

**"PUBLIC AFFAIRS HANDBOOK"  
IS A PIONEER PROJECT**

The "new bottom line is public acceptance" says Robert Anderson, chrm & CEO, Atlantic Richfield. He and 40 other top public relations professionals & CEOs explain how to achieve acceptance in the Public Affairs Handbook. Seven sections cover major aspects of public relations:

1. Overview -- need for a public affairs function
2. Public affairs management
3. Public policy -- forecasting & identifying the issues, polling, survey research
4. Government relations
5. Grassroots
6. Communications
7. Education & training

Book is pragmatic in approach to the many facets of public affairs; avoids sterile controversy over institutional turf. Dick Armstrong, Public Affairs Council, says public affairs is "political education... issues management... serving as corporate conscience." Some practitioners may question his assumption that public affairs and public relations are separate disciplines -- though Armstrong attributes this basic delineation primarily to management attitudes.

Edie Fraser instigated the project, launched it with help from the Public Affairs Section - PRSA, and the Public Affairs Council. Chapter authors include noted practitioners Jim Langton, Bill Duke, Pat Jackson, Roy Foltz, Larry Newman and Howard Chase. The book deals with professional realities. In section on Grassroots, coalition building, confrontation management and community dialogue are described by professionals seasoned with hard experience.

Published as an AMA management book, the Handbook is a major contribution to the education of senior executives... and those responsible for counseling them on public relationships.

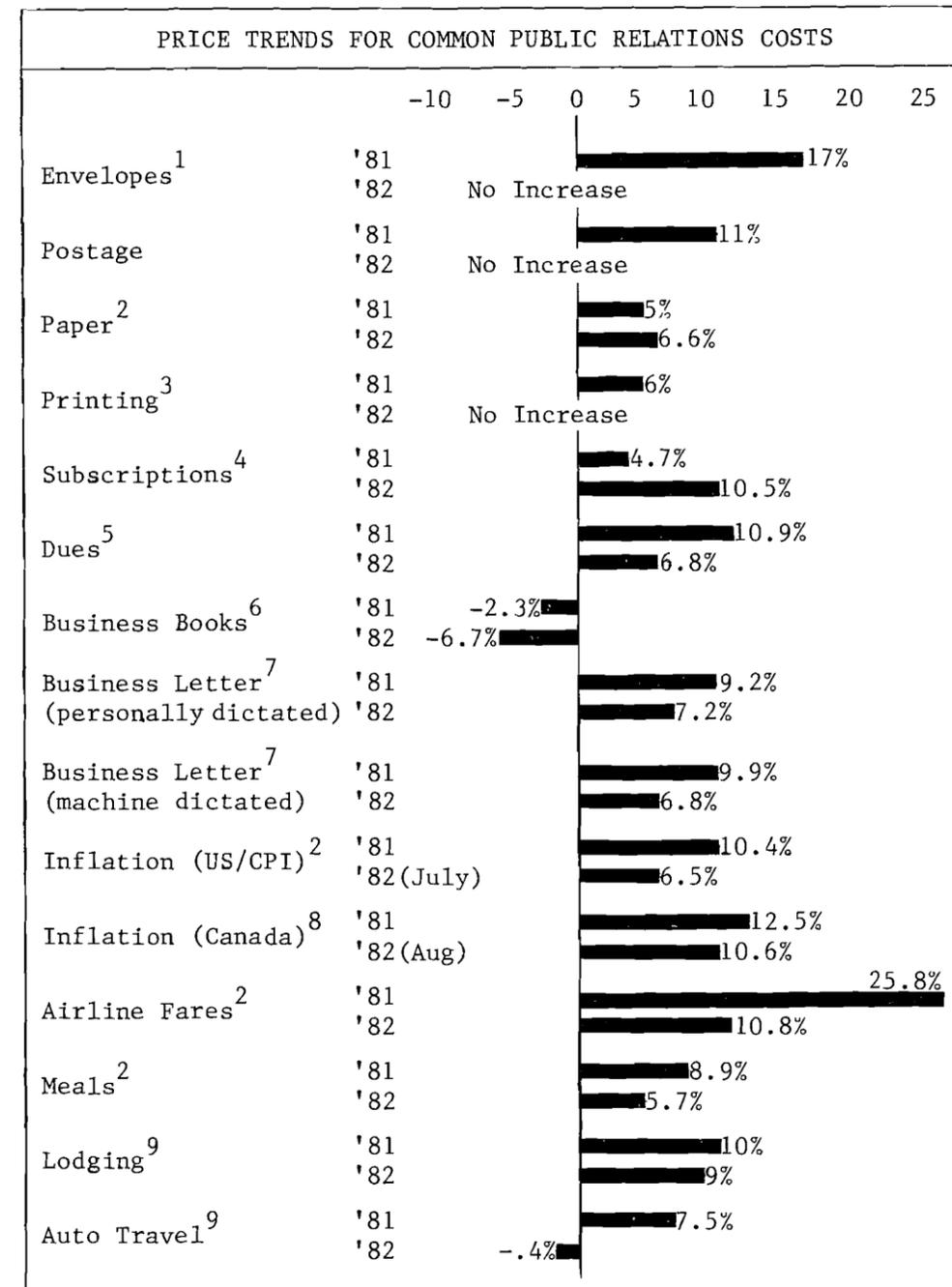
**MEDITATION -- A HELPFUL  
HUMAN RELATIONS STRATEGY**

Stress, a major hazard for management as well as line personnel, is a "people" problem that requires our attention. As human relations -- a part of public relations -- practitioners, we are not only subject to stress ourselves, but should be in a position to advise management of its impact and how to deal with it. Attempting to eliminate stress-related problems, New York Telephone offers a "standardized meditation" program for its employees.

Initial study of 154 volunteers from the company's program found that meditation 1) reduces stress, depression & irritability; 2) improves clear thinking; 3) increases objectivity; 4) creates greater alertness & thought efficiency; 5) increases the ability to cope with life as a whole.

Offered at no cost to employees, program consists of an orientation session with instructor, 3 cassette tapes & a workbook requiring 3 hours of "homework." Two subsequent sessions with instructor complete the course. Employees who have mastered the technique can meditate on their own -- even at their desks for five minutes. Users report a significant reduction in stress, both on & off the job. (For more info contact Jean Cole, Medical Dep't, NY Telephone, 1095 Avenue of the Americas, NYC 10036; 212/395-2144.)

**NEWS FOR BUDGETEERS: TWO COST CATEGORIES DECREASE,  
THREE HOLD STEADY, OTHERS GO UP BUT BY SMALLER PERCENTAGES**



Current pricing trends are sun-light in the forest for bud-geteers. Enve-lope cost -- a basic economic indicator for pr -- has not increased this year. Nor have printing costs. Business books took a dive -- down 6.7%. Av-erage biz book cost \$22.54 in '80, \$21.02 in '81. While some supplies level off, employee costs rise. A personally dic-tated biz letter rose 48¢ in '82 to \$7.11. Same letter machine dictated rose only 34¢ to cost \$5.32 this year. Auto travel shows a decline due to change from mid-size to compact car for measur-ing the annual-ized cost of run-ning a car per mile: 24¢ in '81, 23.9¢ in '82. These pric-ing trends can be a helpful guide when planning your budget.



Sources: (1) Massachusetts Envelope (Boston); (2) Bureau of Labor Statistics; (3) prr purchasing statistics; (4) average increase of 6 publications specifically for practitioners; (5) average of CPRS, PRSA & IABC; (6) Publishers Weekly; (7) Dartnell Institute of Business Research (Chi); (8) Canadian Embassy; (9) American Automobile Association

STUDY PINPOINTS AREAS PRACTITIONERS CAN WORK ON IN PRODUCTIVITY INCREASE

Today's workers, whatever our jobs, can choose whether to be more productive or just get by, writes Dan Yankelevich. Morale & motivation -- responsibilities of public relations -- are therefore the key to what experts agree will be the factor in success for the rest of the century. Two areas to be considered by practitioners: 1) organizational policies -- especially adequate & fair reward systems; 2) persuasive communication of what's in it for them if employees become more productive.

Yankelevich terms the reward system in most workplaces "deeply flawed, psychologically & financially." A Public Agenda pilot study charts the outcome of this failing:

<u>FEELINGS ABOUT WORK</u>		<u>CONTROL OVER WORK</u>	
Have inner need to do best job they can	78%	Have a great deal of control over quality of work	72%
Work hard according to the pay	7%	Moderate control of quality	16%
			<u>88%</u>
Work only because they must	15%	Have some control over effort they give to job	82%
THE BOTTOM LINE: Are now using ability to control their work to do the very best job they can			16%

Many respondents claimed they could be twice as productive as they are now, according to the Psychology Today article. The reason they aren't is seen in US Chamber of Commerce research: only 9% believe they will benefit from working smarter. Most feel the benefits will go to management, stockholders or customers. But 84% said they would do a better job if they were more involved in decision making.

Yankelevich is almost despairing, but his words may be useful in management discussions: "Unwittingly, most 'experts' hold an obsolete image of the work force as a pool of 'labor' responsive solely to economic imperatives, driven by the fear of unemployment, and inspired by the promise of consumer goods -- the familiar carrot-and-stick psychology that worked in the past when workers and work were different. The leaders who run our institutions do not really understand today's work force: tens of millions of well-educated Americans, proud of their achievements, zealous of their freedoms, motivated by new values, with substantial control over their own production, and ready to raise their level of effort if given the proper encouragement." (For copy of article, write prr.)

BICENTENNIAL OF THE US CONSTITUTION IS UNIQUE VEHICLE FOR ORGANIZATIONS & THE PROFESSION -- IF PLANNED NOW

Private enterprise. Universal education opportunity. Unfettered public interest organizations. Freedom of speech & religion. These are a few themes open to celebratory programs in 1987 thru '91. "The noblest document ever to spring from the mind of man" was drafted in 1787, ratified in 1788, & amended to embrace the Bill of Rights in 1791.

Many principles being debated today have their origin in the Constitution. Commemorating it should be more salient than the emotional hoopla of the '76 Bicentennial of the Revolutionary War. American Bar Association, First Amendment Congress & others are planning campaigns. (Reaganomics eliminated funding for the official government effort, opening the way further for private organizations.)

For public relations societies, pr dep'ts, or individual practitioners, this may be the chance at last to get a credible hearing for the essentiality of the profession. And to teach about our role in the Court of Public Opinion. For no less famed a historian than Allan Nevins calls winning the Constitution's ratification "The greatest work ever done in America in the field of public relations."

Between October 1787 & June 1788 -- far less time than a typical election campaign now -- Alexander Hamilton, James Madison & others mounted a persuasion & communications campaign that turned sure defeat into overwhelming victory. In doing so, Nevins says they demonstrated the techniques of multiple media, psychological strategy & accommodation which every practitioner uses today.

IN CASES WHERE PUBLICS ARE UPTIGHT, WORD CHOICE & SEMANTICS ARE CRITICAL: ARE "JOB CUTS" LAYOFFS OR FEWER HIRES?

Facing economical hard times & unemployment fears, it pays to be extra careful when talking about job cuts, closings, etc. Pacific Telephone learned this lesson the hard way when it announced that 16,000 non-management jobs would be cut over the next 17 months.

Pacific is California's largest private employer. Their cut would total 14% of its workforce. Announcement raised considerable concern. But the public misunderstood -- as did most employees -- that this "cut" was in jobs projected for 1983. No current jobs or employees would be cut, but the hiring would be reduced. Even the public relations department misunderstood. When asked, they confirmed the incorrect information to inquirers & The Wall Street Journal.

"In parrying blows against and enlisting support for the Constitution, the authors of The Federalist did the best job of public relations in history."

-- Prof. Broadus Mitchell  
in his biography of Hamilton

"(Hamilton) was a born public relations man -- a born master of persuasion by the spoken & written word. He could no more be kept from using his talent for public relations than could the cruder, fierier Tom Paine."

-- Allan Nevins  
in Public Relations Review,  
Fall 1978