



# **Panel Presentation Guide and Materials**

**for Candidates for Accreditation in Public Relations**

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## Panel Presentation Guide and Materials for Candidates

### Welcome to the Panel Presentation

The Panel Presentation is the first of two steps to achieve Accreditation. This document is divided into five sections:

- I. Purpose of Panel Presentation.** The Panel Presentation evaluates a candidate's knowledge, skills and abilities in 12 specific areas that cannot be effectively judged in the computer-based Examination.
- II. Procedures for Panel Presentation.** This section offers policies, procedures and how-to's for the Panel Presentation and its two components: 1) the completion of a Panel Presentation Questionnaire and 2) the Panel Presentation itself.
- III. Panel Presentation Questionnaire.** In this section, candidates will find tips on preparing responses to most effectively demonstrate public relations expertise.
- IV. Preparing for Panel Presentation.** Information in this section will help the candidate learn how the portfolio, public relations plan and responses required in the Panel Presentation Questionnaire come together for the Panel Presentation.
- V. Appendices.** This section contains resources needed to prepare for the Panel Presentation, including the Questionnaire and lists of knowledge, skills and abilities assessed in the Examination for Accreditation in Public Relations. For additional resources, visit the Universal Accreditation Board website at [www.praccreditation.org](http://www.praccreditation.org).



<b>Panel Presentation at-a-Glance</b>		
<b>Typical Timeframe*</b>	<b>Candidate</b>	<b>Chair/Panelists</b>
Before Panel Presentation	Notify local Accreditation chair of intent to enter Accreditation process.	Provide candidate with local resources and overview on process.
	Read this document thoroughly and assess your public relations experience and ability to respond effectively to the Panel Presentation Questionnaire before completing the application.	
Before Application Submittal	Begin collecting and preparing materials for Panel Presentation.	
Month 1	Submit application for Accreditation to Universal Accreditation Board.	
14 days after application is received by UAB.	Receive notification from UAB of application approval. If not approved, UAB provides reasons for ineligibility.	Receive notification from UAB of candidate's application approval.
	Note: Panel Presentation and computer-based Examination MUST be completed within one-year of application approval.	
Months 1, 2, 3	Prepare for Panel Presentation and computer-based Examination.	Conduct study groups, assist candidate in preparation.
		Recruit three Accredited professionals to serve as panelists in the Panel Presentation.
Month 1 (30 days prior to Panel Presentation)	Request schedule for Panel Presentation. Prepare written responses to Panel Presentation Questionnaire, portfolio and presentation.	Organize panelists; identify date, time and location.
Month 2 (15 days prior to Panel Presentation)	Submit Panel Presentation Questionnaire.	Review candidates written responses to Panel Presentation Questionnaire.
Month 2	Finalize portfolio and presentation.	
Month 2, 3	Participate in Panel Presentation.	Conduct Panel Presentation.
Immediately following Panel Presentation		Vote for Advance or Not Advance recommendation.
Within five business days following Panel Presentation		Submit required documentation and recommendation to UAB.
Within two weeks of receipt of panel's recommendation	Receive notification via regular mail of Advance or Not Advance status from UAB.	Receive notification via email of Advance or Not Advance status from UAB.
Post Panel Presentation	If Advanced, prepare for computer-based Examination. Must sit for Examination by completion deadline (one year after application approval.)	Provide mentoring and preparation support to candidate, as needed.
	If not Advanced, may repeat Panel Presentation process after 90-day waiting period. Must sit for Examination by completion deadline (one year after application approval.)	

**\*Each candidate progresses through this process at his or her own pace. This timeframe reflects an average time period but may be shortened or lengthened per candidate's needs.**



## I. PURPOSE OF PANEL PRESENTATION

The Panel Presentation is the first in a two-step process to earn Accreditation in Public Relations. It is a gateway to the computer-based Examination.

According to the Universal Accreditation Board Policies and Procedures, the intent and purpose of the Panel Presentation is to assess the candidate's performance on the KSAs that cannot be assessed on the computer-based portion of the Examination.

“The intended result of the Panel Presentation is that each candidate will earn an Advance or Not Advance assessment that will recommend the Universal Accreditation Board (UAB) either accept or decline the candidate's request for admission to the computer-based Examination at this time.”\*

\*The final decision on whether or not to advance a candidate rests with the Universal Accreditation Board.

The Panel Presentation is an opportunity for the candidate to demonstrate competence in 12 specific areas of public relations knowledge, skills and abilities that cannot be effectively judged in the computer-based Examination:

1. Creative conceptualization/creativity
2. Initiative
3. Interpersonal skills
4. Management skills
5. Multi-tasking
6. Flexibility
7. Time management
8. Uses multiple delivery mechanisms
9. Communication skills/Speaking
10. Communication skills/Writing and Editing
11. Communication skills/Listening
12. Presentation skills

### Tip 1

The complete list of knowledge, skills and abilities tested can be found in Appendix A and Appendix D.

Details for each of these areas can be found in Appendix A.



## II. Procedures for Panel Presentation

The Panel Presentation has two components: The Panel Presentation Questionnaire and the presentation itself. Detailed instructions for both appear in Section III and IV. This section provides information about how the Panel Presentation process works.

### For the Candidate

Potential candidates first submit an application to the Universal Accreditation Board (UAB) that confirms work in public relations and the required minimum qualifications for Accreditation. See the [Examination for Accreditation in Public Relations Application](#). Candidates have one calendar year from the date the application is approved to complete the Readiness Review and computer-based Examination. The Panel Presentation may be taken as many times as necessary during that calendar year to advance to the computer-based Examination.

Once the application is approved, candidates contact the local Accreditation chair to plan for the Panel Presentation and to learn about study courses and sessions.

**Timing and location for the Panel Presentation.** The Panel Presentation will take place during a time and place mutually agreed upon between candidate and Accreditation chair. Panel Presentations may also occur at annual meetings or conferences, or at the end of intensive preparation sessions such as Boot Camps.

**Location.** The Accreditation chair arranges the meeting location, typically a professional setting (e.g., conference room of local agency/organization), free of distractions (phones, etc.).

The candidate completes and submits the Panel Presentation Questionnaire no fewer than 15 days prior to the Panel Presentation.

### About the Panelists

The Panel Presentation process employs a volunteer panel to assess the candidate's competence in 12 areas of skills as noted in Appendix A. The panelists recommend to UAB an Advance or Not Advance recommendation of the candidate.

### How Does the Panel Presentation Work?

#### Step 1. The Panel Presentation Questionnaire

The Panel Presentation Questionnaire is a two-part survey where candidates respond to questions in these areas:

- 1) organization and role;
- 2) work experience and sample public relations plan;

#### Tip 2

Within your responses to the Questionnaire, you will provide a complete public relations plan.

Candidates, on average, spend eight to 10 hours to complete the Panel Presentation Questionnaire. The Questionnaire should represent the candidate's best public relations writing and should be proofread thoroughly.

The completed Questionnaire is submitted to the local Accreditation chair at least 15 business days before the Panel Presentation (Step 2). Panelists study the candidate's responses carefully and prepare a list of questions or concerns to review with the candidate during the Panel Presentation.

#### Step 2. The Panel Presentation

Before the Panel Presentation, the candidate prepares a portfolio of materials demonstrating a public relations plan and other public relations activities. The portfolio is **NOT** submitted before the Panel Presentation; the candidate brings the portfolio on the day of the presentation.



During the Panel Presentation, three panelists meet with the candidate to:

- Listen to the candidate’s presentation of the portfolio materials supporting the public relations plan outlined in the Questionnaire.
- Ask questions about the candidate’s written responses to the Panel Presentation Questionnaire.

### **Step 3. Scoring the Panel Presentation**

Using a scale of “0” to “3,” each panelist completes a voting form ranking each of the 16 areas of competence:

- 0 = the candidate was unable to demonstrate any knowledge, skills or abilities in the rated areas;
- 1 = the candidate demonstrates a very weak level of knowledge, skills and abilities in the rated area;
- 2 = the candidate shows acceptable knowledge, skills and abilities in the rated area;
- 3 = the candidate demonstrates exceptional knowledge, skills and abilities in the rated area.

#### **Tip 3**

Candidates must receive a score of “1” or better in each of the 16 KSAs.

If the candidate achieves a total of at least 32 points and has no zero assessments in any single KSA category from any panelist will receive an Advance recommendation.

If a candidate does not achieve a total of at least 32 points, or has a zero assessment in any single KSA category from any panelist, the candidate will receive a tentative Not Advance recommendation.

Panelists(s) scoring the candidate as Not Advance must complete a document that describes reasons for a Not Advance recommendation and submit(s) the document to the panel chair.

Within five business days, the panel chair sends an Advance/ Not Advance recommendation, along with other material, to the UAB. The candidate is notified by mail about an Advance or Not Advance status within two weeks of receipt of these materials.

### **Appeal Process**

After two separate unsuccessful Panel Presentation sessions, candidates may make a formal appeal in writing to UAB chair. The chair will appoint a member of the UAB Eligibility and Appeals Work Group, will investigate the appeal and make a recommendation to the UAB chair and Executive Committee. The final ruling will be made as determined by the UAB Chair.

A candidate who receives a Not Advance status and whose organization cannot accommodate a second Panel Presentation within the one-year time frame may apply to UAB for an extension.



### III. THE PANEL PRESENTATION QUESTIONNAIRE

Candidates should contact the local Accreditation chair at least one month before a proposed Panel Presentation.

#### **How to Submit**

As directed by the Accreditation chair, candidates will submit four printed copies of the completed Questionnaire or will send the Questionnaire via e-mail to an address provided by the Accreditation chair.

#### **When to Submit**

The completed Panel Presentation Questionnaire must be submitted no fewer than 15 business days prior to your scheduled Panel Presentation.

#### **Completing the Questionnaire**

The Panel Presentation Questionnaire can be found online at [www.praccreditation.org](http://www.praccreditation.org) or in Appendix C. In addition to completing the Questionnaire, the candidate also compiles a portfolio of materials that were prepared in the execution of the public relations plan described in the Questionnaire. *The portfolio is not submitted beforehand but is presented by the candidate during the Panel Presentation.*

**NOTE:** Proofread your submission carefully. It should be free of typographical and formatting errors.

#### **Section One: Your Organization and Your Role**

In this section, candidates provide information about current employment in public relations. There is no word or page limit but responses should be succinct. Responses to each question should reflect your work situation.

#### **Section Two: Your Experience**

This is the heart of the Panel Presentation. Candidates present a public relations plan that they have planned and implemented using the Research, Planning, Implementation and Evaluation (RPIE) four-step process. Materials produced in the execution of the plan are included (collaterals, scripts, messaging, news releases). These items will be the core of the portfolio. Using the RPIE process in your Questionnaire is a good way to become even more comfortable and familiar with this planning process — it accounts for 30 percent of the computer-based Examination.

If a candidate contributed but was not solely responsible for the creation of a four-step plan, he or she should describe how members of the public relations team developed and executed the plan. Discuss what best practices were used or could have been used to develop the plan into a full spectrum of public relations programming to meet the goals and objectives of the plan. Candidates should clearly identify their role(s) with the plan and roles taken by other members of the team.

For examples of well-written sketches of comprehensive public relations plans, visit the PRSA Silver Anvil award recipients' submittals at [www.prsa.org/awards/index.html](http://www.prsa.org/awards/index.html).



**IV. PREPARING FOR PANEL PRESENTATION** After the Panel Presentation Questionnaire has been submitted, candidates have 15 days to finalize the portfolio and presentation.

### The Portfolio

The portfolio should furnish the fullest possible evidence of use of public relations research, planning, implementation and evaluation. Presentation of a vast collection of tactical tools without demonstration of situation appraisal, program planning and evaluation will be inadequate evidence of mastery of the complete spectrum of the public relations practice — regardless of the quality and quantity of work products shown.

#### Tip 4

The portfolio contains materials illustrating the public relations plan you have described in the Questionnaire. It is **not** submitted with the Questionnaire; bring the portfolio with you to the Presentation.

Focus the portfolio materials on the public relations campaign described in the Panel Presentation Questionnaire. Additional materials from other public relations campaigns can be included if they help demonstrate public relations strengths. The portfolio materials should support all elements of the plan from the Panel Presentation Questionnaire, including the following:

- An initial statement of the problem or opportunity.
- Primary and/or secondary research to validate the problem or opportunity and translate it into a situation appraisal that drives
- one or more specific program objectives.
- Identification of goals, objectives, strategies and program elements/tactics directed to targeted audiences that will accomplish stated
- program objectives.
- Evaluation activities that were used to assess the program objectives and situation appraisal to demonstrate program effectiveness.

#### Tip 5

Make sure you know the difference between primary and secondary research.

Many candidates prepare the portfolio in a three-ring binder, with tabs to reflect research, planning, implementation and evaluation products. A fifth tab for materials from other campaigns could complete the portfolio. The key point in the portfolio should be the demonstration of a single program, from inception to completion, with an emphasis on the full cycle of conceptualization, research, program development, implementation and assessment. We recommend compiling at least three copies of the portfolio so each panelist can follow along with the presentation.

The Accredited panel understands that candidates may not have been directly or solely involved with all aspects of the program presented. However, candidates should be prepared to describe activities conducted by other team members that contributed to the creation of the complete program. If candidates have no knowledge of certain aspects of the program, they should be equally prepared to provide a clear statement of the best practices that would be appropriate to create a full continuum of programming.

If candidates have not held a professional position in which creation, development, implementation and assessment of one or more campaigns were within the realm of assigned duties, candidates may want to volunteer for a nonprofit organization to provide pro-bono services and thus, create a source of materials for the portfolio. Local Accreditation chairs also may be able to offer suggestions for rounding out the portfolio presentation.



## The Presentation

### ***Time Limit***

Presentations should be a minimum of one hour, with a maximum of two hours, including time for panelists' questions. Count on between 30 and 60 minutes to present the portfolio; the remaining time will be used by the panelists for questions about the written responses to the Panel Presentation Questionnaire.

### ***Organizing the Readiness Review Presentation***

The goal is to relate a professional story to the panelists told through the selected public relations plan and perhaps a few other portfolio items. Like a case study, the best approach to organizing the presentation is to start at the beginning of the process and take the panelists through the program.

### ***Pay Attention to the Details***

Make sure that all materials in the portfolio are in good order, that these elements adequately and accurately represent the quality of work and that they provide a clear indication of the role the candidate played in the creation of each item. Candidates should be able to provide the rationale and facts behind creation of each element or tactic presented and to respond to any questions that the panelists may ask. The focus should always be on the connection between the elements being presented, the objectives and the outcomes of the program. Carefully proofread all materials.

### ***Keep the Panel Presentation Manageable***

Candidates are solely responsible for securing and operating any equipment needed for the presentation, and there is limited time to set up equipment. Therefore PowerPoints, audio and video clips or flipcharts are not recommended. Part of the scoring for the presentation is based on speaking and presentation ability, not the ability to present a slide show (minimum of one hour, maximum of two hours).

#### **Tip 6**

Candidates are solely responsible for setting up any LCD or other types of computer projectors for the Panel Presentation.

### ***After the Panel Presentation***

Once the panel has completed its review of the Presentation and Questionnaire, their recommendation to Advance or Not Advance the candidate through Panel Presentation will be forwarded to the Universal Accreditation Board. The UAB will notify candidates of the results.

Neither panel members nor local Accreditation volunteers can provide information on the outcome of the presentation.

If the Panel Presentation process reveals one or more areas in which a candidate needs additional work before being Advanced to the computer-based Examination, feedback from the panelists will be available upon request to the local Accreditation chair.

## Questions?

For more information on the Panel Presentation or about Accreditation in Public Relations, please visit the Universal Accreditation Board at [www.praccreditation.org](http://www.praccreditation.org). Or, contact the Universal Accreditation Board administrator:

Kathy Mulvihill; Public Relations Society of America; 120 Wall Street, 21<sup>st</sup> Floor; New York, NY 10005 Phone: (212) 460-1400; [accred@prsa.org](mailto:accred@prsa.org).



## **V. Appendices**

- Appendix A. Twelve Areas of Competency Assessed by the Panel Presentation
- Appendix B. Resources for the Preparation for Examination for Accreditation in Public Relations
- Appendix C. Panel Presentation Questionnaire
- Appendix D. Detailed List of Knowledge, Skills and Abilities Assessed in Computer-based Examination



## Appendix A: Panel Presentation

The Panel Presentation panel will be responsible for evaluating candidates' readiness in 12 specific areas of competence that cannot effectively be judged in the computer-based Examination environment:

1. **Creative conceptualization/creativity:** Uses imagination to develop new insights into or responses to a public relations issue. Develops innovative solutions to the issue or problems posed. Devises new methods/processes or adapts existing ones when the standard methods and processes are not applicable.
2. **Initiative:** Displays courage in suggesting new ideas and justifying them to clients/employers.
3. **Interpersonal skills:** Relates empathetically to other individuals in order to understand their concerns or needs. Influences another's decision or behavior. Displays confidence when interacting with others.
4. **Management skills:** Develops expertise in planning, organizing, budgeting, communicating, coordinating, scheduling, monitoring and evaluating.
5. **Multi-tasking:** Effectively and efficiently manages numerous projects and responsibilities simultaneously. Applies prioritization and tracks progress toward completion of tasks.
6. **Flexibility:** Responds to the changing business, social and cultural landscape.
7. **Time management:** Prioritizes and sequences tasks to meet goals and deadlines.
8. **Uses multiple delivery mechanisms:** Uses advertising, direct mail, Web and other delivery mechanisms and promotional tools effectively.
9. **Communication skills/Speaking:** Demonstrates logical thinking when describing client issues and framing approaches to solving public relations problems.
10. **Communication skills/Writing and Editing:** Communicates relevant information (including technical material) in a concise, organized fashion. Writes content that is factual and grammatically accurate, and at a reading level that is appropriate to the target audience. Authors persuasive communication material for public relations programs. Demonstrates the ability to examine and alter a document and correct for format, organization, completeness, factual accuracy, style, tone and grammar.
11. **Communication skills/Listening:** Receives, interprets, verifies, and responds to verbal and non-verbal messages and other cues in the context of client, teammate and audience concerns.
12. **Presentation skills:** Uses visual aids (charts, slides, transparencies, etc.) effectively. Maintains eye contact with audience. Uses appropriate language, gestures, tone of voice and volume to convey information.



## Appendix B: Resources for the Preparation for Examination for Accreditation in Public Relations

### The Accreditation in Public Relations Online Study Course

One-year subscription:

\$195 for members of UAB Participating Organizations

\$295 for non-members

This interactive online multimedia course helps candidates prepare for the Examination for Accreditation in Public Relations (APR). Course content, geared toward the knowledge, skills and abilities measured during the Examination, is presented through a variety of interactive methods, including multimedia module introductions, asynchronous activities, case study analysis, projects, directed discussions, self-correcting quizzes and simulations. It provides opportunities for self-study, collaboration and teamwork, all situations that public relations professionals encounter in their day-to-day work.

The course is easy to use. Candidates can proceed through the course at their own pace, and optional web conferences allow candidates to ask questions and meet other course participants. This Online Study Course is helpful to those who can't participate in the study programs offered by local Chapters and member organizations because of distance or other constraints. It also is valuable to candidates who want to take advantage of additional preparation tools for the Examination for Accreditation in Public Relations

### APR Study Guide

The APR Study Guide is a key tool in preparation for Accreditation in Public Relations and a tremendous resource for all APR candidates. It contains exercises, case studies and insight into modern public relations practices. And, it's available at no cost to those pursuing Accreditation.

### **The Short Bookshelf of Texts Recommended to Candidates for Accreditation in Public Relations**

The Universal Accreditation Board suggests that APR candidates review contents of at least one general text and at least one of the specialized texts from the bookshelf of texts. ***You do NOT need to buy or study every text on the Short Bookshelf.***

### Short Bookshelf of Recommended Texts

- **AP Stylebook current edition**

*The Associated Press Stylebook and Briefing on Media Law* (current edition). New York: The Associated Press.

- **EPR 11th edition or current**

Broom, G. M., & Sha, B-L (2013). *Cutlip and Center's Effective Public Relations (11th or current edition)*. Upper Saddle River, N.J.: Pearson Education.

- **Primer of PR**

Stacks, D. W. (2002). *Primer of Public Relations Research*. New York: Guilford Press.

- **Strategies and Tactics 11th edition or current**

Wilcox, D. L., Cameron, G. T., & Reber, B. H. (2015). *Public Relations: Strategies and Tactics* (11th or current edition). Upper Saddle River, N.J.: Pearson Education.

- **Strategic Planning 3rd or current**

Smith, R. D. (2009). *Strategic Planning for Public Relations (3rd or current edition)*. Mahwah, N.J.: Lawrence Erlbaum.

**For the entire bookshelf of texts recommended to candidates for Accreditation in Public Relations, visit <http://www.praccreditation.org/resources/recommended-texts/index.html>.**



## Appendix C: Panel Presentation Questionnaire for Candidates

### INSTRUCTIONS

You will submit either an electronic copy or 3 copies of your typewritten responses to the Panel Presentation Questionnaire no fewer than **15 business days** before your scheduled Panel Presentation. Submit your completed document to your local or organizational Accreditation chair.

### SECTION ONE: YOUR ORGANIZATION AND YOUR ROLE

This section asks for your response to questions about your current employment in public relations, be it corporate, non-profit, agency or academic. Answer all questions completely and succinctly. Answers in this section are not right or wrong. They should be truthful and accurate.

- 1) Why have you chosen to become Accredited at this time?
- 2) Describe how your public relations agency, department or other operation is organized. Describe the reporting structure, personnel and the key relevant roles of each person.
- 3) Given the current economic climate and present social situations, what is/are the major problem(s)/opportunity(-ies) facing your department, agency or other public relations operation at this time? What about in the next three-to-five years? Pick and briefly articulate the most significant solution or approach you would recommend to address this opportunity or challenge.
- 4) Describe the changes, if any, you think are needed in the structure/function of your public relations agency, department or operation. Describe the steps you would recommend to implement these changes.
- 5) If you were starting a public relations department, academic department or public relations agency today (or starting over again in your organization, institution or agency), what would be your top-three concerns or considerations in doing so, and what would you plan for addressing them?
- 6) Describe what you do each day to contribute to helping your organization achieve its objectives.
- 7) In what ways can you improve your productivity?
- 8) Provide an example of when and how you have provided training or mentoring to others, either as a public relations professional or other organizational adviser.
- 9) Describe a situation where you had to deal specifically with the issue of time management in completing a major assignment.



## SECTION TWO: YOUR EXPERIENCE

- 1) Describe how you planned or participated in planning a specific public relations program for your organization or a client. Clearly state the problem or opportunity the program was created to address, the research, the objective(s) of the program and all other components of a complete public relations plan. Include specific information to describe your role. If you have never written or participated in the development of a formal public relations plan, develop a program for an organization in which you are or have been involved. Work samples from the plan you describe in this section must be included in the portfolio you will present during the Panel Presentation.
- 2) Describe the research you conducted to develop the plan presented in the first question in this section. If no research was conducted, explain why not. In *specific* terms, explain how the research guided the development of the plan?
- 3) Describe how you obtained or participated in obtaining approval for the plan described in the first question in this section.
- 4) Describe in detail the process you used to evaluate the outcome of the program described in the first question in this section. Describe the outcomes. (*Do not* attach work product samples to this submission, but do include them in your portfolio review.)
- 5) Describe how you would, if given unlimited resources and authority, improve the process by which public relations programs in your organization are developed, approved and measured.



## **Appendix D. Detailed Knowledge, Skills and Abilities (KSAs) Tested in the Computer-Based Examination**

### **Objective 1: Researching, Planning, Implementing and Evaluating Programs (33%)**

#### **1.1 Research (Concepts)**

Understands and can apply primary and secondary, formal and informal, quantitative and qualitative methods. Decides on the population and sampling techniques. Understands instrument design. Develops a premise and research plan.

#### **1.2 Research (Applications)**

Uses a variety of research tools to gather information about the employer or client, industry and relevant issues. Investigates stakeholders' understanding of the product, organization and issues. Applies research findings.

#### **1.3 Analytical skills**

Continuously analyzes the business environment that includes the client, stakeholders and employer. Objectively interprets data.

#### **1.4 Strategic thinking**

Synthesizes relevant information to determine what is needed to position the client, organization, or issue appropriately in its market/environment, especially with regard to changing business, political, or cultural climates.

#### **1.5 Planning**

Sets goals and objectives based on research findings. Distinguishes among goals, objectives, strategies and tactics. Distinguishes organizational/operational goals and strategies from communication goals and strategies. Aligns project goals with organizational mission and goals.

#### **1.6 Audience identification**

Differentiates among publics, markets, audiences and stakeholders. Identifies appropriate audiences and the opinions, beliefs, attitudes, cultures, and values of each. Assesses interests of influential institutions, groups and individuals. Identifies appropriate communication channels/vehicles for reaching target audiences. Identifies communities formed through technologies. Understands varying needs and priorities of individual constituent groups (e.g., investors, governmental agencies, unions, consumers).

#### **1.7 Diversity**

Identifies and respects a range of differences among target audiences. Researches and addresses the cultural preferences and/or needs and barriers to communication of target audiences. Develops culturally and linguistically appropriate strategies and tactics.

#### **1.8 Implementation**

Understands sequence of events. Develops timelines and budget. Assigns responsibilities. Executes planned strategies and tactics.

#### **1.9 Evaluation of programs**

Determines if goals and objectives of public relations program were met and the extent to which the results or outcomes of public relations programs have been accomplished. Uses evaluation results for future planning.

### **Objective 2: Applying Ethics and Law (13%)**

#### **2.1 Integrity**

Conducts professional activities in a lawful and principled manner. Functions as the conscience of the organization.

#### **2.2 Ethical behavior**

Understands and adheres to commonly accepted standards for professional behavior. Recognizes ethical dilemmas. Acts to remedy unethical acts.

#### **2.3 First Amendment issues**

Understands First Amendment as a foundational principle for public relations. Distinguishes between political and corporate speech. Articulates conditions for libel and defenses thereof. Understands impact of digital record on status as public and private figure.

#### **2.4 Privacy issues**

Understands federal law regarding privacy (e.g. HIPAA, FERPA, DPPA), identity protection, ethical implications and digital record. Effectively advises organization on strategic adoption and effective use of technology for listening to, communicating with and engaging priority publics.

#### **2.5 Other legal issues**

Upholds applicable federal laws regarding disclosure, copyright, trademarks, fair use.



### **Objective 3: Managing Issues and Crisis Communications (13%)**

#### **3.1 Issues and risk management**

Identifies potential or emerging issues that may impact the organization. Identifies potential risks to the organization or client. Analyzes probability and potential impact of risk. Ensures organization develops appropriate response plans. Designs and deploys a strategic public relations response.

#### **3.2 Crisis management**

Understands the roles and responsibilities of public relations at the pre-crisis, crisis, and post-crisis phases. Communicates the implications of each of these phases and understands the messaging needs of each. Looks beyond current organizational mindset.

#### **3.3 Counsel to management**

Understands the importance of providing counsel to the management team or client regarding issues, risks and crises. Looks beyond the current organizational mindset. Considers and accommodates all views on an issue or crisis. Factors views into communication strategy.

### **Objective 4: Understanding Communication Models, Theories and History of the Profession (8%)**

#### **4.1 Communication/public relations models and theories**

Demonstrates familiarity with social science theories and research that guide planning, prioritizing audiences, developing messages, selecting spokespeople, establishing credibility and trust.

#### **4.2 Barriers to communication**

Understands how messages and messengers are interpreted by different audiences. Understands barriers that prevent changes to knowledge, attitude and behavior. Understands how semantics, cultural norms, timing, context and related factors impact the practice.

#### **4.3 Knowledge of the field**

Defines public relations and differentiates among related concepts (e.g. publicity, advertising, marketing, press agency, public affairs, lobbying, investor relations, social networking, and branding). Identifies key figures who influenced the field and major trends in the development of public relations as it is practiced today.

### **Objective 5: Leading the Public Relations Function (18%)**

#### **5.1 Business literacy**

Understands and explains how employers/clients generate revenue and how their operations are conducted. Identifies relevant business drivers and how they impact the business. Understands how the public relations function contributes to the financial success of the organization.

#### **5.2 Resource management**

Takes into account human, financial and organizational resources. Prepares, justifies and controls budgets for departments, programs, clients or agencies. Understands what information needs to be collected, evaluated, disseminated, and retained. Is able to obtain information using innovative methods and appropriately store it, so that it can be retrieved easily for future use.

#### **5.3 Organizational structure and resources**

Recognizes chain of command, including boards of directors, senior leadership, middle management, direct line supervision, line positions, and each level's distinctions. Knows how organizations are horizontally and vertically structured. Identifies which divisions within an organization that need to be involved in any communication program. Understands impact of organizational governance. Recognizes the relationships among PR, legal, finance and IT, as essential management functions.

#### **5.4 Problem solving and decision making**

Approaches problems with sound reasoning and logic. Distinguishes between relevant and irrelevant information. Evaluates opportunities for resolution. Devises appropriate courses of action based on context and facts. Makes sound, well-informed and objective decisions in a timely manner. Assesses the impact and implications of these decisions.

#### **5.5 Leadership skills**

Influences others to achieve desired goals. Motivates and inspires others, builds coalitions and communicates vision. Influences overall organizational changes in policy, procedures, staffing and structure, as appropriate.

#### **5.6 Organizational skills**

Integrates multiple dimensions of a public relations campaign. Integrates internal and external components, so that there is a synergy among the messages.



## **Objective 6: Managing Relationships (15%)**

### **6.1 Relationship building**

Understands consensus-building strategies and techniques to persuade key stakeholders to support a decision. Ensures discussions allow key stakeholders the opportunity to express opinions. Recognizes need for affected parties and stakeholders to find mutually acceptable solutions. Utilizes persuasion, negotiation and coalition building.

### **6.2 Reputation management**

Understands need for maintaining individual and organizational credibility with and among key constituents. Recognizes value of reputation, image, public trust and corporate-social responsibility.

### **6.3 Internal stakeholders**

Understands importance of internal relationships to the public relations function. Understands the importance of organizational culture and communicating key messages through frontline supervisors. Uses mediated and non-mediated channels of communication for effective engagement. Prioritizes internal audiences.

### **6.4 Media relations**

Understands definitions, strengths, weaknesses and needs of different media. Understands the relationships among public relations professionals, journalists and media organizations. Builds effective relationships with media based on mutual respect and trust. Analyzes current events and trends for opportunities and threats. Identifies appropriate controlled and uncontrolled media channels and key influencers.

### **6.5 Networks**

Understands how different tactics can be used to establish and enhance relationships (e.g., electronic communications, special events, face-to-face communication, networking, social networking, word-of-mouth and third-party communication). Recognizes interconnectedness among various stakeholders. Considers broad/global relationships.

**For Panel Presentation / KSAs Tested, see Appendix A.**