

appeal & dereg is final? Some, notably US Catholic Conf, are dubious radio can regulate itself. Inferentially, NAB is now calling for repeal of Fairness Doctrine, equal time rule.

DISQUIETING POSTAL NOTE:
DOES 3RD CLASS MAIL
GET DELIVERED?

Some mailers are expressing concern that they cannot analyze test mailings accurately because of what they call "deliverability" problems of 3rd class mail, reports Zip magazine. Testing is on the rise because of postage price increases and it has raised questions about 3rd class delivery. Ron Resnicoff, of direct mail agency Mitchell & Co, finds his 1st class mailing outpulling its 3rd class counterpart by 43%. Both mailings were metered so they looked exactly the same. "It makes you wonder if the Postal Service is delivering the mail," he said. To avoid this problem, Resnicoff suggests using 1st class testing to reach widest possible audience, followed by 3rd class "roll-outs" (mailers' jargon for the actual mass mailing).

Of related interest: The Postal Service is instituting automated bulk-mail service -- Electronic Computer Generated Mail (ECOM) -- to permit commercial mailers to send computer-generated letters to regional postal facilities around the nation. Mailers, for a \$50 annual fee, can send messages to any of 25 specially equipped post offices. Postal Service will print, stuff and deliver the message as regular 1st class mail. Cost is 26¢ for the first page and 5¢ for the second. This includes postage, paper, printing, processing and delivery. A bargain.

PROFILE: HOW PROFESSIONAL EDUCATION
HELPS YOUNG PRACTITIONER ESCAPE
AGE PREJUDICE, GET TOP JOB

Armed with 1) a B.S. degree in public relations, 2) helpful career moves, and 3) a mentor, 29-yr-old Gary Galati has been named vp-corp rels of Imperial Bancorp (L.A.).

He manages pr, adv'g, investor rels & marketing prgms for 16 subsidiaries, reports to the bd chrm & the exec cmt. His quick rise demonstrates what pre-professional education and career management can do for young practitioners.

During college at Northern Ariz Univ (Flagstaff), Galati worked at an NBC affiliate as newscaster 5 nights a week -- "an internship of sorts," he reflects. A pivotal decision was to move east after graduation. He joined Bunker Ramo (Trumbull, Ct.) and there met his mentor, Walter Clark (dpr & adv'g), who instilled much of the basis for his thinking today, he says.

His next position, at Periphonics Corp (pr 12/21/81), entailed working closely with its pres who later resigned to form Alta Technology, taking Galati with him as vp-marketing. Dec '80 he joined Imperial Bank as vp-pr & adv'g and Imperial Automation as sr-vp marketing. One year later he serves all 16 subsidiaries as vp-corp rels with a staff of 5.

13-yr-old Imperial Bancorp is called the most profitable holding company in US. Its return on average assets is 1.72, industry average is .92; stockholder equity is 38%, industry average is 15%. "In the past 24 months we have grown from \$560 million to \$1.4 billion -- a growth unprecedented in banking history," Galati told pr.

WHO'S WHO IN PUBLIC RELATIONS

RETIREES. William Shepard, vp-pr & adv'g, Aluminum Co of America (Pittsburgh) after 32 yrs...Edwin Dowell, dpr, Kennecott Minerals (Salt Lake City)...Allan Wash,

sr vp-pr, Kerker & Assocs (Mpls) after 25 yrs, will continue as consultant... Marshall Post, mgr, news media div, Bethlehem Steel (Bethlehem, Pa) after 25 yrs.

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PRODUCTIVITY, PART II: PERSUADING MANAGEMENT TO ADOPT QWL
WILL BOOST OUTPUT & MORALE, SHOW WHAT TOP PR SKILLS CAN DO;
SO FAR, EXPERTS SAY PRACTITIONERS HAVEN'T BEEN INVOLVED IN THIS AREA

"Managers do not see the workforce as a public," Robert Zager of Work In America Institute told pr. That's the problem. And the opportunity for practitioners. But: "Public relations people have rarely been involved" in his organization's work with leading companies. A "good role" for practitioners, in his opinion, is "consulting with & sensitizing managers on how to deal with employees. Employees are a public and have needs that must be met. Ignoring these leads to poor QWL."

Over & over practitioners are told we must make our work directly relevant to the organization's goals. Applying change-agentry on behalf of a humanistic workplace philosophy meets this standard. QWL (quality of working life) is the broadest-gauged such philosophy. Here are some of its underlying principles, as synthesized from the voluminous literature now available:

1. Job enrichment. "Most people are capable of & willing to do far more than their present jobs require or allow," states mgmt cnslt Roy Walters, former dir employment & development at AT&T. "Simply put, people will do a better job when they have better jobs to do."

2. Career development. This topic has been ignored, claims Louis E. Davis, one of the fathers of QWL. Entry levels are often rigid; planned & multiple paths of progression seldom given attention.

3. Choice of job satisfactions.

Different folks want different things from work. For some, money. For others, a social setting. Flextime or 4-day weeks appeal to some, working under a mentor to others. Insofar as possible, employees should have a choice.

— QUALITY CIRCLES DO NOT EQUAL QWL —

"As implemented in the US," warns Roy Walters, Quality Circles do not 1) "take into account the major cultural differences between the two countries" or 2) "address the key issue of what really motivates Americans to perform well at work." Quality Circle is an American term, introduced to the Japanese by an American, Edw. Demming. Their application of the concept is unique to their paternalistic employment patterns: lifetime jobs, housing, child care, etc. The worker's life revolves around the job.

In the West, as Janis Williams points out in Journal for Constructive Change, the attitude is more like this expressed by a social agency supervisor: "It is important for me to keep my work life separate from my personal life. I don't live to work. I work to live." QWL accepts this separation -- but realizes it is the same person involved. Therefore, workplaces must offer the qualities employees are accustomed to in personal life.

4. Structure & policies are self-fulfilling prophecies. If employees are treated as children, asks Herzberg, why are we surprised when they act that way?

5. Human values, needs are central guidelines. Max Fleisch comments, "We sought workers and human beings came instead." Job security, dignity, variety, closure, a sense of social utility must be built into jobs.

6. The socio-technical principle. An organization blends two systems: the technical or task system, and the social system of people working together. Most workplaces have traditionally emphasized tasks, ignored people. STS blends them.

7. Worker participation in decisionmaking. Particularly true of decisions involving a person's own job or area of responsibility. Basil Whiting says, "The solving of problems, the making of decisions should occur at the earliest possible time & at the lowest possible level in an organization, preferably at the point where the need for such action first becomes apparent."

8. Minimum direction & control. Don't treat people as morons or robots but allow them -- demand it -- to use their intelligence in dealing with their responsibilities. Quality Circles are based on this principle.

Who Says QWL Is A Good Idea?

As early as fall '79, NYStock Exchange Pres.

Some Names To Quote To Your Boss

Wm. Batten, in a Dean's Lecture at The Wharton School, endorsed QWL as a way to achieve pro-

ductivity growth thru employee participation in workplace decisions. He listed several blue chip companies utilizing it. (pr 12/24/79)

"At the same time that General Motors engineers are scheduling the installation of more than 5,000 auto assembly line robots by 1983, GM's personnel managers have initiated a "quality of work life" program for the tens of thousands of human beings who still build its cars. Both actions by the nation's largest industrial company prove just how seriously it regards its recent problems of declining productivity." (Frederick Jervis, founder, Center for Constructive Change, Durham, NH, in current report on productivity problems)

Adds A.H. Raskin, former labor ed, NYTimes, "The most needed changes -- and those I am most confident will come -- are those that make the worker a full citizen inside the office or factory, involved in all the decisions that directly affect him." (Working in the Twenty-First Century, book based on Philip Morris symposium)

SUBSCRIBER OFFER: For a Special Report on productivity, QWL and other topics related to humanizing the workplace, send \$5 to Reader Service Dep't. Includes the substance of all articles or references carried in prr & supplements since '76 -- over 40 articles on such subjects as flextime, research studies, ESOPs, productivity programs, "corporate democracy," employee motivation, etc. Plus key resource materials from which articles were written; and a definitive bibliography.

ADDENDUM: THE ROLES OF PUBLIC RELATIONS

When prr suggests practitioners campaign for humanizing workplace policies to increase productivity -- to use one example -- it is based on the 6 roles of public relations outlined in last week's issue. We should point out that this framework rests on 2 assumptions:

A) Public relations is an integral segment of management. A key segment, given the configuration of modern society. Nothing the organization does, or proposes to do, is beyond its purview. Those few organizations which deny public relations a seat in policy-making councils only demonstrate their ignorance of contemporary life. As PRSA pres Joe Awad said: "Don't fall victim to the old 'we aren't appreciated by management' syndrome. We are management." (See prr 11/16/81.)

B) The core of public relations practice is knowledge of human nature. The unduplicated factor that unifies our activities is the question: How will publics respond in the real world of humanity? Our unique skill is understanding & interpreting human nature to other disciplines which tend to see people as numbers, as able to be manipulated, as stupid. When you scrape everything else away, it is the public relations professional who must advise management colleagues that the neat, quantified, computer-based plan won't work because it fails to take account of the people who must carry it out.

-- *Paul Harvey*

UPDATE: COURT OF APPEALS GETS BRIEFS
IN RADIO DEREG TEST;
BROADCASTERS CALL FOR SELF-REG

Controversy continues over radio deregulation which went into effect April 3 (see prr 6/8/81). Dereg eliminated

1) 18-min per hour limit on advertising; and requirements to 2) devote a minimum of 6% of air time to news, public affairs or other non-entertainment programming; 3) keep detailed program logs on how air time is used; 4) survey the community & its leaders to ascertain local needs & interests, then broadcast prgms to meet those needs. "The Commission retained the requirement that stations offer some programming relevant to issues facing their community without specifying the percentage of weekly programming or number of minutes per week," Roger Holberg of the FCC told prr.

Reconsideration was sought before the Commission by Nat'l Black Media Coalition, Citizens Comms Ctr, NAACP, NOW, NSPRA & others. Petition was denied in July. Appealed to US Court of Appeals by United Church of Christ, represented by Media Access Project, a pub int law firm. Briefs are due Jan 14, Commission's briefs 30 days later. Following that, time to hear arguments. Date of final decision is anybody's guess.

Prominent broadcasters are calling on stations to apply stringent self-regulation, including use of psa's. Commentator Paul Harvey summed it up for an NAB conference: "When Washington loosens the leash, we must behave or be damned. The future is in our hands." Several radio groups report no change in psa or public service policy, including Lynda Stewart at Cox Broadcasting, Joel Francis at Westinghouse, Henry Kavett at ABC. Andy McGowan of Planned Communication Services -- which specializes in psa's -- says so far it is "business as usual." Will it change if court rejects