

individuals; 2) of new tax cuts, 80% goes to individuals & 20% to corporations. However, for every dollar given, business "as a rule of thumb" provides a dollar in services. Thus they really will give \$14 billion -- if nonprofits are sure to ask for the services as well as the dollars.

Drohan thinks Reagan "has taken on the chairmanship of the biggest charity drive in history." He has a suggestion to make it successful. "Why not create a Committee on Marshalling the Business Community? Give them the job of formulating the goal, recommending it to the President and organizing the campaign. The corporate social goal could be broken out on a market-by-market basis, the same way business sets up sales objectives. We might even mobilize the Advertising Council. Then watch the power of peer pressure at work. Do you honestly think any corporate executive wants to be identified with a company that is recognized as not pulling its weight in what would be an historic effort?"

REGULATORY RELIEF HOTLINE IS WORKING FOR GOV'T

A couple thousand calls have come in since it began in July. Changes are resulting because of the complaints registered. Hotline number -- 800-424-5208 outside DC, 202/377-2482 within DC -- is answered by a senior staff official from 8 a.m. to 5 p.m. est. Answering machine records calls after business hours.

Hotlines for registering complaints can work for trade ass'ns, hospitals, schools; even from employees to mgmt. Anonymity prevents blame or repercussions to complainer. Essential when setting up a hotline is commitment to change, reports the Commerce Dep't, sponsor of the regulatory relief hotline.

ITEMS OF INTEREST FOR PROFESSIONALS

¶Closing a plant or installation? Plant Shutdowns: Good Business, Bad News is a 100-pg press profile of articles on plant closings, runaway shops, disinvestment, capital flight, layoff, etc. It recounts efforts by unions, religious & citizen groups to combat deindustrialization & its effects on workers & communities. (\$6.50 from Data Center, 464 19th St, Oakland, Calif. 94612)

¶1982 Checklist of Stockholder Concerns is now available. It discusses subjects stockholders will want corporate managements to discuss at annual meetings. Subjects not covered in previous editions include 1) benefits of economic recovery tax act, 2) effects of FASB's revised foreign currency standard, 3) growing role of institutional investors in decision making. Includes sections on financial management, public affairs, corporate governance & investor relations. (Write Georgeson & Co., Wall Street Plaza, NYC 10005)

¶Even bastions of privacy need public consent. If anyone should be able to go its own way, it's the large foundations. Evidence that the court of public opinion is all encompassing comes from Charles Rooks, acting CEO, The Council on Foundations in Foundation News Magazine: public expectations of foundations are proliferating, he feels, "thereby generating increased demands for information, assistance, counsel & financial support. Foundations will be expected to become more accessible as well as more accountable. However grantmakers respond, one certainty is clear: grantmakers must increase their communications with the public, both to inform & educate new grant seekers and to interpret & advocate more broadly the fundamental purposes and values of organized public philanthropy."

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PRODUCTIVITY CAMPAIGNS BEGIN AT HOME: HOW CAN PUBLIC RELATIONS IMPROVE ITS PRODUCTIVITY?

"If you want to change someone's attitude, first examine your own." This standard public relations wisdom applies to the problem/opportunity of "innovation & productivity." While we are persuading our organizations to humanize work as a way to increase overall productivity, we'd better take a look at improving the productivity of public relations staff. Here's a checklist of 4 types of activity being tried by practitioners who've shared their plans with prr:

1. Less Handling, Better Records

This means the broad area of information storage & retrieval, long a difficult area for knowledge workers.

a) Automation: data processing, word processing, electronic mail. Mini computers & word processors are used for several applications from media lists to complete lobbying records (bill status, profiles of legislators, etc.). Storage of copy for all types of documents reduces the handling greatly.

b) Computerized Libraries: such as the NYTimes or Nexis systems provide data bases at your fingertips instead of searching miles of shelves.

c) Teleconferencing: not only saves travel costs but also permits full sharing of data by people in widely separated locations before action is taken.

d) A New Approach to Filing: as one ad puts it, "Dissatisfied with office productivity? Fire the file!" Do you keep only needed data or are you "building a case" as if every topic were going to be the subject of intense debate? Many offices say they clean their files every 6 months. This is based on history: when they actually checked how many times the files were

referred to, they found little use for all that neatly put-away paper. Telephone record forms are widely used to write down for the file what was said in key conversations, just as copies of letters are kept. This saves formal reports "for the files."

2. Work Smarter, Not Harder

Basically this means applying theory, research & accepted guidelines to avoid reinventing the wheel on every case.

a) "Go By The Book": Learning behavioral science screening devices and applying them saves guess work. Standard items like diffusion process, the psychology of groups, information exchange theory can & should be used by practitioners the way carpenters use hammers & saws.

b) Read: Newsletters, magazines, journals provide not only case studies which can be emulated, but share the pitfalls & successes other practitioners have encountered. It is often said the hallmark of a profession is its willingness to share experience, whereas crafts or trades keep trade secrets.

c) Delegate: This basic management technique has not found acceptance among practitioners, say those who've



studied the field. Supervisors pass out the work but keep looking over the shoulders of subordinates. All other managers have found this a waste of time and a reducer of quality.

d) Time Management: In addition to the well known hints on how to use your personal time, meetings need a special look. When should they be held, when not? Don't drop them entirely, say the experts, because human contact within an org'n is crucial to productive work.

3. Less, Not More, Communications

Improving pr productivity does not mean getting out more news releases or increasing the number of pages in publications.

- a) Fewer Communications: Recognizing the reading & viewing loads of people today suggests putting out fewer messages, making them more memorable & meaningful. Say less, heighten the impact.
- b) Repetition: Themes can be repeated in every message, even if the primary purpose of those comms is different. Piggybacking an annual organizational theme every time a comm is issued is one way. Another is to issue comms in several media on the same theme.

c) Target Audiences: Every practitioner claims to be doing this; most of us aren't so conscientious in practice.

4. Planning And Evaluation

Productivity in public relations is the result of planning & measurement. You cannot separate these two.

- a) Formal, Written, Participative Programs: Must be done in order to set the objectives in a way they can be communicated, explained & measured. Studies estimate less than 5% of practitioners actually use programs.
- b) Research: Both planning & evaluation are, simply put, derived from formal or informal public relations research. "All good public relations activities begin with research."
- c) Tie To Organizational Goals: Public relations goals have no reason for existence by themselves but must be linked to those of the org'n in order to contribute to its particular bottom line.
- d) PR/MBO: Eliminating activities which do not relate directly to current objectives can be a major productivity increaser. (See t&t 4/14/80 & 5/12/80.)

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.

NEWSLETTER USES PR PRINCIPLES TO PRESENT ECONOMIC INFORMATION; ESPECIALLY VALUABLE TO NEWS MEDIA

Aetna's marriage of public relations with economics gave birth to monthly newsletter, Aeconomics. Prepared by Aetna's corporate economics dep't, newsletter follows the "nation's economic swings, slides, twists, tilts & shudders." Result is a happy marriage. Informal, conversational writing and easy-to-read layout make economic information understandable & enjoyable.

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"To assure that we don't become part of the 'junk' mail problem, we are asking recipients to take an 'action step' if they want to remain on our mailing list," explains Albert Abend, adm corp comms (Hartford). This strategy has particular benefit for news media relations: 1) Reporters are more likely to use the opinions they ask for. Quality of response has so far been high -- Business Week, Fortune, Wall Street Journal. 2) Newsroom productivity is improved by a reduction in unwanted mail. 3) "Aetna's good will is increased among newspeople who see that we care enough to ask what they'd like to read." 4) Aetna gets a clean mailing list, less waste circulation and lower costs for postage, paper, printing & handling. (For copy of newsletter write Albert Abend, Aetna, 151 Farmington Ave, Hartford, Ct. 06156.)

HOSPITAL COMMUNICATIONS SEEN AS SATISFACTORY, UNDERSTANDING OF RESTRAINTS IS LIMITED

Hospitals communicate well, providing a satisfactory amount of information, a public opinion study finds. In a poll by Gallup for New Jersey Hospital Ass'n, 57% of those surveyed were satisfied or fairly satisfied with the information available; 33% were not-too or not-at-all satisfied.

Though general satisfaction is high, more communication is desired by the public and the legislature on 1) use of emergency room services & 2) gov't regulation of hospitals.

"If the public is not aware of the many decisions affecting hospitals which are made by government, they will naturally hold the hospitals responsible for their dissatisfaction," says Louis Scibetta, ass'n xvp. "We need to better explain our many constraints and perhaps even enlist the public's help in removing the governmental obstacles." (Copies of the attractive booklet & survey results available from Fred Hipp, NJHA, 746 Alexander Road, Princeton, NJ 08540.)

CORPORATE CEO SAYS REAGAN MUST SET FUNDRAISING GOAL, MOST NEW \$\$ NOT FROM BUSINESS

"A fatal flaw" in the President's call for the private sector to pick up the slack in funding social programs is that he set no goal. "There isn't a fundraiser worth his salt," says Thomas Drohan of Foremost McKesson (SF), "whether he's in charge of raising money for a new stadium for Stanford or t-shirts for the Little League, who doesn't know that the first step in a successful campaign is to set a specific, quantified, ambitious, but achievable goal."

Drohan computes what nonprofits can realistically expect from corporations -- and finds that most new money will have to come from individuals. Assume cuts will be \$40 billion, and that 10% of that is for "programs we would just as soon see disappear." This leaves \$36 billion for the private sector to absorb. Of this, business should pick up 20% or \$7 billion -- which amounts to 2.5% of pretax corporate profits.

Drohan feels 20% is equitable because: 1) of \$44 billion in philanthropy today, 88% or \$40 billion comes from

HOW BUSINESS CAN HELP

In too many of our voluntary organizations, we have become professionally oriented even to the point of excluding volunteers from many of the program activities in which they can make a very real contribution. One of the basic ways in which groups can do more with less is to increase the role of volunteers, both in numbers and responsibilities.

-- Independent Sector Report on Economic Recovery Act