

1958

Manual of public relations for local Good Will industries

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BOSTON UNIVERSITY

School of Public Relations and Communications

Thesis

MANUAL OF PUBLIC RELATIONS FOR

LOCAL GOODWILL INDUSTRIES

By

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(B.S., Boston University, 1956)

Submitted in partial fulfillment of the

requirements for the degree of

Master of Science

1958

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CHAPTER I

THE PROBLEM AND DEFINITIONS OF TERMS USED

The significance of a manual of public relations for Goodwill Industries of America as far as public relations itself is concerned is certainly conclusive. Goodwill Industries has existed for about 65 years and has as its mother organization, Morgan Memorial, in Boston. The 119 local Goodwill Industries throughout the United States provided training, employment, and rehabilitation for 28,000 handicapped workers throughout 1956. Their common plan of operation includes collection, repairs, sales, and contract work. Clothing and household articles are donated by the citizens in a local Goodwill area. This material, when it arrives at the local Industry, is sorted and the nonrepairable items are sold as salvage. The remaining merchandise is then sent to the local Goodwill workshop where the handicapped are employed. Their job is to recondition the usable merchandise so that it may be sold in the Goodwill retail store. The income from the sale of this repaired merchandise finances most of the local Goodwill Industry's non-profit program.

It was not until 1953 that public relations was given any place or importance in the organization. In that year the first of the public relations departments (many of which were informal) were established in local Goodwill Industries throughout the United States.

Considering even the informality and part time use of personnel in many of these organizations, the realization of the need for a system of public relations on the part of this large charitable organization signifies in some way the importance and value that Goodwill Industries of America attaches to public relations in its work.

The formulation of a manual of public relations that can be used in establishing and maintaining effective and sound policy on the local level is both necessary and vital to Goodwill Industries of America and also important to similar eleemosynary institutions. By formulating a policy, that with a few minor modifications can be used by any local Goodwill Industry, much can be done toward professionalizing public relations in the organization. A genuine interest has been shown by Mr. P. J. Trevethan, the Executive Secretary of Goodwill Industries of America, in the role of public relations.

The manual of public relations for Goodwill Industries herein proposed would be used for more effective relations between various local Goodwill Industries and their "publics." The formulation of this plan will be of value both to the public relations man in the local situation (in a mature company with a separate public relations department), and also simple enough to enable the executive secretary of a newly formed industry to double effectively as a public relations man until the staff structure warranted a full time director of public relations.

I. THE PROBLEM.

Statement of the problem. It is the purpose of this thesis to develop a manual of public relations for local Goodwill Industries in the United States that will sell the public on the work and purposes of the organization.

Importance of the study. Because the 119 Goodwill Industries in the United States vary so much in size and sales volume there is a need for a manual of public relations that will be of value to both the large industry with a separate PR staff and the small industry where the executive secretary must fill many functions including public relations. This plan will give the local PR man some insight into public relations problems and how to plan effective PR for his goodwill industry.

II. DEFINITION OF TERMS USED.

Local Goodwill Industry. Any one of the 119 Goodwill Industries in the United States. These local Industries vary in size from 19 to over 400 employees.

Goodwill Industries of America. The national organization that loosely binds the local Goodwill Industries together. Located in Washington, D.C., it is a skeleton organization of six people whose purpose it is to give national unity to the local organization. It also aids those starting new Goodwills, plans national publicity,

PR, and promotional campaigns in the name of Goodwill Industries. It is supported by dues paid by local industries in relation to their size and volume.

Executive Secretary. The individual who is in charge of a local Goodwill Industry. Usually he has had some experience in a charitable organization. In the smaller GWI, the executive secretary does much or all of the administrative work. As the Industry grows his staff grows and he delegates much of the work he himself did to subordinates.

Board of Directors. The group of men in a community that govern the operation of a local Goodwill Industry. The Executive Secretary is responsible only to this body.

CHAPTER II

HISTORY OF GOODWILL INDUSTRIES

Some years before 1900, Henry Morgan, a wandering evangelist from Newtown, Connecticut, built a chapel in Boston's South End. In this chapel the poor and the destitute listened to the preaching of this Connecticut evangelist. The chapel remained in its present state of theological tranquillity until 1890. At this time an Edgar Helms, a Methodist minister from the middle west, migrated to Boston. Dr. Helms, a title later given him in recognition of his service, a young and ambitious man, came to Boston only with the desire to go to India. For him Boston was only a stepping stone toward bigger things--a stepping stone for missionary work in the land of the sacred cow. As time went by his position in India failed to materialize. Being thwarted from assuming a foreign missionary's career, he attempted to organize a "Church of All Nations" in the slums of Boston's South End. The church, in his mind, would directly minister to the needs of the immigrant population. After much struggling and discouragement he had temporarily to give up this project.

Dr. Helms was then assigned to Henry Morgan's Chapel, now called Morgan Memorial. As previously mentioned, this edifice was a haven for the inebriates and louse-carrying destitutes of Boston's South End. His first theological chore came in "cleaning" the bodies

of his congregation. The "cleanliness next to Godliness" doctrine seemed to be his only mission in the early period of his pastorship at Morgan Memorial.

Obtaining stout brushes and plenty of strong soap started him out in his crusade to clean up the congregation. A minor obstacle was evident when a lack of bathing water became apparent in the Chapel. Dr. Helms proceeded, considering the religious aspects of his shower building, to install a water tank under the pulpit. Work proceeded on this system until a baptistery was discovered. With this innovation as a reserve tank, a basement room was fitted with shower heads and before too long a well scrubbed congregation was appearing at Henry Morgan's Chapel.

This project completed, Dr. Helms turned toward the younger members of his tiny Chapel in the South End. As "times were very bad in Boston," in the early 1900's, the Chapel's pastor decided to make his church a nursery for the needy children of the area. In most cases these children were locked in cold water flats or allowed to wander over the city while their penniless parents were gone for the day in order to try and furnish meager necessities for their starving and threadbare families.

In converting his chapel, Dr. Helms padded the pews and looked for pennies to keep this country's first day nursery warm for the children of the South End.

Because of the gravity of the economic situation at this time, Dr. Helms decided to try and persuade churches in Boston to donate

food and clothing to his flock. He felt that as these other congregations in most cases were much better off, they would donate to his cause.

Unfortunately, much of the clothing he collected was sorely in need of needle and thread. In order to use this repairable clothing for the needy it first had to be made wearable. He called upon the older unemployed women who then organized sewing bees in the warm chapel and made usable Dr. Helms' solicited contributions.

He sold some of the repaired items at church rummage sales. With the profits realized from this endeavor, Dr. Helms gave some wages to the hungry and penniless "girls" of his church sewing circle--with these transactions, my friends, he had really started the first Goodwill movement in the United States.

As his organization grew, the Doctor acquired a larger and better equipped overnight lodge. Here parasites of the city got a shower, a bed, and at least a night's lodging. They were even offered jobs! Many of these men had skills acquired in the old world and passed down from generation to generation. There were tinsmiths, cobblers, cabinet makers, and tailors. Gradually Dr. Helms utilized and employed these tradesmen in making usable the larger and larger variety of donations that were being given to the Pastor of Morgan Memorial's Chapel. The few dollars that were earned in selling the repaired commodities were changed into food, clothing, and shelter for Dr. Helms' workers.

In 1905 this operation founded by Dr. J. Edgar Helms was incorporated. Morgan Memorial Cooperative Industries and Stores Incorporated--this was the start of what today is a vast charitable organization of over 100 Industries in the United States and a dozen or so in foreign countries.

As Dr. Helms' movement began to gain speed, collection of repairable items began to become a problem. You see, Morgan Memorial's founder decided that by having the individual give personally to the Industry, much larger collections could be realized. Just in time, one of the Industry's volunteer workers, Mr. Fred C. Moore, still an Executive Consultant to Boston's Goodwill Industry, came to the rescue. At the time, Mr. Moore was employed by a Boston coffee importing business. He succeeded in obtaining 1000 burlap bags from his employer. These bags were then distributed to those making donations and Morgan Memorial's collection system was in operation. This system coupled with the Industry pushed the business toward success, success for Dr. Helms and for the needy handicapped and destitute workers he employed.

In 1910 a National Cooperative Relief Association Incorporated was organized. This Association aimed at starting other businesses similar to Dr. Helms' project in various cities in the United States.

One was established in Brooklyn, New York, in 1915. The Brooklyn Industry, looking for a name, decided on Goodwill Industries. This name has since become the universal title of the organization throughout the world.

In 1918 there were seven Goodwill Industries. This spread of Goodwill work, rapid as it was, did not altogether please its founder, Dr. Helms. He decided its movement must be much faster if maximum good were to be done. Between 1919 and 1924, he took his cause to the Board of Home Missions and the church extension of the Methodist Episcopal Church. With this effort toward these groups, he obtained one million dollars for Goodwill work. By 1924, there were thirty-seven Goodwill Industries throughout the country.

Dr. Helms, feeling that Goodwill work was and had to be non-denominational and non-racial, circumnavigated the globe in 1926 and 1927. His mission--to found and promote new Goodwill Industries wherever in the world there arose a need for them.

From 1927 on, Goodwill Industries has grown in leaps and bounds. Their formation throughout the world has been initiated by many means--church groups, individuals, local financing, trust funds, and older Goodwill Industries. This world-wide program of Goodwill Industries still functions on Dr. J. Edgar Helms' idea of "not charity but a chance."

Because Goodwill Industries grew so large so quickly there arose a need for some national organization to guide and establish unity for the local goodwill organizations. In 1933, Goodwill Industries of the United States formed a national organization called, The National Association of Goodwill Industries, with offices in Milwaukee, Wisconsin. This title was changed in 1946 to its present name, Goodwill Industries of America.

This then is some historical background of what today is a growing organization of over 100 local industries with national headquarters in Washington, D.C. The national office is a skeleton organization which furnishes cohesiveness to the whole Goodwill set-up. It also provides aids and assistance to local Goodwill Industries throughout the United States and foreign countries. The cohesiveness the national office provides is very necessary, as local industries just in the United States range in size from nineteen or twenty employees to over 400. This, coupled with the fact that the minimum cost of starting a local Goodwill Industry is in the vicinity of thirty thousand dollars, makes the work of the national office very important.

These local Goodwill Industries are a very closely knit group and through the national office new ideas, techniques, and methods of goodwill work are exchanged, given, and discussed.

Formal public relations at Goodwill Industries is relatively new, as is indeed the field itself. Prior to 1942, Dr. Helms was the national organization. He passed on his experience at Morgan Memorial to those followers who were interested in Goodwill work. For a while, he even had an executive training school in Boston for potential Goodwill staff personnel. Because of the limitations of Dr. Helms and his small staff, aid to local Goodwill work from the national level was relatively limited. With the increase in size and scope of Dr. Helms' project there came a definite need for a formal and realistic method of "public relations."

Formal public relations on the part of Goodwill Industries really began in 1944. After Dr. Helms' death in 1942, the Executive Secretary of Goodwill Industries of America had been Oliver Freedman. As all the local Goodwill Industries contribute toward the support of the national organization, Freedman felt they ought to realize some more tangible return for their investment. He saw a need for really providing service to local Goodwill Industries.

In May of 1943, Mr. Freedman was looking around for someone to handle information services for Goodwill Industries of America in their plan of assistance to local Goodwill Industries throughout the United States. Lester Ahlswede, who at this time worked for the agricultural department, was contacted and became the first formal Information Service Director for Goodwill Industries of America. He worked for the national organization until 1944. His job for these years was to write copy for local industries. Later he wrote copy for Goodwill's national public.

In 1944, Mr. Ahlswede left the national Goodwill office then in Milwaukee. For a year or so there was no PR staff at the national Goodwill office.

The next significant public relations role at the organization was held by John Hein, whose title, Director of Information Services, lasted until 1948.

It should be noted that during these earlier periods from 1940 through 1948, formal public relations itself was in its infancy. Large industries, corporations, and other charitable organizations

were just beginning to realize the importance of communications with the many publics involved in and with any large organization.

In 1949, just after John Hein had left, the National Offices were moved to their present location in Washington, D.C. Perhaps due to the confusion and problems of moving, formal public relations were put on file at the national office until 1952. It was at this time that the problem of a scheme of public relations came to light. The year 1952 marked the Golden Anniversary of the founding of Goodwill Industries. At this time the Robert Enders Agency of New York was employed to handle the advertising and public relations plans of the organization on its fiftieth anniversary.

Possibly the effectiveness and national scope of the Enders Agency's work caused the national office to realize the importance of this type of undertaking, for in August of 1954, Mr. Ahlswede returned as Goodwill Industries of America's Director of Public Relations. Since his departure in 1944, Ahlswede had undertaken several jobs--one of which was with Goodwill Industries of New York. With the return of Les Ahlswede to the National Office, the counseling and work of the Robert Enders Agency was concluded as of January, 1955.

Since this time, the effectiveness of public relations on the national and local level has become more and more effective. Les Ahlswede, realizing the importance of public relations in Goodwill work has done much to impress upon the local Industries the need for good community and public relations.

Now, the aids that are offered are multifold; they include:

press kits for the various anniversaries and significant events in the "lives" of the local Industries, public relations counseling service, and national campaigns for Goodwill events such as NEPHW (National Employ the Physically Handicapped Week). There is even a seminar in Washington for local public relations people and executive secretaries.

The various media the national office creates to aid the local Industries includes ten-, thirty-, and sixty-second radio and television spots, news releases, T.V. trailers, coordination of The Goodwill Worker of the Year Awards and various other media aids for the local Goodwill Industry wherever it may be. Recently, a twenty-minute sound and color movie was completed, called, "Salute to Courage."

The cost of these aids to local Industries is based on the sales of the local industry desiring them. It is obvious that larger industries can afford more for media aids than the smaller newly formed organization. By having industries pay for their aids in proportion to their sales, the smaller industry is not jeopardized in public relations and promotional effectiveness.

It is the aim at the National Office to aid all local industries. Because of the varying sizes of the 100-odd local organizations, public relations varies in scope and effectiveness. The larger Goodwills, due to increased emphasis on PR by the national staff, have formal public relations personnel. The smaller organizations and those Goodwills with smaller budgets depend in many cases on the dis-

cretion of the executive secretaries, part time help, and assistance from the national office.

It is the goal of the public relations department of the Goodwill Industries of America to train local industries, large and small, in the effective use of public relations in dealing with local publics. The National Office, in its guidance, outlines important publics to be reached, the handling of common public relations situations, and how to deal with the media of press, radio, and television.

The local public relations man, whether a separate department in a large local industry or the "jack of all trades" executive secretary of a newly formed industry, must realize the importance of PR. The success of his public relations is the key to effective Goodwill work. It is good public relations that will bring in material contributions, establish sound internal PR, and make the difference between mediocre and top-flight operation. The Goodwill contributor is really the person who employs the handicapped workers in the local industry. The handicapped worker, in turn, is rehabilitated and given "not charity but a chance." Within the industry itself the wise use of public relations will keep employees well adjusted and aware of their important part in the Goodwill program.

This brief history is intended only as a supplement to this manual. Its aim is only to give some insight into the Goodwill story. It should give the public relations staff or executive secretary of a local industry a briefing as to the important facts and history of the organization of which he is such a vital part. With this back-

ground a clearer understanding should emerge, in writing, speaking, and telling the Goodwill story to those "publics," which through his work spell success in local Goodwill operation.

CHAPTER III

TO READ OR NOT TO READ

"Few businessmen realize in time that the public is not understanding their methods or motives as they should. This is borne upon me every day. Many an executive sends for public relations counsel only after he discovers that some important public group is violently misinformed."

This statement by Bernard Lichtenberg tells the story of this chapter. In order to have the public informed correctly the printed word must be readable and of good design.

As was previously stated, Goodwill Industries is a nation-wide organization of charitable institutions that employs handicapped persons to make saleable donated contributions. This is accomplished through the collection of re-usable materials given by citizens in a local Goodwill area. The final sale of these materials in a Goodwill retail store provides gainful wages to those handicapped workers who might otherwise be forced to accept charity.

The results of the survey¹ that was sent to the 114 Goodwill Industries in the United States revealed this information.

Thirty-seven of the public relations men answering the questionnaire had no prior public relations experience before coming to

¹See Appendix, Annex II.

Goodwill Industries.

The educational background of the respondents was lacking in formal business and public relations training.

The public relations departments of Goodwill Industries print many types of brochures, booklets, and direct mail pieces. Evaluating all of the printed material of Goodwill Industries would be too broad to be practical, so this report analyzes 27 of the better pieces of Goodwill literature to determine if they are readable in a form that "reaches" and informs the reader.

The very idea of a communication will be lost if the material is not carefully planned, written, and designated to demonstrate clearly the ideas to be communicated.

The twenty-seven¹ printed items were analyzed for the readability and design based on accepted principles.² This analysis should give the local Goodwill public relations man some basis for evaluation and creation of readable printed media.

The public relations writer for Goodwill Industries does have problems in writing, because of the variety of readers he must "reach." It is hoped that through this analysis some of the problems that must be coped with in Goodwill public relations writing, or any charitable organization for that matter, can be better handled.

¹See inside back cover.

²See Chapter IV.

Taking the three best publications,¹ you will probably ask, what is there about these three that makes them stand out as far as readability and design are concerned?

Well, the brochure numbered 4 is basically very simple--utterly simple. The use of color and line gives its cover the complete Goodwill story. The woman holding the "kingsized" bag does give the Goodwill worker a lot of happiness, as can be seen by his smiling face--what could be more appropriate? As you look inside there is further brief, simple copy illustrated with a line drawing showing what happens to the "kingsized" bag and its contents. The message is given in very readable copy with personal references²--"Fill one with clothing and other household items you no longer use and you'll help provide jobs for people at Goodwill Industries. And then you'll see what we mean when we say this "kingsized bag will hold a lot of happiness." This is appropriate in terms of reader, purpose, and format. When you look at the back cover you find all of the necessary information for contacting this Goodwill Industry--just the necessary information and no more. It's good--don't you think?

Now take out the best transportation manual (B-6). It's so small you can put it in your pocket. What does the cover say--it says manual for Goodwill transportation workers both in picture and word--double impact. Look at the inside. The important headings are in

¹See Chapter IV, Tables I, II, III, IV, and inside front cover.

²See Chapter IV, page 23.

capital letters and underlined--good mechanical means for clarity. As an over-all booklet it is brief, to the point, and has the cut and dried formula for readability--specific format, specific purpose, and specific reader.

The Goodwill Glean--our best internal-external organ (C-6)-- seems almost like a toothpaste ad. It is, as we said, the most difficult to handle of the three categories, brochures, personnel booklets, and internal-external organs.

This is because in this type of publication the Goodwill public relations man must cater to various departments. You usually include in the internal-external organ news of each department. Fortunately or unfortunately, as the case may be, this material in many cases is written by the department members themselves. It's a hodge-podge of ideas that takes real journalistic know-how to transform into readable and well designed copy.

Look at the arrangement of the first page. The balance is informal--each side balances with different means but balances. The use of pictures tells the story. Look at the captions--the first word of each caption is capitalized so that the reader immediately reads what the picture tells.

Notice the telephone number on this direct mail piece. It is in large point type so that the reader can instantly see where to call to contribute to Goodwill Industries.

These points concerning each of the three best publications are brief and general but they should help you see how good printed

material should be set up, written, and analyzed.

This report is not intended to be a panacea for success in Goodwill publications. It is hoped, however, that it will promote thinking and suggest some ideas that will make better copy and design for the Goodwill public relations man and writer. If this can be accomplished, the aim of this chapter will be satisfied.

CHAPTER IV

BASIS FOR DETERMINING READABILITY OF GOODWILL PRINTED MATERIAL

The basis for determining the readability of the printed material in Chapter III is as follows:

- I. The number of one-syllable words per 100 words.
- II. The number of words per sentence per 100 words.
- III. Mechanical means.¹

It would be difficult and unnecessary to examine each article, word for word, to determine the readability. For ease of analysis 100 words of copy in each item in each category were selected at random.

The number of one-syllable words per 100 words were then found in each booklet, etc. in each classification (see Table I, page 22).

The standards set for readability as far as one-syllable words are concerned are 70% to 75%. If this percentage of the 100 words of copy is met the copy is readable in respect to one-syllable words.

The number of words per sentence per 100 words was obtained by dividing the number of sentences per 100 words of copy.

The average standard for readability in this case should be between 15 to 17 words per sentence. An average higher than this indicates that the copy may cause the reader to fight the words and lose

¹See page .

Table I. Readability of the 27 Goodwill Publications.

100 Words of Copy		A Brochures	B Personnel Booklets	C Internal-External Booklets
	1	72%	80%	57%
	2	70	80	61
	3	62	86	63
Number of One-Syllable Words	4	80	71	63
	5	60	78	71
	6	69	74	79
	7	71	70	76
70%-75% (Standard)	8	75	--	63
	9	70	--	65
	10	70	--	--
	11	61	--	--
	1	17	14	20
	2	14	16	13
	3	14	20	33
Number of Words per Sentence	4	30	71	63
	5	20	11	20
	6	14	17	20
	7	16	13	20
15-17 WPS (Standard)	8	20	--	20
	9	16	--	25
	10	14	--	--
	11	16	--	--
	1	1	0	2
	2	4	3	9
	3	2	5	4
Personal References	4	8	7	0
	5	0	12	11
	6	4	13	8
8-10 (/100 words)	7	0	4	13
	8	2	0	4
	9	4	0	3
	10	8	0	0
	11	2	0	0
	1	2	3	3
	2	4	2	3
	3	5	2	2
	4	6	8	4
Mechanical Means	5	4	2	3
	6	4	2	4
	7	1	4	4
	8	4	0	7
	9	3	0	4
	10	5	0	0
	11	5	0	0

the message.

Another important consideration in making the reader "read" is the number of personal references in the copy. Personal references are those words or groups of words that cause the reader to feel a "part" of the idea the copy tries to sell.

There should be 8 to 10 personal references per 100 words. There are two types of personal references: words¹ and groups of words.²

The final method of determining the basic readability of the copy is the mechanical means used. We have the use of headings, the outline, the size of a body of copy, the use of brackets, parentheses, and many others. The mechanical means in themselves are of no value--no one doubts that--but these means with the other principles of readability, if they are followed, aid the cause of readable copy--copy you and the reader will understand.

To help you see the light, so to speak, the data from the analysis of readability of the 27 articles is included in this chapter (see Table I, page 22). It includes readability of all the twenty-seven articles. As you see, all the brochures have a capital A on them with Arabic numbers to specify which brochure in particular.

¹Words. This includes names of people, titles of people, personal pronouns, and words referring to personal relationships.

²Groups of Words. This includes quotes, commands, incomplete sentences, questions, and aimed sentences. (Inserted into the copy by the author to cause closer feeling on the part of the reader toward the ideas conveyed.)

As you might expect, the personnel booklets have a capital B on them, and the internal-external papers (the paper or booklet sent to a Goodwill contributor telling of local Goodwill activities) are given a capital C.

After the initial tests of readability in all three categories were made, the two most readable booklets in each group were selected. The first and second best in category A, brochures, were numbers 4 and 10 (see Table II, page 5). In category B, the personnel booklets, 5 and 6 were first and second best, respectively. The two best in category C, as you can see--no pun intended--are 2 and 6.

In all cases the selection of the two best in each class were made with reference to words per sentence (this is the most important factor), personal references, and lastly, the number of one-syllable words. This method of selection was used as it was felt that the words per sentence would be the first concern of readable copy. If sentences were long, the reader would be least inclined to read the copy. If there were a minimum of words per sentence, a few more than average one-syllable words might be allowable. Personal references were felt to be more important than the number of one-syllable words.

An evaluation was made of the general design of the three best brochures (category A, 4 and 10). This evaluation was based on three design factors¹ (this includes all three categories--A, B, and C).

¹Three Design Factors.

I. Appropriateness--the quality that makes all the elements of

Table II. The Two Most Readable Goodwill Publications
In Each Category

	Brochures (A)		Personnel Ek. (B)		Int.-Ext. (C)	
	1st	2nd	1st	2nd	1st	2nd
No. of One-Syll. Words	4	10	5	6	2	6
Words/ Sent.	4	10	5	6	2	6
Personal References	4	10	5	6	2	6
Mechanical Means	4	10	5	6	2	6
The Best	4	10	5	6	2	6

In this selection the Words Per Sentence had precedence over the One-Syllable Words. The Personal References also had precedence over the One-Syllable Words. This of course was within reasonable limits.

From the information from this chart, the two best in each group were:

- I. Brochures (A): Number 4 and Number 10.
- II. Personnel (B): Number 5 and Number 6.
- III. Internal-External (C): Number 2 and Number 6.

From these measures the two best examples in each group were analyzed.

In the brochure designation (A), number 4 seems to be the best example of well-designed material (see Table III, page 27). The set-up and design of this brochure seems to best get the message across. It is appropriate because it talks to the reader--what could be more appropriate? It is simplicity personified--it's one idea of the Goodwill Bag repeated over and over again.

Brochure number 10 (see Table III, page 27), although very readable, missed the boat as far as design is concerned. It is appropriate, but too broad. It tells the story to the contributor in general instead of to a specific reader. It loses some of its crispness because its format is too broad.

Of all the personnel booklets (B) that Goodwill Industries people "had" to read, the most readable were numbers 5 and 6. "Design-wise" number 6 takes the Gold Cup of Good Design (see Table IV, page 28). It is brief (you can see by its format) and gets the message

the copy belong. (There is no rule of thumb--it is directed by the writer's good taste.)

- II. Simplicity--the putting together of all the elements of copy that belong together. (Repetition of the main idea.)
- III. Crispness--this measure of analysis tests the copy to see that there is not one single unnecessary word in the writing. This, my friends, is "literally" cutting the copy brutally to eliminate unnecessary wordage.

Table III. The Design Ratings of the Two Best Goodwill Brochures (A), Numbers 4 and 10.

Design	Number 4 Fair	Number 10 Good
Appropriateness	Talks to the contributor.	Broader but more appropriate. This brochure tells the story to the contributor.
Simplicity	This brochure uses just <u>one idea</u> both in copy and in the art work-- The Goodwill Bag. Good.	Although this brochure uses one idea--the key-- it loses much of its simplicity because of a vagueness of the copy.
Format Crispness	Very good-- Tells the story easily and in an interesting manner.	Rather overworked. This idea has been used too many times to be called crisp.

For generally getting the message across, Number 4 seems to be the best general brochure.

Table IV. The Design and Ratings of the Two Best Goodwill Personnel Booklets (B), Numbers 5 and 6.

Design	Number 5	Number 6
Appropriateness	This is rather crisp but loses much because the copy and length are dull and long.	This talks directly to the worker-- <u>good.</u>
Simplicity	This certainly doesn't have the quality of simplicity--too long and wandering.	Yes--this has a lot of simplicity. It is short, direct, and to the point.
Format Crispness	There is none here. The writer was too wrapped up in the copy and the rules.	Although this leaves something to be desired--it is the best of the personnel booklets.

For generally getting the message across, Number 6 seems to be the best of those personnel booklets considered.

across. It is appropriate as it talks to the person intended--the worker. It is simple and compact both in wordage and physical size. Although it isn't quite as crisp as a head of lettuce, it does best meet the qualities of good design in this group.

The second most readable personnel booklet, number 5 (see Table IV, page 28), is fair in design quality. It tends toward appropriateness but is too long and just a bit dull. As far as simplicity is concerned, the best comparison can be made to the technician wiring a Univac without a schematic diagram. From these "faux pas" the booklet loses much of its crispness.

Because copy is readable, it is not necessarily good as a printed communication and may "violently misinform."

Internal-external organs (C) were on the whole the poorest of the group. Numbers 2 and 6 were nominated as the best in this group. Of the two, number 6 seems to have the proverbial "ace in the hole" (Table V, page 30). This publication is good as far as crispness is concerned--it talks to the reader and that is it. It is simple. Lastly, its format is crisp--though formats of this type can be difficult.

Number 2 is vague as far as appropriateness is concerned. It is cluttered and because of this, crispness is only fair.

The three best publications were not compared with each other because the difference of format would make further appraisal unjustified. It should also be noted that the best in each group are not necessarily "the best." They are the best of the material that was analyzed.

Table V. The Design Ratings of the Two Best Goodwill
Internal-External Organs (C), Numbers 2 and 6.

Design	Number 2	Number 6
Appropriateness	This paper rates only a fair designation as it beats around the bush, therefore losing much of its appropriateness.	This is better-- it talks to the reader and that's it.
Simplicity	Not at all. This one is much too cluttered to have that quality of simplicity.	Quite good--aimed at the contributor and the employee.
Format Crispness	Only fair--mostly due to the clutter which also ruined its simplicity	Good--from the name to much of the copy. Though it doesn't sing, it does hum a little.

For generally getting the message across, Number 6 seems best to fill the bill.

CHAPTER V

A LOCAL PLAN OF PUBLIC RELATIONS FOR LOCAL GOODWILL INDUSTRIES

"Public relations is not only contacts through different media to the public but should also stem right from the bottom to the top of all employees, the executive, and the board of directors.

"Everyone at Goodwill Industries should be well indoctrinated, happy at their work and always ready and willing to boost and sell the public to support such a worthy cause.

"Teamwork is definitely the answer so everyone should start the enthusiasm and tell their friends where ever they may be.

"Enthusiasm is like small-pox, you're apt to catch it if you get too close.

"Goodwill is definitely a community project, a non-profit organization and we will prosper in direct proportion to our ability to recruit many others ready to rally to our support."

These statements by Mr. Hugh Stratton, the Public Relations Director of the Goodwill Industries of Windsor, Ontario, are the best introduction to this chapter. How does one achieve good internal and external public relations on the local level? What are the important "publics?" How does one deal with specific local Goodwill problems such as bad contributor relations caused by the transportation department? These problems and many of those met by the local Goodwill public relations man will be discussed and some basic system estab-

established to enable the local industry to have, promote, and produce better local public relations.

The local Goodwill Industry in many respects is similar to other charitable organizations. It depends on contributors for donations. The "goodwill" that grows from favorable public feeling is the success or failure of a local Goodwill Industry. A local Industry differs from many other charitable organizations in that it deals with the rehabilitation of handicapped people. A Goodwill Industry depends primarily on material contributors. Without material contributors a local Goodwill cannot exist. This is the basic goal of any Industry--material contributions. The securing of material contributions gives employment to its workers--handicapped workers.

If the local public relations man succeeds in establishing favorable community relations the community will want to become a part of it. A part of the support of an organization that gives a respected place in the community to those handicapped who might otherwise be on welfare.

It is the job of the local Goodwill public relations man to establish positive relations on the part of his organization toward the community of which it is a part.

Before any external¹ public relations can be expected to

¹External Public Relations--those relations with publics separate from the Goodwill Industry itself.

achieve success, internal¹ public relations must be contended with. The Goodwill worker must feel and understand that he is the important person in the Goodwill movement. Therefore the job of the public relations man is to insure that all relations within the organization are satisfactory and the employee working as a unit toward the end result--a harmonious Goodwill organization. If these internal relations are satisfactory the worker will aid greatly the completion of favorable external and community relations. This will in turn insure more material contributors--the key to the success of the local Goodwill Industry.

Another organizational group that the local public relations man must be aware of is the board of directors. Usually this group is only concerned with the total picture, and rightly so. Their interest is only in the total operation--the costs and the benefit to the handicapped. The public relations man must either directly or through the executive secretary inform the board of the importance of good sound public relations in conjunction with the entire Goodwill operation. At the board of directors meeting, the public relations man should explain his policies, internal and external, and their effect on the entire operation. In most cases if the board of directors is cognizant of the importance of sound public relations the public relations man can count on their support and assistance.

One of the greatest errors the local public relations man can

¹Internal public relations--those relations with publics within a Goodwill Industries structure.

make is to ignore the board and their position.

Another general organizational difficulty that the local public relations man must contend with is that of lines of communications. From the board right down to the sales person, communications should be free. In many organizations lines of communications by-pass some staff members or communications reach him in an upward¹ direction instead of downward.² A situation of this sort can and in many cases does undermine the whole organizational structure. The public relations man at staff meetings should stress the importance of free downward communication to all. If this aim is accomplished the organization will be freer in accomplishing policy changes, delegation of authority³ and internal communications in general.

Because the transportation department of a local industry is the real "front" agency, the public relations man should brief all of its members as to their importance, public relations wise. The drivers and their helpers are the real public relations people. Through them and their contacts with the contributor the difference between favorable and unfavorable public relations can be made. Weekly meetings with the transportation department are a must. The public

¹Upward communication--communication from the lowest organizational level to higher levels.

²Downward communication--communication from the higher organizational levels toward lower ones.

³Delegation of authority--giving and supporting certain authority at lower organizational levels to relieve higher authority for more important decision-making.

relations man with the aid of the transportation supervisor should explain the importance of neatness of appearance, a polite and courteous manner, and the "go out of your way" attitude toward the contributor. The trucks themselves, needless to say, should likewise present a neat and attractive picture to the "public." A transportation manual¹ is good public relations. With it the transportation worker can check periodically to see what his part is in the Goodwill story.

If the transportation department and its members are aware of the importance of "them" as public relations people selling Goodwill Industries will be considerably easier.

One of the biggest difficulties the local public relations man has to realize is that the aids and media suggested by the Public Relations Department of Goodwill Industries of America in most cases must be adapted to the local situation. The only time that it is wise to take them at their face value is in relation to a national campaign such as an anniversary of Goodwill Industries, National Employ The Physically Handicapped Week, or some other nationally sponsored Goodwill project.

Material suggested by the national office should be tested to see if it conforms to the local situation in relation to economic situation, climate and public sentiment toward the local industry using it.

Every local industry has a different geographic and economic

¹See annex inside back cover.

situation. A media that would be satisfactory in Florida could be entirely out of the question in Minnesota and vice versa. As each Goodwill area has problems peculiar to it, the local public relations man should carefully study the needs, geographical location, and economic situation of his particular area of work. If this is accomplished, the job of best applying the material suggested by the national office is greatly simplified. The practical test for any Goodwill communication toward a public is to insure that it fits in terms of reader, or listener, purpose (what it should do), and format (does the material fit the problem).

One of the easiest pitfalls to which the local public relations man can succumb is day-by-day planning of his public relations policy. Public relations planning should cover at a minimum a year. When a public relations man plans his activities on a day-to-day basis, it is very easy to get into a "rut." If a year or even longer period is used in planning policy the local public relations man can work toward a longer and larger total goal. This long range operation "aims" day-by-day operation towards a long range more productive end. For example, if the need is for greater material contributions, a day-to-day plan for accomplishing this end tends to produce the same feeble efforts day in and day out. On the other hand, if the one, two, or three year plan for greater contributions through better and more positive public relations succeeds, the day-to-day news releases, slide talks, radio spots, etc. can all be planned to ultimately achieve this end completely through the effectiveness of the long range policy.

With what "publics" does the local public relations man have to contend? Actually they are as large as the area the local industry serves. As was stated previously, the first "publics" to be recognized are those within the organization--namely, the employees. The internal "public," the industry worker, sales people, staff, transportation workers, and telephone solicitors are the real public relations personnel. If they realized their importance to Goodwill Industries many external problems would be eliminated. If the employees are dissatisfied, have personal differences, etc., the effect of this dissatisfaction reaches out and stunts much of the effort the public relations director tries to accomplish with external publics. Word of mouth communication always has been and will continue to be an important consideration in the place any organization has in its environment. If the employees tell the Goodwill story positively much benefit will be derived externally.

It is important then that the public relations man knows the employee. It is a good idea to have a personal data file of each employee. This should include past job experience, background, and other data that the public relations man can use if the need arises. For example, if an employee has a background that is news, releases may be made to local papers. This will make the employee feel a part of the organization and also benefit the work of the local industry. A file of this sort is also valuable in understanding employee differences, one of the greatest causes for poor internal public relations.

With these ideas in mind the public relations man should realize that with good internal morale and satisfied employees the second step toward a positive system of public relations is accomplished. If the internal situation is as suggested, the best public relations an organization can have is already present--a happy Goodwill family. With employee relations positive the effect on external publics will be more firmly fixed. If, on the other hand, the local Goodwill Industry has poor internal relations, the job of favorable external relations is much harder, if not impossible.

The external public is indeed as large as the area served by the local Goodwill Industry. To the industry itself the most important public is the material contributor. It is with this group that the success or failure of the public relations man will hinge. As we have stated, the transportation department--through truck drivers and their helpers--is the only member of the Goodwill family that day by day meets the material contributor. Because this group is sort of a lifeline to the organization, their position should not soon be forgotten. Through them "word of mouth" advertising is important. If the picture of Goodwill Industries given to the contributor by the driver and his helpers is rich they will express this picture to their friends. If not, they will still express their impression of the organization, but in terms not quite so favorable.

It is good public relations policy to send thank-you cards to material contributors--thanking them for their assistance to the Goodwill program. This card should suggest a call to the local industry

if they have further donations. Another valuable aid that could be presented to the contributor would be the invitation to tour the industry--to see just what happens to material they have contributed.

Religious groups are another important "public" which the public relations man must recognize. Naturally, some church groups won't be too receptive to Goodwill Industries. The Goodwill public relations man should understand this and put emphasis on those religious "publics" that are favorably inclined toward the organization. Religious groups such as women's societies and men's clubs offer excellent opportunity for slide talks,¹ movies, and addresses telling and showing the Goodwill organization and its place in the community. Most church groups are only too happy to have after-dinner talks, concerning Goodwill Industries and its place in the community.

A Goodwill project that could be carried out by various church groups would be a Goodwill offering to further the work of the local organization. A material contribution drive could be carried out by members of a church group to collect repairable items. The projects that could be undertaken by religious groups are many and varied and the local public relations man should consider his own problems and needs and act accordingly.

The civic groups such as Lions Clubs, Kiwanis, and business groups offer another excellent opportunity for dinner addresses by the staff members of the local industry. With groups of this sort,

¹See Annex IV, page 90 .

subjects such as Administrative Problems in the Operation of a Goodwill Industry and The Financial Aspects of the Local Goodwill Industry are not only keyed to the civic group but can bring valuable support to Goodwill operations from this public. In addressing any group regardless of interest, it is wise to apply the test of listener, purpose, and format to the subject material to insure that it is suitable. If it fits the group in relations to these headings, use it. Where a religious group would be interested in Goodwill work from the handicapped point of view, most business groups would like to know more of the organizational problems of the industry. Why? Because this is generally their business.

There are many opportunities for the local public relations man or woman to effect tie-ins with local industry and retail business. In many local industries throughout the United States there is subcontract work done by local Goodwills. There is the possibility of a local industry sponsoring a trip for the local Goodwill Worker of the Year or an outing for handicapped employees. Needless to say, if things of this sort are undertaken, the public relations man will capitalize on news and public interest value of such projects. News releases, photos, and tie-ins with the industry sponsoring the event all contribute to the fulfillment of coordinated projects. The public relations man should explain to the sponsoring organization the mutual benefit derived.

Retail stores are another source of tie-ins by the local Goodwill Industry. A project used by some industries is to have contrib-

utor boxes in parking lots of super-markets. The tie-in is that the shopper is given a Goodwill Bag when he checks out with his groceries. The suggestion is that he take it home, fill it, and return it to the contributor box in the parking lot of the local super-market. Needless to say, the box should be checked frequently to insure that its contents are not overflowing. This could offset the success of the project. The public would feel that there wasn't too much need for contributions if they were flowing and blowing around the super-market parking lot.

Other public relations possibilities involving retail stores are numerous; a fashion show of old-fashioned apparel donated to the local Goodwill Industry sponsored by a local department store, a hardware exhibit of old types of hardware received at a local industry. The favorable public and community relations from projects such as these are indeed great. The specific possibilities again depend on the local situations and potential possibilities of the geographical area.

"Readin', 'ritin', and 'rithmetic," this public is relatively unexplored as far as local Goodwill Industries are concerned. The younger set in general offers many public relations possibilities.

For example, the use of a Goodwill movie, Salute to Courage, or a slide talk at a grammar or even a higher school assembly makes an interesting and educational program, but tells the Goodwill story to a group that is very effective. The information derived from an assembly goes home to the parent and ultimately can contribute and

aid material contributions.

School drives, a tie-in with an assembly using movies, slides, or even a speaker can be effective immediately. For example, after the lecture or movie is over, Goodwill Bags can be handed out to students to be taken home, filled, and returned in the morning. In the morning a Goodwill truck can be waiting to return the filled bags to the industry. All of community Goodwill projects serve two purposes. They give the community a part in Goodwill work and also offer an excellent opportunity for publicity. It should be mentioned that if the local public relations person isn't writing his own releases or taking his own pictures, the press should be notified in time to insure adequate press coverage. One of the mistakes a local public relations man can make is to call the press on the morning of such a project and then wonder why the end result is lacking in coverage. Notify the press in advance!

The Boy and Girl Scouts are another excellent tie-in for drives and the securing of more material contributions. On a Saturday, after adequate press coverage has been given, have some of the Goodwill trucks, staffed with Boy Scouts, make runs in the community. Arrange for prizes for the Scout Troop securing the greatest number of contributions. The prizes could be given at a dinner for all participating at the local industry.

The Girl Scouts could handle a drive of the same type, only theirs might be for articles of repairable clothing or some other contribution that is light in weight. In all cases some sort of dinner,

prize, or even a certificate of Goodwill service should be given to all participating in order to eliminate any unfavorable opinion.

The publics mentioned are enumerated only to suggest to the imaginative public relations man some of the possibilities that are present. The sky's the limit. It all depends on the area, and the needs and requirements of the local Goodwill Industry.

Media--or various vehicles of communication are vast. The local industry has at its disposal--in most cases without cost--radio, television, press, and many other media. The question is, how to gain the acceptance of these media of communication?

All too many public relations people both in and out of Goodwill Industries expect that members of the various media will come to them. One of the prerequisites for good public relations is good press relations. How often have you heard the public relations person say, "I can't understand we never get press coverage--they never stop in here"? The press doesn't come to you! The only time this occurs is in the event of a real big story--if a reporter happens to get wind of it! This applies to all communications media.

Suppose you have a twenty-second radio spot from the national office that you want to use on a local radio station. You mail it to the station with a polite letter with the notation that you would appreciate any consideration on their part. One never hears it! In the first place, a local station in most cases puts public service material (non-paying) on the air with an if time available clause. There are many public service announcements used daily. Let's assume

that just after the Soggy Cereal Hour--a network show--our program manager finds he has twenty seconds of free air. What to do? Oh, yes, a public service announcement. Which one? Let's see, there's one here from Goodwill Industries, and another from Joe Doaks, the public relations director from Acme Charities. He uses Doaks instead of yours. Why? Joe Doaks came to the station personally to present his announcement. As it happened to be noon time, Joe took the manager to lunch. So when it came time to put in a public service announcement, because Acme Charities meant something more than just a name, it was used. The moral of this story is, know the members of radio, television, and newspapers personally. Take releases, shots, film trailers, and stories to them personally until they know you by name. Know them so when there is available time and space Goodwill Industries will ring a bell--a bell you have made!

Another possibility for knowing members of press, radio, and television is a press luncheon. Have a special luncheon followed by a tour of the Industry. In this way the media representatives know Goodwill Industries and naturally are more receptive to information from it by you.

A mistake often made by enterprising public relations personnel is weighing, say, one newsman against another. If you have a "story" and the confidence of several newsmen don't weigh them together. Give one the story and next time offer the scoop to the other newsmen. They will appreciate you for it. Giving both or all papers the same scoop only breaks down what personal relationships and confidence you have

established with press luncheons and other confidences.

How do you write a press release? It's exactly opposite of the type of writing you would use in an annual report, or a piece of narrative literature. If you write your own releases and want them accepted, use newspaper style. How, you say?

In the first place, don't write a release just to write one. If the executive director wants five a week, explain to him that by grinding out so many each week Goodwill Industries will soon have the reputation of never having anything printed. It is better to write one release a month that's news than one a week that causes the newspaper editor to feel, "Here's more of that same old stuff from Goodwill Industries."

A rule: if it's news--write it!

The set-up of news releases, as we said, is opposite to most conventional writing. You say the important thing in the first sentence--the meat of the item. Then you elaborate on what you have said in as many paragraphs or sentences as you feel are desirable to tell the story. Here's the rub--after the first sentence or sentences that tell the essence of the item, you elaborate. Because in many cases copy must be cut at the newspaper office, your article should be complete and tell the story wherever it may be cut. With the news in the first sentence it could be cut here and still make the edition and be of value to you. On the other hand, if there's room, it could be printed in its entirety. The reason so many releases go into the waste basket is because the editor is rushing to make an edition and

can't be bothered getting a rewrite on your story because it builds up to a beautiful climax in 1000 words, and he has space for 25 words. Twenty-five words aren't much, but you have made the edition!

How about specific media? In general, local Goodwill Industries feel the newspaper as a media is the most valuable. This perhaps is due to the large number of papers in relationship to radio and television. The newspaper certainly does offer some advantages. It is usually read because the reader wants to read it. It can be read at a leisure time when its effect will have more of a result on the reader. On the other hand, in some cases material sent to local papers is cut or rewritten and thus the message intended by the local public relations man is lost.

The radio stations have the second greatest use on the part of local Goodwill Industries throughout the United States. The radio station is an excellent medium of communication. There are usually many opportunities to have public service announcements made. Most local radio stations welcome good, well written ten-, twenty-, and sixty-second spots from charitable organizations. The important matter in writing radio spots is to be sure they are just the number of seconds they are supposed to be. When writing a radio spot, use only half a sheet of paper or only the size paper needed for the copy. This makes it easier to handle. Double space all copy. Put in parentheses at the upper right hand corner the number of seconds the spot requires and the subject. In the copy itself underline all words that you want emphasized. Lastly, whether you write your own spots or use

some of those provided by the national office, be sure you know your station managers and program directors. If you know them, the chance of radio coverage is that much more certain.

The use of television spots and film by Goodwill Industries is a relatively new aid that is valuable in the dissemination of information. It is improbable that any but the very largest of the local Industries will be able to produce or film their own television aids. The television aids offered by the national office are an excellent method of securing television coverage.

Local Goodwill Industries do use television as a medium. 133 television stations were utilized by the 55 respondents answering the Goodwill Survey.¹ One industry utilized seven television stations for television coverage. In regard to public service announcements on television, it is more difficult than the other media mentioned. This is due to the higher costs incurred in buying television time. Naturally, if a sponsor purchases thirty minutes of television time he expects to use all thirty minutes. Even considering these remarks, there are and can be public service announcements and television trailers used, and with considerable impact, on television by the local Goodwill Industry. The previous statements concerning personal relationships with various program media, etc., apply even more so in the case of television coverage due to the increased costs of the medium's time.

¹Annex II, page 63 .

The contributor publications, which include newsletters and house organs, are in the same category as far as effectiveness is concerned. Many industries felt that this medium was valuable as it was a more direct approach to the contributor.¹ The important consideration in any type of contributor publication is its applicability in terms of reader purpose and format.

Another consideration that can make or break a contributor publication is its readability.² If the aforementioned considerations are followed the success of any Goodwill publication should be greatly assured.

Many Goodwill Industries frown on paid advertising of any sort. Because of the non-profit and charitable aspects of a Goodwill Industry many refuse to consider this type of promotion. In many cases--if the budget allows--paid advertising in any of the mediums, newspaper, or television can be valuable.

If the local public relations man can secure appropriations, paid advertising time can be used in many ways. A local Goodwill radio show of the variety type utilizing local handicapped talent, and there is a lot of it, gives the community insight into Goodwill activities as well as entertainment.

In the use of the newspaper as a paid medium, ads may be used to announce clearance sales, bargain days, or other promotion. If

¹See Survey questions 10 and 13, pages 69 and 70 .

²See Chapters III and IV.

paid advertising is used, the advertiser is assured specific paper position at a specific time--which, needless to say, has its advantages in running warehouse clearances, or other types of Goodwill sales at a specific time.

If the local industry decides on paid advertising, a check with newspaper advertising men or radio and television program directors will reveal local requirements as to the make-up, size, and printing costs. Concerning design and layout--many local industries have talented employees, handicapped or otherwise, who can furnish adequate design and layout for local newspaper requirements. The copy should be handled by the public relations man. It should be written with the specific sale or promotion as a basis for creation.

The budget requirements needed by a local Goodwill public relations man are again dependent on specific need. Some budget--preferably of a yearly nature--should be arrived at to carry the public relations program through the year. This should include more than just the public relations staff's salary. After consideration of past expenses, the year's budget should be ascertained. Some items to be considered are: expenses for materials such as paper, printing costs, appropriations for talks and lectures, photography expenses, and a budget for dinners and press banquets. These expenses are only a suggestion to emphasize the importance of an adequate public relations budget to cover the expenses of public relations work over and above public relations staff salaries.

The public relations budget in relationship to over-all local

Goodwill budget is dependent on the needs and size of the local organization.

In the Goodwill Survey¹ the majority returns indicated a public relations budget appropriation of from one to five per cent of the total budget. Two industries listed public relations budgets of from sixteen to twenty per cent.

Goodwill Industries of America's public relations department offers an excellent information source for local public relations men. In fact, this is one of their prime functions. The local public relations man should not hesitate to use this service where local problems arise. There was some feeling expressed in the Goodwill Survey that Goodwill Industries of America was not local enough in its assistance. This of course is true--if local industries don't request specific help for specific problems. If local problems do exist, the public relations man should seek specific advice from the national office.

Many of the releases and suggestions regularly distributed by the national office are of a general nature. They should be adapted to the needs and geographical considerations of the local industry.

This chapter is not intended to be a panacea for local Goodwill public relations men. The suggestions offered here are the results of two factors: the survey sent to 115 Goodwill Industries throughout the United States, and the theory and advice derived at Boston University's School of Public Relations and Communications.

¹Annex II, question 24, page 80 .

If the local public relations man understands and utilizes the criticism, analyses and suggestions offered in this manual he should be well on the way toward establishing a firm and balanced public relations program. This ultimately should give his local Goodwill Industry the community acceptance that will implant it firmly in the community of which it is such a vital part.

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APPENDIX

ANNEX I

11 Palmer Street
Watertown, Mass.

Mr. Goodwill Public Relations Man:

The enclosed questionnaire, which has been approved by both Mr. P. J. Trevethan, the Executive Vice President of Goodwill Industries of America, and Mr. Lester Ahlswede, the Public Relations Director, is part of the research I am doing for a thesis at Boston University School of Public Relations and Communications. This thesis is part of the requirements for a Master of Science degree in public relations. I chose my thesis topic, "A Public Relations Plan for Local Goodwill Industries," because I felt that there was a need for a more common and somewhat standardized plan of public relations that would enable the PR man, whether he was an executive director of a newly formed industry or the full time public relations director of an older industry, to more adequately handle public relations situations as they arose. This questionnaire is the beginning of the thesis because without your assistance I wouldn't be able to tell just how the public relations men in the 119 local Goodwill Industries throughout the United States felt about their public relations programs. From the answers you give me in this questionnaire I shall be able to tell just what you like and dislike, what special techniques

you have worked out, and exactly what common problems you have.

The data obtained from this questionnaire is confidential and the only use of it will be in ascertaining information that will lead to a more effective and standardized public relations program for the public relations man in a charitable organization. Please return the questionnaire to me in the enclosed self addressed envelope.

Thank you,

Norman O. Barres.

P.S. I would appreciate any samples of local public relations aids that you have created such as driver booklets, slogans, telephone manuals, etc. They will make an interesting and instructive appendix to my thesis.

Thanks again!

Questionnaire for Public Relations Survey of

Local Goodwill Industries

1. In your estimation what are the most important groups involved in your Goodwill Industries public relations work outside of material contributors? (Specify in order of importance, 1-2-3-etc.)

- 1-() Religious
- 2-() Civic
- 3-() Outside Industry
- 4-() Government
- 5-() Other (list)

2. You received a press kit from Goodwill Industries of America for National Goodwill Week. Were there any aids or suggestions that you think, if included, would better aid the local Goodwill public relations man during National Goodwill Week?

3. What, in your opinion, is the biggest external difficulty outside the Goodwill Industries with which the local Goodwill public relations man has to contend?

(Use other side for answers if necessary)

2.

4. Which of the aids of Goodwill Industries of America do you find the most valuable? (Specify in order of importance, 1-2-3-etc.)

- 1-() News releases
- 2-() Radio transcriptions
- 3-() Radio spots
- 4-() T.V. film spots
- 5-() T.V. slides
- 6-() Films (The Last Chance, etc.)
- 7-() Public Relations Letter
- 8-() Posters, signs, etc.
- 9-() Other (list)

5. What other public relations materials and techniques, not mentioned in question 4, do you use or find valuable in your Goodwill work? (List and describe)

3.

6. Do you have any difficulty in getting local newspaper acceptance of your public relations releases?

Yes No (If yes, answer question #7)

7. If you are having difficulty - what, in your opinion, are the reasons?

8. When was your Goodwill Industries public relations department established on a full time basis? (Check one)

1- Before 1950

2- 1950-1953

3- 1954-1956

4- 1957

9. Do you have a general mailing list that is used for various Goodwill appeals? Yes No

10. What types of mailing lists do you have?

1- News letter

2- House organ

3- Contributor publication

4- Membership

5- Fund raising

6- Other (specify)

- 11. If you have a material contributor publication,
 - 1- How often is it issued ?.....
 - 2- How much does it cost per issue ?.....
 - 3- How many issues do you publish ?.....
- 12. Have you ever had a contributor publication? () Yes () No
(If yes answer #13)
- 13. When was it discontinued and why? What replaces it?.....

- 14. Do you have a Fund Raising Department separate from the Public Relations Department? () Yes () No
- 15. Do you think the public relations assistance of Goodwill Industries of America is adequate? () Yes () No
(If no answer question #16)
- 16. What, in your opinion, can the public relations department of Goodwill Industries of America do to further help you in your local public relations work? (specify)

5.

- 17. How many employees are there in your Goodwill Industries?
()
- 18. How many employees are there in your public relations department? ()
- 19. Do you have a public relations orientation program for:
 - 1- Truck drivers () Yes () No
 - 2- Sales people () Yes () No
 - 3- Other personnel who meet the public (list)

20. Media Statistics

- 1- Number of newspapers to which you regularly send releases.
()
- 2- Number of radio stations to which you send spots and other program material. ()
- 3- Number of T.V. stations where you have animated spots, film, trailers and live productions. ()
- 4- Other
- 21. What materials do you supply media checked in question 20?
(Check materials supplied - more than one can be checked)
 - 1-() News background data
 - 2-() Press releases
 - 3-() Radio spots
 - 4-() Radio transcriptions
 - 5-() T.V. spot films
 - 6-() Full length films
 - 7-() T.V. slides

6.

8-() T.V. telops

9-() Live radio or T.V. programs

22. Which types of telephone solicitation do you use?

1-() Homebound

2-() Office

23. How many people do you utilize in your telephone solicitation?
()

1- What percentage of these people are handicapped? ()

24. What is the ratio of the public relations budget to the total budget? () In percent.

25. What is your educational background? (Check highest grade attained)

1-() Some high school

2-() Finished high school

3-() Two years of college

4-() Completed college (What did you major in?)

26. What other jobs have you had at Goodwill Industries apart from public relations?

27. Did you do public relations work before coming to Goodwill Industries? () Yes () No

28. What was your past job experience?

7.

29. In which age group do you fall?

1-() 20-30

2-() 31-40

3-() 41-50

4-() 51 and over.

30. Do you have any operational difficulties in coordination, assistance, understanding, etc. with other departments within your Goodwill Industry? () Yes () No
(If yes answer #31)

31. What are some of these difficulties that you have with other phases of your Goodwill Industry?
(Use other side if necessary)

ANNEX II

RESULTS OF A SURVEY ON PUBLIC RELATIONS SENT TO 114 LOCAL
GOODWILL INDUSTRIES THROUGHOUT THE UNITED STATES AND
CANADA (55 RETURNS)

Question 1. In your estimation what are the most important groups in your Goodwill Industries public relations work outside of material contributors?

- Answers:
1. First choice - Religious groups (30 returns)
 2. Second choice - Civic groups (25 returns)
 3. Third choice - Outside industry (12 returns)
 4. Fourth choice - Outside industry (11 returns)
 5. Fifth choice - Government (9 returns)

Question 2. You received a press kit from Goodwill Industries of America for National Goodwill Week. Were there any aids or suggestions that you think, if included, would better aid the local Goodwill public relations man during National Goodwill Week?

Answers: In answering this question the respondents' feelings were as follows:

1. Twenty-six respondents felt that the present press kit was adequate.
2. Six felt that the press kit was inadequate.

3. Two respondents had no opinion.

Generally in answer to question 2, the respondents felt the press kit was adequate.

Question 3. What, in your opinion, is the biggest external difficulty outside the Goodwill Industries with which the local Goodwill public relations man has to contend?

Answers: The following answers are in order of importance.

A representative answer is typed in each case. The number in parentheses at the end of an answer is the number of respondents having the same feelings.

1. "Rummage sales and competition from other agencies picking up material."

Salvation Army, Volunteers of America, Broken Hearts, and the United Fund. (16)

2. "Explaining the full meaning of Goodwill Industries, I believe there is a lack of national advertising to the fact that Goodwill Industries is dedicated to hiring the physically handicapped." (9)

3. "Apathy on the part of most folks--this is just another organization that wants funds from an overburdened public. How true this is I wouldn't say, but that is the first reaction." (5)

4. "No difficulty." (5)

5. "Referring specifically to this Goodwill, the most serious problem is combatting poor public relations of the past. It's a problem that seems to have resulted from no discipline policy or, if policy existed, it was regarded too lightly, and intent appeared to be to get

through the day at hand and disregard the future. However, I feel strongly, that this has not been the case since shortly before 1951, long before I got here. Yet unpleasant overtones from the past still keep cropping up." (4)

- 6. "Indifference of newspaper and radio officials." (3)
- 7. "Idea that Goodwill is making money from discarded material donated. Public does not realize the work and expense necessary to re-condition used articles." (2)
- 8. "Why we cannot accept all items the public wants to donate." (2)
- 9. "Lack of understanding of the difference between Goodwill and other salvage collecting organizations. This is partly Goodwill's fault because in many local situations there is little difference. With a mobile population there is a great carry over of opinion from one local situation to another. Therefore a weak Goodwill program can harm many others." (1)
- 10. "Driver and helper courtesy to contributors is the number one public relations problem." (1)

Question 4. Which of the aids of Goodwill Industries of America do you find the most valuable?

- Answers:
- 1. First choice - Radio spots (15 returns)
(tie) Films (15 returns)
 - 2. Second choice - T.V. film spots (12 returns)
 - 3. Third choice - Radio spots (9 returns)
(tie) T.V. film spots (9 returns)
 - 4. Fourth choice - Films (8 returns)
 - 5. Fifth choice - Public relations letter (8 returns)

- 6. Sixth choice - Posters (8 returns)
- 7. Seventh choice - News releases (5 returns)
 (tie) Radio transcriptions (5 returns)
 Radio spots (5 returns)
 T.V. slides (5 returns)
- 8. Eighth choice - T.V. slides (6 returns)
- 9. Ninth choice - Other (2 returns)
 (includes)
 - 1. Results of other G.W.I.
 - 2. Advertising tools.
 - 3. Plastic bags.

Question 5. What other public relations materials and techniques, not mentioned in question 4, do you use or find valuable in your Goodwill work?

Answers: The following answers are in order of importance.

A representative answer is typed in each case.

The number in parentheses at the end of an answer is the number of respondents having the same feelings.

- 1. "The greatest strength of our local public relations program is the direct approach. Talks to civic, educational and church groups. Along with this slides are sometimes used if they help present the Goodwill story to a certain group. (This can be overworked.) Demonstration clinics are held for the educational groups at Western University. We use handicapped employees to make the presentation to faculty and student groups. These clinics have been particularly good with education, psychology, and sociology classes." (12)
- 2. "Tea and tours of Goodwill facilities by all kinds of groups." (5)

3. "We here at _____ have found our personalized letters and brochures distributed from door to door and through our mailing lists are the most effective in increasing donations." (4)
4. "Telephone solicitation." (3)
5. "Contributor publication." (3)
6. "Personal appreciation cards other than form postal cards." (2)
7. "Contacts with Welcome Wagon when possible." (2)
8. "Public school collections." (1)
9. "Annual reports." (1)
10. "Women's auxiliaries kept posted and encouraged to lend a hand in any promotional plan." (1)
11. "Girl and Boy Scout Drives." (1)
12. "Exhibits." (1)

Question 6. Do you have any difficulty in getting local newspaper acceptance of your public relations releases?

- Answers:
1. Yes (8 responses)
 2. No (46 responses)

Question 7. If you are having difficulty--what in your opinion are the reasons?

- Answers:
1. None. The majority of respondents experienced no difficulty. (2)

2. "The press in town is reluctant to give much space to any one agency."
3. "One newspaper in town--demands are allegedly too great on them."
4. "I think the real key is in winning the confidence of our beat reporters. When the relationship has been good the stories have come out often and well. If we get a new man (who may be suspicious of public relations people) we go through a period of rebuilding."
5. "No interest in Goodwill."
6. "Would like more articles more often-- but they bungle our pictures so often it takes them two or three visits to get their pictures."
7. "Releases cut to less than half a dozen lines. Not enough selectivity in subject matter of releases and predominance of a single religion in the area."
8. "Releases must be newsworthy to get the attention of the editor."
9. "Program of newspaper releases is not well rounded out."

Question 8. When was your Goodwill Industries public relations department established on a full time basis?

Answers: The majority of local Goodwill public relations departments were established between 1950-1953.

1. Before 1950 (8 responses)
2. 1950-1953 (9 responses)
3. 1954-1956 (7 responses)
4. 1957- (8 responses)

Question 9. Do you have a general mailing list that is used for various Goodwill appeals?

- Answers:
1. Yes (28 responses)
 2. No (21 responses)

Question 10. What types of mailing lists do you have?

Answers: The most common types of mailing lists used by local Goodwill Industries were the contributor publication and the membership list.

1. News letter (13 responses)
2. House organ (7 responses)
3. Contributor publication (16 responses)
4. Membership (16 responses)
5. Fund raising (13 responses)
6. Other (included)
 1. Flyers
 2. Thank you cards to contributors
 3. Quarterly magazine
 4. Direct mail.

Question 11. If you have a material contributor publication, how often is it issued: how much does it cost per issue: how many issues do you publish?

Answers: (Of those answering question 11):

1. How often is it issued: The majority of respondents printed their contributor publication quarterly. (8 responses)
2. How much does it cost per issue: Of those respondents answering question 11, the average cost of their contributor publication was \$1,060. This includes the largest and smallest sums of \$2,500. and \$150. respectively.
3. How many issues do you publish: Of those answering this question the average number of issues published was 50,777 copies. This includes the largest and smallest numbers published - 16,000 and 175,000 copies.

Question 12. Have you ever had a contributor publication?

Answers: The majority of respondents had never had a contributor publication.

1. Yes (17 responses)
2. No (25 responses)

Question 13. When was it discontinued and why?

Answers: The following answers are in order of importance. A representative answer is typed in each case. The number in parentheses at the end of an answer

is the number of respondents having the same feeling.

1. "1953--Postage changed and the expense did not seem to justify results from our observance. Other extensive promotion, as better and more widely distributed annual reports, more group contact, and more widely circulated pamphlets." (6)
2. "Not enough results." (1)
3. "News letter--left at doors. Thank you printed cards mailed to donors." (1)
4. "Personal letters."
5. "Personal letters."
6. "Discontinued in 1953. Employed additional public relations personnel and arranged and expanded program to 'sell' a larger segment of the community."
7. "1955--Lack of funds."
8. "1952--seemed to have no appeal. We now mail cards to prospective contributors announcing our truck calls in their community."
9. "Discontinued because we did not consider it effective--replaced by direct mail program and stepped up contacts with public groups."
10. "We are considering a Quarterly News Letter."

Question 14. Do you have a Fund Raising Department separate from Public Relations Department?

Answers: The majority of Goodwills responding did not have a separate Fund Raising Department.

1. Yes (13 responses)
2. No (37 responses)

Question 15. Do you think the public relations assistance of Goodwill Industries of America is adequate?

Answers: Most local Goodwill Industries responding felt that assistance from Goodwill Industries of America was adequate.

- 1. Yes (35 responses)
- 2. No (13 responses)

Question 16. What, in your opinion, can the public relations department of Goodwill Industries of America do to further help you in your local public relations work?

Answers: The following answers are in order of importance.

A representative answer is typed in each case.

The number in parentheses at the end of an answer is the number of respondents having the same feelings.

- 1. "Perhaps because I'm a Goodwill yearling as public relations director, I sense the chasm separating Washington, D.C. and the local public relations office. A central bureau should reflect good public relations by a warmer, more personal contact with the individual. They should seek out his or her individual problems in matters of their endeavor. Another important project would be a market research in each city supporting GWI. Contrary to general opinion geographic location makes the world of difference. My 25 years as a newspaper and public relations man makes me somewhat critical when we don't practice what we preach." (8)

2. "Continued T.V. releases on network programs."
(6)
3. "Help all Goodwill set and achieve higher public relations standards. This can be done partially by workshops and conferences with really top people in the communications field as resource field. I wish the national office had a larger staff and a larger budget so we could do more in the way of national publicity. I think they are working at capacity right now." (3)
4. "Arrange for a national speakers' bureau of good speakers who would be available to tell the Goodwill story at important meetings." (1)
5. "More success stories of other Goodwill Industries and their plans and results."
(1)
6. "Public education of the direct needs of the industry of the workshop."
7. "Know something about the locality."
8. "Use better artists for the design and illustration of leaflets, brochures, and posters offered to local Goodwills."
9. "Provide more promotional materials-- that is, literature, signs, etc. As mentioned before, at a local basis, cost is prohibitive. I like the comic book idea very much. It saves me a lot of time in answering queries. Could an edition be printed on smooth stock for primarily adult consumption?"
10. "Concentrate on better efficiency in all releases--advance notice to allow for planning."
11. "A nationally made postal cancellation slogan, which locals could buy at a reasonable (not \$55.) cost, would be welcome."

12. "More emphasis placed upon the fact that GVI is a completely charitable organization and that there are no shareholders or owners to benefit from the operations. We think that great publicity might be given to the enormous payroll undertaken by the entire organization in general and the local units in particular, stressing the point that if Goodwill Industries did not employ these people they would probably not have any income at all and would be a burden upon society whether through welfare agencies or individual support."

Question 17. How many employees are there in your Goodwill Industry?

Answers: Of the Goodwill Industries responding to the survey the average size of local industries was in the 101 to 150 and 51 to 75 size group.

Industry size breakdown:

	<u>Size</u>	<u>Industries responding</u>
1.	11-25	6
2.	26-50	9
3.	51-75	10
4.	76-100	3
5.	101-150	10
6.	151-200	4
7.	201-250	6
8.	251-300	1
9.	301-350	2
10.	351-400	0
11.	401-450	1

Question 18. How many employees are there in your public relations department?

Answers: The general size of public relations departments of local Goodwill Industries was two to four employees (15 responses).

Public relations department size breakdown:

	<u>Number of employees</u>	<u>Number of responses</u>
1.	1	14
2.	2-4	15
3.	5-10	6
4.	11-15	2
5.	None	6

Question 19. Do you have a public relations orientation program for: 1. Truck drivers; 2. Sales people; 3. Other personnel who meet the public?

Answers: In answer to question 19 the responses indicated that generally truck drivers and sales people were orientated public relations wise to the Goodwill program they were a part of.

Response breakdown:

1.	Truck drivers	Yes 34	No 17
2.	Sales people	Yes 38	No 14
3.	Other personnel who meet the public:		
	a. Telephone rep.	(8)	

- b. Office personnel (3)
- c. Senior staff (1)
- d. Board members (1)
- e. Plant personnel (1)
- f. New employees (1)
- g. Chaplains (1)

Question 20. Media Statistics

- 1. Number of newspapers to which you regularly send releases.
- 2. Number of radio stations to which you send spots and other program material.
- 3. Number of T.V. stations where you have animated spots, film, trailers, and live productions.

Answers: Of the responses received:

- 1. Number of newspapers which local Goodwill Industries send releases--893 newspapers.
 - A. Largest number of releases sent to newspapers by one industry--150.
 - B. Smallest number of releases sent to newspapers by one industry--1.
- 2. Number of radio stations which local Goodwill Industries send spots and other material--392 radio stations.
 - A. Largest number of radio stations used by one industry--18.

- B. Smallest number of radio stations used by one industry--1.
- 3. Number of T.V. stations which local Goodwill Industries send spots, film, and other material--7.
 - A. Largest number of T.V. stations used by one industry--7.
 - B. Smallest number of T.V. stations used by one industry--1.

Of the local industries answering the questionnaire the number of newspapers most frequently used by a local industry was 2.

The number of radio stations most frequently used by a local industry was 5.

The number of T.V. stations most frequently used by a local industry was 2.

- 4. Other media used by local Goodwill Industries are:
 - A. Church and civic groups
 - B. Trade journals
 - C. House magazines
 - D. Industrial publications

Question 21. What materials do you supply media checked in question 20? (Check materials supplied--more than one can be checked.)

- 1. News background data
- 2. Press releases
- 3. Radio spots
- 4. Radio transcriptions
- 5. T.V. spot films
- 6. Full length films
- 7. T.V. slides
- 8. T.V. telops
- 9. Live radio or T.V. programs

Answers: The material most often used by local Goodwill Industries in media dissemination is radio spots (of the Industries reporting, 52 used this type of material).

Breakdown of question 21:

<u>Type of material</u>	<u>Number of Industries using this material</u>
1. Radio spots	52
2. Press releases	48
3. Radio transcriptions	40
4. T.V. spot films	40
5. News background data	35
6. Live radio and T.V. programs	33
7. T.V. slides	32

- 8. Full length films 20
- 9. T.V. telops 5

Question 22. Which types of telephone solicitation do you use?

Homebound? Office?

Answers: Of the industries answering the questionnaire the majority used the office type of telephone solicitation. (22 responses).

- 1. Homebound (17)
- 2. Office (22)

Question 23. How many people do you utilize in your telephone solicitation?

- 1. What percentage of these people are handicapped?

Answers: The majority of local industries reporting used from one to five people for telephone solicitation. From 76% to 100% of these people used for telephone solicitation by local Goodwill Industries were handicapped.

Breakdown:

<u>A. People used in telephone solicitation</u>	<u>Number of responses</u>
1. 1-5	20
2. 6-10	7
3. 11-15	2
4. 16-20	0

- 5. Over 24 1
- B. Percentage of handicapped people used in telephone solicitation
 - 1. 1-5% 1
 - 2. 6-20% 0
 - 3. 21-40% 0
 - 4. 41-60% 1
 - 5. 61-75% 0
 - 6. 76-100% 24

Question 24. What is the ratio of the public relations budget to the total budget (in percent) ?

Answers: Generally local Goodwill Industries spent from one to five percent of their total budget on public relations.

Breakdown:

	<u>Percent of total budget</u>	<u>Number of responses</u>
1.	1-5%	21
2.	6-10%	11
3.	11-15%	2
4.	16-20%	2

Question 25. What is your educational background? (Check highest grade attained.)

- 1. Some high school

- 2. Finished high school
- 3. Two years of college
- 4. Completed college (what did you major in?)

Answers: Of the fifty-five returns from local Goodwill Industries the majority of public relations men had college educations (27 responses).

Breakdown:

- 1. Some high school 1
- 2. Finished high school 4
- 3. Two years of college 16
- 4. Finished college 27

Major course of instruction of those finishing college:

- 1. Law 1
- 2. Journalism 3
- 3. Industrial Management 1
- 4. Education 2
- 5. Business Administration 4
- 6. Liberal Arts 6
- 7. Psychology 1
- 8. Economics 1
- 9. Biology 1
- 10. Engineering 1
- 11. Agriculture 1
- 12. Theology 4
- 13. Public Relations 1

Question 26. What other jobs have you had at Goodwill Industries apart from public relations?

Answers: The majority of respondents had no previous job experience at Goodwill Industries.

Breakdown:

- 1. None 27
- 2. Executive Director 12
- 3. Production and sales 2
- 4. Store manager 1

Some of the other jobs done by public relations personnel prior to public relations were:

- 1. Field visitor, store employee at GWI, switchboard operator, in charge of transportation as supervisor of truck men, some bookkeeping, addressograph and graphotype work, and responsible for chapel speakers, etc.
- 2. Recreation, operation, and public relations.
- 3. Corporate secretary for 25 years.
- 4. Selling, supervisor clothing department, store manager, promotion, and public relations.

- 5. House to house solicitor, truck driver, store clerk, sales manager, public relations, and assistant Executive Secretary.
- 6. Secretary.
- 7. Cashier in the store part time.
- 8. Personnel.

Question 27. Did you do public relations work before coming to Goodwill Industries?

Answers: The majority of the respondents had no public relations experience before coming to Goodwill Industries.

- 1. Yes 17
- 2. No 33

Question 28. What was your past job experience?

Answers: The majority of local Goodwill Industry public relations men had done work in the public relations, advertising, promotional, and radio and television line prior to work at their respective local Goodwill Industries.

Breakdown:

<u>Job experience prior to GWI</u>	<u>Number of responses</u>
1. Public relations, advertising, and promotional field	14

2. Clergyman 6
3. Vocational rehabilitation
4. Truck driver, government employee, factory worker, hard rock miner, and farmer.
5. Religious education in a church, department supervisor in a large industry.
6. Sales.
7. Owned an insurance agency, president for two years of association of crippled children and adults, organized and operated a blood bank during World War II.
8. Secretarial and buying.
9. Selling, manager of stock room.
10. Private secretary.
11. Army officer.
12. Industrial engineer.
13. Worker with the Y.M.C.A.
14. Managed a sheltered workshop and heart association.
15. High school instructor.
16. Marine Corps.
17. Army, foundry moulder, duster pilot.
18. Staff and head nurse in a hospital.
19. Sales, teaching.
20. Manager, unemployment commission and wholesale toiletries company. Sales manager of silk mills. Sales supervisor of an investment banking concern.
21. Manager of a book and art store.

Question 29. In what age group do you fall?

Answers: The majority of Goodwill public relations men fell in the 41-50 age group (18 responses).

Breakdown:

	<u>Age group</u>	<u>Number of responses</u>
1.	20-30	7
2.	31-40	9
3.	41-50	18
4.	Over 51	17

Question 30. Do you have any operational difficulties in coordination, assistance, understanding, etc. with other departments within your Goodwill Industry?

Answers: The majority of local Goodwill Industries responding to the survey had no operational difficulties within their Industry (39 responses).

1. Yes (10)

2. No (39)

Question 31. What are some of these difficulties that you have with other phases of your Goodwill Industry?

Answers: Of those Industries that felt that they had internal operational difficulties the following were expressed problems:

1. "Promoting cooperation, communication, and motivation in all departments." (5)
2. "Biggest difficulty is to have the transportation department look at the public relations value of pick-ups rather than the costs." (3)
3. "Board of directors--you didn't send enough paper so I won't start." (2)
4. "Employees being good 'public relations'."
5. "In having able, efficient and public relations minded executive directors, problems involving coordination of departments were quickly remedied."
6. "Lack of proper facilities to carry on a well rounded program of rehabilitation."
7. "Our lines of communication are weak."
8. "So new--no organizational chart--duties not clearly defined. I would like help in this direction--with appropriations set aside for promotional work--assistance in office for details--which would free me for more organizational duties and meeting the public."
9. "At the present time the telephone operators receiving contributor calls are under the transportation department. We feel that better contributor relations would be maintained if these operators would be placed under the public relations department. Such a change is being considered and probably will be effected within the year."
10. "Inconsistency of policy in regard to contributions refused, especially furniture, is a serious problem from the public relations point of view. It has already resulted in considerable contributor criticism, and if continued could eventually result in a serious loss of 'Goodwill'."

11. "Jealousy among present employees when a new man or woman is hired to do a job which he or she is capable of doing--and is paid more than some of the older handicapped employees."
12. "The task of getting employees to work a full eight hours."

ANNEX III

DISTRIBUTION OF THE 58 RETURNS RECEIVED FROM THE SURVEY
SENT TO 114 GOODWILL INDUSTRIES IN THE
UNITED STATES, MEXICO, AND CANADA

The roman numeral after the state indicates the number of Goodwill Industries in a state. The arabic number indicates the number of returns received from the state.

1. Massachusetts	IV	2	16. Indiana	VII	3
2. New Hampshire	I	0	17. Ohio	XI	8
3. Maine	I	1	18. Texas	VII	5
4. Connecticut	II	2	19. Oklahoma	III	1
5. New York	III	2	20. California	XI	5
6. Pennsylvania	V	2	21. Washington	IV	1
7. Delaware	I	0	22. Arizona	I	0
8. Maryland	II	2	23. Michigan	VII	4
9. North Carolina	II	2	24. Minnesota	IV	1
10. Washington, D.C.	I	0	25. Arkansas	II	0
11. Georgia	I	0	26. Florida	II	2
12. Alabama	II	0	27. Nebraska	II	1
13. Mississippi	I	1	28. Kentucky	II	1
14. Illinois	IV	1	29. Oregon	I	1
15. Missouri	II	1	30. Iowa	III	1

31. New Jersey	II	0	36. West Virginia	III	1
32. Tennessee	II	1	37. Wisconsin	I	1
33. Louisiana	II	1	38. New Mexico	I	0
34. Colorado	III	1	39. Windsor, Ont.	I	1
35. Virginia	III	2	40. Mexico	I	0

Questionnaires were sent to 116 local Goodwill Industries.

There were 57 returns. This is a 49% return on questionnaires that were sent.

ANNEX IV

SAMPLE SLIDE TALK TO BE USED BY A LOCAL GOODWILL
INDUSTRY FOR EXTERNAL PUBLICS.

This slide talk is printed here to suggest how a local Industry might write an interesting and informative slide talk to be presented to some of the external publics the local public relations director has to deal with. The number in parenthesis suggests points where a slide is used showing the scene being described by the Goodwill speaker.

Slide Talk

Title: The Goodwill Story (30 minutes)

Medium: 35 MM slides. 24 slides.

(1)-----This is a chair--something to sit on. This chair has a special story--a story of handicapped people. To you the handicapped are grateful. For because of you their handicap has given to them special skills and self respect. Skills and self respect that makes you the real handicapped people. You haven't been given the opportunity to develop a special skill because of illness, accident, or disease.

(2)-----This is a chair but it is a special chair because it has given employment and special skill to this Cerebral Palsy victim. It was given to this man. He rebuilt it and maybe you bought it. The sale of it paid his wages--gave him social respect and an economic value in his community--in your community!

(3)-----This is the Goodwill Story. The story of people with special skills who have found respect and a livelihood through your contributions.

When you make a contribution to Goodwill Industries the first step is the processing of the items that you and your neighbors donated to Goodwill Industries for the rehabilitation of its-----handicapped workers.

(4)-----The Goodwill material first goes to the sorting department where handicapped workers process it. The Goodwill Industry has _____ floors devoted entirely to processing and making saleable the many contributions that you have donated.

(5)-----Just for example many cane rockers--the kind grandma used to like--are processed in the local Goodwill Industry. This particular chair is being caned by _____, a woman of 66 years. She used to work in a shop in _____, _____. In fact,

she worked there 20 years.

When she became 65 years old the State said she must retire. Agnes didn't want to retire so she came to Goodwill Industries and they hired her to cane chairs--your chairs! The same job she had done for 20 years! She still lives in _____ and commutes daily in a taxi to the Goodwill Industry.

As she says, "I fooled them. I came here, they accepted me. I was lucky enough to get the job."

Oh yes! Agnes has been totally blind for 30 years.

(6)-----The cleaning department shown here completely cleans and makes usable clothing of all sizes, shapes, and descriptions that you have given to Goodwill Industries. The department has a complete dry cleaning plant where handicapped employees clean, repair, and sort according to type, the clothing and other apparel donated by you the contributor.

(7)-----_____, shown here ironing processed clothing, is 36 years old. She has been at Goodwill Industries for four years. Until this time she had never had a job--no one wanted her because with Cerebral Palsy one needs special skills that most job situations can't use.

When _____ first came to Goodwill Industries she was very disturbed emotionally. She caused many bad situations in the cleaning department. Finally she began to feel a part of those she worked with and today she is one of the best and most adjusted workers in the department.

Incidentally, because of her progress and personality she was nominated as the Goodwill Worker of the Year, the highest honor given to a handicapped person.

The wages that _____ and her fellow workers receive give them self respect and a feeling of independence that most people never realize.

This again is due to you!

(8)-----The furniture and woodworking department handles all types of furniture that you have donated. The handicapped employees here recondition furniture of all types: beds, tables, chairs, and other items that will eventually be sold in the Goodwill Store.

(9)-----"It's pronounced like the French artist," said _____, a painter in the furniture department.

"I'm 68 years old," he said with a twinkle in his eye.

"I've been a cripple all my life. I got sick and had to go to the hospital. When I got out I

couldn't find my birth certificate.

"They said without it I couldn't have any state or federal benefits. I came here and they gave me a job."

(10)-----This couch being repaired by a handicapped worker will soon be changed into dollars for food, clothing, and a home for this man. Some items aren't usable for reconditioning and sale. These items are made into several useful and completely new pieces.

(11)-----For example, a piece of furniture may have a broken leg, a missing drawer or something that makes its sale impossible.

_____, shown here examining this broken chair, is 32 years old. He has been at Goodwill Industries for 7 years. When he came he was both deaf and dumb. He was given a job here in the furniture and woodworking department.

One day he said, "There's an awful lot of noise in here."

_____, after 31 years, had regained his hearing in one ear.

When furniture such as this chair being examined by Mr. _____ isn't repairable, the end

(12)-----results are these: a bookcase, brand new from wood

(13)-----to paint, and this fine shining student's desk--all made possible by the handicapped skilled workers in this furniture and wood-working department.

(14)-----Another interesting department is the electrical shop in this local Goodwill Industry.

Here contributed electrical appliances are tested, repaired and serviced to make them workable and safe to use. The handicapped employed to work here with their special skills-- thanks to you--can earn a livelihood that otherwise might be impossible. The employees here repair everything from old-fashioned curling irons to

(15)-----slightly used television sets as is shown here by Joe Parsons.

He has only one leg. No one seems to need a World War II veteran who lost a leg in the Battle of Bastogne. Here in the electrical department of Goodwill Industries the radios and televisions you gave are giving Joe Parsons the job and wages that support and feed his family.

(16)-----Another of the larger departments at the local Goodwill Industry is the shoe processing section. Here shoes of all descriptions are thoroughly cleaned.

(17)-----If there is a need they are soled and heeled. When

they are completely repaired this machine polishes them.

(18)-----Alexander Scruggs has been polishing shoes at this machine for 6 years. He is 66 years old. Alex used to own a shoe shop in West Virginia. For 52 years, he ran that little shop.

Then his crippled leg became worse--he had to give up his business and the support of his family--only for a while, though. Through Goodwill Industries and you he has the same wages that he once had in that little shop in West Virginia.

(19)-----When the shoe department finishes reconditioning the shoes you have contributed they are sold in the Goodwill Retail Store.

(20)-----The final phase of the Goodwill Story is the selling of the saleable items that you have seen being processed by the handicapped in this local Goodwill Industry.

In the selling phase of the work the merchandise is sold to provide wages for the handicapped. Most Goodwill Stores are light and airy. In most cases the sales force in the Goodwill Store aren't handi-

(21)-----capped, though every attempt is made to use the handicapped wherever possible.

The people who patronize the Goodwill Retail

Store come from all walks of life. Perhaps you patronize them looking for something unique or something you can't quite find elsewhere. It has (22)-----often been said--if anyone has it, Goodwill has it.

This isn't the end of the Goodwill Story. It goes out in the pay envelopes of all the handicapped members of the Goodwill cast. This money which you have provided in the form of both repairable items and purchases in the Goodwill Store goes a long way toward making the Goodwill Story the thrill that it is for the handicapped employee. For with the pay check that he draws from Goodwill Industries (23)-----he supports himself, his family, and wins a respected place in the community.

With his special skills he has given you (24)-----many things--the greatest of which is the knowledge of his place in your community and your life.

(Cards passed out to the audience)

If you have contributable items in your home-- take this opportunity to give to Goodwill Industries of _____, _____.

These invitation cards allow you to participate in the Special Skills Club of _____ Goodwill Industry. Fill them out and leave in the Goodwill

representative's hand as you leave. Thank you
very much for your time and allowing me to tell
you the Goodwill Story.