

HOW OFTEN DO THEY LISTEN? As illustrated by Table 5, 73.6% of practitioners surveyed consult with their CEO on a frequent basis. Of those who do not, one complains that s/he has no access to the CEO, that pr is seen as media relations. Another says all communication goes thru a vp.

Tho some claim their chief role is media advisor (or consultant-in-time-of-crisis -- pr firm), others are being consulted on a rash of issues. Industrials & consumer product companies are asked to advise on product recalls (13.8%). Note 75.2% of those surveyed are asked opinions on impending crisis, 44.7% on employee benefits (underscoring the turf war), & 40.5% for litigation (turf war of the year 2000?).

TABLE 5: HOW OFTEN DO YOU DISCUSS PR WITH YOUR CEO?

More Than Weekly	35.0%
Weekly	25.0%
Bi-Weekly	13.6%
Monthly	9.7%
Few Times A Year	14.0%
Never	2.7%

TABLE 6: ARE YOU CONSULTED ON MANAGEMENT DECISIONS?

Impending Crisis	75.2%
New Product/Service	61.8%
Employee Benefits	44.7%
Litigation	40.5%
Labor Disputes	32.6%
Downsizings or RIFS	31.4%
Appt to Board of Dirs	31.1%
Mergers & Acquisitions	22.9%
Product Recall (by industrials & consumer companies)	13.8%

PR DEPARTMENTS ORGANIZING THEMSELVES AS FIRMS SEEMS TO BE THE NORM

Over half (56%) of the departments surveyed say they are set up like an independent, in-house pr firm.

30.4% do not organize this way and 13.1% didn't respond. Of the ones who do, 16.5% bill their co-workers as clients, 76.9% do not, and 6.6% some-times do.

WHO ARE YOU LISTENING TO? RESPONDENTS LIST PR LEADERS

Data shows that practitioners look to established luminaries for guidance: Eddie Bernays, Chet Burger, Pat Jackson, Bob

Dilenschneider, Phil Lesly, John Paluszek, Harold Burson, Jerry Dalton, and Jim Tolley. Jim Grunig, John Budd, Larry Foster & Larry Newman also garnered several mentions. **Where are the new, younger leaders?**

DESPITE THEIR INCREASING NUMBERS, WOMEN AREN'T LAUDED AS LEADERS

Women are now the majority in the field (Survey Part I, 10/1). But when asked to cite the leaders of the profes-

sion, the great majority of respondents (including women) named men. Ann Barkelew, Betsy Ann Plank, Barbara Hunter were among the most mentioned, along with Bonnie Ellison, Laurie Grunig, Sissy Henry, Sunshine Overcamp, Dawn McDowell, Kathy Lewton, Virginia Carter Smith, Beverly Beltaire. (More on this sociometric question later.)

Annual Survey Part II: PRACTITIONERS' CONCERNS SHIFT FROM STATUS OF THE PROFESSION TO STATUS OF THE ECONOMY, QUALITY, SHRINKING LABOR POOL; HUMAN RESOURCES REPLACING MARKETING AS TURF COMPETITOR

PROFESSION GRAPPLES WITH THE THREE "E's"

The economy, the environment, and employee relations are the issues most troublesome for practitioners today, according to input from our survey sample of 1114. Answers were in response to the question, "What are the 3 most important issues/problems facing your organization?" Counselors were encouraged to answer for major clients' industries and/or counseling field. The responses by priority were nearly uniform (Table 1):

TABLE 1: PRACTITIONERS' BIGGEST CONCERNS

Ranked First	Ranked Second	Ranked Third
1. Fin'l/Economy 27.0%	Marketplace 18.0%	Marketplace 13.9%
2. Marketplace 16.5%	Fin'l/Economy 15.3%	Employees 12.9%
3. Environment 9.0%	Employees 11.8%	Fin'l/Economy 9.6%

- Financial**, i.e., funding, budget/cuts, healthcare costs, federal deficit, S&L scare. "We must maintain growth in a time of reduced resources," and "We are directly affected by the economic state of our clients, which is suffering," are typical quotes. Nonprofits & the government sector are especially affected: "Our funding is in jeopardy as local gov't determines handling of budget woes," says a tourism bureau. "State expects us to treat more indigents -- pregnant women, teens, etc. -- but the lines are running at an 8-week wait and the state has no money," complains a hospital. And from a city office: "Limited fiscal assistance from fed & state have drastically crippled our ability to meet needs of public."
- Marketplace**, aka quality, competition. From industrial practitioners: "Competitors' quality is gaining so we need to get serious about improvements," and "Customers want value, plenty of companies are willing to supply it." A utility couples the issue with that of tech advancement: "We're making strategic 'bet the farm' decisions that may prove to be wrong."



3. **Environment**, which ranked surprisingly low last year (pr 1/22/90), leaped to fore. "We manage public land; there is opposition to use & development." An industrial practitioner: "Gov't has moratorium on drilling, ties in with concern after Exxon Valdez." From counselors: "We have agricultural clients; environmental stewardship is a major issue across the board." "We represent oil industry, which faces dramatic environmental changes, has failed to overcome myths." Says a state government practitioner, "Growing population is straining public water supply."

4. **Employees**, an issue which directly relates to quality. "Internal understanding & communication continues to be critical." From an industrial practitioner, "Hard to secure employee loyalty in such insecure times." Some are concerned about capability of workforce: "Employers are competing for dwindling labor supply while need for highly-trained people continues." "Education is critical in a time of decreasing enrollments in science courses."

FOCUS SWITCHES FAST As economic doubts increase, practitioners are getting down to the business of counseling their clients & organizations, worrying less about the reputation of the profession and other "soft" issues. Many practitioners, however, still list image of the profession as a concern. "People's perceptions of pr have excluded consideration of social science competencies," says one educator. Another points to dissent within the field: "Many pr leaders denigrate pr education and the system. Their ignorance about the subject is incredible."

Increased substantially	15.0%
Increased somewhat	27.0%
Stayed the same	42.5%
Decreased somewhat	9.3%
Decreased dramatically	6.2%

CLIENTS USE MORE OUTSIDE COUNSEL One practitioner complains trend is so strong it's driving down pr staff salaries, putting them on shaky ground! Others welcome the help. "Our staff has not increased but our workload has tripled." "The workload is longer and the deadlines are shorter."

One practitioner, from a consumer products company, says trend is dangerous because freelancers & outsiders are not familiar with clients, that counselor/client relationship is very intimate & confidential. "A counseling firm better know the clients' business -- it's too costly to train consultants." A utility practitioner sees increase as directly related to economic factors: "Hiring freezes are opening the door to contracted services."

1. PR Firms	26.3%	5. Social Agencies	13.6%
2. Industrials	23.6%	6. Consumer Prod	12.7%
3. Education	16.9%	7. Hospitals	11.9%
4. Utilities	13.9%	8. Prof'l Ass'ns	11.5%

MARKETING & PUBLIC RELATIONS: HOW MUCH DO THEY COMPETE NOW? 79.2% see the two as overlapping a great deal. But most cheerily allude to cooperation rather than collision. "Marketing is recognizing the value of pr and turning to us for assistance," says a healthcare organization. A utility: "We have pr people in our marketing department and marketing support in pr. We have an advising council and general meetings to coordinate our activities." A prof'l ass'n practitioner adds, "The 2 departments work closely together, their respective expertise complements one another."

But some still cite conflict: "PR & marketing must learn to work together." "Territorial imperatives exist." "Our marketing department is trying to absorb pr."

Industries which show the greatest amount of Marketing-PR overlap are education, social agencies & ad agencies. Travel/tourism & industrials show the least.

HUMAN RESOURCES VS. PR: CONFLICT ON THE HORIZON If the marketing turf war has quieted, 25.1% now agree a new turf battle exists. PR practitioners are becoming more & more skilled at conflict resolution, employee relations, teambuilding, productivity, etc. Meanwhile, HR is blossoming forth from the vacation schedules & benefits packages of Personnel. Each profession is coming of age -- territorial conflict is to be expected.

Two bank practitioners say: "Internal communication has been switched to HR -- the potential for conflict exists," and "PR is valued less in our organization, so personnel has already won the battle." Another respondent: "HR is taking over in the areas traditionally administered by pr." An educator explains, "A turf war is emerging -- with pr introducing programs like Wellness, HR feels threatened."

Industrials	13.2%
PR Firms	8.9%
Education	8.6%
Utilities	7.8%
Consumer Product Co's	6.6%

Others are conciliatory: "There is some overlap, but we don't see it as a conflict." "We manage to avoid conflict thru meetings, joint efforts, support. Plus we all get along socially." And even, "I would rather see HR win this war, I have no interest in employee programs."

CEOs DO UNDERSTAND & APPRECIATE PR More do than don't, say our respondents. It seems CEOs are gaining insight into the true functions of pr and have come to appreciate practitioners' input on key decisions. Only 7.3% say they receive very little respect & recognition from their CEO. 16.6% get some, 26.3% receive a reasonable amount, & 37.5% get a great deal. Sectors in which pr suffers the most (combining "little" & "some") are industrials (25%), education (20.4%) & social agencies (20.2%).