It Takes A PRO…
Are You Ready?

Quick Start Guide
It Takes A PRO... Are You Ready?
Quick Start Guide

Application
APR Application ................................................................. 1

The Prep
APR Study Guide Excerpt ..................................................... 6
APR Online Study Course .................................................... 17

Panel Presentation
Panel Presentation Instructions for Candidates ....................... 19

The Exam
Link to Prometric ................................................................. 38
Knowledge, Skills and Abilities ............................................. 38

The Bragging Rights
APR Mentor Match ............................................................. 44
are you ready?

IT TAKES

VISIT WWW.PRACCREDITATION.ORG TO FIND OUT MORE
AND GET GOING ON YOUR ROAD TO THE APR!

1. THE APPLICATION
Submit your APR Application to the Universal Accreditation Board (UAB).

2. THE PREP
- Build up your team of support. Your local APR Chair will help guide you through the process.
- Assess and review your professional knowledge and skills at your own pace using the APR Study Guide, the Panel Presentation Guide, and other Recommended Reading Resources.
- Consider enrolling in the APR Online Study Course (additional fees apply for the Online Study Course).
- Download and complete the Panel Presentation Questionnaire and submit it to the local APR Chair before your Scheduled Panel presentation date.

3. PANEL PRESENTATION
Present your Panel Presentation portfolio in person to APR panelists, and answer interview questions to display your proficiency and readiness to earn the APR credential.

4. THE EXAM
- Once you advance through the Panel Presentation, schedule a computer-based examination at a Prometric testing center online.
- You will receive immediate but unofficial examination results, plus an assessment of your strengths and weaknesses in Knowledge, Skills, and Abilities. If a retake is necessary, contact the UAB for more information.

5. THE BRAGGING RIGHTS
- You’ve taken the next step and distinguished yourself as a leader. Now it’s time to share it with the world. Use the free tools provided by the UAB to promote your new achievement on social media.
- Become an APR mentor to continue the legacy of the APR community as one that inspires, develops, and supports future APR candidates in the journey to Accreditation.
- Demonstrate a commitment to lifelong learning by maintaining your credential.

VISIT WWW.PRACCREDITATION.ORG TO FIND OUT MORE
AND GET GOING ON YOUR ROAD TO THE APR!
Application
UNIVERSAL ACCREDITATION BOARD (UAB) PARTICIPATING ORGANIZATIONS

It is recommended that candidates have at least five years' experience in the full-time practice or teaching of public relations and who have earned either a bachelor's degree in a communication-specific field (e.g., public relations, journalism, mass communication) or have equivalent work experience, which includes public relations principles, public relations writing, public relations campaigns, research, ethics and law and internship (practical experience under supervision). Some member organizations have stricter requirements.

How to Apply:
1. Indicate the number of years of your full-time, paid public relations experience. Your application will not be accepted if it is not complete.
2. Return your application and payment (see page 3) to:
   Accreditation Department, PRSA, 120 Wall St., 21st Fl., New York, NY 10005
3. You may submit your application and credit card payment information by email accred@prsa.org or by fax: 212-995-0757.

Questions? Please contact the UAB by calling 212-460-1436 or email accred@prsa.org.

I am a Member of: ☐ARPPR ☐CAPIO ☐FPRA ☐MPRC ☐NAGC ☐NSPRA ☐PRSA ☐RCC ☐SPRF

Name (Mr.) (Ms.) □□ □□ □□

Position or Title ________________________________

Organization ________________________________

Business Address ________________________________
City __________________________ State __________ Zip __________

Telephone (Area Code) __________ Fax (Area Code) __________ E-mail ________________________________

Length of Tenure with This Title mm yy To mm yy Total Months mm yy

Nature of Organization’s Business or Activity ________________________________

Note: Examination results are mailed to home address (unless otherwise specified). It is your responsibility to keep the UAB informed of any address changes or changes to your eligibility status.

Home Address ________________________________
Street/P.O. Box ________________________________
City __________________________ State __________ Zip __________

Telephone __________ E-mail ________________________________

☐ If you do not want your local Accreditation chair to be copied on notification results, check here. Remember, if you check this box, you will be responsible for communicating with your local Accreditation chair.
Please indicate the approximate percentages of time in your current position that you spend on the following functions. PERCENTAGES SHOULD ADD UP TO 100%.

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage</th>
<th>Function</th>
<th>Percentage</th>
<th>Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Relations Management and Administration</td>
<td>___</td>
<td>Research</td>
<td>___</td>
<td>Special Events</td>
<td>___</td>
</tr>
<tr>
<td>Community Relations</td>
<td>___</td>
<td>Fund Raising</td>
<td>___</td>
<td>Sales</td>
<td>___</td>
</tr>
<tr>
<td>Institutional/Corporate</td>
<td>___</td>
<td>Public Relations Teaching</td>
<td>___</td>
<td>Media Relations</td>
<td>___</td>
</tr>
<tr>
<td>Advertising</td>
<td>___</td>
<td>Financial Public Relations</td>
<td>___</td>
<td>Public Relations Counseling</td>
<td>___</td>
</tr>
<tr>
<td>Consumer/Public Affairs</td>
<td>___</td>
<td>Marketing</td>
<td>___</td>
<td>Marketing</td>
<td>___</td>
</tr>
<tr>
<td>Government Relations</td>
<td>___</td>
<td>Employee Relations</td>
<td>___</td>
<td>Employee Relations</td>
<td>___</td>
</tr>
<tr>
<td>Editing Publications</td>
<td>___</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Describe below your public relations responsibilities:

If you have not been at your present position for five years, please list your previous experience (giving months/years in each position) and describe your responsibilities there.

**INFORMATION ON PRIOR POSITIONS**

Position or Title ________________________________

Organization ________________________________

Business Address ________________________________

City__________________________State_________Zip__________________

Telephone ________________________________

Length of Tenure with This Title

<table>
<thead>
<tr>
<th>mm / yy To mm / yy</th>
<th>Total Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mo. / Yr.</td>
<td></td>
</tr>
</tbody>
</table>

Nature of Organization’s Business or Activity ________________________________
INFORMATION ON PRIOR POSITIONS (CONT.)

Please indicate the approximate percentages of time you spent on the following functions applicable to your position. PERCENTAGES SHOULD ADD UP TO 100%.

<table>
<thead>
<tr>
<th>I</th>
<th>Public Relations Management and Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>Community Relations</td>
</tr>
<tr>
<td>T</td>
<td>Institutional/Corporate</td>
</tr>
<tr>
<td>D</td>
<td>Advertising</td>
</tr>
<tr>
<td></td>
<td>Consumer/Public Affairs</td>
</tr>
<tr>
<td></td>
<td>Government Relations</td>
</tr>
<tr>
<td></td>
<td>Editing Publications</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research</th>
<th>Fund Raising</th>
<th>Public Relations Teaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Public Relations</td>
<td>Public Relations Counseling</td>
<td>Marketing</td>
</tr>
<tr>
<td></td>
<td>Employee Relations</td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td>Sales</td>
<td>Media Relations</td>
</tr>
<tr>
<td></td>
<td>Publicity</td>
<td>Other</td>
</tr>
</tbody>
</table>

Describe below your public relations responsibilities:

If further space is needed to detail your experience, please list the information on a separate sheet and attach to this application.

The Examination for Accreditation in Public Relations fees are $25 application fee and $385 Examination fee. Candidates have two options for payment. Please check off your choice and submit the corresponding payment with your application:

- $385: Single payment covering the full Examination fee; due at time of application. If you choose this option, the $25 application fee will be waived.
- $410: Two payments of $205 covering the full Examination fee and $25 application fee; one due at time of application and the remainder due when candidate completes the required Panel Presentation and is authorized for the computer-based Examination.

All fees paid are not refundable or transferable.

From the date this application is approved and the candidate is notified, the candidate has one calendar year to complete the required Panel Presentation and take the computer-based Examination. Please see www.praccreditation.org for candidate process chart.

Dues and fees to PRSA are deductible as an ordinary business expense as provided by law, but contributions and dues to PRSA are not deductible as charitable contributions for federal income tax purposes.

For your application to be complete, you must read and sign the Statement by Applicant on the next page.

METHOD OF PAYMENT:

- [ ] Check (please make checks payable to PRSA: U.S. funds, drawn on U.S. bank only)
- [ ] Credit card  [ ] American Express  [ ] MasterCard  [ ] VISA

Account Number ____________________________ Expiration Date ____________________________
AGREEMENT BY APPLICANT

In order to take the Examination for Accreditation in Public Relations, all candidates must read and agree to the following provisions. Please confirm that you understand and agree to each of these provisions by signing where indicated.

I attest to the fact that I have FULL-TIME EXPERIENCE in the paid professional practice of public relations or in the teaching and/or administration of public relations courses at an accredited college or university.

I agree that I neither will bring to nor utilize, during the Examination for Accreditation in Public Relations any equipment, device or recorded information or data that provides an unfair advantage and that is not approved expressly for use by the Universal Accreditation Board, the Accreditation Department of PRSA and the Examination proctor.

I understand and agree that my answers to questions in the Examination for Accreditation in Public Relations must be selected within the prescribed time allotted for taking the Examination.

I understand and agree that I bear the risk of any and all damage or loss incurred to the equipment, data and supplies that are provided to me in the event that any occurrence prohibits me from completing the Examination.

I agree to indemnify and hold harmless the Universal Accreditation Board, PRSA, the Participating Organizations (ARPPR, CAPIO, FPRA, MPRC, NAGC, NSPRA, PRSA, RCC, SPRF) and any other organization or individual associated with the Examination in the event of malfunction, loss, theft or damage to the equipment, data and supplies that are provided to me to take the computer-based Examination. Further, I waive any rights of legal or other recourse to such organizations or individuals in the event of such loss, theft or damage.

I understand and agree that bringing any notes, electronic or written, into the Examination site or the removal of any questions or answers from the Examination site are violations of the PRSA Member Code of Ethics, to which I agree to adhere for the purpose of taking this Examination for Accreditation in Public Relations.

I understand and agree that if I read the Examination and then choose not to complete the Examination at this time, I will be considered to have been admitted to the Examination and will not be entitled to a refund of any fees paid.

I understand and agree to abide by the PRSA Member Code of Ethics. I agree to exemplify high standards of honesty and integrity by maintaining the confidentiality of the contents of this Examination, including Examination questions and my responses to those questions. I understand and agree that discovery of violations will result in immediate expulsion from the Examination, automatic failure and any liability for other penalties imposed for violation of the PRSA Member Code of Ethics.

I understand that if I successfully complete this Examination for Accreditation in Public Relations, I will be granted Accreditation.

I understand that my Accreditation shall cease automatically if I do not have valid membership in any of the Universal Accreditation Board (UAB) participating member organizations. Further, my Accreditation shall be reinstated automatically once I am reinstated as a member in good standing of any of the UAB member organizations.

I understand that I must maintain my Accreditation by demonstrating continuing professional development, which entails accumulating the required number of points in continuing education and professional development, professionalism or service activities every three years. I understand that I will be required to submit appropriate documentation as required to demonstrate my continuing professional development. I understand that PRSA charges an administrative fee to process this documentation.

I understand that failure to adhere to the provisions in this agreement will result in losing my privilege of taking the Examination and/or revocation of the credential.

Indicate your agreement with these provisions by signing below.

_________________________________  __________________________
Signature                                Date

You will also be asked to agree to these statements again at the Prometric location in order to begin the computer-based Examination.

FOR PRSA HEADQUARTERS USE:  ________________________________  __________________________
Approved by                        Date
EXCERPT from the

Study Guide

for the Examination for Accreditation in Public Relations

For complete APR Study Guide, click

A Preparation Tool for Candidates
© 2017 Universal Accreditation Board
Functioning as part of the Public Relations Society of America
www.praccreditation.org
Introduction

Welcome to the process of becoming Accredited in Public Relations. Preparing for Accreditation is an excellent way to grow professionally. The knowledge, skills and abilities tested on the Examination for Accreditation in Public Relations are building blocks for your career. Your commitment to becoming Accredited is an important decision.

Earning APR involves two steps: (1) completing a Panel Presentation and (2) passing a computer-based Examination. The Panel Presentation evaluates your knowledge, skills and abilities in 12 specific areas that cannot be effectively judged in the computer-based Examination. A panel of three Accredited practitioners assesses your competence in creative conceptualization/creativity, initiative, interpersonal skills, management skills, multitasking, flexibility, time management, uses of multiple delivery mechanisms, communication skills/speaking, communication skills/writing and editing, communication skills/listening, and presentation skills.

The computer-based Examination tests six groupings of knowledge, skills and abilities (KSAs). The list below indicates the percentage of the Examination devoted to each category. Detailed descriptions of each KSA grouping are given in the following chapters.

- Researching, Planning, Implementing and Evaluating Programs 33%
- Leading the Public Relations Function 18%
- Managing Relationships 15%
- Applying Ethics and Law 13%
- Managing Issues and Crisis Communications 13%
- Understanding Communication Models, Theories and History of the Profession 8%

You'll find exercises and case studies throughout this study guide. Look for this exercise icon (➡️). These exercises should be used with other preparation resources that you choose from the Readings on pp. 6, 7, and 8. **This study guide should not be your only preparation resource.** We recommend that you choose from resources on pp. 6, 7, and 8. In addition, we recommend that you take advantage of coaching sessions offered by participating organizations, mentoring, study groups, APR Learning Opportunity webinars or workshops, and The Online Study Course. Some resources may fit your individual needs and preparation style better than others. Choose those that work for you.

If you need more information, you'll find answers to frequently asked questions on the Universal Accreditation Board website at [www.praccreditation.org](http://www.praccreditation.org). If you need help, contact your local Accreditation chair, a mentor, a colleague, a friend who recently became Accredited, or Kathy Mulvihill, senior manager, Accreditation Programs, c/o PRSA, 120 Wall Street, 21th Floor, New York, NY 10005, Telephone: (212) 460-1436, kathy.mulvihill@prsa.org.
Information and Resources

Links You Can Use

Tip: All links in this study guide are current as of January 2017. Remember that some websites may change navigation and render links inactive. If you have trouble connecting to a specific page, search from the organization’s home page.

Candidate’s Process for Accreditation in Public Relations
   www.praccreditation.org/resources/documents/apr-candidate-process-chart.docx

What’s on the Examination?
   www.praccreditation.org/resources/examination-questions-faq/index.html

Demo of Examination for Accreditation in Public Relations
   www.praccreditation.org/resources/aprdemo/index.htm

Panel Presentation Instructions for Candidates and Panel Presentation Questionnaire
   http://www.praccreditation.org/resources/documents/apr-RR-questionnaire.doc

APR Online Study Course
   www.online2learn.net/APR

Readings

The Universal Accreditation Board suggests that candidates for Accreditation review contents of at least one general text and one or more of the specialized texts from the Short Bookshelf of Texts below. In some sections of this study guide, you will find references to resources not on the recommended bookshelf. These references are intended to encourage you to explore the knowledge, skills and abilities (KSAs) further.

Short Bookshelf of Recommended Texts

- AP Stylebook current edition

- EPR 11th edition or current

- Primer of PR Research 3rd or current

- Strategies and Tactics 11th edition or current

- Strategic Planning for PR 4th or current

References by KSA Grouping
The following references from the Short Bookshelf of Recommended Texts correspond to sections of this study guide and to the knowledge, skills and abilities the computer-based Examination will test. Please note that some chapters address several areas of KSAs.

**Defining Public Relations (Practice, Function, Roles)**

- EPR 11th, chapters 1 and 2
- Primer of PR Research, chapter 2
- Strategies and Tactics, chapters 1 and 4

**Researching, Planning, Implementing and Evaluating Programs**

- EPR 11th, chapters 11, 12, 13 and 14
- Primer of PR Research, Part II: Informal Research Methodology; Part III: Formal Research Methodology, chapter 10 (Design Considerations, Survey Type: Internet)
- Strategies and Tactics, chapters 5, 6, 7 and 8
- Strategic Planning for PR, all content, a step-by-step planning process for public relations professionals

**Leading the Public Relations Function**

- AP Stylebook, Business Guidelines section
- EPR 11th, chapters 2 (Requirements for Success), 3, 4 (Business Practices), 9 (Cultural Contexts, Regulatory and Business Contexts), 11, 15, 16, 17, 18 and 19
- Strategies and Tactics, chapters 1 (Essential Career Skills), 2 (Public Relations in the Next Five Years), 4, 12 (Regulations by Government Agencies, Liability for Sponsored Events, Attorney/Public Relations relationship) and 17 (Investor Relations), 18, 19, 20 and 21

**Managing Relationships**

- AP Stylebook, Social Media Guidelines, Business Guidelines and Broadcast Guidelines sections
- EPR 11th, chapters 4 (Digital Age and Globalization), 6 (Reputation in the Digital Age), 7 (A Systems Perspective, Open and Closed Systems), 9, 10, 12 (Get Buy-In for the Plan), and 16 (Facilitating Media Relations, Building Community and Nation)
- Strategies and Tactics, chapters 1 (Networking), 2 (Public Relations Enters the Digital Age), 3 (Ethical Dealings with News Media), 7, 10 (Reputation Management), 11, 13, 14, 15, 16 and 17
- Strategic Planning for PR, Step 6: Using Effective Communication; Step 7: Choosing Communication Tactics

**Applying Ethics and Law**

- AP Stylebook, Briefing on Media Law section
- EPR 11th, chapters 5 and 6
- Primer of PR Research, chapter 3
- Strategies and Tactics, chapters 3, 9 (The Ethics of Persuasion) and 12
Managing Issues and Crisis Communication

- EPR 11th, chapters 1 (Issue Management, Crisis Management), 11, 12 (Planning for Program Implementation) and 13 (Crisis Communication)
- Strategies and Tactics, chapter 10

Understanding Communication Models, Theories and History of the Profession

- EPR 11th, chapters 1, 4, 7, 8 and 12 (Role of Working Theory)
- Strategies and Tactics, chapters 1, 2, 7, 9 and 11
Tips and What to Expect

Tips for Preparation

1. Familiarize yourself with the competencies or **KSAs** explained throughout this study guide. These KSAs outline what the Examination for Accreditation in Public Relations tests.

2. Compare your public relations experience with KSAs evaluated in the Panel Presentation and those tested on the computer-based Examination. Identify areas where you need additional preparation.

3. Pay attention to the percentage listed for each KSA. Use these percentages to guide your preparation. For example, one-third of Examination items ask about researching, planning, implementing and evaluating programs. Only 8 percent of questions ask about communication models, theories or history.

4. Note that more than half the questions on the computer-based Examination are posed as brief situations or scenarios. All responses are multiple-choice.

5. Think about each answer option to determine the most appropriate choices. The Examination does not test what you can memorize. The Examination assesses how well you can apply your knowledge to everyday situations that public relations professionals encounter.

6. Refer to the Short Bookshelf of Recommended Texts (pp. 6, 7, and 8), and use information provided in this study guide.

7. Review the code of ethics for your professional organization. Use exercises and case studies in this study guide and on PRSA’s [code of ethics page](#) to practice ethical decision-making.

8. Use available resources such as this study guide, local coaching sessions, APR learning opportunity workshops, webinars and the Online Study Course to prepare for the Examination. Form a study group, or identify a study buddy from among friends or colleagues preparing for the Examination.

9. If you have questions, ask your Accreditation chair, coach, presenter, mentor or a recently Accredited friend. You may contact Kathy Mulvihill ([kathy.mulvihill@prsa.org](mailto:kathy.mulvihill@prsa.org)), Accreditation program senior manager at PRSA, for help finding others who can assist you.
Tips for the Panel Presentation

1. Read and follow the Panel Presentation Instructions for Candidates carefully. Print the Panel Presentation Questionnaire.

2. Approach Panel Presentation as an opportunity to demonstrate your professionalism. Treat it as if you were selling your credentials to a prospective client. Dress professionally. Be on time. Be courteous. Remember that first impressions count. Expect your Panel Presentation to last at least one hour but no more than two hours. Your panel members may ask you to present your portfolio as soon as the session starts and ask questions during, afterward or both. Make your points, and move on. Do not drag your presentation out unnecessarily.

3. Talk to your Accreditation chair, new APRs, friends and colleagues who may be a few steps ahead of you in the process. Ask them what to expect and for suggestions.

4. Remember that communication skills, including writing, editing, speaking and listening, are among 12 KSAs evaluated during the Panel Presentation. Avoid showmanship and flashy or elaborate props and handouts. If you use PowerPoint or similar presentation software, you are responsible for bringing and setting up the necessary projection equipment. Have an alternate plan for equipment emergencies or similar situations.

5. Take time to think about answers for the Panel Presentation questionnaire. Candidates often write and re-write each response. Some candidates start three to four weeks before the due date. Questionnaire responses are the primary examples of your writing that panel members will review.

6. Proofread your Panel Presentation questionnaire. Have another public relations colleague or friend read it for typos, logic and language errors.

7. Include the public relations plan you describe on your Panel Presentation questionnaire in the portfolio you prepare for your presentation. Show materials that illustrate your role in the execution of your example plan. If you do not have an actual work-related plan, create one to use for Accreditation purposes.

8. Be prepared to discuss your portfolio and the application of KSAs such as research, planning, implementation and evaluation, ethics, and communication theories in your public relations practice. For example:
   - Do you know the difference between output and outcome objectives? Strategies and tactics?
   - Can you show how your campaign follows the four-step process (research, planning, implementation and evaluation)?
   - Can you identify a communication model/theory and apply it to your work experience or to a situation?
   - What’s the difference between primary and secondary research? How about formal and informal? What’s an adequate sample size for a national survey?
   - What provision in your organization’s code of ethics applies to a situation you have experienced or observed?

9. Tell your panelists what you would do differently if the plan you are using does not include all prescribed research, planning, implementation and evaluation elements.

10. Don’t get bogged down in details of your organizational structure, your boss’s concerns or internal controversies about your case.

11. Don’t be afraid to ask panelists for feedback, suggestions and guidance. The Panel Presentation is intended to be a dialogue during which you demonstrate your knowledge, skills and abilities to Accredited panelists. The encounter is not to be adversarial.
Be Prepared for Questions Panelists May Ask

- Which elements of the plan did you oversee or implement?
- What other departments needed to be involved in this campaign for it to be successful, and how did you ensure their involvement?
- How did you present this plan to decision makers?
- What other elements, which may not have been approved, did you want to include in the plan?
- What other research methodologies might you have used if you had more budget or time?
- How did you determine which publics were most important?
- If you included news media as a public, why are they not just a channel or tool?
- Can you identify a point in the plan when you needed to demonstrate initiative or creativity?
- What strategies or timetables needed to be modified during the campaign because of unexpected developments?
- What potential communication barriers did you need to overcome to reach your key publics? Which specific strategies or tactics minimized those barriers?
- What crisis could have made success impossible? What contingency plans did you have in place for that scenario?
- Which strategies or tactics were most important in the end? Which had little or no impact?
- What specific strategies or tactics were evaluated? How do you know what made an impact?

Think about other questions that panelists may ask about your specific plan. Be prepared to answer the most challenging questions that the panel could ask you.

Questions courtesy of the Minnesota PRSA Accreditation Committee.
What to Expect at the Prometric Testing Center

Examination Length
You will have three hours and 45 minutes (including 15 minutes of recommended practice/tutorial time before you start the Examination) to complete the Examination. Time for an optional 15-minute break is included. You can choose to take the break or not. If you do take the break, be aware that the time clock will continue to run down; it does not stop for your break.

Examination Questions
The Examination includes 132 scored questions and may include other items that are not scored. The ungraded items are beta questions being evaluated for possible future use. The Universal Accreditation Board refreshes the Examination with validated beta questions as needed to ensure the Examination remains current.

You will not see a distinction between beta and scored questions. The question order changes randomly from candidate to candidate. Many questions present brief scenarios. The number of items about each subject reflects percentages listed for KSAs. In other words, more questions focus on Researching, Planning, Implementing and Evaluating Programs (33 percent) than on Applying Ethics and Law (13 percent).

Admission to the Examination Area
Arrive at the Prometric Testing Center you have selected at least 30 minutes before your scheduled examination time. If you arrive 30 minutes or more after your scheduled examination time, you will be considered a non-refundable no-show. Be prepared to show two current forms of identification with your signature. One should be a valid government-issued photo identification document, such as a driver's license or passport. The other should show your signature. Your name on both identification documents must match the name on the Authorization to Test (ATT) letter you received from UAB. You cannot take the Examination without the required identification. Some Prometric sites now give you the option of providing biometric identification in the form of an electronic fingerprint that will be deleted as soon as you complete the Examination. The purpose is to speed your exit and re-entry if you take a break.

Canceling, Rescheduling and Missing Appointments
If you need to cancel or reschedule the Examination appointment, you must do so by noon Eastern Time at least two (2) business days before your appointment. For example, an appointment for Thursday must be rescheduled/canceled by noon ET Tuesday. An appointment for Tuesday must be rescheduled/canceled by noon ET Saturday. You can cancel or reschedule by calling 1 (800) 853-6775 or by visiting www.prometric.com. You will need to provide your Prometric confirmation number when you cancel or reschedule an appointment.

If you cancel or reschedule, you will pay a fee to Prometric as follows: $15 if the change is done five to 29 days before the Examination date or $60 if the change is done less than five days but more than two days before the Examination date.

If you miss your appointment, you will not be rescheduled, and you will forfeit the testing fees. If you are late for your appointment, you may not be admitted. Late admission is at the discretion of the Prometric Testing Center. If you are unable to test because the Prometric testing site has a technical or personal problem, contact UAB immediately at (212) 460-1436.
Dress

Wear comfortable, layered clothing. Test center temperatures may vary. Because Prometric has many locations across the country, you may find other physical differences.

Taking the Examination

Upon check-in, you will be required to leave all personal items in a locker. You can’t take anything in or out of the actual testing area. You will be given scratch paper and pencil or an erasable board and marker for use during the Examination. Prometric will collect these items from you when you finish. While you’re taking the Examination, you can make notes, write down things you don’t want to forget, and list questions you’ve answered but want to double-check later if you have time. These questions may be in addition to those you flag electronically to return to later.

Prometric meets testing needs for numerous organizations nationwide. Others in the room when you take the Examination for Accreditation in Public Relations are probably not taking the APR computer-based Examination. Expect to be in a room filled with computer stations and other people at work. If the Prometric manager hands you a calculator when you check in, hand it back because you won’t need it.

All Prometric sites employ continuous video surveillance for security. Footage can be reviewed in cases where a security breach or candidate misconduct is a concern.
**Tips for Taking a Computer-Based Examination**

1. The only computer skill you need for the Examination is the ability to move a computer mouse to click a box. You can take the Examination by using keyboard commands if you prefer.

2. You will take a step-by-step tutorial before starting the Examination. The tutorial will show you how to use the computer to answer questions. Relax and take your time becoming comfortable with the computer. The tutorial generally takes about 15 minutes. That time is included in the period you have to complete the Examination.

3. The tutorial will teach you how to navigate through the Examination and how to flag questions to return to later.

4. All responses on the computer-based Examination are multiple-choice.

5. You do not have to select a final answer for every question as you come to it. The computer will let you electronically flag those that you want to return to.

6. Some questions require two or three answers. Items with multiple answers will clearly state how many responses you need to select. Read carefully, and remember that the Examination includes no trick questions.

7. The computer will not let you move to the next question until you have selected the appropriate number of responses.

8. Throughout the Examination, the computer screen will display how much time you have left so that you can pace yourself. When your time is up, the screen will display a message that says the Examination is over. If you finish earlier, you can leave.

9. The computer will print a feedback page.* It tells you how you performed on scored questions in each KSA area. You can take this feedback page* with you. The computer will score your Examination too.

10. You will receive unofficial pass/fail feedback when you complete the Examination. UAB will officially notify you of your results within two weeks.

*This feedback page is intended to help you identify KSA areas that you may want to strengthen through experience and professional development. The page will help you identify areas for additional preparation if you need to retake the Examination.

Tips courtesy of Certification Management Services Inc.
APR Online Study Course
10 Self-Paced Modules
Weekly Web Meetings

Take the First Step - Study before you apply for the Examination

APRPREP - Online Study Course is designed to prepare professionals for Public Relations Accreditation. It is a professional development program, focused on practical strategies to improve audience engagement, proactive planning skills as well as internal and external communication strategies. The Online Study Course is self-paced, including ten modules focused on the KSAs -- Knowledge Skills and Abilities -- required to pass the APR Examination. In addition, participants may join free weekly webcasts, hosted by APR Facilitators. APR Facilitators review participant work, provide feedback and study strategies in an informal and effective learning experience. APR is a mark of distinction for public relations professionals who demonstrate their commitment to the profession and to its ethical practice and who are selected based on broad knowledge, strategic perspective, and sound professional judgement.

LEARNING OUTCOMES:
Participants will...

- Confidently describe all of the KSA - Knowledge, Skills and Abilities for the APR;
- Apply strategic principles to practical situations;
- Compose complete and consistent planning components;
- Understand strategies to engage audiences;
- Demonstrate ability to identify and solve communication problems.

Enroll online. PRSA Members, UAB and Partner Organizations may enroll at the member price of $195. Non-Members enroll at $295. Group Discount - PRSA Members, UAB and Partner Organizations may apply for and enroll at the discount price of $169. More information: www.Online2Learn.net/APR/
Panel Presentation
# Table of Contents

Welcome to the Panel Presentation ......................................................................................................................................... 1

Panel Presentation at-a-Glance ............................................................................................................................................... 2

I. Purpose of the Panel Presentation .................................................................................................................................. 3

II. Panel Presentation Procedures ........................................................................................................................................ 4
   - For the Candidate ................................................................................................................................................................ 4
   - About the Panelists ............................................................................................................................................................ 4
   - How Does Panel Presentation Work? ............................................................................................................................ 4

III. Panel Presentation Questionnaire .................................................................................................................................. 6
   - How to Submit ................................................................................................................................................................ 6
   - When to Submit ............................................................................................................................................................... 6
   - Completing the Questionnaire ....................................................................................................................................... 6

IV. Preparing for the Panel Presentation .................................................................................................................................. 7
   - The Portfolio .................................................................................................................................................................... 7
   - The Presentation ............................................................................................................................................................. 8

V. Appendices ............................................................................................................................................................................. 9

Appendix A. Twelve Areas of Competency Assessed by the Panel Presentation ................................................................. 10
Appendix B. Resources for the Preparation for Examination for Accreditation in Public Relations ....................................... 11
Appendix C. Panel Presentation Questionnaire .................................................................................................................... 13
Appendix D. Detailed List of Knowledge, Skills and Abilities Assessed in Computer-Based Examination .................................. 15
Panel Presentation Guide and Materials for Candidates

Welcome to the Panel Presentation
The Panel Presentation the first of two steps to achieve Accreditation. This document is divided into five sections:

I. **Purpose of Panel Presentation.** The Panel Presentation evaluates a candidate’s knowledge, skills and abilities in 12 specific areas that cannot be effectively judged in the computer-based Examination.

II. **Procedures for Panel Presentation.** This section offers policies, procedures and how-to’s for the Panel Presentation and its two components: 1) the completion of a Panel Presentation Questionnaire and 2) the Panel Presentation itself.

III. **Panel Presentation Questionnaire.** In this section, candidates will find tips on preparing responses to most effectively demonstrate public relations expertise.

IV. **Preparing for Panel Presentation.** Information in this section will help the candidate learn how the portfolio, public relations plan and responses required in the Panel Presentation Questionnaire come together for the Panel Presentation.

V. **Appendices.** This section contains resources needed to prepare for the Panel Presentation, including the Questionnaire and lists of knowledge, skills and abilities assessed in the Examination for Accreditation in Public Relations. For additional resources, visit the Universal Accreditation Board website at www.praccreditation.org.
## Panel Presentation at-a-Glance

### Typical Timeframe*  
<table>
<thead>
<tr>
<th>Candidate</th>
<th>Chair/Panelists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before Panel Presentation</td>
<td>Notify local Accreditation chair of intent to enter Accreditation process.</td>
</tr>
<tr>
<td></td>
<td>Read this document thoroughly and assess your public relations experience and ability to respond effectively to the Panel Presentation Questionnaire before completing the application.</td>
</tr>
<tr>
<td>Before Application Submittal</td>
<td>Provide candidate with local resources and overview on process.</td>
</tr>
<tr>
<td></td>
<td>Begin collecting and preparing materials for Panel Presentation.</td>
</tr>
<tr>
<td>Month 1</td>
<td>Submit application for Accreditation to Universal Accreditation Board.</td>
</tr>
<tr>
<td>14 days after application is received by UAB.</td>
<td>Receive notification from UAB of application approval. If not approved, UAB provides reasons for ineligibility.</td>
</tr>
<tr>
<td></td>
<td>Receive notification from UAB of candidate's application approval.</td>
</tr>
<tr>
<td>*Note: Panel Presentation and computer-based Examination MUST be completed within one-year of application approval.</td>
<td></td>
</tr>
<tr>
<td>Months 1, 2, 3</td>
<td>Prepare for Panel Presentation and computer-based Examination.</td>
</tr>
<tr>
<td></td>
<td>Conduct study groups, assist candidate in preparation.</td>
</tr>
<tr>
<td>Month 1 (30 days prior to Panel Presentation)</td>
<td>Request schedule for Panel Presentation. Prepare written responses to Panel Presentation Questionnaire, portfolio and presentation.</td>
</tr>
<tr>
<td></td>
<td>Organize panelists; identify date, time and location.</td>
</tr>
<tr>
<td>Month 2 (15 days prior to Panel Presentation)</td>
<td>Submit Panel Presentation Questionnaire.</td>
</tr>
<tr>
<td></td>
<td>Review candidates written responses to Panel Presentation Questionnaire.</td>
</tr>
<tr>
<td>Month 2</td>
<td>Finalize portfolio and presentation.</td>
</tr>
<tr>
<td>Month 2, 3</td>
<td>Participate in Panel Presentation.</td>
</tr>
<tr>
<td></td>
<td>Conduct Panel Presentation.</td>
</tr>
<tr>
<td>Immediately following Panel Presentation</td>
<td>Vote for Advance or Not Advance recommendation.</td>
</tr>
<tr>
<td>Within five business days following Panel Presentation</td>
<td>Submit required documentation and recommendation to UAB.</td>
</tr>
<tr>
<td>Within two weeks of receipt of panel's recommendation</td>
<td>Receive notification via regular mail of Advance or Not Advance status from UAB.</td>
</tr>
<tr>
<td>Post Panel Presentation</td>
<td>Receive notification via email of Advance or Not Advance status from UAB.</td>
</tr>
<tr>
<td></td>
<td>If Advanced, prepare for computer-based Examination. Must sit for Examination by completion deadline (one year after application approval.)</td>
</tr>
<tr>
<td></td>
<td>Provide mentoring and preparation support to candidate, as needed.</td>
</tr>
<tr>
<td></td>
<td>If not Advanced, may repeat Panel Presentation process after 90-day waiting period. Must sit for Examination by completion deadline (one year after application approval.)</td>
</tr>
</tbody>
</table>

*Each candidate progresses through this process at his or her own pace.  
This timeframe reflects an average time period but may be shortened or lengthened per candidate’s needs.
I. PURPOSE OF PANEL PRESENTATION
The Panel Presentation is the first in a two-step process to earn Accreditation in Public Relations. It is a gateway to the computer-based Examination.

According to the Universal Accreditation Board Policies and Procedures, the intent and purpose of the Panel Presentation is to assess the candidate’s performance on the KSAs that cannot be assessed on the computer-based portion of the Examination.

“The intended result of the Panel Presentation is that each candidate will earn an Advance or Not Advance assessment that will recommend the Universal Accreditation Board (UAB) either accept or decline the candidate’s request for admission to the computer-based Examination at this time.”*

*The final decision on whether or not to advance a candidate rests with the Universal Accreditation Board.

The Panel Presentation is an opportunity for the candidate to demonstrate competence in 12 specific areas of public relations knowledge, skills and abilities that cannot be effectively judged in the computer-based Examination:

1. Creative conceptualization/creativity
2. Initiative
3. Interpersonal skills
4. Management skills
5. Multi-tasking
6. Flexibility
7. Time management
8. Uses multiple delivery mechanisms
9. Communication skills/Speaking
10. Communication skills/Writing and Editing
11. Communication skills/Listening
12. Presentation skills

Details for each of these areas can be found in Appendix A.

Tip 1
The complete list of knowledge, skills and abilities tested can be found in Appendix A and Appendix D.
II. Procedures for Panel Presentation
The Panel Presentation has two components: The Panel Presentation Questionnaire and the presentation itself. Detailed instructions for both appear in Section III and IV. This section provides information about how the Panel Presentation process works.

For the Candidate
Potential candidates first submit an application to the Universal Accreditation Board (UAB) that confirms work in public relations and the required minimum qualifications for Accreditation. See the Examination for Accreditation in Public Relations Application. Candidates have one calendar year from the date the application is approved to complete the Panel Presentation and computer-based Examination. The Panel Presentation may be taken as many times as necessary during that calendar year to advance to the computer-based Examination.

Once the application is approved, candidates contact the local Accreditation chair to plan for the Panel Presentation and to learn about study courses and sessions.

Timing and location for the Panel Presentation. The Panel Presentation will take place during a time and place mutually agreed upon between candidate and Accreditation chair. Panel Presentations may also occur at annual meetings or conferences, or at the end of intensive preparation sessions such as Boot Camps.

Location. The Accreditation chair arranges the meeting location, typically a professional setting (e.g., conference room of local agency/organization), free of distractions (phones, etc.).

The candidate completes and submits the Panel Presentation Questionnaire no fewer than 15 days prior to the Panel Presentation.

About the Panelists
The Panel Presentation process employs a volunteer panel to assess the candidate’s competence in 12 areas of skills as noted in Appendix A. The panelists recommend to UAB an Advance or Not Advance recommendation of the candidate.

How Does the Panel Presentation Work?

Step 1. The Panel Presentation Questionnaire
The Panel Presentation Questionnaire is a two-part survey where candidates respond to questions in these areas:
1) organization and role;
2) work experience and sample public relations plan;

Candidates, on average, spend eight to 10 hours to complete the Panel Presentation Questionnaire. The Questionnaire should represent the candidate’s best public relations writing and should be proofread thoroughly.

The completed Questionnaire is submitted to the local Accreditation chair at least 15 business days before the Panel Presentation (Step 2). Panelists study the candidate’s responses carefully and prepare a list of questions or concerns to review with the candidate during the Panel Presentation.

Step 2. The Panel Presentation
Before the Panel Presentation, the candidate prepares a portfolio of materials demonstrating a public relations plan and other public relations activities. The portfolio is NOT submitted before the Panel Presentation; the candidate brings the portfolio on the day of the presentation.
During the Panel Presentation, three panelists meet with the candidate to:
- Listen to the candidate’s presentation of the portfolio materials supporting the public relations plan outlined in the Questionnaire.
- Ask questions about the candidate’s written responses to the Panel Presentation Questionnaire.

Step 3. Scoring the Panel Presentation
Using a scale of “0” to “3,” each panelist completes a voting form ranking each of the 12 areas of competence:
- 0 = the candidate was unable to demonstrate any knowledge, skills or abilities in the rated areas;
- 1 = the candidate demonstrates a very weak level of knowledge, skills and abilities in the rated area;
- 2 = the candidate shows acceptable knowledge, skills and abilities in the rated area;
- 3 = the candidate demonstrates exceptional knowledge, skills and abilities in the rated area.

If the candidate achieves a total of at least 24 points and has no zero assessments in any single KSA category from any panelist will receive an Advance recommendation.

If a candidate does not achieve a total of at least 24 points, or has a zero assessment in any single KSA category from any panelist, the candidate will receive a tentative Not Advance recommendation. Panelist(s) scoring the candidate as Not Advance must complete a document that describes reasons for a Not Advance recommendation and submit(s) the document to the panel chair.

Within five business days, the panel chair sends an Advance/Not Advance recommendation, along with other material, to the UAB. The candidate is notified by mail about an Advance or Not Advance status within two weeks of receipt of these materials.

Appeal Process
After two separate unsuccessful Panel Presentation sessions, candidates may make a formal appeal in writing to UAB chair. The chair will appoint a member of the UAB Eligibility and Appeals Work Group, will investigate the appeal and make a recommendation to the UAB chair and Executive Committee. The final ruling will be made as determined by the UAB Chair.

A candidate who receives a Not Advance status and whose organization cannot accommodate a second Panel Presentation within the one-year time frame may apply to UAB for an extension.

Tip 3
Candidates must receive a score of “1” or better in each of the 12 KSAs.
III. THE PANEL PRESENTATION QUESTIONNAIRE
Candidates should contact the local Accreditation chair at least one month before a proposed Panel Presentation.

How to Submit
As directed by the Accreditation chair, candidates will submit four printed copies of the completed Questionnaire or will send the Questionnaire via e-mail to an address provided by the Accreditation chair.

When to Submit
The completed Panel Presentation Questionnaire must be submitted no fewer than 15 business days prior to your scheduled Panel Presentation.

Completing the Questionnaire
The Panel Presentation Questionnaire can be found online at www.praccreditation.org or in Appendix C. In addition to completing the Questionnaire, the candidate also compiles a portfolio of materials that were prepared in the execution of the public relations plan described in the Questionnaire. The portfolio is not submitted beforehand but is presented by the candidate during the Panel Presentation.

NOTE: Proofread your submission carefully. It should be free of typographical and formatting errors.

Section One: Your Organization and Your Role
In this section, candidates provide information about current employment in public relations. There is no word or page limit but responses should be succinct. Responses to each question should reflect your work situation.

Section Two: Your Experience
This is the heart of the Panel Presentation. Candidates present a public relations plan that they have planned and implemented using the Research, Planning, Implementation and Evaluation (RPIE) four-step process. Materials produced in the execution of the plan are included (collaterals, scripts, messaging, news releases). These items will be the core of the portfolio. Using the RPIE process in your Questionnaire is a good way to become even more comfortable and familiar with this planning process — it accounts for 30 percent of the computer-based Examination.

If a candidate contributed but was not solely responsible for the creation of a four-step plan, he or she should describe how members of the public relations team developed and executed the plan. Discuss what best practices were used or could have been used to develop the plan into a full spectrum of public relations programming to meet the goals and objectives of the plan. Candidates should clearly identify their role(s) with the plan and roles taken by other members of the team.

For examples of well-written sketches of comprehensive public relations plans, visit the PRSA Silver Anvil award recipients’ submittals at www.prsa.org/awards/index.html.
IV. PREPARING FOR PANEL PRESENTATION  After the Panel Presentation Questionnaire has been submitted, candidates have 15 days to finalize the portfolio and presentation.

The Portfolio
The portfolio should furnish the fullest possible evidence of use of public relations research, planning, implementation and evaluation. Presentation of a vast collection of tactical tools without demonstration of situation appraisal, program planning and evaluation will be inadequate evidence of mastery of the complete spectrum of the public relations practice — regardless of the quality and quantity of work products shown.

Focus the portfolio materials on the public relations campaign described in the Panel Presentation Questionnaire. Additional materials from other public relations campaigns can be included if they help demonstrate public relations strengths. The portfolio materials should support all elements of the plan from the Panel Presentation Questionnaire, including the following:

- An initial statement of the problem or opportunity.
- Primary and/or secondary research to validate the problem or opportunity and translate it into a situation appraisal that drives one or more specific program objectives.
- Identification of goals, objectives, strategies and program elements/tactics directed to targeted audiences that will accomplish stated program objectives.
- Evaluation activities that were used to assess the program objectives and situation appraisal to demonstrate program effectiveness.

Many candidates prepare the portfolio in a three-ring binder, with tabs to reflect research, planning, implementation and evaluation products. A fifth tab for materials from other campaigns could complete the portfolio. The key point in the portfolio should be the demonstration of a single program, from inception to completion, with an emphasis on the full cycle of conceptualization, research, program development, implementation and assessment. We recommend compiling at least three copies of the portfolio so each panelist can follow along with the presentation.

The Accredited panel understands that candidates may not have been directly or solely involved with all aspects of the program presented. However, candidates should be prepared to describe activities conducted by other team members that contributed to the creation of the complete program. If candidates have no knowledge of certain aspects of the program, they should be equally prepared to provide a clear statement of the best practices that would be appropriate to create a full continuum of programming.

If candidates have not held a professional position in which creation, development, implementation and assessment of one or more campaigns were within the realm of assigned duties, candidates may want to volunteer for a nonprofit organization to provide pro-bono services and thus, create a source of materials for the portfolio. Local Accreditation chairs also may be able to offer suggestions for rounding out the portfolio presentation.
The Presentation

Time Limit
Presentations should be a minimum of one hour, with a maximum of two hours, including time for panelists’ questions. Count on between 30 and 60 minutes to present the portfolio; the remaining time will be used by the panelists for questions about the written responses to the Panel Presentation Questionnaire.

Organizing the Panel Presentation
The goal is to relate a professional story to the panelists told through the selected public relations plan and perhaps a few other portfolio items. Like a case study, the best approach to organizing the presentation is to start at the beginning of the process and take the panelists through the program.

Pay Attention to the Details
Make sure that all materials in the portfolio are in good order, that these elements adequately and accurately represent the quality of work and that they provide a clear indication of the role the candidate played in the creation of each item. Candidates should be able to provide the rationale and facts behind creation of each element or tactic presented and to respond to any questions that the panelists may ask. The focus should always be on the connection between the elements being presented, the objectives and the outcomes of the program. Carefully proofread all materials.

Keep the Panel Presentation Manageable
Candidates are solely responsible for securing and operating any equipment needed for the presentation, and there is limited time to set up equipment. Therefore PowerPoints, audio and video clips or flipcharts are not recommended. Part of the scoring for the presentation is based on speaking and presentation ability, not the ability to present a slide show (minimum of one hour, maximum of two hours).

After the Panel Presentation
Once the panel has completed its review of the Presentation and Questionnaire, their recommendation to Advance or Not Advance the candidate through Panel Presentation will be forwarded to the Universal Accreditation Board. The UAB will notify candidates of the results.

Neither panel members nor local Accreditation volunteers can provide information on the outcome of the presentation.

If the Panel Presentation process reveals one or more areas in which a candidate needs additional work before being Advanced to the computer-based Examination, feedback from the panelists will be available upon request to the local Accreditation chair.

Questions?
For more information on the Panel Presentation or about Accreditation in Public Relations, please visit the Universal Accreditation Board at www.praccreditation.org. Or, contact the Universal Accreditation Board administrator:

Kathy Mulvihill; Public Relations Society of America; 120 Wall Street, 21st Floor; New York, NY 10005 Phone: (212) 460-1400; accred@prsa.org.
V. Appendices

Appendix A. Twelve Areas of Competency Assessed by the Panel Presentation
Appendix B. Resources for the Preparation for Examination for Accreditation in Public Relations
Appendix C. Panel Presentation Questionnaire
Appendix D. Detailed List of Knowledge, Skills and Abilities Assessed in Computer-based Examination
Appendix A: Panel Presentation

The Panel Presentation panel will be responsible for evaluating candidates’ readiness in 12 specific areas of competence that cannot effectively be judged in the computer-based Examination environment:

1. **Creative conceptualization/creativity:** Uses imagination to develop new insights into or responses to a public relations issue. Develops innovative solutions to the issue or problems posed. Devises new methods/processes or adapts existing ones when the standard methods and processes are not applicable.

2. **Initiative:** Displays courage in suggesting new ideas and justifying them to clients/employers.

3. **Interpersonal skills:** Relates empathetically to other individuals in order to understand their concerns or needs. Influences another’s decision or behavior. Displays confidence when interacting with others.

4. **Management skills:** Develops expertise in planning, organizing, budgeting, communicating, coordinating, scheduling, monitoring and evaluating.

5. **Multi-tasking:** Effectively and efficiently manages numerous projects and responsibilities simultaneously. Applies prioritization and tracks progress toward completion of tasks.

6. **Flexibility:** Responds to the changing business, social and cultural landscape.

7. **Time management:** Prioritizes and sequences tasks to meet goals and deadlines.

8. **Uses multiple delivery mechanisms:** Uses advertising, direct mail, Web and other delivery mechanisms and promotional tools effectively.

9. **Communication skills/Speaking:** Demonstrates logical thinking when describing client issues and framing approaches to solving public relations problems.

10. **Communication skills/Writing and Editing:** Communicates relevant information (including technical material) in a concise, organized fashion. Writes content that is factual and grammatically accurate, and at a reading level that is appropriate to the target audience. Authors persuasive communication material for public relations programs. Demonstrates the ability to examine and alter a document and correct for format, organization, completeness, factual accuracy, style, tone and grammar.

11. **Communication skills/Listening:** Receives, interprets, verifies, and responds to verbal and non-verbal messages and other cues in the context of client, teammate and audience concerns.

12. **Presentation skills:** Uses visual aids (charts, slides, transparencies, etc.) effectively. Maintains eye contact with audience. Uses appropriate language, gestures, tone of voice and volume to convey information.
Appendix B: Resources for the Preparation for Examination for Accreditation in Public Relations

The Accreditation in Public Relations Online Study Course

One-year subscription:
-$195 for members of UAB Participating Organizations
-$295 for non-members

This interactive online multimedia course helps candidates prepare for the Examination for Accreditation in Public Relations (APR). Course content, geared toward the knowledge, skills and abilities measured during the Examination, is presented through a variety of interactive methods, including multimedia module introductions, asynchronous activities, case study analysis, projects, directed discussions, self-correcting quizzes and simulations. It provides opportunities for self-study, collaboration and teamwork, all situations that public relations professionals encounter in their day-to-day work.

The course is easy to use. Candidates can proceed through the course at their own pace, and optional web conferences allow candidates to ask questions and meet other course participants. This Online Study Course is helpful to those who can't participate in the study programs offered by local Chapters and member organizations because of distance or other constraints. It also is valuable to candidates who want to take advantage of additional preparation tools for the Examination for Accreditation in Public Relations.

APR Study Guide

The APR Study Guide is a key tool in preparation for Accreditation in Public Relations and a tremendous resource for all APR candidates. It contains exercises, case studies and insight into modern public relations practices. And, it’s available at no cost to those pursuing Accreditation.

The Short Bookshelf of Texts Recommended to Candidates for Accreditation in Public Relations

The Universal Accreditation Board suggests that APR candidates review contents of at least one general text and at least one of the specialized texts from the bookshelf of texts. You do NOT need to buy or study every text on the Short Bookshelf.

Short Bookshelf of Recommended Texts

- **AP Stylebook current edition**
  

- **EPR 11th edition or current**
  

- **Primer of PR**
  

- **Strategies and Tactics 11th edition or current**
  

- **Strategic Planning 3rd or current**
  

For the entire bookshelf of texts recommended to candidates for Accreditation in Public Relations, visit [http://www.praccreditation.org/resources/recommended-texts/index.html](http://www.praccreditation.org/resources/recommended-texts/index.html).
Appendix C: Panel Presentation Questionnaire for Candidates

INSTRUCTIONS
You will submit either an electronic copy or 3 copies of your typewritten responses to the Panel Presentation Questionnaire no fewer than 15 business days before your scheduled Panel Presentation. Submit your completed document to your local or organizational Accreditation chair.

SECTION ONE: YOUR ORGANIZATION AND YOUR ROLE
This section asks for your response to questions about your current employment in public relations, be it corporate, non-profit, agency or academic. Answer all questions completely and succinctly. Answers in this section are not right or wrong. They should be truthful and accurate.

1) Why have you chosen to become Accredited at this time?

2) Describe how your public relations agency, department or other operation is organized. Describe the reporting structure, personnel and the key relevant roles of each person.

3) Given the current economic climate and present social situations, what is/are the major problem(s)/opportunity(-ies) facing your department, agency or other public relations operation at this time? What about in the next three-to-five years? Pick and briefly articulate the most significant solution or approach you would recommend to address this opportunity or challenge.

4) Describe the changes, if any, you think are needed in the structure/function of your public relations agency, department or operation. Describe the steps you would recommend to implement these changes.

5) If you were starting a public relations department, academic department or public relations agency today (or starting over again in your organization, institution or agency), what would be your top-three concerns or considerations in doing so, and what would you plan for addressing them?

6) Describe what you do each day to contribute to helping your organization achieve its objectives.

7) In what ways can you improve your productivity?

8) Provide an example of when and how you have provided training or mentoring to others, either as a public relations professional or other organizational adviser.

9) Describe a situation where you had to deal specifically with the issue of time management in completing a major assignment.
SECTION TWO: YOUR EXPERIENCE

1) Describe how you planned or participated in planning a specific public relations program for your organization or a client. Clearly state the problem or opportunity the program was created to address, the research, the objective(s) of the program and all other components of a complete public relations plan. Include specific information to describe your role. If you have never written or participated in the development of a formal public relations plan, develop a program for an organization in which you are or have been involved. Work samples from the plan you describe in this section must be included in the portfolio you will present during the Panel Presentation.

2) Describe the research you conducted to develop the plan presented in the first question in this section. If no research was conducted, explain why not. In specific terms, explain how the research guided the development of the plan?

3) Describe how you obtained or participated in obtaining approval for the plan described in the first question in this section.

4) Describe in detail the process you used to evaluate the outcome of the program described in the first question in this section. Describe the outcomes. (Do not attach work product samples to this submission, but do include them in your portfolio review.)

5) Describe how you would, if given unlimited resources and authority, improve the process by which public relations programs in your organization are developed, approved and measured.
Appendix D. Detailed Knowledge, Skills and Abilities (KSAs) Tested in the Computer-Based Examination

Objective 1: Researching, Planning, Implementing and Evaluating Programs (33%)

1.1 Research (Concepts)
Understands and can apply primary and secondary, formal and informal, quantitative and qualitative methods. Decides on the population and sampling techniques. Understands instrument design. Develops a premise and research plan.

1.2 Research (Applications)
Uses a variety of research tools to gather information about the employer or client, industry and relevant issues. Investigates stakeholders' understanding of the product, organization and issues. Applies research findings.

1.3 Analytical skills
Continuously analyzes the business environment that includes the client, stakeholders and employer. Objectively interprets data.

1.4 Strategic thinking
Synthesizes relevant information to determine what is needed to position the client, organization, or issue appropriately in its market/environment, especially with regard to changing business, political, or cultural climates.

1.5 Planning
Sets goals and objectives based on research findings. Distinguishes among goals, objectives, strategies and tactics. Distinguishes organizational/operational goals and strategies from communication goals and strategies. Aligns project goals with organizational mission and goals.

1.6 Audience identification
Differentiates among publics, markets, audiences and stakeholders. Identifies appropriate audiences and the opinions, beliefs, attitudes, cultures, and values of each. Assesses interests of influential institutions, groups and individuals. Identifies appropriate communication channels/vehicles for reaching target audiences. Identifies communities formed through technologies. Understands varying needs and priorities of individual constituent groups (e.g., investors, governmental agencies, unions, consumers).

1.7 Diversity
Identifies and respects a range of differences among target audiences. Researches and addresses the cultural preferences and/or needs and barriers to communication of target audiences. Develops culturally and linguistically appropriate strategies and tactics.

1.8 Implementation

1.9 Evaluation of programs
 Determines if goals and objectives of public relations program were met and the extent to which the results or outcomes of public relations programs have been accomplished. Uses evaluation results for future planning.

Objective 2: Applying Ethics and Law (13%)

2.1 Integrity
Conducts professional activities in a lawful and principled manner. Functions as the conscience of the organization.

2.2 Ethical behavior
Understands and adheres to commonly accepted standards for professional behavior. Recognizes ethical dilemmas. Acts to remedy unethical acts.

2.3 First Amendment issues
Understands First Amendment as a foundational principle for public relations. Distinguishes between political and corporate speech. Articulates conditions for libel and defenses thereof. Understands impact of digital record on status as public and private figure.

2.4 Privacy issues
Understands federal law regarding privacy (e.g. HIPAA, FERPA, DPPA), identity protection, ethical implications and digital record. Effectively advises organization on strategic adoption and effective use of technology for listening to, communicating with and engaging priority publics.
Objective 3: Managing Issues and Crisis Communications (13%)

3.1 Issues and risk management
Identifies potential or emerging issues that may impact the organization. Identifies potential risks to the organization or client. Analyzes probability and potential impact of risk. Ensures organization develops appropriate response plans. Designs and deploys a strategic public relations response.

3.2 Crisis management
Understands the roles and responsibilities of public relations at the pre-crisis, crisis, and post-crisis phases. Communicates the implications of each of these phases and understands the messaging needs of each. Looks beyond current organizational mindset.

3.3 Counsel to management
Understands the importance of providing counsel to the management team or client regarding issues, risks and crises. Looks beyond the current organizational mindset. Considers and accommodates all views on an issue or crisis. Factors views into communication strategy.

Objective 4: Understanding Communication Models, Theories and History of the Profession (8%)

4.1 Communication/public relations models and theories
Demonstrates familiarity with social science theories and research that guide planning, prioritizing audiences, developing messages, selecting spokespeople, establishing credibility and trust.

4.2 Barriers to communication
Understands how messages and messengers are interpreted by different audiences. Understands barriers that prevent changes to knowledge, attitude and behavior. Understands how semantics, cultural norms, timing, context and related factors impact the practice.

4.3 Knowledge of the field
Defines public relations and differentiates among related concepts (e.g. publicity, advertising, marketing, press agentry, public affairs, lobbying, investor relations, social networking, and branding). Identifies key figures who influenced the field and major trends in the development of public relations as it is practiced today.

Objective 5: Leading the Public Relations Function (18%)

5.1 Business literacy
Understands and explains how employers/clients generate revenue and how their operations are conducted. Identifies relevant business drivers and how they impact the business. Understands how the public relations function contributes to the financial success of the organization.

5.2 Resource management
Takes into account human, financial and organizational resources. Prepares, justifies and controls budgets for departments, programs, clients or agencies. Understands what information needs to be collected, evaluated, disseminated, and retained. Is able to obtain information using innovative methods and appropriately store it, so that it can be retrieved easily for future use.

5.3 Organizational structure and resources
Recognizes chain of command, including boards of directors, senior leadership, middle management, direct line supervision, line positions, and each level’s distinctions. Knows how organizations are horizontally and vertically structured. Identifies which divisions within an organization that need to be involved in any communication program. Understands impact of organizational governance. Recognizes the relationships among PR, legal, finance and IT, as essential management functions.

5.4 Problem solving and decision making
Approaches problems with sound reasoning and logic. Distinguishes between relevant and irrelevant information. Evaluates opportunities for resolution. Devises appropriate courses of action based on context and facts. Makes sound, well-informed and objective decisions in a timely manner. Assesses the impact and implications of these decisions.

5.5 Leadership skills
Influences others to achieve desired goals. Motivates and inspires others, builds coalitions and communicates vision. Influences overall organizational changes in policy, procedures, staffing and structure, as appropriate.

5.6 Organizational skills
Integrates multiple dimensions of a public relations campaign. Integrates internal and external components, so that there is a synergy among the messages.
Objective 6: Managing Relationships (15%)

6.1 Relationship building
Understands consensus-building strategies and techniques to persuade key stakeholders to support a decision. Ensures discussions allow key stakeholders the opportunity to express opinions. Recognizes need for affected parties and stakeholders to find mutually acceptable solutions. Utilizes persuasion, negotiation and coalition building.

6.2 Reputation management
Understands need for maintaining individual and organizational credibility with and among key constituents. Recognizes value of reputation, image, public trust and corporate-social responsibility.

6.3 Internal stakeholders
Understands importance of internal relationships to the public relations function. Understands the importance of organizational culture and communicating key messages through frontline supervisors. Uses mediated and non-mediated channels of communication for effective engagement. Prioritizes internal audiences.

6.4 Media relations
Understands definitions, strengths, weaknesses and needs of different media. Understands the relationships among public relations professionals, journalists and media organizations. Builds effective relationships with media based on mutual respect and trust. Analyzes current events and trends for opportunities and threats. Identifies appropriate controlled and uncontrolled media channels and key influencers.

6.5 Networks
Understands how different tactics can be used to establish and enhance relationships (e.g., electronic communications, special events, face-to-face communication, networking, social networking, word-of-mouth and third-party communication). Recognizes interconnectedness among various stakeholders. Considers broad/global relationships.

For Panel Presentation / KSAs Tested, see Appendix A.
The Exam

Once you are Advanced from the Panel Presentation, you schedule a computer-based Examination at a Prometric Testing Center online.
## Detailed Knowledge, Skills and Abilities Tested on the Computer-based Examination for Accreditation in Public Relations

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Researching, Planning, Implementing and Evaluating Programs</th>
<th>Percentage Tested</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Research (Concepts): Understands and can apply primary and secondary, formal and informal, quantitative and qualitative methods. Decides on the population and sampling techniques. Understands instrument design. Develops a premise and research plan.</td>
<td>33%</td>
</tr>
<tr>
<td>1.2</td>
<td>Research (Applications): Uses a variety of research tools to gather information about the employer or client, industry and relevant issues. Investigates stakeholders’ understanding of the product, organization and issues. Applies research findings.</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Analytical skills: Continuously analyzes the business environment that includes the client, stakeholders and employer. Objectively interprets data.</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Strategic thinking: Synthesizes relevant information to determine what is needed to position the client, organization, or issue appropriately in its market/environment, especially with regard to changing business, political, or cultural climates.</td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Planning: Sets goals and objectives based on research findings. Distinguishes among goals, objectives, strategies and tactics. Distinguishes organizational/operational goals and strategies from communication goals and strategies. Aligns project goals with organizational mission and goals.</td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Audience identification: Differentiates among publics, markets, audiences and stakeholders. Identifies appropriate audiences and the opinions, beliefs, attitudes, cultures, and values of each. Assesses interests of influential institutions, groups and individuals. Identifies appropriate communication channels/vehicles for reaching target audiences. Identifies communities formed through technologies. Understands varying needs and priorities of individual constituent groups (e.g., investors, governmental agencies, unions, consumers).</td>
<td></td>
</tr>
<tr>
<td>1.7</td>
<td>Diversity: Identifies and respects a range of differences among target audiences. Researches and addresses the cultural preferences and/or needs and barriers to communication of target audiences. Develops culturally and linguistically appropriate strategies and tactics.</td>
<td></td>
</tr>
<tr>
<td>1.9</td>
<td>Evaluation of programs: Determines if goals and objectives of public relations program were met and the extent to which the results or outcomes of public relations programs have been accomplished. Uses evaluation results for future planning.</td>
<td></td>
</tr>
</tbody>
</table>

**Objective 2**

**Applying Ethics and Law**

| 2.1 | Integrity: Conducts professional activities in a lawful and principled manner. Functions as the conscience of the organization. |
| 2.2 | Ethical behavior: Understands and adheres to commonly accepted standards for professional behavior. Recognizes ethical dilemmas. Acts to remedy unethical acts. |
| 2.3 | First Amendment issues: Understands First Amendment as a foundational principle for public relations. Distinguishes between political and corporate speech. Articulates conditions for libel and defenses thereof. Understands impact of digital record on status as public and private figure. |
| 2.4 | Privacy issues: Understands federal law regarding privacy (e.g. HIPAA, FERPA, DPPA), identity protection, ethical implications and digital record. Effectively advises organization on strategic adoption and effective use of technology for listening to, communicating with and engaging priority publics. |
| 2.5 | Other legal issues: Upholds applicable federal laws regarding disclosure, copyright, trademarks, fair use. |

**Objective 3**

**Managing Issues and Crisis Communications**

<p>| 3.1 | Issues and risk management: Identifies potential or emerging issues that may impact the organization. Identifies potential risks to the organization or client. Analyzes probability and potential impact of risk. Ensures organization develops appropriate response plans. Designs and deploys a strategic public relations response. |
| 3.2 | Crisis management: Understands the roles and responsibilities of public relations at the pre-crisis, crisis, and post-crisis phases. Communicates the implications of each of these phases and understands the messaging needs of each. Looks beyond current organizational mindset. |</p>
<table>
<thead>
<tr>
<th></th>
<th><strong>Objective 4</strong></th>
<th><strong>Understanding Communication Models, Theories and History of the Profession</strong></th>
<th><strong>8%</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3</td>
<td><strong>Counsel to management:</strong> Understands the importance of providing counsel to the management team or client regarding issues, risks and crises. Looks beyond the current organizational mindset. Considers and accommodates all views on an issue or crisis. Factors views into communication strategy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td><strong>Communication/public relations models and theories:</strong> Demonstrates familiarity with social science theories and research that guide planning, prioritizing audiences, developing messages, selecting spokespersons, establishing credibility and trust.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td><strong>Barriers to communication:</strong> Understands how messages and messengers are interpreted by different audiences. Understands barriers that prevent changes to knowledge, attitude and behavior. Understands how semantics, cultural norms, timing, context and related factors impact the practice.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td><strong>Knowledge of the field:</strong> Defines public relations and differentiates among related concepts (e.g. publicity, advertising, marketing, press agentry, public affairs, lobbying, investor relations, social networking, and branding). Identifies key figures who influenced the field and major trends in the development of public relations as it is practiced today.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Objective 5</strong></td>
<td><strong>Leading the Public Relations Function</strong></td>
<td><strong>18%</strong></td>
</tr>
<tr>
<td>5.1</td>
<td><strong>Business literacy:</strong> Understands and explains how employers/clients generate revenue and how their operations are conducted. Identifies relevant business drivers and how they impact the business. Understands how the public relations function contributes to the financial success of the organization.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td><strong>Resource management:</strong> Takes into account human, financial and organizational resources. Prepares, justifies and controls budgets for departments, programs, clients or agencies. Understands what information needs to be collected, evaluated, disseminated, and retained. Is able to obtain information using innovative methods and appropriately store it, so that it can be retrieved easily for future use.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td><strong>Organizational structure and resources:</strong> Recognizes chain of command, including boards of directors, senior leadership, middle management, direct line supervision, line positions, and each level’s distinctions. Knows how organizations are horizontally and vertically structured. Identifies which divisions within an organization that need to be involved in any communication program. Understands impact of organizational governance. Recognizes the relationships among PR, legal, finance and IT, as essential management functions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.4</td>
<td>Problem solving and decision making: Approaches problems with sound reasoning and logic. Distinguishes between relevant and irrelevant information. Evaluates opportunities for resolution. Devises appropriate courses of action based on context and facts. Makes sound, well-informed and objective decisions in a timely manner. Assesses the impact and implications of these decisions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.5</td>
<td>Leadership skills: Influences others to achieve desired goals. Motivates and inspires others, builds coalitions and communicates vision. Influences overall organizational changes in policy, procedures, staffing and structure, as appropriate.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.6</td>
<td>Organizational skills: Integrates multiple dimensions of a public relations campaign. Integrates internal and external components, so that there is a synergy among the messages.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objective 6**

**Managing Relationships**  
**15%**

| 6.1 | **Relationship building:** Understands consensus-building strategies and techniques to persuade key stakeholders to support a decision. Ensures discussions allow key stakeholders the opportunity to express opinions. Recognizes need for affected parties and stakeholders to find mutually acceptable solutions. Utilizes persuasion, negotiation and coalition building. |
| 6.2 | **Reputation management:** Understands need for maintaining individual and organizational credibility with and among key constituents. Recognizes value of reputation, image, public trust and corporate-social responsibility. |
| 6.3 | **Internal stakeholders:** Understands importance of internal relationships to the public relations function. Understands the importance of organizational culture and communicating key messages through frontline supervisors. Uses mediated and non-mediated channels of communication for effective engagement. Prioritizes internal audiences. |
| 6.4 | **Media relations:** Understands definitions, strengths, weaknesses and needs of different media. Understands the relationships among public relations professionals, journalists and media organizations. Builds effective relationships with media based on mutual respect and trust. Analyzes current events and trends for opportunities and threats. Identifies appropriate controlled and uncontrolled media channels and key influencers. |
| 6.5 | **Networks:** Understands how different tactics can be used to establish and enhance relationships (e.g., electronic communications, special events, face-to-face communication, networking, social networking, word-of-mouth and third-party communication). Recognizes interconnectedness among various stakeholders. Considers broad/global relationships. |
The Bragging Rights

APR Mentor Match
Tips for APR Mentors

Remember what it was like for you when you first heard about the Accreditation process and thought about applying? Perhaps you were juggling a full time job, family and other obligations. These are the same issues our current candidates face. Some may want to hear about how you were able to complete the journey successfully, while many others are looking for the key benefits of being an APR, and maybe others are looking for a little motivation and confidence. Regardless of what questions prospective candidates ask, the key is to help them along this journey.

The following tips are created for APR mentors. It’s important to keep in mind APR candidates vary greatly in their levels of expertise, their progress on the APR application process, and understanding of the credential. The following tips will help you get started mentoring a new candidate. Not all tips apply to every situation.

1. Share your bio or resume, and ask for a copy of your mentee’s bio or resume to get to know each other’s background before meeting via phone or in person. Connect with the candidate on LinkedIn.

2. Familiarize yourself with the APR process in case you are asked questions. Many resources are available at http://www.praccreditation.org/apply/apr/

3. Conduct a Facetime, Skype or phone call soon after connecting as mentor and mentee helps to break the ice and begin the relationship. Be sure to identify multiple ways to connect with the candidate, i.e. mobile, work, email. End the call with a concrete date and time to re-engage. (It’s easy for communications to fall-off without concrete plans.)

4. Review the APR candidate process if the candidate is unsure of the steps (there is often confusion on the process). Share the links to helpful documents as you walk through them, found at http://www.praccreditation.org/apply/apr/

5. Be open with your availability to respond to questions about the process via email, and establish a biweekly or monthly time to catch up via phone or in person if in the local area. This really helps the mentee feel like you are there for them and will hold them accountable to their goal of becoming an APR. If you candidate falls off the net, be proactive and reach-out to make sure he or she hasn’t hit any roadblocks.
6. Be knowledgeable of the specific **Knowledge, Skills and Abilities required for APR – for Readiness Review and Exam**. Share these lists with the candidate, and walk through the KSAs to identify weak areas. The most up-to-date KSA list is always available at [http://www.praccreditation.org/apply/apr/](http://www.praccreditation.org/apply/apr/).

7. Introduce your mentee to other APRs at a social function if you are in the local area together. This helps them see others who have completed the Accreditation. This event could be the local chapter luncheons or mixers. If none are in the local area, introduce them to other APRs via email and LinkedIn.

8. Share work experiences with your mentee that could come up as scenarios during the computer-based Examination, and have the candidate think about work experiences they have had as well. If there was an area you were weak in, explain how you overcame it. For example, maybe evaluation was your weakest area, and share how you addressed this. If the actual evaluation piece is weak in the candidate’s Readiness Review case example, help the candidate identify ways it could have been stronger if he or she had additional resources and support.

9. If you hear of an APR study session either local or online, share this with your mentee. You may also suggest the **APR Online Study Course** as an additional study tool [http://online2learn.net/APR/](http://online2learn.net/APR/).

10. Share your APR communication plan that you used in your Readiness Review, or details of other Readiness Review plans (with permission to share from the owners). Identify strengths and weaknesses, and apply the RACE/RPIE model.

11. Encourage your mentee to study the **APR Study Guide**. Email a link to the candidate, and emphasize its importance in the Readiness Review.

12. Offer to **review the completed Candidates Readiness Review Questionnaire** form. Be prepared to identify areas where the candidate could improve.

13. Share your mentor experiences with other APRs. This may encourage other APRs to give it a try. Consider writing a blog on the experience and sharing with PRSAY. [http://prsay.prsa.org/about-prsay/](http://prsay.prsa.org/about-prsay/)