

PRD Manual Extracts – 01. Administration

0101. Public Relations and Development Standards and Review Procedures

The PRD Standards and Review procedures, as indicated below, identify and set forth the parameters of the PRD role and responsibilities in the Canada and Bermuda Territory. The standards are reviewed annually at the time of the divisional inspection to determine compliance.

Public Relations & Development

Division: _____

Reviewer: _____

Date: _____

INTRODUCTION

The Public Relations and Development function within divisional headquarters is responsible to ensure that there are processes in place to effectively and efficiently address those components which constitute the public relations and development programs.



Item	Standard	Procedure	Rating
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Section 1 – Administration

1.1.1	Divisional Headquarters shall reference the Public Relations and Development Manual on Lotus Notes as the process whereby public relations and development operations are to be administered.	a. Review with the DC and the DSPRD to determine that the PR&D Manual provides direction to the public relations and development program.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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1.1.2	The division shall ensure that there is adequate PR&D representation within the DHQ planning process.	a. Review the membership of DHQ planning groups to ascertain PR&D representation. b. Review minutes of planning group meetings to ascertain PR&D presence and involvement.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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1.1.3	The PR&D centre shall ensure that all those involved with public relations and fundraising activities on behalf of The Salvation Army are aware of, and agree to be governed by, its Fundraising Code of Ethics.	a. Review with the DSPRD and selected staff/volunteer personnel to ascertain compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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PUBLIC RELATIONS

Public relations components include:

- media relations (print, radio, TV and Web supervision on both local and divisional level)
- government relations – municipal, provincial and federal
- communications – external
- communications – internal (i.e. in-house communiqués, divisional calendar)
- training of corps officer personnel in dealing with media relations
- marketing on a divisional level – The Salvation Army
- general education (i.e. trade groups, school groups, service clubs, church groups and mall education)
- public speaking (formation and management of the speakers bureau)
- managing divisional audio visual material
- managing audio visual library

For this section of the Review, the following documentation is required:

- up-to-date general media list
- up-to-date media list showing those supportive to The Salvation Army
- up-to-date government listing showing ridings, portfolios and immediate support staff
- up-to-date government lists showing those supportive to The Salvation Army
- media contact list
- government contact list
- comprehensive marketing plan
- list of public speaking engagements
- compilation and maintenance of promotional material
- compilation and maintenance of audio video library
- compilation of useable statistics and general support information

Item	Standard	Procedure	Rating
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Section 2 – Public Relations

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| 2.1.1 | <p>The PR&D centre shall have a mechanism in place designed to inform the community concerning Salvation Army programs and services, as applicable, on a regular basis. Key community groups include, but are not limited to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> advisory board <input type="checkbox"/> United Way Social Planning Council <input type="checkbox"/> Related social services agencies <input type="checkbox"/> Media <input type="checkbox"/> Corps/community churches <input type="checkbox"/> Other Salvation Army services <input type="checkbox"/> Churches <input type="checkbox"/> Provincial government <input type="checkbox"/> Municipal government <input type="checkbox"/> Service extension units <input type="checkbox"/> Universities/colleges/schools <input type="checkbox"/> Libraries <input type="checkbox"/> Police <input type="checkbox"/> Service clubs/organizations <input type="checkbox"/> Charitable foundations <input type="checkbox"/> Donors <input type="checkbox"/> Corporations <input type="checkbox"/> Others as appropriate | <ul style="list-style-type: none"> a. Review file correspondence to determine the centre has a community awareness mechanism in place and the extent of its effectiveness. b. Review past issues of the centre's newsletter, its intended scope of circulation and the number of issues per year. c. Review printed materials, pamphlets/advertisements, videos and any other material employed to enhance public awareness of Salvation Army programs and services. d. Review with the DSPRD those 'special events' held during the past year and the extent of their effectiveness in achieving stated goals. | <table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table> | M | P | S | NC | NA | |
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| 2.1.2 | <p>The DSPRD shall be the Army's official liaison with the provincial and municipal governments, as applicable, and shall maintain a record of all visits/contacts, their intended purpose, outcomes, etc.</p> | <ul style="list-style-type: none"> a. Review recent provincial/municipal government contact records, as applicable, to determine compliance. | <table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table> | M | P | S | NC | NA | |
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| 2.1.3 | <p>The DSPRD shall, from time to time, convene a media relations seminar designed to assist corps officers interface effectively with their local media.</p> | <ul style="list-style-type: none"> a. Review related documentation and discuss with the Divisional Commander and selected corps officers to determine compliance. | <table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table> | M | P | S | NC | NA | |
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Item	Standard	Procedure	Rating						
2.1.4	<p>The PR&D centre shall prepare a communications plan with inherent cost factors for implementation during the ensuing year which shall include use of any '<i>gratis</i>' publicity opportunities that may be available through such avenues as:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Television <input type="checkbox"/> Radio <input type="checkbox"/> Newspapers <input type="checkbox"/> Cablevision <input type="checkbox"/> Magazines <input type="checkbox"/> Exhibits/exhibitions <input type="checkbox"/> Special events <input type="checkbox"/> Posters (billboard/bus shelters) <input type="checkbox"/> Speaker's bureau <input type="checkbox"/> Use of videos. <input type="checkbox"/> Web Site(s) 	a. Review related file documentation to determine compliance	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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2.1.5	<p>The DSPRD, in concert with the Divisional Commander and advisory board Chair, shall arrange for the Annual Meeting to take place in accordance with Official Minute 7901, articles 2.1 through 2.4.</p>	a. Review past Annual meeting records to determine compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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2.1.6	<p>The DSPRD shall, from time to time, bring to the attention of the Divisional Commander, the names of individuals whose service to The Salvation Army is such as to merit consideration as a recipient of one of the Army's recognition awards i.e. Order of the Founder' Order of Distinguished Auxiliary Service; Certificate in Recognition of Exceptional Service; Certificate of Appreciation.</p>	a. Review related files and discuss with the Divisional Commander and the DSPRD to ascertain compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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2.1.7	<p>The DSPRD is responsible to the Divisional Commander for advisory board affairs throughout the division</p> <p>The DSPRD shall ensure that the advisory board program is conducted in accordance with the dictates of the <i>Manual of Guidance for Advisory Boards</i>.</p>	<p>a. Review with the Divisional Commander to ascertain compliance.</p> <p>b. Review file documentation and discuss with the Divisional Commander and selected advisory board members to determine compliance.</p>	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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2.1.8	<p>The DSPRD shall ensure that the guidelines governing use of the Salvation Army name, crest, shield and other logos as set forth in the Manual of Etiquette and Protocol on Lotus Notes. Is strictly observed.</p>	<p>a. Discuss with the DSPRD and selected staff and review promotional/advertising materials to determine compliance.</p>	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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2.1.9	<p>The DSPRD shall prepare an Annual Report in concert with the DSBA to include financial data in accordance with official minute #7901, articles 1.1 through 1.6.</p>	<p>a. Review with the DSPRD and the DSBA to ascertain compliance.</p>	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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2.1.10	<p>The PR&D centre shall give leadership, supervision and cultivation to the Service Extension Unit program in consultation with the DSBA.</p>	<p>a. Review Service Extension Unit records with the DSPRD and the DSBA to ascertain compliance.</p>	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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DEVELOPMENT

Components of the development' program include:

- all public fundraising
- oversee direct mail, Major Gifts, Planned Giving, corporate, foundations and capital campaigns
- set short and long term goals using sales management approach
- provide appropriate training and evaluate staff performance
- organize special fundraising events in co-operation with DSPR
- represent The Salvation Army in the community towards securing donations
- cultivate and supervise service extension units, in consultation with the DSPR
- prepare a budget tied to appropriate action plan for Major Gifts, Planned Giving, Residential Blitz/Campaign

For this section of the Review, the following documentation is required:

- action Plan (yearly) for implementation of fundraising goals, objectives and targets met
- financial reports for Direct Mail donations received
- financial reports for Major Gifts donations received
- financial reports for Planned Giving – pages 2 and 11
- financial reports for Corporate and Foundations donations received
- copy of Annual report with financial data (Done in co-operation with DSPR)
- copy of written plan for special events, goals and objectives with qualitative and quantitative results
- a review of the budget process to make sure that individuals responsible for their section i.e. Major Gifts, etc, have opportunity for input and are held accountable

Item	Standard	Procedure	Rating
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Section 3 – Development

3.1.1	Divisional Headquarters shall reference those development procedures set forth in items 04 through 22 of the Public Relations and Development Manual on Lotus Notes as the process whereby development operations of the Public Relations and Development Department are to be administered.	a. Review with the DSBA and the DSPRD the development standards set forth in items 04 through 22 of the Public Relations and Development Manual to ascertain compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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3.1.2	The DSPRD shall develop a business plan for the annual giving, major gifts and planned giving programs to include their respective goals and objectives.	a. Review the business plan with the DSPRD to ascertain compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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3.1.3	<p>The DSPRD shall prepare a list of the activities to be undertaken designed to achieve the goals and objectives of the business plan.</p> <p>The DSPRD shall prepare a budget that relates to the respective goals and objectives of the business plan.</p>	<p>a. Discuss with the DSPRD and review the business plan activities to ascertain compliance and completeness.</p> <p>b. Discuss with the DSPRD and review the budget to determine compliance.</p>	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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3.1.4	The PR&D centre shall develop and maintain donor records that relate to all major gifts to include major gift prospects and donor recognition.	a. Review major gift donor records with the DSPRD to ascertain compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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Item	Standard	Procedure	Rating						
3.1.5	The PR&D centre shall prepare a written plan for special events, their respective goals and objectives, with anticipated qualitative and quantitative outcomes.	a. Review the special events plan(s) with the DSPRD to determine compliance and outcomes.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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3.1.6	The PR&D centre shall ensure that, when approval has been granted to conduct a capital fundraising campaign, it shall be conducted in accordance with the requirements of the <i>Capital Campaign Manual</i> on Lotus Notes.	a. Where a capital fundraising appeal has been undertaken, review the process with the DSPRD and the DSBA to ascertain compliance.	<table border="1"> <tr> <td>M</td> <td>P</td> <td>S</td> </tr> <tr> <td>NC</td> <td>NA</td> <td></td> </tr> </table>	M	P	S	NC	NA	
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