

Writing That Works is a practical handbook that tells how to get results from your writing. Stresses readability -- short paragraphs, words & sentences; active verbs; personal language; and specific words. Includes sections on how to write: 1) business letters & memos (particularly useful & to-the-point), 2) sales & fund-raising letters, 3) plans & reports, 4) speeches & presentations, 5) resumes. Illustrates points with good & bad writing samples. Written by Kenneth Roman & Joel Raphaelson, senior ofcra of Ogilvy & Mather. (Harper & Row, 10 East 53rd St, NYC 10022; 105 pgs, \$9.95.)

EARN A HIGHER SALARY BY UNDERSTANDING  
HOW JOB EVALUATION SYSTEM WORKS

Management consulting firms, used by most large companies to determine salary grades and levels, are one of the "obstacles" to

higher public relations salaries, says Larry Marshall, pres, Marshall Consultants (NYC). He was one of three speakers at PRSA's Northeast Region Corporate Section program on "How to Build Compensation Points for You/Your Staff." "Practitioners have to learn how to work with the compensation system because they've fallen behind in this ball game," says Marshall. Since 1967, when the average pr salary was \$25,000, the cost of living index has risen 267%. A comparable salary would now have to be \$67,000, but the current salary range is only \$30,000-\$70,000, according to Marshall's figures. Median corporate salary is \$45,000, according to prr's 17th Annual Survey of the Profession.

Speaking for The Hay Group, Paul Sanchez, southern regional director of Hay Communications, explains how jobs are evaluated and salaries determined. His advice:

Write a current job description. Use active verbs that "give a ready sense of the vitality of the job."

Make sure it reflects the depth of know-how, complexity of problem-solving and breadth of accountability of the job. These are the 3 "universals" that are used in job evaluations for all fields.

Relate to the organization's overall goals and objectives. Remember that evaluation points are based on the contribution of the job to the "success" and "ultimate concerns" of the organization.

Public relations practitioners have greater difficulty in measuring their value to the organization than do the chief financial officers and marketing & sales directors, says Sanchez. One way around this difficulty is to use indirect measures such as how an increase in the number of shareholders or reduction of employee absenteeism & turnover are achieved through public relations efforts.

Another way, says Dallas Kersey, comms dir, Peat, Marwick, Mitchell & Co., is to establish an internal profit center for some pr activities. Based on his experience with the Hay system, Kersey favors structured salary compensation. He feels it is an effective way to focus on the pr function rather than personalities. In the dynamic situation, the value of pr will shift over time. The program concluded on the optimistic note that more companies are raising the scale of communications positions.

WHO'S WHO IN PUBLIC RELATIONS

HONORS. The annual \$3000 Foundation for Public Relations Research & Education graduate scholarship has been renamed

the Rea W. Smith Memorial Graduate Scholarship in memory of Mrs. Smith.

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NETWORKING AMONG MEDIUM-SIZE COUNSELING FIRMS MORE THAN A TREND,  
BECOMING A NECESSITY TO COMPETE WITH DECENTRALIZING NATIONAL FIRMS;  
ONE NETWORK "KNOWS THE TERRITORY" IN 41 NATIONS

As public relationships extend beyond state & national borders, more public relations firms are "networking" to better meet the needs of clients. Member firms are privately owned, merging through cooperative services. Some networks are sophisticated corporations with stockholders, officers & annual meetings. Others are less structured.

Inside Canada Public Relations (celebrating its 30th anniversary this year) incorporated in 1951. "We're a very tight organization with officers, directors' meetings 4 times yearly, a permanent secretariat, bank account, even our own stationery," Lou Cahill, exec dir, told prr. Eleven stockholding members -- 9 in Canada, 1 in US, 1 in England -- are in daily contact, even using each others' offices. New members are accepted by invitation only.

"Only on the odd occasion does ICPR have its own clients," a spokesman told prr. Usually business is generated by individual members, then referred to the appropriate member. According to Cahill, "The advantage of ICPR is that there are no branch offices with branch managers parachuted in. Firms are privately owned and well established. They are members of local chambers of commerce & know the politics of the region."

International Public Relations (IPR) Group of Companies is the world's largest pr organization in number of offices -- 86 in 41 countries. With a central office in Honolulu, IPR provides its members with ability to serve clients on a worldwide basis. Taiji Kohara of Tokyo started the group in

'68, is still its president. "Aggressiveness of the Japanese really got this moving," says Ernest Wittenberg, whose DC firm belongs.

Closely rivaling IPR in size is Ruder & Finn Field Network. Formed in 1948 with 4 affiliates, they presently number 72 -- servicing clients in more than 100 key US markets.

Networking allows medium-size, regional and specialty firms to compete with big, national firms for clients. The flip side reveals large national firms decentralizing to compete for local clients.

Manning, Selvage & Lee uses both methods to decentralize its services. One of the nation's oldest & largest pr firms, it operates offices in NY, DC, Chi, Atlanta, LA, Houston, San Antonio, SF, Toronto & London. It also works with formal affiliates throughout the US, Europe, Latin America & Far East.

For size comparison, Hill & Knowlton has 11 US & 24 international offices; Carl Byoir & Associates has 10 US & 2 international offices; and Burson-Marsteller has 4 US & 14 international offices.



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TRACY JOINS COMIC INTEREST IN PR BUT NOTORIETY MAY BE EDUCATIONAL

(fusion) and has hired a public relations man, P.R. Blitz, to publicize it to the world.

But the strip shows that Tracy knows, as does Blitz, that it ain't so easy. Blitz urges Diet to understand the concept of association -- that negative qualities of one idea are often transferred to similar ideas. Says Diet, "But FUSION is nothing like FISSION -- it's safe, clean, inexpensive atomic power." Blitz replies, "You know that but the Public doesn't -- ever since 3 Mile Island, enthusiasm for nuclear energy has declined." This is pr's second showing in the comics (see pr 3/2). Keep reading Tracy to find out how Blitz fares.

How to avoid misinterpretation of public relations becomes the question. Ed Shapson, vp & assoc dpr, Spiro & Assocs (Phila) wrote in an op-ed piece for the Philadelphia Bulletin:

"The mass communications industry as a whole will continue to be plagued by a negative image until there is a full-fledged devotion to the public interest and more effective regulation of existing codes and standards. We in the public relations profession will continue to be stymied by poor, often inaccurate, perceptions as

Now Dick Tracy is after us! But is it good or bad? Dick's friend, industrialist Diet Smith, has developed an atomic energy breakthrough

long as there are press agents parading as counselors and until we no longer tolerate those who are more interested in manipulating the opinions of others than in understanding them."

EMPHASIS ON BOLD GRAPHICS, READER INVOLVEMENT, CONTEMPORANEUSNESS STIMULATES RENEWAL OF "FORD TIMES"

One of the longest-running pr successes has changed its format -- and the reasons may help you. Published as a promotional & loyalty-building tool since 1908, Ford Times no longer has its familiar glove compartment size (5x7"). It is now 7x10" and the change is dramatic. Walter Hayes, "chairman of the board of publishers" and in real life Ford's vp-pa, describes the rationale:

1. Bigger size: more contemporary look, more effective use of photos & the water-colors for which the magazine is famous.
2. Bolder design: more dramatic photos and illustrations, mostly color; more varied layout.
3. Larger typeface for easier reading.
4. Revised editorial content: "more adventurous stories," more contemporary topics, use of big name writers, photographers, artists.
5. Reader involvement: new features such as a photo "Gallery of Ford Users," a crossword puzzle, reader-submitted anecdotes with \$50 for each one published.
6. Old favorites: travel orientation (why Ford publishes it!), "Favorite Recipes from Famous Restaurants," summed up as "good places to go, great things to eat & people to talk to."

Monthly is sent to names supplied by dealers. Circulation of 1.2 million results in readership of 4+ million, Hayes estimates. Some Ford ads are run, limited space is available for selected products, services or causes -- primarily travel-oriented.

ITEMS OF INTEREST FOR PRACTITIONERS

"Since the '50s, America has been dominated by the human climate -- attitudes of people determining how society functions. According to Phil Lesly, forces that created our present climate are: 1) technology, 2) suburbanization, 3) mass education, 4) tv, 5) 100% democracy (right to sue, demand, harass, block), 6) social & economic expansion, 7) mgmt revolution (org's require sophisticated mgrs of intangibles & public attitudes), 8) "Me Generation," 9) special interest groups attempting to impose their standards on others, 10) mediocrity, 11) dominance of fed'l gov't, 12) "sense of entitlement," 13) sexual revolution, 14) reversal of automatic progress ("entitlement" hits a shrinking reality), 15) decline in US supremacy. (For copy of Lesly's remarks to Pharmaceutical Manufacturers Ass'n write pr.)

"A good reference for organizational communicators is IABC's "Excellence in Communications." 120-page case book features winning entries in their annual Gold Quill Awards program. Shows solutions to problems in communications programming, design, photography and writing. Publications of every variety, annual reports & a-v programs are represented. Provides good update & overview of where publications are today. (IABC, 870 Market St, Ste. 940, SF 94102; \$15.)