

to dial up the calls that were made on its behalf; she acted on her own volition. But DC area attorneys say that her reference to "billable hours" can't be retracted and that GC will stand as co-defendant beside its former employee, who will serve prison time.

2. A Smith Barney stockbroker struck and killed a motorcyclist in Allentown, PA, in 1995 while using his cell phone for business purposes. The victim's family sued the firm, which settled in 1999 – paying the surviving children about \$500,000.

### SOME POLICIES ALREADY IN PLACE

DuPont Chemical, Southwest Gas and Nashville marketing firm Success Group

already have policies in place. Even UPS, which has an intensive need for driver-to-ground communication, is considering protocols. The Society for Human Resource Management has issued a single credo: *no talking on the phone while driving, ever*. Other policies and programs:

- Refrain from answering calls while driving; let voice mail take messages, then retrieve and make necessary call-backs when car is in park.
- No on-the-road chat unless equipped with company-provided handless, voice-activated devices. DuPont urges employees to keep even hands-free conversations brief, says safety & health director Mike Deak.
- Avoid talking about complicated or emotional issues, which not only can lead to sudden or jerky movements, but can also preoccupy the driver mentally, causing him or her to miss visual cues.
- Follow through by checking phone logs.
- Invite speakers, show videos, hold meetings for employees regarding the issue of cell phone safety.

### ITEMS OF INTEREST TO PROFESSIONALS

¶ **Pinnacle Worldwide Is Celebrating 25 Years As An Independent PR Global Network.** A "Silver Years/Golden Memories" dinner to fete the original founder and 16 past presidents will be held September 22 at the Las Vegas Aladdin Resort and Casino. In a nostalgic return to the site of Pinnacle's first press conference, a luncheon at the Plaza Hotel on October 11 will honor representatives "from the public relations news media who have chronicled and fueled the growth of the public relations industry." The Pinnacle Group's inception started with the idea of forming a national organization of locally based pr agencies. Doing business now as Pinnacle Worldwide, the group is an international network of independent pr firms with 60 offices, 2000 employees in 31 countries and combined fee revenues of more than \$101 million.

¶ **Get Your Message Out In Front Of Drivers – On Bumper Stickers.** They're a useful, grassroots way of communicating. Design your own bumper sticker online at [Makestickers.com](http://Makestickers.com). Choose a starting template from hundreds available. Then customize it with your own words, fonts and colors using PowerPoint, CorelDraw or PhotoShop. Some templates have room for an uploaded photo or logo. Preview what you've designed and make needed changes. There's no minimum order. Price for one, full-color bumper sticker is \$4.95; shipping is free. (More info from Graphicsland, 17730 S. Oak Park Ave, Tinley Park, IL; 1-800-347-2744)

## MEASURE VOLUNTEERISM AND GAIN SUPPORT FROM STAKEHOLDERS, POLICY MAKERS, POTENTIAL VOLUNTEERS

Getting and keeping volunteers is a keystone activity for most nonprofits. While pr efforts are often funneled into arousing volunteers for this or that initiative, another goal is winning the crucial support of opinion leaders and government officials. **Research on the success of volunteerism lays out the facts to these opinion leaders**, according to Keith Hume, research associate, Independent Sector (DC). "A lot of organizations would not be functional without volunteers. Volunteerism actually does make up a significant part of the economy," he told pr. "The more tangible you can make volunteering appear, the more legitimacy it will have."

### PLAN THE RESEARCH

IS collaborated with United Nations Volunteers to develop a four-step approach:

1. **Decide on the purpose of the survey.** What "product" will be created? Who will use the information: policymakers, government officials, media, civic leaders and activists, volunteers?
2. **Look at existing sources of information about volunteering.** Don't reinvent the wheel. "Find out what's already been written and use your research to fill in the gaps.... If you can back things up with hard, important facts, it grabs people's attention."
3. **Partner with other individuals and institutions so that expertise and resources can be shared.** The best way to do this is to set up an *advisory committee* as early as possible. Sources of membership might be government agencies, NPOs, companies or financial institutions with strong social responsibility policies, professional associations, youth organizations, molders of public opinion, and religious leaders.
4. **Identify and assemble the resources needed to carry out the survey.**

Nonprofits need the support of governments, community officials and the public. **Research is persuasive because it:**

- a) provides accurate, updated data that enable policymakers to make informed decisions about volunteering;
- b) encourages citizens to volunteer by demonstrating the social and personal benefits;
- c) educates media and private, public, and nonprofit sectors about volunteering;
- d) links national efforts with community service;
- e) provides information for others to use in their volunteer programs.

Volunteering carried out through NPOs in the US has been estimated to be equivalent to 9 million full-time jobs. NPOs account for 6% of the gross domestic product and spend an estimated \$197 billion annually on products and services, estimates *The NonProfit Times*.

**DESIGN THE SURVEY**

Information should be reliable and valid. Problems from inadequate sampling, flawed information or ambiguity

over what constitutes volunteering can sink the research. For example, the term "volunteerism" creates ambiguity. Some may consider a spontaneous act such as helping a colleague with childcare, participating in social movements or bringing clothes to flood victims as volunteering; others do not. Also,

1. **Define the sampling frame**, considering alternatives to the individual – such as households, members of organizations or geographic communities.
2. **Avoid flawed information**, e.g., by waiting to survey after volunteer season (e.g., religious holidays, a crisis such as a flood or a hurricane).
3. **Gain the trust of the volunteers**. Ask opinion leaders to introduce interviewers to the community and explain the purpose. They should earn the trust of the subjects and perhaps even go so far as to learn local customs, lingo, etc. They should assure volunteers of the confidentiality of answers.
4. **Augment the survey with subjective aspects of volunteering**, e.g., respondents' attitudes toward volunteering, their motivations for getting involved, the rewards they derive from volunteering, its significance in their life.

Other survey aspects, mostly technical, include the collection, processing and dissemination of information. Methods for the latter are: 1) computer files (e.g., on CD or on a Website); 2) printed documents (e.g., report, executive summary); and 3) special events (e.g., seminars, press conferences, community workshops).

(More from IS at 202/467-6100. Also available is a practical guide, *Measuring Volunteering Toolkit*, which is full of useful information, including a sample inventory of volunteering activities.)

**SALARY SURVEY SHOWS HIGHEST COMPENSATION FOR URBAN CONSULTANTS OFFERING DIVERSE SET OF SERVICES**

Consultants' salaries are as varied as the practitioners themselves, ranging from \$20K to \$750K, finds Abbott, Langer & Associates (Crete, IL). The survey includes pr firms, along with consulting firms whose services partly overlap with those of pr.

The highest paid among them typically heads up a firm, which provides services in: a) retailing; b) communications; c) marketing; d) government; e) training, f) healthcare; g) computer programming. S/he has 10 or more employees, receives in excess of \$1 million in gross annual fees. This composite highest income practitioner typically has a bachelor's or graduate degree with 10+ years experience. The median president has a total annual income of \$150K.

**MOST LUCRATIVE AREAS**

In descending order, the highest paid practitioners are with firms headquartered in or near:

- |                            |                                    |
|----------------------------|------------------------------------|
| 1. Boston                  | 4. Virginia Beach/Norfolk/Newport  |
| 2. Chicago                 | News/Chesapeake/Hampton/Portsmouth |
| 3. Denver/Colorado Springs | (VA)                               |

5. Washington, DC
6. San Francisco/Oakland and Nassau/Suffolk Counties
7. Dallas/Fort Worth

8. Pittsburgh
9. Kansas City
10. Outside metro areas in Arkansas, South Carolina and New Jersey

**THE OTHER SIDE OF THE COIN**

Research associates have a median income of \$37K, but some say they earn as little as

\$20K. Having a bachelor's degree or less – with little or no experience – they tend to work for firms providing services in: a) management; b) health care; c) HR; d) telecom; e) psychology services; f) computer programming; g) economics; h) insurance.

**Lowest median salaries are reported in:**

- |                               |   |
|-------------------------------|---|
| 1. Salt Lake City/Ogden/Provo | 6. Baltimore  |
| 2. Richmond, VA               | 7. Charlotte, NC  |
| 3. San Antonio                | 8. Outside metro areas in Hawaii, Nebraska and Arkansas |
| 4. Cleveland                  |   |
| 5. Denver/Colorado Springs    |   |

**National median salaries are:**

- |                               |                               |
|-------------------------------|-------------------------------|
| Senior/Exec VP \$160,000      | Chief Marketing Exec \$76,000 |
| VP \$145,250                  | Senior Consultant \$74,195    |
| Principal Consultant \$93,690 | Chief HR Exec \$70,000        |
| Chief Financial Exec \$80,188 | Consultant \$53,207           |
|                               | Junior Consultant \$40,210    |

The composite is based on boiled down data concerning salaries, cash bonuses and/or profit sharing, and demographic variables provided by 134 consulting firms with nearly 1,600 employees in 14 benchmark jobs.

(To obtain the list of firms surveyed, contact prr. More from ALA, 708/672-4200 or visit www.abbott-langer.com)

**EMERGING ISSUE PITS HIGH TECH AGAINST LIABILITY: CELL PHONE USE ON THE ROAD ENDANGERS EMPLOYERS AS WELL AS DRIVERS, PEDESTRIANS**

Two cases, one recently settled, the other just filed, should send up red flags for practitioners and their organizations/clients: driving while doing business on the cell phone can kill, and it is also hazardous to an organization's health. In both cases, a distracted driver was responsible for the death of another individual. Surviving members are going after the drivers' employers:

1. In Virginia, the family of a teen killed in a hit and run is suing California-based law firm, Cooley Godward, for millions in damages because the driver, a CG lawyer, was racking up billable hours at the time of the accident. "If CG is slapped with a judgment, the effect on employers across the region could be significant," warns *Legal Times*. The firm's defense is that it didn't force the driver