

The 2025 State of Government Affairs

Fiscal**Note**



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As we step into 2025, the field of government affairs faces unprecedented complexity and challenges. Change and uncertainty have always been constants in our profession, but the past year has brought heightened political polarization, global conflicts, and pivotal elections that are reshaping our world.

At Women in Government Relations (WGR), we recognize the unique pressures facing government affairs professionals. Our work is essential to shaping policies, influencing decisions, and advocating for the issues that matter most to our communities.

FiscalNote's State of Government Affairs Report offers invaluable insights into the current state of our industry, serving as a crucial resource for those dedicated to staying ahead of the curve and driving meaningful change in their organizations and communities.

In these turbulent times, the importance of community cannot be overstated. At WGR, community is the foundation of everything we do. We are committed to fostering professional growth and leadership opportunities, creating a supportive network that empowers women in government relations. By sharing experiences, challenges, and

knowledge, we cultivate an inclusive environment where diversity is celebrated, and every individual can thrive.

Together, we have the power to build generations of strong women advocates who shape policies, influence decisions, and create lasting positive impact. To learn more about WGR, visit www.wgr.org. Thank you for all that you do, and here's to a successful and impactful year ahead.

Sincerely,

Chatrane Birbal

President

Women in Government Relations



2025 Brings Challenges and Opportunities as Teams Navigate Uncertainty and Change

The past year witnessed a whirlwind of activity, including significant elections around the world, increasing political polarization, and the upheaval of global conflicts. How did the government affairs industry fare during these tumultuous times? We'll find out in the 2025 edition of FiscalNote's much-anticipated State of Government Affairs report.

We surveyed nearly 1,000 professionals in government relations, public policy, corporate and external affairs, and public affairs roles, representing every industry in the global economy, to bring you our findings.

From companies on the Fortune 500 list to the largest trade associations, as well as non-profits and law and lobbying firms, respondents provided insights into the current state of the government relations industry and candidly shared their fears, motivations, and challenges.

We explored the landscape of your work, beginning with what's working well, the tools you rely on to excel, and how AI is shaping your effectiveness. We also uncovered your challenges in your roles and examined how your work has evolved over the past year. Based on your responses, we've crafted a report highlighting key trends anticipated for 2025 and outlining how teams can proactively prepare.



Artificial Intelligence and Government Affairs

Artificial intelligence (AI) continues to be a hot topic across industries, as its capabilities to streamline workflows and increase efficiency become clear. There are numerous ways you can use AI to do the monotonous parts of your job, giving you more time to focus on strategic, face-to-face work.

We also asked how you're adapting to AI and using it in the workplace. Despite the widespread adoption of AI tools like ChatGPT and others, [PolicyNote](#) stands out for its unique capabilities that specifically address the needs of government affairs professionals.



How open is your organization to adopting AI tools and solutions?

The largest group of respondents said their organizations are very open to adopting AI solutions and are actively seeking or using this technology. This represents a marked change from last year when only 14 percent said their organizations were very open to AI. Increased familiarity with AI, along with better resources for proper usage and dedicated time for experimentation, has significantly enhanced its appeal and integration in the workplace this year.

2025



Very open, actively seeking or using new technology solutions	57%
Open to exploring but cautious about implementation	25%
Reluctant to adopt new technologies	14%
Not sure	2%

2024



Open to exploring but cautious about implementation	47%
Not sure	21%
Reluctant to adopt new technologies	17%
Very open, actively seeking or using new technology solutions	13%



How are you using AI tools to do your job?

There are many ways you can use AI in government affairs: bill analysis and summary, bill comparison, discovering trends and tracking behavior, and creating and editing content, to name a few.

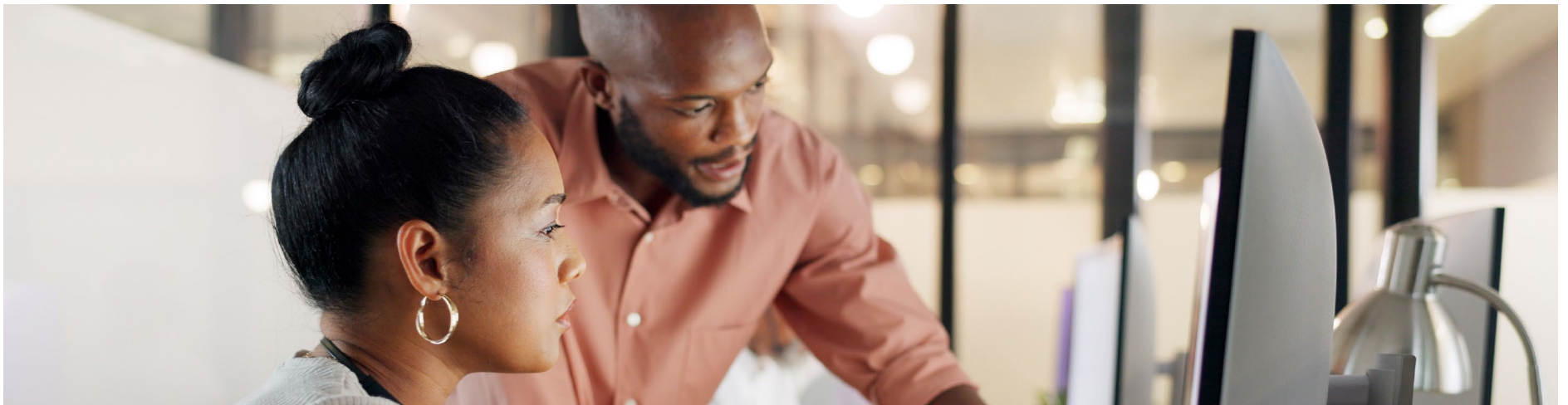
Our data found that the most popular use of AI is content generation (reports, speeches, policy briefs, etc.), while providing data analysis and insights, bill analysis and summary, and brainstorming help are also common uses.

“With a lot of writing to do my work, I’ve been using ChatGPT to speed things up,” says Seth Chase, government affairs director at the Association of Women’s Health, Obstetric and Neonatal Nurses. **“I find that I still need to review the drafts to make sure the facts are right and that it is on message, but I’m producing the final product faster.”**

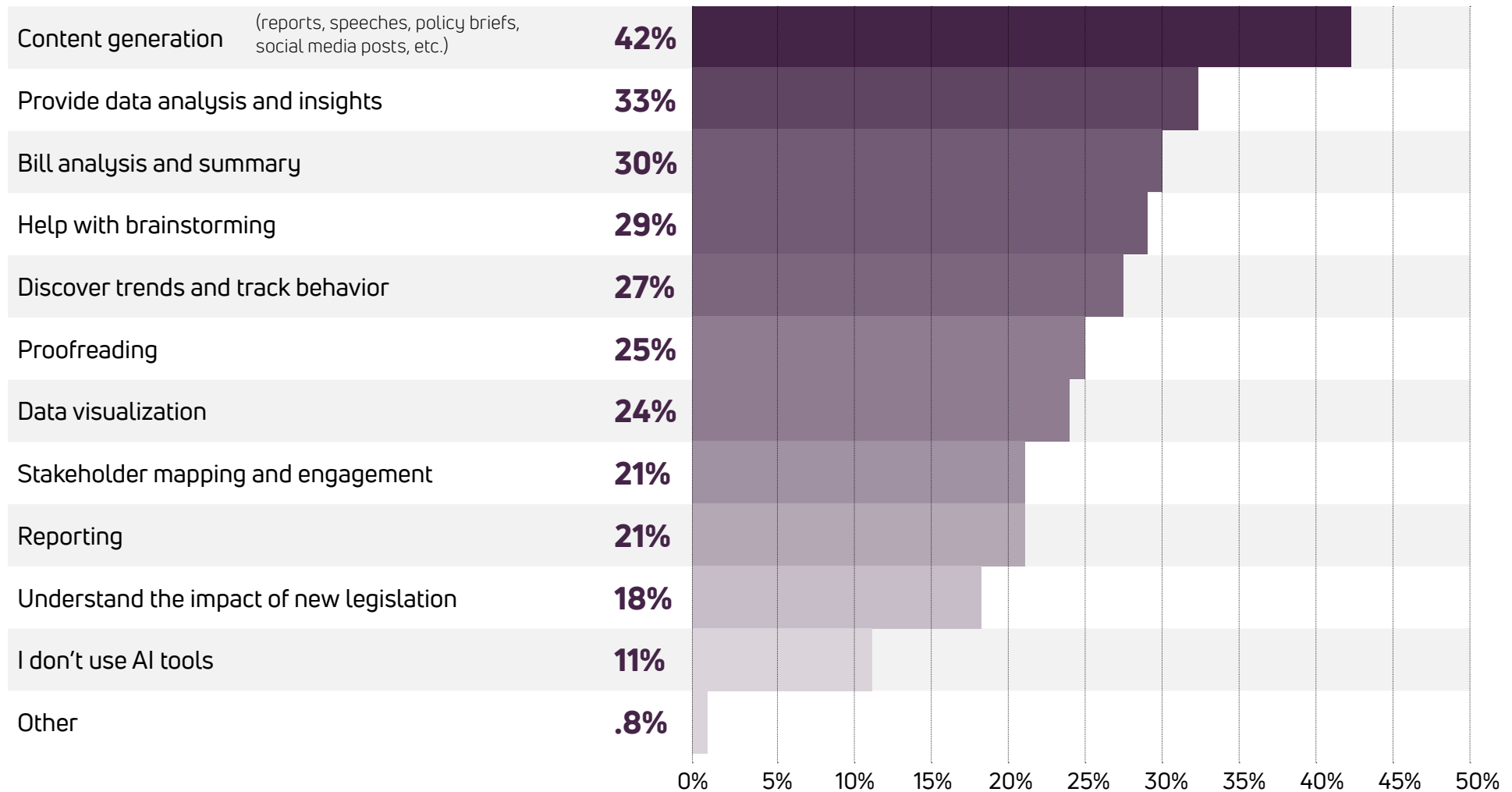
I’ve also been ChatGPT to draft message points targeted to different audiences. AI hasn’t made me a better writer, but it has made me a more efficient one.”

For government affairs, [PolicyNote](#) is an AI-powered platform that can speed up the tasks of tracking, understanding, and briefing on complex policy and mean less time digging through documents and more time advancing your agenda.

“AI is an incredibly useful tool that is great at synthesizing large amounts of information,” says Kodiak Hill-Davis, SVP of government affairs at the Niskanen Center. Her team has used AI for speechwriting, synthesizing positions they have taken and ensuring consistency, and creating first drafts of one-pagers to get a jumpstart.



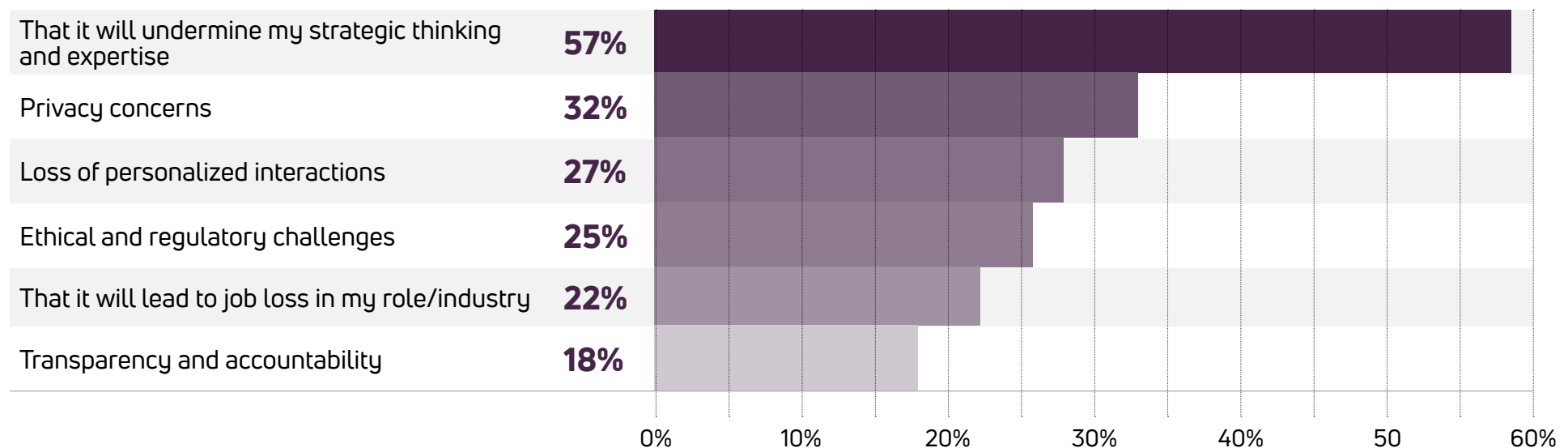
How are you using AI tools to do your job?



We asked: **"What are your biggest concerns about the proliferation of AI in your industry/role?"** The most common concern is that it will undermine strategic thinking and expertise, with 58 percent sharing this fear. Of the age groups represented in the survey, Millennials were the most likely to say they were concerned about this. However, they are far less concerned about any other area than the other age groups.

Artificial intelligence will never replace the human element of government affairs, Hill-Davis says. **"Elected officials are human beings, staffed by human beings,"** she says. "In this environment especially, trust is in short supply and personal connections become more important than ever."

What are your biggest concerns about the proliferation of AI in your industry/role?



It's helpful to lean on AI for research, analysis, writing, and breaking down large sets of data and input, but **"I don't see it replacing the interpersonal relationships that are necessary to do this job well,"** Hill-Davis adds. Rather, AI can free up time for government affairs professionals to do more of the work they enjoy. **"I don't want to write a speech, I want to be in the room talking to people,"** she says.

AI is remarkable for its ability to process large volumes of data quickly and efficiently. However, as government affairs teams grow in their use of this technology, ethical implications such as data privacy, algorithmic bias, and transparency become paramount concerns. It is crucial for organizations to establish clear guidelines and practices to navigate these ethical challenges responsibly. By doing so, you can avoid potential pitfalls and build public trust while using AI tools for their strategic advantages.



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Do More of the Work You're Meant to be Doing

PolicyNote is an AI-powered platform that offers comprehensive U.S. state, federal, and global policy intelligence, without the complexity. Designed for busy government affairs professionals like you, PolicyNote speeds up the tasks of tracking, summarizing, and briefing on policy. Get out of your inbox and into the rooms where decisions happen. Go beyond bill tracking with PolicyNote.

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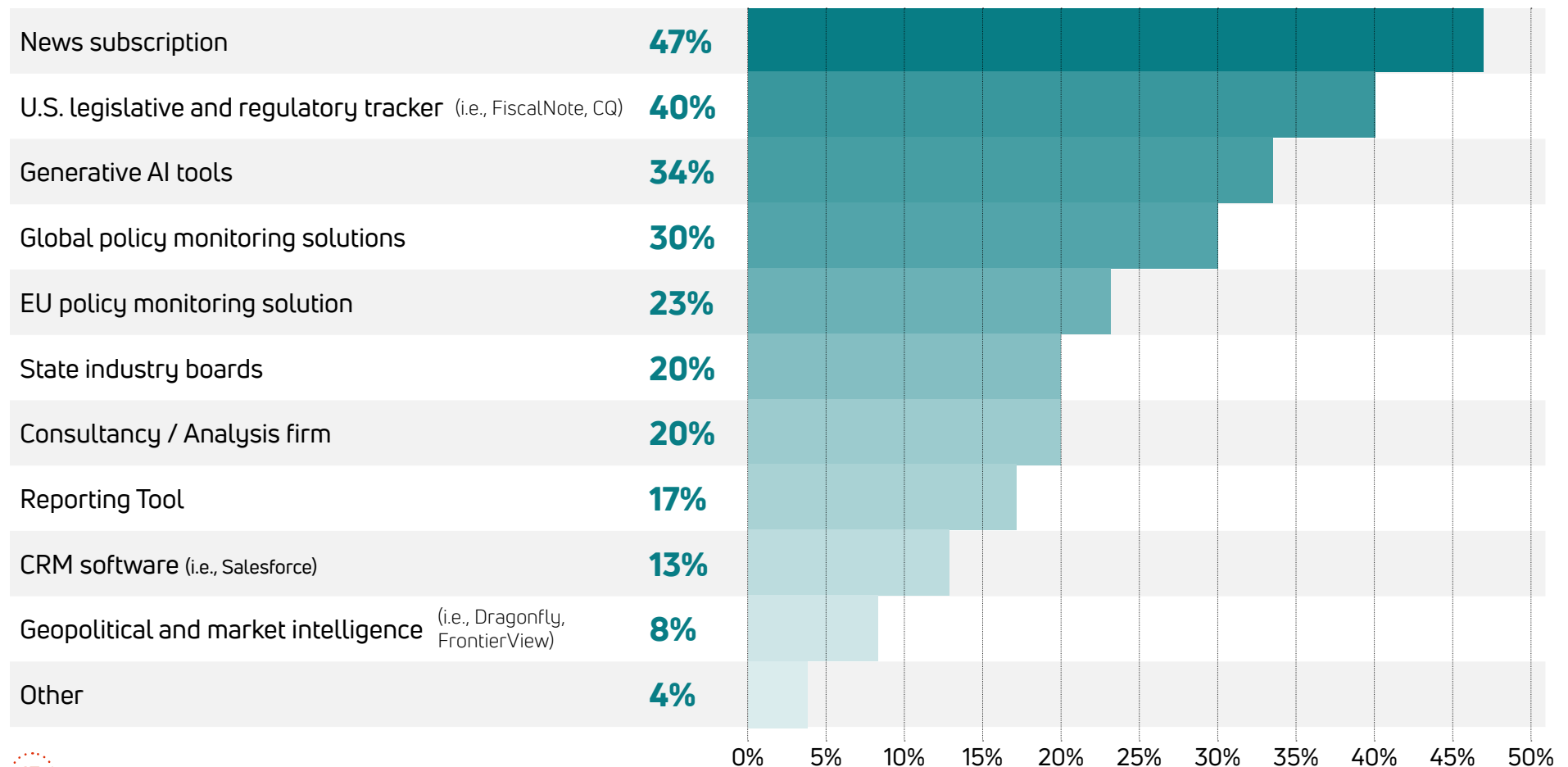
The Day-to-Day

It's no surprise that you spend most of your time on issue tracking, news curation, and managing stakeholder relationships. In a time of political uncertainty, you're keeping a close eye on state and federal legislation and regulations, and following a high number of legislative or regulatory issues. Many do these tasks with small teams and rely on a legislative and regulatory tracker, news subscription, and professional communities.

What tools do you use to do your job?

In a time of constant political shifts and a fast-paced news cycle, many of you (48 percent) rely on a news subscription in your day-to-day role. A significant number also lean on U.S. and global policy monitoring solutions. Notably, 34 percent of you now use generative AI tools to accomplish their jobs.

With increasing workloads, government affairs professionals count on technology to help them be more efficient and ensure they don't miss anything. **"I've seen the number of issues I have to follow increase,"** Chase says. **"It makes the tools I use — FiscalNote, CQ, Knowlegis, and VoterVoice, more crucial in alerting me to developments, tracking my efforts, and getting communications out."**



How do you spend the hours in your week?

This data reveals insights into how many hours per week you spend on your various tasks.

Average Hours Spent:	0-5	6-10	11-15	16-20	20-25	26+
Finding and monitoring legislation & regulations	30%	23%	22%	13%	8%	<1%
Curating news & analysis	27%	29%	17%	15%	9%	<1%
Managing meetings with key stakeholders	28%	24%	23%	13%	9%	<1%
Aligning teams to be on the same page	28%	24%	23%	13%	9%	<1%
Reporting on your work	30%	25%	19%	15%	7%	1%



Has the number of issues your team is tasked with following changed in the last year?

Government affairs teams are tasked with following a vast number of issues, with 48 percent tracking 20+ issues. That's a significant shift from last year, when only 27 percent were tracking more than 20 issues. Workloads continue to increase, as we've seen every year, with 83 percent seeing some level of increase in the issues their team is tasked with following (up from 71 percent who saw an increase last year).

Organizations are becoming increasingly global, some budgets are shrinking, upheavals in trade, technology, and foreign policy loom large, and Congress remains very

partisan — all factors that may account for this continued increase in workload. **"If your opposition can't get something done federally, they'll try the states, and then they'll try the localities,"** says Joshua Habursky, chief executive officer at the Premium Cigar Association.

That forces you to cast a wide net, with the government affairs team watching legislative and regulatory action across a vast field. In this environment, flexibility is key.



Has the number of issues your team is tasked with following changed in the last year?

Increased significantly **57%**

Increased a little **25%**

Stayed about the same **14%**

Decreased a little **2%**

Decreased significantly **<1%**



How many employees are on your direct team?

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20+ **39%**

1-3 **21%**

3-6 **16%**

6-10 **15%**

10-20 **8%**

Direct teams have a large range of sizes, with the majority on big teams of 20 or more, followed by small teams of one to three people.



At what level of government is your work focused the most?

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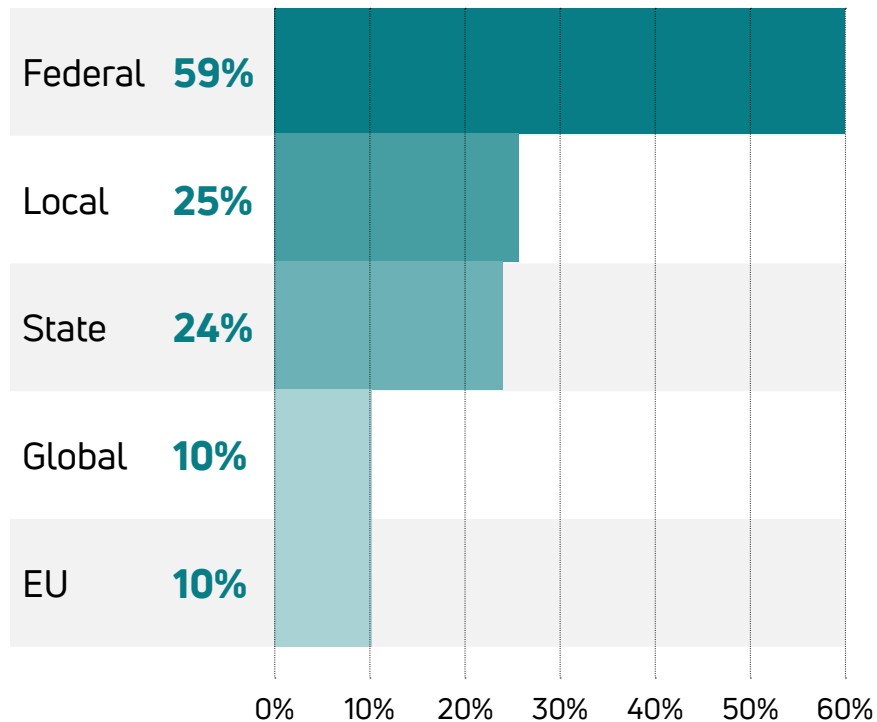
In the wake of an election year, we found that 59 percent of respondents say their work is most focused at the federal level. State and local remain critical, with 25 percent of respondents focused on each of these areas.

Federal work is expected to remain top of mind, with most respondents (56 percent, up from 41 percent last year) saying federal government will shape the landscape for their organization in the next five years.

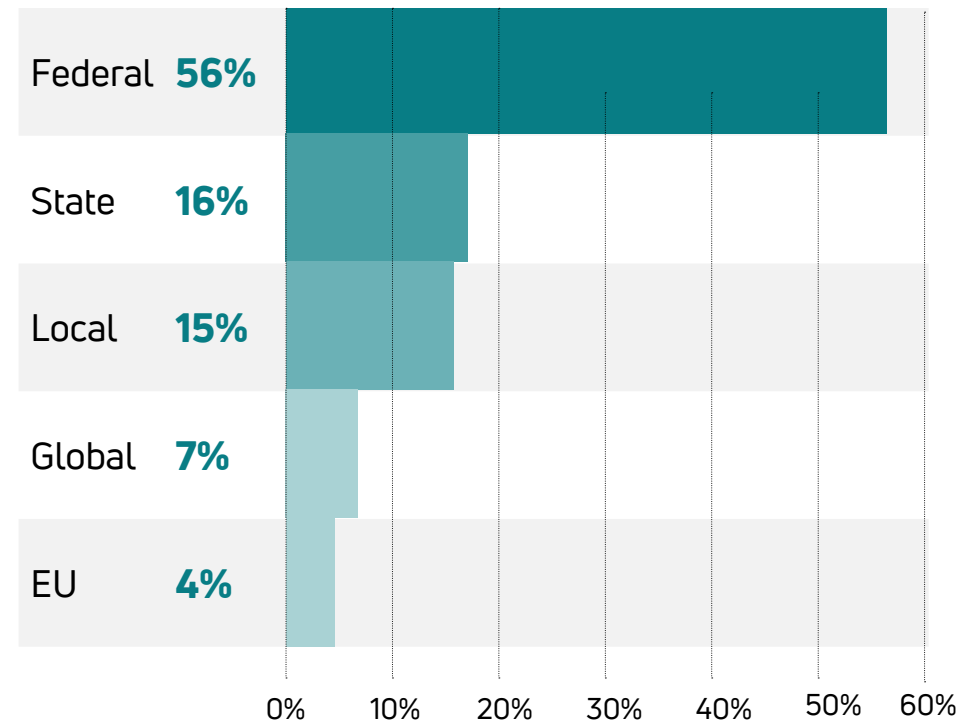
Global legislative shifts such as climate legislation, privacy laws, and technology regulations have profound implications for U.S. policy strategies. Understanding these international trends can serve as a strategic advantage, enabling you to anticipate pressures and opportunities that may influence local regulations.



At what level of government is your work focused the most?



Which body of government do you expect to see shape the landscape for your industry/organization in the next five years?



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State Sessions Toolkit: The Ultimate Guide to 2025 State Legislative Sessions

This toolkit is your compass through state legislative sessions, equipping you with the knowledge and resources you need to engage, advocate, and influence the decisions that will shape your state's (and your organization's) future.

[Read More](#)



How much important information do you miss annually?

We asked participants how much important information related to their issues they estimate they miss each year. The majority (74 percent) said they miss an occasional bill or regulation update, while approximately 10 percent miss a significant amount in a busy year. A lucky 9 percent said they never miss anything, a few percentage points less than last year's proportion — perhaps due, in part, to the surge in issues teams are tasked with monitoring.

I miss the occasional bill or regulation update **74%**

I miss a significant amount in a busy year **10%**

I never miss anything **8%**

I don't know **4%**



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Get Strategic Knowledge Tailored to Your Organization

FiscalNote's Professional Services team offers services to inform decisions and provide organization insights. Policy analysis, research briefs, policy maps, and more help you understand critical policy developments, trends, and impacted stakeholders quickly.

[Learn More](#)



How You Feel at Work

Next, let's explore the sentiments of government affairs employees in the workplace, including primary concerns, salaries, benefits, and levels of engagement.

What are your biggest concerns in your day-to-day job?

Fear of missing something important is the biggest source of anxiety for respondents, an enduring trend over the last several years.

In our survey, 39 percent of respondents say budgets are tight. Experts in the field say organizations may under-resource government affairs because leadership doesn't see it adding directly to the bottom line.

Another top concern is the impact of U.S. elections, which will mean new lawmakers to build relationships with, uncertainty about new policy direction, and getting ahead of new legislation.

How to remain effective here? Call in the cavalry. **"I'm a strong believer in the very cohesive relationship between the lobbying side and the grassroots side. Grassroots can play a very powerful role in helping overcome these challenges,"** says Brian Rubenstein, president of Rubenstein Impact Group.

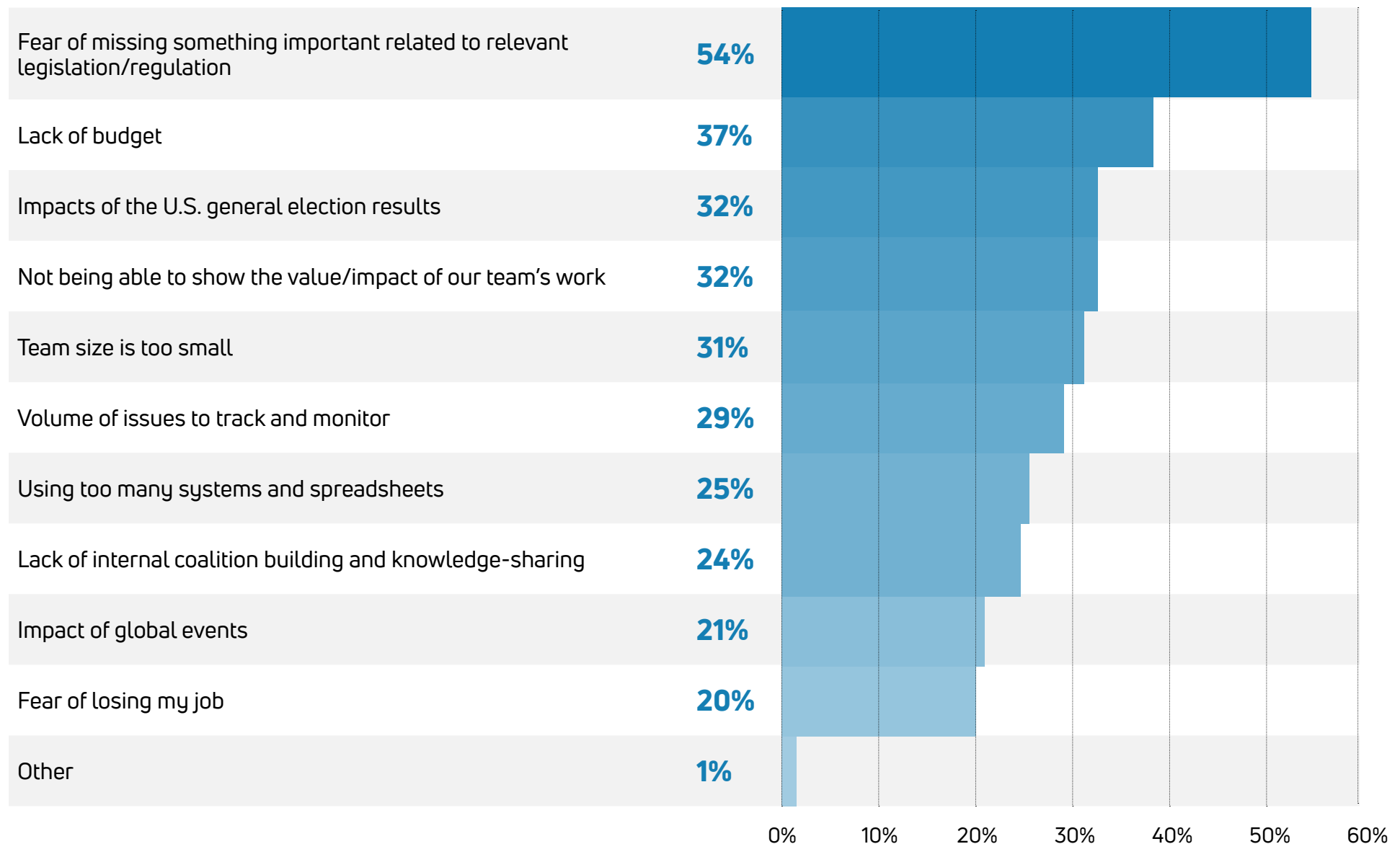
Not being able to show the value of your team's work comes up as a challenge for 32 percent of respondents. **"With government relations work, it's by nature hard to quantify,"** says Amy Lore, senior director of government relations at Project Lead the Way, which partners with education organizations to advocate for STEM programs.

"It's hard to say we were successful because we moved bills or we didn't move bills — because there are so many factors totally outside your control," she says. While bills that go forward may be easy to mark as wins, it's hard to quantify that value, and it's even more challenging to measure the worth of having put the brakes on a piece of legislation or regulation.



What are your biggest concerns in your day-to-day job?

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Let's dive into the topic of finances! We tackled those awkward questions everyone wants to know about. Most government affairs professionals earn between \$101,000 and \$160,000 annually, with 29 percent of respondents falling into this bracket.

Looking to earn more in 2025 (who isn't)? Demonstrating the value of your work is crucial to aligning these efforts with broader organizational goals. Metrics and KPIs offer detailed insights into the effectiveness of government affairs strategies. By adopting robust tracking and [reporting](#) systems, organizations can highlight their successes and provide quantifiable proof of their contributions to leadership and stakeholders. This not only solidifies the role of government affairs within the organizational hierarchy but also ensures [continued support and resource allocation](#).

What is your current salary?



4%	\$0-\$60,000
19%	\$61,000-\$100,000
28%	\$101,000-\$160,000
18%	\$161,000-\$200,000
11%	\$201,000-\$250,000
12%	\$251,000+
5%	Prefer not to say



FEATURED RESOURCE

Proving ROI: 6 Stealable Strategies from Successful Organizations

How do you prove the value of your function and what it means for your organization, and how can you get a seat at the table? It's the challenge that every government and public affairs department faces. Learn strategies from six successful teams that were able to clearly prove their value to supporters, members, stakeholders, and customers.

[Learn More](#)

The Participants

We collected insights from a wide variety of professionals in the government affairs sector. Respondents ranged from Gen Z to Boomers, entry-level to executive.

As the government affairs industry evolves, the importance of diversity within teams becomes increasingly evident. Diverse teams infuse a wealth of varying perspectives, which are vital for understanding complex policy issues and crafting nuanced advocacy strategies. This diversity can enhance the effectiveness and creativity of problem-solving approaches.

The following breakdown of the demographics of participants reveals not only who participated in the survey, but also some insights into the overall makeup of the government affairs sector.

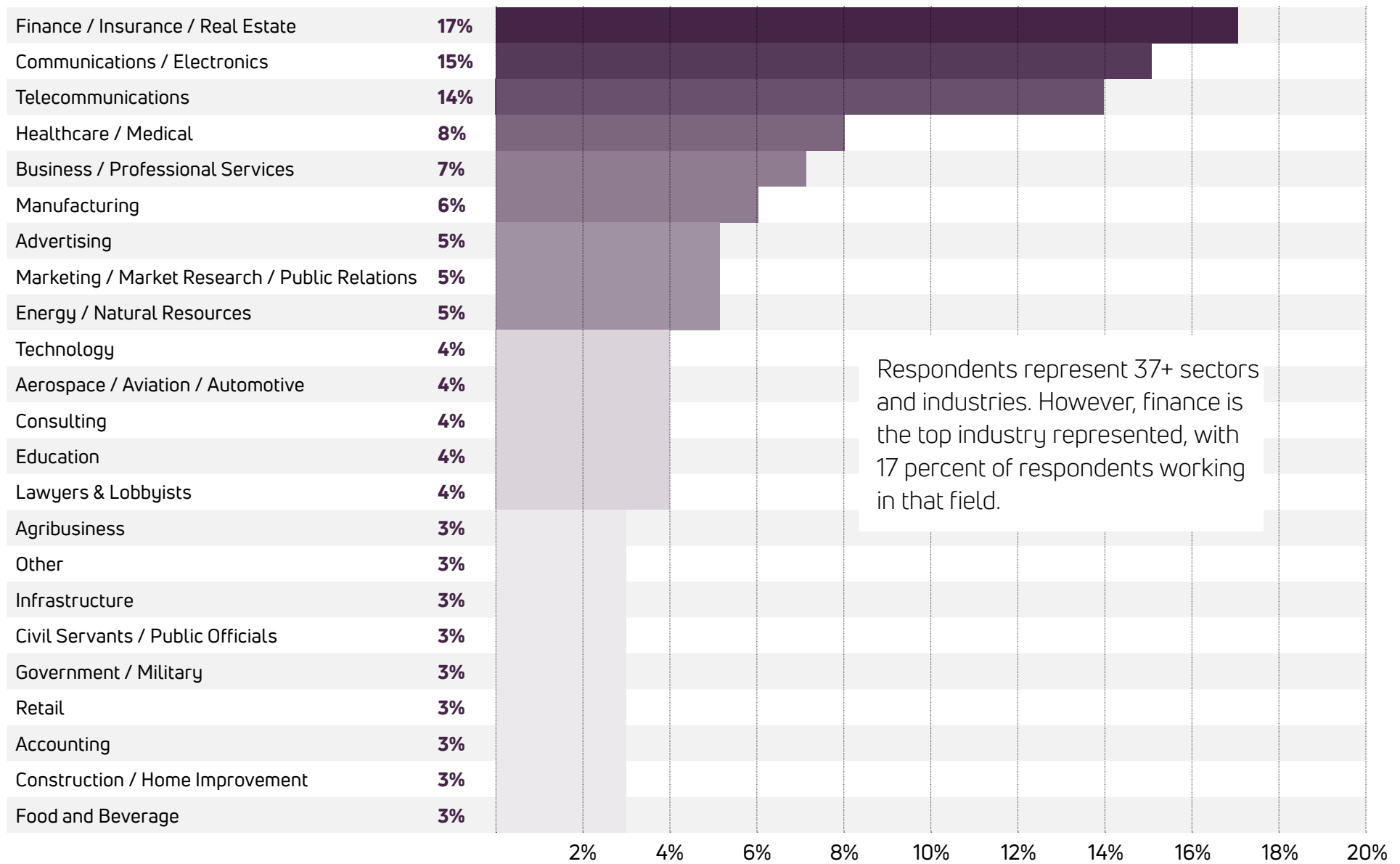
What best describes your organization type?

The majority of this year's respondents work at corporations, at 65 percent, followed by associations. Non-profits and lobbying firms are also represented in the data.

Corporation	64%
Association	19%
Law/Lobbying Firm	16%
Non-profit	11%
Other	1%



What industry or sector does your organization serve?



What is the size of your organization?

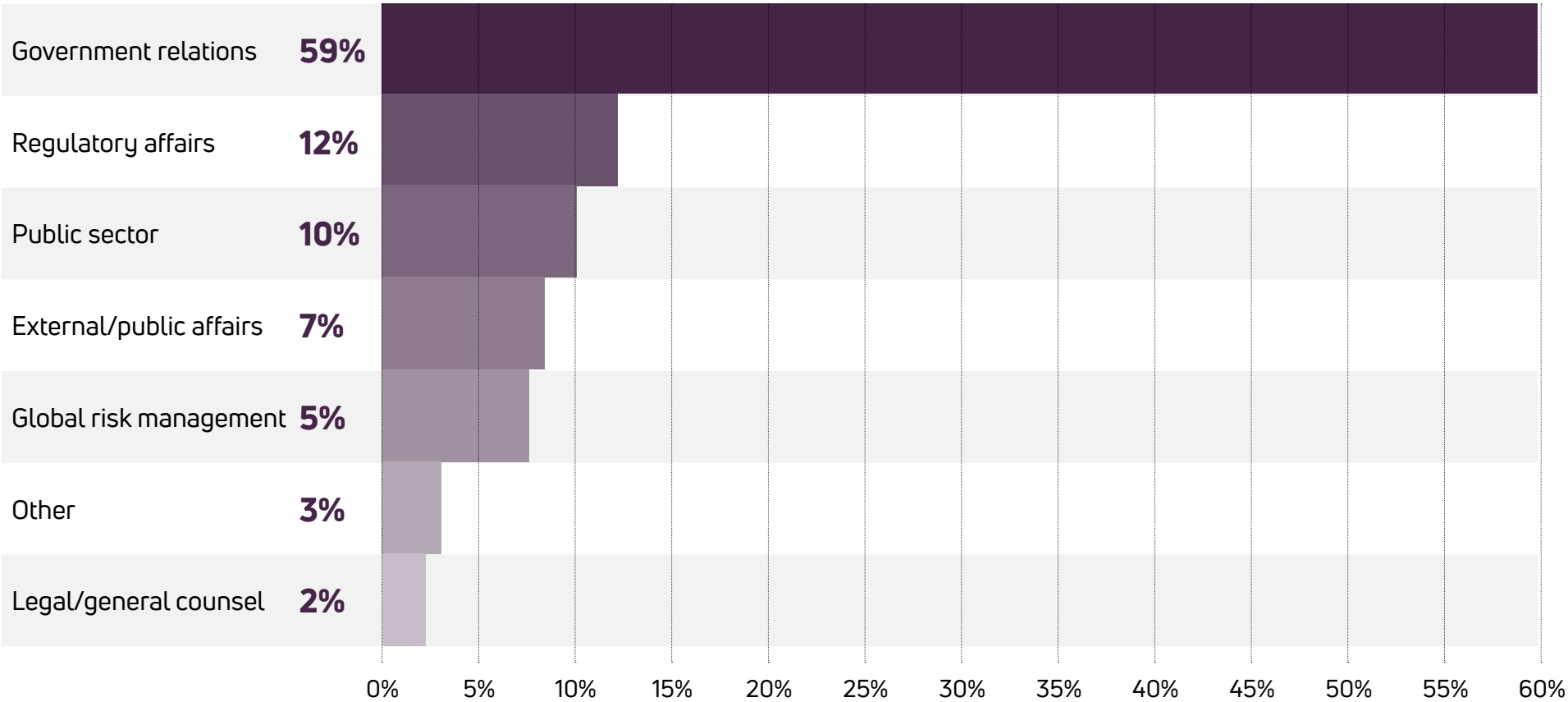
Our respondents range from small to very large organizations, with the largest group (22 percent) working in organizations with five to 50 employees. The next-largest group comes from organizations with 1,000+ employees. Midsize organizations were in the minority.

1,000+ employees	25%
5-50 employees	22%
200-500 employees	18%
500-1,000 employees	15%
50-200 employees	14%
1-5 employees	3%



What is your current role area?

By a significant margin, government relations is the most common role for survey participants. Regulatory affairs, public sector, and public affairs professionals are also well-represented.



What is your job level?

The largest group of respondents (20 percent) are mid-level employees at the director level. However, insights were gathered from professionals at all levels, including many executives.

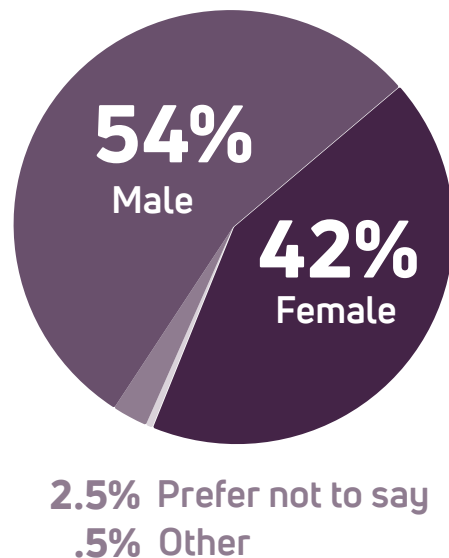
Director	19%
Senior Vice President	18%
Vice President	16%
Executive/C-Suite	16%
Manager	15%
Associate/Professional	12%
Other	1%



Participant demographics

More than half of this year's respondents are male, representing 54 percent of the sample. While last year, the largest proportion of respondents was Gen X (born 1965-1980), government affairs professionals seem to be getting younger. This year the vast majority of respondents (72 percent) were millennials (born 1981-1996). Representation of Gen Z in government affairs, while still a small number, is twice what it was last year at 5 percent.

Gender



Race

White	77%
Black or African American	10%
Prefer not to say	4%
Asian	2%
Latino or Hispanic	2%
Other	2%
American Indian or Alaskan Native	1%

Generation

Millennial (born 1981-1996)	72%
Gen X (born 1965-1980)	17%
Gen Z (born 1997-2012)	5%
Baby Boomer (born 1946-1964)	3%
Prefer Not to Say	1%



A flurry of legislation and regulations at every level of government, anticipating the impacts of the U.S. elections, and keeping up with rapidly changing technology makes it a challenging time to be in government affairs. Small budgets and teams and the need to prove your value to your organization are additional hurdles.

However, government affairs teams across industries continue to overcome challenges to thrive. Teams are open to learning how to be more efficient, using emerging technology such as generative AI, and overcoming the challenges presented.

Despite the increasing complexity of the political landscape, government affairs teams should continue to focus on the fundamentals of government affairs: relationship building, accuracy and transparency, and coalition building to coalesce around policy ideas.

Tech and AI enable government affairs teams to manage government and public affairs more adeptly than ever. Cutting-edge technologies like [PolicyNote](#) allow government relations, corporate and external affairs, risk management, and legal teams to stay ahead of the issues affecting their industry and organization.

By integrating a comprehensive issues management solution like FiscalNote's policy suite, departments from multinationals to nonprofits, associations, law and lobbying firms receive timely information and analytical insights about trends and public policy issues while also allowing them to seamlessly mobilize their advocates and push their issues forward.



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