

each is a "Compliments of" space for sender's signature. Purpose of mailer is to get supportive publicists to "sign, clip & send them to editors, politicians, clergy, educators & friends." Mailer is sent to contributors, press and financial advisory firms. "We just had an order from a company for 200, apparently for its employees. Our local paper is using them as fillers. We try to boil the message down to the simplest fact so people can understand what's really happening," AEF pres John Schafer told prr. (Copy from AEF, Flemington, N.J. 08822)

2. SmithKline Beckman's (Philadelphia) 3½ x 8½", 4-pg "Issues for Action" pub'n carries CEO Robert Dee's point of view on an issue. Sent to shareholders, employees, media, other CEOs, the financial community, national & state legislators, people in healthcare, customers. "We don't have a formal program for measuring its effectiveness. We do get letters about it. And we've seen them reappear as op-ed pieces in newspapers. We've asked our employees what they think of a corporation speaking out on public issues. Response has been overwhelmingly positive. Of course, we're the ones asking the questions. We haven't done that with an independent research group," explains Bob Holland, mgr corp info. (Copy from P.O. Box 7929, Phila. 19101)

ITEMS PRACTITIONERS SHOULD KNOW ABOUT

¶News organizations are charged "research fees" by Washington Public Power Supply System (WPPSS) for document requests. \$10-per-hour fees apparently were begun without approval from the public responsibility committee of WPPSS' executive board, reports an AP article. "These fees are not the sort of thing that helps the supply system's public image. I do not feel we should charge for information," Robert Olsen, a WPPSS exec board member, commented. WPPSS' dpa Tom Hunt explains that the fees aren't meant to be a "deterrent" to info requests, but to "recover costs." "WPPSS has become such a national and international story that these requests involve a significant amount of time and ratepayers deserve to have those costs recovered."

¶Audio-Visual Equipment Directory helps a-v, video & microcomputer users make effective & cost-efficient buying decisions. Now in its 29th year, directory lists more than 2,000 items currently on the market. 1,500 photos illustrate products. Entries give prices, model numbers, technical details, capacity, weights & dimensions, available accessories. Special appendices feature 1) glossary of terms, 2) index of trade names, 3) directory of dealers, manufacturers & producers; 4) charts covering screen size, film & tape running times, projector lamps & video connectors. (\$25, payment with order, from NAVA/ICIA, 3150 Spring St, Fairfax, Va. 22031)

¶New teleconferencing emergency service -- Crisis Number -- makes 5 lines available between 7 p.m. & 7 a.m. (ET) weekdays, weekends & holidays. Should an emergency arise after normal business hours, company decision makers have instant access to each other by telephone. Each person dials into a preassigned Crisis Number, is automatically connected to the group. Calls may be made as many times as necessary. Crisis Number is available from Connex International for a monthly fee. "To our knowledge, we're the only company doing this," a spokesperson told prr. (Info from them at 12 West St, Danbury, Ct. 06810; 800/243-9430)

WHO'S WHO IN PUBLIC RELATIONS

HONORS. 1983 Presidents Award of NSPRA to Jerry Kovalcik, ex-NYC schools pr head, now with Broward Cty (Fla) Public

Schools, for 40 yrs of pioneering in school public relations.

Vol.26 No.24
June 13, 1983

IF JOBS MAKING MACHINES DON'T REPLACE JOBS RUNNING MACHINES, WILL "JOB TRIAGE" RESULT IN NEW WAYS TO DISTRIBUTE WEALTH? SEVERAL ARTICLES ABOUT ISSUE ANTICIPATION

Anticipating issues is an accepted part of public relations. Here's one to think about that could cause severe problems for every organization. There is increasing evidence that jobs will no longer function as the means of distributing wealth. Current moralizing about work vs. welfare loses sight of the societal function of employment, which is not to reward followers of the Puritan Ethic -- but to distribute income across the social fabric so an economic system is maintained. Some symptoms:

¶Bucky Fuller calculated in the 20s that enough machine power existed to do the labor necessary to sustain man on earth.

¶Today, with vastly improved mechanization & robotics, actual need for humans in the production -- and now, office -- process is even less. Several recent articles have quoted industrial leaders to the effect that when the economy picks up, their companies will not rehire many laid off workers. Because they aren't needed.

¶For years, many jobs have been makework. Featherbedding & overstaffing are the rule in every sector, not just gov't. The recessionary shakeout is showing this.

¶How many job-created but needless products can people be bludgeoned into buying by increasingly mindless advertising? How many truly valuable new products or services can even the Information Age supply? A day is still 24 hours, so unless they dramatically save time in a way that simplifies living, people cannot absorb them. Possessions overload is as damaging as information overload.

¶Rapid fluctuations in need for scientists, engineers, teachers. A year ago, hospitals were mounting nurse recruitment programs. Now -- because money is tight & surgery can be postponed -- there's an oversupply.

John Hoving says (pr 5/30) interest is rising in gov't-run economies. In other words, alternative or additional ways of distributing wealth are being considered. Reaganomics & the surge of "free enterprise" could be the last gasp of everyone-for-

Who will parcel out the jobs? On what criteria? Call this situation "JOB TRIAGE." We can learn from healthcare practitioners dealing with life/death triage in the medical system. Consider Central America, where maldistribution of wealth is what the fighting is about. There, it affects disenfranchised Indians & peasants. Imagine it in US, Canada or Western Europe when middle-class families & new graduates are victims. If you were dpr of an outfit in San Salvador or Beirut, how would you operate?



himself independence, to be replaced with cooperative interdependence. Consider the Economic Summit's attempts to reestablish the international monetary system.

Trends to monitor: 1. Technology-will-bail-us-out-again vs. limits to growth. Heritage Foundation just issued a rebuttal of the Global 2000 report (pr 9/8/80 & 1/5/81). Neither has much hard data to back its predictions, both tend to the polemic & political. But they are useful guides for future scanning.

2. Advances in design of automation. Particularly increased flexibility, which means existing equipment needn't be replaced -- only reprogrammed. The idea that jobs making machines will replace jobs running machines may be obsolete.

If we do create & buy new luxuries to use in our ever-increasing leisure, won't the same moralists who tell us we must work chastise us for becoming sybaritic?

3. Worldwide unemployment ... need anyone be reminded? Especially track statistics for volatile publics, like black youth.

BOTH EMPLOYED & UNEMPLOYED FORMING MOVEMENT GROUPS TO KEEP, GET SAFER JOBS

Current legislative & regulatory issues revolve around the workplace & jobs. Perpetual topics like training/retraining, unemployment compensation have been joined by a new wave of broadened subjects:

1. Hazardous substances right-to-know laws, to inform workers of risks. NY, Ct, Calif. have them, most states are considering them. Many employer groups are opposed. How does that square with rhetoric about caring for workers, calling them "our most important asset"? It's tough, say company lobbyists. Paperwork, more regulation, providing wedge for unionization are their gripes. But some, like Xerox, say "This really doesn't add any incremental burden, either in cost or workload. We think this is the way to do business."

STICK TO TYPICAL LANGUAGE
Credible message strategy for explaining position on an issue is to make it relevant to your group's normal activities. This is how Physicians for Social Responsibility talks about its stand against nuclear armaments:
"PSR views nuclear war as a disease or condition which cannot be treated once it is contracted. It is convinced that nuclear war would be difficult to limit, impossible to win and improbable to survive. Therefore, PSR members are using the techniques of preventive medicine to combat it. To halt the cycle of nuclear arms buildup, PSR advocates a bilateral verifiable nuclear weapons freeze."

2. Unemployed solidarity & activist groups. LATimes reports more than 50 across US. A national conference was held June 10 in Erie, Pa. "Operating on shoestring budgets in store-front offices, they have persuaded state legislatures to extend unemployment benefits, organized food banks, secured free medical care from hospitals, halted utility shutoffs, saved homes from foreclosure & prevented suicides." One group promotes a boycott of Mellon Bank for foreclosing on a local manufacturer -- inflexibly, they feel -- and investing too much money overseas instead of in the community.

3. Plant closing legislation. Requires advance notice to employees, other steps to protect communities & workers. Maine & Wis. have such laws.

In "The Deindustrialization of America," authors Bluestone & Harrison claim a national law would promote economic growth, not hinder it.

The biggest public issue this year has been hazardous waste dumps -- a workplace issue.

MANAGING ISSUES IS PR'S NEW FRONTIER SAYS PRACTITIONER SAMPLE TO SURVEY

Practitioners responding to an "issues management" survey give highest ratings to 3 goals: 1) identification, analysis & interpretation of emerging issues (84%); 2) create & maintain awareness among senior mgmt regarding important issues (65%); 3) identify & minimize threats, identify & maximize opportunities (63%). Lowest rated: strive for a degree of control over an issue that might affect your organization (42%).

Random sample of people from PRSA (424) & Issues Mgmt Ass'n (103) received questionnaires from the College of Journalism & Communication at UFlorida. 173 (32.8%) were returned: 135, PRSA; 38, IMA.

Surprisingly, not everyone in the sample accepts the importance of "issues management." Or even knows about it: 26.8% are "not familiar with the term or concept." Value statements describing issues mgmt generated these ratings: 1) pr's new frontier, 39.1% agree, 17.4% disagree; 2) a basically unproved method, 16.2% agree, 53% disagree; 3) traditional pr research with another name, 23% agree, 35% disagree.

ISSUES MANAGEMENT TECHNIQUES: FREQUENCY USED

	Always	Sometimes	Never	D.K.
Monitoring	53.3%	37.8%	3.3%	5.6%
Scanning	49.4	35.6	9.2	5.7
Trend Impact Analysis	25.3	46.0	23.0	5.7
Trend Extrapolation	10.6	51.8	30.6	6.7
Cross Impact Analysis	7.6	34.1	50.6	7.6
<u>Basic Steps in the Process:</u>				
Issue identification	77.0	22.9	--	--
Issue analysis & ranking	39.5	46.9	11.5	2.0
Issue forecasting	33.7	51.6	10.5	4.2
Determination of response strategy	46.4	50.5	2.0	1.0
Implementation of action program	40.6	55.2	3.1	1.0
Evaluation of results	38.1	52.6	6.2	3.0

109 respondents (of 114 who answered the question) agree with this definition of issues management: "Issues management is the systematic process of identifying, analyzing, ranking and monitoring emerging and current trends and developments, internal or external to an organization; forecasting their likely direction and magnitude of impact; developing, implementing, and evaluating timely policies and/or strategies that minimize their threats and maximize their opportunities, in a coordinated effort to manage the organization's response to change."

TWO EXAMPLES OF A GROWING ISSUES COMMUNICATION TECHNIQUE

1. American Economic Foundation's (Flemington, NJ) Econo-Grams is a self-mailer measuring 7 7/8 x 35" folded to 7 7/8 x 3 1/2" size. Each fold carries a basic economic fact along with a message relating to that fact. At end of