

"I recall," he notes, "watching a Harlem tutorial program dissolve for lack of incorporation papers, while each night an attorney from a Wall Street law firm came to tutor his students, unaware that the program required his professional skills."

3. The concept of shared facilities must take on new, more creative dimensions. Sharing down time and conference rooms is no longer sufficient. Instead, let nonprofits participate in the company's secretarial training programs, for instance.
4. The spirit of entrepreneurship is crucial. While business may have lost this, nonprofits must retain it to discover and meet the real needs of the people.

UPDATE: SOUTH AFRICA BOYCOTT MAY NOT BE ON FRONT PAGES BUT PRESSURE IS ESCALATING; CHURCHES & STATES, EVEN COMPANIES, SUPPORT MOVE

heid policies. "Over 30 banks and companies will be making resolutions on that this year," Tim Smith, exec dir, Interfaith Center on Corporate Responsibility (NYC) told prr. He reports that actions & pressures are escalating in many quarters. "For example, the state of Michigan passed a law saying they would not put any of their state monies in banks lending to South Africa. There may not be many Detroit banks doing that kind of international lending, but it's a clear signal for them not to move into that area," Smith explains.

A resolution directing the state of Conn. to divest from any bank or company in South Africa went as far as the governor's desk before it was vetoed. "But the fact that it went that far is significant and it's going to come back again. It wasn't a one shot event. It's a continuing agenda item for them." And that's just the tip of the iceberg. The state of Calif, with over \$20 billion worth of investments, is discussing their responsibility as investors -- whether they can be more active shareholders.

A large number of institutional investors are also considering these issues and voting on shareholder resolutions. "It's significant when Equitable Life, the state of Calif, Ford Foundation & Harvard University all vote for a specific resolution. Company management gets the message that this is an area that some pretty significant stockholders are concerned about."

With this issue appears our blue Readership Profile Card. Its question may appear obvious but please check the appropriate category now & send it in. Your response will help us to serve you better.

Tho it's not being covered by the general media, support is growing for an economic boycott protesting South Africa's apartheid policies.

#### ANOTHER VIEW

One US bank that continues to lend to the private & public sectors of South Africa is Citibank. "We take the position that for an American corporation or bank to pull out of or isolate South Africa is the kind of action that will probably exacerbate the situation rather than promote peaceful social change," a company spokesman told prr. Loan that stimulated most criticism was made in Sept '80 with 4 European banks for \$250 million. "We made that loan because we thought it would make a significant contribution to the welfare & skills of black South Africans. We understood that the facilities involved were segregated but we felt that the need was great enough to warrant participating in the loan."

Vol.25 No.4  
January 25, 1982

## CASE STUDIES ON QWL SHOW PUBLIC RELATIONS TECHNIQUES, PRACTITIONERS CAN PLAY KEY ROLES IN PRODUCTIVITY

Business school researchers say the significant change in workplace attitudes is from "endurance of distress" & "independence" to "capacity for joy" & "interdependence." We won't put up with things on the job that we once would. Since attitudes & human nature are involved here, public relations activities are essential to help the new style worker get in sync with management & vice versa. Researchers find productivity problems result when this does not occur.

How does Holiday Inns improve productivity? Thru better communications from the top down & the bottom up. Three changes clearly identify their efforts:

1. Focus of comms dep't went from external to internal.
2. Comms dep't now reports directly to pres & CEO.
3. Conducted a comms audit of all 40 dep'ts at their worldwide hdqtrs to scientifically determine internal & external comms needs.

Efforts by the Dep't of Public Works (LA) to improve employee productivity resulted in a Bill of Rights for Public Works Employees. Bill improves the quality of work life by 1) boosting employee morale; 2) guiding supervisors; and 3) modernizing management style, according to Patricia Smith, pub info dir. 10 rights included in bill are:

1. Right to fair treatment.
2. Right to be involved in decisions affecting their job.
3. Right to a safe, humane & healthful work environment.
4. Right to personal privacy.
5. Right to express personal opinions about any aspect of their job.
6. Right to question orders which violate common norms of morality.
7. Right to due process in the resolution of grievances, appeals & complaints.

"Our communications department was focused externally. We spent a lot of time with the media and with externally generated events intended to reach our customers. Communications internally with our employees were pursued, but did not always surface through the myriad of other priorities. We have changed all that. Internal communications is the first and principal focus of not only our communications department, but of all the senior managers in our company.

-- Michael Rose, pres & CEO  
Holiday Inns (Memphis)



8. Right to share in work experiences & opportunities which facilitate personal & vocational growth.

9. Right, as a human being, to basic dignity, respect & personal identity.

Questionnaire, designed as a follow-up to gather information about the actual quality of work life, was distributed in bimonthly newsletter. Self-mailer format -- through internal "messenger mail" -- provides easy return. 30 questions require rating by all employees, 40 by supervisors. Includes room for written comments. (For copy of questionnaire write prr.)

Lever Bros. Finds Supervisors Threatened, Typical PR Situations

At its largest plant, in Dundalk (Maryland), the soap maker backed into QWL. Productivity was so low company considered closing the installation. Everyone pitched in, plant manager Bob Farmer told prr, & employees

turned the situation completely around. "Not any one thing was done, but hundreds of things were changed" -- including management philosophy. A formal QWL program is now being introduced. Farmer is experiencing these problems -- typical pr situations on which practitioners could have direct effect:

1. Perception: "Have to change everybody's way of looking at things."
2. Instilling patience: "Takes a long & patient introduction -- will be a couple years before we're organized."
3. Confidence: "Supervisors feel threatened going from a 'you do this' type manager to 'we've got a problem here; what should we do?'"
4. Trust: "Employees don't know how far to go. If they say something, will they lose their jobs or get in trouble?"

TEACHERS RIVAL CLERGY AS NEW ACTIVISTS; NEA COMES OUT SWINGING

National Day of Conscience for Public Education held across US last week was start of campaign that will peak at off-year congressional elections in November.

1.7-million member National Education Ass'n aims primarily "to call public attention to the importance of -- and need to support -- public education in America." But swings at federal, state & local budget cuts, voucher plans, teaching of fundamentalist theories like "creationism" are the cannonshells of the battle.

To deal positively with the money crunch, campaign stresses training. Professional development programs range from integrating handicapped children into the classroom to improving multi-cultural education in a new era of immigration, according to Bob Harmon, comms dir. To combat the Reagan administration's stand, quotations of strong support for public education by past presidents are featured.

If neo-conservative policies ushered in by '80 elections are in trouble, one sign is that both teachers & clergy are agitating against them -- loudly & publicly (see last week's issue). Together their opportunities for influence are probably unsurpassed.

10. Right to a style of leadership which integrates real concern for co-workers with the need for productivity.

Coalition is also stressed, since schoolboards, principals ass'ns, PTAs, students, citizens groups can join in. The NEA is a professional association, but also a bargaining unit -- i.e. NEA is to schoolboards what the UAW is to automakers.

CUT BACK, CONSOLIDATION HAVE SOME PLUSES UNITED AIRLINES FINDS; DEREGULATION INCREASES MEDIA COVERAGE OF INDUSTRY

Economic & competitive changes wrought by dereg & business conditions "did in" the once far flung, 33-person UAL public relations staff, cut back to a 13-person dep't, including 4 sec'ys, and made these changes, mpr Charles Novak told prr:

1. Greater use of pr wire services.
2. Trade press assumes new importance.
3. Concentration on major media.
4. Weaker on local tv.
5. Answering more, generating less.
6. New emphasis on retirees: get employees' monthly tabloid plus special newsletter.

Generalist skills become critical. There's some division of responsibility, Novak reports, but close cooperation is required in a smaller staff so interchangeability is necessary.

He estimates airlines are overtaking auto industry in total volume of media coverage, mainly as result of deregulation. This may prove true in other deregulated industries. Competition makes news.

Advantages Of Being At HQ

Senior staff with long service survived cuts, is now concentrated at Chicago hq. Novak finds this helpful because 1) closer to CEO, senior officers; 2) get one-on-one meetings with them; 3) greater authority to speak on issues; 4) more complementary working relationship with legal counsel. He notes some problems dealing with the different time zones. But industry has 7-day, 24-hr schedule anyway. Staff carry beepers, can get quickly to trouble spots via own flights.

SAYS BUSINESS SHOULD SHARE EXPERTISE AS WELL AS DOLLARS WITH NONPROFITS

Businesses have been asked by President Reagan to greatly increase aid to nonprofit organizations. At stake is the survival of private social service agencies. Also involved is another question: Is big business any better for the people than big gov't? A provocative article in the December ABA Banking Journal provides insights on how both business & nonprofits can benefit from their new relationship. Author C. Douglas Ades is a consultant to corporations in community outreach, philanthropy & social policy.

Ades advises the bankers they and other managers should share expertise as well as dollars. He believes business must be convinced in four areas:

1. Recognize that the nonprofit sector is necessary to a healthy marketplace.
2. Realize that sharing skills must mean more than loaned executives or serving on boards. While such efforts are laudable, the greater need now is supplying managers & professionals to nonprofits for the same tasks they perform in business.