

National Journal Membership

LEADERSHIP SUMMIT



PROMISE OR PERIL?

The New Era of Washington Advocacy

THE HAY-ADAMS HOTEL

- Discussion Materials -

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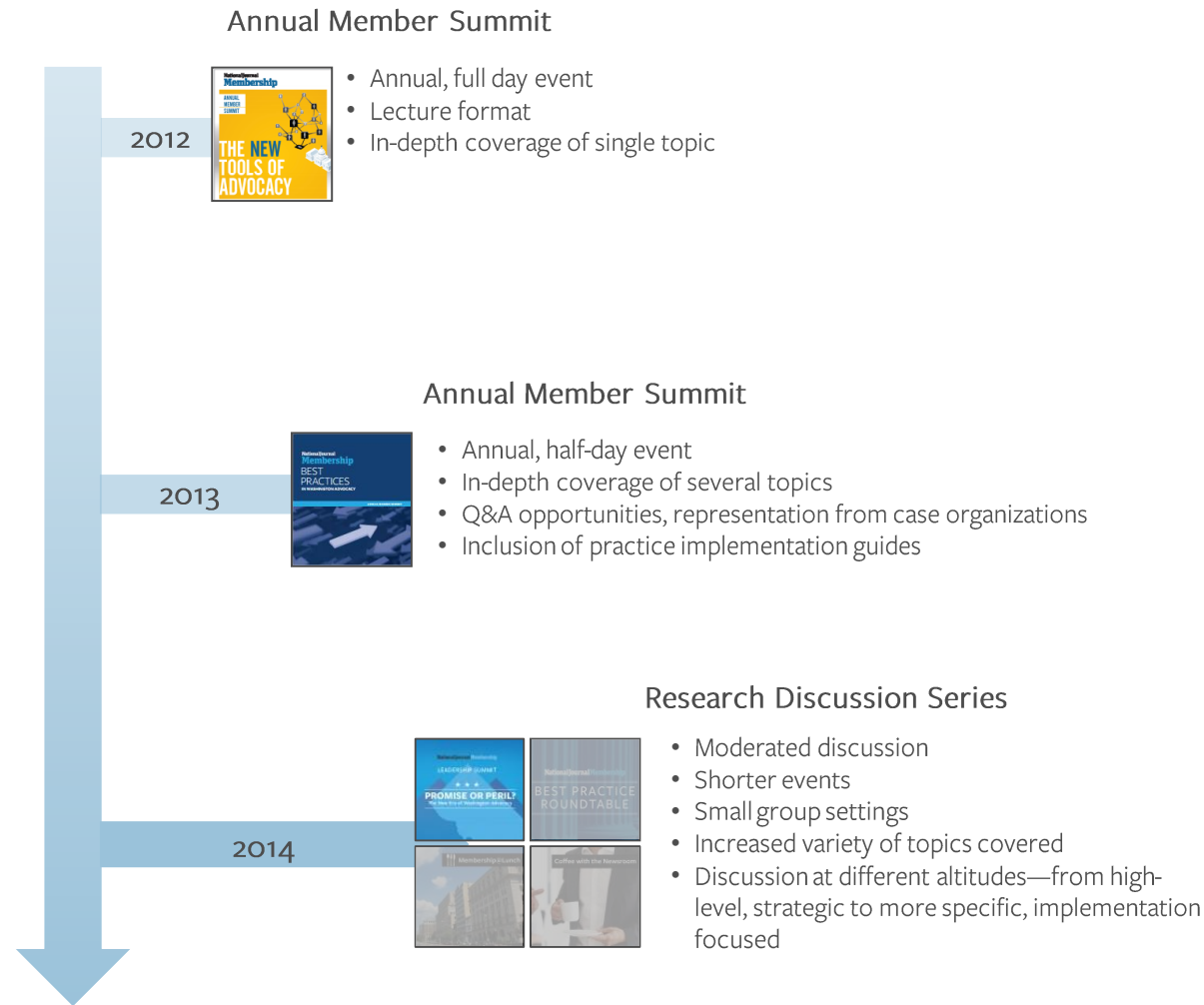
Advisors to This Work

AARP
AFL-CIO
Alliance for Justice
Alliance for Retired Americans
American Chemical Society
American Heart Association
American Hospital Association
American Institute of Architects
American Medical Association
American Seed Trade Association
American Society of Civil Engineers
Applied Materials
Areva Inc.
Association of American Medical Colleges
Association of Schools and Programs of
Public Health
Barrick Gold Corporation
BASF Corporation
CARE
Catholic Health Association
Citizens Climate Lobby
ConocoPhillips
CRC Public Relations
DDC Advocacy
Deloitte
Delphi Corporation
Dow Chemical Company
eBay
Edwards Lifesciences
Environmental Working Group

Farmworker Justice
Feeding America
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National Council of State Housing
Agencies
National Education Association
National Farmers Union
National Multifamily Housing Council
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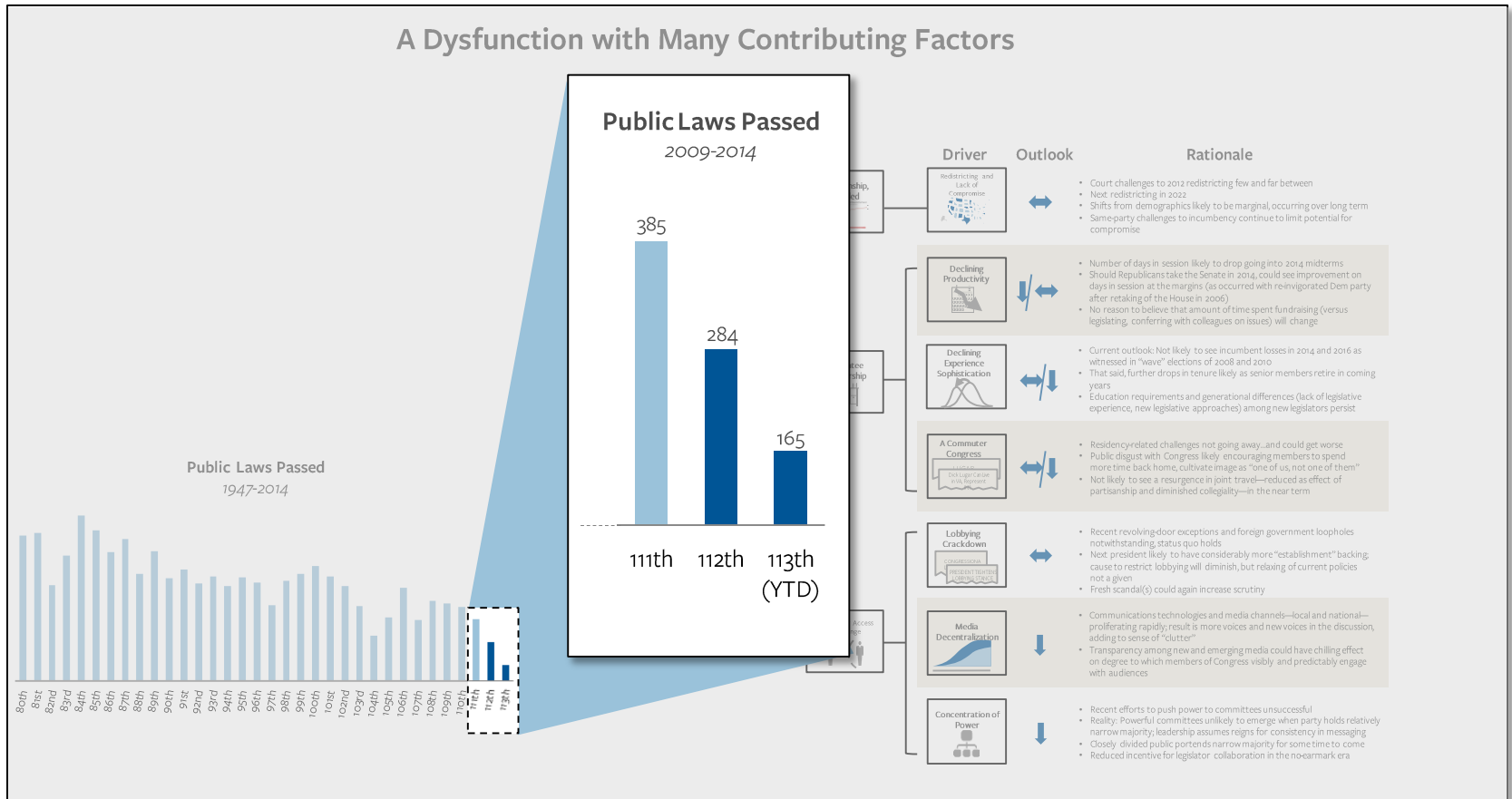
Nestlé
Pew Charitable Trusts
Pfizer
PICO National Network
Resonate Insights
Retail Industry Leaders Association
RK Evaluation & Strategies
SevenTwentyStrategies
Smith & Nephew
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Evolving the Format of Our Research Discussions



Since Last We Met...

Notching Another Record-Breaking Year

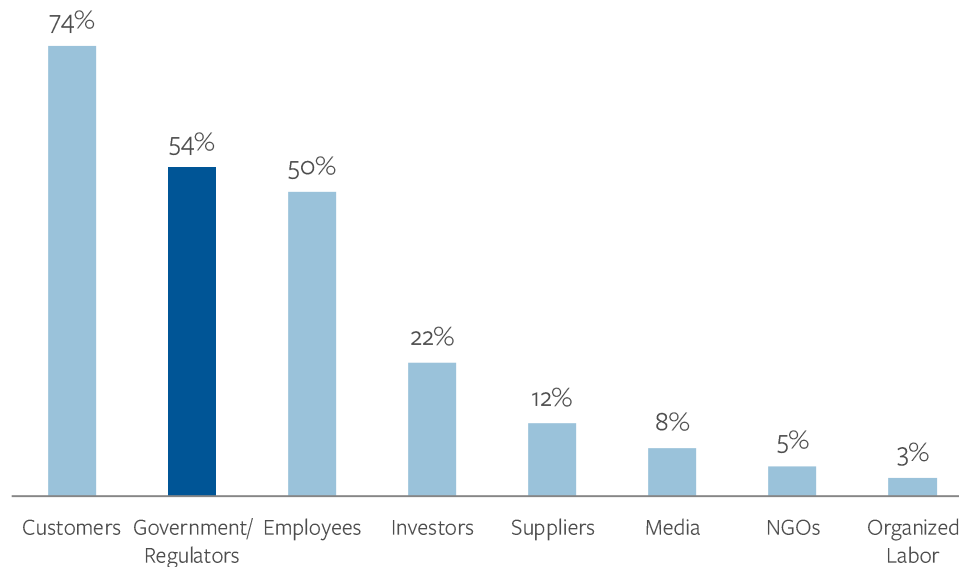


Source: "Résumé of Congressional Activity", US Senate, 2014; National Journal Membership Research interviews and analysis.

Is This What Our Stakeholders Were Expecting?

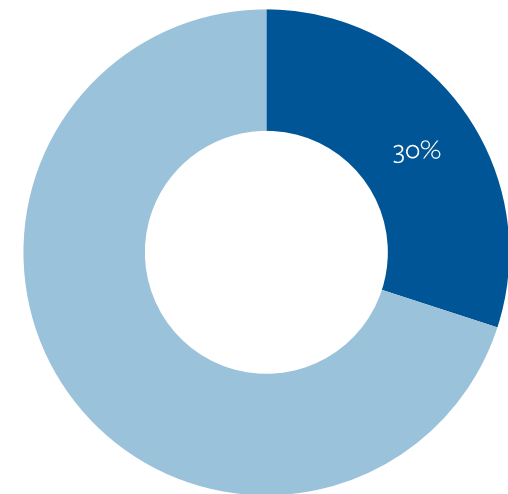
Entities Expected to Have Greatest Effect on Company's Economic Value in the Next 3-5 Years

Percentage of US Corporate Executive Respondents Citing Each Entity¹; 2012
n=541



Business Value at Stake from Government and Regulatory Intervention

Percentage of Corporate Earnings²



¹ Respondents who answered "other" or "don't know" are not shown; ² Earnings before interest, taxes, depreciation, and amortization (EBITDA).





Source: "External Affairs at a Crossroads: McKinsey Global Survey Results," McKinsey, 2013; "Organizing the Government-Affairs Function for Impact," McKinsey, 2013; National Journal Membership Research interviews and analysis.

Not a Simple Game of Numbers

Or, Why We Can't Always Deliver On-Demand

Relationship between Organizational Characteristics and Legislative Outcome

1999-2002; n = 98 Policy Issues, 315 Organizations Studied

Characteristic	Percentage of Issues "Won" ¹
More Lobbyists	 ~50%
Larger PAC Expenditure	 ~50%
More Members ²	 ~50%
Larger Organizational Budget	 ~50%

It's Complicated

“The public has the impression that interest groups can find a single member of Congress and — poof! — something happens. Policy doesn't work that way. We have a system in place that is designed to move slowly. Many of these organizations are in it for the long haul. It requires a long process of building coalitions of support and looking for the right moment... Change can happen quite suddenly, but getting to that point requires big efforts to do it.”

Marie Hojnacki
Co-Author, *Lobbying and Policy Change*

¹ Reflects percent of issues where the side with greater control of this resource gained its preferred outcome.

² “Members” refers to advocates actively promoting a particular policy outcome; includes citizen activists and members of Congress, excludes lobbyists.

Source: Lobbying and Policy Change by Frank R. Baumgartner et. al. (University of Chicago Press, 2009); National Journal Membership Research interviews and analysis; Images from the Noun Project.

Operating on a Very Different Time Horizon

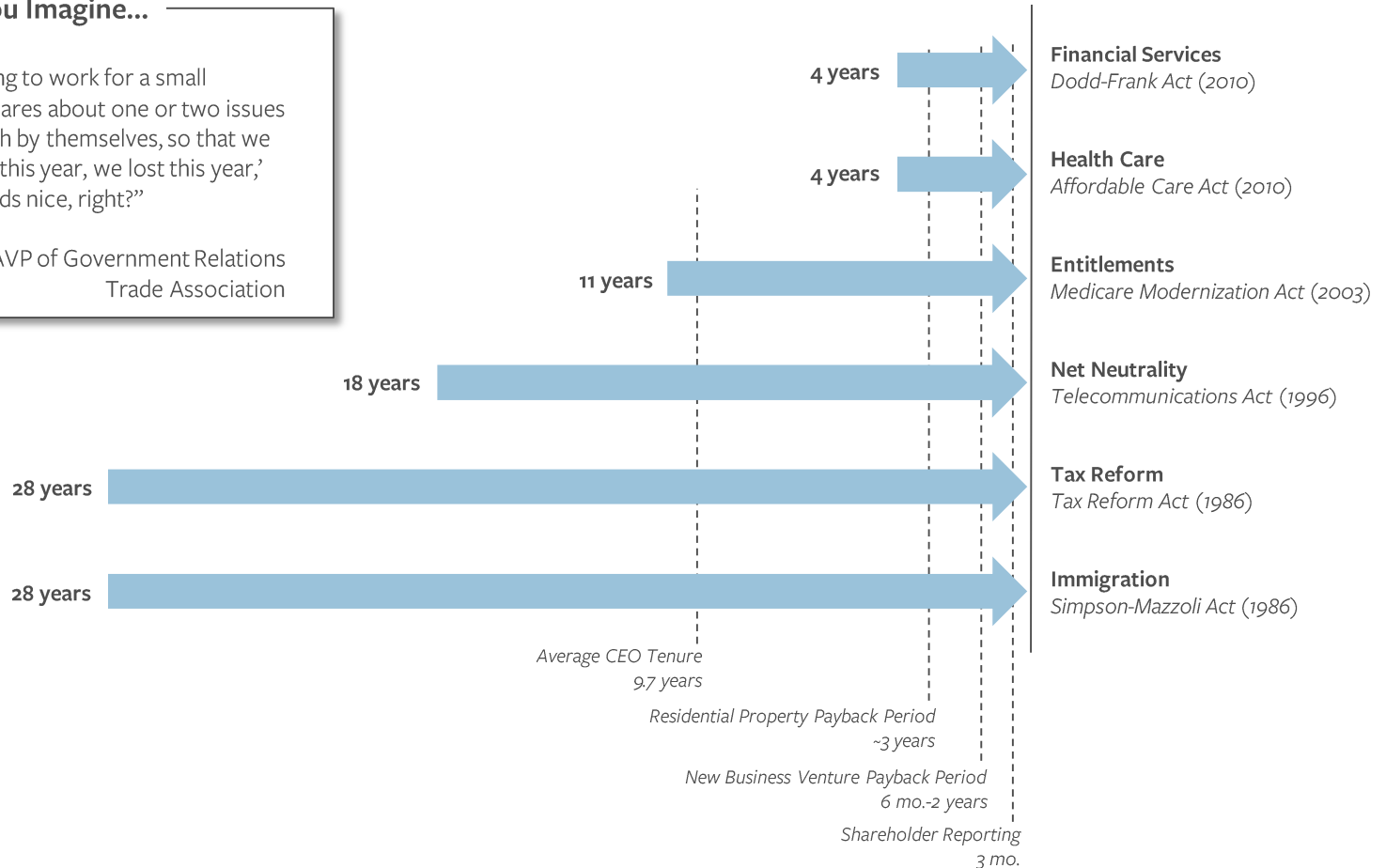
Misalignment with “Investors” Not a New Challenge, but an Acute One

Time Lapsed Since Most-Recent Comprehensive Law Enacted
Sample Legislation

Can You Imagine...

“In my next life, I’m going to work for a small organization that only cares about one or two issues that Congress deals with by themselves, so that we can say, ‘Okay, we won this year, we lost this year,’ that sort of thing. Sounds nice, right?”

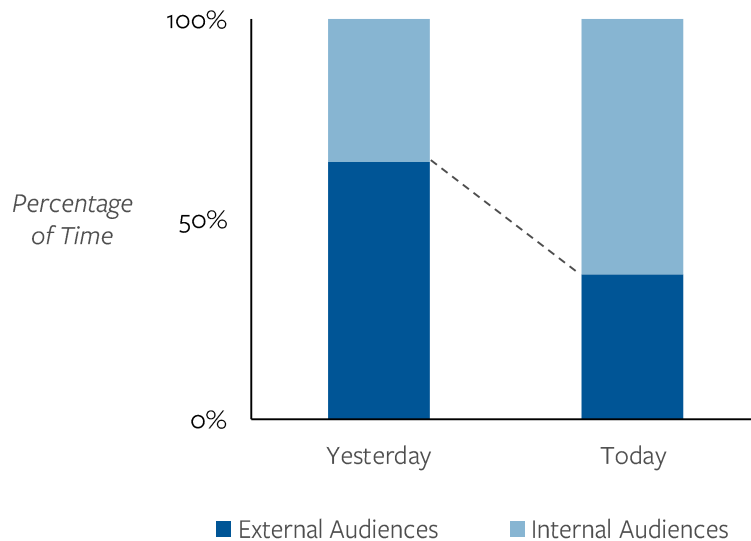
AVP of Government Relations
Trade Association



Turning GA's Attention Inward

Time GA Allocates to External vs. Internal Audiences

Illustrative



Defending Our Existence

“I spend very little time on the Hill today, and frankly, far less of my time in Washington, too. I’d estimate that 80% of my attention is on internal matters. Most of that is popping from business unit to business unit, and simply selling people back at headquarters on what we do and why it is important. It is a very different job today.”

SVP of Government Affairs
Corporation

Avoiding the Complacency Trap

“I need to teach and reteach and reteach: No battle is ever won, no battle is ever over. Even once a bill is passed. If we take too much attention away from the issue, we risk getting burned. That presents a constant struggle to remind members [of Congress] that we’re watching them, and to remind clients that they must remain engaged”

Vice President
Client Firm

Refreshing Government Affairs for the New Era of Washington Advocacy

Re-Centering the Government Affairs Agenda

Key Themes

- Clarifying advocacy objectives
- Aligning priorities with stakeholder agendas
- Tracking both progress and process excellence

#1: Forging Shared Performance Expectations

#2: Adopting Venture Capital Investment Principles

Standing Apart in a Crowded Environment

Key Themes

- Applying Marketing fundamentals to advocacy approaches
- Aligning divisions around organizational goals
- Bringing consistency to messaging

#3: Pursuing Meaningful Differentiation

#4: Forcing Cross-Functional Collaborations

Elevating Stakeholder Agency

Key Themes

- Rightsizing member roles
- Unleashing “line” productivity
- Instilling ownership within the stakeholder community

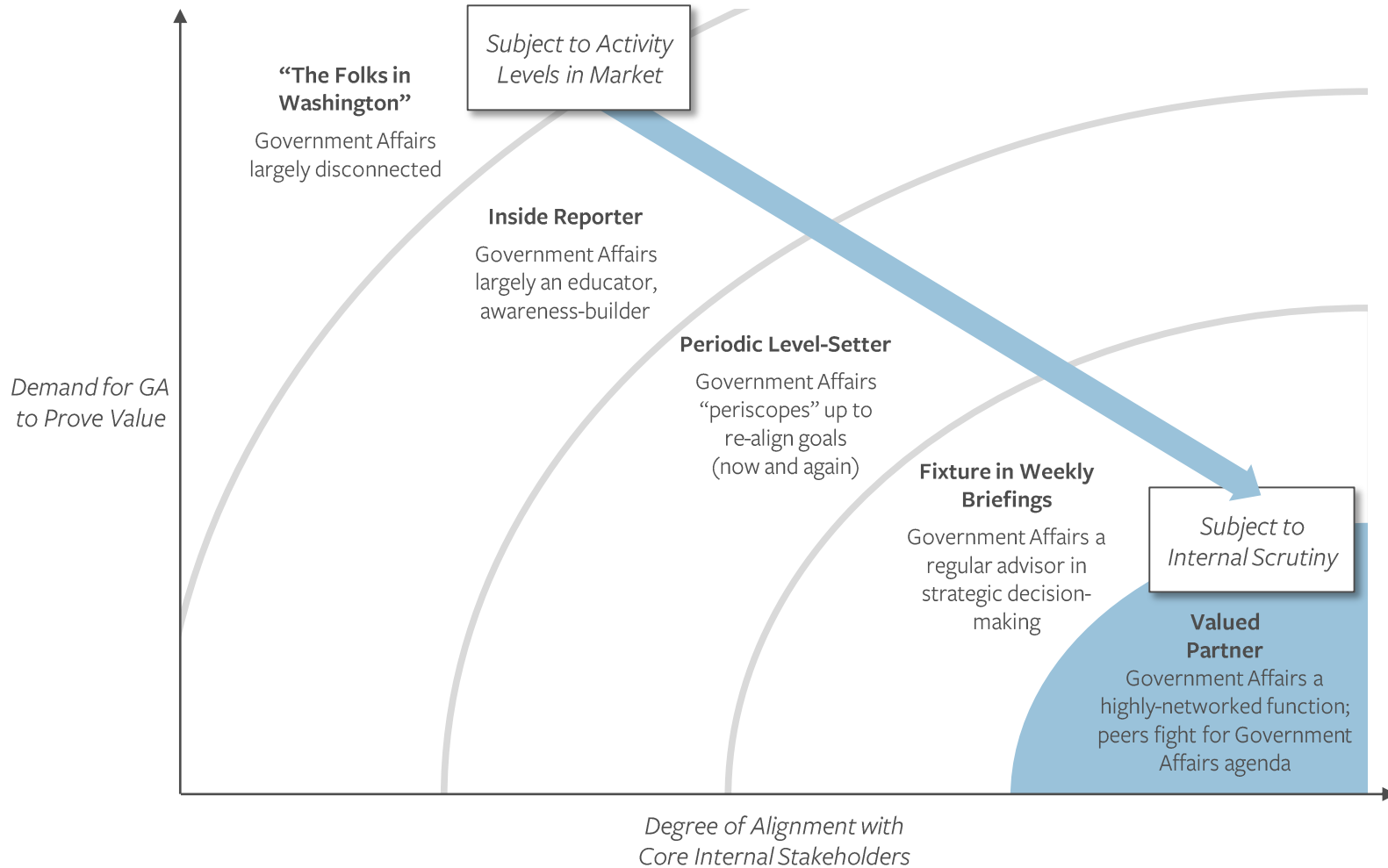
#5: Concentrating Volunteer Attentions

#6: Creating a “Partner Class”

Considering the Value-Alignment Connection

A Potential Framework for Recasting Government Affairs Value

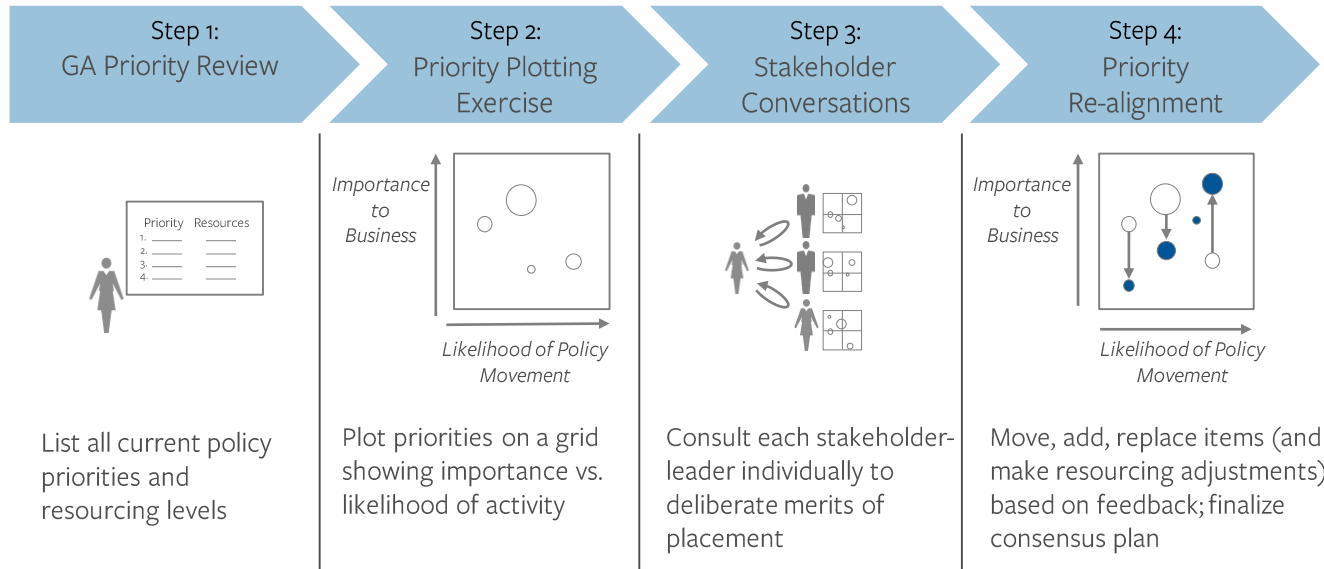
Government Affairs as...



Agreeing on a Definition of Success

Use of Prioritization Tool Can Jumpstart Stakeholder Conversations

GA Process for Driving Broad Alignment



Accrued Benefits

- ✓ Stakeholders understand connections between GA priorities and business goals
- ✓ GA gains deeper knowledge of stakeholders' business expectations, assumptions, needs
- ✓ Advocacy plans are calibrated to the interests of broadest possible base
- ✓ GA investment scenarios enjoy greater agreement, championship

Case in Brief



Profiled Organization: Psi Corporation¹

Organization Type: Corporation

- Leverages heat mapping tool to engage business unit leaders and the C-suite in constructive dialogue regarding top priorities of the business from a public policy perspective
- Conversations reveals small but meaningful opportunities to adjust Washington office's policy focus, direct more resources toward issues most likely to affect the company's bottom line, revisit in internal education efforts

¹Pseudonym

Source: National Journal Membership Research interviews and analysis; Images from the Noun Project.

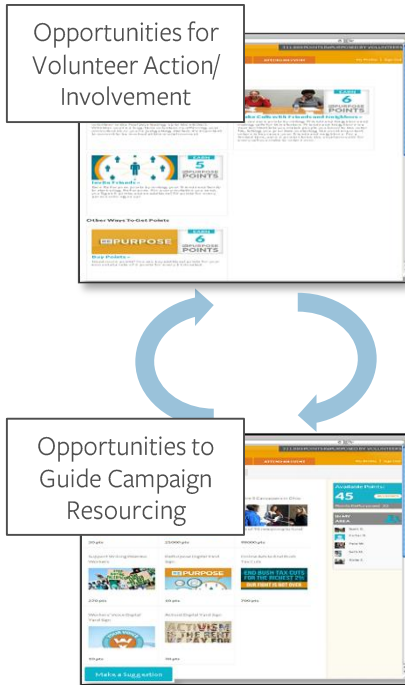
Functioning as a Shareholder-Driven Enterprise

Sharing Decision-Making Authority Enfranchises Volunteer Base

Platform For Engaging Volunteers

Illustration of Earned-Points System

Reward Rules



Sample Volunteer Account Statement	Points per Item	Points Earned/Spent	Balance
Pledged to volunteer twice leading up to an election	30	↑ 60	60
Made 219 calls to voters in voter file	6	↑ 1314	1374
Invited 20 friends to join RePurpose	5	↑ 100	1474
Purchased a digital ad for a sponsored campaign	700	↓ -700	774
Pledged to volunteer leading up to an election	30	↑ 30	804
Invited 60 friends to join RePurpose	5	↑ 300	1104
Hired 4 canvassers for sponsored campaign	250	↓ -1000	104

- Respecting “Sweat Equity”
- Encouraging High-Impact Input
- Engaging on What Matters (to Them)

Equivalent Results¹

- 11,000 Volunteers pledged to help
- 56,000 Calls made to voters
- 68,000 Friends invited to platform

Case in Brief



Profiled Organization: AFL-CIO
Organization Type: Union

- Online platform allows volunteers to earn and track points for volunteer activities
- Points can be used as currency, “spent” on various AFL-CIO advocacy initiatives
- Options allow volunteers to direct resources towards the areas they feel are most important, in proportion to contributions

¹Since September 2011

Source: AFL-CIO, RePurpose Platform; National Journal Membership Research analysis; Images from the Noun Project.

Backing-Out the Best Metrics of GA Value

A Partial Inventory of GA Performance Metrics from the Research

**Advocacy
Outcomes**

Procedural Excellence:

Are we set up to succeed?

Metric	Why It's of Interest
Strategic Focus	
Percentage of staff time devoted to top 3 organizational priorities	Suggests degree of "leverage" internally—attention dedicated to top goals
Stability	
Average tenure of lobbying staff vs. last year	Suggests continuity in relationships and discussions
Process Management	
Percentage of Hill meetings with policy staff present	Suggests meeting quality; likelihood of office follow-up
Ratio of requests for MoC support/action vs. total Hill office touches	Suggests balance of political capital—debit vs. credit column
Percentage of advocates that submit reports/notes after Hill or district meetings	Suggests alignment of GA process with goals; education needs of network
Activity	
Percentage of target districts with at least one grasstops advocate identified or active	Evenness of effort (or potential effort) across target districts
Number of in-district advocate visits per key district, per month	Raw advocate productivity; evenness of effort across target districts

Role in Debate:

Are we respected as a contributor?

Metric	Why It's of Interest
Relevance	
Inbound requests for policy information from Hill offices per quarter	Suggests value of office to individual Hill contacts; "permission" to set agenda or decision-making criteria
Number of invitations to testify at Congressional hearings per year	
Number of invitations to testify in regulatory hearings per year	
Partnership Strength	
Percentage of partners sharing organization's content through social media in last quarter	Suggests active engagement level of partners and partner organizations
Public statements of support from partner organizations per quarter	
Momentum	
Percentage of advocate pool recruited within the last year	Suggests level of energy within stakeholder ranks; education needs of network
Percentage of advocates referred by other advocates	Suggests level of energy within stakeholder ranks
Number of partnership or coalition solicitations in last year vs. trend	Suggests demand for organization's support

Impact on Decisions:

Is our input shaping policy and strategy?

Metric	Why It's of Interest
Policymaker Action	
Number of Hill "champions" who have taken action to advance a policy priority in last quarter	Suggests breadth of active support from Hill
Public mentions by member of Congress or high-level staff in last quarter	
Mentions by regulators of organization or its data in hearings in last quarter	Suggests impression of organization and its positions on the Hill
Internal Value	
Internal stakeholder satisfaction scores vs. trend	Suggests degree of internal support; measure of perceived value of function internally. May also highlight needs for priority revision
Invitations to participate in strategy sessions of other functions per quarter	

Forthcoming National Journal Membership Research

In response to overwhelming Member demand, the research team will continue to devote significant resources to uncovering the best metrics and measurement practice both inside and outside of Washington. If you would like to learn more about this ongoing initiative, please contact Aaron Young at ayoung@nationaljournal.com.

Refreshing Government Affairs for the New Era of Washington Advocacy

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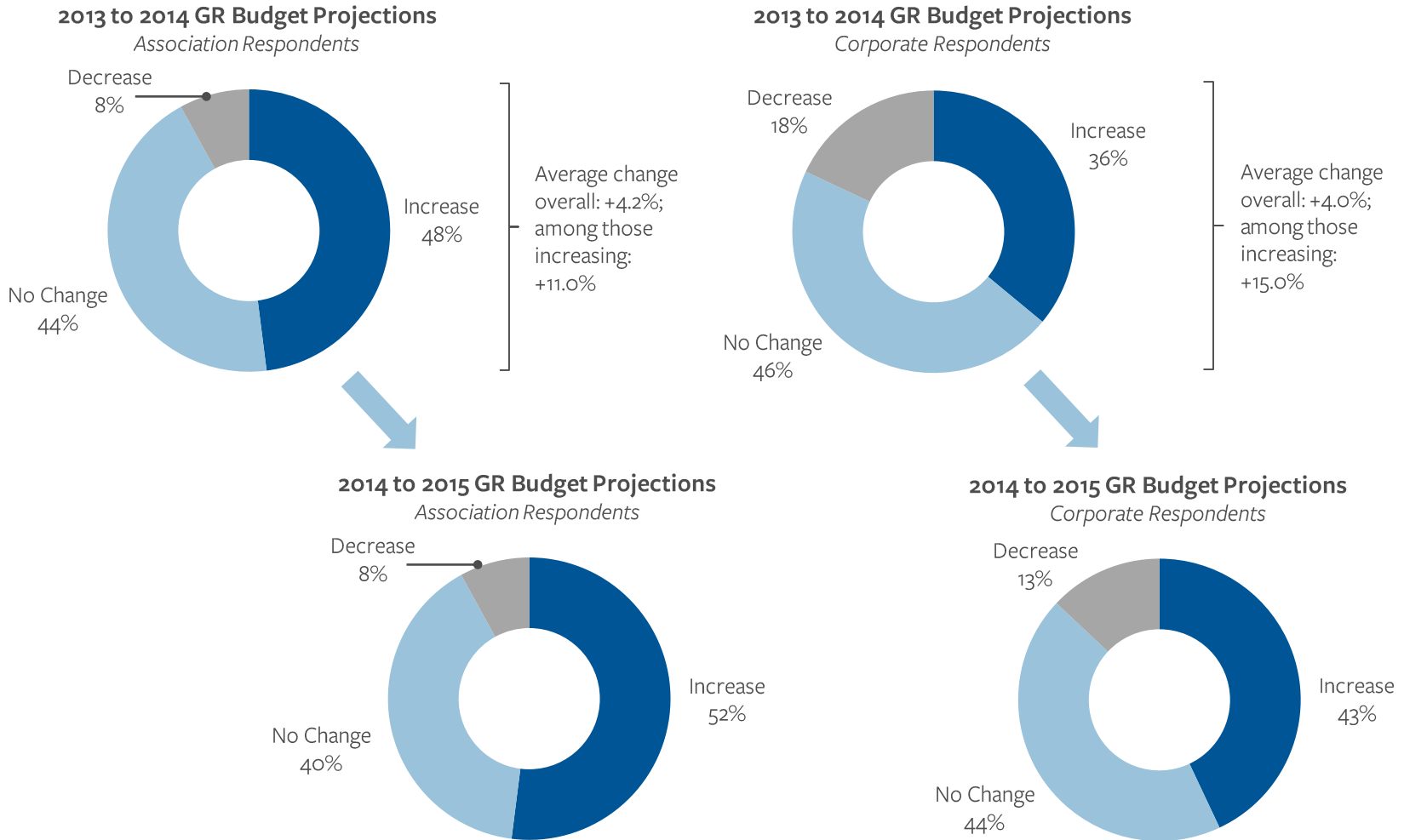
- Rightsizing member roles
- Unleashing “line” productivity
- Instilling ownership within the stakeholder community

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Budget Impact Not What Research Team Expected

Many Organizations Remaining Bullish on Budget Prospects



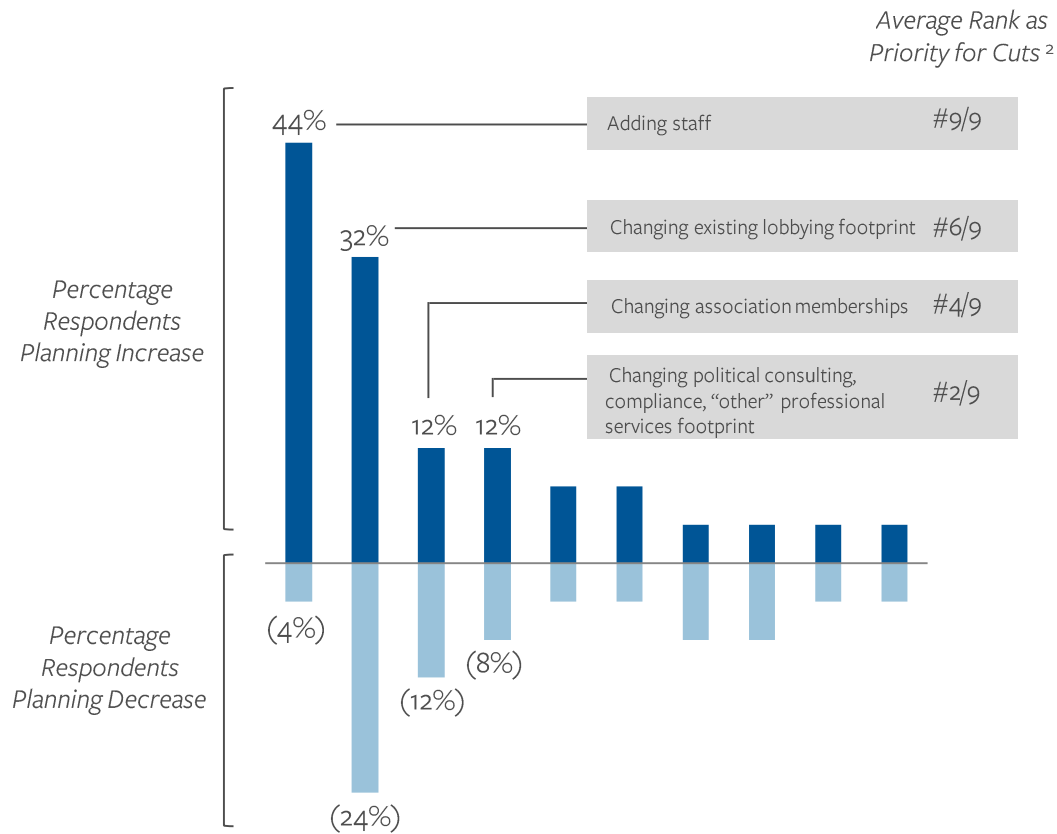
Source: National Journal Government Affairs Resource Benchmarking Survey (2013)—see Appendix for study details; National Journal Membership Research analysis.

Changes in Spend Tell Several Important Stories

Adding to Long-Term DIY Capacity

Change in GA Offices' Investment by Major Category of Spend¹

Percentage of Organizations Responding, n=99



¹Excludes Marketing and PR budgets

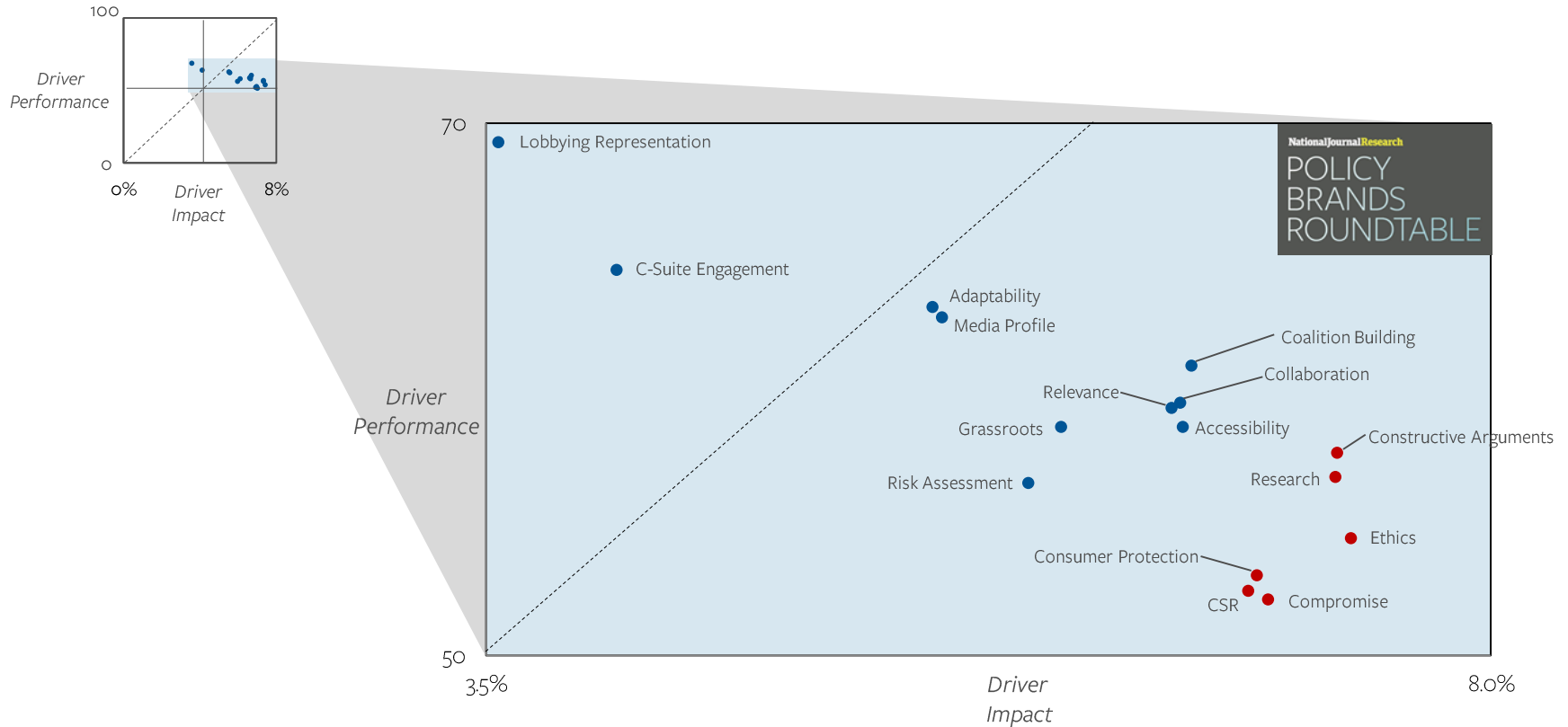
² Organizations were asked to score 9 budget categories (e.g. Grassroots, Grasstops Initiatives, Brand advertising etc) on a scale from 1 to 10 (1= first to cut, 10=last to cut), based on the strategic and tactical tradeoffs. they are most (and least) willing to consider if/when pressed to make cuts. Researchers then ranked categories based on average scores.

Source: National Journal's Government Affairs Resource Benchmarking Survey (2013)—see Appendix for study details; National Journal Membership Research analysis.

Are We Optimizing the Wrong Capabilities?

Evaluation of 38 Corporations' Performance on 16 Characteristics of "Policy Brand"

Based on 4,012 Responses from 1,684 Washington Policy Influentials



Low-Yield Characteristics

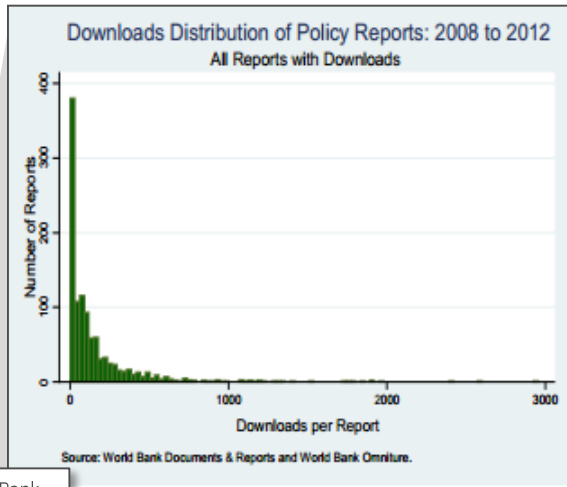
- Is involved in beginning
- Maintains cohesive message
- Is proactive
- Is transparent about causes
- Is sought after by reporters
- Is prudent on tax, regulation
- Is an early resource
- Contributes in volume

Source: National Journal's Policy Brands Roundtable (2013). Correlation based on performance ratings of 38 corporations and the extent to which various characteristics and activities influenced overall performance—see Appendix for study details; National Journal Research analysis.

Is This a Consumer Problem?

A Common Frustration

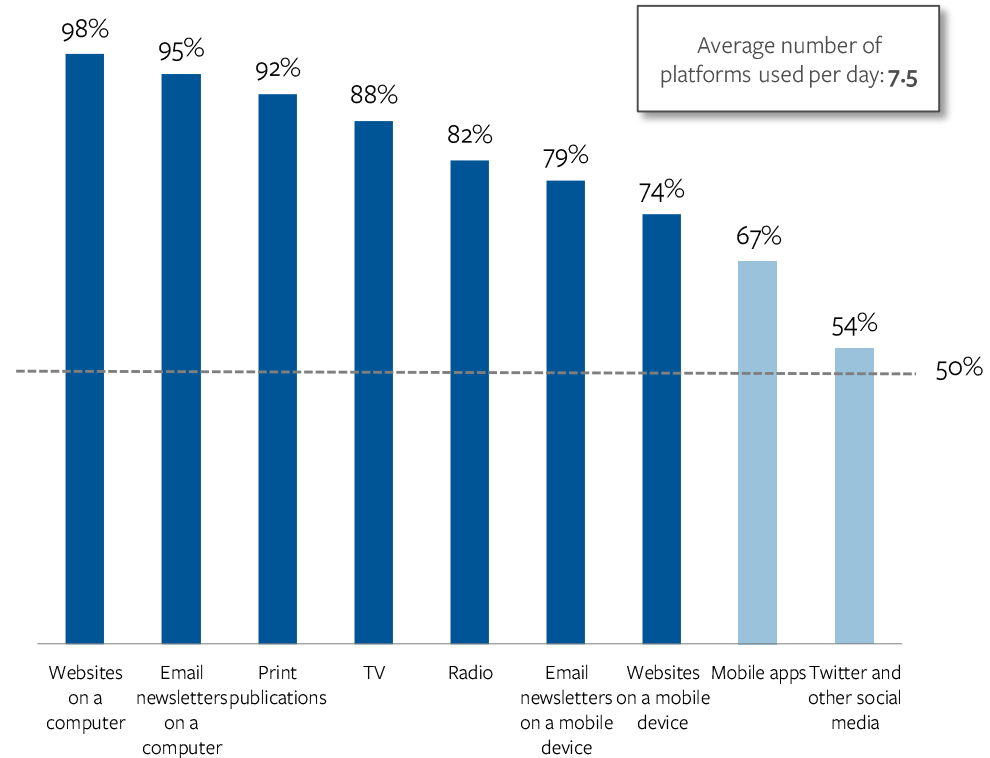
Distribution of World Bank Policy Report Downloads



World Bank Policy Report PDF

Media Channels Used For News, in Order of Popularity

Percentage of Respondents



Escaping the White-Paper Wash

Serve the Core Audience Like...the Core Audience

This is Not a PDF, This is...

...Content We Can Ask Questions of
Consumers can prioritize content views by likelihood, impact, priority

...Content We Can Digest Quickly
Denser materials are referenced first in headline formats

...Content We Can Use to Engage Peers
Includes tools tailored to use-cases of target audiences (e.g. "Cite" button for academics)

...Content That Remains Current
Portal interweaves proprietary and external content, updated constantly with breaking news

Case in Brief

COUNCIL on FOREIGN RELATIONS

ATLANTIC MEDIA STRATEGIES

Profiled Organization: Council on Foreign Relations
Organization Type: Think Tank

- Organization reformats and relaunches database of static PDF reports on global conflicts into immersive research portal
- Redesigned content and user experience to align with consumption habits and interests of core audiences
- Built deeper engagement of audience with reports, widened usage of related resources, increased repeat visits

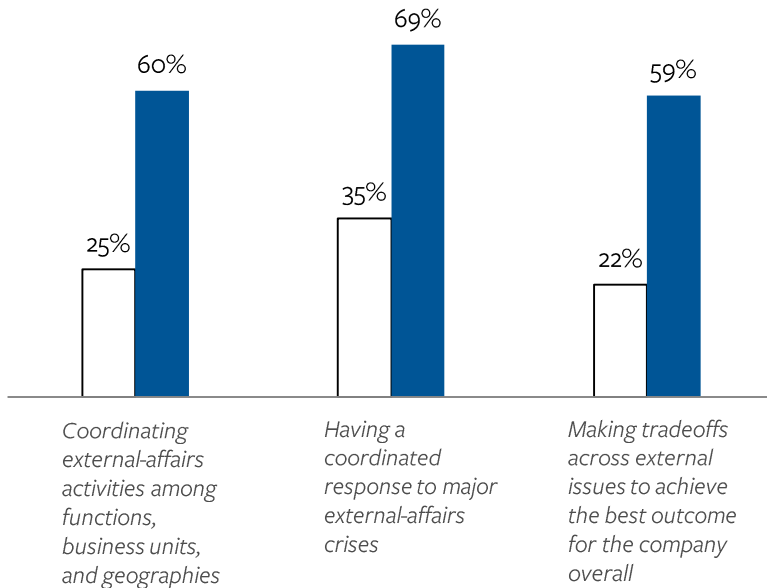
A House Divided

Promise of Coordination...

Percentage of Corporations Coordinating External-Affairs Activities Very or Extremely Effectively

n=1,396

■ Effective Organizations¹ □ All Other Respondents



...Seldom Recognized

Like Walking in Quicksand

“We spend way too much time iterating, and all the time that is wasted building consensus is often the difference between getting our message into the conversation at an opportune moment or not... It would be a lot easier if we didn’t have to navigate [GA’s] opinion on a message.”

Director of Communications
Corporation



A Heads-Up, Please

“It is rare that a month goes by in which I don’t lose a full day walking back something that was said without our knowing it. I wish [Communications] would ask us for feedback before they push a message. I am always bracing for the next fire. I don’t know why it’s so hard to pause and ask first.”

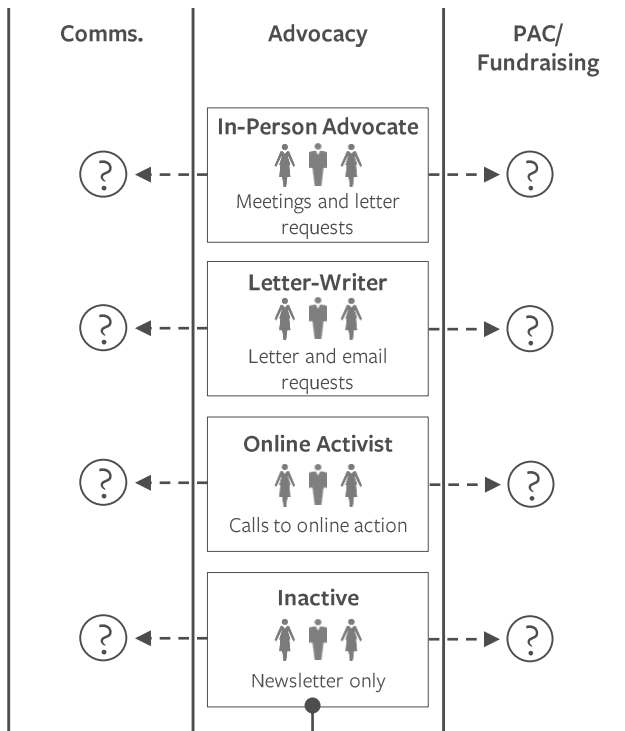
Executive Director, Advocacy
Interest Group

¹Based on respondent self-report that company influences policy successfully and manages reputation very effectively
Source: “Managing Government Relations for the Future,” McKinsey, 2011; National Journal Membership Research interviews and analysis.

Choreographing Internal Activities

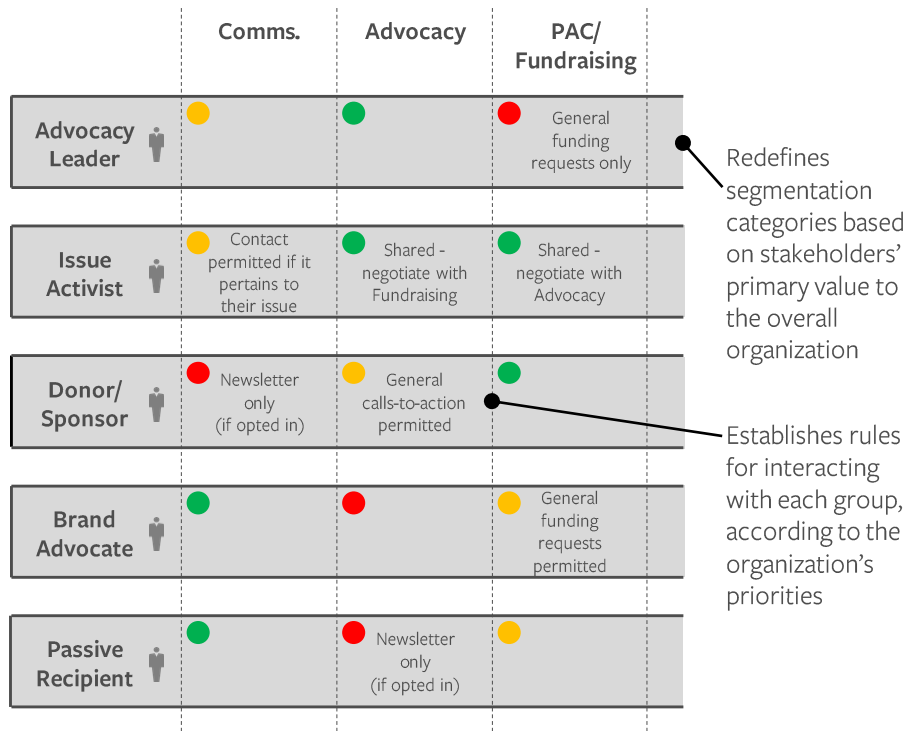
Managing Stakeholders at the Organization Level

Traditional View: Limited Appreciation for Stakeholder Roles Beyond the Department



“Engagement ladder” only takes into account a single department’s priorities

Emerging View: Alignment of Departments around Stakeholder Roles that Best Support Organizational Goals



Redefines segmentation categories based on stakeholders’ primary value to the overall organization

Establishes rules for interacting with each group, according to the organization’s priorities

Right of Way

- Green dot: Owner; contact always permitted
- Yellow dot: Contact permitted with owner’s sign-off
- Red dot: No contact permitted (beyond noted exceptions)

A Playbook Shared by Different Departments

Boundaries for Stakeholder Communications

Email Distribution Protocol

Matrix codifies:

- Which individuals belong to each audience
- Which audiences receive each communication
- Which department manages each communication

Departments do not need to request outreach permission for the communications they manage

		Inactive	Activist	Issue Activist	Core Activist	Donor/Eventgoer
		12 mo. no action, 24 mo. no gift, No event ever	Taken one advocacy action in past 12 mo.	Taken action on a specific issue, ever, in GetActive	5+ actions in past 12 months	Gift to HRC in past 24 months, OR joined by event RSVP or upload
Full List Strategy	Monthly eNewsletter					
	Monthly Advocacy Action (could incl. followup)					
	Fundraising Appeals (3-4 msg every 2-3 mo.)					
Extra actions	State/Local Actions (online or offline)	Only if urgent (would then replace monthly action)		ONLY if it's on their issue		
	Monthly offline action			ONLY if it's on their issue		
	Extra advocacy actions (unlimited)			ONLY if it's on their issue		
Extra fundraising	Events/Volunteer Opportunities			ONLY if it's on their issue		
	Merchandise, or other special fundraising campaigns			ONLY if it's on their issue		Always, but recommend no more than 1 per month

Rules also take into account top priorities of the organization, not one department

Outreach rules further informed by expressed interest of volunteer stakeholders

Case in Brief



Profiled Organization: Human Rights Campaign
Organization Type: Interest Group

- Organization develops formal rubric matching types of content and requests to different stakeholder groups
- Guidelines codify the implicit boundaries between advocacy and fundraising outreach

Aligning Government Affairs and Communications Functions

Sample Approaches for Promoting Collaboration

Establishing Resource Sharing Rules

Messaging Boundaries

Interest group assigns internal rights for using each messaging channel for outreach to each stakeholder segment (donors, advocates, etc.); each group receives only certain types of messages, based on group preferences and the organization's needs

Open Comment Period

Corporation adopts open, time-limited comment period during which communications materials posted in designated online location can be viewed before publication. Internal stakeholders can weigh in and recommend changes before deadline

Establishing Liaison Roles

Staff Exchange Program

Corporation rotates staff for three-month tours of duty in communications or government affairs department. Experience provides individuals with exposure to peer function's work and goals and facilitates future liaising

Communications Embed

Government affairs covers the salary of an individual in the communications department. This individual continues to work on GA's projects on GA's behalf and also serves as department ambassador to communications

Routinizing Collaboration

Cross-Functional Messaging Team

Industry association convenes weekly meeting involving advocacy and communications leadership to consider priorities and attendant messaging needs. Top-three messages established—specifically what to say, and what not to say—each week

Building a “Systems” Culture

Challenge Project

Professional society assigns a difficult, important project to a team of representatives from different departments. Requirement of intense collaboration over a several-week period forges ongoing respect and rapport among participants

Recruitment for Systems Thinking

Trade association incorporates behavioral interviewing questions into hiring process to test collaborative nature of a job candidate; sculpts questions to pre-determine a candidate's tendencies with respect to various types of collaboration

Onboarding Circuit

Corporation schedules series of informational interviews for new joins during their first few weeks. Volume of conversations establishes dialogue with numerous staff outside own department and base understanding of different functions' goals

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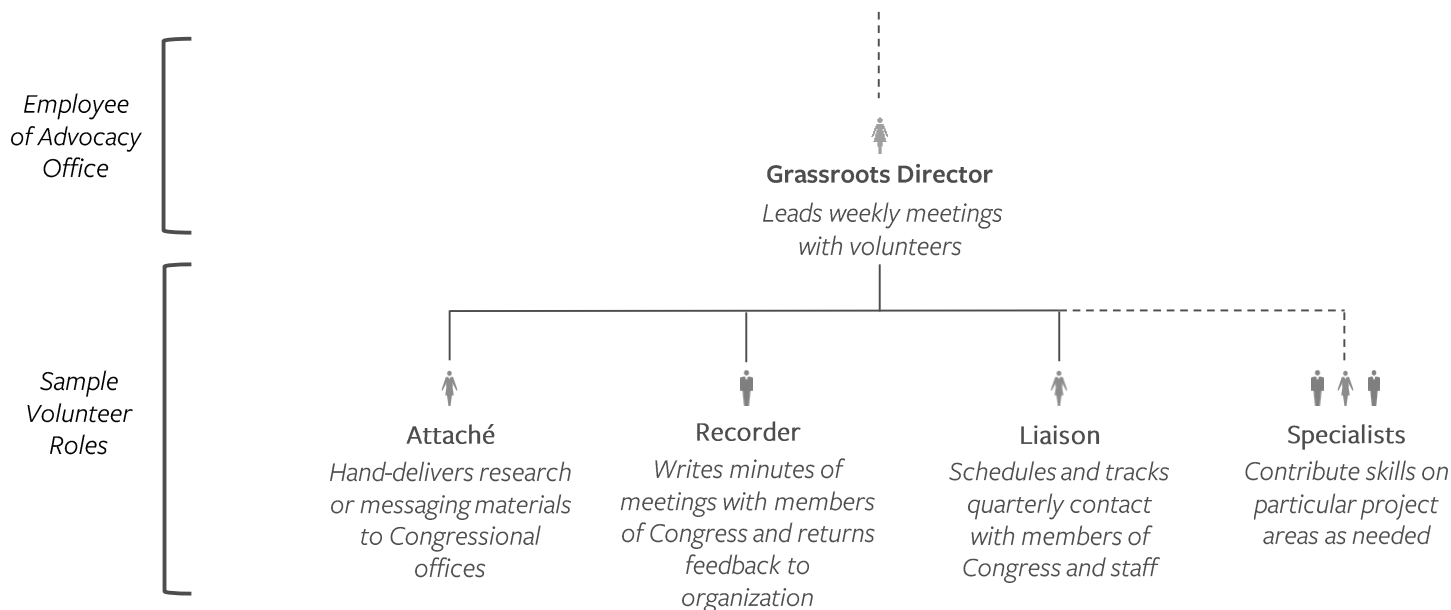
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Specializing Grassroots Roles to Eliminate Campaign Miscues

One Model of Grassroots Role Specialization



Case in Brief



Profiled Organization: Sigma Alliance¹
Organization Type: Interest Group

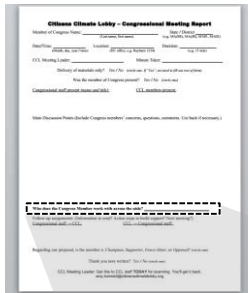
- Organization assigns specialized tasks to grassroots advocates based on their unique skill sets
- Grassroots advocates receive role-specific training
- Model has achieved greater clarity around performance expectations, as well as grassroots accountability and follow-through

¹Pseudonym
 Source: National Journal Membership Research interviews and analysis.

Well-Chosen Questions Surface Breakthrough Opportunities

Ferretting out Hidden Relationships

Advocates' Interview Guide for Legislator Conversations



Instructions to Volunteers

"...Always ask the MOC who they work with across the aisle. Get as many names as you can. Be aware of what committees they sit on and with whom. We may be able to work in other districts to build the political will for more support."

Whom do they work with across the aisle?

Case in Brief

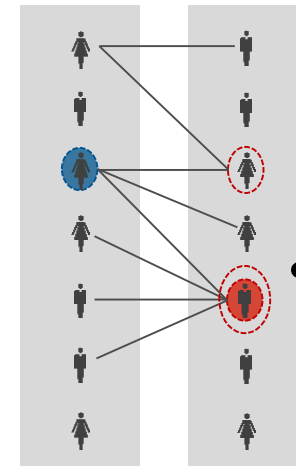


Profiled Organization: Lamda Association¹
Organization Type: Association

- Does not staff a lobbying team
- Collects information on the individuals that a legislator and his/her staff work with across the aisle
- Standard capture allows for mapping of relationships—which offices are connecting with which offices, how often, and at what levels

Visualizing Influence that Crosses Party Lines

Democratic Offices Republican Offices



Individuals showing up on more lists often have particularly strong influence on the issue being explored

Variations on the Theme

Finding New Grasstops Leaders

Ask advocates to nominate 3-5 peers whom they trust or respect from within and outside the organization

Identifying New High-Potential Donors

Task high-dollar donors with recruiting new donors from their personal networks

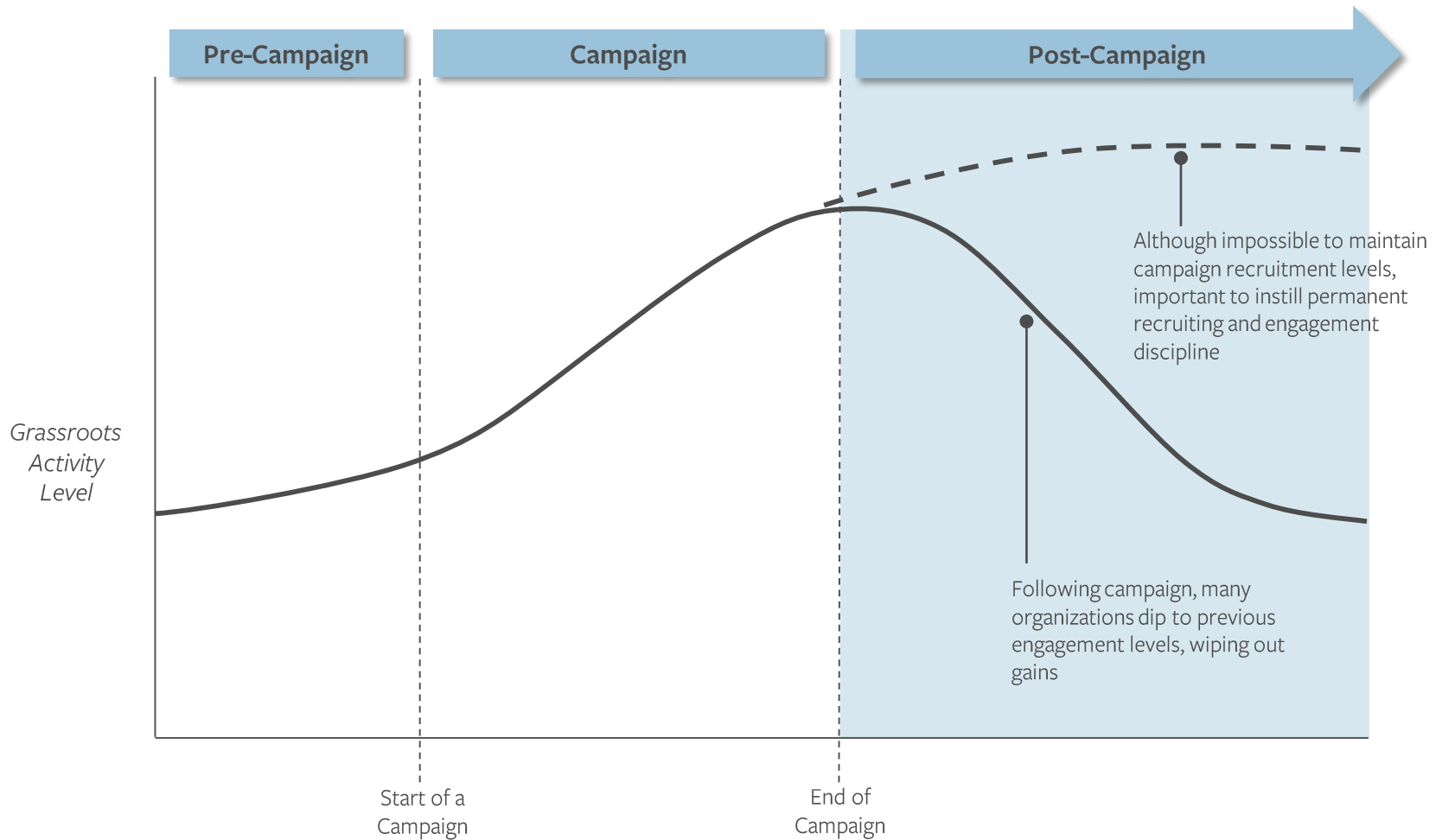
Accessing Agency Decision-Makers

Survey contacts about agency acquaintances—whom to target and how to navigate the bureaucracy

¹Pseudonym
Source: National Journal Research interviews and analysis; Images from the Noun Project.

Gains Quickly Won, Just as Quickly Lost

Grassroots Momentum Too Often Slips



Sustaining Advocate Engagement

Sample Approaches to Securing Continuous Support

Incentivizing Participation

Activism Rewards

Interest group awards advocates points for each action taken—responding to an action alert, recruiting a friend to the advocate pool, etc.—that can later be cashed in to vote on, or direct, future advocacy tactics

Engagement-Based Fly-In “Comp”

Corporation rewards those who have demonstrated consistent engagement—as measured via email open rates and call-to-action responses across the calendar year—with a free trip to DC for the organization’s lobby day

Hardwiring Commitments

Advocacy Captain Service Contracts

Professional association requires candidates for group leader positions to commit to a multi-year leadership role at the local level. Duty involves serving as a rallying point for other advocates, and ensuring that the local “delegation” is consistently taking action

Senior-Junior Teams

Association couples advocates—typically one engaged, experienced advocate and one junior advocate—to work together on an assignment. Accountability to an advocate peer raises likelihood actions will be taken

Celebrating Successes

Timely Impact Updates

Corporation communicates scale and impact of actions taken by grassroots community within 72 hours of call-to-action. Quick-turnaround reporting reinforces desired network behaviors and sustains momentum

Promoting Community

Hi-Po Networking and Training Programs

Professional society invites high-potential advocates to participate in special professional development opportunities. Specific focus on facilitating deeper relationships that may benefit participants professionally down the road

Crowd-Sourced Campaign Platform

Interest group empowers volunteers to build their own campaigns via an online campaign-building platform. On the platform, advocates can launch petitions on virtually any topic in their community and connect with peers with shared interests and values

Community (not Campaign) Newsletter

Corporation produces monthly advocacy newsletter that prominently highlights recent in-district advocate meet-ups—around a town hall, for example—as well as upcoming opportunities on the calendar

Refreshing Government Affairs for the New Era of Washington Advocacy

Re-Centering the Government Affairs Agenda

Key Themes

- Clarifying advocacy objectives
- Aligning priorities with stakeholder agendas
- Tracking both progress and process excellence

#1: Forging Shared Performance Expectations

#2: Adopting Venture Capital Investment Principles

Standing Apart in a Crowded Environment

Key Themes

- Applying Marketing fundamentals to advocacy approaches
- Aligning divisions around organizational goals
- Bringing consistency to messaging

#3: Pursuing Meaningful Differentiation

#4: Forcing Cross-Functional Collaborations

Elevating Stakeholder Agency

Key Themes

- Rightsizing member roles
- Unleashing “line” productivity
- Instilling ownership within the stakeholder community

#5: Concentrating Volunteer Attentions

#6: Creating a “Partner Class”

Heart of the Enterprise
Sharpening Focus on Highest-Impact Activity

New Compact
Building a Culture of Collaboration

Strategy in the Turns

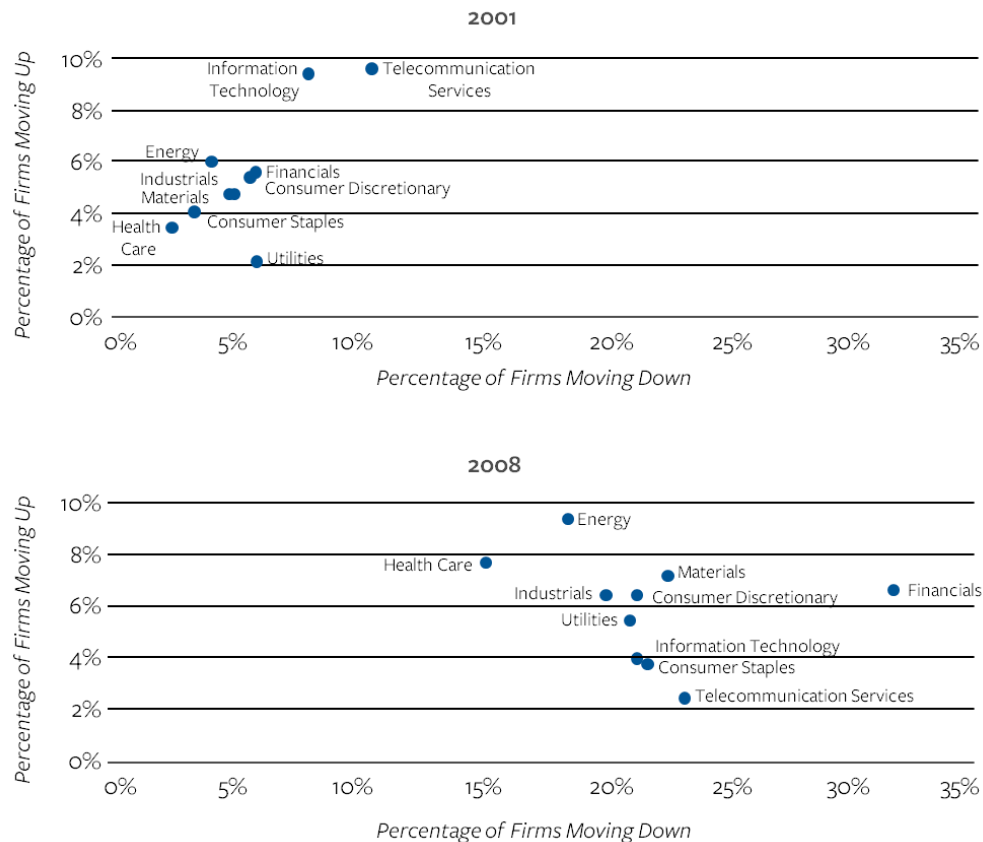
“Restacking” Occurs in Times of Transition

Where Winners Are Made



Industry Churn by Sector¹

Percentage of Firms Moving Up and Down
25 Percentile Points in Each Economic Sector, N = 5,442



¹Industry churn is defined as the number of firms moving 25 or more percentile points in industry rank as measured by market capitalization to sales ratio. Source: S&P; Compustat; Corporate Strategy Board analysis; National Journal Membership Research interviews and analysis.

Opportunities to Participate in Future Research

Upcoming Events

Membership@Lunch



Building In-District Advocacy Capacity

Thursday, November 20, 2014 12:30 PM - 1:30 PM

Shares lessons and tactics for reaching policymaker at the district level, during and outside of Congressional recesses.

Managing State-Level Advocacy Initiatives

Thursday, December 4, 2014 12:30 PM - 1:30 PM

Join a peer conversation about different models for staffing and coordinating state-level advocacy efforts from Washington.

Best Practice Roundtables



Aligning Advocacy and Communications Functions

Wednesday, November 19, 2014 8:30 AM - 10:30 AM

- Discussion on practical approaches to strengthening the working relationship between (often competing) functions of the organization—Government Affairs and Communications.
- Conversation to explore sample topics including: Models for staff alignment, Negotiating functional boundaries, Routinizing collaborative work, Joint message-setting, Contextualizing department actions, etc.

Research Interviews



Ongoing Research Initiatives

Participate in a Research Conversation on Any Topic of Interest

Sample Ongoing Initiatives Include:

- Creating Continuous Grassroots Relationships
- Proving Value: Best Performance Metrics and Dashboards
- Aligning Advocacy and Communications Functions

Appendix

Survey Title	Survey Explanation	Date Conducted	Sample Size	Survey Contents
Government Affairs Resource Benchmarking Survey	National Journal Membership proprietary benchmarking study on resource allocation in Government Affairs offices	Fall 2012 & Fall 2013	91 responses from senior-most staff of federal advocacy offices; corporations (n= 56) and associations (n=35)	Respondents asked to self-report on a number of dimensions, including organizational size, spend, priorities, and strategic positioning for 2011-2015
Government Affairs Time Allocation Benchmarking Survey	National Journal Membership proprietary benchmarking study on time allocation in Government Affairs offices	Spring 2013	95 responses from senior-most staff of federal advocacy offices; corporations (n=35), associations (n=41), and client firms (n=19)	Respondents asked to self-report on areas of strategic focus, actual vs. ideal time spend across functional activities, and effectiveness across a variety of competencies
Washington in the Information Age	<i>National Journal</i> proprietary study of media consumption habits among “Washington Insiders”	Spring 2012	1,200 responses received from congressional staffers, federal executives, and private sector leaders	Respondents answered questions regarding the media they most rely on for information, the purposes for which they use various media, and time of use for each medium
Policy Brands Roundtable	<i>National Journal</i> initiative studying perceptions of policy brands among Washington influentials	Fall 2013	1,700 senior policy professionals including congressional staff, executive branch leaders, and private sector executives	Respondents rated 38 organizations along four measures of policy influence and 16 behaviors and actions linked to policy performance (respondent only evaluated corporations he/she was familiar with)

Endnotes

Citations for Images from the Noun Project

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