

FiscalNote

The State of Public Affairs 2021 Industry Survey

Advocacy



News & Analysis



Stakeholder Management



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Collaboration Tools



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Introduction

Welcome to the State of Public Affairs in 2021!

To put this report together, we surveyed 300+ professionals in public affairs, government relations, public policy, corporate and external affairs, and grassroots and advocacy roles, representing every industry in the global economy. From companies in the Fortune 500 list to the largest trade associations and nonprofits, as well as law and lobbying firms, our respondents provided insights into the current state of the public affairs industry and gave their predictions for 2021 and beyond.

We asked participants everything from what was bothering them in their jobs, what was working well for them and their organization, and what their vision for the future of their industry and working life might look like.

The results? An in-depth snapshot into some of the top trends heading our way in 2021 and what teams and organizations need to be prepared for in a constantly changing, global market. We bring you those results here in a comprehensive report.

This year, in light of the COVID-19 global pandemic and the increasingly important focus organizations have put on diversity, equity, and inclusion, we added two new sections to highlight the impact of the novel coronavirus on government and public affairs, and how organizations are prioritizing social justice from within. With political uncertainty, a distributed workforce, instantaneous news cycles, and social media providing direct conduits between the public and organizations, being a leader in the public affairs space has become more challenging than ever before. We saw that time and again in this survey.

Respondents had a lot of opinions, and the results are fascinating, informative, and sometimes surprising. Read on to find out more.



Section 1 Who Were the Participants?

Our respondents were affiliated with a wide variety of industries and organizations giving us a diverse set of backgrounds to draw insights from. Last year, most respondents came from nonprofits, with strong representation coming from the association and law/lobbying sectors.

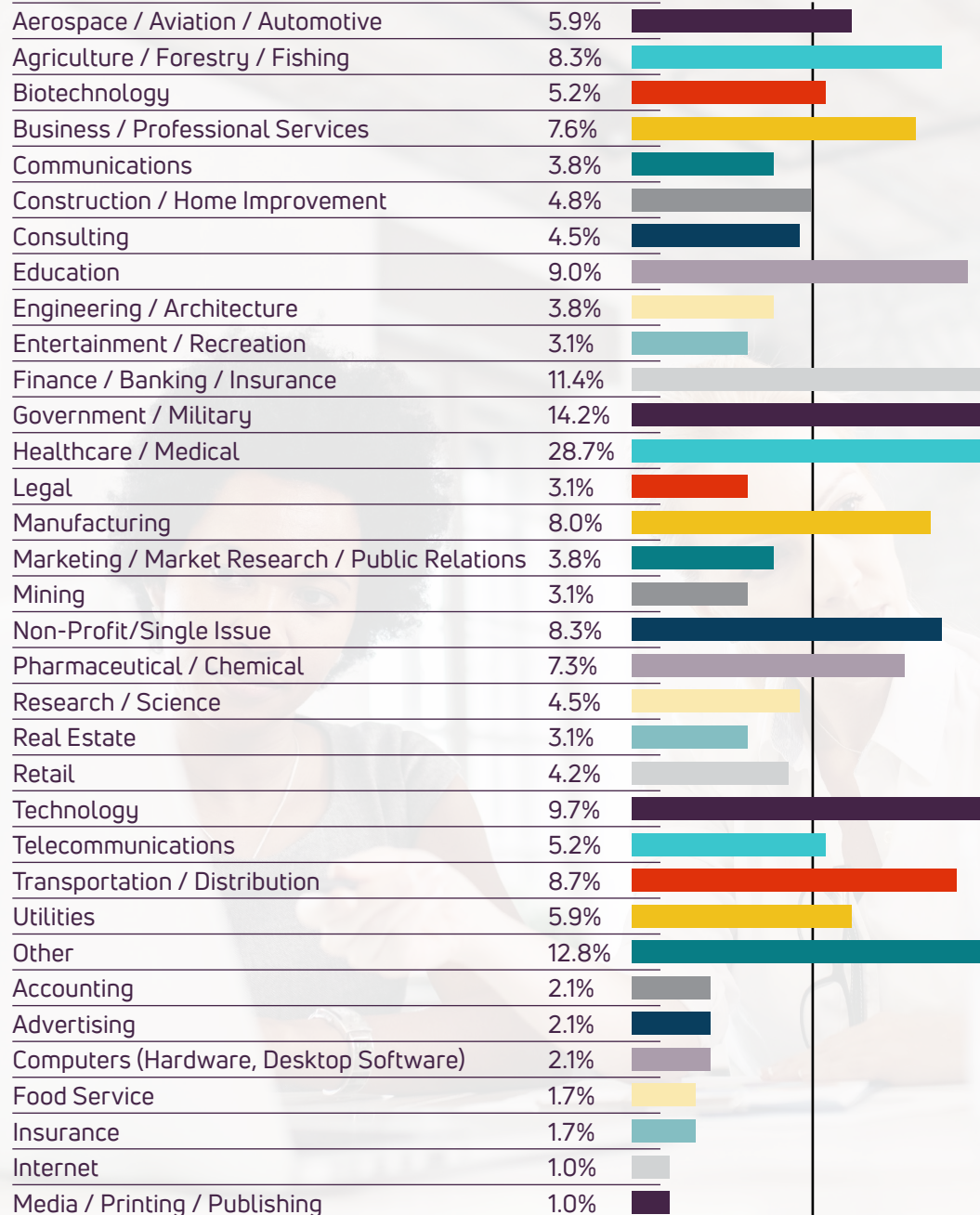
This year, interestingly, while the spread of organization type was fairly evenly spread between nonprofits, corporations and associations, we saw most of our responses come from corporations, with healthcare, government, and finance the top three industries represented. Also factored into our survey were individuals from the consulting space that work for organizations that either retain external lobbyists or do not have an in-house affairs team.

As many organizations are changing and adapting to meet emerging technologies and competitive landscapes, they operate across multiple industries to meet the needs of clients and the market. As such, some of our respondents were able to select multiple industries and sectors at once.

We surveyed people that work in organizations with less than five people, all the way up to several multinationals with more than 1,000 employees.

What best describes your organization type?





What industry or sector does your organization serve?

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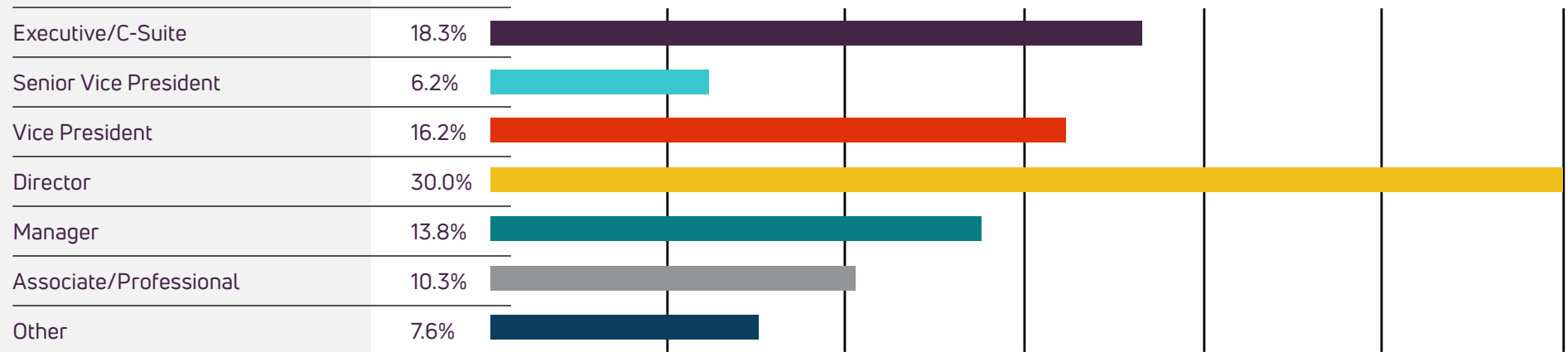
How You Identified

As this was a government and public affairs survey, it's not surprising that most of our respondents were in the government and public affairs space. We had a pretty even divide between state and federal government relations practitioners, with grassroots advocacy specialists coming in third.

All respondents were able to select multiple roles within their organization as most government affairs professionals are used to "wearing many hats" and doing many different roles on already lean teams.

With over 70 percent with leadership titles of "Director" or above, these survey results give us important insights into how leaders in this space are thinking about the future of the public affairs industry. The number of C-Suite leaders responding to our survey increased by about 5 percent from last year, which shows that executives are more and more becoming invested in breaking down leadership hierarchies and looking at what other innovators are doing across their same industry.

What is your current job level?



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Stability and Longevity Still Rule

Much like last year, we saw a very large number of respondents that have stayed at their current organization for more than 6 years. In fact, almost 50 percent of all respondents have worked at their current organization for at least that much time. While government and public affairs may have the reputation of being a “revolving door,” for our respondents, stability and longevity reign supreme.

Years	Percent	
0-2 Years	29.0%	●
3-5 Years	22.4%	●
6-10 Years	17.9%	●
10+ Years	30.7%	●



Teams Are Staying Small

More than 80 percent of you work on teams with less than 10 colleagues, and 48 percent work on teams with three or less. Only slightly more than 6 percent of you work on teams with 20 or more colleagues.

Team Size	Percent	
1-3	47.6%	●
3-6	22.1%	●
6-10	12.1%	●
10-20	11.7%	●
20+	6.6%	●



Section 2 Public Affairs is Getting More Complex

The following section dissects the responses to current life at work, the complexity of the stakeholders, and the sheer number of issues government relations teams interact with regularly. We wanted to take a look at your career trajectories, the biggest challenges facing you in your role, and how your job will be different this year compared to 2020.

When asked questions such as: “Has the number of public policy issues your organization is currently following increased or decreased?” it became apparent quickly that public affairs is rapidly becoming more fraught, given the volume and complexity of legislative and regulatory issues being worked on.

Over 77 percent of respondents said that the number of public policy issues their organization is tracking has increased, with almost 40 percent saying that the number has increased significantly. Contrast that with the earlier responses that teams are staying small, and you're left with a staggering amount of information that organizations need to discover, monitor, and report on to internal and external stakeholders.

Response	Percent	
Yes, increased significantly	39.3%	●
Yes, increased a little	38.4%	●
Stayed about the same	16.1%	●
Decreased a little	4.9%	●
Decreased significantly	1.3%	●



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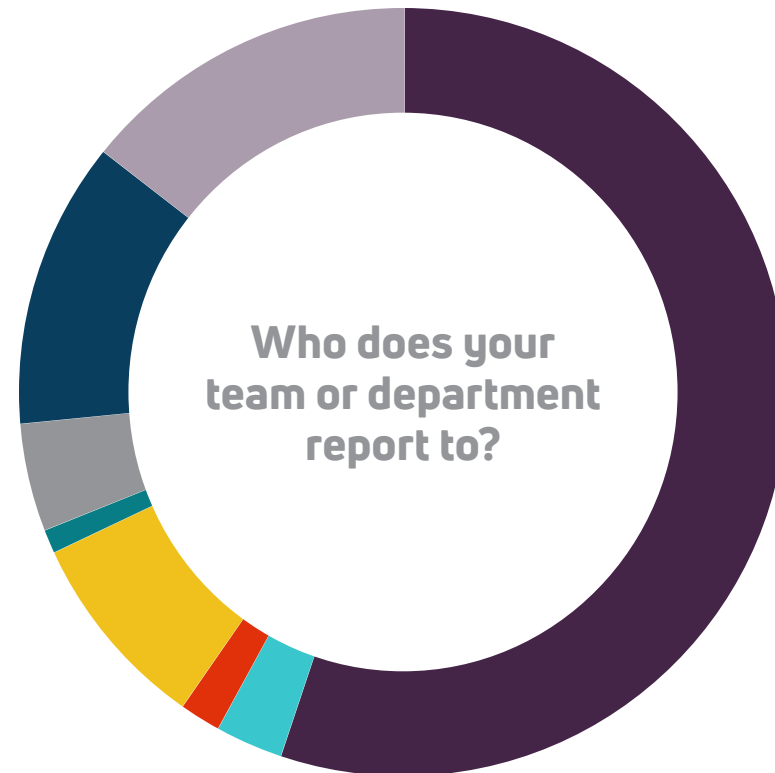


The Power of Influence

While it's seen as a constant challenge for public affairs professionals and teams to influence their business or organization, our survey showed that many — especially those at the highest levels — do, in fact, “have a seat at the table.”

A whopping 55 percent of you report directly to the C-Suite with over 12 percent reporting directly to the board of directors. This bodes well for those working in the space in general, as organizations are starting to view public affairs as less of a cost center and instead giving them direct access to, and influence on, the C-Suite.

Response	Percent	
Executive Team	55.2%	●
Communications	2.8%	●
Business Development	1.7%	●
General Counsel/Legal	8.3%	●
Membership	1.0%	●
External Affairs	4.5%	●
A Board of Directors	12.1%	●
Other	14.5%	●



Where Have You Worked?

Government and public affairs is not just a Washington, D.C. function. Although many professionals will eventually make their way to D.C. to work for an agency, administration, or organization with an office in the District, many of you have worked on a campaign or in your home state. Forty one percent of you, to be precise, have worked on a campaign with 46 percent having worked at the state level in some capacity.

All politics may be local, but only 15 percent of you have worked at the local level of government. The vast majority of you have worked at the federal level — almost 80 percent, in fact.

Response	Percent
Washington D.C. Metro Area	38.6%
Around the U.S.	47.6%
International	4.5%
Remote	9.3%



Did you ever work directly or indirectly for a lawmaker or agency at the federal, state, local, or other level?

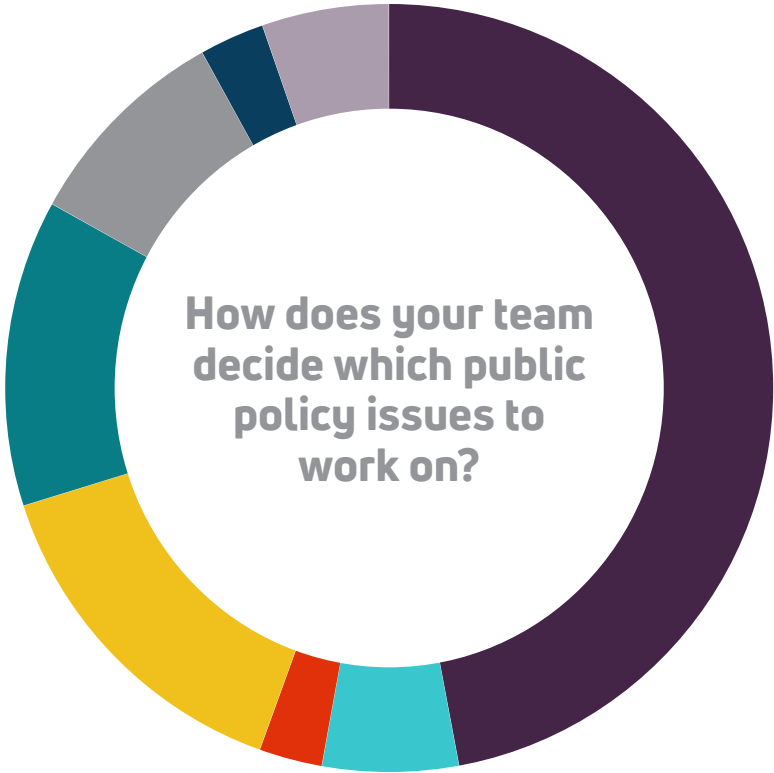
	Federal	State	Local	Agency	Not Applicable
Staffer	36.0%	19.1%	3.2%	3.9%	37.8%
Consultant	17.0%	14.1%	4.0%	4.3%	60.5%
Campaign worker	21.9%	16.5%	5.4%	0.7%	55.6%
Other	11.2%	9.1%	3.6%	4.7%	71.4%

Who Sets the Agenda?

How teams decide which issues to follow is complex. Roughly 47 percent said their own organization and team set the issues priority agenda. Interestingly, coalitions deciding what issues to prioritize came in at the bottom of the heap with less than 3 percent, even lower than last year.

As much as teams survey their members and the public, only 6 percent of you said that surveys determine your policy agendas and priorities. And although many of you are an army of one, or at least think of yourselves like that, only 9 percent of you solely get to determine the direction of the government and public affairs strategy.

Response	Percent	
We Work on the Issues That Most Affect the Business/Membership	47.1%	●
We Survey Our Members/Supporters	5.8%	●
Head of Department Decides	2.7%	●
The Government Relations Team Decides Together	14.7%	●
The Executive Team or the Board Decides	12.9%	●
I Get to Decide What Issues to Work on	8.9%	●
The Coalition We Work With Decides	2.7%	●
Other	5.3%	●



The Biggest Impact on Your Industry

The obvious answer to “what has been the biggest change in your industry of late” would be COVID-19. But outside of a global pandemic, we wanted to know what have been the biggest factors that have affected your industry and caused the biggest impact and headaches.

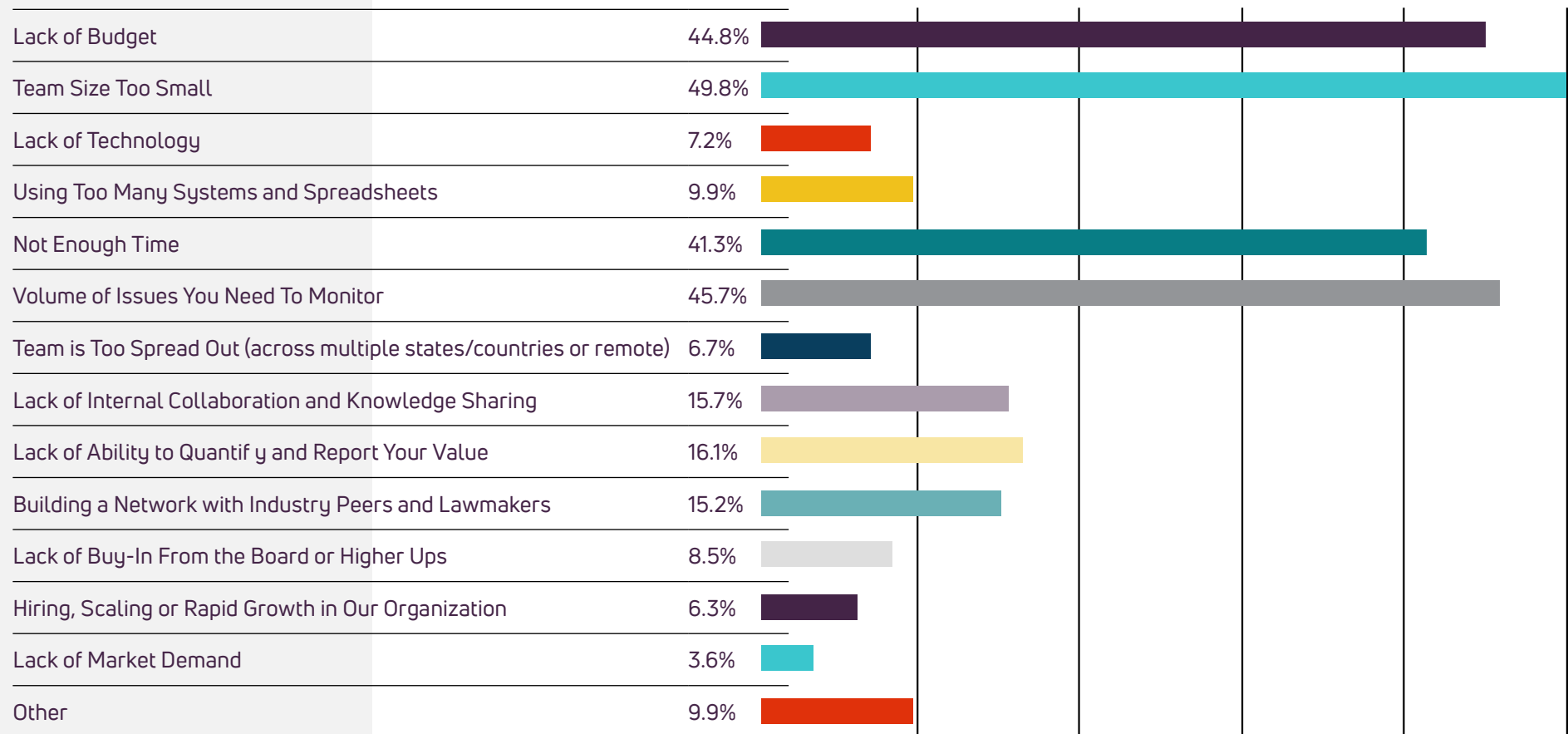
- Over half of you said that regulatory activity has been the top factor having the most significant impact on your industry — 53 percent of you to be exact.
- With gridlock at the federal level almost a staple in the creation of policy these days, 43 percent of you said that the divided 116th Congress has had a significant impact on your industry.
- Despite the Supreme Court being in the news prominently in 2020, only 6 percent of you said that the Supreme Court has had a significant impact on your industry.



What are the Biggest Challenges in Your Role?

Let's face it: government and public affairs work is taxing. But, what really sticks in your craw and makes your lives so difficult? The top three biggest challenges affecting your role were too small a team, the sheer number of public policy issues to tackle, and a lack of spending power.

This year, the fourth biggest challenge you faced was too little time to accomplish all the goals set before you. Your work has gotten a lot more difficult to say the least. Other concerns listed included not being able to quantify and report your value.

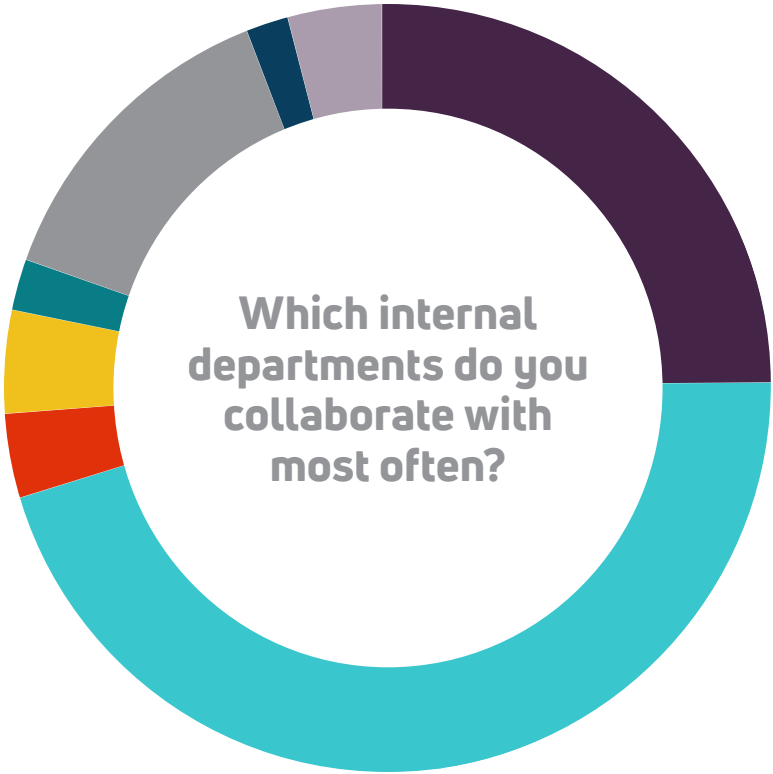


Working Across Internal Silos

The main team that public affairs collaborate with is the executive team. But, what’s the second most worked-with team? Exactly a quarter of respondents said the communications and public relations department is their most interacted with. Surprisingly, very little collaboration is done with business development, membership services, and marketing departments, with each of those teams sitting at less than 5 percent each.

In last year’s survey, legal/compliance departments didn’t even crack double digits, but this year, it ranked as the third most interacted with department at almost 14 percent.

Response	Percent	
Communications/PR	24.9%	●
Executive Team	45.3%	●
Marketing	3.6%	●
Business Development	4.4%	●
Membership Services	2.2%	●
Legal/Compliance	13.8%	●
Procurement/Operations	1.8%	●
Other	4.0%	●



Section 3 The COVID-19 Global Pandemic

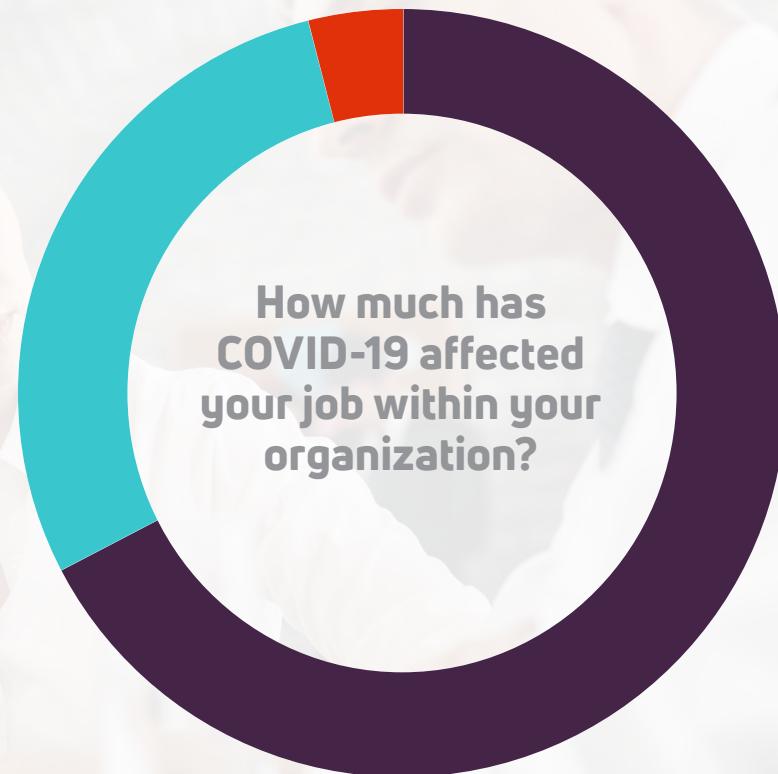
2020 will be defined by the COVID-19 pandemic. A year that was going to revolve around live debates, conferences, in-person canvassing, grassroots advocacy events, and fly-ins, 2020 quickly became the year of Zoom meetings, choppy internet connections, blurry screen backgrounds, and, frankly, a lot of life events being put on hold.

For government and public affairs professionals, it became a year to experiment and try new things as a way to break through the noise and set yourselves apart from competitors in the same space.

We asked you to tell us about your experience with shaping your organization's strategy and response to COVID-19, what worked and what didn't, and where you see 2021 heading as a result of everything being flipped upside down due to the pandemic.

Almost 70 percent of you said that COVID-19 has dramatically shifted the way that you do your jobs, and only 8 people out of more than 300 said that their jobs have not changed at all due to the pandemic.

Response	Percent	
How I do my job has changed significantly	67.3%	●
How I do my job has changed a little	28.6%	●
How I do my job has not changed at all	4.0%	●



Working From Home

What used to be an unthinkable prospect that the majority of us would be working from home came true for almost 60 percent of us. Entire organizations with prominent offices in D.C. and across the world closed down in March.

When we surveyed practitioners, only slightly more than 5 percent said that they were back in the office by November, with 37 percent saying that some team members were back in the office.

Response	Percent	
Yes, our entire organization is still working from home	56.8%	●
Some of our organization is working from home	37.7%	●
We are all back in the office	5.5%	●

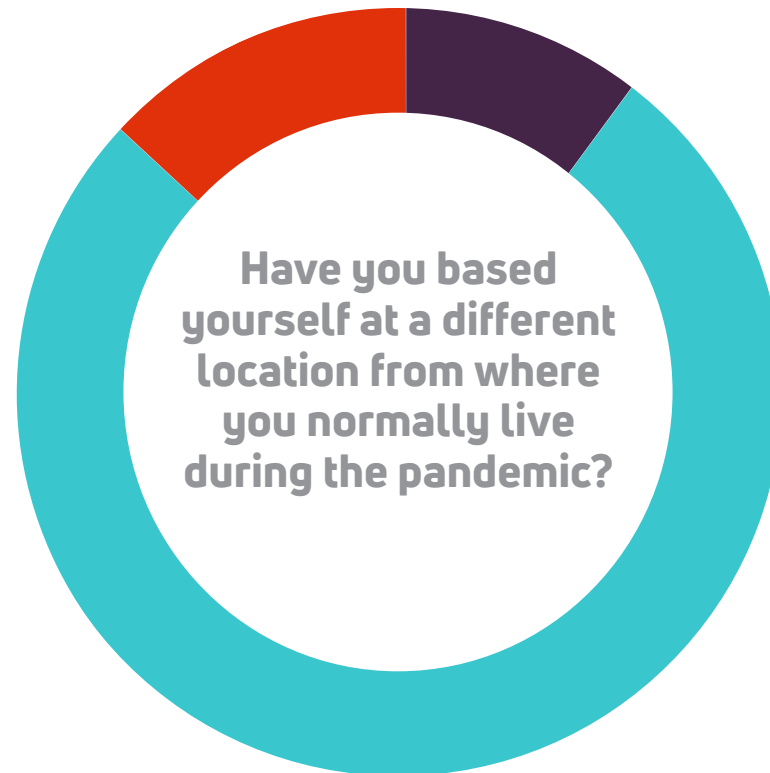


Sheltering in Place

While the flexibility of working remotely could mean packing your things and relocating even if temporary, 76 percent of you actually stayed put when COVID-19 hit.

Only slightly more than 13 percent of you split your time between multiple locations to work during the COVID-19 crisis.

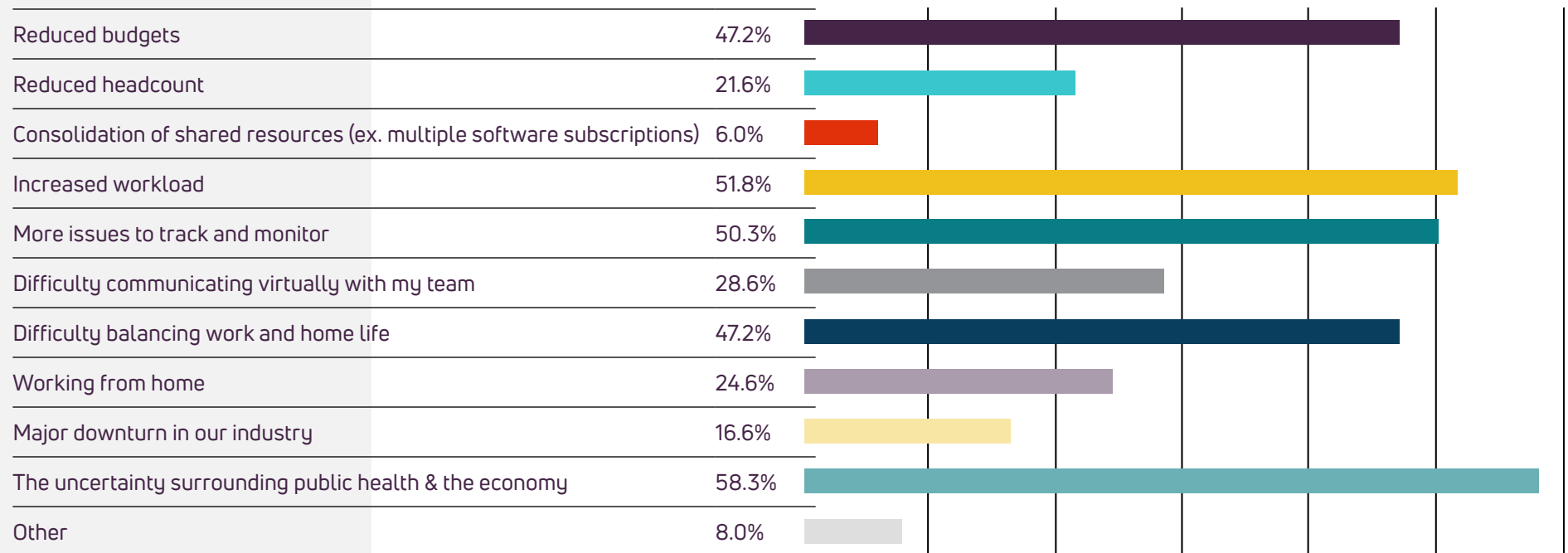
Response	Percent	
Yes	10.1%	●
No	76.8%	●
I divided my time between two locations	13.1%	●



The COVID-19 Fallout

We asked our survey respondents to explain to us what the top negative changes have been for their organization as a result of the coronavirus outbreak.

- The number one challenge for almost 60 percent of you is the collective uncertainty around COVID-19, the economy and public health.
- Fifty one percent of you said that the increased workload has been the biggest negative change, with exactly 50 percent saying that the increased number of public policy issues to monitor has been the toughest challenge.
- Close behind was facing reduced budgets and the new challenge of managing your work and home life balance.
- Forty seven percent of you have experienced budget cuts with slightly more of the same 47 percent saying that balancing being home all the time has been the most difficult.



The Day-to-Day Routine On Hold

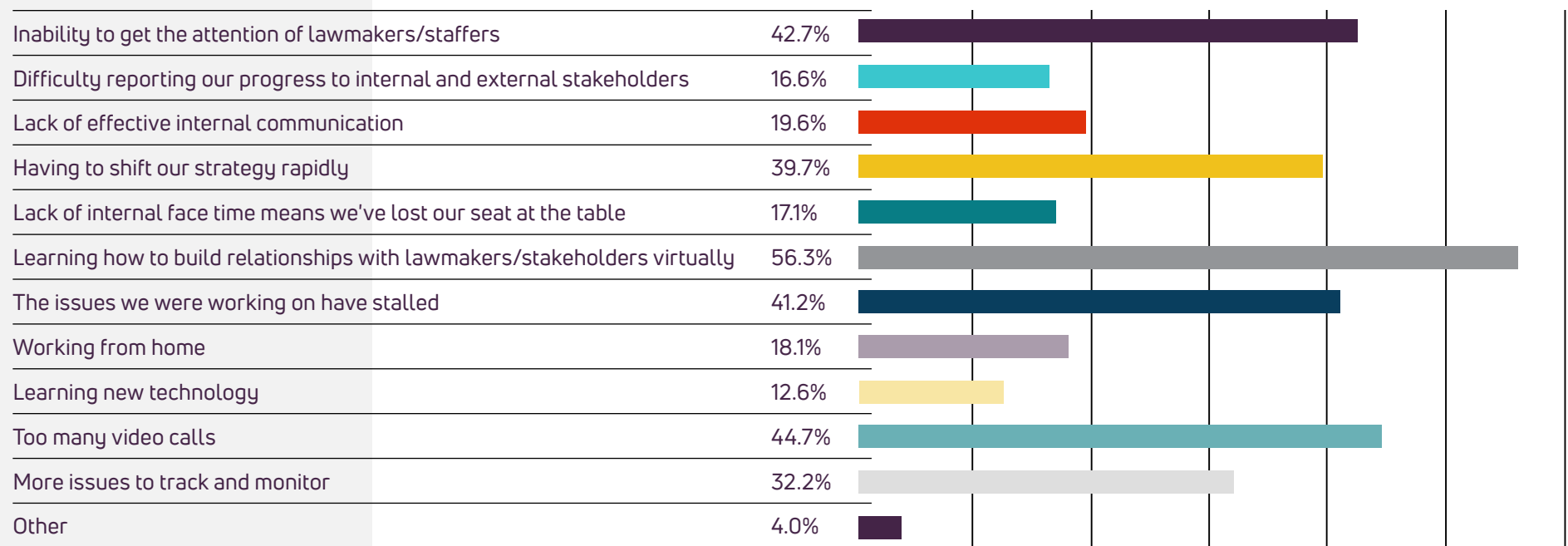
Many of you had plans for 2020, growth goals, and sure-win strategies that were put on hold indefinitely. We asked you what the biggest problems you experienced in your day-to-day jobs was, and you did not hold back.

Almost 60 percent of you said one of the biggest problems was finding ways to connect with new stakeholders and lawmakers virtually. In an industry that revolves around face-to-face contact and networking building, this was the biggest shift in your daily lives.

Similarly, 42 percent said that getting the attention of lawmakers and finding ways to break through and communicate with them has been the most difficult part of the job since March.

Forty one percent of you said that your agenda items and plans made at the beginning of 2020 completely stalled out, with almost 40 percent saying that you've had to change everything.

And although virtual happy hours had their appeal at the beginning of the pandemic, 44 percent of you said that there are just too many video meetings.



Are We There Yet?

Depending on your mood, the news you read or the hour of the day, you're bound to get a bevy of answers to the question, "when will this pandemic be over and we can go back to normal?" I wish we had a magic crystal ball to tell you, but as it stands now, almost two-thirds of you think that we'll be doing more or less the same thing for at least another year.

Almost a quarter of you think that your organization will be affected by COVID-19 for another 2 to 4 years.

Response	Percent	
The next six months	13.1%	●
At least another year	61.8%	●
For 2-4 years	25.1%	●

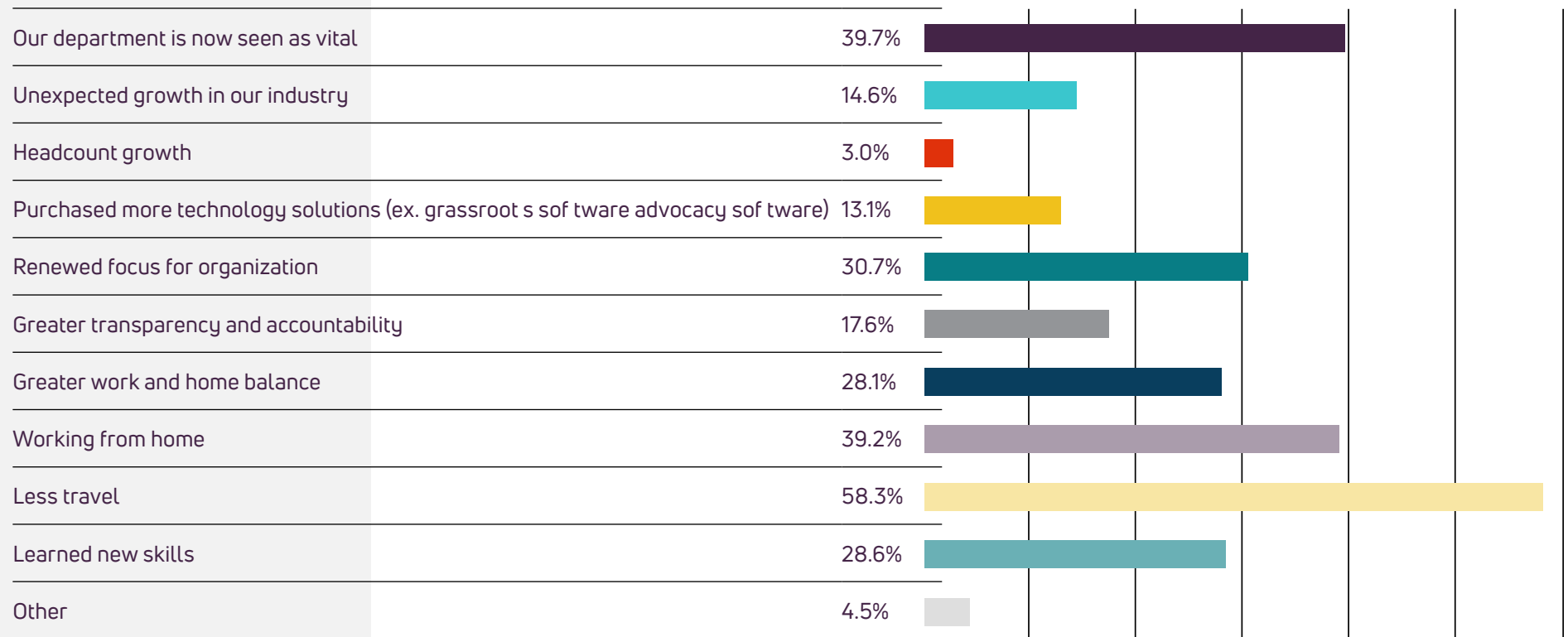


The Biggest Pluses

Not everything to come from this shared experience has been bad. Many of you are happy that you don't have to travel for work right now — almost 60 percent of you to be precise with almost 40 percent saying working from home was a plus.

Almost 30 percent of you said that you have been able to learn new skills during this time in your lives with people also celebrating that there is a new, revitalized focus for your organization.

Most importantly for 2021, however, is that nearly 40 percent of you said that because of COVID-19, your department is now seen as vital to the success of your organization's overall operations. For years, government and public affairs were seen as cost centers, and now, your organization is in the spotlight and has succeeded tremendously.



Section 4 Diversity, Equity, and Inclusion

This year, we challenged ourselves to prioritize asking the tough questions and getting even tougher answers. With everything going on in the news around social justice and organizations fighting for the causes they support the most in the face of COVID-19, we wanted to ask you how much your organization is prioritizing diversity, equity, and inclusion.

For some organizations, you are excelling and setting the gold standard for what government and public affairs is capable of doing. For others, you said that your organization is not doing enough.

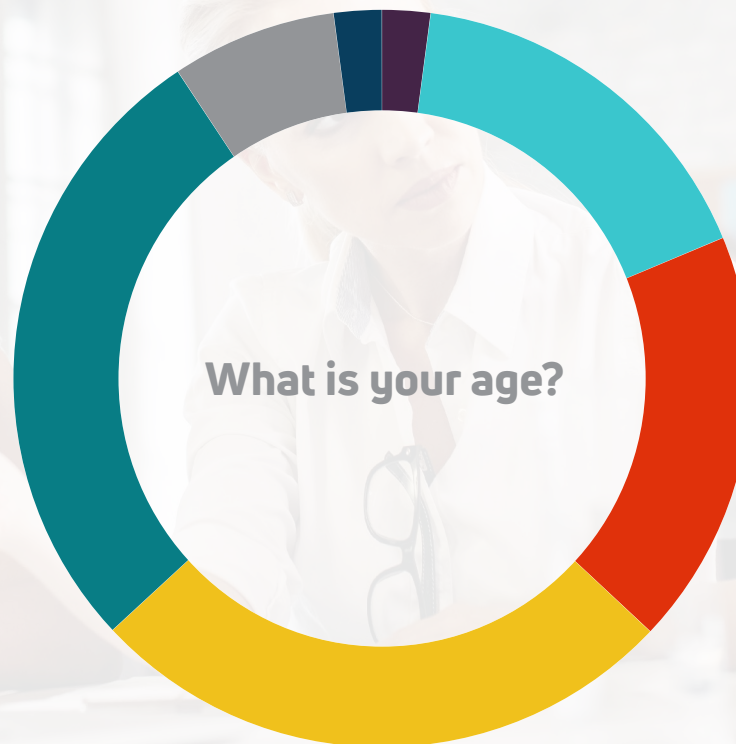
We wanted to break down the numbers to show the full spectrum of what organizations are doing and where we can all collectively do more.

Diversity Still a Challenge

In last year's survey, we found that 59 percent of our respondents identified as men, and almost 55 percent of responses to the question, "What is your age?" were from the 55+ age group, with 6 percent saying they were 75 or older.

For this year's survey, 48 percent of our respondents identified themselves as men with 37 percent from the 55+ age group.

Response	Percent	
18-24 years old	2.1%	●
25-34 years old	16.6%	●
35-44 years old	18.3%	●
45-54 years old	26.2%	●
55-64 years old	27.6%	●
65-74 years old	7.2%	●
75 years or older	2.1%	●



Response	Percent	
Female	40%	●
Male	59%	●
Not listed	1%	●



Committing to Diversity, Equity, and Inclusion

The first question we wanted to ask was whether or not you thought your organization was committed to diversity before 2020. With an increased focus on diversity due to one of the largest protest movements in the history of the United States, we wanted to know where your organization stood.

For 48 percent, you felt strongly that your organization was committed to diversity, equity, and inclusion before 2020. And almost 10 percent of you believed either slightly or strongly that your organization was not committed.

Response	Percent	
Strongly Agree	48.0%	●
Slightly Agree	30.6%	●
Neither Agree or Disagree	12.2%	●
Slightly Disagree	5.1%	●
Strongly Disagree	4.1%	●



What Has Been Done?

New faces and new spaces. Due to the events this year, many organizations have implemented new processes, strategies, and training to address diversity, equity, and inclusion.

Most of you (64 percent) said that your organization has implemented new strategies to affect change for people of color and instill a diverse environment. For 23 percent of you, your organization still has not.

Response	Percent	
Yes	64.3%	●
No	23.0%	●
Don't know	9.2%	●
Other	3.6%	●



Is This Here To Stay?

We asked you if you thought that the initiatives your organization was implementing to address diversity, equity, and inclusion were real, tangible, and committed to stay.

The good news is that 75 percent of you said that you feel that your organization is committed. However, over 25 percent of you feel in some way that these initiatives will either lose momentum or that it is just lip service. Only time will tell, but we hope that 75 percent of you are right on this.

Response	Percent	
I feel it's very committed	75.5%	●
I feel it was committed when it introduced some of these measures but I worry it will lose momentum	15.3%	●
I don't believe it's committed and any processes introduced are lip service	9.2%	●



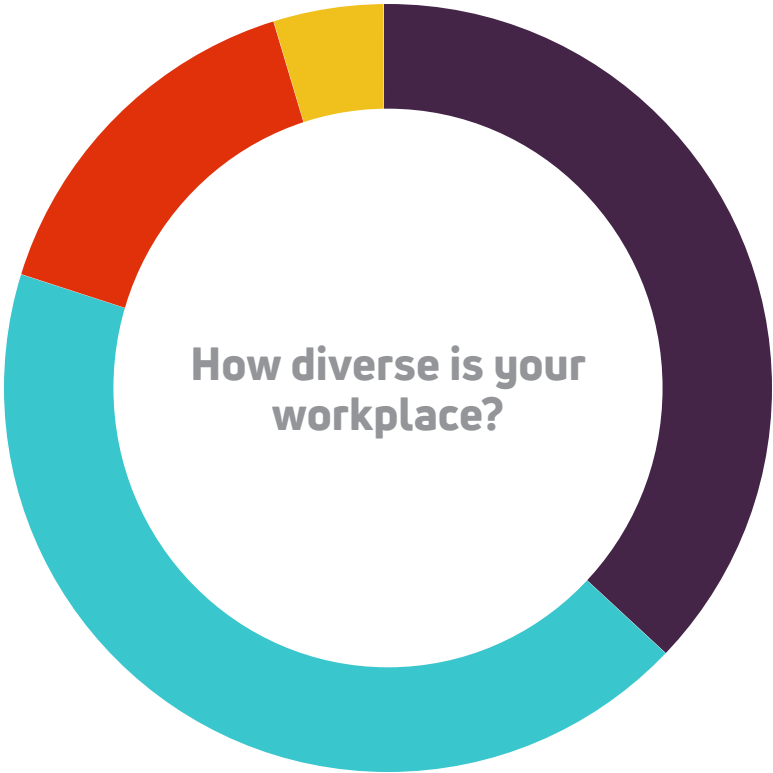
What Does Government Relations Look Like?

We asked you to tell us about the diverse makeup of government relations at your organization and if you thought it reflected and looked like the rest of the country.

Most of you, 42 percent to be precise, said that your organization is diverse but that it doesn't accurately represent the demographics of the country. For 37 percent, their organization has significant diversity that accurately reflects what the rest of the country looks like.

On the other hand, almost 20 percent of you said that your organizations are struggling with diversity, with over 15 percent saying that their organization has little diversity, and almost 5 percent saying that it has no workforce diversity at all.

Response	Percent	
My organization has significant workforce diversity	36.9%	●
My organization has some workforce diversity, but not true demographic representation	43.1%	●
My organization has little workforce diversity	15.4%	●
My organization has little workforce diversity	4.6%	●

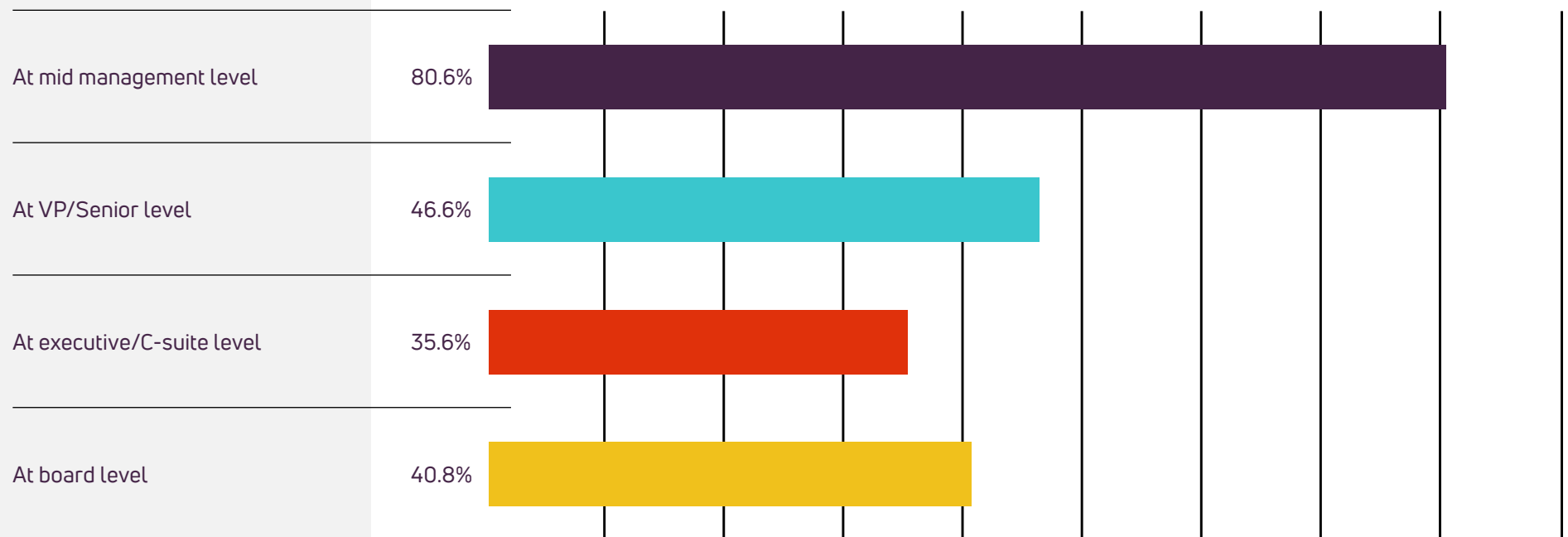


Diversity from the Top to the Bottom

The demographics within leadership titles across organizations can be a true indicator of diversity and a reflector of what kind of commitments organizations are making to diversity goals and statements.

Only 35 percent of you said that your C-Suite/Executive level was diverse and reflective of the country. Similarly, only slightly more than 41 percent said that there was strong diversity at the board level.

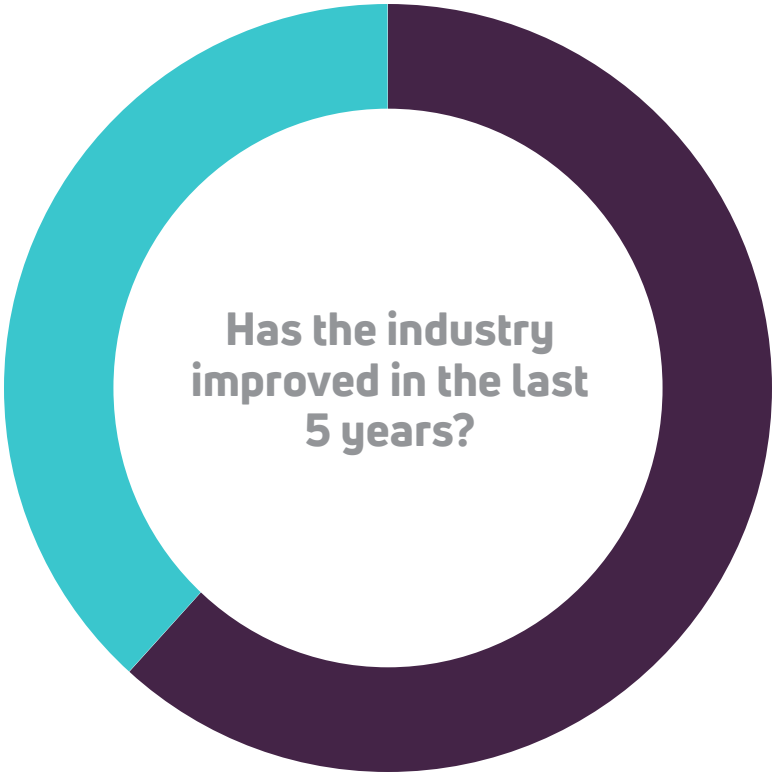
Things improved at the mid-management level where more than 80 percent of you said that your mid-management leadership was diverse.



Are We Getting Better?

We asked a simple yes or no question to a question that really has no simple answers. We wanted to know if, in the last 5 years, government affairs has improved with regard to diversity, equity, and inclusion.

Value	Percent	
Yes	61.7%	●
No	38.3%	●

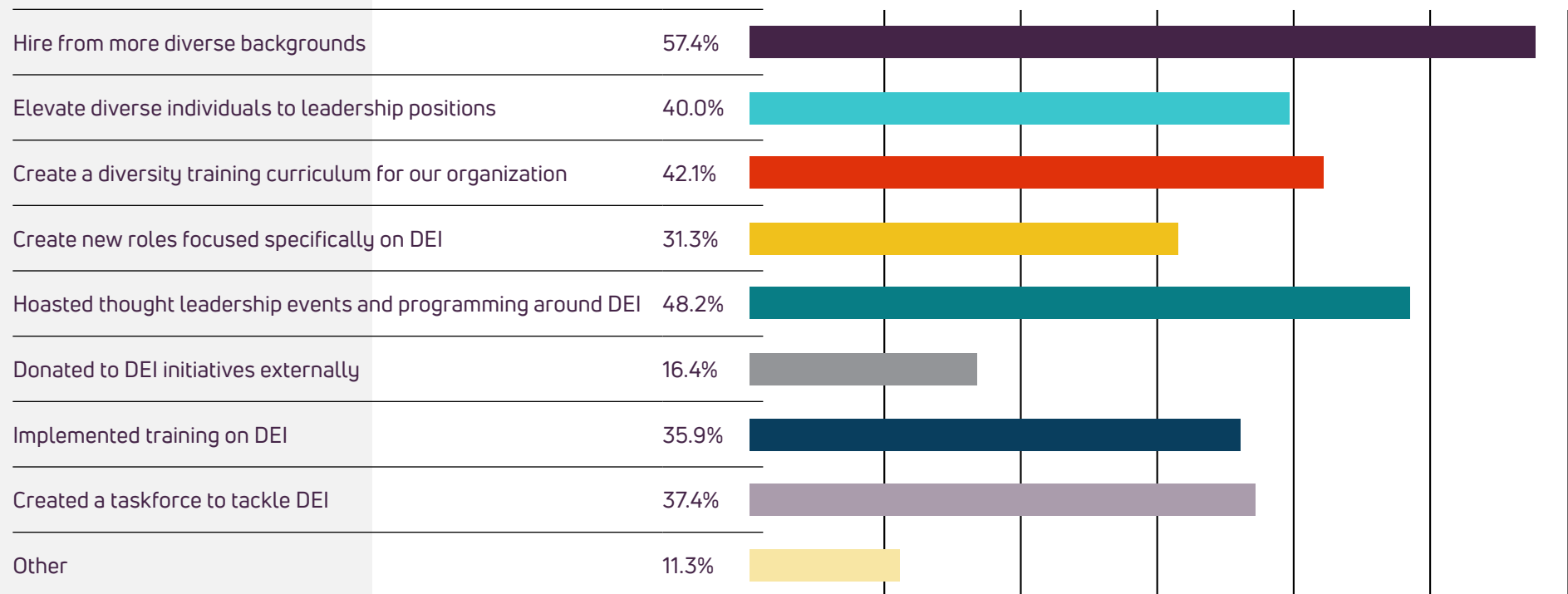


What Can Be Done?

Government and public affairs professionals are lifelong learners and are always looking for ways to improve their organizations for future teams and individual contributors. As such, we wanted to know what your organizations have been doing successfully to address diversity disparities and issues with growing an inclusive workforce.

Hiring people from diverse backgrounds is a top priority for your organizations, according to 57 percent of you. Similarly, 40 percent said that their organization elevated people from diverse backgrounds into leadership positions.

Many of you built a new diversity training curriculum; created new roles focused specifically on diversity, equity, and inclusion; hosted thought leadership events and programming; and 37 percent said their organization created a task force specifically centered on what to do to increase diversity and foster an inclusive working environment.



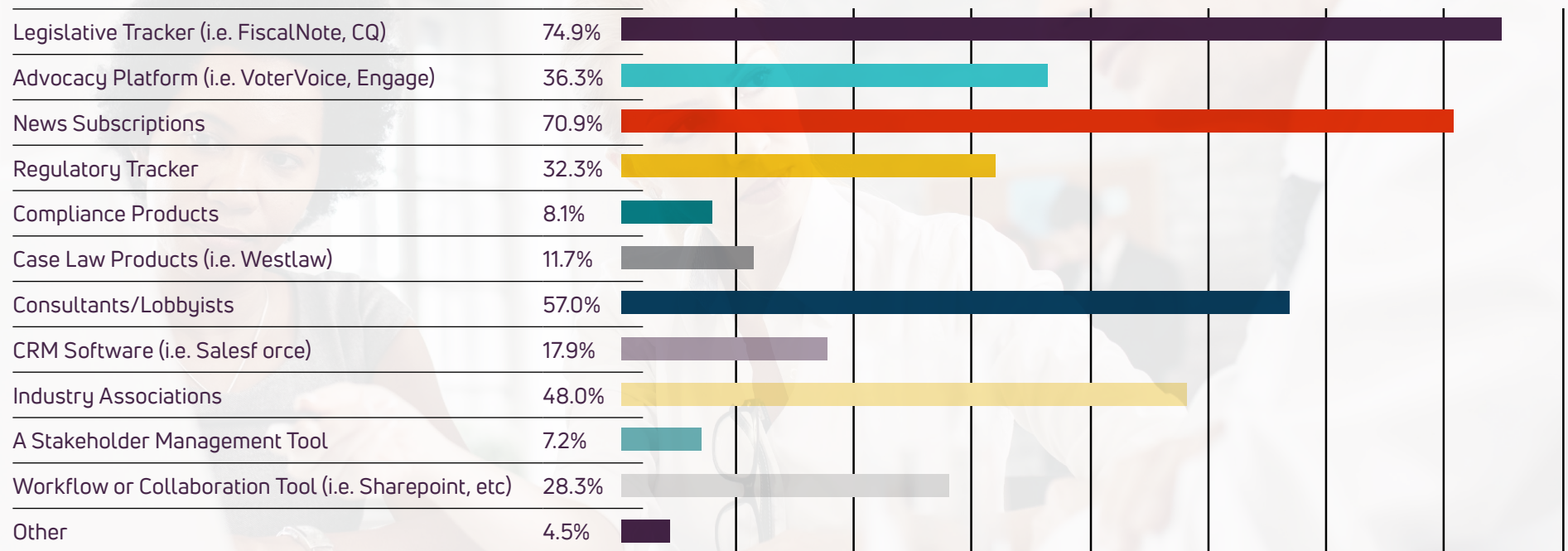
Section 5 You, Your Job, and The Future of Public Affairs

With everything constantly changing across the legislative and regulatory landscape, you need to be able to stay up to date on all the latest tools and trends that are impacting your profession.

We asked you to tell us about what helps get your job done and propel your career forward. Whether that's implementing new technology platforms to automate and modernize some components of your job, to bringing on news subscriptions and new consultants to make sense of all the information out there. You had many ideas and thoughts on where government relations was headed.

Tools of the Trade

We asked what was essential for you to do your job. Given your need to stay on top of monitoring all those issues, it wasn't surprising you listed news subscriptions, legislation trackers, and having more lobbyists and consultants as your top three.



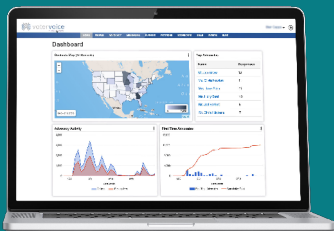
Building Relationships Still Key

Much like last year's survey indicated, the vast majority of respondents identified lawmakers, closely followed by staffers, as the key relationships in their world.

And also in a similar fashion to last year, grassroots and grasstops got the lowest rankings of the choices given, despite the fact that effective grassroots and grasstops research and leveraging can help significantly with building those relationships with staffers and lawmakers.



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Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Lawmakers	1		916	222
Staffers	2		849	220
Industry Peers	3		575	218
Grassroots	4		493	215
Grasstops	5		473	216

Lowest Rank Highest Rank

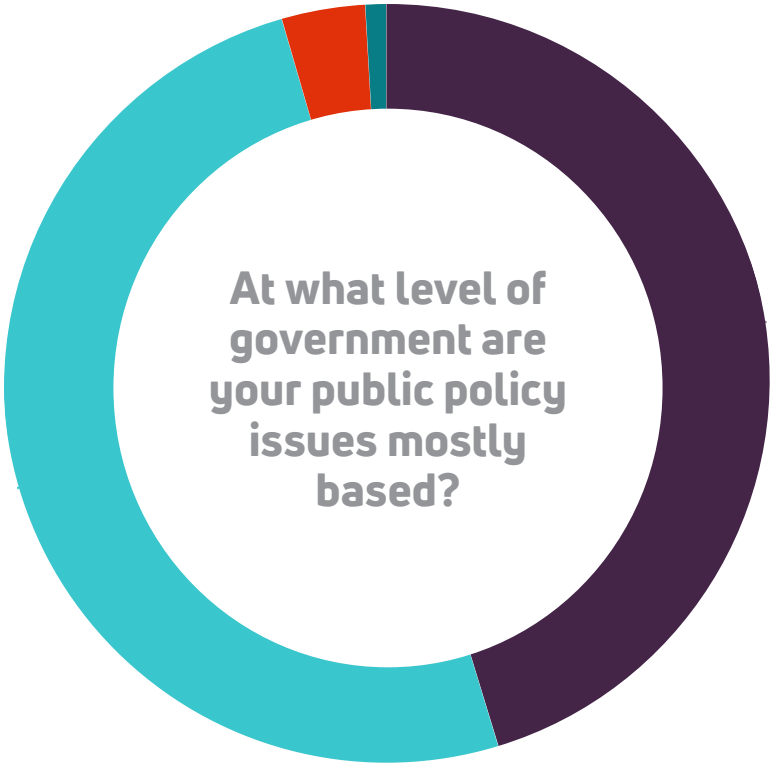


Where Are The Issues Coming From?

It was a pretty even divide this year between state and federal professionals. This year’s survey revealed that 50 percent of the public policy issues that your organization has to deal with come from the federal level, with a little over 45 percent at the state level.

Despite an increased focus in local monitoring due to COVID-19 relief, only 3.6 percent of you have the most public policy issues at the local and municipal level.

Response	Percent	
State	45.3%	●
Federal	50.2%	●
Local	3.6%	●
International	0.9%	●



How Is Your Team Perceived

We asked you how your team and department is viewed within your organization. For some of you, your department is viewed as the most collaborative, innovative, and even a revenue driver.

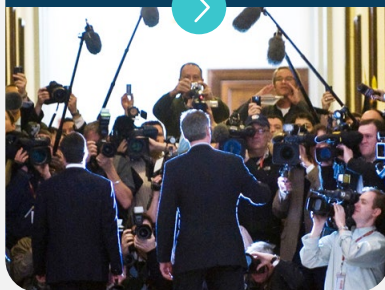
For the vast majority of you, in line with our previous stat about how government relations has taken the spotlight in 2020, your team and department are viewed as mission-critical to the success of your organization.

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Critical to the Mission	1		1,243	178
Collaborative	2		1,029	180
Important to Membership Growth/Retention	3		929	178
Innovative	4		927	179
A Revenue Driver	5		696	179
A Cost Center	6		686	179
Risk-Averse	7		635	178
Ineffective	8		328	180

News & analysis you can trust

CQ's news and policy analysis teams cut through the noise and divisiveness so you only get the critical policy news from Congress that matters, while Roll Call provides you with timely news, objective facts, and coverage on the people and politics of Congress and how all these forces combined affect your organization and interests.

LEARN MORE



All The News That's Fit to Print and Read

By far and away, the most critical tool apart from a legislative and regulatory monitoring tool to get the job done is a news subscription. Even the mainstream media ranked higher than internal documents at your own organization!

Despite the rise in social media monitoring tools and calls for looking into issues that bubble up from platforms like Twitter and Facebook, you ranked social media as the least important source to do your job.

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Policy News	1		1,121	179
Official Government Documents	2		925	178
Mainstream Media	3		706	177
Internal Documents (i.e. memos, internal policy guidelines)	4		696	179
Non-Government Documents (i.e. think tank analysis)	5		693	178
Social Media	6		589	178
Other	7		268	176

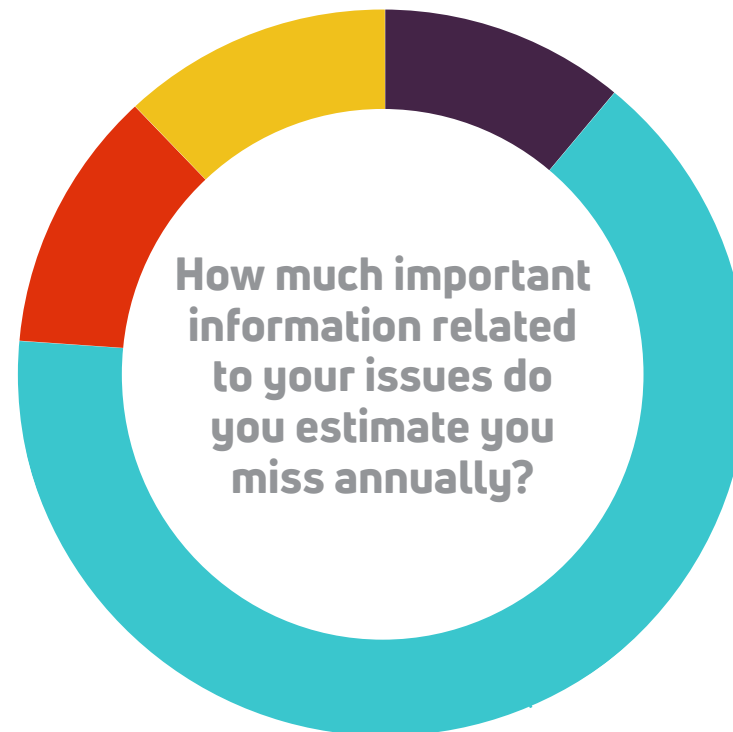
Lowest Rank Highest Rank

What's Falling off the Radar?

We're not that surprised you're stressed, to be honest, given that 65 percent of you said you missed the occasional bill or regulation update, and almost 12 percent admitted they missed a significant amount in a busy year.

The percentage of you who said you missed the occasional bill or regulation update went up by 4 percent from last year's survey results with 12 percent of you admitting that you don't even know what you're missing.

Response	Percent	
I Never Miss Anything	11.1%	●
I Miss the Occasional Bill or Regulation Update	65.0%	●
I Miss a Significant Amount in a Busy Year	11.7%	●
I Don't Know	12.2%	●



Never miss another bill

Easily track legislation and regulations at local, state, federal & global levels to manage risk and identify opportunities for your organization.

LEARN HOW



Reporting is Eating Up Your Time

It doesn't help that you have to spend a large amount of your time briefing and creating reports for stakeholders. For 10 percent of you, reporting is a daily task, with 34 percent on a weekly schedule and a full 40 percent at least once a month.



Reporting made easy

Monitor and report on your team's success with reliable metrics and dashboards on policy, issues, and team activity.

LEARN HOW



Section 6 The Stress Section

Government relations is not the space to be in if you want a relaxing career by the sounds of your answers as to what causes you anxiety, what you think you miss, and how much reporting you have to do.

When it comes to the stress test, it's bad news, we're afraid. The vast majority of you are failing it.

Almost a third of you said your job was extremely stressful, with even 61 percent admitting their jobs are stressful. That's not surprising given the increasing number of issues at all levels of government you have to monitor, the stakeholders and relationships you have to manage, and the sheer number of sources you need to stay on top of.

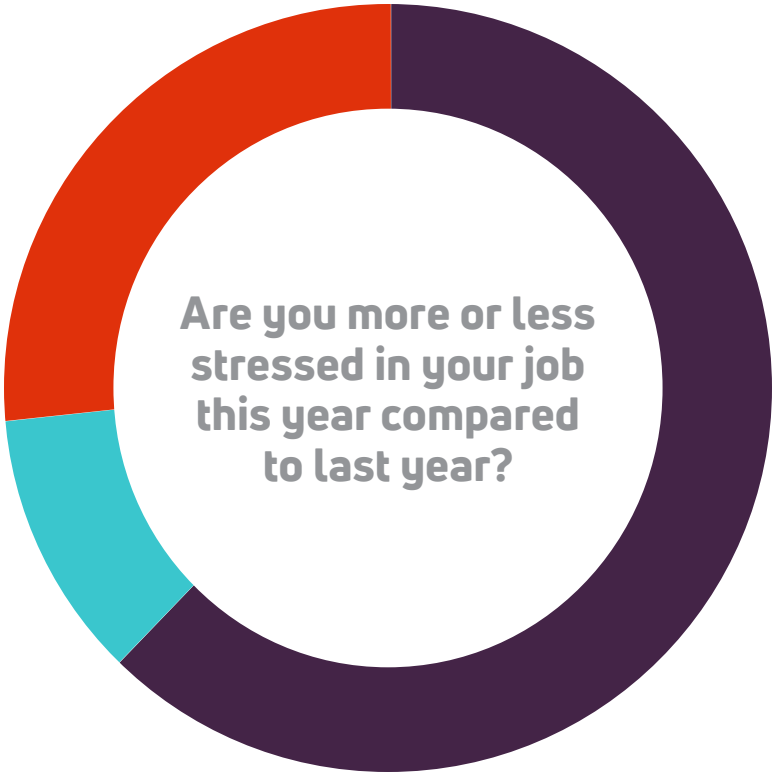
Response	Percent	
Not Stressful	11.1%	●
Stressful	61.1%	●
Very Stressful	23.3%	●
Other	4.4%	●



Are You More Stressed or Less?

Almost a full two-thirds of you said that you are more stressed this year than last year. And with everything we discussed already in this survey, who can blame you?

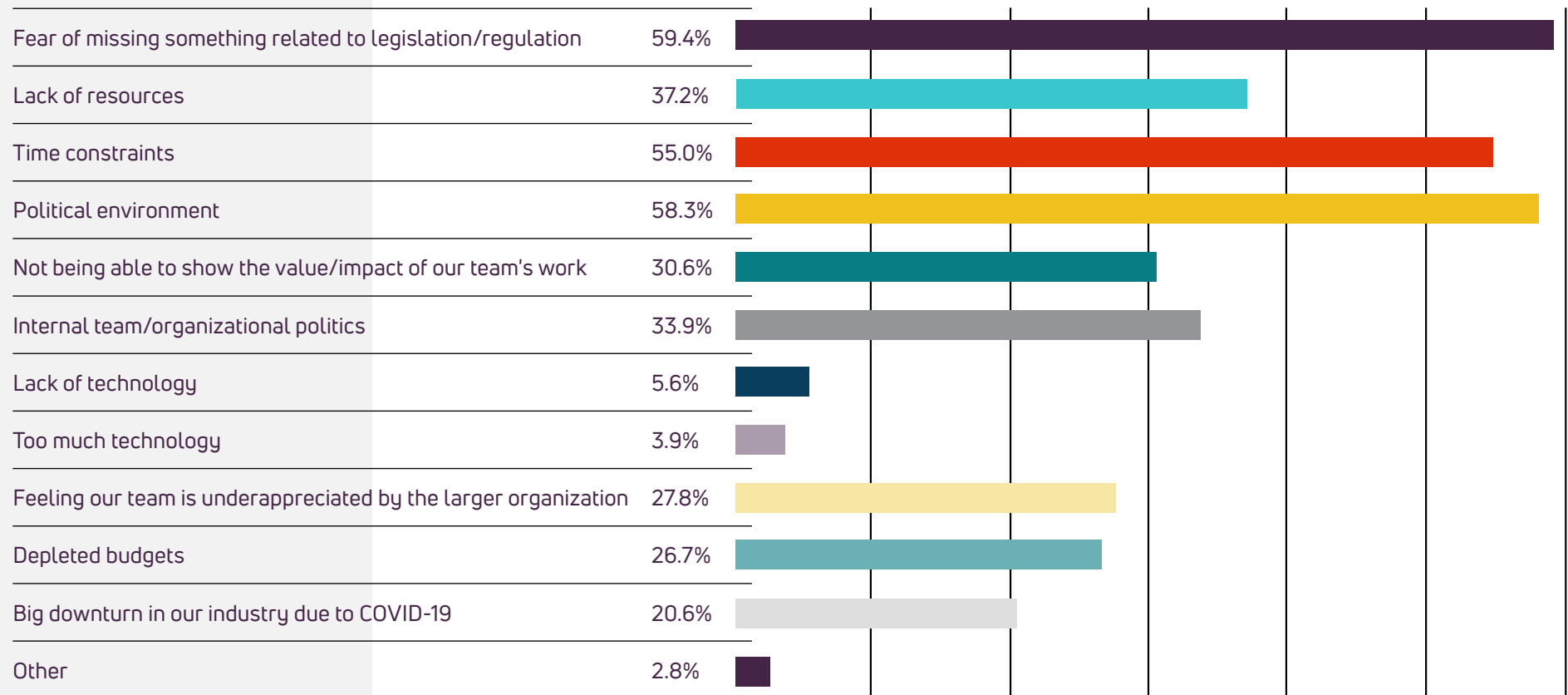
Response	Percent	
More stressed	62.2%	●
Less stressed	11.1%	●
About the same	26.7%	●



Main Stressors

We asked you what caused the most anxiety in your day-to-day job, and overwhelmingly you said the fear of missing something related to legislation and regulations.

Time constraints aren't helping 54 percent of you, and this current political environment isn't doing anyone any favors at 58 percent. Lack of resources and, interestingly, internal team politics rounded out the top five.



What Would Help?

We asked you what would make your day-to-day lives at work easier. It would seem that the best thing that could help your lives are more government relations best practices to have handy and at the ready.

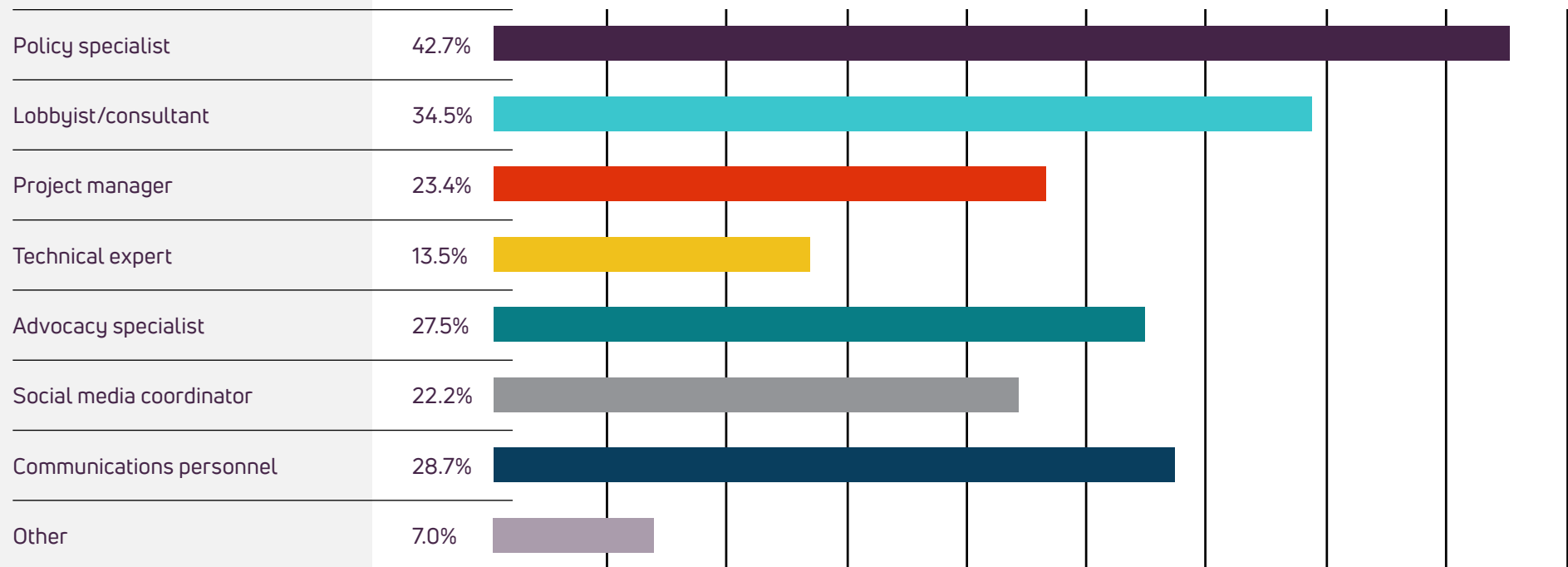
Briefing and reporting templates would help more than half of you, and more professional development training would be able to help you excel at your current job, or help you find the next opportunity.



Who Would You Hire?

Given your small teams, lack of resources, and stressed out lives, we rounded out the 2021 survey by asking if you could hire additional roles in your department or team this year, what would they be? There weren't any real surprises.

You all want more staff on your teams. Up by over 10 percent from last year, 43 percent of you would like a policy specialist, while 34 percent would take a lobbyist or consultant. A little under a quarter of you each said you'd like a project manager to help you navigate and align and organize all the different commitments you have.



Where Will Your Focus Be In 5 Years?

In a tie, you think that your focus will be either at the state or federal level in the next 5 years. By far and away the international level is the least likely area that you think that you will be looking at and focusing on in the next 5 years.

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Federal Affairs	1		540	175
State/Local Affairs	2		522	175
Advocacy	3		461	175
International	4		227	175
		 Lowest Rank Highest Rank		

Conclusion

Whether it be a divided Congress, the COVID-19 pandemic, or a significant increase in legislation that you need to monitor, coupled with the fear that you'll miss some of it, a lot has happened recently that has changed your jobs forever.

That means the argument for digitizing has never been stronger. Add the fact that a huge number of you have to report and collaborate cross-departmentally, as well as internally and externally weekly, implementing technology solutions to support your team has become not just a priority but a necessity.

Just as tech innovation has driven the development of new products, services, and business models, it is also delivering new ways of managing a public affairs strategy. Cutting-edge technologies like FiscalNote allow government relations, corporate and external affairs, grassroots, and legal teams to stay ahead of the issues affecting their industry.

Our survey found that government relations teams are often small and short on time and resources to be able to do their jobs effectively. Through the integration of a technology solution like FiscalNote, departments from multinationals to nonprofits, associations, law and lobbying firms receive timely information and analytical insights about trends and public policy issues.

In this new age of uncertainty, the ability to streamline collaboration, report effectively to your team and executives, and communicate to the public around policy issues will be critical for our new normal and beyond.



FiscalNote is the #1 most trusted and secure software solution for managing the policy issues that present the greatest risks and opportunities to your organization.

Our 360-degree approach includes **policy news & analysis, tracking, stakeholder management, collaboration tools** and **advocacy**.



FiscalNote

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