

hands of those who control information, and today's electronic networks put masses of information in the hands of individuals and small groups."

Recently issued conference report, titled Partnerships III: Public/Private, is a "how to" booklet on creating & sustaining partnerships. Along with 1) Hallett's remarks, booklet 2) examines consensus problem-solving, 3) discusses the process of partnership development & problem solving, 4) reviews the community problem-solving experiment in the host city of Carson, Calif, 5) includes 6 white papers on critical problems facing American cities, 6) lists participants & 7) cooperating org's.

18 month program, which included 3 conferences, was co-sponsored by Atlantic Richfield and US Conference of Mayors. (Conference report free from Valsin Mar-million, mgr pub info, ARCO, 515 S. Flower St, LA, Calif. 90071)

RETIRED PR HEAVYWEIGHTS
INCREASINGLY REFUSE TO RETIRE,
TAKE ACTIVE ADVISORY JOBS

Public relations professionals are too immersed in society to ever retire, says Edward L. Bernays. Turning 92 tomorrow (Happy birthday ELB!) and still consulting, he's proof of his own dictum.

Bank of America is creating a communications advisory board of 4 retired professionals. 3 have been chosen: 1) Robert Sandberg, formerly sr vp, corp pub policy, Kaiser Industries, & dpr, Electric Power Research Institute; 2) William Shepard, formerly vp-pr & adv'g, ALCOA; 3) John Verstraete, formerly vp-pr, 3M. A 4th is expected to be added before the end of the year. In law firms, these positions are called "of counsel."

Board will serve the communications dep't "in a direct participatory fashion. They will review & critique our programs, advise on communications policy & practices, and be a professional resource for our staff," says sr vp Ron Rhody. They will meet regularly -- "not less frequently than quarterly."

The organization most active in this trend is Hill and Knowlton. The firm now has more than 20 retired professionals working as senior consultants. "Our Senior Consultants Group is an extra-dimension resource. They counsel the team assigned to a client. And often take an active role in servicing the client at the direction of the account supervisor," explains Bob Stone (Chi). Among H&K's pr retiree corp: 1) Ward Stevenson, formerly pr & mktg, Crocker National Bank, 2) Anthony DeLorenzo, formerly vp-pr, General Motors, 3) Kerryn King, formerly sr vp, Texaco, 4) John Ford, formerly exec vp, Chrysler.

A corollary to the trend is to retain the services of heavyweights from other fields. At H&K these include: 5) Edward King, former governor of Mass, 6) Liz Carpenter, author & former White House staffer, 7) Douglas MacArthur II, former ambassador to Japan & Iran, 8) Najeeb Halaby, former administrator, Federal Aviation Administration and CEO, Pan American World Airways, 9) Emmett Dedmon, former editorial dir, Chicago Sun Times & Chicago Daily News.

USEFUL ITEM FOR PROFESSIONALS

"Thinking of opening your own public relations firm, or already running one? Need some help with the nitty-gritty stuff like whether to be a proprietorship or a corporation? Should you offer stock? What about corporate taxes? What's involved in managing the business? What's the best way to get clients? What are the different methods of charging for services? PRSA's Counselors Academy has consolidated all this info & more in an 18-pg pub'n, The Management of a Public Relations Firm, by Chester Burger. (\$50 from PRSA, 845 Third Ave, NYC 10022)

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LABOR SURPLUS CAUSING MAJOR SOCIAL DISRUPTIONS, SAYS AFL-CIO;
2-TIER LABOR FORCE, HIGH PAY FOR LOW SKILL WORK & OTHER ISSUES
WILL BE MAJOR TOPICS OF PUBLIC RELATIONS ACTIVITIES THRU THE DECADE

"The US is a labor surplus society, a society with a persistent shortage of jobs. This labor surplus -- manifest in excessively and persistently high unemployment -- will continue through the 1980s. The existence of a persistent job shortage, resulting in a labor surplus of 4 to 6 million unemployed workers without a constructive economic role, threatens the stability of America's economic, social and political institutions."

So begins the AFL-CIO's report titled "The Future Of Work." It highlights at least 2 factors with tremendous implications for public relations practitioners:

A. "As computers & robots take over more & more functions in the factory & the office, a 2-tier work force is developing." Internal communications, employee relations, building morale & team work could be intensely difficult. The report describes the situation:

"In some cases, jobs are being upgraded. In many other cases, jobs are being downgraded. (In some production processes, computerization may lead to a narrowing of skill differentials between supervisors & production workers when both need detailed knowledge of a relatively complicated process.)

"At the top will be a few executives, scientists & engineers, professionals, and managers, performing high-level, creative, high-paid full-time jobs in a good work environment. And the executives among them will decide whether the work will be done by people or by robots, whether the work will be done in Terre Haute or Taiwan.

"At the bottom will be low-paid workers performing relatively simple, low-skill, dull, routine, high-turnover jobs in a poor work environment. These jobs will often be part-time and usually lacking job security & opportunities for career advancement. Too often these jobs are over-supervised & lacking in any control over the pace of work.

"Between these two major tiers will be fewer & fewer permanent, well-paid, full-time, skilled, semi-skilled, and craft production & maintenance jobs which in the

Despite the unemployment crisis, federal budget cuts have been most severe among employment & training agencies, says a major study by The Urban Institute. 68% of the organizations offering these types of services report reductions. The unemployed also have fewer places to turn for help because other types of agencies serving this sector are losing funds: social services (62%) report reductions; housing & community development (58%); advocacy & legal services (72%).



past have offered hope & opportunity & upward mobility to workers who start in low-paid, entry-level jobs. Many middle management jobs will also be gone."

B. Society must get accustomed to relatively high pay for low-skill jobs. Shift from manufacturing to service jobs will lower income. Job growth in the 80s will be biggest in sales, clerical, janitorial & food service -- low-paid, high-turnover jobs. "Under the current wage system for valuing workers' contribution there are clearly going to be a lot of poor working people. Society must accept the idea that the people in these traditionally low-pay jobs must get a decent, living wage."

AFL-CIO's recommendations will likely become issues as they constitute an agenda for professional awareness: 1) institute policies to bring full employment as mandated by the Humphrey-Hawkins Full Employment & Economic Growth Act of 1978; 2) create jobs with federal funds to be administered locally; 3) offer better training, retraining, upgrading & upward mobility opportunities for employed & unemployed workers; 4) enforce anti-discrimination protections; 5) inaugurate shorter work-week, fewer workhours & higher overtime penalties to open up more job opportunities; 6) better matching of workers & jobs; 7) offer day care; 8) enforce restrictions on hiring illegal workers; 9) humanize the adverse effects of technological change; 10) establish realistic trade & industrial policies. (75¢ from AFL-CIO, 815 16th St. NW, Rm. 205, Wash, DC 20006)

HOW TO EVALUATE PHOTOS

Critically analyze photos which have appeared publicly within this last year. Learn by asking yourself these questions:

1. Do any of the pictures move me? Do I connect with any of the people shown?
2. Does the photograph teach me anything about the subject being discussed or the organization?
3. Is there a positive or negative mood to the photograph? Was this intended?
4. If there was a response to the photograph, was it expected? Unexpected? Did it enhance the image of the organization?
5. Is there intensity to this photograph? Does there seem to be a point now for having taken it?

When mood & purpose of any photo have intensity, they will validate the purpose for taking the photo even with the passage of time.

AT&T DIVESTITURE TELECONFERENCE BY MERRILL LYNCH ALLOWS INTERESTED STOCKHOLDERS NATIONWIDE TO ATTEND SAME MEETING

Using a teleconference to reach large & diffuse audiences has advantages. Merrill Lynch wants to reach AT&T's 3.2 million shareholders with up-to-the-minute investment info. "We chose the teleconference to do this because of the breadth of the issue we're addressing, the number of people involved, and because we think this is one of the most high-profile, public ways of doing it," Ed Hammond told prr.

Teleconference will be beamed by satellite on December 1, to 51 locations as well as carried on cable tv. Medium allows target audience to sort itself out. Those who want the info will make the effort to attend -- and they're the desired audience. A more cost-effective method than print which has to hit everyone.

Financial analysts will be present at each location to answer individual questions. "Our thrust is both general and very particular. We're taking into consideration that investors have very different needs." After program's televised segment, a Q&A period will be handled locally "because the needs of each audience will differ so much."

Locations will be announced in The Wall Street Journal, US News & World Report, Time Magazine, Barron's & locally where the teleconference will be held. Radio ads are being prepared. "We're trying to make this a high profile event for Merrill Lynch. Folks might occasionally look at our size as a drawback. We're trying to show that our size actually is a great benefit, particularly in the instance of an event like this." And when individual needs are the focus.

PUBLIC OR PRIVATE, WHO HAS THE DUTY? BUILDING PARTNERSHIPS REQUIRE PROCESS SKILLS

Can partnerships between business & gov't provide an effective alternative to federal spending for

social needs? Yes, say Sen. Paul Tsongas (D-Mass) & Mayor Henry Cisneros (San Antonio). Successful examples -- Milwaukee, Baltimore, Mpls, Golden Triangle of N. Carolina, Lowell (Mass) -- spring from community initiatives targeting their own resources. Success depends upon setting cooperative goals and a corporate ethic prepared to put involvement in community urban problems above shareholder dividends. Cisneros emphasizes that lines between public & community interests are blurring. Inadequate water supplies, decaying roads, poor schools affect business. Creative financing, an entrepreneurial spirit & active jobs creation are now the hallmarks of progressive municipal government.

New jobs & more flexible housing opportunities for older people are better alternatives than the "Lady Bountiful" approach of United Way, says Margaret Kuhn, Grey Panthers dir. She finds most social services are like Novocaine -- they deaden the pain but don't deal with the challenges.

Tsongas warns nonprofit agencies that education is the only social issue that might get money under Reaganomics. However, he notes, money is available for armaments.

Conference Report Tells How To Build Partnerships Decentralization is where the

opportunity for social change lies, Jeffrey Hallett, pres, Naisbitt Group (DC) told the 1983 Public/Private Partnerships Conference: "For the last 10 to 15 years, we've been pulling power & authority away from the centralized organizations. Computers have a lot to do with this decentralization, and it is going to affect how we put together partnerships, how we find resources and attack problems. Power has always been in the

Conference attendees "saw they had the power to make changes, and that through the appropriate use of dispute resolution techniques & other meeting skills, they could overcome the major obstacle to partnership formation -- mistrust. I sensed that by the end of the conference they, too, would agree that the managers of the future would be managers of process rather than content, especially in tasks so complex as public/private partnerships." -- William Spencer Interaction Associates (SF)