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A classification and analysis of the duties and qualifications of public relations practitioners.

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BOSTON UNIVERSITY

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Thesis

A CLASSIFICATION AND ANALYSIS OF THE DUTIES AND
QUALIFICATIONS OF PUBLIC RELATIONS PRACTITIONERS

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INTRODUCTION

This survey was designed to gather from key public relations' practitioners the criteria necessary to the successful fulfillment of their positions. It was hoped that through the use of an open-end questionnaire and depth-interviewing techniques this material would emerge.

Such a questionnaire was administered to a highly select group of twenty public relations' executives in the New York and New England areas. This sample was so restricted as to number and regional areas because of the limitations of time and budget. However, these particular interviewers also were chosen on the basis of their implementation of public relations' program in diversified fields.

The thesis was divided into four main sections:

1. Public Relations in the American Economy.
2. Public Relations' Job Factors as Expressed in the Survey Results.
3. Summary and Conclusions.
4. Appendices.

CHAPTER I

PUBLIC RELATIONS IN THE AMERICAN ECONOMY

I. DEFINITION OF PUBLIC RELATIONS

Through the years there have been many divergent definitions of public relations and new ones continue to evolve. Cutlip and Center say that,

Defining public relations is not easy... Public relations as a concept and practice is still in the fluid state of defining itself. ... Many define public relations as it ought to be, not as it more often is... Public relations in practice is the continuing interaction of guiding and in turn being guided by public opinion. ... Public relations would include: publicity, employee publications, reports to stockholders, preparation of pamphlets, circulars, papers, advertising, community work, drives, memberships, public speaking, company policy formation, radio programs, direct mail, plant open houses and tours, pleasant manners of employees in dealing with public, answering inquiries for information, films and educational material preparation, distribution, legislative activities, personal calls, company correspondence, special events, parties, sales training.¹

In the process of gathering material for our survey the following explanation of public relations emerged. Public relations attempts to bring about harmonious alliances among individuals, interest groups, and the public at large. The practitioner of public relations tries to interpret organizations to society as well as translating the expectations of

¹ Scott M. Cutlip and Allen H. Center, "Effective Public Relations (New York: Prentice-Hall, Inc., 1952), pp. 3, 7, 14.

society to the organization. For public relations includes all that is thought, said and done to create, foster, and maintain understanding.

We could cite many other examples of definitions with differing interpretations of public relations. These quotations exemplify only a few of these:

Public relations in business is an applied art. It includes all activities and operating policies which continuously seek to determine, guide, influence, and interpret the actions of an organization so that its conduct will conform as much as possible to public interest and welfare.²

In a sense, public relations is not a specialized function of business, as is production, finance, sales, or purchasing. Rather, it is an activity which runs through each of these functions as a fundamental operating philosophy and as the basis of all production, finance, and sales policies.³

"The fundamental job of public relations is to create understanding through sound policies adequately reported."⁴

"Public relations is a vital tool of adjustment, interpretation, and integration between individuals, groups and society."⁵

There is, however, ^a definition of public relations

² William A. Nielander and Raymond W. Miller, Public Relations (New York: The Ronald Press, 1951), p.5.

³ Bertrand R. Canfield, Public Relations Principles and Problems (Homewood, Illinois: Richard D. Irwin, 1952), p. 10.

⁴ From an address by Ed. Lipscomb at Boston University's School of Public Relations and Communications, April, 1952.

⁵ Edward L. Bernays, Public Relations (Norman, Oklahoma: University of Oklahoma Press, 1952), p.7.

which has been recognized as official. It was formulated after considerable research among selected practitioners in the field and appears in the following form in Webster's New International Dictionary:

PUBLIC RELATIONS. 1. The activities of an industry, union corporation, profession, government, or other organization in building and maintaining sound and productive relations with special publics such as customers, employees, or stockholders and with the public at large, so as to adapt itself to its environment and interpret itself to society.

2. The state of such activities, or the degree of their success, in furthering public understanding of an organization's economic and social adjustment; as good or poor public relations.

3. The art or profession of organizing and developing these activities; as university courses in public relations; public relations requires technical skill in various techniques. Hence, public relations officer, director, counsel, or consultant.⁶

II. THE NEED IN OUR ECONOMY FOR PUBLIC RELATIONS

The rise of democratic institutions brought about the need of public relations. It is a product of a free society in which public opinion is a recognized and vital factor. Instead of one man voicing his opinion alone, men have banded their voices together in choruses.

Wherever there was a gap in the American economic or social structure a group formed seemingly to fill it. Indivi-

⁶ Webster's New International Dictionary, Second Edition, copyright, 1934, 1939, 1945, 1950 by G. & C. Merriam Co.

dualism is now being expressed through group action.

American capitalism has also undergone an evolution. From the one man financial control it spread to thousands. Barbers, plumbers, housewives and farmers invested their money in shares of corporations. As it was impossible for the numerous part-owners to directly manage the corporations, professional managers were selected.

The professional manager is retained to make money for the enterprise. His success, as well as the organization's, hinges on profit. At one time this was the only measure of efficiency. While it is true that profit is still a primary concern of business, new factors have been added to the yardstick. These are social factors.

The modern corporation must meet its social obligations in order to live. For it must satisfy the social and monetary expectations of its primary groups and, to a lesser degree, the general public.

Employees expect the enterprise to provide jobs and good working conditions. Stockholders feel they are entitled to a healthy dividend and considerate treatment. Customers favor the reputable companies that produce the best product at the lowest price. Through controls and regulations, the government serves as a watchdog protecting the public; while the public at large now demands an enterprise to live up to its financial and social responsibility.

All this points to a glaring reality. Industrial America has passed beyond an adolescent age in which effective communications and collaboration are secured by established routines of relationships. There is an increasing inter-communications difficulty between specialized groups.

One of the outstanding examples of this defect in the social structure is the gap between management and the workers. This problem was rare in the established society where the apprentice gleaned the social skills along with the techniques of the trade. Communications and understanding were virtually inherent.

But the United States is an expanding society, bent on the continuous rise of the individual. Individualism was the creative force that built our country. It was the salt that developed the early settler's thirst for new land and adventure.

A frontier spirit lashed the common man across the continent to conquer nature. Competition demanded the survival of the shrewder men. They built cities and empires. Individualism created venturesome men who dotted our country with steel mills. From these mills came the rails that laced the states together.

Although many changes have taken place, the assumption of individual, or private, responsibility continues to serve as a cornerstone. This was pointed out in the February, 1951,

edition of Fortune magazine. In developing the thesis that the United States of America represents a permanent revolution in human affairs, the editors state, "... it is a revolution of the human individual against all forms of enslavement; against all forms of earthly power, whether spiritual, political, or economic, that seek to govern man without consulting his individual will."⁷

Large forces--industrial development, mass production, and division of labor--have dwarfed the individual. The apparent solution is to be found, not through growth in government, but through a growth in the stature of the individual.

In response to this need we see a new concept emerging, a new pursuit to fill this void between the real and the ideal. It is labeled public relations.

III. BRIEF HISTORICAL DEVELOPMENT OF PUBLIC RELATIONS

Public relations may be said to date from the earliest days of man, for whenever and wherever human beings gathered, and towns, trade and political bodies existed, good or bad public relations resulted..

Public relations is a new field only in the sense that it is gradually becoming an organized body of knowledge which has, at long last, been recognized as a very necessary element of successful business

⁷ Anonymous, "U.S.A., The Permanent Revolution," Fortune, XLIII (February, 1951), p.68.

management. Workers in the field have created little that is really new. Rather, they have combined already developed knowledge, largely drawn from the social sciences, into a very useful instrument in the field of human relations and human engineering.⁸

The evolution of big business in America emphasized the need for formal public relations. Prior to the 1900's methods of communication were poorly developed. Group relations were too simple to warrant public relations' programs. There were no stockholders, as such. The influence of organized labor was not significant. Farmers had not yet formed pressure groups. In general, business at that time was idealized.

V In the early 20th century, with the advent of the "robber barons," public acceptance of business came to an end. Three primary groups expressed discontent. Small business feared the rising giants of the industrial world. The farmer envisioned a lower standard of living; he no longer held the reins of the economy. Workers resented the concept of labor as a commodity. Muckraking became the national vogue.

Reformers in this period became aware of the value of publicity. "The muckrakers took their case to the people and got action. ... These writers thundered out their denunciations in boldface type in the popular magazines which now had huge circulations. The impact of the growing mass media was

⁸ Nielander and Miller, op.cit., p. 3.

coming to be felt in the court of public opinion."⁹

Business came to realize that their cloak of secrecy must be shed. Ivy Lee, often designated as the father of public relations, observed that in order to obtain a favorable press business must inform the public of corporate policies and practices. He believed that publicity in and of itself was not sufficient to allay the suspicions of the public.

During the first world war public relations rose in stature. The Committee on Public Information under the able directorship of George Creel pointed up the effectiveness of organized dissemination of information in formulating public opinion.

During the 1920's the scope of public relations was further broadened to include psychology as one of its tools. Credit for this is often attributed to Edward L. Bernays.

The 1920's were years of material achievement and there was free play of individuality. However, this period was short-lived. The depression shocked the nation's economy and the individual's faith in business. The capitalist on Wall Street suddenly became the enemy of the common man.

The public at large acquired the conviction that business was using the common man as a mere means of gather-

⁹ Cutlip and Center, op. cit., p.47.

ing wealth and power. Business men were looked upon as being solely self-interest groups. The lines of communication had been severed. Unable to understand big business, the people sought protection from it.

Business was now on trial. The public at large demanded that social responsibilities accompany economic transactions. This concept of social responsibility is the pivot around which today's public relations' activities revolve.

There is apparent on all sides an increasing awareness that it is not enough to do the right thing and remain aloof and hope that everybody will put the proper construction on what is done. Corporations-- like labor unions and educational institutions-- see more and more clearly that they are servants of the people, that they have an obligation to understand the American people and act in that understanding, and that the American people have a right to know what they do and plan to do and why.¹⁰

Specialization.--Public relations was created to fill a gap created by the expanding division of labor. For increased specialization is accompanied with more concentrated knowledge which channels the individual's interests into narrower orbits. Thus, public relations is concerned with disseminating information amongst these various individuals and groups in an effort to stimulate inter-group and intra-group understanding.

Within the field of public relations we now find this

¹⁰ From an address by Earl Newsom at Boston University's Founder's Day Institute, March, 1948.

same narrowing influence. These specializations include community relations, employee relations, and stockholder relations.

The trend toward division of labor with public relations is now coming to the forefront. Some practitioners are aware of the danger of overspecialization. One public relations professor pinpointed the threat in reply to a poll of the Public Relations Society of America's members. He pointed out that public relations

"... is primarily a management responsibility and as such requires a broad over-all view of the field.

The three ingredients of public relations are character, performance and communication. The first two cannot be achieved by specialists because they concern the fundamental policies and practices of the organization. Only in the field of communications can specialization begin.¹¹

This thesis is worthy of considerable thought. For public relations, if it is to be effective, must be familiar with and sensitive to everything an organization does. All decisions must be weighed in the light of its every public. Yet rarely, if ever, is one public completely severed from another. That which helps the employees is usually reflected in added community good will. However, if an employee relations' program is emphasized to the extent that it clashes with community mores, ill will is created. Thus, an

¹¹ Merrick Jackson, "Is There Getting to be too Much Specialization Among Public Relations' People?", The Public Relations Journal, VIII (November, 1952), p.17.

equitable balance must be maintained by a coordinated approach.

With a few possible exceptions, specialization with its narrowing influence makes it difficult for a specialist to refocus from the micro to the macro. A new title and a salary increase fails to automatically change the focus. It demands increased knowledge and a separation from the specialty.

This underscores the fact that public relations' activities should be coordinated by a "general practitioner" and it does not preclude specialization within the public relations' department. For specialization within a public relations' department is often advisable as long as the activities are efficiently coordinated.

The results of the survey, as presented in the appendix, also strengthen the professor's thesis. The respondents were selected on the basis of their effective public relations' programs in diversified fields. Seventy per cent indicated they were concerned with over-all public relations' programs. Thirty per cent stated their job was a specialized segment of an over-all program. The specialists all indicated communications as their major technique.

One large company in the food field has its headquarters public relations' staff broken down into specialized sections covering its important publics. Every section head is a senior staff member who is responsible for keeping

abreast of developments in his particular field and maintaining the necessary contacts.

The regional public relations' offices of this company are staffed by men selected for their general public relations' skills. The plans and materials developed by the specialists on the headquarters' staff are implemented by these general practitioners.

The specialized sections of the company are also coordinated at the headquarters' level by a public relations plans' board. The board, composed of the public relations' director, assistant director and section heads, meets once a week to:

1. Coordinate the department's work so that duplication is avoided;
2. Step up departmental efficiency by making sure that staff members can effectively tie in with each other's work to get the widest possible benefits from the Company; and
3. Give Company information to the whole public relations' staff in the quickest, most effective manner.¹²

Specialization serves a useful purpose when its narrowing influence is controlled and coordinated into a well-rounded public relations' program in this manner. A program of this type also permits of further specialization in the techniques of public relations--annual reports, employee publications and many others. However, public relations will

¹² Confidential Company material.

suffer if it slumps to the mere specializing in techniques only.

Ethics.--"The field of ethics may be defined as the field of moral obligation. ... Since criteria of 'right and wrong' are qualitative and relative, the question of what constitutes proper business conduct is controversial."¹³

The Public Relations Society of America, whose membership is composed of reputable public relations' executives, has attempted to formulate a working code of ethics for the field. This code emerged as a concession to the two divergent opinions of a/having an iron-clad code and b/having no code at all.¹⁴

The code states as follows:

As members of the Public Relations Society of America, we subscribe to the belief that inherent in the practice of public relations is the obligation of a public trust which requires fulfillment of these principles:

1. Objectives which are in full accord with the public welfare as well as the interests of our clients or employees.

2. Accuracy, truthfulness and good taste in material prepared for public dissemination and in all other activities sponsored, participated in or promoted, whether as independent public relations counsel or as officer or employee of a trade association, company or other organization or group.

3. Standards of practice which preclude the

¹³ Ralph C. Davis, The Fundamentals of Top Management (New York: Harper and Brothers, Publishers, 1951), p. 117.

¹⁴ Homer N. Calver, "Now We Have A Code," Public Relations Journal, VII (February, 1951), p. 5.

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serving of competitors concurrently except with the full knowledge and consent of all concerned; which safeguards the confidential affairs of client or employer even after termination of professional association with him and so long as his interests demand; and which, with full regard for our right to profit and to advance our personal interests, nevertheless preserve professional integrity as the primary concern in our work.

4. Cooperation with fellow practitioners in curbing malpractice such as the circulation of slanderous statements or rumors, the concealment from clients or employers of discounts or commissions, or any other information to which they are entitled; and deliberate distortion or misrepresentation for professional gain or competitive advantage.

5. Support of efforts designed to further the ethics and technical proficiency of the profession and encourage the establishment of adequate training and education for the practice of public relations.

We realize full well that interpretation of a Code of Ethics becomes a matter of personal judgment in many instances, but we hold that a sincere effort to implement the spirit of the above principles will assure professional conduct of credit to the profession and honest service to clients and employers.¹⁵

Although the establishment of this code by the Public Relations Society of America may be only a beginning, it is a significant step because it provides some measure of control. A code usually adds prestige to a field of endeavor, establishes public approbation and provides an initial impetus toward professionalization. The Public Relations Society of America's code of ethics will undoubtedly follow a similar pattern.

¹⁵ Public Relations Society of America, Inc., Society Program and Membership Information (New York: Public Relations Society, 1953), p.2.

Professionalism.

A profession is a calling. Historically, it has been reserved for those who share a high purpose--a faith, not in techniques but in ideals, the administration of justice or the healing of the sick. Certainly the best techniques are vital to the purpose, but the purpose is prior to the techniques, and by it alone can we claim standing. Those to whom professional status is given fulfill social obligations. ¹⁶

There are certain criteria essential to a profession. In a series of lectures given at Boston University's School of Public Relations and Communications, Frank T. LeBart pointed out three requirements that public relations is now fulfilling. They are: 1/ a useful purpose, 2/ knowledge of structure, and 3/ rules governing procedure.

Public relations is seeking to fill a definite societal need. For it is attempting to serve a "useful purpose" by creating harmonious relationships among many publics. This service aspect of public relations must be a controlling factor in all programming. Mere whitewashing and exploiting, when labeled public relations, only impedes professionalism. A service to mankind is inherent in public relations.

More "knowledge of the structure" is being collected and verified constantly. What the social scientists tend to analyze and theorize, the public relations' practitioners try to synthesize and apply. However, it is difficult to measure

¹⁶ William A. Durbin, "Editorial," Public Relations Journal, VIII (September, 1952), p.2.

the success of any public relations' program. Unlike law, no clear decisions are handed down. For many variables intercede to pin point any specific ingredients of the program as bringing about the desired results. Perhaps the program had no effect--the change being wrought by "natural" forces.

Gradually a body of knowledge is being developed despite the intangible results. There exists within public relations "rules governing procedure." Examples of these include attitude surveys, sociograms and other special techniques. The code of ethics has also been developed to further chart a course to professionalism.

In view of the progress already made, public relations appears to be approaching professional status. Even now, it is often referred to as a profession. Definite hazards must be overcome. One primary hazard arises because public relations operates in the background. Businessmen and clients must respect public relations and accept it as a profession. For they are the necessary communications' link between the general public and public relations' activities.

CHAPTER II
PUBLIC RELATIONS JOB FACTORS AS EXPRESSED
IN THE SURVEY RESULTS

I. PREPARATION FOR A PUBLIC RELATIONS JOB

Minimum formal education. 85 per cent of the public relations' executives stated a college degree was necessary when asked the question, "What would you say is the minimum formal education required of a person starting in your position?" A college degree is not a prerequisite according to 10 per cent. The remaining 5 per cent thought that a public relations' worker should be a high school graduate and that a bachelor's degree would be an asset.

One respondent's opinion is representative of the majority. He commented that it is necessary to have "... a college degree if one wants to continue in public relations. There has been a change since I started. At that time a formal education wasn't as important as it is now."

Another respondent pointed out that a person "... must be a college graduate in order to work for this organization."

In elaborating why a college degree is not important, one executive likened it to a pair of pants - "People will notice it if you leave them off."

To further breakdown the importance of a formal educa-

tion for particular positions, the practitioners were asked to name specific educational courses that would be valuable assets.

Forty per cent specified Business Administration courses. Thirty per cent mentioned Public Relations and Journalism courses. Economics, Psychology, English and Writing were cited by 25 per cent of them, while 20 per cent chose Human Relations as being important to their position. Other courses mentioned by 15 per cent and less included Social Sciences, Current Events, Physical Sciences, Health Education, Philosophy, and Marketing.

Elaborating on why courses in writing are important, one executive reasoned that a public relations practitioner "... must be able to write in a clear, lucid, simple style. When you write for production men, you write in telegraphic form. The men we contact are primarily production people. You must catch their viewpoint of production, for they have their fingers crossed when you walk in. It demands a fairly mature approach. If you can prove it is to their interests, you have a good group to work with."

Necessary work experience. Fifty per cent of the people surveyed selected newspaper work as either desirable (40 per cent) or essential (10 per cent) to their present job. Public relations experience was mentioned by 35 per cent, while 30

per cent of the replies stressed administrative experience with budgets and staff. Work with a related company or organization was stressed by 25 per cent of the respondents. Magazine, teaching, writing and maturity were mentioned by 20 per cent of the practitioners. Fifteen per cent or less selected advertising, public speaking, marketing and selling, and publicity.

It should be emphasized that all replies were based on the respondents' present positions. Perhaps this is the reason why marketing or selling was only cited by 15 per cent in this survey, while in a similar poll conducted by the Public Relations Society of America selling and sales promotion topped the list with 60 per cent of those interviewed considering it important.¹

One man added, "The type of experience needed would depend upon the particular assignment. It ranges from a contact man to an idea man. There are breakdowns within all the fields. For example, trade publications men are all contact men; writers and idea men are to a degree."

Newspaper training was not considered too important by another respondent. In fact, according to him, they are often poor risks. For reporters strive for objectivity in

¹ Anonymous, "PR Question of the Month --- 'What previous experience best fits a person for public relations work?'" , Public Relations Journal, VII, (May 1, 1951), p.10.

their writing, and public relations' work usually is concerned with slanted publicity. Reporters are usually poor speakers and they have no experience in budget administration. He feels that engineers are really better equipped to fill public relations' positions because they are trained to gather the facts, analyze them and come up with solutions.

II. THE ROLE OF THE PUBLIC RELATIONS

RESPONDENT IN REGARD TO:

Speaking before groups. Concerning their speaking appearances 35 per cent of the respondents replied that they seldom spoke before groups and 5 per cent did no speaking at all. Thirty per cent, however, spoke as often as three or four times a week, 15 per cent spoke three or four times a month, 10 per cent once or twice a month. The remaining 5 per cent spoke about once every two months.

The practitioners interviewed had addressed diverse types of groups. Thirty per cent spoke to workers in other departments of their companies, including sales groups; 25 per cent spoke to professional men and business men. Public relations' workers and students together with college students in general accounted for 45 per cent of the speakers' appearances, while only 20 per cent were equally divided between management groups and trade associations. Other kinds of groups included: women's clubs (15 per cent);

health workers (10 per cent); journalism groups (10 per cent); home economics groups (10 per cent); high school students (10 per cent); volunteer workers (5 per cent); Parent-Teachers' Associations (5 per cent), et cetera.

Supervising and organizing meetings. In the matter of supervising and/or organizing meetings it was found that all respondents were called upon to function in this capacity. Fifty-five per cent of the interviewees supervised public relations staff conferences (20 per cent weekly, 20 per cent monthly, and 15 per cent frequently, as needed); 40 per cent aided in the organization of management conferences on public relations (20 per cent regularly, 15 per cent frequently, and 5 per cent when the occasion arises). It was found that 20 per cent were active in committee meetings held in conjunction with other departments (15 per cent frequently, and 5 per cent only twice a year). Executive committee meetings were supervised by 10 per cent of the respondents (5 per cent twice a month, 5 per cent whenever necessary). Ten per cent were responsible for various other types of meetings such as, annual meetings, sales, et cetera.

Writing and preparing various types of publications and reports. Two questions were asked of respondents concerning the writing and preparing of publications and reports.

The first was "Approximately how much of your average work week is devoted to writing material for public consump-

tion?" It was found that none of the respondents devoted much time to writing material for public consumption. However, as executives, they did spend time editing material and guiding their staff members who did the actual writing.

The second question was "What type of report do you personally prepare?" Fifty-five per cent of the respondents replied that they wrote monthly reports on public relations activities and 45 per cent said they wrote annual reports on public relations' activities. It seems, from these figures, that the majority of reports prepared by the practitioners interviewed were concerned with not only keeping management informed on public relations' activities but also with keeping them "sold" on such activities.

Thirty per cent mentioned that they worked upon budget reports; 10 per cent wrote reports for the Board on special and significant problems; 5 per cent wrote monthly objectives' reports not only for management but also for staff consumption; and 5 per cent wrote reports on the findings of informal surveys.

The following is a typical example of a respondent's answer to this second question. "I submit weekly reports on public relations activities. These reports are broken down into categories on important relations. For example, the number of publicity releases sent out as compared to the number published. These reports usually run three or four pages without padding. It is a straightforward report."

Supervising employees. In analyzing the replies to the question, "How many employees are under your supervision?" it was found that the total number of employees supervised by these executives was 232; and the median number was seven. Forty per cent supervised from one to six employees; 40 per cent supervised from six to eleven; 15 per cent supervised from eleven to fifty; and 5 per cent supervised over fifty.

A second question concerning supervision of employees inquired into the nature and extent of the interviewees' supervisory powers. All reported their power to be complete in such statements as, "Whatever required. Flowers to the hospital on up" and "I supervise through three top supervisors to avoid having too many report directly to me, nevertheless my supervision is complete."

Concerning the right to hire and fire, 85 per cent reported they had this authority, 10 per cent did not. Five per cent could hire but not fire. For example, one executive said he was permitted "to hire, but if an employee has been with the company more than ten years I can't fire him without a discussion."

Analyzing corporate policies and procedures. The respondents' roles in analyzing corporate policies and procedures differed as much as the organizations for which they worked. Some had only an indirect voice in policy-making, while others played a major part in formulating them. However, some

striking similarities emerged.

Ninety-five per cent stated they are consulted on policy-making decisions. Their participation ranged from having a voice in every high-level decision to that of being generally consulted on most policy-making.

A striking similarity exists in the methods these public relations' executives employ in arriving at decisions. Although an overwhelming majority (95 per cent) have the authority to make major decisions, they usually check with a higher authority on their own initiative just to spread the responsibility. The focal points most often mentioned were those involving large expenditures of money. Everyone, of the respondents, stated that they consulted their associates or assistants before making a final decision whenever possible.

As is the case in every organized public relations' effort, there are general principles which apply. However, they must be custom-tailored to fit the particular situations. For this reason the following situations evidence how some public relations' executives function in regard to formulating company policy.

Mr. "F" is the public relations' manager of a dairy that is the largest in the particular region. The company is organized

... on what is known as the arterial system. Each division is headed by a general manager who is a member of the Board of Executives. All major decisions or

policies must be approved by the whole board and each executive is responsible to the Board as a whole for the success of the business. The Junior Board of Executives is a group of assistants to executives who study special problems and recommend solutions to the Board of Executives. . . . Thus, every problem is studied from many points of view, and at the same time each executive has an opportunity to familiarize himself with all the operations of the business.

Approximately one year ago the president, who is also the chairman of the board, asked the Board of Executives to formulate the company's objectives. The Executive Committee then met to approach the problem which involved a study of all competitors. The ensuing discussions strayed too far afield and confusion resulted.

One of the foremost public relations' consultants was called in to guide the conferences. Serving as a moderator, the external public relations' man adeptly guided the discussions along definite paths until a solid program was outlined.

Responsibility was delegated to the company heads to study the competitors. They turned in a report outlining the necessary steps and what the particular artery head should do to attain the objectives.

The company has a public relations' set-up which includes all management personnel. This group meets two or three times a year to consider particular problems pertaining to the company's objectives. Other committees meet every two weeks and submit reports to keep the company informed on local

developments.

All public relations' problems are channeled to the public relations' department. The manager of this department generally consults with the Director of Public Policy on any major decision. The outside consultant continues to assist in guiding the public activities of the company.

A more generalized procedure of analyzing corporate policies and procedures was outlined by the public relations' manager of a major petroleum corporation. He emphasized that good public relations

... is the responsibility of every company manager, at every level of the corporate structure, from the top down. The function of the public relations' staff is to help him discharge this responsibility most effectively. ... Its aims are accomplished only by hewing resolutely to its objectives so that all its 'publics' gradually and steadily accumulate an over-all favorable impression of the Company. Only thus can a corporate reputation be established which is proof against adversities.

Accomplishment of these aims involves two basic steps. First, the department counsels management to ensure that corporate actions are consistent with the public's interests. This counseling may be on such matters as: timing of a specific move, possible effects on some group, or advice on new policies where appropriate.

Second, public relations informs various segments of the public about the way ... Company operates in their interests. It interprets the Company's actions in terms of a pre-determined reputation ... This is accomplished by long-range, constant, planned application of all known techniques for influencing public opinion.

Emergencies inevitably occur which jeopardize ... Company's good name ... But handling such emergencies is not the main function of the department. While

it is occasionally necessary to help 'put out fires' of public opinion, the main job is 'fire prevention.'

Although the public relations' executives interviewed held major positions within their particular organizations, the majority indicated they encounter internal organizational difficulties in implementing the program. For 70 per cent of the respondents cited the internal snares as impeding their department's efficiency. Examples of the comments include: "Have trouble getting joint management decisions," "Complexity of serving many diverse units equally and well," and "Difficult to maintain basic concept after the program is plotted."

Producing solutions for public relations' problems and supervising their implementation. All executives interviewed stated that they did produce solutions for, and supervise the implementation of, public relations' problems. These problems are diverse in nature and their solution requires the use of many public relations' techniques and approaches. The following four examples were selected as representative from among the various problems mentioned by the interviewees:

1. I produced six educational films for use on TV stations which dealt with (Blank's) problems. The problem was to use a new medium as a means of (a) getting the message to the people, (b) relating the program and the messages to the people of the organization, (c) establishing an acceptance and recognition of (Blank) so people would accept what we say, (d) relating the public service aspect of the organization.

I had to develop programs that were entertaining and would contain the (Blank) messages; this was the objective of the programs. Next I had to build from ideas, get networks interested, and find a producer. I contacted DEF and got two producers to draw up the best possible programs. Left it wide open for them---no limitations. Decided on one of these programs. Chose to run it as a public service.

The six programs were then developed in outline form and one script was developed. We got approval from DEF on the working script and then got approval from our executive committee. They saw the preview of the completed working program and okayed the rest of the scripts. We then proceeded with the production of the other scripts.

There were two aspects that concerned me most. Part of my problem was working with the producer. My function was content of script and selection of top flight talent so that it would become a program to which DEF would be able to give top spots. There was no amateur stuff in it.

After the programs were organized the problem arose of expanding the coverage. There was such a tremendous backlog of public service programs that gaining acceptance of a particular station was difficult. We ended up with only five network stations as it went out live. However, we also put it on film. Then we began promoting it to all stations and received excellent results. We have had good spots on a hundred stations already.

2. A certain company is moving its general offices to Blank City, a new community, in less than a year. June 4th there will be a cornerstone celebration. Community leaders, educators, politicians, and representatives of other new businesses will be invited to attend. There will be the ceremony and a luncheon. A time box will be enclosed in the cornerstone. One problem for the public relations' executives to solve is the question of what significant items should be in-

cluded in the time box; and also, items that can not be included due to bulk must be microfilmed.

3. A current program which is still in the planning stages is to impress on the employees (of Blank Company) the importance of good service. The public relations' department is trying to impress upon them the importance of giving as close an estimate as possible to customers concerning product delivery dates.

About 1,100 employees would be affected by such a program which entails not merely the writing of a letter but the planning of a complete program.

One way of doing it would be to use a strip film and sound; the purpose of which would be to demonstrate how good service helps (Blank Company) and how bad service hurts. Then a booklet could be made up as a follow-through of the film with the same illustration. The booklet would be used as a reminder after a lapse of time. Then, as a final touch, letters could be sent out reiterating the foregoing material.

4. Right after I got this job an event was planned to celebrate the plant's 100th anniversary. The board members were invited and there was a lot of fanfare and publicity planned. As part of the program, I decided to do some research and found it was actually twelve years short of being the hundredth. We cancelled the planned publicity, etc., but did have the board members come for a plant visit.

Acting without reference to higher authorities. In the survey there were three questions that dealt with the degree of independence held by these executives.

The first was "Are you generally permitted to make decisions without reference to higher authorities?" Fifteen per cent answered with an unqualified "Yes." Seventy per cent, however, while answering in the affirmative qualified this by various statements such as, "all departmental decisions"; "policy would have board approval"; "money expenditures over a certain ceiling must be approved"; and "make all decisions after general plans are agreed upon by members of the public relations' committee." The other 15 per cent answered negatively; 10 per cent of whom qualified this by saying that they made strong recommendations which were usually accepted.

The following are typical examples of answers to this question:

1. "Generally, yes. For example, if there is a particular story to appear in the company paper that quotes an executive, I check with him to make certain it is okay."

2. "Only make decisions on implementing portions of overall policy."

3. "Many. After twenty years the executives have confidence in me."

The second question dealing with the amount of freedom exercised by the interviewees in their work was, "To what extent is your work checked by others?" Fifteen per cent replied that it was checked quite thoroughly. Sixty-five per cent said that it was checked to a degree, for example, 20 per cent

of these said it was "not checked in detail but only on policy matters" and 10 per cent said that "the checking of direct quotes was about all." The remaining 20 per cent of the respondents said definitely that their work was not checked at all.

The third question in this series was, "Do you generally work independently or does your usual assignment necessitate working with others?" The majority (80 per cent) stated that they worked with others. The following are two examples of answers typifying this response: "Everything I do involves working with others," and "As a general rule a public relations man must work with others, because of manpower and because the project demands it."

The remaining 20 per cent of the respondents were divided equally between saying that either they worked with others "about 50-50" or that they worked independently much of the time.

III. DUTIES OF RESPONDENTS

The preceding section on "The Role of the Public Relations Respondent" dealt with many of the duties of public relations' executives, both general and specific. In order to aid in the presentation of an over-all perspective some additional examples of general and specific duties of the interviewees are presented in this section. (Appendix B presents the duties and responsibilities of one practitioner as

outlined in his job description.)

General duties. Example one: "We are responsible for the company's public relations--all activities and administration to create maximum good will by using different media available. Such media includes institutional ads, pamphlets, folders, movies, etc. We coordinate the public relations activities of all departments (product, refining, etc.) and handle public relations for our subsidiaries."

Example two: "We try to interpret the company policy to the public, particularly on a cost basis. Our objectives are: (1) interpretation of company policy; (2) increasing of sales; (3) making the best of a bad situation; (4) being able to give guidance on avoiding a blow-up."

Specific duties. Example one: "Have recently redone a plant in Blank state. Have a new process of weighing produce at the plant instead of on the farm. The farmers are wondering about this new weighing-in procedure. My specific duty in the solving of this problem was the organizing of a plant open house. The first day was devoted to employees' families; refreshments were served. The second day suppliers (farmers, etc.) came in. They were shown what happens to their produce at our plant."

Example two: "I was planning a public education program on the nature and use of Blank. On this particular assignment I received instructions on the content---facts from the Blank

department. I received no instructions on the method, however. The how is my problem---subject to the cost involved."

Routine duties. In listing the routine duties they perform at regular intervals, the public relations' practitioners replies fell within three major areas with a sprinkling of unrelated duties.

The production of printed material was mentioned twenty-two times. This broad area included checking all copy for policy and style, publishing a monthly bulletin, and writing news releases.

A second major category of their duties was classified under the heading of meetings. Seventeen respondents mentioned this type of activity. Most of the respondents mentioned executive meetings and public relations' conferences. Others specified board and over-all planning conferences.

Reports formed the third major category. Forty-five per cent of the respondents said they compiled reports on their public relations' activities. (Refer to section on "The Role of the Public Relations Respondent in Regard to Writing and Preparing Various Types of Publications and Reports.")

Other duties varied from signing the payroll to advising on policy-making at the plant level.

Occasional duties. In reply to the question, "What occasional duties do you perform at irregular intervals?" the respondents mentioned some of the following categories:

1. Community relations' activities (100 per cent)
2. Government relations' activities (25 per cent)
3. Employees relations' activities (20 per cent)
4. Working with such media as radio, TV, film strips, and movies (40 per cent).
5. Preparing, delivering or editing and arranging speeches (40 per cent).
6. Writing and editing brochures, etc. (25 per cent).
7. Working with agricultural leaders (20 per cent).

Some of the specific duties contained in these categories were such things as, ghost writing articles; making transcriptions; developing bulletin board packets for subsidiary plants; arranging for trips to plants for salesmen; organizing plant open houses and special community exhibits; and handling requests for contributions to charitable organizations.

During this discussion of occasional duties three of the executives commented:

1. "We bring special groups to the company for meetings. For example, we invite groups of high school students who are majoring in agricultural management to visit the company. On this type of program we work in conjunction with a feed manufacturer. Other groups include 4H club members, directors of farm co-operatives, and dairymen that county agents may bring in."

2. "At the present time we are setting up a speaker's bureau. Although the different company executives have delivered speeches before, we are now attempting to make our speaker's bureau known locally and not to merely wait until we receive a request for a speaker before we act."

3. "I send out community relations news and notes, which contain both internal and external news, to all plants. My job was created to suggest community relations activities to plant managers who may implement them at the plant level."

IV. QUALIFICATIONS OF PUBLIC RELATIONS WORKERS

Averell Broughton warns:

Remember that each aspect of qualifications is relative. Almost every reasonable normal human being has them in some degree. The important question is whether they are possessed in a sufficient degree to make their commercial use desirable and ultimately profitable and pleasant.²

It is extremely important when reviewing personal qualifications to give due consideration to relativity. For, as in the case of this survey, the qualities sought in a person applying for a public relations' job are usually expressed in general terms. The public relations' director of Blank company may well perceive "the ability to work with others" differently than the manager of the public relations' department of the Dash corporation. Further, other factors

² Averell Broughton, Careers in Public Relations (New York: E.P. Dutton and Company, Inc., 1943), p. 143.

may serve to compensate for apparent weaknesses.

This study found that 90 per cent of the public relations' executives interviewed look for various qualities which may be catalogued under the general heading of personality. The sub-classifications included, "Devoid of any specific mannerisms," "Between an extrovert and an introvert," and "Not forward."

Integrity was depicted as an important characteristic by 40 per cent of the men and women interviewed. Thirty per cent of the sample considered industry as essential to public relations' work. One woman stated that the prospective public relations' worker must be industrious and "... not afraid of good hard, dirty, stinking work." Another respondent said a practitioner must possess a "... willingness to push the client or product."

Twenty-five per cent of the interviewees considered tact as being an important qualification. Initiative, judgment, intelligence and experience received mention by 20 per cent of the practitioners. Fifteen per cent and less specified factors such as, "A broad feel of management," "Analytical mind," and "Ability to withstand frustration when their work is mashed and mangled."

V. Hours

Regular daily. In answering the question "What are your regular daily working hours?" 80 per cent of the respondents

replied "9 A.M. to 5 P.M." However, they then qualified this answer by saying that those were their theoretical working hours, the hours prescribed by their companies. Often situations arose requiring that they work additional hours.

Ten per cent reported that they worked an eight and a half hour day, while the other ten per cent said they had no set hours and were on call at all times.

Emergency work. Ninety per cent of the respondents answered the question "Are you subject to call for emergency or other special work?" in the affirmative. Twenty-five per cent qualified this statement by saying that they were rarely called, while 5 per cent stated they were called as often as five times a week. The other 60 per cent stated that the frequency of such work was entirely dependent on the type of project that they were handling at the time.

Ten per cent stated that they were not subject to emergency call or special work.

Average weekly hours. In reply to the question "Do you usually work more than forty hours a week?" 80 per cent of the practitioners answered "Yes." (Fifteen per cent of these stated that they took their work home with them; 10 per cent averaged sixty hours a week, including travel time.) Twenty per cent said they do not work more than forty hours a week.

VI. EARNINGS

At the end of the survey the respondents were asked the

following question concerning their yearly earnings.

"To get a good cross section, we must interview people in various income groups. Here is a series of broad groups. Would you indicate by letter in which of these groups your annual salary falls.

A B C D E

The respondents were then handed a printed card upon which these salary classifications appeared:

A	under \$4,500
B	\$4,500 to \$7,500
C	\$7,500 to \$10,000
D	\$10,000 to \$12,500
E	over \$12,500

It was hoped that by handling the question in this manner the respondents would have no reticence about answering; for the use of cards assured them complete anonymity.

The responses indicated that the majority of the practitioners (60 per cent) earned \$12,500 and over; 20 per cent earned between \$7,500 and \$10,000. The other 20 per cent were divided equally between the two income brackets of from \$4,500 to \$7,500 and from \$10,000 to \$12,500. It is interesting to note that none of the public relations' executives earned under \$4,500; and also that there was no ceiling placed upon the top income bracket, \$12,500 and over. In connection with this one of the respondents commented in replying to the question that, "All our public relations supervisors receive

more than \$7,500. One supervisor receives from \$10,000 to \$12,500, and the two top supervisors' salaries are over \$12,000."

In their book, Effective Public Relations Cutlip and Center not only further corroborate the above statements but also discuss salaries of the novice in public relations. They say:

Public relations counselors and staff directors in some instances personally earn as much as \$75,000 a year and perhaps more in a few cases. For the beginner, however, who starts off on a house publication writing job or is handy man to an account man in a counseling firm, there will most likely be a pay check of from \$225 to \$325 a month. The starting level is a bit lower in welfare agencies, government departments, and educational institutions.³

VII. OPPORTUNITIES FOR HORIZONTAL AND VERTICAL MOVEMENT

Horizontal movement. In answering the question, "To what jobs, not involving promotion or demotion, may you be transferred?" thirty-five of the respondents felt there could be no such transference within the set-up of their companies. Twenty-five per cent answered in a similar manner when they said that such horizontal movement for them would entail becoming outside consultants to their companies. Twenty per cent said they could become managers of related staff departments and 20 per cent mentioned general administration work.

³ Cutlip and Center, Effective Public Relations, p.467.

Vertical movement. The replies to the questions, "From what jobs could a worker be promoted to your position?" and "To what jobs may you be promoted?" show the trends of vertical movement in the companies and organizations included in this survey.

Forty-five per cent responded that the assistant to the public relations' director usually became director, while 40 per cent said any competent public relations' staff member could be so promoted. The remaining 15 per cent said that one of the regional public relations' heads was most apt "to be brought in". (Note that vertical movement at this top level is from within; directors are not usually from outside the companies, that is, the ones of this survey.)

Concerning the possibilities of personal promotion 20 per cent of the executives interviewed said they now held the top position in their organizations; 20 per cent replied they could become directors of public relations; another 20 per cent could be promoted to Vice-president in charge of various staff departments, while another 15 per cent could advance to operating manager of the organization. Other positions mentioned were: director of public policy (5 per cent); assistant public relations' director - national (10 per cent); assistant to the President (5 per cent); and executive director (5 per cent).

VIII. ADVANTAGES AND DISADVANTAGES OF PUBLIC
RELATIONS WORK

Advantages of public relations' work. All executives interviewed said they gained personal satisfaction from their jobs during a discussion of the advantages of public relations' work.

A percentage breakdown of the various advantages mentioned by these executives shows that sixty-five per cent feel that the sense of achievement that can come from public relations' work is most important. For example, reference was made to "the spiritual side of doing good work," "seeing the concrete results of the work," "feeling of satisfaction when program clicks," and "feeling of doing something in the community that ties in with the company's making a fair profit and providing a service to the people."

Twenty-five per cent said the variety in the work was very appealing---the amount of job elasticity was high, every situation was different. Twenty per cent enjoyed the challenge and prestige of the work. They made such remarks as, "I get personal satisfaction out of meeting the challenge of unusual problems" and "Gives one status; run the whole works." It is interesting to note that only 15 per cent mentioned the monetary satisfactions as being primary advantages.

Other advantages of public relations' work mentioned by these executives were contained in such statements as the

following:

1. "I think it will grow dramatically in the next ten years."

2. "In recent years there is a growing realization of the importance of public relations. The field is not overcrowded, however."

3. "It is an interesting type of work that never gets dull. It offers a challenge to accomplish."

4. "It is interesting, productive, and lucrative."

Disadvantages of public relations work. Commenting on the disadvantages of public relations' work 70 per cent of the respondents mentioned "the type of work itself." Examples given included such things as, "It is full of deadlines," "Hours may be irregular," "Have to plan for the unexpected," "Am not an operator. I work through people all the time and am subjected to frustrations of being in the middle," and "If anything goes wrong it is always the public relations man's fault."

Sixty-five per cent of the executives included many organizational problems in their listing of disadvantages in public relations. Among these were:

1. "Low status public relations enjoys in many companies."

2. "Job instability--regarded as a luxury business."

3. "Companies seldom actually realize the importance

of public relations and what it can do."

4. "Danger in becoming pigeon-holed as a specialist."

5. "For those who are ambitious money-wise, it is usually the sales-manager or production man who moves to the top."

The intangibility of public relations was considered to be a major disadvantage by 50 per cent of the interviewees. Some stated that, "We must overcome publicity barriers," "Public relations is not too well defined; there are many erroneous opinions on the part of the general public," "There are no specific set of rules to operate under---no rules to live by," and "Don't see clear examples of your work."

IX. NEED FOR WORKERS

Concerning the present need for workers and trends for the future the respondents all seemed to feel that public relations was not a crowded field. On the whole, their outlook for the future was an optimistic one. No specific question was asked on this subject as most of the executives tended to reply to anything along these lines by saying that they could only speak for their own companies.

The following are a few examples of what they did say in this connection:

1. "We have just hired three new employees, ~~one~~ in community relations and two in publicity."

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2. "During the last six months we have taken on two girls for the publications' section."

3. "I have just promoted one of our secretaries to the position of assistant to the public relations director."

4. "We are now in the process of hiring additional regional public relations men."

X. METHODS OF ENTRY INTO THE FIELD

Before considering the problem of how the respondents secured their present jobs it is interesting and often significant to study their backgrounds and the type of work done before entering public relations.

In answering the question "What types of work did you do before engaging in public relations?" 60 per cent replied they had written for newspapers or magazines; 25 per cent had done sales promotion or publicity work; 15 per cent had been engaged in association work. Others had, at one time or another, done government public information work (10 per cent); selling (5 per cent); and social work (5 per cent).

Two of the respondents replied:

1. "Did publicity work and became interested in human and public relations."

2. "Newspaperman. While working for the newspaper, I worked clients in on the side."

How respondents secured present jobs. In replying to the question "How did you secure employment with the company?"

40 per cent answered through "personal contact." (Note that in the section dealing with where the companies look for recruits at the present time, 30 per cent of the executives said by using "personal contact." Apparently the practice of hiring in this manner holds true in public relations not only now but also in the past when these executives were hired.)

Twenty per cent of the interviewees had worked their way up to their present positions from related jobs within the organization, while 10 per cent had done the same thing from unrelated jobs in the company. Other methods of securing employment mentioned include: newspaper advertising (10 per cent); through a professional society (5 per cent); letter of application (5 per cent); external to internal public relations' worker (5 per cent).

The following are two answers typifying those made by respondents who said they secured their jobs through personal contact:

1. "Through a friend. I was working on (a newspaper) and I wanted a change after returning from overseas. I let a friend know and he suggested this job. I applied and was accepted."

2. "A friend of mine had just quit her job with the organization. She told me about the job and I applied. The personnel office didn't operate as efficiently then."

Where companies look for recruits. In answering the

question, "Where (does the company) (do you) look for recruits?" it was found that the respondents used a combination of methods alternatively until a position was filled. Sixty per cent of the practitioners used equally, personal contacts and private employment agencies, 35 per cent accepted recommendations from public relations' people in the field and from the Public Relations Society of America. The other most frequent means of obtaining recruits were through advertising (20 per cent); college placement services (20 per cent); letters of application (15 per cent); and their own personnel offices (10 per cent).

Internal and external selection. The following question was asked concerning the replacement of personnel in the public relations' department. "Are the vacancies in the public relations department filled by personnel drawn from other departments within the company, or do you seek recruits trained in public relations from outside the company?"

In analyzing the replies to this question it was found that 40 per cent sought their personnel from without; 30 per cent from within; 25 per cent did both. The question did not apply to the remaining 5 per cent.

The answers of these four executives exemplify some of the various schools of thought on this subject.

1. "Up until now we have hired from outside. Don't have the talent inside or, if so, they are so valuable to the current set-up that it is not advisable to pull them away."

2. "Both. 'Expert' jobs from outside (artist, writer or photographer). Any other job from inside."

3. "We use both methods. We first try to fill the vacancy from within. If it is a beginning job, such as a writer, we try to get someone from outside the company."

4. "Because the organization is new, we did draw from the outside. We now try to promote from within. We hired one girl recently as a secretary and she is now the public relations director's assistant."

XI. PLACES OF EMPLOYMENT

The respondents interviewed were drawn from three different facets of the public relations' world, namely, trade associations and organizations, business enterprises, and consultants. (At first it was hoped that some interviews could be secured from public relations' executives in government but this was impossible to accomplish within a limited time span.)

A percentage breakdown of the executives interviewed shows that 55 per cent were from the area of general business; 35 per cent from trade associations and organizations; and 10 per cent served in a consulting capacity.

CHAPTER III
SUMMARY AND CONCLUSIONS

The base of public relations in the American democratic system is ever broadening in response to the growing needs of the economy. From the early days of public relations when practitioners were viewed more as technicians than as advisors to management there has been an increasing development in the stature of public relations "men." This was brought about as business began to recognize its responsibilities to the general public.

The survey brought out the high place now held by public relations in the managerial hierarchy. It was reported that 95 per cent of the respondents were consulted on policy-making decisions. This ranged from every high level decision to generally being consulted. Seventy per cent also participate in management organizational meetings; furthermore, 60 per cent are entrusted to serve as representatives of their companies, when speaking before groups. Thus, from available information, there is definitely an upward trend in the status of public relations.

The public relations' executives interviewed not only acted as administrators but also advised administrators. This held true even among some section heads within the public relations' departments. These people sometimes advised the

public relations' directors as well as administrating within their particular sections.

Some of the more important functions performed by the interviewees were:

1. Supervision of employees. It was found that all had complete supervision over a median number of seven employees. Eighty-five per cent had the right to hire and fire these employees. Thus, the survey indicates that these public relations' administrators must be perceptive of other people's qualities and abilities, particularly in the delegation of work assignments.

2. Acting without reference to higher authorities. In varying degrees 85 per cent of the public relations' executives acted independently. The major qualification mentioned was that of budget appropriations. However, many of them did seek advice and approval on their own initiative, not only *from top management* but also from their subordinates.

Further evidence of the status held by public relations' practitioners today can be seen in the positions to which they may be promoted in the near future. Such positions included vice-president in charge of various staff departments, operating manager of the organization, executive director, and assistant to the president.

It is hoped that this thesis will add a link to the chain of public relations' knowledge. Although the findings may be limited by the size of the sample they do indicate that further research along the following lines would prove valuable:

1. A similar survey, but with a larger, national sample.
2. Inclusion in the survey of all personnel in the public relations' departments.
3. An analysis of the function of the public relations' department in relation to the organization's structure.

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APPENDICES

A. TABULATION OF DATA

B. AN EXAMPLE OF A JOB DESCRIPTION
OF AN UNNAMED COMPANY

APPENDIX A

TABULATION OF DATA

1. TO WHOM DO YOU REPORT?

Some respondents report to more than one person in the organization.

Titles of the specific organizations or company are used.

Board of Directors	1
President	3
Vice President of Personnel	1
Administrative Vice President	1
Assistant Vice President	1
Vice President of Service	1
Vice President (not specified)	2
Executive Committee	1
Public Relations Committee	1
Director of Public Policy	2
General Manager	2
Executive Director	1
Manager of Public Relations	1
Director of Public Relations	3
Does not report (Head of Organization)	3

2. WHAT ROUTINE DUTIES DO YOU PERFORM AT REGULAR INTERVALS?

Meetings 17

- (Executive committee meetings twice a month--1
- Executive committee meetings monthly--1
- Board meetings annually--1
- Operating committee meetings during
Board interims--1
- Regular public relations staff conferences--5
- Over-all planning conferences--1
- Preside at monthly staff meetings--1
- Medical Advisory Committee meetings--1
- National meetings of organization--1
- Management conferences on public relations--2
- Preside at weekly executive staff meetings--1)

Publishing 22

- (Write press releases--1
- Edit a newsletter--1
- Direct the company's institutional public-
ity--1
- Responsible for the planning and production
of all copy--1
- Review material for two house organs
(published bi-weekly and monthly)--1
- Publish external house organ for suppliers--1
- Check all copy for policy and style--3
- Compile and distribute a business-management
memo--1
- Publish a newsletter once a month--1
- Produce ten company publications a year--1
- Obtain necessary clearances and approvals prior
to the release of all material for external
use--2
- Contact media people regularly to maintain
good relations with the press--1)

Reports 9

- (Submit weekly reports to department head--1
- Compile a monthly report for department--3
- Submit weekly reports on public relations
activities--2
- Prepare monthly and annual reports on public
relations activities--2
- Submit weekly reports on the distribution of
movies--1)

Keep all Company Units Informed of Public Relations Policy	1
Conduct Occasional Surveys of Management Men on the State of the Union	1
Advise on Policy-Making at the Plant Level	2
Speak before Groups for the Company	3
Answer Correspondence	1
Direct the Preparation of Speeches for the Executives	2
Administer Personnel Changes	1
Recommend and Initiate Action to be taken with Respect to Contributions and Donations	3
Sign Payroll	2
No Regular Duties, Everything is Irregular	1

3. WHAT OCCASIONAL DUTIES DO YOU PERFORM AT IRREGULAR INTERVALS?

<u>Write, Edit Layout and publish Brochures</u>	5
(Compile a health primer--1 Write a booklet--1 Produce brochures--1 Develop and produce brochures for nation-wide use--1 Ghost write articles--1)	
<u>Produce TV Programs</u>	1
<u>Prepare Radio Programs</u>	3
(Make transcriptions--1 Produce scripts--2)	
<u>Deliver, Write and Arrange Speeches</u>	8
(Arrange for members of management to speak before groups--1 Speaks before educational and professional groups--1 Organize a speaker's bureau--1 Speak at luncheon meetings--1 Speak before students--1 Write and deliver speeches--1 Ghost write speeches--1 Arrange for personal appearance of company personnel--1)	
<u>Government Relations' Activities</u>	5
(Make every effort to keep in contact with legislation affecting the industry--1 Keep track of all legislative matter that might involve the company--1 Start public action if some legislative action concerns the company--1 Direct state and federal government relations' activities--1 Assist other departments when scheduled to appear before hearings--1)	
<u>Produce Film Strips and Movies</u>	4
(Strip films--1 Strip films and movies--2 Produce movies--1)	

Work Closely with Agricultural Leaders 4

(Bring agricultural groups in for meetings--1
Make every effort to keep in contact with
agricultural heads--1
Work very closely with plant managers to
maintain good relations with farmers--1
Consider the farm press and the poultry and
feed press important groups--1)

Employee Relations' Activities 4

(Develop bulletin board packets for the
plants--1
Arrange for plant exhibits--1
Arrange trips to plants for salesmen--1
Plan contests for employees--1)

Community Relations' Activities 23

(Send community relations' memos to all plants
--1
Report the company's economic importance to
the community--1
Actually move into the community to become
familiar with its personality--1
Suggest community relations' activities to
plant managers--2
Switchboard operator is instructed to channel
all calls for unusual information to me--1
Promote branch managers as "Mr. LMN Company"
locally--1
Plan open houses--2
Coach plant managers for open houses--1
Schedule open-house programs--1
Plan exhibits and demonstrations at schools--2
Arrange special exhibits--1
Book and arrange itinerary for important
visitors--1
Attend local community meetings--3
Social ambassador at various functions company
officials may not be able to attend--1
Bring in groups for meetings--1
Take field trips to consult on local pro-
blems--1
Handle all requests for contributions to
charitable organizations--1
Conduct informal opinion polls among com -
munity leaders--1)

Miscellaneous Activities 10

(Statewide planning along public relations' lines--1
 Called immediately any time an accident happens at the plant--1
 Handle all requests for information--1
 Assist other specialized sections of the public relations' department--1
 Answer correspondence--1
 Prepare reports on special subjects of a confidential nature--1.
 Plan women's activities programs--1
 Develop public-relations' aids for dealers--1
 Facilitate gathering company news for the press--1
 Cooperate with visiting writers from magazines--1)

Respondents' Comments:

1. "We bring special groups to the company for meetings. For example, we invite groups of high school students who are majoring in agricultural management to visit the company. On this type of program we work in conjunction with a feed manufacturer. Other groups include 4H club members, directors of farm co-operatives, and dairymen that county agents may bring in."
2. "At the present time we are setting up a speaker's bureau. Although the different company executives have delivered speeches before, we are now attempting to make our speaker's bureau known locally and not merely to wait until we receive a request for a speaker before we act."
3. "I send out community relations' news and notes, which contain both internal and external news, to all plants. My job was created to suggest community relations' activities to plant managers who may implement them at the plant level."

4. ARE YOU GENERALLY PERMITTED TO MAKE DECISIONS WITHOUT REFERENCE TO HIGHER AUTHORITIES?

<u>Yes</u> (Unqualified)	3
<u>Yes</u> (Qualified)	14
(Practically all--2 As determined by my own judgment--1 Generally--2 Make all decisions after general plans are agreed upon by members of the public relations' committee--1 Policy would have board approval--1 All departmental decisions--1 Regional public relations' decisions--1 Within my section--1 Many--1 Expenditures of money under a ceiling--1 May call someone at headquarters on my own initiative just to spread the responsibility--1 Focal points are usually expenditure of money or possibility of damage to the company--1)	
<u>Yes and No</u>	1
(Yes, when "how" type of decision; no, when a medical type of question--1)	
<u>Make Recommendations</u>	1
<u>No</u>	1

Respondents' Comments:

1. "Generally yes, except as determined by my own judgment. PR man should have freedom unless he wants to refer to a higher authority for policy sense."
2. "Generally yes. For example, if there is a particular story to appear in the company paper that quotes an executive, I check with him to make certain it is okay."
3. "I only make decisions on implementing portions of overall policy."
4. "Many. After 20 years the executives have confidence in me."

5. "Within my press section, yes. If I run into anything with definite news value, I'll write releases. However, I will check with the original sources and then get it cleared through the particular division head. This is the procedure I developed and follow."
6. "Varies tremendously. Decisions involving an expenditure of money would lie with the line. The line is king in our operation. In the preparation of material for publication, I could go ahead on my own."

5. TO WHAT EXTENT ARE YOU CONSULTED ON POLICY-MAKING DECISIONS?

<u>Always</u>	9
(Have gained management's confidence--1 On any development--2 100% on policy-making decisions--2 On all decisions--2 Very deeply--1 No policy-making decisions are made without consulting me--1)	
<u>Consulted to a Degree</u>	10
(Good degree to the extent it falls in my bailiwick--1 Have group meeting-of-minds to develop policy--1 Generally consulted--2 Pretty fully--1 Practically all--1 We develop publicity policy--1 As a service in buying ingredients, proces- sing and selling line--1 Great deal. My job description specifies that I help formulate the policy--1 Virtually on everything--1)	
<u>Not Consulted</u>	1

Respondents' Comments:

1. "I am always consulted on any development. However, I usually don't have much to contribute when it pertains to pure research."
2. "We have a group meeting-of-minds to develop policy and I only make my own individual decisions on how to best implement the program."
3. "Very deeply. However, it depends upon the particular plant manager. The company must feel accountable to the public."
4. "We formulate the publicity policy itself. Management explains profit. We formulate the program for their needs and then sell it to them."

6. TO WHAT EXTENT IS YOUR WORK CHECKED BY OTHERS?

Checked Quite Thoroughly 3

(We are all checked very thoroughly by the departments concerned--1)

We in the PR department check each other to a very great extent--1
Because we serve as an adjunct to local management, we are checked all the time--1)

Checked to a Degree 13

(Not checked in detail--4
Direct quotes is about all--2
Work is not checked directly--1
Suppose it is checked to a degree because it is a staff function--1
To a considerable degree--1
Usually only when I ask some one to check it--1
Virtually none--1
Only on those concerning policy--1)

Not Checked 4

(None--3
Work and progress not checked by anyone else--1)

Respondents' Comments:

1. "Extensively because of the production along the line. I am not checked in detail. Once we develop an approach, we get approval. Our work is checked by scientists for policy reasons. My responsibility is to have them okay the work."
2. "Directly, it is not checked. Nowever, the over-all program must be effective or I'll hear about it."
3. "None really, except through my monthly report. However, I have all technical literature checked by someone, such as an engineer in the company, and have him initial it."
4. "Checked all the time. For example, in ABC city the Manager of the Blank division called and said 'Here's

where we are, What do you think?' So we went down and I ran through my checklist. We only enter the picture when called upon. The plant managers initiate the program, for it is their responsibility. We help him in every way, if and when he calls us in."

7. HOW LONG HAVE YOU HELD THIS POSITION?

<u>1½ years</u>	1
(PR manager - industrial)	
<u>2 years</u>	2
(Director of Public Relations'--health association. Director of Public Relations--industrial)	
<u>3 years</u>	1
(As an industrial public relations' director. With the company as a public relations' man for 5 years)	
<u>4 years</u>	4
(Manager of Public Relations--industrial Public Relations' Director--welfare organization Directors of Public Relations--industrial)	
<u>4½ years</u>	1
(Assistant to Public Relations' Director-- industrial)	
<u>5 years</u>	5
(Manager of Community Relations--industrial In charge of Press Relations--industrial Directors of Public Relations--industrial)	
<u>6 years</u>	1
(Director of Public Information--social)	
<u>11 years</u>	2
(Secretary,Public Relations' Committee-- trade association Manager of Public Relations' Department-- industrial)	
<u>12 years</u>	2
(Director of Educational Department--indust- rial)	

Executive Director--health and welfare
organization)

20 years 1

(Executive Director--trade association)

8. WHAT TYPE OF REPORTS DO YOU PERSONALLY PREPARE?

Annual Reports on Public Relations	9
Annual Budget Sheets	2
Quarterly Budget Reports	4
Monthly Reports on Public Relations' Activities ..	11
Monthly Objectives Report	1
Any Reports that are Very Important and Require a Great Deal of Interpretation	1
Informal Survey Reports	1
Tax Reports	1
Write Reports of all Public Relations' Problems and Submit them to the Board	2
Monthly Reports on Movie Distribution	1
Occasionally on a Special Subject of a Confidential Nature	1
Submit Reports to the Board from Time to Time	1

Respondents' Comment:

1. "I submit weekly reports on public relations' activities. These reports are broken down into categories on important relations. For example, the number of publicity releases sent out as compared to the number published. These reports usually run three or four pages without padding. It is a straightforward report."

9. IS YOUR JOB A SPECIALIZED SEGMENT ON AN OVERALL PUBLIC RELATIONS' PROGRAM?

No. Is an over-all program 14
Yes. (Specialized segment) 6

(Community Relations and Communications--1
 Trade association--1
 Educational--1
 Community Relations--2
 Radio--1)

Respondents' Comments:

1. "No, it is an over-all public relations' program. We are a publicly supported health organization. The only thing we have to sell is public good will. Everyone in the organization is doing public relation's work. Whole organization is a public relations operation. We don't furnish actual medical care."
2. "Adjust to management's needs."
3. "General public relations' functions. Primarily concerned with consumers and the public at large. Employees to a lesser degree."
4. "No, it is a broad public relations' program. However, it is geared to a particular approach."
5. "It is an over-all program, but we are most concerned with two groups: employees and consumers--we include the dealers in the latter group."

10. HOW MANY EMPLOYEES ARE UNDER YOUR SUPERVISION?

Two employees	1
Three employees (One respondent has copy supervision over 20 employees)	2
Four employees	3
Five employees	2
Six employees	1
Seven employees	3
Nine employess	1
Ten employees	3
Fourteen employees	1
Twenty-nine employees	1
Forty employees	1
Fifty-three employees	1

a. WHAT IS THE EXTENT AND NATURE OF YOUR SUPERVISION?

<u>Complete</u>	16
(Whatever required. Flowers to the hospital on up--1 Supervise through three top supervisors to avoid having too many reports directly to me--1)	
<u>Incidental</u>	14
(They gather news for the plant publi- cations--1 Will sell someone in the plant an idea--1)	

b. DO YOU HAVE THE AUTHORITY TO HIRE AND FIRE?

<u>Yes</u>	17
<u>No</u>	2
<u>Yes and No</u>	1
(To hire yes, but if an employee has been with the company more than ten years I can't fire him without a discussion--1)	

11. HOW DID YOU SECURE EMPLOYMENT WITH THE COMPANY?

Through a Professional Society	1
Worked up from an Unrelated Job in the Company .. (Office boy--1)	2
Personal contact	8
Letter of Application	1
Advertised in a Newspaper	2
External to Internal Public Relations' Worker ...	1
Asked to Join	1
Worked up from a Related Job within the organization	4

Respondents' Comments:

1. "Through a friend. I was working on ... a newspaper and I wanted a change after returning from overseas. I let a friend know and he suggested this job. I applied and was accepted."
2. "A friend of mine had just quit her job with the organization. She told me about the job and I applied. The personnel office didn't operate as efficiently then."

12. WHAT WOULD YOU SAY IS THE MINIMUM FORMAL EDUCATION REQUIRED
OF A PERSON STARTING IN YOUR POSITION?

Certainly not less than High School--1
(Bachelor's an asset)

Don't really need a college degree--2

College degree--17

Respondents' Comments:

1. "Don't really need a college degree. Like pants, if you leave them off people will notice."
2. "College degree if you want to continue in public relations' work. There has been a change from when I started. Should major in public relations, don't necessarily need business training."
3. "Need to be a college graduate in order to work for this organization. Experience may well be better. I am not too familiar with public relations' courses, but they are probably good."

13. WHAT EDUCATIONAL COURSES WOULD CONTRIBUTE MOST TO THE PRESENT JOB?

Human Relations	4
Business Administration	8
Business Skills' Courses	1
Publicity	1
Economics	5
Political Science	3
Psychology (mass as distinct from abnormal--1).	5
English	5
Sociology	4
Public Relations	6
Social Sciences (especially applied--1).....	3
Journalism	6
Trade Association Courses	1
Physical Sciences	1
Home Economics	1
Writing	5
Public Speaking	2
Health Department	1
Sanitation	1
Biological Sciences	1
Current Events Courses	2
Marketing	1
Philosophy	1

Respondents' Comments:

1. "Primarily business administration with a background in public relations' courses."
2. "Major area of study would vary with the particular public relations' job. Any degree that would offer the necessary background courses."

14. WHAT TYPE OF PAST EXPERIENCE MUST A WORKER HAVE TO PERFORM THE DUTIES OF YOUR JOB SATISFACTORILY?

Teaching	4
Administration (Budgets and Staff)	6
Marketing or Selling	3
Advertising	2
Public Speaking	1
Personnel Experience	1
Public Relations	7
Writing..... (Against a deadline--1)	4
Editing Experience	2
Magazine	4
Newspaper	10
(Desirable--8 Essential--2)	
Work with Related Company or Industry	5
Public Service Work in which Commercialism is Lacking	1
Experience in Expression	2
News Staff or Radio	1
Maturity	4
Advertising and Promotion Sense	1
Publicity.....	1

Respondents' Comments:

1. "Generally need either a degree in journalism or from five to ten years' journalism or public relations' experience."

2. "The type of experience needed would depend upon the particular assignment. It ranges from contact man to an idea man. There are breakdowns within all fields. For example, trade publications' men are all contact men, writers and idea men to a degree."
3. One respondent disagreed with the thesis that newspaper training is invaluable. He pointed out that reporters are trained to strive for objectivity, whereas public relations' material is generally slanted. Also, reporters are generally poor speakers and have no experience in budgets or administration. In a sense, engineers are better equipped for public relations' work than are newspaper men. For the engineers are trained to gather the facts, analyze them and come up with solutions.

15. TO WHAT EXTENT DO YOU WORK WITH CONFIDENTIAL DATA?

Don't 1

(Everything we do is directed toward people. Don't even copyright our publications, we want them to use the material--1)

Moderate Degree ... 7

(Economic information is about the only confidential data we have in the company and I am not consulted on that--1
About 5% of it is confidential--1
Perhaps the only thing would be a few confidential personnel records--1)

To a Considerable Degree 6

(In respect to what we should or should not publicize. I get out the executive newsletter which deals with such information as future company plans, market conditions, etc.--1)

Great Deal ... 5

Very Great Degree 1

16. IN YOUR OPINION WHAT IS THE MOST COMPLEX OR DIFFICULT PART OF YOUR WORK?

Getting Approval or "Selling" Public Relations

Internally 7

(Trying to maintain basic concept after having plotted program--1
 Management doesn't see it as increasing sales and profits--1
 Educating new technical employees along public relations' lines--1
 Time involved in getting action because of the nature of the organization--1
 Consultations on public relations' programs--20)

Obtaining and Keeping Competent Personnel 1

(Public relations' workers must be competent, semi-dedicated, able to get along with others, and have administrative ability--1)

Decision Making 4

(Have trouble getting joint management decisions--1
 Individual decision-making on a short notice--1
 Getting the supervisory force to make their own and the right decisions--1)

Personal Relations 6

(Relationships with people who have authority--1
 Appraising people--1
 Dealing with people; they are always complex--1
 Getting people to do things the way you want them done--2
 Soothing the feelings of executives--1)

Meetings 2

(Arranging for a suitable date and getting committees to meet--1
 Must attend too many meetings--1)

Long Hours 1

(Although the company doesn't expect it, I usually work until midnight at home--1)

Bringing Out the most Competent Brains in the Organization	1
Complexity of Serving many Diverse Units Equally and Well	1
Doing all the Things that ought to be done	1
Layout of Books	1

Respondents' Comments:

1. "The education of new employees, especially engineers, along public relations' lines is a problem in itself. The newer engineering students are more aware of public opinion, but it is still a problem. For example, the plant was giving off a lot of smoke. Some engineers questioned whether the company was operating for a profit or for the people of Blank city."
2. "There is the problem of doing all that ought to be done. I feel we [the public relations' dept.] should take the bad along with the good along with the rest of the company. So I'm controlled by the sales of the company."
3. "Basically when you work for a complex organization and operate as a service organization, and not a mouthpiece for management, you usually have trouble getting joint management decisions. With decentralization and diversification you must produce stuff that at least one unit will underwrite."
4. "Individual decision-making which must be made on a short notice. You can play around with long range plans, but many decisions involving complex problems must be made on the spur of the moment."
5. "Making the supervisory force make their own decisions and the right decisions, as well as accepting the responsibility for their actions, the actions of people under them, and following through."

17. DO YOU GAIN PERSONAL SATISFACTION FROM YOUR JOB?

Yes 20

(One respondent qualified his answer with:
"No, in the sense you can't be a judge as to
personal feelings. You may be forced to like
a person you actually dislike very much."

a. WHY?

Variety 5

(Job elasticity: when we make a movie, I
write the scripts, hire the voice to do it,
and then have the satisfaction of putting
it to use--1
Have fun--1
Never do the same thing twice--1
Every situation is different--1)

Monetary 3

(Budget is large enough to do the job--1
Make good money--1
The pay is good--1)

Achievement 13

(Spiritual side of doing good work--1
Can see the concrete results of our work--1
Particular program is widely publicized as
a good program within the public rela-
tions' field--1
Feeling of satisfaction when program clicks--1
Improvement of conditions--1
Feel I am doing something in the community
that ties in with the company's making a
fair profit and providing a service to the
people--1
Can see the tangible evidence of what I have
done to build the company--1
Helps better the world by improving the
position of citizens--1
Program is an important factor in the success
of the workers--1
Interpreting the organization to the public
so they will take a more active interest--1
Like to be doing something for someone else--1)

Challenge 4

(I enjoy a sense of achievement, but am a perfectionist so have never found it solved--1
I get personal satisfaction in respect to meeting unusual problems--1
Don't think you can get more frustrated than you are and then find you can--1)

Field is Open 3

(Interested in pioneering--1
There are chances for advancement in the field--1)

Prestige 4

(Run the whole works--1
Do important things--1
Gives one status--1
Management has confidence in us--1)

Cooperation 2

(Top management believes in public relations--1
If there is a job to be done, they are encouraging--1)

Miscellaneous 3

(Have always been interested in public service education--1
Wouldn't like other jobs, such as managing a hotel--1
Basically because of the free and easy working conditions--1)

18. WHAT ARE SOME OF THE DISADVANTAGES OF PUBLIC RELATIONS' WORK?

Intangibility of Public Relations 10

(Must overcome publicity barriers--1
 Not too well defined: erroneous opinions
 on the part of the general public--1
 Have hard time explaining it to your wife--1
 Intangibility is the biggest disadvantage--1
 Trying to define it is difficult in itself--1
 There are no specific set of rules to operate
 under - no rules to live by--1
 Difficulty in explaining what you do--1
 Don't see clear examples of your work--1
 Haven't really sold it to newspaper men and
 ad. men--1)

Organizational Problems 13

(Low status public relations enjoys in many
 companies--1
 Although he may have the title, the public
 relations' director may never be
 consulted--1
 Job instability: changes in policy, depression,
 new president--1
 May not be groomed too well for a top execu-
 tive position, particularly if you serve
 as a specialist--1
 Danger in becoming pigeon-holed as a special-
 ist--1
 Companies very seldom actually realize the
 importance of public relations and what it
 can do--1
 For those who are ambitious money-wise, it is
 usually the sales manager or production
 men who move to the top--1
 Regarded as a luxury business - get axe when
 budget is cut--1
 Unhappy if management doesn't understand the
 true function of public relations (fire-
 pushing, back-slapping, glorified bar-
 tender, companion to Mickey Jelke, tool to
 employer)--1
 Management may not understand the role of
 public relations and it may be subser-
 vient to policy making--1
 Too many of top brass above working with
 people--1)

Type of Work 14

(No private social life--1
 Not an operator - working through people all
 the time and are subjected to frustrations
 of being in the middle--1
 Full of deadlines--1
 Have to plan for the unexpected--1
 Hours may be irregular--1
 If anything goes wrong it is always the public
 relations' man's fault--1
 Need good all around training and don't easily
 find another slot--1
 Erratic hours--1
 Personality problems--1
 Mainly because people are human--1
 Being honest--1
 Are thrown in with management and they can
 easily discover if you are not capable--1)

Instability of the Field 1

Difficulty in Finding a Public Relations' Job 1

19. IN THE NORMAL COURSE OF YOUR DUTIES APPROXIMATELY HOW OFTEN DO YOU CONTACT MAJOR EXECUTIVES, OTHER DEPARTMENTS, CUSTOMERS, OR OTHERS?

Major Executives 19

(Daily--9
Regularly--9
Weekly--1)

Other Departments 16

(Daily--10
Regularly--6)

Customers 10

(Daily--2
Occasionally--3
Regularly--2)
Rarely--2

Others 14

(Members, occasionally--2
Branch managers, daily--1
Press (Newspapers, radio, TV), frequently--2
Press, daily--2
Other units regularly--1
Plant managers, regularly--1
External public relations' executives, daily--1
Access to Board anytime--1
Home economists, regularly--1
Opinion leaders, frequently--1
Other industries, frequently--1)

20. FOR WHAT OTHER POSITIONS DO YOU CONSIDER YOUR PRESENT JOB IMPORTANT TRAINING?

Top Administrator in many Organizations.....	4
Director of Public Relations(Internal and/or External).....	9
Public Relations in Non-Profit Field	1
Magazine Editing	1
Top Management	2
Trade Association Work	2
Assistant to the President	1
Any Other Public Relations' Job	1
Consumer Relations	1
Marketing	1
"This is It"	1

21. TO WHAT JOBS MAY YOU BE PROMOTED?

Operating Manager of Organization	3
Vice President in Charge of Personnel	1
Executive Director	1
Now Hold Top Position in Organization	4
Director of Public Policy	1
Don't Know: is Highly Specialized Segment of Public Relations	1
Assistant Public Relations' Director (National) ..	1
Director (Manager) of Public Relations	4
Assistant to the President	1
Head of Marketing	1
Vice President	1
Vice President in Charge of Advertising	1

22. FROM WHAT JOBS ARE WORKERS PROMOTED TO YOUR POSITION?

Public Relations' Staff Members	8
Line Counterparts	1
Assistant Public Relations' Director	5
Publicity Director	1
Regional Public Relations' Heads	3
One of My Assistants	4
Not from Within	1
Assistants in Other Sections of Department	1
A Section Head	1

23. TO WHAT JOBS, NOT INVOLVING PROMOTION OR DEMOTION, MAY YOU
BE TRANSFERRED?

Only to Another Organization	7
Director of Stockholder Relations	1
Public Relations' Consultant	5
Another Division of the Company	1
General Administration	4
Bureau Administrator	1
Other Department Head	2
Advertising Agency	1
Manager of any Department in Company	1
Director of International Division	1
Community Relations' Division	1
Special Assignments	1

24. ARE THE VACANCIES IN THE PUBLIC RELATIONS' DEPARTMENT FILLED BY PERSONNEL DRAWN FROM OTHER DEPARTMENTS WITHIN THE COMPANY, OR DOES THE COMPANY SEEK PERSONNEL TRAINED IN PUBLIC RELATIONS FROM OUTSIDE THE COMPANY?

Within	6
Outside	8
Doesn't Apply (Few Professional Replacements)	1
Both	5

Respondents' Comments:

1. "Because the organization is new, we did draw from the outside. We now try to promote from within. We hired one girl recently as a secretary and she is now the public relations director's assistant."
2. "My two assistants were drawn from inside the company. Mr. Doe took his from outside."
3. "We use both methods. We first try to fill the vacancy from within. If it is a beginning job, such as a writer, we try to get someone from outside the company."
4. "We demand newspaper experience, which lops off the rest of the employees in the building. The girls we hire must be home economists, so we hire them from outside the company."
5. "Try to promote from within first, then go outside."
6. "Both. Expert jobs from outside (artist, writer, or photographer). Any other job from inside."
7. "Up until now we have hired from outside - except the clerical force. Don't have talent inside or, if so, they are so valuable to the current set-up it is not advisable to pull them away."

25. WHERE DOES THE COMPANY (DO YOU) LOOK FOR RECRUITS?

Personal Contacts	6
Recommendations from Public Relations' People	4
Private Employment Agencies	6
Advertise	4
Letters of Application	3
Contact the Public Relations' Society of America .	3
College Placement Services	4
Personnel Office	2
Health and Welfare Organizations	1

Respondents' Comments:

1. "Private employment agencies primarily. Have had no occasion to hire anyone in public relations for several years."
2. "Principally advertising and recommendations from people in the field. Due to expansion I have just hired one man."
3. "Generally advertising. However, I hired three people recently through personal contact."
4. "Formally the company looks for recruits in college placement services. They have a very formal college recruitment program underway. Actually they haven't done much to date. We needed two men in publications section and we hired them right out of the publications field."
5. "Dependent upon the level of the vacancy. We would run an ad. in the newspaper for an assistant Press Relations' Manager."
6. "Usually contact private employment agencies. Eventually we may go to such schools as Boston University School of Public Relations and Communications."
7. "Every year we contact the college placement services for trainees. We also use private employment agencies. Advertise occasionally when we can't find anyone by other methods. Review recommendations."

26. WHAT QUALITIES WOULD YOU SEEK IN A PERSON APPLYING FOR A
PUBLIC RELATIONS' JOB?

Integrity	8
<u>Personality</u>	16
(The appealing type; sensitive and not boisterous or back slapping--1 Ability to get along with people--1 Ability to meet people--1 Ability to influence people--1 Devoid of any specific mannerisms--1 Between extrovert and introvert--1 Good personality--2 Obvious ability to get along with <u>all</u> people-1 Ability to do a teamwork project--1 Personal contact skills--1 Ability to work with fellow man--2 Not forward--2 Ability to work with others--1)	
Native Intelligence	4
<u>Industry</u>	6
(Not afraid of good hard, dirty, stinking work--1 Willingness to push client or product--1)	
Tactful	5
Courage	1
Initiative	4
Broad Feel of Management	2
Conscientious	1
Versatility	1
Art Appreciation	1
Judgment	4
Willing to Remain in Background	1

Imagination	3
Knowledge of Technical Skills	1
<u>Expression</u>	3
(Adeptness in writing in good news factual style--1 Ability to handle the language--1 Write clearly--1)	
Personal Contacts	1
Ability to Withstand Frustration when Work is "Mashed and Mangled."	1
Good Academic Background	3
Respect for the Organization	1
<u>Experience</u>	4
(Variety of--2 Newspaper--1 Regional--1)	
Analytical Mind	2
<u>Varies with Each Particular Job</u>	2
(Sometimes special skills, such as speech writing--1 An exhibits director is creative and not neces- sarily an administrator--1)	
Great Sense of Humility	1

27. WHAT TYPE OF WORK DID YOU DO BEFORE ENGAGING IN PUBLIC RELATIONS?

<u>Association Work</u>	3
(Public health--1 State and national--1)	
Government Public Information	2
Sales Promotion	3
Publicity	2
Selling; Retail Store	1
Social Case Worker	1
<u>Newspaper</u>	9
(Reporting--2 "Newspaper man"--6)	
<u>Magazine</u>	2
(Special features--1)	
Editor of Campus Publication	1
Bank: "What Would Now Be Called Community or Employee Relations"	1
Bacteriologist	1
Wrote History of Company	1

Respondents' Comments:

1. "Did publicity work and became interested in human and public relations."
2. "Accident. Basically my forte was sales promotion."
3. "Newspaperman. While working for the newspaper, I worked clients in on the side."

28. WHAT ARE YOUR REGULAR DAILY WORKING HOURS?

9:00 to 5:00 p.m.	16
8:00 to 5:00 p.m.	1
8:45 to 8:00 p.m., or 12:00 midnight	1
10:00 to 6:30 p.m.	1
No set hours--usually 8:00 a.m., to 6:00 p.m., or 7:00 or 8:00 p.m.	1

a. DO YOU USUALLY WORK MORE THAN 40 HOURS A WEEK?

<u>More</u>	16
(But not at office. Take home work--2 Darn close to 60 when travel time is in- cluded--1 62 hours checked in one week--1 Take work home--1)	
<u>Not More than 40 Hours</u>	4
(But it all depends. Suppose I actually do--1 Except on rare occasions--1)	

b. ARE YOU SUBJECT TO CALL FOR EMERGENCY OR OTHER SPECIAL WORK?

<u>Yes</u>	18
(Especially during the summer months. Must leave word where I can be reached at all times--1 Rarely called--5 Depends upon the particular project--1 Especially on Committees in Washington--1 At all times, even when out of town--1 Called as much as 5 times a week--1)	
<u>No</u>	2

29. HOW OFTEN DO YOU SPEAK BEFORE GROUPS?

Often, 3 or 4 times a week	6
3 or 4 times a month	3
Once or twice a month	2
Once every two months	1
Seldom	7
Not at all	1

a. WHAT TYPES OF GROUPS?

Volunteer Workers	1
Journalism Groups	2
Public Relations' Workers and Public Relations' Students	5
Trade Association Groups	2
Professional Groups	3
Management Groups	2
Home Economics Groups	2
High School Students	2
Parent-Teachers' Associations	1
Adult Education Groups	1
Public Health Groups	1
College Students	4
Association of National Advertisers	1
Illinois Manufacturer's Association	1
Motion Picture Groups	1
Sales Groups	2

Audio Visual Groups	1
Other Company Departments	4
Business Men	2
Industrialists	1
Women's Clubs	3
Social Workers	1
Health Workers	2

Respondents Comments:

1. "Speaking is a growing process with me. Never did much speaking before I took this job."
2. "Not very often, but I am increasing it. Usually place speaking engagements in the hands of others in the company."
3. "My staff members do more speaking."
4. "Only occasionally now. Used to speak a great deal."

30. HOW OFTEN DO YOU SUPERVISE AND/OR ORGANIZE MEETINGS, AND OF WHAT TYPE?

<u>nExecutive Committee Meetings</u>	2
(Twice a month--1 When necessary--1)	
<u>Regular Public Relations' Staff Conferences</u>	11
(Weekly--4 Monthly--4 Frequently-as needed--3)	
<u>Management Conferences on Public Relations</u>	8
(Regularly--4 When occasion arises--1 Frequently--3)	
Various Types Three Times a Month	1
Over-all Departmental (from all parts of the country) Annually	1
Committee Meetings	4
(Quite a few--2 Frequently--1 Twice a year--1)	

31. DOES YOUR WORK FOLLOW A GENERAL PATTERN OR DOES IT CHANGE FREQUENTLY?

Follows a General Pattern	12
Changes in Accordance to the Needs of the Company .	2
Changes Frequently,	6

Respondents' Comments:

1. "Broadly it follows the same pattern. However, we are continually using new methods and different media."
2. "Never quite the same, but it follows a pattern within broad areas."
3. "Changes over a long period of time, but not frequently. For example, I am starting to make more speeches."
4. "Follows a pattern in a haphazard way."

32. DOES YOUR WORK REQUIRE TRAVELING?

Yes	18
No	3

a. HOW LONG ARE YOU KEPT AWAY FROM THE OFFICE ON THE AVERAGE TRIP? (Interpreted on a monthly basis)

<u>Varies Greatly</u>	2
(Made three round tripe to California in one month--1 Quite a few short trips, seldom more than two weeks--1)	
Two Days a Month	3
Three to four days a Month	2
Four Days a Month	2
Four to Five Days a Month	1
Four to Six Days a Month	2
Seven to Nine Days a Month	2
Seven to Ten Days a Month	1
Eight Days a Month	1
Ten Days a Month	1
No Traveling	3

33. DO YOU FREQUENTLY WORK UNDER PRESSURE?

Sometimes, but Not Frequently 2
Yes 18

(An inevitable part of the work--1
Almost always more work than I can do--1
Constantly--1
And how!--1)

34. DO YOU GENERALLY WORK INDEPENDENTLY OR DOES YOUR USUAL ASSIGNMENT NECESSITATE WORKING WITH OTHERS?

About 50-50	2
Enough Independent Action	2
Others	16

Respondents' Comments:

1. "Everything I do involves working with others."
2. "Must work with others."
3. "Must work with people"
4. "As a general rule a public relations' man must work with others, because of manpower and because project demands it."
5. "Whole department works very close."
6. "I remain in the background and assist others in planning the program."

35. APPROXIMATELY HOW MUCH OF YOUR AVERAGE WORK WEEK IS
DEVOTED TO WRITING MATERIAL FOR PUBLIC CONSUMPTION?

<u>Very Little Now</u>	2
(Did vary from 100 per cent down--1)	
<u>Practically None</u>	1
(Edit material written by editorial assistants--1)	
<u>None</u>	4
(Staff about 90 per cent--1 Do edit and guide staff members--1)	
<u>Ten per cent</u>	3
(Other people do it for me now--1 Try not to write much, delegate it--1)	

36. WHAT WOULD YOU SAY OF THE OPPORTUNITIES FOR WOMEN IN PUBLIC RELATIONS?

Qualifications are not limited by Sex 13

- (About the same as for people--1
- Unlimited with our company--1
- Not limited to special fields--1)

Qualifications are limited by Sex 7

- (No more than in other fields--1
- Impossible situations for some spots--1
- Not many opportunities--2
- Difficult for women to get training--1)

Is Improving 8

- (Good--1
- Excellent--1
- Very good--3
- Terrific--1)

Respondents' Comments:

1. "There are many fields definitely for women who are interested in public relations, such as cosmetics. Some executives may resist hiring women, but this resistance is gradually being overcome."
2. "Women have a handicap to overcome in being in a man's world. They can't get by with femininity. Particularly in consulting and home furnishing there will be an increasing demand for women."
3. "My staff is largely men. Presents some problems, but largely depends on the individual. We have two writers, one correspondent, a staff assistant, and an advertising assistant--all women. There are so many fields women are experts in before they start. On a newspaper, sex is against women."
4. "Show me the person. She must have the basic qualifications for the job. Companies are more broad minded than they used to be."

5. "Women are hemmed in. They are usually hired as stenographers with the promise they will be taken into the publications' department. Women can figure on getting about \$50. less a week than men. It is difficult for women to get training in newspaper work."
6. "Probably getting better and better and I hope the day will come when they are not thought of as women, but as public relations' people."
7. "Unlimited with our company. There are three good jobs in our Women's Division--a noted travel authority, her publicity girl, and the business manager who arranges for her engagement."
8. "Going up within the organization raises the real difficulty."
9. "Product publicity is a very important part of our business and women can write about our product better than men. Women coming into public relations now are better trained and qualified. Old gals were newspaperwomen and thought they were front page stuff. Other type was society stuff. Women must stand on their own two feet and ask for, not give, any advantages. They should not be coy or hardy."

37. WOULD YOU RECOMMEND PUBLIC RELATIONS TO YOUNG MEN AND YOUNG WOMEN INTERESTED IN A CAREER?

Yes (qualified) 7

(If sincerely interested and have certain capabilities--1
Provided they are willing to do newspaper work first--1
But they will need formal public relations' training to get into the field now--1
If they like working with people--1
To the right type of person--1
If they like this type of work--1)

Yes (unqualified) 10

(Need some new talent--1)

No (qualified) 3

(I would discourage a great many for their sakes and for the sake of public relations--1
Wouldn't recommend any profession to anyone just to recommend a profession--1)

a. IF SO, WHY?

1. "I think it will grow dramatically in the next ten years."
2. "Just did at a speech at SMU. Providing they are willing to do newspaper work first, which is harder for women than for men. Women are experts in many fields, but sex is often against them."
3. "Unfortunately employers make up their own minds."
4. "In recent years there is a growing realization of the importance of public relations. The field is not overcrowded."
5. "Believe there is a great need for talented people."
6. "To the gregarious type, talented writers, etc., I would recommend it."
7. "Would depend upon the equipment the candidate had to offer. They should be interested in being a buffer before they consider entering public relations' work."

8. "It is an interesting type of work that never gets dull. It offers a challenge to accomplish."
9. "Depends on the young man or woman. They would need basic public relations' qualities. Steered my son away, yet my daughter into public relations. First thing is to find out what their attitudes and aptitudes are. Then merely tell them what public relations is."
10. "It is interesting, productive and lucrative."
11. "It is a challenging business."

38. IN WHAT TYPE OF PROFESSIONAL, CIVIL AND FRATERNAL ORGANIZATIONS ARE YOU ACTIVE?

Professional 27

- (PRSA--18
- NY Newspaperwomen's Club--1
- Author's League--1
- Washington Newspaperwomen's Club--1
- Committee of Women in Public Relations--2
- Industrial Publicity Association--1
- Industrial Editors--1
- Home Economics Association--1
- National Executive Board of Home Economics--1)

Civic 36

- (Adult Education--1
- Community Chest Councils--4
- Red Cross--3
- National Health and Welfare--2
- Family Service Association--1
- Kiwanis Club--1
- Advertising Club--1
- Veteran's organizations--2
- Boy Scouts--1
- Chamber of Commerce--1
- Management organizations--3
- Parent-Teachers Association--1
- Political party--2
- New England Home Association--1
- Neighborhood clubs--1
- Public Health Association--1
- Civic associations--4
- Educational group--1
- Men's organization in my community--1
- Men's Club at church--1
- Committee to raise funds at the country club--1
- Church--2)

Fraternal;..... .3

39. TO GET A GOOD CROSS SECTION, WE MUST INTERVIEW PEOPLE IN VARIOUS INCOME GROUPS. HERE IS A SERIES OF BROAD GROUPS. WOULD YOU INDICATE BY LETTER (A, B, C, D, OR E) IN WHICH OF THESE GROUPS YOUR ANNUAL SALARY FALLS?

A. Under \$4,500	None
B. \$ 4,500 - 7,500	2
C. \$ 7,500 - 10,000	4
D. \$10,000 - 12,000	2
E. \$12,500 and over	12

Respondents' Comment:

1. "All our public relations' supervisors receive more than \$7,500. One supervisor receives from \$10,000 to \$12,500 and the two top supervisors' salaries are over \$12,500."

APPENDIX B
AN EXAMPLE OF A JOB DESCRIPTION
OF AN UNNAMED COMPANY

Position Description for
Public Relations Director
Public Relations Division

Basic Function:

The Public Relations Director is responsible for developing, recommending and carrying out public relations and publicity plans and programs needed to help build and maintain public preference for the Company and its products.

Responsibilities and Duties:

1. To develop and recommend Company policy with respect to public relations, and to establish Public Relations Division operating policy.
2. To develop and maintain thorough knowledge and understanding of the Company, its objectives, policies, operations and problems; to analyze and appraise the attitude of the general public and of significant special publics towards the Company; and in the light thereof to define and recommend specific objectives to guide the planning and execution of Company public relations and publicity programs and activities.
3. To direct the development, establishment and execution of product publicity and consumer education programs and activities designed to provide maximum support for established product marketing objectives and to help create and maintain maximum demand for all Company products except Smith products; and to provide advice and counsel to the organizational units concerned with Smith product publicity.
4. To direct the planning and execution of public relations and publicity activities designed to help build and maintain maximum desirable audiences for Company radio and television programs.

5. To direct the development of, to recommend, and to direct the execution of needed public relations and institutional publicity programs and activities designed to help build and maintain:
 - a. General public preference for the Company and for using its products.
 - b. Trade preference for doing business with the Company and its representatives, and for featuring its products.
 - c. Community acceptance of the Company, its local personnel and operations, and desire for doing business with it, in all localities where the Company maintains operating, administrative or service facilities.
 - d. Preference on the part of suppliers for supplying the Company's needs.
 - e. An outstanding reputation for the Company and willingness to cooperate with it on the part of leaders and molders of public opinion in specialized fields of significance to the Company.
6. To propose the kind and frequency of issue of employee publications needed to help build and maintain a high level of employee knowledge and understanding of the Company; and to direct the preparation, production and distribution of approved publications.
7. To ensure that all organizational units concerned are currently informed of established public relations policy, plans and programs; to appraise and take action to improve the effectiveness of their participation in the execution thereof; to interpret public relations policy to them; and to advise and counsel them with respect to the public relations and publicity aspects of their policies, plans, programs, procedures and activities.
8. To appraise current progress in carrying out established public relations programs and their results; to be alert to and report current problems, opportunities and trends affecting public attitudes towards the Company; and to take resultant action to improve our public relations.
9. To direct the preparation of speeches, public statements

and other material for publication for the management staff as requested; to ensure that necessary clearances and approvals are obtained prior to release of any material for external use; and to authorize the release of all such material.

10. To ensure that preferential treatment is obtained for Company publicity through the development and maintenance of sound relationships with the key personnel of communication media.
11. To recommend the action to be taken with respect to contributions, donations, and memberships, and to see that approved action is taken.
12. To take action needed to ensure that Company correspondence and other external communications are handled so as to contribute to the development and maintenance of sound public relations.
13. To ensure that the public relations aspects of all Company appearances and hearings before government agencies or boards are appropriately handled.
14. To appraise the need for and recommend the use of outside public relations services; to approve the use of outside publicity agencies and services; and to direct the work performed by retained agencies and services.
15. To assist Blank Company in maintaining sound public relations in the United States as requested; to direct the effective distribution of Blank publications in the United States; and to provide Blank with pertinent digests of American editorial and public opinion.
16. To maintain complete familiarity with competitive public relations and publicity activities, and to take action to develop and maintain a competitive advantage for the Company in this respect.
17. To execute established Company and division policies and procedures, and to carry out the responsibilities and duties applicable to all management positions as set forth in the Introduction to the Organizational Manual.
18. To carry out special assignments from the Administrative Vice-President.

Relationships:

1. The Public Relations Director is accountable to the Administrative Vice-President for carrying out the above assigned responsibilities and duties.
2. In carrying out these responsibilities and duties, the Public Relations Director relies upon and is guided by other units of the Company having the responsibility for functional control of special management areas.
3. In carrying out these responsibilities and duties, the Public Relations Director informs currently and works closely with all organizational units of the Company.

Authority:

The Public Relations Director has full authority to take any action necessary to the successful fulfillment of his assigned responsibilities and duties, subject to the limitations set by:

1. Established Company policies and procedures, including requirements established by other divisions or departments having the responsibility for functional control over special management areas;
2. Approved budgets.