

company wants them to do. The sense of unity & loyalty brought about through a strong corporate culture is the way to elicit this kind of response.

¶A strong culture does not necessarily emerge only from treating employees well financially. If a strong corporate culture is not in place, overly generous financial treatment may create a stronger self-interest than organization-interest. Without the desired loyalty & cooperation, employees may actually turn instead to exploiting one another for personal gain, rather than working together for their own & the common good. (Write pr for copy of study)

USEFUL NEW SOFTWARE FOR PRACTITIONERS

¶Congressional info for lobbyists is available on diskette. "Congressional Action Manager" provides facts on Senate & House members, their voting records, membership & ranking on key Congressional & party committees, PAC contributions, staffs & personal backgrounds. Gives demographic information on their constituents, as well as names, addresses & phone numbers of key party members and top 3 media outlets in their districts. Also provides info on which bills have passed since the 97th Congress ('81). Works on IBM or compatible personal computers with 40 mega-bytes of hard-disk storage. (Info from Mead Data Central, 1050 Connecticut Ave NW, Wash DC 20036; 202/785-3550)

¶New software measures patient satisfaction "as you need it." Traditional research techniques provide data after the fact. With the "Snapshot" system, hospitals & other healthcare facilities can measure effectiveness of mgmt decisions immediately. Utilizes computer interviewing techniques. Eliminates vagueness of other satisfaction studies. Software probes respondents to determine which attributes are making them uncomfortable. Then presents this "actionable information" in industry standard cross-tabulated tables with each open-ended question sorted & paginated. Operates on any MS-DOS compatible computer. Interviewing station requires a single disk drive, 128Kb of RAM, monitor capable of 40 column mode. Hard-disk, 256Kb of RAM, & printer are required to run the cross-tabulation program. (Info from Alan R. Ehrlich & Co, 15 Chelsea Way, Bridgewater NJ 08807; 201/722-1002)

WHAT ARE POLITICAL PROS READING?

According to an Oct '87 survey of 400 of these opinion leaders (80% from outside DC):

The Washington Post National Weekly Edition	34%
Congressional Quarterly	27%
The New Republic	26%
Atlantic Monthly	24%
National Review	21%
National Journal	20%
Public Opinion	18%
C-Span Update	16%
Washington Monthly	15%
Harper's	13%
Washingtonian	13%
American Politics	13%
Conservative Digest	11%
City and State	10%
Roll Call	7%
American City and County	7%
Governing	4%

-- Research done by Tarrance, Hill, Newport & Ryan.

pr reporter

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STUDY SHOWS TRAINING NEEDS HAVE SHIFTED INTO PR AREAS; INFLUENCING TRAINING POLICIES ESSENTIAL TO MEET OVERALL PR GOALS

A challenge for public relations as internal change agent has been to influence training policy. Now Training magazine's '87 Industry Report shows pr has a key role in areas named as biggest training challenges over next 2-5 years (see chart).

Practitioners can add value to their organizations by becoming actively involved. Difference is: training mgrs concentrate on immediate needs, while pr, with broader strategic responsibilities, can help direct training to be responsive to bigger picture. The common denominator for practitioners here is stakeholders -- employees, customers, communities -- & their relationships with the organization.

This represents a change from historical types of training, which focused on management, supervisory, communication, & technical skills. Factors cited as responsible for changing the thrust have clear implications for public relations:

1. Identity Crises. Mergers, acquisitions, deregulation & competition force organizations into new & sometimes unfamiliar businesses. Changes in markets, names, management create confusion. This requires redefinition of who & what the organization is -- & training to be sure everyone understands.

2. Quality Improvement. Now the buzzword. Training employees to provide quality has many benefits: customer satisfaction, improving reputation, increasing employee self-confidence & pride in organization -- not to mention survival.

3. Increase in Quality of Work Life Issues. Workers expect more flexibility & options in their jobs. Issues such as childcare, eldercare, health & wellness, substance abuse force employers to develop policies, provide programs. Otherwise these problems interfere with productivity & job satisfaction. Workplace environment, relationships with workgroups & supervisors are other satisfaction issues. All demand constant training at several levels.

Greatest Training & Development Challenges: 5-year Forecast

*Customer Service	24.1%
*New Market Strategies/ Organizational Mission	16.1
Technological Change	11.7
*Corporate Culture	11.7
*Productivity Improvement	7.3
Staffing	6.6
*Quality Improvement	5.8
Centralization	3.9
*Mergers/Acquisitions	3.0
Decentralization	2.2
Succession Planning	1.0

*Direct public relations concern



4. Worker Displacement. Job-guarantee contracts recently negotiated by several unions reflect trend toward retention & retraining of employees as nature of jobs change. More organizations recognize the economic & humanitarian values of worker retraining to provide job security, rather than hire/fire policies. Employees increasingly are seen as assets, requiring development of continuous learning programs.

5. Work Force Quality. Labor pool of younger workers who historically fill entry-level jobs is declining in both numbers & quality, while jobs waiting for them require ever more knowledge & skill. Minorities, disadvantaged, immigrants all require specialized training -- either in-hours or thru schools. (Big opportunity here for high schools, colleges to establish partnerships with local employers.) Failure to provide necessary training will handicap an organization's competitiveness, as well as add to social tensions in communities.

"Business cannot hire workers from the neck down but has to work with them, respect them, bring them into the process, involve them, and give them the opportunity to achieve their natural productivity." -- U.S. Labor Secretary Bill Brock in accepting Work in America Institute's 4th annual labor-management award.

Other Highlights Of Training Survey:

- * Organizations with highest average outside expenditure for training: transportation/communications/utilities
- * Industry with lowest average: wholesale/retail trade
- * Industry with greatest training budget increase in '87: finance/insurance/banking (also predicts greatest '88 increase)
- * Industry with biggest training cuts in '87: educational services
- * Employee likely to get the most formal training: salesperson (followed by middle managers & executives)
- * The least amount of training: clerical worker
- * New types of training added to list for first time: managing change (offered by 42.8%), quality control (30.5%), substance abuse (33.4%)
- * Category consistently at top of the list: new employee orientation (especially important for One Clear Voice & assimilation into corporate culture; experience shows trouble starts when pr is not involved)
- * Gaining ground quickly: interpersonal skills for a participative workplace (leadership, team building, problem solving, creativity)

(More info: Julie Maas, Training Magazine, 50 S. Ninth, Minneapolis 55402; 612/333-0471)

INSURANCE INDUSTRY'S BELLWETHER SOCIAL REPORT FINDS VOLUNTEERISM DOWN, LOCAL PROJECTS TOPS

results from Center for Corporate Public Involvement. 335,000 hours were given, on released-time & loaned basis, compared to almost 400,000 in '85.

Fewer hours of employee time were volunteered to community projects or groups, finds latest annual

Health & wellness programs for employees are universal. 75% of 416 companies reporting have smoking cessation programs, nearly 2/3 have restrictive smoking policies. Great thrust is still in community projects -- with safe categories getting most attention:

PRIORITY COMMUNITY PROJECTS BY REGION -- 1986

Types of Projects	Total	NE	MW	S	W	Can
Student & School	81%	91%	78%	83%	59%	89%
Arts & Cultural	78	88	78	76	53	78
Youth	72	79	74	67	47	89
Local Health	72	79	72	76	41	89
Neighborhood Improvement	65	70	67	67	35	67
Handicapped	50	58	53	36	29	78
Race Relations	46	70	47	36	24	11
Drug or Alcohol Abuse	44	44	50	31	35	67
Safety	43	44	47	38	24	56
Hunger/Homeless	40	44	41	29	53	33
Hard-to-Employ	39	53	39	36	18	33
Senior Citizens & Retired	39	53	37	29	29	56
Housing	28	47	27	19	12	22
Crime Prevention	27	33	29	29	6	--
Day-Care	20	30	18	7	29	22
Transportation	20	21	17	24	18	33
Anti-Pollution	19	21	20	12	12	56
AIDS	17	19	15	17	29	11

However, practitioners are active volunteers, according to prr's 23rd Annual Survey. 84% responded with details to the question, "In what voluntary & civic organizations are you active?" Almost 6 of 10 counsel nonprofit agencies. 40% serve as volunteers in social agencies. 11% work with schools & colleges, but only one reports holding elective office. He is John Dormer, mayor of Kamloops, British Columbia.

NEW ORGANIZATIONAL CULTURE STUDY DETAILS ITS NATURE, ORIGINS & MANAGEMENT

If you're still trying to get across to your boss, client or board how important corporate culture is, a new study has been published that may help. Author Nancy DiTomaso (Rutgers Grad School of Mgmt) uses analogy of nationalism to make subject easily understandable. Some quotes:

Observers have long noted that, of all methods for eliciting desired behaviors from employees, force is, paradoxically, the weakest. The strongest is voluntary cooperation, where employees themselves want to do the same things that the