

monitoring causes stress & adversely affects productivity. In a survey of 700 employees from 49 companies, 65% said they could not do a quality job because they have to work too fast.

**A PROBLEM:** "Under the guise of privacy, what the government is trying to do is very anti-consumerist," Jon Hamilton, pres of American Telemarketing Ass'n, told prr. His concern is the part of the bill that deals with monitoring telephone sales & service representatives. "Aside from being our *primary training tool*, monitoring provides *quality assurance*. It's the only way we have to find the overzealous people -- those who are not presenting what the client is supposed to be presented before making a buying decision."

**PRIVACY ISSUE?** Bill assumes monitoring business phone calls is. Hamilton rejects this: "It's in ATA's code of ethics that people be informed monitoring is part of their job, that what occurs in the monitoring session be reviewed with them & that they be provided with phones that aren't monitored when they need to make a personal call."

Bill doesn't just say you have to provide employees with notification that monitoring is part of their job. "It goes a quantum leap beyond that to say you need to tell them on a week to week basis exactly when they are going to be monitored. That's the problem with it. Employees in reputable telemarketing firms understand that monitoring is a condition of employment. The way the bill is positioned, it makes quality assurance some sort of bad thing."

**IF IT PASSES?** "It will cause more consumer complaints about telemarketing. Consumers will not have the level of protection they have today from the unscrupulous or simply overzealous phone rep."

## HOW SOCIAL REWARDS/PUNISHMENTS INFLUENCE RESEARCH

... is demonstrated again in a post-election study. ICR Survey Research asked 1,002 respondents how they voted. 70% claimed they did vote; actual number was 61%. 50% claimed they voted for Clinton; 43% really did. Exaggeration? Memory failure? Deliberate lie in order to be socially "correct"? After-the-fact behavioral research must cope with each of these phenomena.

## WHO'S WHO IN PUBLIC RELATIONS

**APPOINTED.** Robert Nelson (Nelson Communications Group, Irvine, Calif) by Pres. Clinton to the Competitiveness Policy Council. Nelson, the only Republican member of Pres. Clinton's transition team, is adviser to White House Office of Personnel & Office of Public Liaison.

**DIED.** George Andrew McMoran (dpr, Towers Perrin Public Relations, NYC) 59, of cancer. During 35 yrs in the field he owned his own firm, was vp-pa for Chesebrough-Ponds, & a vp of Burson-Marsteller.

## "MARKETING" AIDS PREVENTION: WILL IT WORK THIS TIME?

On January 4, Centers for Disease Control launched its HIV/AIDS prevention "marketing" campaign with PSAs -- advocating condom use as well as abstinence. "What the PSAs did, & did very strategically, is get attention. We intended for there to be a public debate about appropriate messages and that has been happening. It got people interested so we could build a strong alliance with them as we move forward," Melissa Shepherd, chief of social marketing & media at CDC, told prr.

Previous programs -- like those for seatbelt use & against driving drunk -- relied on 1-way, mass communications, primarily advertising. This time, advertising is used appropriately to obtain awareness. CDC's prevention initiative is 4 tiered:

1. **National media strategies.** Besides PSAs, includes outreach to entertainment, feature writers, health & science reporters, etc.
2. **Technology & information exchange.** As info is gathered nationally by CDC, it & technical assistance is made available to state & local organizations "so they won't have to reinvent the wheel." For example, CDC did an exhaustive literature search on what is known about condom use among 18-25 yr olds, & a marketplace analysis on condoms. It offers social marketing seminars "so people understand the processes & disciplines involved in social marketing." This is all made available to the prevention collaborative of about 200 organizations/disciplines representing AIDS, medical, reproductive health, STDs, physicians, social workers, etc -- "a wide coalition."
3. **Partnerships with 5 local sites:** Nashville, Phoenix, Sacramento, NJ, Northern Virginia. "In NJ, an organization is going thru the planning process now to determine how it'll segment the audience. Last I heard the segment may be a housing project -- making it really narrow. But that's important because it allows us to work closely with a local community. They learn from working with us, & we'll learn from them in that process. From what we learn, we hope to develop models that can be transferred to other communities."
4. **Collaborative planning.** Partners are being asked to meet with CDC on March 3-4 to "design a broad based comprehensive plan" for HIV prevention targeting 18-25 yr olds. "It won't be just a CDC designed plan." Attenders will divide into 5 groups, each responsible for coming up with national strategies & local guidelines which can be published for other



communities to use. "It'll become the framework for the prevention marketing initiative. We (CDC) designed a framework that included goals & objectives. We know where we want to go with this program. But we wanted to launch it first, get interest & get partners signed on. Then have the actual implementation steps be designed by a broad partnership, so it's not just a gov't top-down program, but truly a bottom-up program."

Research, "lots of it," will be done all along the way, including process evaluation & outcome evaluation.

Question is whether participative approach will be carried further than the planning stage -- by concentrating on personal contact, face-to-face, & targeting opinion leaders. That will change behavior.

¶ Social marketing "has taken on a lot of attention lately with AIDS & the violence issue. It encompasses public relations, adv'g, community organizing theory, behavioral change theory. It's an emerging discipline. There was a book written in the 70s on social marketing by Philip Kotler. He updated it in '92. He's probably the father of social marketing. A couple of communication schools now have a focus in it -- Univ of Fla is one. There's also a social marketing component at Emory School of Public Health."

How does this fit the definition of "marketing"...beyond the fact marketers' never-ending turfing tries to put that name on everything? What's the "exchange" here a la dollars for products or services? Note that the 4 components listed above are all done traditionally by pr -- even advertising, since here it is PSAs.

## ✓ DIVERSITY IMPACTS BOTTOM LINE: TIPS FOR MANAGING IT

"Diversity programs must be in place to deal with diverse communities, employees, suppliers, consumers, clients & patrons. Companies that do not have such programs in place will suffer the consequences & those consequences will greatly impact their bottom lines. **These combined multi-ethnic/multiracial markets will have incomes exceeding \$1 trillion annually,**" says Marilyn Kern-Foxworth (Texas A&M Univ). She offers these tips as a framework for beginning the process:

1. Teach managers & supervisors to **acknowledge their own prejudices & biases**, and learn how to manage them.
2. Teach all employees how to **respect & value the culture & differences** of others thru training programs, seminars, workshops, extracurricular activities, panels, speakers, etc.
3. Set up a **diversity communications center**. This could be a combination resource/library/information repository accessible to all employees, visitors & the surrounding community.
4. Conduct a **diversity communications audit**. All internal/external com-

munications should be analyzed to determine what messages they are sending explicitly or implicitly regarding diversity & multicultural issues.

5. Make sure all internal & external **communications reflect diversity**.
6. Incorporate the subject of managing cultural diversity in supervisor & **management training at all levels** of the organization.
7. Implement a **mentor program** that pairs employees of different cultures or racial backgrounds.
8. Conduct **focus groups** spontaneously to find out employee interpretations & perceptions of diversity initiatives.
9. **Hire diversity trainers** for long term commitments to help suggest, design, analyze & implement diversity campaigns.
10. **Benchmark** successful companies, organizations, educational institutions & individuals that have successfully diversified their workforces.
11. Conduct a **diversity survey** to determine ratio of multiethnic employees, job levels.

(More on diversity in prr 1/24 & 1/3)

A broader interpretation of diversity to include the disadvantaged & the individualistic probably doubles the \$1 trillion figure. Add in folks who are just different than the aging white males who run most organizations & half or more of the GNP is at stake. That's where many of the problems are today. In healthcare, e.g., hospitals are run by mature white males, while staffed by diverse mainly-female employees, serving a totally diverse customer base.

## JOB MONITORING: QUALITY IDEALS V. QUALITY ASSURANCE

The Quality & Reengineering movements are based on the ideal of individual responsibility -- eliminating the old-fashioned supervisor who checks up on workers. But the telemarketing industry, for one, says such checking is necessary to maintain quality assurance. **This clash of views is important to pr as database-driven direct contact expands phone use to reach opinion leaders, target publics, donors & research respondents.** Will a public fight further erode people's willingness to accept such calls?

Site of the battle is Washington. For 6 yrs Congress has been attempting to pass a bill that would limit an employer's ability to electronically monitor workers -- thru video, computers, telephone call monitoring. Bill is being reintroduced again this year. Its obvious employee trust issue is also a pr concern.

**WHY NEEDED?** In 1987, Office of Technology Assessment estimated 6 million workers were being monitored. "Where once only a few, such as telephone operators & airline reservation agents, were monitored, new technological capabilities now track employees from truck drivers to nurses & journalists," Rep. Pat Williams (D-Mont) told a House hearing. He noted