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¶O'Dwyer's Directory of Corporate Communications, 1979 ed., gives names, titles, phones of communications people at 2,350 companies, 300 trade assns. Indexed by location, industry. Number and reporting lines of pr professionals given, plus duties of dep't. (One interesting listing: ITT's corp. rels. dep't is said to have responsibility for "international relations.") Editors' survey shows big companies are renaming public relations units, choosing corporate communication, public affairs and similar euphemisms. Only 115 Fortune 500 companies still use public relations, down from 129 last year. (220 pgs, \$60 from 271 Madison Ave., NYC 10016.)

¶Manual on disclosure & filing requirements for public companies, "The SEC, The Securities Markets and Your Financial Communications," is out in its 5th ed. New material includes SEC's decision to permit forecasts in filings, court interpretations of Rule 10b-5, regs governing foreign corps selling stock in U.S. First published in '58, manual features appendix listing required disclosure action for most situations. NYSE, AMEX and NSDA assisted Hill & Knowlton in preparation. (128 pgs, \$25 from any H&K office or 633 Third Ave., NYC 10017.)

WHO'S WHO IN PUBLIC RELATIONS

PEOPLE. Elyse S. Wolf named dir, corp comms, CSL Industries (L.A.)...Thomas L. Wilcher promoted to dir, corp comms, Independent Ins. Agents of America (NYC)... Chemical Manufacturers Assn (D.C.) names James N. Sites vp-comms...David A. Blanton becomes dir, inv rels div, Fleishman-Hillard (St. Louis)...Terry G. Kelley joins Sterling Drug (NYC) as corp dir, comms...Linda Gay Blanc named asst mpr, Nat'l Fire Protection Assn (Boston)...N.Y. Stock Exchange (NYC) names Donald L. Calvin exec vp, mkt dev & pub affrs... CertainTeed Corp (Valley Forge Pa.) names Edwin C. Watson mgr, corp pr...Peter Costiglio joins Bache Halsey Stuart Shields (NYC) as mpr...Patricia Lee Desmond becomes vp, corp affrs, Libbey-Owens-Ford (Toledo)...Robert B. Irvine named dir comms, Richardson-Merrell (Wilton, Conn.)...James K. Webb becomes dir, corp pr, Ticor (L.A.)...Deanna D'Angelo named dpr, Lawrence General Hospital (Lawrence, Mass.)...William E. Perrine becomes vp-gov't rels, and Robert D. Bell, vp-state gov't rels, Ashland Oil (Ashland, Ky.).

Kenneth D. Makovsky appointed asst gen'l mgr, Harshe-Rotman & Druck (NYC)... Jerry Swerling named assoc dir, Ingalls

QUOTE

"We have no private institutions in America today."

-- Scott Cutlip, addressing Southern Public Relations Federation

Public Relations (Boston)...Alan Taylor becomes chmn, Padilla & Spear NYC div... Sun Company (Radnor, Pa.) names Dennis E. Byrne and Polly Friedman news media reps...Daniel B. Hoik becomes grp mgr, Creamer Dickson Basford/New England (Providence)...Gerard E. End Jr. named dpr, CMI (Bala Cynwyd, Pa.)...Linda S. Mills and Michael R. Fleming join Fleishman-Hillard (St. Louis) as pr counselors...James V. Ficco named gen'l mgr, Dudreck DePaul Ficco & Morgan (Pittsburgh)...Kathy Orris named pr acct mgr, Basso/Boatman (Newport Beach, Calif.)...William Stein joins Ketchum MacLeod & Grove (Pittsburgh) as acct mgr...Charles E. Petit joins FitzGerald-Toole (Providence) as co-owner of firm...Robert D. Ferris and John C. Wilcox named as principals of Georgeson & Co (NYC)...Bozell & Jacobs (NYC) names James A. Canfield pres...Dr. F. Charles Graves becomes pres, Gilbert A. Robinson Inc (NYC)...Marvin G. Gellman joins Ries & Geltzer (NYC) as mgr, acct srvs.

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EMPLOYEE RIGHTS WILL BE CENTRAL ISSUE OF 80s, SAYS CEO; HOW FREE SPEECH IN THE WORKPLACE BENEFITS OPERATIONS

The question that "should preoccupy" public relations professionals today is: "How can we get our companies to deal with people as people?" believes Charles Lambert, dpr, Gulf Power Co.(Pensacola, Fla.). "How can we promote a healthy, humanistic relationship between the employee and the company?" he asked PRSA Utilities Section. As first step, he proposes getting top man involved.

Top man at Xerox, Peter McCulloch, responded in theme statement of Second National Seminar on Individual Rights in the Corporation: "The issues of employee rights are going to be as central for management in the 80s as EEO became in the 60s & 70s." Among the issues:

¶Right of dissent: "Considerable degree of free speech" must be tolerated among employees, not merely to avoid charge of muzzling but beneficially to police operations of far-flung, decentralized modern businesses. Illegal practices, unethical acts, discrimination, inferior products can be avoided if honest workers know they can blow whistle, says Alexander Trowbridge, asst chmn, Allied Chemical. His company has such a policy for toxic substances, minority employees.

¶Corporate constitutionalism: "Will make for a more productive industrial society in the long run," says Harold Page, vp-personnel, based on Polaroid's 32 years experience in allowing employees to recommend policy changes or argue against management decisions. Job posting system lets workers bid on any job and get direct yes/no reply. In '78 over 4,000 jobs were filled this way. Grievance procedure has four levels of review, then can go to arbitration. Last year employees won two cases, lost two which went that far.

¶Participative management: Bendix uses "survey guided organization development" to make it natural for workers to provide upward communication. Outside research firms conduct candid surveys within work units, hold action meetings to share results. Unsolved problems are fed back thru cycle, reports Dennis Hayward, exec dir, pers. srvs.

(For copies of complete presentations, write prr.)

MEDIA STILL GET PR STORY WRONG, BUT THEY SURE ARE GIVING FIELD PUBLICITY

Latest is U.S. News & World Report, Aug. 13 issue. Problems: 1) headline uses word "image" twice; 2) public relations is equated with publicity, getting "names in the press in a favorable way"; 3) only corporations have programs, apparently, since article sticks strictly to that area; 4) phrase "issues management" headlines boxed insert; 5) only big NY-based counseling firms are mentioned; 6) several atypical examples of dishonest practice are recited.

3-pager by social trends assoc ed Alvin Sanoff is positive in tone, however. Author is not out to whip or degrade profession. PRSA's ethics code is favorably mentioned. Claims 4,000 new pr jobs are created each year -- tho no source is given for this statistic. (For copy, write prr.)

¶Special Note: USN&WR style inserts hyphen into public relations when used as adjective. Thus, "public-relations consultants" and "public-relations activity." This conforms to AP/UPI style for another two-word phrase, fund raising. Used as noun, it takes no hyphen; as adjective, it does. Wire services stylebook contains no listing whatever for public relations, however.

UNIVERSITY PRESIDENT FINDS
GAP BETWEEN REALITY & REPUTATION
IS AT LEAST ONE GENERATION

"I have found in many years experience as an administrator and gov't official that it takes at least a generation to improve the reputation of an institution," Bill Monat, pres., Northern Illinois U., told prr. Expecting to improve it substantively in less time is unrealistic.

Good way for universities to start grapevine is by hiring faculty known in their disciplines. "Reputations of faculty and their work spread far, so people across the country are apt to know more about how good the college is than its neighbors." Method is also available to businesses with noted scientists or inventors (or execs), hospitals with famed physicians or surgeons, etc.

Monat's school has 22,000 students, several highly-rated dep'ts. But people still think of it as a teacher's college, which it once was. When pr-conscious pres. began efforts to align reputation with reality, student asked him how much of his job had to do with public relations. "Everything I do has a public relations component," he replied. "Everything I've done in my tenure here has public relations implications."

THE BOTTOM LINE: PR APPROACH
REPORTED WORKING FOR BILL COLLECTORS

Collection agencies have long been considered antithesis of public relations philosophy. Now Dun & Bradstreet's commercial collection div. refers to its agents as "diplomatic corps" in Chicago Tribune ad. They do more than dunning debtors with form letters. "We regard each delinquency as an individual case that requires its own kind of personal diplomacy. While we work to collect the money owed you, we also work to preserve your relationship with the past-due account."

London borough of Greenwich discovered cash register effectiveness of friendly approach. For second year in row, rent arrearages for city-owned housing have been reduced by "friendly and cooperative manner" of collecting. "Patient & sympathetic advice" is offered debtors by collectors and town hall staff, which may even include helping families handle budgets. Other boroughs have seen debts soar while Greenwich's dropped.

PRACTICAL LOOK AT BECOMING A FUTURIST:
TURF IS OPEN AND PRESSURE IS ON;
TWO WAYS TO GET STARTED

Counselor Jim Fox labels it "a growing body of knowledge" which goes under many names: futures research, strategic planning, trends analysis, early warning, environmental scanning, management of change. Become the resident futurist for your generation, practitioners are urged by those who've done it successfully -- and by management, which needs this guidance.

Meetings everywhere explore theme. CEO Robert Bandeen (Canadian National) told CPRS conference linear thinking is major problem in projecting future. "In human affairs, progress tends to be cyclical in nature rather than linear." In politics, for instance, gov'ts which promote radical social or economic changes aren't succeeded by even more radical gov'ts, but by those promising stability that allows changes to be assimilated.

At PRSA conference, Stanford Research Institute's Willis Harmon warned against being "too far ahead of any social movement -- or too far behind." For every trend like "resource use," there's a countertrend like "alternative technology." Integrate futures planning into everyday decisionmaking, urged MIT's Donald Schon. Long range planning committees are waste of time, he feels, because they get divorced from daily activities.

Fox stresses essentiality of mastering futurism technology. "Advising managements what's going on out there" is replacing "the emphasis on dissemination of information." His non-jargonistic approach: "The idea is to identify trends and get involved in them while they're new issues still buzzing in the heads of intellectuals." Here's how...

1. To get started in futures research: John Pessalono, an expert among pr counselors in this activity, has prepared "a bibliography for beginners in futures research." For free copy, write him at 333 E. 46th St., NYC 10017.

2. To put it in useful context: Read Harrell Allen's New Methods in Social Science Research (Praeger, 1978). He teaches pr at CalState Fullerton. Book relates futures research to systems theory & policy sciences (see prr 1/8), explains use of delta charts, objectives trees, scenarios, delphi studies, cross-impact analyses. Sounds arcane -- but eminently practical. Chapter on futurism gives history, overview, methods, bibliography.

PUBLICATIONS FOR PROFESSIONALS

¶95th Congress, Congressional District Zip Codes. 100-page manual, compiled by Tyson, Belzer & Associates (Bethesda, Md.), breaks down the country's 38,000 zip codes into the 435 Congressional districts. One obvious use: grassroots lobbying. A mailing can be targeted to constituents of a particular congressman. (\$65.)

¶Campaigning Reports, new bi-monthly newsletter on ever-changing campaign techniques, new trends. Edited by Hank Parkinson, practicing political consultant. (Plus

— HOW WOULD YOU HANDLE THIS ONE? —

Arthur Clarke, who foresaw communication satellites in 1945, now says space elevators will make tourist trips to the moon affordable for persons alive today. Only this time many will stay there. "There are no limits to growth among the stars." Implications of emigration into space seem staggering. Will energy, food & resource shortages be over? Will problems similar to those caused by North America's westward expansion return? How will it affect your organization?

Don't worry, Ed Block of AT&T might say. Quoting I.F. Clark's Patterns of Expectations, he told PRSA Institute future is not predictable in long range terms. Reason is human nature: "The affairs of mankind seem to be governed by a rhythm which is unaffected by the latest fashions in thought and the most modern technological advances," claims Robert Bandeen.