



Public Relations

National Occupational Standards (NOS)

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URN	NOS Title
CFAPRE001	Develop an understanding of the organisation's environment
CFAPRE002	Develop audience insights
CFAPRE003	Create and develop a public relations strategy for an organisation
CFAPRE004	Develop public relations plans
CFAPRE005	Implement public relations plans
CFAPRE006	Engage stakeholders
CFAPRE007	Engage with the news media
CFAPRE008	Engage audiences through digital, including social media
CFAPRE009	Engage internal audiences
CFAPRE010	Manage reputation
CFAPRE011	Manage public relations crises
CFAPRE012	Monitor and evaluate public relations outcomes

Overview

This standard is about developing an understanding of the environment within which the organisation operates. The organisation may be a client of a public relations agency/consultancy, or may employ in-house public relations professionals. The standard involves monitoring relevant environmental factors, assessing their potential implications for the organisation and setting appropriate public relations objectives with measurable outcomes. It is for public relations professionals who monitor and assess an organisation's environment.

**Performance
criteria**

- You must be able to:
- P1 monitor customer requirements and perceptions, competitors, environmental, sociological, economic and political events and issues, and the organisation's internal environment and assess their implications for the organisation
 - P2 research and forecast trends, assessing their implications for the organisation and for the public relations strategy
 - P3 identify and prioritise the strengths and weaknesses of the organisation, and potential opportunities and threats in the organisation's external environment
 - P4 check the validity and reliability of views and information in order to minimise the risk of bias
 - P5 explore a range of scenarios for the organisation and determine their implications for the organisation's public relations strategy
 - P6 seek input from key stakeholders and other sources of expert advice where appropriate
 - P7 develop and agree public relations objectives for the organisation, establishing associated outcomes that are measurable
 - P8 evaluate and recommend actions based upon an assessment of relevant legal and regulatory requirements and professional and ethical codes

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements and codes of practice relevant to the business sector of the organisation and to public relations
- K2 the conceptual frameworks and theories relating to public relations
- K3 the vision, objectives and culture of the organisation
- K4 key external and internal developments and trends affecting the organisation, the nature of their impact on the organisation and their implications for public relations
- K5 the business sector and market in which the organisation works
- K6 methods of researching and forecasting trends and issues management
- K7 methods of identifying and prioritising the strengths and weaknesses of the organisation, and potential opportunities and threats in the organisation's external environment
- K8 techniques for checking validity and reliability of views and information
- K9 techniques for constructing scenarios and assessing their implications
- K10 key publics/stakeholders and sources of expert advice
- K11 the organisation's various publics and their needs and expectations relevant to the organisation
- K12 how to develop objectives and associated measures for monitoring and evaluating the effectiveness of public relations strategy

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Status	Original
Originating organisation	Skills CFA
Original URN	CFAPRE001
Relevant occupations	Advertising and public relations directors; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; organisational environment; public relations objectives

Overview

This standard is about developing audience insights and perceptions. It includes agreeing a plan, with timescales and budget, to collect the required information and checking the quality, validity reliability and any limitations of the information. It also covers identifying insights and perceptions that will inform public relations messages and activities and making the information available to the organisation in line with legal, regulatory and ethical requirements. It is for public relations professionals who are involved in developing insights, internally and externally as well as in-house or for client organisations.

**Performance
criteria**

- You must be able to:
- P1 identify and clarify the requirements for, and uses of, audience information for public relations within the organisation
 - P2 assess existing audience information and identify further sources
 - P3 establish how the audience information will be analysed and used to identify insights
 - P4 assess the risks, resources, costs and benefits associated with accessing the audience information
 - P5 agree a plan to research and collect audience information including timescales and budgets
 - P6 collect audience information in line with the agreed plan
 - P7 check the quality, validity and reliability of audience information and identify any limitations of the data
 - P8 analyse and structure audience information in an appropriate format
 - P9 identify insights from audience information to inform public relations messages, measurable objectives and activities
 - P10 assess current perceptions of the organisation amongst its key target audiences
 - P11 develop procedures for storage, use and update of audience information, in line with legal, regulatory and ethical requirements
 - P12 inform colleagues, stakeholders and publics, ensuring agreed procedures for access and use are followed
 - P13 ensure that confidential information is accessed securely

Knowledge and understanding

You need to know and understand:

- K1 data protection legislation and other legal, regulatory and ethical requirements relating to the collection, storage and use of audience information and data
- K2 the vision, objectives and culture of the organisation
- K3 the organisation's market and publics
- K4 the factors to assess when determining audience information requirements and uses
- K5 potential types of information to be collected (e.g. audience attitudes, values, behaviours, opinions, characteristics)
- K6 potential sources of audience information
- K7 how to identify and assess potential risks in relation to audience information
- K8 common data collection and reporting systems used in gathering audience information
- K9 methods of developing briefs for external research agencies
- K10 how to check the quality, validity and reliability of audience information
- K11 potential limitations of data and how to identify them
- K12 how to identify insights and current perceptions from audience information that will inform public relations messages, measurable objectives and activities
- K13 how to develop procedures to store, use and update audience information that meet legal, regulatory and ethical requirements
- K14 methods of ensuring the security of confidential data

CFAPRE002
Develop audience insights



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Originating organisation	Skills CFA
Original URN	CFAPRE002
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; audience insights; audience information; public relations messages; confidentiality

Overview

This standard is about creating and developing a public relations strategy in line with organisational objectives and the organisation's business plan. The organisation may be a client of a public relations agency/consultancy, or may employ in-house public relations professionals. The standard includes reviewing the implications of legal requirements, codes of practice and organisational policy, taking account of external and internal influences and trends, assessing risks and identifying mitigating factors and establishing the criteria against which the strategy will be evaluated. It is for public relations professionals who create and develop public relations strategies.

Performance
criteria

- You must be able to:
- P1 identify whether the organisation has a public relations strategy or if one needs to be created
 - P2 review and evaluate existing public relations strategies against organisational needs, taking account of external and internal influences and trends and perceptions
 - P3 specify appropriate timescales for the development of the public relations strategy
 - P4 identify strategic public relations objectives and outcomes consistent with the organisation's overall strategy, business plan, requirements for social responsibility and stakeholder interests
 - P5 set KPIs and outcomes in line with strategic objectives
 - P6 review the implications of all legal requirements, codes of practice and organisational policies and procedures
 - P7 assess the risks associated with the public relations strategy and how these will be mitigated
 - P8 establish the criteria by which the strategy will be evaluated and associated timescales
 - P9 seek advice and guidance from recognised sources of expertise where appropriate
 - P10 consult with internal and external publics to gather feedback
 - P11 obtain decision-makers' agreement on the strategy
 - P12 review the strategy and make appropriate adjustments in response to developments in the operating environment

Knowledge and understanding

You need to know and understand:

- K1 current legal and regulatory requirements, professional and ethical codes of practice and organisational policies and procedures relevant to developing public relations strategy
- K2 the organisation's structure and business processes
- K3 the vision, objectives and culture of the organisation
- K4 the organisation's market and publics
- K5 the role of public relations, and its importance in achieving the organisation's communications objectives
- K6 the principles of strategy development and how to apply these in developing a public relations strategy
- K7 how to establish the link between the proposed public relations strategy, the organisation's overall strategy and business plan, requirements for social responsibility and stakeholder interests
- K8 how to identify and take into account the external and internal influences and constraints that could affect the development of the public relations strategy
- K9 how to set KPIs and outcomes in line with strategic objectives
- K10 how to assess the likely impact of the public relations strategy on other organisational functions
- K11 the types of risk associated with public relations strategies and how these can be mitigated
- K12 how to establish evaluation criteria for the strategy
- K13 relevant sources of advice and expertise
- K14 how to gain support from the decision makers
- K15 methods of reviewing the strategy and the circumstances in which it is appropriate to make adjustments

CFAPRE003

Create and develop a public relations strategy for an organisation



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Original URN	CFAPRE003
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public relations (2013)
Key words	Public relations; public relations strategy; public relations objectives; risk; organisational culture

Overview

This standard is about developing a public relations plan for the implementation of public relations activities and/or campaigns. It includes confirming the objectives and the agreed budget, agreeing the overall approach to carrying out public relations activities and/or campaigns, and producing a plan which contains all necessary elements. It also includes establishing the criteria by which the success of the plan will be evaluated and appropriate monitoring procedures. It is for public relations professionals who develop public relations plans, either in-house or for client organisations.

Performance criteria

- You must be able to:
- P1 confirm the public relations objectives as set out in the agreed public relations strategy
 - P2 confirm the agreed budget for public relations activity
 - P3 identify and confirm the needs and characteristics of the target audience
 - P4 engage with internal and external audiences and publics to identify communications themes and messages that achieve strategic public relations objectives
 - P5 evaluate potential communication channels, media and creative platforms, taking account of the target audience and the budget and develop a creative brief
 - P6 test or pilot potential communications messages and make appropriate modifications
 - P7 assess the risks to the public relations plan and how these might be mitigated
 - P8 determine the actions and resources required to implement the public relations plan
 - P9 establish the criteria by which the plan will be evaluated and associated timescales
 - P10 seek advice and guidance from recognised sources of expertise
 - P11 produce a public relations plan that identifies the required methods, actions, resources, timescales, budget and criteria
 - P12 establish monitoring procedures that will provide information for evaluation
 - P13 consult with key stakeholders, making appropriate amendments in line with feedback
 - P14 agree the public relations plan with decision-makers
 - P15 develop, test and publish appropriate public relations guidelines for use by wider staff and/or publics

**Knowledge and
understanding**

**You need to know
and understand:**

- K1 current legal, regulatory and ethical requirements, codes of practice and organisational policies and procedures relating to public relations
- K2 the vision, objectives and culture of the overall organisation
- K3 the organisation's structure and business processes
- K4 the organisation's market and publics
- K5 internal and external publics and how to engage them to identify communications themes and messages
- K6 potential communication channels, media and creative platforms and how to select those which are most appropriate for the target market and agreed objectives
- K7 how to develop a creative brief
- K8 methods of testing or piloting potential communications messages
- K9 the types of risk to the public relations plan and how these might be mitigated
- K10 how to determine actions and resources required to meet given public relations objectives
- K11 how to establish evaluation criteria
- K12 sources of expertise that can provide advice and guidance
- K13 the content to be included in a public relations plan
- K14 how to develop monitoring arrangements that will provide information that can be evaluated
- K15 common types of public relations guidelines and how to develop and test them

CFAPRE004
Develop public relations plans



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Originating organisation	Skills CFA
Original URN	CFAPRE004
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; public relations plans; risk; target audience

Overview

This standard is about implementing public relations plans for activities and/or campaigns. It includes confirming the availability of necessary resources and personnel and briefing those involved in their roles and responsibilities. It also covers developing and agreeing appropriate public relations materials, delivering the activity and/or campaign, addressing problems and recording and reporting on outcomes. It is for public relations professionals who implement public relations plans, either in-house or for client organisations.

Performance criteria

- You must be able to:
- P1 identify the human, physical and financial resources needed to implement the public relations plan, and how to obtain them
 - P2 identify the key stakeholders in the implementation process and gain their commitment
 - P3 brief personnel on their roles and responsibilities in line with the plan
 - P4 develop and agree appropriate public relations materials in line with the creative brief
 - P5 deliver the requirements of the plan within budget and timescale
 - P6 use the appropriate channels, media and creative platforms for the organisation's communications, in line with the plan
 - P7 where appropriate, manage audience responses in line with agreed organisational processes and procedures
 - P8 monitor public relations activities against the agreed plan and budget
 - P9 address problems in accordance with the plan
 - P10 update key stakeholders with progress, developments and other issues on a regular basis
 - P11 record and report on the outcomes of the activity and/or campaign in line with organisational processes and procedures

Knowledge and understanding

You need to know and understand:

- K1 current legal, regulatory and ethical requirements, codes of practice and organisational policies and procedures relating to public relations and to the organisation's sector
- K2 the vision, objectives and culture of the organisation
- K3 the organisation's market and publics
- K4 the organisation's structure and business processes
- K5 how to identify key stakeholders and the human, physical and financial resources needed to implement the plan
- K6 how to gain commitment to the plan from key stakeholders
- K7 public relations methods appropriate to the particular public relations activity and/or campaign covered by the plan
- K8 public relations media appropriate to the particular public relations activity and/or campaign covered by the plan
- K9 the purpose of ensuring that personnel understand their roles and responsibilities within a particular activity and/or campaign
- K10 types of public relations materials and how to produce them
- K11 how to monitor activities against the plan and budget
- K12 the types of problems that can occur and how to address these
- K13 methods of recording and reporting outcomes

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Original URN	CFAPRE005
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; public relations plans; resources; good practice; stakeholder engagement

Overview

This standard is about building and maintaining good relationships with all stakeholder groups so that mutual understanding, trust and goodwill result, through establishing clear and open two-way communication. It includes understanding and responding to the environment within which the organisation operates. It is for public relations professionals who work with stakeholders, either within an in-house context, or on behalf of client organisations.

**Performance
criteria**

- You must be able to:
- P1 identify the organisation's different stakeholder groups and establish their relationship with the organisation
 - P2 establish stakeholder opinions and attitudes regarding the organisation and their expectations of the organisation
 - P3 identify any actual or potential conflicts of interest amongst stakeholders with those of the organisation
 - P4 explore the consequences of organisational policies and actions upon key stakeholder groups
 - P5 identify any opportunities and threats to the organisation posed by its stakeholder groups
 - P6 develop and agree public relations strategies for building and managing good relationships with identified stakeholders and stakeholder groups, working within relevant legal, regulatory and ethical frameworks
 - P7 agree with decision-makers public relations actions to manage stakeholder expectations and relationships
 - P8 monitor and evaluate stakeholders' on-going attitudes and expectations regarding the organisation and adjust public relations strategies and actions accordingly

**Knowledge and
understanding**

**You need to know
and understand:**

- K1 the vision, objectives and culture of the organisation
- K2 the organisation's structure and business processes
- K3 the different types of stakeholder and stakeholder groups
- K4 stakeholder mapping and analysis, and its role in informing public relations strategy
- K5 methods of planning, research and evaluation used to inform the design of public relations programmes
- K6 how stakeholders can impact upon corporate reputation
- K7 legal and regulatory frameworks within which stakeholders operate
- K8 political structures within which stakeholders operate
- K9 legal, regulatory and ethical requirements codes of practice and organisational policies and procedures affecting public relations strategies for stakeholder groups
- K10 the market within which the organisation operates
- K11 the organisation's principal products/services
- K12 the organisation's various audiences and publics, their needs and expectations relevant to the organisation
- K13 the organisation's key stakeholders, their requirements and any potential conflicts of interest

CFAPRE006
Engage stakeholders



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Originating organisation	Skills CFA
Original URN	CFAPRE006
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Stakeholder engagement; relationship building; public relations strategies

Overview

This standard is about engaging with the news media and developing effective professional relationships. It includes establishing media attitudes towards an organisation, identifying opportunities and threats to the organisation posed by its relationship with the news media, agreeing public relations strategies for building and managing good working relationships and continuing to monitor media output. It is for public relations professionals who work with the news media, either within an in-house context, or on behalf of client organisations.

Performance criteria

- You must be able to:
- P1 establish news media opinion and attitude regarding the organisation
 - P2 identify any opportunities and threats to the organisation posed by its relationship with the news media
 - P3 analyse the audience profile of different news media and integrate this within public relations strategies
 - P4 develop and agree public relations strategies for building and managing good relationships with the news media, working within relevant legal, regulatory and ethical frameworks
 - P5 establish and develop effective professional relationships with relevant news media in line with public relations strategy
 - P6 monitor news media output to identify information and events that could affect the organisation and assess its implications
 - P7 create content and produce appropriate materials to meet the needs and requirements of different types of news media
 - P8 liaise with relevant news media using appropriate communication channels to deliver agreed messages about the organisation, in line with the public relations strategy
 - P9 monitor and evaluate the news media's on-going attitudes and expectations regarding the organisation and adjust public relations strategies and actions accordingly

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements codes of practice and organisational policies and procedures affecting public relations strategies for working with the news media
- K2 legal and regulatory frameworks within which news media organisations operate
- K3 the vision, objectives and culture of the organisation
- K4 the organisation's structure and business processes
- K5 the market within which the organisation operates
- K6 methods of establishing news media opinion and attitude towards an organisation
- K7 how to analyse the audience profile of different news media and integrate this within public relations strategies
- K8 how to identify opportunities and threats to an organisation posed by its relationship with the news media
- K9 methods of developing public relations strategies
- K10 how the media operates and methods for establishing and developing news media relations
- K11 the requirements of different types of news media, including the fundamentals of news values, and how to present material to meet these requirements
- K12 types of news media output and techniques for monitoring it
- K13 materials that are appropriate to different types of news media and how to produce them
- K14 communication channels that can be used to provide information to the news media and how to select the most appropriate channel

CFAPRE007
Engage with the news media



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Originating organisation	Skills CFA
Original URN	CFAPRE007
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; professional relationships; media engagement; public relations strategies; monitor media output

Overview

This standard is about engaging audiences through the use of digital, including social media. It includes identifying the target audience and how to access them, ensuring that the appropriate response devices are in place and responding to negative messages or comments from the target audience. It is for public relations professionals who use digital, including social media, to engage audiences, either within an in-house context or on behalf of client organisations.

Performance criteria

- You must be able to:
- P1 confirm the objectives for the use of digital, including social media and the messages to be communicated
 - P2 establish the tone of voice to be used in communications and ensure that this is communicated within the organisation
 - P3 identify the target audience and how to access them
 - P4 assess the benefits and risks of different types of electronic tools , platforms and social media and select those best suited to the audience
 - P5 create content that makes appropriate use of the channels or platforms selected and will engage the target audience's participation
 - P6 ensure that content is accurate and justifiable
 - P7 ensure clear links to allow the audience to access further information or take appropriate action and include appropriate response devices
 - P8 develop and make appropriate responses to negative messages or comments received
 - P9 create data collection and reporting systems to fulfil agreed monitoring requirements, in line with data protection and privacy legislation
 - P10 liaise with systems specialists where necessary
 - P11 monitor and evaluate the outcomes of the use of digital, including social media and adjust public relations strategies and actions accordingly

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements codes of practice and organisational policies and procedures relevant to the use of digital, including social media
- K2 the vision, objectives and culture of the organisation
- K3 the organisation's market and publics
- K4 the organisation's structure and business processes
- K5 different types of digital, including social media and their advantages and disadvantages
- K6 how to establish the tone of voice to be used in digital, including social media communications
- K7 how to select the channels or platforms best suited to a particular audience
- K8 how to make best use of different types of digital, including social media, including search engine optimisation
- K9 how to create content that will engage the target audience
- K10 the appropriate forms of etiquette on different digital, including social media sites
- K11 ways of dealing with negative responses from audiences
- K12 types of data collection and reporting systems
- K13 methods of monitoring the outcomes of the use of digital, including social media

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Original URN	CFAPRE008
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; engaging audiences; social media; digital media; data collection; reporting systems

Overview

This standard is about engaging audiences within an organisation. It includes identifying the communications requirements of business functions and key internal stakeholder groups, ensuring that internal communications are co-ordinated, providing support to those dealing with the media or external stakeholders and monitoring the outcomes of public relations activity. It is for public relations professionals who engage internal audiences either within an in-house context, or on behalf of client organisations.

**Performance
criteria**

- You must be able to:
- P1 identify the organisation's structure and key internal stakeholder groups, and establish their communication requirements
 - P2 develop and present a persuasive business case for meeting internal communication requirements, obtaining support from internal stakeholder groups
 - P3 agree communication objectives and plans with the organisation's business functions and internal stakeholder groups which are in line with the organisation's overall strategy
 - P4 ensure that internal communications are co-ordinated and support the organisation's overall strategy
 - P5 provide appropriate support to the organisation's business functions and key internal stakeholder groups in dealing with the media or external stakeholders
 - P6 ensure that managers and employees communicate in line with published public relations guidelines
 - P7 monitor and evaluate the effectiveness of communication activity and adjust strategies and plans accordingly

**Knowledge and
understanding**

**You need to know
and understand:**

- K1 legal, regulatory and ethical requirements codes of practice and organisational policies and procedures affecting communications within and by an organisation
- K2 the vision, objectives and culture of the organisation
- K3 the organisation's principal business functions and their communication needs
- K4 the organisation's structure and key lines of influence
- K5 how to develop and present a persuasive business case for meeting internal communication requirements
- K6 methods of co-ordinating communications and ensuring that these are in line with agreed strategy
- K7 methods for ensuring the effective co-ordination of communications across an organisation
- K8 types of communications tactics and tools available within organisations and how to deploy these
- K9 approaches to building involvement and commitment within the organisation
- K10 potential barriers to effective communications, both internal and external, and methods for overcoming these
- K11 types of support that might be needed in dealing with the news media or external stakeholder groups and how to provide it
- K12 methods of monitoring the effectiveness of internal communications activity

CFAPRE009
Engage internal audiences



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Originating organisation	Skills CFA
Original URN	CFAPRE009
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; engaging internal audiences; internal stakeholders

Overview

This standard is about ensuring that the organisation is prepared to meet reputational communications challenges that may arise. It involves keeping key stakeholders and staff informed of developments within and outside the organisation and preparing contingency plans to prevent and/or resolve these challenges. It includes having plans in place to protect the organisation's reputation in times of crisis. It is for public relations professionals who manage reputation either in-house, or for client organisations.

**Performance
criteria**

- You must be able to:
- P1 monitor publics and the wider environment to identify information, events, trends and patterns that have implications for the organisation's reputation
 - P2 assess current perceptions of the organisation amongst its key target audiences
 - P3 identify, assess and prioritise risks to the organisation's corporate reputation
 - P4 involve key personnel in preparing and agreeing public relations contingency plans for use in response to identified risk scenarios
 - P5 take appropriate action to manage risk scenarios in line with the contingency plan
 - P6 put in place crisis management procedures, ensuring that all members of the crisis management team understand their roles
 - P7 establish crisis management plans which allow for clear, transparent and accountable communications with the news and digital media and relevant stakeholders

**Knowledge and
understanding**

**You need to know
and understand:**

- K1 legal, regulatory and ethical requirements codes of practice and organisational policies and procedures relating to public relations
- K2 the vision, objectives and culture of the organisation
- K3 the organisation's market and publics
- K4 the organisation's structure and business processes
- K5 techniques for assessing current perceptions of the organisation amongst its key publics
- K6 the environment in which the organisation operates
- K7 key external and internal developments affecting the organisation, the nature of their impact, and the implications for the organisation in terms of potential risks
- K8 the organisation's key publics , and their interests and requirements relating to the organisation
- K9 the principles of contingency planning and how to apply these
- K10 an awareness of the crisis management cycle, and the methods and procedures relevant to avoiding crises
- K11 the main types of challenge that require public relations crisis planning, and the steps to consider in the planning process
- K12 procedures for maintaining clear, transparent and accountable communications with the news and digitally based media and other stakeholders during crises

CFAPRE010
Manage reputation



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Original URN	CFEPRE010
Relevant occupations	Advertising and public relations executives; Public relations professionals
Suite	Public Relations (2013)
Key words	Public relations; reputation; stakeholder communication; risk; crisis management

Overview

This standard is about managing public relations crises that may arise. It involves responding to the crisis in line with crisis management plans and procedures, keeping key stakeholders informed of developments within and outside the organisation and adapting plans to respond to changes in the situation and unexpected events. It is for public relations professionals who manage crises, either in-house, or for client organisations.

**Performance
criteria**

- You must be able to:
- P1 involve key stakeholders and staff in preparing and agreeing public relations contingency plans for use in response to identified risk scenarios
 - P2 assess the nature and extent of the crisis, identify required outcomes and agree appropriate public relations responses in line with crisis management plans and procedures
 - P3 identify all participants involved in responding to the crisis, ensuring that all understand their roles and responsibilities
 - P4 engage other appropriate organisational functions, sharing appropriate information promptly
 - P5 identify and plan the use of resources needed to activate the crisis management plan
 - P6 respond to the crisis in a way that is proportionate to the situation and in line with the organisation's business strategy and crisis management plans and procedures
 - P7 ensure clear, transparent and accountable communications that minimise reputational impact
 - P8 monitor and assess the reputational impact of an on-going crisis
 - P9 adapt plans to respond to changes in the situation and unexpected events
 - P10 consult with sources of advice and expertise
 - P11 respond appropriately to feedback on progress towards achieving required outcomes
 - P12 keep records of discussions, actions and communications
 - P13 seek appropriate authority to close the crisis in line with agreed procedures
 - P14 evaluate all aspects of the crisis response and use findings to improve crisis management procedures
 - P15 assess the necessity of amending image following a crisis

**Knowledge and
understanding**

**You need to know
and understand:**

- K1 legal, regulatory and ethical requirements codes of practice and organisational policies and procedures relating to public relations
- K2 legal implications for organisations in times of crisis
- K3 the vision, objectives and culture of the organisation
- K4 the organisation's market and publics
- K5 the organisation's structure and business processes
- K6 the environment in which the organisation operates
- K7 the types of events and communications that may have a negative impact on profile
- K8 the organisation's key publics and stakeholder groups, and their interests and requirements relating to the organisation
- K9 the organisation's crisis management plans and procedures
- K10 how to assess the nature and extent of a crisis and identify required outcomes
- K11 potential public relations responses and how to select those most appropriate for the situation
- K12 the roles and responsibilities of those involved in the crisis response
- K13 resources that are required for a crisis response
- K14 procedures for maintaining clear, transparent, sensitive and accountable communications with the media and other stakeholders during crises
- K15 how to effectively manage reputation in a crisis situation
- K16 how to monitor and assess the reputational impact of a crisis
- K17 sources of advice and expertise
- K18 how to adapt plans and respond appropriately to feedback as the situation develops
- K19 procedures for recording discussions, actions and communication
- K20 procedures for closing a crisis and who has the authority to approve this
- K21 methods of evaluating all aspects of the crisis response

CFAPRE011
Manage public relations crises



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Suite	Public Relations (2013)
Key words	Public Relations; crisis management; stakeholder communication; crisis response

Overview

This standard is about monitoring and evaluating the performance of public relations activities. It includes establishing and agreeing an evaluation framework, methodology and resources, collecting valid, reliable and comprehensive data and evaluating qualitative and quantitative data. It also includes assessing the impact of public relations activities against agreed targets and measures and reporting on the findings of the evaluation. It is for public relations professionals who evaluate the performance of public relations activities, either in-house or for client organisations.

Performance criteria

- You must be able to:
- P1 determine the indicators and metrics against which the success of public relations activities can be evaluated
 - P2 ensure that the selected indicators and metrics are appropriate to the specific public relations outcomes to be monitored
 - P3 agree specific, realistic and measurable targets and measures with key stakeholders
 - P4 agree the most appropriate evaluation methodology and associated resources with key stakeholders
 - P5 determine and agree timescales and/or key points at which public relations activity should be monitored
 - P6 collect valid, reliable and comprehensive data, including feedback from key stakeholders
 - P7 review public relations outcomes using agreed indicators and metrics
 - P8 use agreed methods to evaluate quantitative and qualitative data against agreed targets and measures
 - P9 identify the reasons for variances in performance against expectations
 - P10 assess the impact of public relations activities and outcomes against agreed targets and measures
 - P11 evaluate the quality, cost-effectiveness and cost-efficiency of the public relations activity against agreed targets and measures
 - P12 report on the findings of the evaluation in the agreed format
 - P13 take appropriate action based on the evaluation results

Knowledge and understanding

You need to know and understand:

- K1 current legal, regulatory and ethical requirements, codes of practice and organisational policies and procedures relating to public relations
- K2 the vision, objectives and culture of the organisation
- K3 the organisation's market and publics
- K4 the organisation's structure and business processes
- K5 the range of indicators and metrics against which the success of public relations activities can be evaluated
- K6 how to ensure that the indicators and metrics selected are fit for purpose
- K7 how to determine the timescales and/or key points at which public relations activity should be monitored
- K8 how to apply indicators and metrics to review public relations outcomes
- K9 methods that can be used for evaluation and how to select those that are best suited to the particular circumstances
- K10 sources of valid and reliable data
- K11 how to apply evaluation methods
- K12 how to use evaluation evidence to make decisions on appropriate action

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