most out of the media
- Learn how to mount an effective media campaign for your issues
- Learn the key ingredients of Op-Ed pieces that get the attention
- Learn what NOT to include in an Op-Ed piece
- Learn who to who to approach with your Op-Ed piece
- Learn when is the best time to pitch your Op-Ed piece

Site visits – getting press

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- [“Set Your Sights on a Site Visit,”](#) Robert E. McLean, CAE ASAE GR News Sept. 2003
- [“How to Set Up a Site Visit”](#) Stephanie Vance

Learning Objectives

- 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

Knowledge Level: Intermediate

Ways to Acquire Knowledge

- On-The-Job

Resources

- [“Extending Your Fly-In Miles”](#), Alan Rosenblatt, Ph.D., and Pam Fielding, ASAE GR News, March 2005,
- [When Your Members Go to Washington](#),” Deborah Brickey, ASAE GR News, March 2000

Learning Objectives

- How to make the most of your Washington, D.C. 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School
- Project Vote Smart: <http://www.vote-smart.org/>

Learning Objectives

- 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. Grasstops – What’s it all mean?**

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Learning Objectives

- Learn about Grasstop campaigns
- Learn the difference between a key contact and a broad base grassroots network
- When do I 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

Knowledge Level: Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School
- Colleague advice

Learning Objectives

- Learn what types of computer tracking system is needed to keep your records current
- Learn how to identify your members as activists
- Learn how to conduct issue surveys

Outsourcing Grassroots: Low Cost, Moderate Cost, Fire Torpedoes

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- *Who's Who* published by ASAE

Learning Objectives

- Learn what types of computer tracking system is needed to keep your records current
- Learn how to utilize resources
- Use of Internet
- Telephony systems
- When do I hire a firm to help conduct my grassroots efforts?

How to develop an effective grassroots network in your organization

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- [Creating and Managing an Association Government Relations Program](#) edited by Michael Kastner (ASAE 1998),
- [Fifty Pearls of Wisdom for Association Grassroots Programs](#), Robert Floyd, June 2001

Learning Objectives

- Learn how to gain support from Senior Management
- Learn how to persuade the volunteer army to champion your cause
- Getting the best from the top volunteers and paid staff

Follow-up - getting your members' message to the Hill/agencies and back to your volunteers

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- [Creating and Managing Association Government Relations Program](#) edited by Michael Kastner, ASAE, 1998

Learning Objectives

- Learn how to set up a communication vehicle to keep members apprised of issues
- Learn how to set up an Advocacy Center to help your members send their message to legislators

How to effectively coordinate “behind the scenes,” and allow others to be in the limelight

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- Colleague advice

Learning Objectives

- Learn when to share the limelight
- Incorporating volunteers into this arena

How to “humanize issues; bring the issue home; boil it down

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Colleague advice
- “How to Communicate with Congress” by Stephanie Vance, AdVanced Consulting, 2001

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR Newsletter: “[Achieve Legislative Goals with a Grassroots Program](#)” - 9/98

Learning Objectives

- 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 vehicles

Benchmarking – measuring your success

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job

Resources

- ASAE GR School

Learning Objectives

- 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)**

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Colleague advice
- ASAE GR School
- [Grassroots and Technology](#), Edward Grefe, July 2006

Learning Objectives

- Learn how to do it and make the most of it
- What's the most effective

Motivating volunteers (Organizing, Recruiting & Retaining Grassroots Members) Mobilization

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Grassroots Enterprise website: <http://www.grassroots.com>
- "Trust – The Ultimate Grassroots and PAC Motivator parts [I](#) & [II](#)", Amy Showalter", ASAE GR Newsletter, May/July 2004
- [Introducing \(or Reintroducing\) Your Members to Their Government Affairs Program](#)

Learning Objectives

- 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 most interested and/or affected by a given issue

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- *Who's Who* published by ASAE
- ASAE GR School

Learning Objectives

- 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

Knowledge Level: Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR Newsletter: "Cultivating Your Roots" - 02/99; "Strong Grassroots Overcome Giant Opposition" - 07/99

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- The Net Effect by Daniel Bennett and Pam Fielding, e-advocates Press, 1999

Learning Objectives

- How can you get your message across the Computer Super-Highway
- Learn what types of actions are most effective
- Registering your issue with search engines

3. Fundraising & Effectively Managing the Money

A. Legal/Regulatory/Ethical

Raising Money for "Emergency Campaigns" on your issues

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- Political Money Line website: <http://www.tray.com/fecinfo/>
- Secretary of State

Learning Objectives

- Learn the FEC requirements
- When and where to file

How to Manage an Effective PAC

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- Learn how to effectively manage and get the most out of your PAC
- When is the best time to give to candidates

Federal election/campaign law

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998
- Association Law Handbook by Jerald Jacobs, ASAE, 1996
- State Secretary of State Web site

Learning Objectives

- Learn and understand the rules and regulations

How to start a PAC

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Political Money Line website: <http://www.tray.com/fecinfo/>
- IRS website: <http://www.irs.com>
- ASAE Background Kit on PACs

Learning Objectives

- Learn the rules of distinction and how they are affected by the tax code
- Setting goals for the PAC
- Understand the importance of bylaws

- Committee structure, giving guidelines

Legal funds

Knowledge Level: Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Association Law Handbook by Jerald Jacobs, ASAE, 1996
- "Association Law & Policy" published by ASAE

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Professional Practices in Association Management by John Cox, CAE (Chapter 13), ASAE, 1997
- Creating and Managing an Association Government Relations Program by Michael Kastner, ASAE, 1998
- [Introducing \(or Reintroducing\) Your Members to Their Government Affairs Program](#)

Learning Objectives

- Learn how to frame the issue
- Preparing talking points
- Preparing letters including these points
- Personalize the communication

Effect of Online Communication

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- College
- On-The-Job
- Continuing Education

Resources

- ASAE GR School
- Grassroots Experience website: <http://www.grassroots.com>
- The Net Effect by Daniel Bennett and Pam Fielding, e-advocates Press, 1999

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job

Resources

- Networking with Colleagues
- PAC Committee members
- Colleague advice

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- Continuing Education

Resources

- ASAE GR School
- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998

Learning Objectives

- Using the Internet to raise money when you don't have the stock
- Setting priorities for your PAC dollars

States vs. National – you must continue to give at both levels

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998
- ASAE GR School
- BIPAC: Electing Business to Congress website: <http://www.bipac.org/home.asp>

Learning Objectives

- Learn the importance of a PAC relative to your overall Government Relations Program
- Creating government relations education funds

Public Relations for PACs

Knowledge Level: Beginning, Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- ASAE Background Kit for PACs
- BIPAC: Electing Business to Congress website: <http://www.bipac.org/home.asp>

Learning Objectives

- Using PR to promote your PAC to membership
- How to report on the activities of the PAC through different communications vehicles

C. Process/Trade Craft/Research

Telemarketing 101 – using outside resources

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- ASAE program on fundraising

Learning Objectives

- 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 your PAC funds effectively

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- BIPAC: Electing Business to Congress website: <http://www.bipac.org/home.asp>

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998
- BIPAC: Electing Business to Congress website: <http://www.bipac.org/home.asp>
- [Expanding the Donor Pool](#) Ned Monroe, CAE, March 2007

Learning Objectives

- Learn how to prioritize your distribution by using a pre-set list of guidelines and criteria
- Understanding that you cannot give to all
- Learn what members are important to your issues

Working with state/local chapters and affiliates

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education
- [Successful Congressional Visits for State-Centered Organizations](#) Valerie Brown, May 2006

Resources

- ASAE GR School

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- *Who's Who* published by ASAE
- Colleague advice
- Federal Elections Commission: <http://www.tray.com/fecinfo/>

Learning Objectives

- Understanding and using software to your advantage
- Using computer software to file your FEC reports

4. Communications

A. Legal/Regulatory/Ethical

Legislative Drafting/Regulatory Comment Writing

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-The-Job
- Continuing Education

Resources

- How Our Laws Are Made published by the United States House of Representatives, 1985
- The Non-Profit Lobbying Guide by Bob Smucker, Independent Sector, 1991, online at <http://clpi.org/toc.html>
- State rules agency procedures manuals

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- The Non-Profit Lobbying Guide by Bob Smucker, Independent Sector, 1991, online at <http://clpi.org/toc.html>
- ASAE GR School
- “[Email and Grassroots](#),” Bob Rising, ASAE GR Newsletter, June 2002,
- [Maintaining the 20/80 in Grassroots Advocacy](#),” Amy Showalter, ASAE GR Newsletter, April 2002
- “[Creating a True Online Grassroots Community](#),” ASAE GR Newsletter, November 2001.
-

Learning Objectives

- Learn the effectiveness of each
- Learn what to say and how to say it
- Learn how to write effective Action Alerts

Distill complex issues into concise talking points to convey information to members and constituents

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- Learn 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- National Speaker's Association website: <http://www.nsaspeaker.org/>

Learning Objectives

- Understand the value of public speaking
- Learn to organize and draft short speeches
- Learn to interpret the audience's reaction
- Learn to decide who can best convey your message

Mass media (issue advertising, paid advertising, Op-eds, letter to the editors)

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- Learn the advantages 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- The Nonprofit Lobbying Guide by Bob Smucker, Independent Sector, 1991, online at <http://clpi.org/toc.html>
- ASAE GR School
- "PR versus GR: Friends of Enemies, Adam Nelson and Andrea Cianfrani, ASCE GR News See ["The Making of a Spokesperson"](#), Al Rothstein, ASAE GR News, November 2004,
- ["Persuading the Legislature Through Strategic Use of the News Media"](#), Al Rothstein, ASAE GR News, September 2004,
- ["Using Public Relations in Government Relations,"](#) Jenny Boese, ASAE GR News, November 2003,
- ["PR versus GR: Friends or Enemies?"](#), Adam Nelson and Andrea Cianfrani, ASCE GR News July 2002

Learning Objectives

- 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”

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Professional Practices in Association Management by John B. Cox, CAE (Chapter 2), ASAE, 1997

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-The-Job
- Continuing Education

Resources

- National Speaker’s Association website: <http://www.nsaspeaker.org/>

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- Professional Practices in Association Management by John B. Cox, CAE (Chapter 14), ASAE, 1997
- [“PR versus GR: Friends or Enemies?”](#), Adam Nelson and Andrea Cianfrani, ASAE GR News July 2002

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-The-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- Teach your PR staff to understand the legislative process

How to deal with the media in a positive way

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-The-Job
- Continuing Education

Resources

- ASAE GR School
- The Nonprofit Lobbying Guide by Bob Smucker, Independent Sector, 1991, online at <http://clpi.org/toc.html>

Learning Objectives

- Learn how to establish a 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- American Journalism Review: <http://www.ajr.org/>
- Newspaper Association of America website: <http://www.naa.org/>

Learning Objectives

- 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 Govt. Affairs Info/Updates

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job

- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- Learn to get the most out of your electronic communications
- Learn to set goals for electronic communications

Use of electronic communications as an alternative to traditional means

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- The Net Effect by Daniel Bennet and Pam Fielding, eadvocate Press, 1999
- [“Email and Grassroots,”](#) Bob Rising, ASAE GR Newsletter, June 2002
- [“Maintaining the 20/80 in Grassroots Advocacy,”](#) Amy Showalter, ASAE GR Newsletter, April 2002, and
- [“Creating a True Online Grassroots Community,”](#) Amy Showalter, ASAE GR Newsletter, November 2001.

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job

Resources

- Colleague Advice

Learning Objectives

- 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

5. Issue Management

A. *Legal/Regulatory/Ethical*

Crisis Management

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Crash Landing : Surviving a Business Crisis by Richard O. Jacobs, Glenbridge Publishing, Ltd., 1991
- [When Nature's Punch Lands a Direct Hit](#), Richard Martin, CAE May 2006
- [Connect During a Crisis](#) Stephanie Vance, January 2006

Learning Objectives

- Learn how to effectively handle a crisis
- Learn when to expect the unexpected
- Develop a crisis management plan

Regulatory outsourcing

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program (Chapter 6, 12) edited by Michael Kastner, ASAE, 1998
- *Who's Who* published by ASAE
- [Help ... I Need a Lobbyist](#) Diana Ewart, CAE, March 2007

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- See Communications Section

Learning Objectives

- Learn what issues are at the 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

Knowledge Level: Intermediate

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- See Grassroots Section

Learning Objectives

- Learn how to identify the key link between the grassroots message and the lobbyists

How to prioritize your issues – they all can't be #1 – telling your members no

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- Creating and Managing an Association Government Relations Program (Chapter 2) edited by Michael Kastner, ASAE, 1998
- "[Five Steps to Public Policy Development](#)," ASAE GR Newsletter, May 2004

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- See Communications Section

Learning Objectives

- Learn how to persuade the media in order to affect your issue
- Learn how to frame the issue to get in the media spotlight

Communicating issues to association members and policy makers

Knowledge Level: Beginning, Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Colleague advice
- Internet research

Learning Objectives

- Learn how to communicate your issue to members and policy-makers in a concise and persuasive manner
- 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 doing

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Peer/Colleague networking
- Internet research

Learning Objectives

- Learn how to find out what the opposition is saying and doing

Benchmarking/Identifying trends

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR Newsletter: "Connecting with Members: Government Relations as a Member Benefit" - 8/98
- [DOES AMY HAVE SOMETHING NEW ON THIS?]
- State-to-state peer contacts

Learning Objectives

- Using environmental scans to track trends in your industry
- Using the Annual Survey to track your successes

Understanding the inter-relationships between various issues

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- ASAE GR School
- PR/Legislative consulting firm
- [Five Steps to Public Policy Development](#),” ASAE GR Newsletter, May 2004

Learning Objectives

- Using the media to keep your issue hot
- Build off others momentum

How to Pass/Stop Legislation

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Learning Objectives

- Learn the importance of timing on your legislative issues

Determining the issues you can win on - #1 may not be winnable

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program (Chapter 2) edited by Michael Kastner, ASAE, 1998
- Networking with legislators

Learning Objectives

- Setting expectations with staff
- Setting expectations with volunteers
- How to communicate these expectations

D. Technology

Tracking system for issues/actions

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- www.congress.gov
- State legislative websites

Learning Objectives

- Learn how to track legislators who support or oppose your issue

Using technology to your Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- "[Choosing a Software Package for Government Affairs](#)", Brian I. Caudill, ASAE GR News, May 2005,
- "Election Year Brings Opportunities for Online Advocacy", Alan Rosenblatt and Nicole Duritz, ASAE GR News, April 2004,
- "Role of Grassroots parts I & II," Susan Berger, ASAE GR Newsletter, September/November 2003 and
- "Managing Your Online Advocacy Program," Alan J. Rosenblatt, ASAE GR Newsletter, July 2002.
- Software training seminars

Learning Objectives

- Using the electronic cycle to help slow down or speed up your efforts

6. Resource Management (Senior)

A. Legal/Regulatory/Ethical

Personnel issues, such as staff management and conflict resolution

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-the-Job
- Continuing Education

Resources

- Professional Practices in Association Management by John B. Cox, CAE (Chapter 14), ASAE, 1997

Learning Objectives

- Anticipating staff problems
- Learn how to effectively diffuse a problem

Hiring good GR staff: what to look for, how to judge applicants, how to keep them

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- Human Resource Management in Associations, edited by Phyllis Roderer & Sandra Sabo, ASAE, 1994

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job

Resources

- Colleague Advice

Learning Objectives

- Benchmarking to track your successes
- Self-appraisals vs. 360 degree appraisal

Outsourcing – hiring the right staff and effectively managing the contract

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- Professional Practices in Association Management by John B. Cox, CAE (Chapter 14), ASAE, 1997

- The Lobbying and Advocacy Handbook for Nonprofits by Marcia Avner, Minnesota Council of Nonprofits, 2002
- Guide to State Legislative Lobbying by Robert Guyer, 2003

Learning Objectives

- 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

Knowledge Level: Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael Kastner (ASAE 1998),
- ASAE GR School
- ASAE GR Newsletter: "Getting Started and Staying Legal" - 7/98

Learning Objectives

- Understanding the limits of your budget
- Getting the most for 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-the-Job
- Continuing Education

Resources

- Colleague Advice

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Networking with organizations

Learning Objectives

- Communication tips for sharing your successes with staff and volunteers
- Create a communication vehicle to regularly report on your GR program

Using your Board and leaders to carry your message

Knowledge Level: Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Colleague Advice

Learning Objectives

- 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- ASAE GR School

Learning Objectives

- 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 dollar 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

Knowledge Level: Advanced

Ways to Acquire Knowledge

- College
- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998

Learning Objectives

- Learn what to look for and how to find it
- Learn how to effectively train your association employees to manage their budgets

Time Management

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-the-Job

Resources

- Beyond Time Management: Business With Purpose by Robert J Wright, Butterworth-Heinemann, 1996
- Various Web Resources

Learning Objectives

- Learn how to budget your time in order to finish tasks
- The art of multi-tasking

Running an effective GR function in a small association

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- Colleague Advice
- [Building a Government Affairs Program on a Lean Budget](#) Karen W. Penafiel, CAE September 2006
- [One-Person Show: Running the GR Department By Yourself](#) Michael Stark, September 2006

Learning Objectives

- 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 your staff and motivating them

Knowledge Level: Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

“Managing Your Government Relations Staff,” ASAE GR Newsletter, September 1998
[Human Resource Management in Associations](#) edited by Phyllis Roderer and Sandra Sabo (ASAE 1994)

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998

Learning Objectives

- Learn how to prioritize your resources
- Understand memberships priorities and manage your resources accordingly
- Create computer systems to track your resources by program/issue

7. Relationship Building (legislative, regulatory, coalitions)

A. Legal/Regulatory/Ethical

Learn the lobbying laws/ethics [HOW IS THIS DIFFERENT FROM EARLIER SECTIONS?]

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- The Lobbying and Advocacy Handbook for Nonprofits by Marcia Avner, Minnesota Council of Nonprofits, 2002
- Guide to State Legislative Lobbying by Robert Guyer, 2003
- Lobbying, PACs, and Campaign Finance: 50 State Handbook by Christianson, Coyle, Poliakoff, and Yang, West Group, St. Paul, MN, 2000
- Office of the Clerk (Federal): <http://www.clerkweb.house.gov/>
- Office of Public Records (Federal): http://www.senate.gov/legislative/common/briefing/lobby_disc_briefing.htm

Learning Objectives

- Understanding the rules, and learn how to follow them
- How to file as a lobbyist
- What is ethical behavior
- What is unethical behavior

Conducting an effective agency Liaison meeting

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- Continuing Education

Resources

- ASAE's Listserver

Learning Objectives

- 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

Knowledge Level: Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Dig Your Well Before Your Thirsty by Harvey MacKay, Doubleday, 1996
- ASAE GR School
- ASAE's Listserver
- CQ Seminars

Learning Objectives

- Get to know the people that can most influence your association's issues
- Following 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

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College
- On-the-Job
- Continuing Education

Resources

- ASAE GR School
- CQ Seminars
- Targeting National Meetings of State Legislators", Adrian Hochstadt, CAE, ASAE GR News, January/February 2004

Learning Objectives

- Learn how to work with each level of government
- Understand how each level affects your association

Ability to understand and communicate with diverse audiences

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- College

- On-the-Job
- Continuing Education

Resources

- Public speaking opportunities (i.e., Toast Masters)

Learning Objectives

- Choosing the best person to represent your issue
- Learn what issues will attract and keep an audience

Building staff relations

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- 1,001 Ways to Inspire : Your Organization, Your Team and Yourself by David E. Rye, Career Press, 1998
- ASAE's Listserver

Learning Objectives

- Learn how to increase morale
- Keeping staff focused on the big picture
- Recruiting

Using ASAE or state/local SAE to network and build relationships

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- The Secrets of Savvy Networking : How to Make the Best Connections for Business and Personal Success by Susan RoAne, Warner Books, 1993
- *Who's Who* published by ASAE
- ASAE GR School
- ASAE's Listserver

Learning Objectives

- 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)

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job

- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998
- ASAE's Listserver

Learning Objectives

- 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)

Coalitions/alliances building techniques

Knowledge Level: Intermediate, Advanced

Ways to Acquire Knowledge

- On-the-Job
- Continuing Education

Resources

- Creating and Managing an Association Government Relations Program edited by Michael E. Kastner, ASAE, 1998
- "Coalition Building, Part I: Why and How To Get Started", Robert McLean, CAE, ASAE GR News, May 2005,
- "Coalition Building, Part II: Reaping the Benefits", Kristin Hellquist, ASAE GR News, May 2005,
- "Coalitions: How to Sleep with the Enemy and Still Respect Yourself in the Morning," Peter Farnham, CAE, Executive Update, October 2004,
- "Advancing Your Views and Values," Casey Dyson, ASAE Website, June 2002

Learning Objectives

- Using 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- College
- On-the-Job
- Continuing Education

Resources

- Various Web Resources
- Peer networking

Learning Objectives

- 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

Knowledge Level: Beginning, Intermediate

Ways to Acquire Knowledge

- College
- On-the-Job
- Continuing Education

Resources

- ASAE Technology Conference
- ASAE GR School
- "Choosing a Software Package for Government Affairs", Brian I. Caudill, ASAE GR News, May 2005,
- "Election Year Brings Opportunities for Online Advocacy", Alan Rosenblatt and Nicole Duritz, ASAE GR News, April 2004,
- "Role of Grassroots parts I& II," Susan Berger, ASAE GR Newsletter, September/November 2003 and
- "Managing Your Online Advocacy Program," Alan J. Rosenblatt, ASAE GR Newsletter, July 2002.

Learning Objectives

- Learn how to effectively choose and employ good technology