

Case in point: lawyers for Harvard Business School (of all places) lied to the judge in a recent case about a female prof denied tenure, saying documents needed by the defense were unavailable (withholding evidence), Boston Globe reports. Then -- showing why managers & even higher education also need ethical guides -- BizSchool destroyed other records central to the case.

## ITEMS OF INTEREST TO PRACTITIONERS

¶Downtrend In Coffee's Marketshare Shows Not Even Totems Safe in today's competitive revolution. To regain title as most beloved beverage, coffee needs to rebuild loyalty. Back in the 60s, coffee consumers comprised 3/4 of the over-10 market. Today that percentage is down to half as people opt for soda in lieu of the aromatic brew. But the \$6.3 billion industry is hoping to perk up sales by a) targeting teens; b) offering a variety of chi-chi cold coffee drinks, e.g. Orange Cappucino Frost. Promotions at colleges (coffee houses) & shopping malls ("Coffee Rock Cafes") are underway. Imagine, a promo to get us to drink coffee?! Moral: nothing's safe.

¶Office Environment Primary To Secretaries, says study from Professional Secretaries Int'l. At its annual convention, PSI distributed surveys to 1,490 attendees. Results conclude that a pleasant office environment is the most important benefit an employer can provide for his/her secretary. "This is not surprising," says exec dir Jerry Heitman. "Secretarial offices are often found in high traffic areas with minimum workspace & privacy. A better office environment acknowledges the importance of the secretarial role & improves its professional image." But what about Herzberg's hygiene vs motivation studies -- which would consider these items hygiene? Perhaps the findings translate as "professional respect reigns supreme"? More from PSI, 816/531-2100.

¶Privacy, Access & Accountability Seminar By First Amendment Congress will be October 26-27 in DC. Laws & court rulings on these topics are central to most cutting-edge issues now, e.g. abortion (woman's right to privacy), open records laws, FOI policies (do corp's trade secrets get revealed or protected by gov't records), FBI investigations of groups favoring sanctuary, etc. But state rulings often contradict one another, there are no federal statutes in many areas -- so what is the basis of these presumed rights? (Info from 303/556-4522) FAC has moved from U Colorado's Journalism School in Boulder to its Grad Schl of PA in Denver: 1250 14th St., Denver 80202. Claudia Haskel in new exec dir.

## WHO'S WHO IN PUBLIC RELATIONS

RETIRING. Several leading practitioners are leaving -- but all will keep hand in with consulting assignments, including: Ralph Frede, vp-pa, Baylor College of Medicine (Houston), PRSA Gold Anvil winner; Dave Kirby, dpr, Hewlett-

Packard (Palo Alto), Rex Harlow Award holder; Graham Sudbury, dpr, Williams Cos (Tulsa), ex-PRSA board mbr; & early next year, Bill Greener, vp-pa, G.D.Searle (Skokie, Ill), well known gadabout in Washington & elsewhere.

**PR THINKING & TECHNIQUES SOLVE WORKFORCE PROBLEM:  
ORGANIZATION TAKES ADVANTAGE OF SOCIETAL & BUSINESS TRENDS,  
FINDS FULFILLING EMPLOYEE NEEDS BENEFITS ITS BOTTOMLINE**

Circa 1986, Princeton Testing Lab (Princeton, NJ) had trouble recruiting staff. "The local labor force was limited in terms of experience & technical ability," pres Edmund Conaway told pr. Also, giant pharmaceuticals that surround PT Labs were vying for the same prospective employees. Predictions about labor shortages (pr 4/18/88) were coming true. "The market was very competitive" -- & did not favor PT Lab.

Then, nat'l business climate cooled, presenting many neighboring co's with a paradox -- help was needed in various dep'ts, but many full-time salaries couldn't be justified. So PT Lab took charge of change, turned biz & societal trends to its advantage. This approach induced a 2-part remedy:

- I. Drew From Largely Untapped Labor Pool** PT Lab actively solicited those who had fallen between the recruitment cracks, could benefit from an irregular work situation:
1. Degreed professional women who have families, want to raise children but maintain an edge in their professions;
  2. Retirees, often forced out by other corporations, who bring with them a vast amount of knowledge & would like to keep a hand in the workforce;
  3. Professionals who have been downsized out of companies, would like to hone marketability pending a full-time situation;
  4. Single-parent household heads. "It's not just a woman's issue anymore. Because of life's twists & turns, many men are in this situation";
  5. Students who want to gain experience while attending college.

"We find that by providing unusual working conditions for employees, we are not only attracting very good people, but we are keeping them. They don't want to leave Princeton Testing." In an era where lack of loyalty is the big complaint, this company has found how to rebuild it.

"We attended ass'n, environmental, and chamber of commerce meetings, posted ads on billboards & in papers to find these individuals. But first, we asked employees to network among friends & family members. Not only did this method ensure consistency in company values, but it showed employees that we trust and value their judgment."

II. Gangbuster Benefits For Part Timers

- 1. Full medical & dental insurance for anyone averaging 30 hours a week.

2. Flex Time & Job Sharing: "It's more advantageous to have workers with overlapping hours. In our business, turnaround time is paramount to clients. Flex time & job sharing reduce turnaround time." And employees cherish the freedom they get from these arrangements.

Most of these benefits are entirely denied part-timers by most employers. Most mgmts & heirarchical structures resist part-timer, job-sharing, etc. By working with emerging public opinion on these subjects, rather than fighting it, organizations can position themselves for the labor-tight days now arriving.

3. ESOP & 401K plans include those who work 1000 hrs/year.

4. Vacation & sick pay are prorated according to hours worked.

5. Salary deductions, payable to licensed day care providers. Mgmt is reviewing plans for on-site daycare with indoor/outdoor facilities.

**RESULTS** PT Lab notes increased productivity since implementation of new policies. "By hiring those who want to work part time, we get solid skills & productivity and minimize employee related overhead costs, which affect the fees we charge for svcs." Also, revenue has shot up from \$2.5 million 2 years ago to \$6.5 million today. "We could not have done it if we were not able to attract & retain these employees."

**ADVERTISING POTENCY ARGUMENT RISES ANEW: STUDY SAYS ADVERTISING INFLUENCES TEEN DRINKING; BEER INSTITUTE SAYS DOES NOT; KOOP SAYS DOES TOO**

Report from Nat'l Comm Against Drunk Driving says alcoholic beverage advertising causes teen

drinking. Commission held 5 public hearings on alcohol problems among youths in preparation for series of recommendations, concludes:

"The peer pressure encourages teens to drink, leads many to consider alcohol a necessary accompaniment to social events;

"Advertising makes alcohol consumption appear normal, makes it more difficult to raise concerns about abuse.

"In the absence of alcohol industry action, legislation should regulate adv'g." Report asserts repeat testimony from teens links beer & wine cooler ads to acceptance of alcohol as a normal part of socializing. "With near unanimity, youths themselves declare that adv'g encourages adolescents to drink." Panel suggests gov't force ad changes if industry won't take some responsibility.

**Beer Institute Refutes Report** "Over the past 5 years, drunk driving deaths have dropped 17% -- even more significantly, teen drunk driving fatalities have dropped nearly one third," says pres James Sanders. And, "They didn't find a link between alcohol consumption & adver-

tising. There is no study in existence that has. They're basing everything on testimony -- a couple of comments from young people." Alcohol affairs vp Jeff Becker told prr. "99.9% of any study cites 1) peer pressure, 2) parental guidance as most important factors. Advertising usually ranks 20 in a list of 25 factors." Ergo, advertising where is thy sting?

Becker argues that: a) brewers voluntarily adhere to their own code -- a voluminous amount of self-imposed restrictions (no youth, no on-camera drinking, etc.); b) all advertising can do is induce "cannibalism" -- beating out competitors at point of purchase.

On ex-Surgeon Gen. Koop's recommendations to tax & curtail alcohol advertising: "If your premise is wrong, then your argument is wrong. Again, Koop's recommendations are based on opinion, not research."

**AS PR EMPHASIZES INTERNAL PUBLICS, TOUCHE! ASPA CHANGES NAME; OLD TERMS INVOKE OBSOLETE IMAGES**

As of 9/1/89, The American Society of Personnel Administrators will be The Society for Human Resources Management. Why the change; ASPA had been around

for 40 years! "That's just it," pr assoc Kathy Compton told prr. "We felt the name no longer reflected what we are about."

"American" is limiting. "We're an international organization now." ASPA may not be alone. Just as org'ns dropped territorial names in the 60's (e.g. "Northwest" & "Pacific" -- prr 7/17), many may find national names hold them back as everyone else goes global. Compare IABC.

"'Personnel' is too support-staffish."

"Administration" also conjures clerical images. "The two of them together make you think of blue-haired old ladies who sit in the back room filing or planning the company picnic. Our organization is filled with vps and managers, people involved in high-level strategy and decision making."

**MORE ON LAWYER-PR WORKING RELATIONS**

A. Lawyers impotent in shaping public policy. According to Northwestern U law profs John Heinz & Robert Nelson, lawyers do not exert a great deal of influence on Capitol Hill. "Altho a handful of Washington lawyers are power brokers, for the most part they are legal technicians," they say in Law & Society Review. Major organizations now maintain direct DC link thru gov't affairs offices.

Negotiating is done by execs, researchers, union officials, pr practitioners, lobbyists as well as attorneys. "The formalities of procedural due process are much less the rule than are telephone calls, personal visits to members of Congress & other public officials, give & take negotiations with allies & adversaries, close monitoring of the trade press.... Lawyers have no special advantage."

B. Lawyers no longer hold moral high ground. Only 29 states have adopted rules of professional conduct for lawyers. Black hats in scandal after scandal are attorneys. And, as practitioner John Edwards (also a member of the bar) asks, "Why do lawyers need a 52-page code of ethical conduct?"