

eral public -- hold toward your org'n; 3) what the media are saying about your org'n & industry; 4) what laws or regulations are being considered. In addition, examine data from internal feedback systems. Includes complete checklist for searching out these areas of vulnerability.

This handbook is designed to be used. Checklists should be photocopied & distributed to each responsible person in your organization, together with assignments & time sequences, for each need, urge the authors. (From Addison-Wesley Publishing Co, Jacob Way, Reading, Mass. 01867. \$25; 334 pgs.)

Aggressively, and in adversary mode, look for areas on which your company can be attacked, including:

- |              |                       |
|--------------|-----------------------|
| 1. Actions   | 4. Production methods |
| 2. Attitudes | 5. Products           |
| 3. Policies  | 6. Non-actions        |

-- from checklist, Chapter 5

EVEN IF MORE OPENNESS WILL RESULT,  
BETTER NOT MESS WITH ANNUAL MEETING FORMAT  
WHEN COMPANY IS HAVING PROBLEMS

1978, over 32,000 have attended forums in 43 cities. This is greater than the attendance at last 18 annual meetings, according to John McNulty, vp pr. So -- in these times when cost-savings & efficiency are critical, GM changed its annual meeting from traditional 1 PM starting time to 9 AM, with a forum to follow at 2 PM. The board can then hold a meeting in the afternoon and save time & travel expense.

Result: a barrage of criticism. GM is ducking discussion of issues like poorly built cars, South Africa, plant closings & auto safety, say those who see the move as a way to avoid airing legitimate gripes against the automaker.

In fact, both agenda & discussion are limited at most annual meetings. In contrast, forums are open-ended. "One of the things that appeals most to stockholders about the forums is that every question is answered. The questions are written and if we don't get to them at the meeting we send a reply by mail. So far we have answered at the forums or by mail about 4200 questions," McNulty says. GM pres F.J. McDonald will be at the forum, along with a panel of company officers. Forum program has been highly praised; other sessions are planned this spring for Oklahoma City, Chicago, Cincinnati, Cleveland & Boston.

Issue is that CEO & directors will not be at forum -- though they wouldn't necessarily be at any of the forum sessions. CEO Roger Smith is on record wondering whether annual meetings still work for companies as large as GM. His views undoubtedly add fire to criticism of new schedule. Also, forum will be held in another location 15 miles away. Flap is another example of the first law of public relations: perceptions are more important than facts.

WHO'S WHO IN PUBLIC RELATIONS

DIED. John Ulrich, 64, recently retired pa ofcr, US Army Corps of Engineers (Beaverton, Ore). He was a regular correspondent for prr over 2 decades.

RETIREES. Carl Lenz, pres, Modern Talking Picture Service (St.Petersburg, Fla) after 36 yrs with the company & 18 yrs as CEO.

Many more General Motors shareholders have been able to question management at the company's stockholder forums than at the annual meetings. Since

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SOCIAL RESPONSIBILITY & EMPLOYEE RELATIONS OPPORTUNITY:  
BECOME PART OF RISING TIDE OF ANTI-CRIME INTEREST;  
SPOKESMAN SAYS ATTENTION FOLLOWING 60s RIOTS IMPROVED LAW ENFORCEMENT

Public attitude toward the police is getting better and has been since the turmoil of the late 60s & early 70s, according to Robert Angrisani, comms dir, International Association of Chiefs of Police. He attributes this upward trend to the riots of that time -- Watts, NY, Detroit, et al. "The riots found the police absolutely unprepared. They weren't trained for that great social upheaval. And it caused a magnifying glass to be focussed upon them," he told prr. Police reacted by 1) crisis intervention training; 2) personality profiling; 3) looking in on themselves & their way of doing things; 4) asking what the public expects of them.

Also coming out of the riots was Omnibus Crime Control & Safe Streets Act of '68 which gave rise to Law Enforcement Assistance Administration. "One of the best programs that LEAA got involved in was LEEP (Law Enforcement Education Project). That started a lot of police officers in college studies." Colleges & universities developed criminal justice & law enforcement administration degree programs. As a result, there are more college level police officers than ever before. Better police service resulted, affecting public attitude positively.

Chief problems between police & local communities today cited by Angrisani are: 1) "Those things that affect street crime over which the local authority has little or no control," i.e. drug related crime. Drugs are responsible for 50% of violent street crimes yet local police have no way of interdicting the flow of drugs coming in from overseas or other states. 2) Overcrowded prisons, overcrowded court dockets. "The police have them coming in one door; the court system & correction system have them going out the back door."

Mandate of the International Association of Chiefs of Police is to upgrade the delivery of law enforcement services to the public by providing services to its members. To that end, its pr dep't 1) published monthly magazine & quarterly journal; 2) prepares speeches for governing board of officers; 3) writes scripts for nat'l tv psa's; 4) maintains a speakers bureau. Angrisani is prime source for organizations focussing their social responsibility activities on crime & law enforcement. (Contact him at IACP, 11 Firstfield Rd, Gaithersburg, Md. 20760; 301/948-0922.)

"With the trend of better policing, law enforcement agencies have become more involved with public relations & public affairs," Angrisani says. He cites the Crime Stopper program as one example. "Albuquerque started this program & it's one of the best pr programs we've got going." An unsolved crime is re-enacted on tv & a reward is posted for anonymous callers to phone in information. It's a popular show around the country. Several newspapers also feature Crime Stopper columns, often on the front page.

US HISPANIC CHAMBER OF COMMERCE OFFERS WAY TO REACH "MISUNDERSTOOD MARKET"

Hispanic community is promoting itself thru US Hispanic Chamber of Commerce. In operation for 3 yrs, Chamber is launching nat'l campaign to call attention to Hispanic enterprise -- a \$60 billion consumer market. "The Hispanic community has gone thru different phases. There are the social clubs that have been around a long time, along with the fraternal clubs, the do-gooder clubs, the community-based organizations. Now we have our own business fraternity. It's the first all-business organization for Hispanics," Nino Noriega, pres, Sayers/Wolf/Noriega Communications (Chi) told prr. They have been selected to handle the \$500,000 public relations effort.

"Our campaign represents a major public relations undertaking for the Hispanic business community. It will have a residual benefit for the Hispanic community at large, where we feel there has been a lot of misunderstanding by the news media in the past," says Hector Barreto, Chamber pres (Kansas City, Mo.). Campaign includes 1) national tour of cities with large Hispanic populations; 2) publicity campaign; 3) fundraising effort; & 4) printing of collateral materials. Consideration is being given to include advertising as part of the effort later in the year.

Chamber membership is open to anyone doing business with the Hispanic community, involved in it or interested in doing business there. It provides technical & mgmt assistance and helps members get business. "If people want to get to the Hispanic market, they don't have to spin their wheels. They have a network right in front of them to get involved with," Noriega explains.

PRACTICAL SEXUAL HARRASSMENT POLICY PROTECTS AGAINST PRODUCTIVITY LOSS BY REDUCING DISRUPTIVE INCIDENTS

Productivity is dependent on a nonthreatening environment for employees. Northeastern Illinois University has taken a step to ensure employees' well being by issuing a Policy Statement on Sexual Harrassment. 10-pg booklet, joint effort of faculty, students, civil service personnel & the administration, was distributed to all employees in December. "It didn't stimulate an onslaught of complaints on our campus. But obviously there is some incidence of it & those seem to have come to the surface. It remains to be seen what else will come of it," Barbara Hursh, ass't to pres, told prr. Initial distribution stimulated 2 informal & 2 formal complaints.

Policy statement describes 1) examples of sexual harrassment -- verbal, non-verbal, physical; 2) actions that can be taken on an individual basis to deal with incidents; 3) informal complaint procedure; & 4) formal complaint procedure. (Copies available from Hursh, Northeastern Ill Univ, Bryn Mawr at St. Louis Ave, Chi 60625.)

"Northeastern Illinois University affirms its commitment to ensuring an environment for all employees and students which is fair, humane, and respectful -- an environment which supports and rewards employee and student performance on the basis of relevant considerations such as ability and effort. Behaviors which inappropriately assert sexuality as relevant to employee or student performance are damaging to this environment."  
-- Intro to Policy Statement on Sexual Harrassment

ELEMENT OF ENTERTAINMENT STILL BASIC TO GET INTEREST

Entertainment as a way to communicate works for organizations as well as the media. First Interstate Bank of Arizona (Phoenix) uses a costumed "Mr. Day & Night Teller" to explain simple money management techniques to 4th & 5th graders thruout state. Costumed character is patterned after First Interstate's Day & Night Teller automatic banking machine. Program received award of merit from Arizona School PR Ass'n for its contribution to public education. Also received George Washington Medal, nat'l award for contribution to economic education, from Freedoms Foundation at Valley Forge.

Another communication "vehicle" mixes entertainment with nostalgia to offer valuable pr fallout. CasaBlanca Fan (Pasadena) will tour two 1940 private railroad cars -- decorated in rosewood, etched glass & red velvet, reminiscent of a bygone era -- across the US. In addition to their primary purpose as site for 1) sales training sessions for dealers, cars will also host 2) formal charity events in towns they visit. Called "Spirit of Progress," cars departed LA via Amtrack May 2, will complete cross-country journey in July.

WILDLIFE FUND BECOMES FIRST NONPROFIT TO LICENSE SYMBOL TO MARKETERS

First nonprofit to utilize the profit sector's technique of character marketing is World Wildlife Fund. Using panda symbol -- its logo since Fund's establishment in '61 -- program is called "Panda Power." "I feel this is a marketable asset. We'd like to make our panda logo conservation's 'Good Housekeeping Seal of Approval,'" says Russell Train, pres.

Logo will be available to manufacturers for tie-ins to product sales promotions. Participating companies will benefit from the Fund's public relations campaigns, promotions & public service advertising. Fund allowed limited use of its name & logo in past. But grant from Richard King Mellon Foundation permits major licensing push to marketing community. Fund hopes program will blossom into new source of steady income.

Paper for Fund's general brochure was donated by Philip Morris. (Of interest is the way brochure uses many pictures, few words.) Contributions of materials are as valuable to nonprofits as dollars (pr 4/12).

American Express uses a variation of this idea. It promises 5¢ to Gulf Coast Symphony's school-concert prgm every time an AE card is used anywhere in the Tampa area. As a result, use of charge cards has "gone up dramatically," company reports.

NEW BOOK GIVES CHECKLISTS TO IMPROVE EFFECTIVENESS OF MANY PR ACTIVITIES

Effective public relations is thoroughly defined -- checklist-by-checklist -- in Manager's Public Relations Handbook by Nathaniel Sperber & Otto Lerbinger. Book contains 56 checklists for anticipating, handling & following up events or crises. Also usable when auditing pr programs & activities: 1) ascertaining whether an org'n has an effective feedback system with its customers, employees, stockholders; 2) determining whether social responsibility programs conform to generally accepted guidelines.

Search for Areas of Vulnerability, chapter 5 exhorts. Know: 1) what publics are in a position to help or hurt your org'n; 2) what opinions these publics -- & the gen-