

# Relationship Self-Audit (Fall 2017)

## National Capital Construction Association

## Sample Company

The Relationship Self-Audit Tool examines the six key relationships (Client, Media, Investor, Employee, Community, and Government) that every organization, should focus on. The Self-Audit Tool is just one part of the Relationship Centered Model.



The Relationship Centered Model (RCM) has been adopted by winning organizations to examine all of their various key stakeholder groups to ensure the long-term success and effectiveness of the organization.

The Relationship Centered Model empowers organizations by focusing them on the variables that they can control and maximizing the organizations success, instead of dis-empowering the organization and blaming the variables that can't be control for negatively impacting an organization.

Key Relationship	NCCA	Sample Company	Delta
Client Relations	4.27	3.92	-0.36
Media Relations	3.03	2.42	-0.62
Investor Relations	3.60	3.00	-0.60
Employee Relations	4.37	3.23	-1.14
Community Relations	3.59	3.50	-0.09
Government Relations	3.30	4.14	0.84
<b>Overall Relationship Score</b>	<b>3.69</b>	<b>3.37</b>	<b>-0.32</b>
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 25%;"><span style="background-color: red; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> 0.00 to 2.75</div> <div style="width: 25%;"><span style="background-color: yellow; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> 2.76 to 3.75</div> <div style="width: 25%;"><span style="background-color: lightgreen; display: inline-block; width: 15px; height: 10px; margin-right: 5px;"></span> 3.76 to 5.00</div> </div>			

The self-audit was conducted using the [FREE Relationship Self-Audit Tool](#) developed by Harley House Consultants Inc. and was completed by one **Sample Company** manager.

Overall, **Sample Company** scored below average in comparison to the other NCCA contractors participating in the study. While **Sample Company** scored particularly well with respect to Government Relations, there was some concern with respect to Community, Employee and Investor Relations. The area of greatest concern was with respect to Media Relations.

On the following pages we explore each of the six relationships in more detail.

## Client Relations



*Client relations and development should be every organization's first order of business. Many organizations fail to maintain proper visibility with their clients, while some organizations tend to focus too much on existing clients, and fail to identify and develop new clients, which severely hampers growth.*

Client Relations	NCCA	Sample Company	Delta
a) We know who our most important clients are.	4.62	5.00	0.38
b) We know what our clients think of our organization, staff, products and services.	4.23	4.00	-0.23
c) Our clients know who they have to contact to access our services.	4.50	5.00	0.50
d) We know what product/service variables are most important to our clients.	4.42	4.00	-0.42
e) We know how our clients perceive our value proposition.	3.96	4.00	0.04
f) There is a protocol in place to deal with dissatisfied clients.	3.81	4.00	0.19
g) We have regular communication with our clients.	4.35	3.00	-1.35
h) We let our best clients know that we value their relationship.	4.38	4.00	-0.38
i) We are doing enough to expand our client base.	3.76	4.00	0.24
j) We are doing enough to hold onto the clients we have.	4.08	2.00	-2.08
k) Our clients trust us.	4.65	4.00	-0.65
l) We trust our clients.	4.54	4.00	-0.54
<b>Mean Score</b>	<b>4.27</b>	<b>3.92</b>	<b>-0.36</b>

1=Strongly Disagree, 5=Strongly Agree

0.00 to 2.75
  2.76 to 3.75
  3.76 to 5.00

### Comments:

Overall, **Sample Company** scored 0.36 points below the NCCA average with respect to Client Relations.

**Sample Company** was particularly strong in comparison to the NCCA average with respect to the statements:

c) Our clients know who they have to contact to access our services. (0.50)

a) We know who our most important clients are. (0.38)

**Sample Company** scored below the NCCA average with respect to:

j) We are doing enough to hold onto the clients we have. (-2.08)

g) We have regular communication with our clients. (-1.35)

k) Our clients trust us. (-0.65)

l) We trust our clients. (-0.54)

## Media Relations



*Media relations refers to the relationship that an organization develops with media representatives to gather and distribute information. It involves working directly with reporters, as well as persons responsible for the editorial (news and features), public service and sponsorship programming products of the media.*

Media Relations	NCCA	Sample Company	Delta
a) We monitor all the appropriate print, broadcast and social media sources.	3.35	3.00	-0.35
b) We know what comes up on the web when our organization's name is Googled.	3.63	2.00	-1.63
c) We have an up-to-date media contact list.	2.68	2.00	-0.68
d) We have regular contact with the various media organizations.	2.63	1.00	-1.63
e) We have a regular process to follow when we are contacted by the media.	3.08	3.00	-0.08
f) Everyone is aware of this media contact process.	2.88	2.00	-0.88
g) There are clearly identified spokesperson(s) for the organization.	3.69	3.00	-0.69
h) During the past year we have written letters to the editor to voice our organization's view on a topic or issue.	2.12	1.00	-1.12
i) We respond quickly to media enquiries so as to meet their deadlines.	2.96	3.00	0.04
j) We calmly contact the media when our organization is misrepresented or we believe we are misquoted.	3.08	3.00	-0.08
k) The media trusts us.	3.14	3.00	-0.14
l) We trust the media.	3.00	3.00	0.00
<b>Mean Score</b>	<b>3.03</b>	<b>2.42</b>	<b>-0.62</b>

1=Strongly Disagree, 5=Strongly Agree

0.00 to 2.75    
  2.76 to 3.75    
  3.76 to 5.00

### Comments:

Overall, **Sample Company** scored lowest on the Media Relations questions in comparison to the other five relationships, and 0.62 points below the NCCA average. Media Relations also scored lowest across the NCCA companies.

Of particular concern was with respect to:

d) We have regular contact with the various media organizations. (-1.42)

b) We know what comes up on the web when our organization's name is Googled. (-1.35)

h) During the past year we have written letters to the editor to voice our organization's view on a topic or issue. (-1.04)

f) Everyone is aware of this media contact process. (-0.88)

g) There are clearly identified spokesperson(s) for the organization. (-0.69)

c) We have an up-to-date media contact list. (-0.58)

## Investor Relations



*Investor relations is the activity through which an organization consciously builds relationships with current and potential investors, financial analysts and the media to ensure it has not only their confidence, but access to all the funds it requires at the most favourable rate.*

Investor Relations	NCCA	Sample Company	Delta
a) We regularly review our investor relations needs.	3.65	3.00	-0.65
b) We know what the investor community's perceptions are of our organization.	3.80	3.00	-0.80
c) We have clearly defined investor relations objectives.	3.43	3.00	-0.43
d) Our investor relations policies are set forth clearly in writing.	3.09	1.00	-2.09
e) Our practices are consistent with our investor relations policies.	3.50	0.00	N/A
f) It is clear who within the organization can comment publicly about the organizations direction and financial performance.	3.96	4.00	0.04
g) The information used in investor relations activities is up-to-date and complete.	3.76	0.00	N/A
h) We proactively go out and meet with the financial/business media.	2.86	1.00	-1.86
i) The organization is in a high growth or volatile industry.	2.95	4.00	1.05
j) There have been no occurrences of shareholder litigation in the past, or there are no potential situations on the horizon.	4.21	5.00	0.79
k) We are accessing funds at the most favorable rate.	3.58	4.00	0.42
l) Our investors trust us.	4.14	4.00	-0.14
m) We trust our investors.	4.22	4.00	-0.22
<b>Mean Score</b>	<b>3.60</b>	<b>3.00</b>	<b>-0.60</b>

1=Strongly Disagree, 5=Strongly Agree

0.00 to 2.75    
  2.76 to 3.75    
  3.76 to 5.00

### Comments:

Overall, the scores given with respect to Investor Relations were the second lowest amongst the six relationships. **Sample Company** also scored below average with respect to Investor Relations in comparison to the NCCA average (-0.60)

Of particular concern were:

- d) Our investor relations policies are set forth clearly in writing. (-2.09)
- h) We proactively go out and meet with the financial/business media. (-1.86)

The statement that received significantly above average ratings was:

- i) The organization is in a high growth or volatile industry. (1.05)

## Employee Relations



*Employee relations involve the management and regulation of relationships between the organization, individual staff members, and groups of individuals within the organization.*

Employee Relations	NCCA	Sample Company	Delta
a) We have no difficulties attracting and retaining the right staff.	3.54	3.00	-0.54
b) Our compensation and benefits program helps our business improve productivity, increase morale and reduce absenteeism.	3.88	3.00	-0.88
c) Our employee policies and procedures are up-to-date and in compliance with regulations.	4.35	4.00	-0.35
d) Our employee relations efforts help employees reach their full potential to benefit the organization.	4.23	2.00	-2.23
e) There is trust and respect between management and employees.	4.50	3.00	-1.50
f) Upper managers are visible and accessible to all employees.	4.58	3.00	-1.58
g) Managers and employees are clear about the direction of the organization.	4.38	3.00	-1.38
h) Communications at all levels of the organization are open, honest and direct.	4.62	3.00	-1.62
i) There are training programs in place to arm employees with the skills required to maximize their effectiveness.	4.35	4.00	-0.35
j) There is a comprehensive health & safety program in place.	4.73	4.00	-0.73
k) There is an individual responsible for human resources.	4.38	3.00	-1.38
l) Our employees trust us.	4.62	3.00	-1.62
m) We trust our employees.	4.58	4.00	-0.58
<b>Mean Score</b>	<b>4.37</b>	<b>3.23</b>	<b>-1.14</b>

1=Strongly Disagree, 5=Strongly Agree

0.00 to 2.75
  2.76 to 3.75
  3.76 to 5.00

### Comments:

Overall, the ratings given with respect to Employee Relations were significantly below the NCCA average score (-1.14).

Of particular concern was the statement "Our employee relations efforts help employees reach their full potential to benefit the organization." which was significantly below the NCCA average (-2.23).

**Sample Company** scored below the average in terms of Employee Relations with respect to:

- h) Communications at all levels of the organization are open, honest and direct. (-1.62)
- l) Our employees trust us. (-1.62)
- f) Upper managers are visible and accessible to all employees. (-1.58)
- e) There is trust and respect between management and employees. (-1.50)
- g) Managers and employees are clear about the direction of the organization. (-1.38)
- k) There is an individual responsible for human resources. (-1.38)

## Community Relations



*Community relations involve establishing a two-way rapport with the community, raising and maintaining the organization's public profile so as to ensure broad public input into the decision-making process in order to build buy-in and support with decisions made.*

Community Relations	NCCA	Sample Company	Delta
a) Our organization has a high profile in the communities it operates in.	4.00	5.00	1.00
b) Our reputation is positive.	4.46	4.00	-0.46
c) Our organization is active in the community.	4.12	5.00	0.88
d) Our organization has a plan identifying community relations goals and objectives, tools and tactics.	3.54	4.00	0.46
e) Our organization has an up-to-date list of community groups, opinion leaders, government officials and the media.	3.27	4.00	0.73
f) There is a protocol in place to deal with members of the public that express a concern.	3.42	3.00	-0.42
g) We have a plan for dealing effectively with the news media.	2.85	3.00	0.15
h) We have an annual budget and criteria for community donations.	3.62	2.00	-1.62
i) We have made adequate budgetary provisions to support our community relations program.	3.54	3.00	-0.54
j) Our organization stresses the importance of community relations throughout the organization.	3.54	4.00	0.46
k) There is a planned way of distributing information to the external community in a timely fashion.	3.12	3.00	-0.12
l) There is a plan to collect feedback from the public.	2.62	2.00	-0.62
m) The community trusts us.	4.12	3.00	-1.12
n) We trust our community.	4.24	4.00	-0.24
<b>Mean Score</b>	<b>3.59</b>	<b>3.50</b>	<b>-0.09</b>

1=Strongly Disagree, 5=Strongly Agree

0.00 to 2.75
  2.76 to 3.75
  3.76 to 5.00

### Comments:

Overall, the Community Relations ratings given by **Sample Company** were on par with the NCCA average.

The areas of concern expressed with respect to Community Relations included:

- h) We have an annual budget and criteria for community donations. (-1.62)
- m) The community trusts us. (-1.12)
- l) There is a plan to collect feedback from the public. (-0.62)
- i) We have made adequate budgetary provisions to support our community relations program. (-0.54)

The company did score significantly above average ratings with respect to:

- a) Our organization has a high profile in the communities it operates in. (1.00)
- c) Our organization is active in the community. (0.88)

## Government Relations

	<p><i>Government relations is the systematic effort to influence the actions and policies of government to help achieve particular objectives or protect particular interests in a way that reflects well on the organization and the decision-makers involved.</i></p>
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Government Relations	NCCA	Sample Company	Delta
a) Our organization has an up-to-date list of municipal, provincial and federal politicians and senior staff.	3.56	0.00	N/A
b) Our organization has had contact with our municipal, provincial and federal elected representatives in the past year.	3.44	0.00	N/A
c) A representative of our organization regularly monitors City Council and Committee meetings.	2.73	3.00	0.27
d) We have made presentations to a City Council or Committee or a provincial or federal body.	2.60	0.00	N/A
e) Our organization is familiar with the municipal policies, zoning and by-law regulations that impact the organization.	3.58	4.00	0.42
f) We are an active member of all appropriate professional and/or industry associations.	4.04	5.00	0.96
g) Our organization has a means of tracking government policy & program developments that could impact our organization.	3.42	3.00	-0.42
h) We have made political contributions in the past year.	3.35	5.00	1.65
i) When required to register as a lobbyist we do so.	2.71	0.00	N/A
j) The government trusts us.	3.48	5.00	1.52
k) We trust the government.	3.28	4.00	0.72
<b>Mean Score</b>	<b>3.30</b>	<b>4.14</b>	<b>0.84</b>

1=Strongly Disagree, 5=Strongly Agree

0.00 to 2.75    
  2.76 to 3.75    
  3.76 to 5.00

### Comments:

Overall, **Sample Company** scored 0.84 points above the NCCA average with respect to Government Relations. It should be noted that 4 out of 11 statements were not rated.

**Sample Company** was particularly strong in comparison to the NCCA average with respect to the statements:

h) We have made political contributions in the past year. (1.65)

f) We are an active member of all appropriate professional and/or industry associations. (0.96)

**Sample Company** expressed some concern with respect to:

c) A representative of our organization regularly monitors City Council and Committee meetings.

g) Our organization has a means of tracking government policy & program developments that could impact our organization.