

EDUCATION & SUPPLY OF PRACTITIONERS

Employers are looking more to pr people. But they've found a dearth of skilled middle & upper level practitioners. Plenty of people are knocking on the door, but they're not suitable candidates. The only way they will be suitable is thru education.

We would like more universities to run programs. But talking to universities is like talking to brick walls. One development is at the University of Calgary. It has a communications/public relations master's course that's open to anybody with a degree -- any degree. And it's given downtown during the luncheon period. It started about 2 1/2 years ago. They thought they'd have about 15 candidates. Instead they had over 200 applicants!

Another development is Mount St. Vincent University's undergraduate degree program in public relations. First graduates came out in '81 with a BPR.

TRENDS

A good one is proliferation of women in the field. Our society has gone from about 20% women 10 years ago to 30% now & climbing.

Another is members seeking solid qualifications. We see a resurgence of younger members wanting to become accredited. They want a benchmark to establish themselves. Getting a BPR

IMPORTANT NOTICE & REMINDER TO OUR READERS

Following our tradition, pr reporter will not be published next week -- to celebrate Independence Day & Canada Day. Our office will be closed from July 1 thru July 8. Have you contributed your insights & information to prr's 21st Annual Survey of the Profession? While we're away it's a good time to fill out your questionnaire and send it along.

WHO'S WHO IN PUBLIC RELATIONS

RETURNS TO FOLD. Sammie Lynn Puett back as ass't vp univ rels, UTenn (Knoxville) after 5 1/2 yrs as State Comr of Human Services.

degree is another.

PR: A PARAPROFESSION

Until you have a need for qualifications to practice, you really don't have a profession. You have a parapprofession. There's nothing to stop someone from putting up a sign that claims they are a public relations counselor. As long as that situation pertains, we can't really call ourselves a profession.

MERGING PROFESSIONAL SOCIETIES

We do not want merging for merging's sake or simply to increase in size. And because of political differences between countries, it's unlikely we can successfully merge with PRSA & IABC.

We can, however, have a high degree of cooperation. For 16 years we've had reciprocal accreditation with PRSA. We encourage our members to attend its annual conferences & vice versa.

A number of our local societies run programs jointly with IABC. It has been mainly on a basis of personalities. If a society president gets along with the IABC chapter president, they work together. We have never said we don't want to cooperate. If anything, the defensiveness has been on the part of IABC.

Merging would not have the same benefits for us. Because we're so much smaller than PRSA, we would be gobbled up. The whole of Canada wouldn't be much bigger than the NY chapter.

AWARD. Sidney Gross (recently elected chrm, J & mass comms dep't, NYU) receives John Hill Award from NY/PRSA for leadership in the practice of public relations.

pr reporter

The Weekly Newsletter of Public Relations,
Public Affairs & Communication

603 / 778 - 0514

Vol.28 No.25
June 24, 1985

AUTONOMY ON THE JOB AS IMPORTANT AS GOOD PAY TO MOST WORKERS;
NEW STUDIES OFFER DEFINITIVE GUIDES FOR SUPPORTING EMPLOYEE RELATIONS
& THE JOB SATISFACTION THAT FUELS MOTIVATION & PRODUCTIVITY

The debate over what workers want from their jobs seems ended by 2 new studies of masses of data:

"It is increasingly true that the measure of a good job is high discretion as much as high pay," conclude profs. James Medoff of Harvard & Thos. Kochan of MIT and Lou Harris & Assocs in reviewing 25 years of employee research for the AFL-CIO Committee on the Evolution of Work.

"Income does not significantly predict job satisfaction in any age group of men or women," finds a UMinn team in a report to American Ass'n for the Advancement of Science. "Work autonomy has a substantial effect on job satisfaction" -- especially for males & particularly younger ones.

What guidance do the studies offer to practitioners working with vital internal publics to build organizational culture & enhance morale or productivity?

1. QWL, job enrichment, work teams, quality circles & similar programs are needed more than ever. "Americans by & large see themselves as independent, self-confident, self-reliant & skeptical of claims of authority. In line with that perception, workers, particularly better-educated workers, are becoming more insistent on securing more freedom in the workplace" (Cmte on Evolution of Work).

2. The work ethic is very much alive. "Despite claims to the contrary, the 'work ethic' -- the personal need to do one's best on the job -- is stronger in the US than in other western democracies" (Committee). The influence of autonomy on the job "testifies to the salience of the work experience for men's psychological well-being" (UMinn).

3. Different age groups want different occupational rewards. "Younger workers ...stress promotional opportunities. Older workers place greater emphasis on... interpersonal relationships in the workplace" (UMinn). Researcher Jeylan Mortimer & her team checked the relationship between job satisfaction and the employee's personal characteristics. Using data from the 1972-73 to 1977 Quality of Employment Survey Panel, they examined the interrelations of work experiences & job satisfaction in 6 groups of workers defined by age (16-29, 30-44, 45+) & gender.

"The striking new factor is a shift in which Americans are less likely to see work as a straight economic transaction providing a means of survival and more likely to see it as a means of self-expression & self-development."
-- AFL-CIO Committee on the Evolution of Work



4. Having to work very hard or under stress doesn't remove satisfaction for most workers. "Work overload depresses job satisfaction only in the middle-aged groups. It may be that work overload is particularly distressing during this time of career building, when job responsibilities are likely to peak, especially for men" (UMinn).

5. Probably because of the pay gap, plus less career drive or more family responsibilities among some, women's job motivation differs from men's. Young women are less responsive to autonomy than young men. In the middle-aged group, women & men are similar. In the oldest group, women are again less influenced by autonomy than men. "Among women, the effect of autonomy on job satisfaction diminishes with age, but the timing of this change is different from that of men. For men, it falls drastically from the youngest to the middle-aged group. Among women, it decreases from the middle-aged to the oldest workers" (UMinn).

6. Don't be fooled by natural fluctuations in job satisfaction. It is greater among older workers, according to Mortimer's report. It increases to age 40, levels off & fluctuates until the mid-50s, and then rises in the older age groups. "Increasing satisfaction with age could be the result of a closer 'fit' between workers & jobs. Older workers have had more time to change jobs, and to mold their work in ways that are compatible with their particular values & needs. Younger workers may have unrealistic job expectations, stimulated by their high educational attainment relative to preceding groups. This group faces persistent disadvantages in the job market due to its large size, which would foster job dissatisfaction" (UMinn).

7. Something needs to be done because job satisfaction is decreasing, finds AFL-CIO study verifying other research. "In 1973, 57% of all workers reported they were 'very satisfied' with their jobs, whereas in '84 the comparable figure was 51%." Probed for specifics, under 40% say they're very satisfied with "their opportunity to participate in decisions affecting their jobs."

LET PUBLIC PARTICIPATE EARLY IN MORAL, ETHICAL, SAFETY ISSUES, SAYS ADVISOR TO BIOTECH INDUSTRY

Like all industries that face difficult public issues, biotechnology must "share the public discussion at an early stage" on moral, ethical & safety issues, says biz reporter

Ray Potter in "Genetic Engineering News."

Publicity about scientific achievements is useless unless the public has a broad sense of what the industry is doing. Tho biotech has received good press, Potter finds the public is still concerned about its safety & motives. Two problems:

1. Handling Expectations. "Biotechnology may have promised too much too soon -- and thus created a credibility problem. It is not being understood in the public sphere as much as those in the industry would wish."

2. News Judgment. Multimillion dollar investments are news, but

"Public perception may be more important than reality when dealing with the government," says Harold Green, law prof at George Washington U. Especially when dealing with public's concern for safety hazards. In the wake of the accident at Bhopal, Chemical Manufacturers Ass'n developed programs to give the public greater access to information on hazardous chemicals and emergency & medical services. If the industry doesn't deliver, CMA's chrm Edwin Holmer predicts "a nervous public and impatient government decision-makers eventually will dictate the actions we must take."

"significant progress in research on interferon" is not. This leads to less news coverage because "business staffs have a notorious problem in reporting anything that can't be measured in dollars."

CORPORATE CULTURE: FROM "A FEELING IN THE AIR" TO "AN IDENTIFIABLE & QUANTIFIABLE MANAGEMENT TOOL"

It can "be mastered in creating excellence," Bill Corbett, vp comms, American

Institute of Certified Public Accountants, told Public Relations World Congress attendees.

He identifies 4 components of corporate culture: 1) shared values & beliefs of employees; 2) inspiring heroes; 3) structure, both formal & informal; and 4) stories that are told among employees.

Corbett suggests measuring corporate culture through questionnaires that determine how employees feel about their jobs, how they are managed, and how the org'n operates at all levels. "It is becoming more important for organizations to develop policies that instill values and beliefs that promote personal and corporate success." But he emphasizes that "communicating good culture is no substitute for good work."

Understanding corporate culture leads to implementing programs to sustain it. Corbett suggests these tactics:

1. Setting A Cultural Agenda: Write a formal statement summarizing what the org'n stands for. List in order of importance the values that drive the company. Transmit the agenda to all employees by memo, presentation, video tapes. Obtain feedback. A useful tool for orienting employees.

2. Using Internal Media: Make people feel involved by showcasing the work of different departments by videotape, newsletter, or separate column. Communicate news about people -- promotions, hirings, marriages, births, deaths, etc. Use newsletters to remind people of key values. Use memos for added immediacy & selectivity.

3. Using External Communication: Recognize creativity & excellence by giving awards & mementos for outstanding work. Monetary value means little, but recognition is treasured.

PR CANADA: HOW PATRICK MACLEOD SEES IT AS HE RETIRES FROM CPRS

Another prominent name in public relations is retiring. He steps down next month as adm vp of Canadian Public Relations Society. After 13 years at the center of public relations, he's an expert source.

PR vs. PUBLICITY

I see two camps of practitioners. 1) Those who are established and want to cement their solid background by some measure of professionalism. Preferably thru licensing.

2) Those on the fringes of pr -- the grey areas. For example, people in advertising agencies who "do pub-

lic relations." Or those who do promotional work. They want to become licensed too because they're seeking status.

The difference between publicity & public relations is that publicity has more to do with product than with the organization. Public relations seeks to advise publics about the organization rather than just its products.