

locations, Fuller manages & staffs operations with local residents. It also operates "community affairs" programs on 3 continents, ranging from building an elementary school in the mountains of Honduras, to support for a foundling hospital in Argentina.

EMPLOYMENT OUTLOOK ENCOURAGING FOR PRACTITIONERS

With layoffs making headlines across the country (Wall Street has pink-slipped 16,000 since Black Monday), it's enough to make anyone get the jitters. But those in pr have a bright future, feels executive searcher Bill Cantor, who sees employment growing annually by 20%. His research shows these trends:

Where Will the Jobs Be? Geographically, East & West coasts look best with the Deep South following. Mid America will not be the best place for pr. Counseling firms will grow faster (thanks to special projects due to lean corporate staffs) but corporate jobs will pay more. Hot areas will be 1) financial & investor relations, 2) employee relations, 3) environmental issues (garbage & waste disposal). Watch for growing opportunities in healthcare, government at all levels, counseling service businesses & the professions.

Salary Ranges. Top levels range from \$100,000 to \$150,000 with star performers commanding more. Middle manager salaries are in the range of \$32,000 to \$75,000. Entry levels fall below \$32,000 but vary considerably. Prospects are best for top level pros, most difficult at entry level.

Outlook for Public Relations. CEOs are spending 50% & more of their time on pr. Budgets are increasing in the decline in effectiveness of advertising. PR is on the upswing in the field of marketing with growing emphasis on measuring results.

ITEMS OF INTEREST FOR PRACTITIONERS

¶ More organizations adopt honesty as policy for handling crises, following the examples of Three Mile Island, Bhopal, Dalkon Shield, other pr disasters. After a fuel tank collapse that fouled water supplies 100 miles away, Ashland Oil's public apology made headlines for straightforwardness. Chrmn John Hall, stating that Ashland was a "responsible corporate citizen," was even praised by an EPA director for his honesty & his offer to pay for the cleanup. Shows we're a long way from the stonewalling & cover-ups typical just a few years ago!

¶ Accountants set example for all professions with tough new ethics code. The 264,000 members of the American Institute of Certified Public Accountants voted to voluntarily toughen theirs, making AICPA the first major professional association to enact a mandatory, ongoing quality review program. Vote was result of internal communications program, "Vote Excellence," which used regional meetings, direct mail brochures, speakers bureaus, video & other communication vehicles to communicate complex issues on the ballot.

Cantor sees term "public relations" becoming generic. Various functions & disciplines (public affairs, community relations, corporate communications, issues management, etc.) are becoming recognized as the supports under the umbrella of public relations. Trend is to bring them together & coordinate under the concept of "total communications."

pr reporter

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"AGENDA DYNAMICS" MEASURES PR EFFECTIVENESS THRU "IMAGES," SHOWS DIFFICULTY, TENDENCY TO REVERT TO ACADEMIC WAYS; BUT IN BOTTOM-LINE WORLD, PROBLEM WON'T GO AWAY

Measuring clips or air time says nothing about the effectiveness of a public relations program. With increasing emphasis on "value added," it's imperative that pr be measurable. Have behaviors changed or been reinforced? Has demand for product or services increased? Jarol Manheim (George Washington U) & Cornelius Pratt (Va. Polytech) offer this framework for evaluating pr programs:

They begin by identifying 3 classes of target audiences & specifying their most important dimensions:

1. Media agenda -- a) "visibility" (amount of coverage received), b) "valence" (whether overall image presented is positive or negative), c) "audience salience" (references that express or evoke an association with the audience);
2. Public agenda -- a) "familiarity," b) "favorability" (net public evaluation), c) "personal salience" (the extent messages have been internalized;)
3. Policymakers agenda -- a) "freedom of action" available to them, b) their "likelihood of action," c) the degree of their positive or negative "support."

"When observed repeatedly over time, these dimensions can be employed to characterize and to quantify any changes in images that are attributable to the introduction of, or to systematic change in the style, content or level of a public relations campaign. Indeed the model is so structured as to permit the analyst to distinguish between the primary (direct) effects of a pr campaign on a given, targeted agenda and any secondary (indirect, or ripple) effects that it may have as image changes are translated into behaviors and passed from one agenda to the next." Using this model, they offer this procedure:

1. Identify the target audience with the greatest degree of precision possible.

Because it attempts to measure "images" rather than substantive change, such as observable behavior, this remains a cognitive method. While cognitive change may be desirable, and in some cases prerequisite to behavior change, it's a bit like the driver who praises the Pontiac while driving away in a Honda. Also, the emphasis on media eliminates many pr situations from using the model. Clearly it is aimed at public issues.

These points are understandable, since the professors began their work looking for ways "business communicators" could "communicate social responsibility" -- in PR Review, Summer '86. Nevertheless, they have taken this essential quest a step further.



2. Specify the path to the target. a) Primary -- direct contact with target groups, e.g. providing products to the public, lobbying policymakers, servicing reporters; b) Secondary -- employing the interactive nature of the 3 agendas to bounce messages off one to impact another.

3. Specify the goal. What specific changes in the media, public or policy images are expected? There are two issues here: a) feasibility -- what can realistically be accomplished? b) measurement -- what will successful change look like?

To accomplish this: a) locate client images in the dimensioned space of each agenda (e.g., by characterizing a client's media image at a given point in time according to its visibility, valence & audience salience); b) specify the direction & degree of change in each characteristic that constitutes a desired & realizable effect; c) track any change that occurred during or following the pr campaign; d) compare this observed change against the defined standards, goals & objectives.

4. Translate the dimensions of each agenda into specific measurements. What does "visibility" or "valence" or "audience salience" mean? What can actually be labelled with one of these terms? Social scientists refer to this as "operationalization."

5. Apply the indicators developed above to the actual measurement of client images. "Single-timepoint observations are not acceptable, and simple before-and-after designs are only slightly better. Some variation of a time-series design is in order. A time-series design is one employing regression analysis to assess the relationships between or among two or more variables, one of which is the passage of time. In effect, one makes a series of observations, whether of perceptions, behaviors, or outcomes, beginning well before the introduction of the campaign whose effect is to be evaluated and continuing throughout (and even beyond) the life of the campaign." Statistical techniques are available to control for the effects of trends, seasonality and serial correlation. Once these influences have been removed from the data, measure the direction and extent of change in the indicators. The result is the effect of the public relations effort.

6. Compare the effects measured above with the goals specified earlier. Result is the campaign's effectiveness.

7. Continually sense & respond to changes. Based on each successive observation of effect, you can fine-tune your techniques. And each change in turn gives rise to other effects. (Manheim & Pratt's paper is reprinted in the December '87 International Public Relations Review)

WINNER OF CORPORATE SOCIAL RESPONSIBILITY AWARD
USES "TREE RING" ANALOGY TO DESCRIBE ITS POLICY

For assuming a leadership position in corporate America & contributing 5% of pre-tax profits

to philanthropic activities, specialty chemical manufacturer H.B. Fuller Company (St. Paul) was awarded Columbia U's 6th annual Lawrence A. Wien Prize in Corporate

"Evaluation can be effective only when it is incorporated into the actual planning of the campaign. Not only does early inclusion allow for a more appropriate evaluative design, one that can be tailored to the demands of both campaign and client (or management), but it has the added advantage of placing the practitioner squarely in the midst of the planning & development of the design."

Responsibility (joining recipients Dayton Hudson, Norton Company, Levi Strauss, Rouse Co. & Sara Lee).

In his acceptance speech, CEO Tony Andersen described corporate social responsibility as more than philanthropy and community service -- as "integrating the concept of service, responsibility and responsiveness into our activities for each of our constituencies." He likens a corporation's set of responsibilities to concentric and expanding circles, each representing a broader constituency & with primary focus on the innermost rings:

1. Core is Customers. Sometimes taken for granted, an organization's responsibility to this primary constituency is to provide quality, reliable products, excellent service & problem solving. This means going the extra mile, like a salesman making a 400-mile trip on Sunday to make a delivery that allows a customer plant to operate on Monday. Efforts like this lead to longstanding relationships. Last year in celebrating their centennial, Fuller was able to identify a 100-year relationship with 11 customers!

2. First Ring is Employees. Fuller views its responsibility going far beyond meaningful employment, fair wages & safe work environment. The company puts priority on job security, using a shorter work week instead of RIF if work shortages occur. Open-Door policy including a President's Hotline, combined with ongoing employee relations audits, nips problems in the bud. It also helped Fuller earn a place as one of the 100 best companies to work for.

3. Second Ring encompasses Employee Families. Responsibilities include health benefits and, increasingly, issues like childcare, eldercare, life insurance, scholarships, summer jobs for children of employees. "Concern for employees' families ensures a sense of security, boosts morale, inspires loyalty, aids us in hiring and keeping good employees."

4. Third Ring is Shareholders. Tho criticized for placing shareholders after customers & employees, Fuller believes good management & fiduciary responsibility means paying attention to the long-term -- hence, employees have to come first. Approach has paid off (see box).

5. Fourth Ring is the Community. A responsible corporation bears responsibilities to the environment in which it operates: where employees, customers, shareholders & their families live, shop, attend church and send their children to school. Fuller's contributions of 5% of pretax income is more than double the national average. Employee volunteerism is also encouraged with matching dollar-for-dollar contributions and a Community Service Leave Program. Fuller has so earned community trust that it won praise from the Sierra Club for its careful handling of toxic wastes!

6. Sixth Ring is the Nation & the World. The problems of hunger, malnutrition, violence, education, quality of air & water are not solely the concern of big national or multi-national firms: they affect all institutions. In its overseas

"We hold a vision for our company where social values can stand together with long term gain versus short term profits. That is the message we have consistently carried to our shareholders and the financial community. I would be less than frank, however, if I didn't let you know that there are folks on Wall Street who aren't pleased with that ranked order." (Tho the Fortune 500 places it 457 in size, it ranks 83rd in total return to investors over the past 10 years based on dividend yield and capital appreciation!)