

MANAGING THE COMMUNICATION-
PUBLIC RELATIONS FUNCTION
FOR NATIONAL BUSINESS AND
PROFESSIONAL ASSOCIATIONS:
A JOB ANALYSIS STUDY

Thesis for the Degree of M. A.
MICHIGAN STATE UNIVERSITY
ROBERT JOSEPH TRUSCELLO
1973



ABSTRACT

MANAGING THE COMMUNICATION-PUBLIC RELATIONS FUNCTION FOR NATIONAL BUSINESS AND PROFESSIONAL ASSOCIATIONS: A JOB ANALYSIS STUDY

By

Robert Joseph Truscello

This thesis was specifically designed to investigate the nature of the association communication-public relations job and how it operates. The central purpose was to examine the communication-public relations function and its increasing importance to the management of business and professional associations. The study examines the job; how it developed, and, to some degree, what role it will play in association management in the future.

The study covers the entire spectrum of the communicator's work, his responsibilities and his authority.

The major research tool used in this study was a questionnaire mailed to 245 national associations belonging to the American Society of Association Executives. The questionnaire was designed to investigate (1) the communication-public relations manager profile; (2) how he handles his workload; (3) his responsibilities and authority for handling communication functions and budget;

and, (4) how he makes decisions. Results are based on replies from 133 participating associations, representing 54 per cent of the questionnaires mailed out.

Findings of the job analysis survey show that, theoretically, the association communication-public relations function is not being properly executed. Too often the association is understaffed and does not adequately research, plan, and evaluate the communication programs that it undertakes.

According to the survey, the typical association communicator is male, between forty and fifty-four years old, has a bachelor's degree and is called public relations director or manager. He manages a staff of two to five employees and reports directly to the head of the association, the chief paid executive. But whether he is running a one-man office, or a staff of eleven or more, he works long hours.

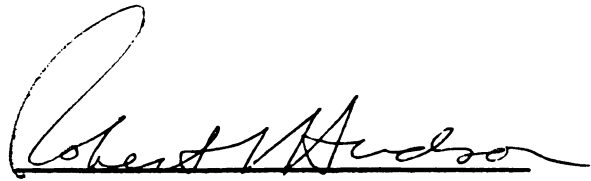
Fifty per cent of the respondents are planning to increase staff size within the next few years. Only one in four employs the services of a public relations consultant or consulting firm. Of those who use public relations or communication committees, only half are satisfied with volunteer contributions to the public relations effort.

With minimal full and part-time staff, and with only a fair chance of relief from volunteer committees, the association public relations function has suffered.

Robert Joseph Truscello

Some association executives, therefore, are predicting a shift to quality services and an increasingly important role for the public relations function in the future.

Accepted by the faculty of the School of Journalism,
College of Communication Arts, Michigan State University,
in partial fulfillment of the requirements for the Master
of Arts degree.



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A THESIS

Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of

MASTER OF ARTS

School of Journalism

1973

DEDICATION

This study is dedicated to my grandfather,
Hugo Truscello, an eighty-three-year-old, self-taught
Italian immigrant who years ago became a master trades-
man against the greatest of odds.

ACKNOWLEDGMENTS

I wish to thank several persons who helped me to complete this study and encouraged me in this endeavor.

First, I would like to express my appreciation to those members of the American Society of Association Executives (ASAE) who participated in the mail survey. Without their generous, voluntary contribution of time and knowledge this study would have proved fruitless. Also, I am indebted to the ASAE staff for granting permission to use their membership roster. I am grateful, too, for their financial support and encouragement. Particularly, I am thankful that Mr. Kenneth W. Medley saw value in the project proposal and contributed his ideas and time to the study.

Secondly, my sincere thanks is given to Dr. Robert V. Hudson for aiding me in the development of this project. Dr. Hudson is gifted with the ability to balance constant friendship, authority, and expertise through the trials of rigorous, disciplined scholarly pursuit. I also wish to thank Dr. Hal W. Hepler and Dr. Walter Clay Hamner for donating time to help a student alien to their home in the College of Business

Administration. Drs. Hepler and Hamner were invaluable sources in the design and analysis of the survey.

Third, and above all, I wish to thank my family whose support and faith was an added incentive, encouraging me to complete this undertaking. These persons include my parents, Samuel and Barbara Truscello; my brother, David; and my wife, Susan.

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CHAPTER I

INTRODUCTION

Purpose, Scope, and Significance

The central purpose of the study is to examine the communication-public relations function and its increasing importance to business and professional association management. To do this, the study will discuss what the association communication-public relations job entails, how the job developed, and to some degree, what role it will play in association management in the future.

The study is designed to investigate (1) the communication-public relations manager's profile--age, sex, education, salary; (2) staffing--how the communicator handles his workload; (3) responsibilities and authority for handling communication functions and budget; and (4) decision-making--the association communicator's problems and how he solves them.

To do this, the study (1) examines the existing programs and policies relative to internal and external communication programs; (2) identifies the programs of a representative sample of associations; (3) reviews the function and role of the public relations program of these

associations; and (4) derives generalizations and points out some portents in the field.

Specifically, the study investigates what the association communication-public relations job is and how it is done. The study covers the entire spectrum of the communicator's work, his responsibilities and his authority. To probe further into his duties, the study shows to what extent the communicator (1) makes decisions; (2) controls his own budget; and (3) develops and administers creative communication policies for his organization.

Two methodological approaches are used to determine what the communication-public relations job involves. First, for background, the historical method is utilized to study both the growth and development of associations, and the emergence of their communication-public relations function. Secondly, and primarily, empirical analysis is employed to describe the current role of communication-public relations in association management. This is not a how-to-do-it study and no attempt will be made to outline a step-by-step program for sound association public relations management. As a job analysis, this study is more concerned with how the communication-public relations job is currently being done.

According to Marvin D. Dunnette, a personnel management authority, a job may be defined as "a relatively

homogenous cluster of work tasks carried out to achieve some essential and enduring purpose in an organization."¹

Dunnette said:

Job analysis consists of defining the job and discovering what the job calls for in employee behaviors.

The best way to do this is to sample many employees doing the same job and to enumerate the several methods² used to accomplish the broad goals required by the job.

Therefore, in doing a job analysis of the management of the association communication-public relations function, the writer considers:

1. What are the broad communication-public relations goals of associations?
2. How are the organizations structured to accomplish these goals?
3. What work tasks lead to accomplishing the organization's activities?

Review of Literature

The study is exploratory. In a review of association literature the writer found that while some research has been done, the current state of theoretical knowledge about association communication is undeveloped. Although the body of knowledge in this area is developing, most of

¹Marvin D. Dunnette, Personnel Selection and Placement (Belmont, Calif.: Brooks-Cole Publishing Co., 1966), p. 69.

²Ibid., p. 71.

it is concerned with association management in general rather than with communication-public relations in particular. The current study, then, is an attempt to fill in some gaps of knowledge that are revealed in the review of publications about association communications and public relations.

For example, two recent United States Chamber of Commerce publications, Forward By Plan³ and Association Public Relations and Communications Guide,⁴ would be excellent resource books for the association executive who wishes to institute a communication-public relations program. Both books provide basic guidelines for the development and operation of the association public relations program. Neither book, however, indicates to what degree association communicators follow these guidelines. How closely do association public relations communicators practice the theory that books offer? The final chapter of this paper discusses in part how the results of the job analysis compare with theory.

The writer found only one study which could provide some answers to this question. A 1973 survey of members of

³William Dalton, ed., Forward By Plan (Washington, D.C.: Association Department, Chamber of Commerce of the United States, 1969).

⁴Chamber of Commerce of the United States, Association Public Relations and Communications Guide (Washington, D.C.: Association Department, Chamber of Commerce of the United States, 1968).

the New York Society of Association Executives revealed that 65 per cent of 118 respondents did not have clearly defined long-range public relations goals and that 57 per cent had not established short-range goals. The survey, designed by Carl Byoir and Associates, showed that 63 per cent of the respondents said that they issued less than fifteen news releases a year.⁵

Although the New York survey was limited both geographically and topically, it showed how some phases of the job were performed by association communicators.

In summary, the need for a broad job analysis was evident in a review of association communication-public relations literature. The current study, then, will provide new information in the area--information of a practical benefit and application for association managers. The job analysis will enable association managers to compare their operations to other associations doing similar work.

The remainder of this chapter defines and discusses some of the important terms used in the job analysis study. It is concerned with associations in general, business and professional associations in particular, and the communication-public relations function.

⁵"New York Members Surveyed on Public Relations," Association Management, XXV (July, 1973), 82.

Associations: Business and Professional

An association may be described simply as an organized special interest group of individuals or corporate entities which collectively furthers that special interest. The American Society of Association Executives defines an association as:

. . . a voluntary, non-profit organization that draws its members--firms or individuals--from a specific field of business, and undertakes activities especially designed to assist its members by the interchange of information, the improvement of products, the conduct of research, the setting of technical and ethical standards and the establishment of a united voice. . . . As a force that can do collectively what its members cannot do individually, associations speak for their industries with a mighty voice--one that gives the smallest member the same opportunities as the largest.⁶

The current study is concerned with two major types of associations--business and professional associations.

A business or trade association usually restricts its membership to firms and individuals in a particular phase of business within a single industry.⁷ Reuel W. Elton, a former general manager of the American Trade Association Executives (now the American Society of Association Executives), once defined the business association as:

⁶American Society of Association Executives, Report of the Association, Facts on U.S. Associations (Washington, D.C.: American Society of Association Executives, n.d.), p. 1.

⁷Delbert J. Duncan, ed., Trade Association Management (Chicago: R. R. Donnelley & Sons Co., 1948), p. 18.

. . . a non-profit, voluntarily joined organization of business competitors (usually in one branch of the manufacturing, distributing or service fields) which has been formed to serve its membership--its industry--and the public--in dealing with mutual problems.⁸

A professional association or professional society, on the other hand, is an organization of individuals with a common background in a subject--such as medicine, law, engineering--whose chief purpose is to apply their knowledge for professional or monetary gain.

While the goal of a business association is ultimately increased income from its product or service, the goals of professional societies tend more towards the expansion of knowledge or the establishment of professional standards.⁹

In short, business and professional associations represent the special interests of an industry or profession and try to get that group's story across to special audiences, such as government, consumers, employers or the general public.

To help members maximize potential achievement, associations offer a wide range of services, including accounting, advertising, education, research, lobbying,

⁸Philip Lesly, ed., Public Relations Handbook (3rd ed.; Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1969), p. 291.

⁹Craig Colgate, Jr., ed., 1972 Directory of National Trade and Professional Associations of the United States (Washington, D.C.: Columbia Books, Inc., 1972), p. 5.

and public relations. The American Society of Association Executives (ASAE), for example, offers a number of these services to its members. As the professional society of executives who manage business and professional associations, ASAE is a model organization which exists "to help the association executive improve his management skills and grow in his profession."¹⁰

A review of ASAE's services and activities as recently published in its journal, Association Management, illustrates the benefits of belonging to an association.

ASAE claims to show association executives "new ways to solve management problems, how to motivate people to get things done through cooperative action, and how to become more effective in public relations and government relations."¹¹ To do this, ASAE offers the following services and activities to members:

Association Management--Monthly magazine. A stimulating, useful how-to-do-it professional workbook. New ideas, new concepts, new ways to make an association more successful.

Information Central--Clearinghouse of management. Case histories of new and successful association activities--and examples of association publications, budgets, projects--are available for review.

Personal Counseling by experts on problems facing individual managers and on matters affecting associations.

Ideas for Conventions and Exhibits--New techniques for planning and conducting conventions, meetings, exhibits, workshops, rap sessions.

¹⁰"ASAE Information," Association Management, XXV (July, 1973), 112.

¹¹Ibid.

Executive Employment Services--Solid help to members in finding career opportunities, and to associations in finding qualified staff personnel. Recruiting and Search Service offers objective search, investigation, screening and evaluation of candidates for association executive positions.

Educational Meetings for ASAE members and association staff personnel are held throughout the year. Seminar subjects include: executive planning, publication editing and production, convention planning, office management, membership promotion. Programs are revised to keep them abreast of changing needs. Among recent new programs are a seminar for volunteer leaders and an orientation seminar for new association staff members.

Government Relations Program keeps members informed on important legislative proposals, administrative agency activities, court cases, and tax rulings affecting associations. ASAE takes positive action with both the legislative and executive branches on issues affecting association management. Conferences between high government officials and association executives are conducted by ASAE.

Meeting Information Service--Members file their own evaluation reports with ASAE on convention halls, hotels, and speakers. These reports are available to other members planning conventions.

Membership Directory--Who's Who in Association Management, listing names, titles, and addresses of more than 4,300 association executives, is published annually.

Public Relations Program relates important contributions of associations and association executives to the press, government leaders, the business community, and academic circles.

Special Studies and Reports based on extensive research are issued from time to time on such subjects as executive compensation and benefits, association operating ratios, nondues income of associations, performance evaluation, association activities, and legal matters. These reports enable a member to compare the performance of his association with that of other associations of similar size and character.

ASAE also offers the following services and activities:

Certified Association Executive Program recognizes professional competence and achievement by association

executives. Members qualify through testing and on the basis of actual performance.

Insurance Programs include supplemental life (individual policies), group life for total staff, accidental death and dismemberment, income continuation, and in-hospital indemnity. These programs are available to regular members and, in most cases, to other classes of members, their staff personnel and dependents.

Retirement Program provides a master trust under which an association may install an IRS-qualified retirement program for its staff.

Awards recognize members for leadership and achievement in areas of association management.¹²

As the model association, ASAE's objectives as listed in the Society's bylaws, provides further insight into why associations exist. The objectives of ASAE are:

1. To provide opportunity for the exchange of experiences and opinions through discussion, study, and publications.
2. To promote the arts and sciences of association management and educate members and the public in the advancement, improvement and uses of voluntary associations.
3. To conduct competitions and make awards for outstanding management ability and for association services to business, government and the public.
4. To develop and encourage the practice of high standards of personal and professional conduct among executives serving trade, technical, business, and professional associations.
5. To conduct and cooperate in courses of study for the benefits of persons desiring to fit themselves for executive and administrative functions in the association management field; to hold meetings and conferences for the mutual improvement and education of members.
6. To acquire, preserve and disseminate data and valuable information relative to the functions and accomplishments of voluntary associations.
7. To cooperate with local or regional groups of association executives in the common endeavor to advance organization management as a profession.

¹²Ibid.

8. To promote the purpose and effectiveness of voluntary trade, technical, business, and professional associations by any and all means consistent with the public interest.¹³

The associations that belong to ASAE differ in size from a few accounts to several hundred thousand. Staffs vary from one-man operations to those employing several hundred people. Total operating revenue, in most cases, is derived mainly from dues levied members, advertising space in association journals, surplus from conferences and workshops, and special publications.

Though size, goals, services, and membership types may vary from organization to organization, all associations are similar in that their overall effectiveness depends upon their ability to communicate to their various audiences and their ability to justify their existence to these various publics. The communication-public relations function is important for this reason.

The Communication-Public Relations Function

A review of literature shows that there are numerous definitions of public relations (PR), many of which are so general that they do not give a clear or comprehensive description of the nature of PR.

¹³American Society of Association Executives, Who's Who in Association Management (Washington, D.C.: American Society of Association Executives, 1972), p. 37.

According to the Public Relations Society of America, public relations is a management function which:

1. Evaluates "public" attitudes (those audiences upon whose understanding and support the association depends).
2. Identifies the policies and procedures of an organization with those audiences, attitudes and interests, and then
3. Executes a program of action to earn public understanding and acceptance.¹⁴

More succinctly, the public relations function has been defined as "the planned effort to influence opinion through acceptable performance based on two-way communication."¹⁵

The definition of public relations according to Bertrand R. Canfield, noted public relations authority, is as follows:

Public relations is a philosophy of management expressed in policies and practices which serve the public interest. It is also a function of management which appraises public opinion and devises and executes communications which interpret an institution's policies and actions to the public to secure its understanding and goodwill.¹⁶

Canfield's definition is particularly useful to this study because it is sensitive to the importance of

¹⁴Public Relations Society of America, Report of the Society, Update: What Is the State Association PR Job? (New York: Public Relations Society of America, 1969), p. 4.

¹⁵Allen H. Center and Scott M. Cutlip, Effective Public Relations (3rd ed.; Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1964), p. 1.

¹⁶Bertrand R. Canfield, Public Relations Principles, Cases, and Problems (Homewood, Ill.: Richard D. Irwin, Inc., 1960), p. 18.

planning and executing communications which promote understanding and goodwill. Because associations characteristically work with limited staffs and limited budgets, each communication must be carefully planned and executed to maximize effectiveness. Every time an association communicates, it represents its members and subjects its image to their critical review. If an association performs poorly in the eyes of its members it cannot expect to maintain their financial support. In essence, then, every communication should conform to the association's public relations policies. Indeed, association communication and public relations is a single function. Hereafter, either term may be used to refer to the communication-public relations function. Theoretically, message flow should consist of a four-step process: research, planning, communication and evaluation. A brief review of each phase of the public relations process follows.

1. Research--If the association is to be considered credible, its communications must be based in facts. Therefore, one of the initial steps in developing a sound public relations program is the accumulation of facts about the members, the business, and the profession. Research, then, is fundamental. An attempt should be made to measure the various public attitudes to determine what needs to be done.

Concerning opinion measurement, Charles Steinberg, author of The Mass Communicators: Public Relations, Public Opinion, and Mass Media, said:

The association contributes importantly to the members by acting as a clearing house for information and, particularly, by engaging in frequent studies in opinion measurement. In addition to providing valuable information to each company, the results of surveys offer a directional signal for public relations objectives and needs on the part of the association. On the basis of survey information, the association is in a position to orient the members toward an understanding of industry-wide problems and to reveal not only how individual companies may contribute to the total effort, but also how they can avoid acts which will reflect negatively on the industry as a whole.¹⁷

In addition to providing guidance in establishing and developing a public relations program, opinion measurement may be utilized to determine the results of public relations efforts and progress toward stated goals.¹⁸ Research results also can be used to sell the public relations program to the members once a strategy has been planned.

2. Planning--The second step, planning the PR program, involves (1) formulating objectives; (2) deciding what has to be said to whom; (3) deciding how it can best be said; and (4) choosing the medium.

¹⁷Charles S. Steinberg, The Mass Communicators: Public Relations, Public Opinion, and Mass Media (New York: Harper & Bros., 1958), p. 292.

¹⁸Lesly, Public Relations Handbook, p. 304.

Dennis C. Dix, now executive director for the Outdoor Power Equipment Institute, prepared a thesis on public relations in the nursing home profession when he was working for the American Nursing Home Association. Dix said that in addition to the above steps, one of the first tasks in planning the PR effort is to meet with management personnel and to acquaint them with the program proposal. The success of the plan may depend on their support and participation, Dix maintained. He said:

At this initial meeting, the administrator should acquaint these people with the goals he has established and sketch for this group, the framework of the program he has in mind. In addition, the discussion should include a description of the various publics to be reached. The last point to be covered is to invite their comments and ideas for the program as well as welcoming suggestions on how the program might be improved.¹⁹

The point here is that PR should not be a haphazardly executed program which may or may not promote goodwill. Ideally, it involves a great amount of input, support and concerted effort by association managers and staff.

William Dalton, author of Forward By Plan, referred to planned communications as "targeted communications" and asked:

Flooded with millions of messages, Americans are becoming more selective in their reception and

¹⁹Dennis C. Dix, "A Survey of Volunteer and Public Relations Activities in the Nursing Home Profession" (unpublished M.A. thesis, American University, 1967), p. 78.

retention. Shouldn't we, as association managers, also become more selective in the messages we transmit?²⁰

Dalton explained that the "targeted communications" concept is an attempt to develop a "listening climate" and to inform people "for a definite purpose."²¹

Further, a properly planned public relations strategy affords two major advantages: it spells out the objectives and duties for the staff, and it helps to direct the group effort.

3. Communication--Once the research and planning has been done, the third step in the public relations process is to communicate--to implement the program.

The Business and Professional Section of the Public Relations Society of America lists the following communication activities common to most associations:

1. The production of various types of publications, newsletters and bulletins, as information channels to members or particular publics.

2. The preparation and distribution of information, news and publicity to newspapers, magazines, radio and television and other information media.

3. The sponsorship or production of educational films for the memberships, or for schools and other publics.²²

²⁰Dalton, Forward By Plan, p. 80.

²¹Ibid., p. 81.

²²Public Relations Society of America, Report of the Society, Association Public Relations (New York: Business and Professional Association Section of the Public Relations Society of America, 1965), p. 5.

To a lesser degree, the following services also frequently are provided: (1) the staging of competitions and the presentation of awards; (2) the conducting of public service campaigns; (3) the sponsoring of trade exhibits and special shows; and (4) advertising on behalf of the industry, business or profession.²³

Some associations--more often the business associations than the professional societies--place considerable emphasis upon keeping members aware of legislative and governmental actions affecting their operations. They will often provide such services as: (1) the publication of bulletins concerning pending or enacted legislation and (2) representation before legislative and administrative agencies of government.²⁴

To communicate, associations employ a number of common media. Print media include: newsletters, magazines, press releases, letters, memos, reports, and promotional material such as fliers and brochures. Non-print media include: personal contacts, staff meetings, telephone, speeches, press conferences, radio and television, tape recordings, slides, overhead projectuals, and motion pictures.²⁵

²³Ibid.

²⁴Ibid., pp. 5-6.

²⁵Chamber of Commerce, Association Public Relations, p. 3.

4. Evaluation--Communication is more than simply conveying a message from an association to its many publics. If the communication is to be complete, there must be feedback--some indication of results in terms of public reaction. Because management should be continuously aware of the results of programs which it has executed, the fourth major step in the public relations function involves evaluation. Evaluation, though highly important as a means of measuring communication effectiveness, is perhaps the most often disregarded public relations step. If the association is to maintain an impressible, credible image, however, each step--research, planning, communication, and evaluation--is of utmost importance.

J. Carroll Batemen, president of Insurance Information Institute, offered a more detailed description of public relations programming. He suggested that seven basic steps are:

1. Analysis of the public relations situation.
2. Definition of problem areas.
3. Identification of pertinent publics.
4. Establishment of specific obstacles.
5. Planning of program.
6. Implementation of program.
7. Periodic evaluation of the progress.²⁶

Batemen said that evaluation is not only necessary to help suggest improvements or changes in the effort, but

²⁶Lesly, Public Relations Handbook, p. 295.

results are also "vital at the time when approval is sought for the succeeding year's public relations budget."²⁷

Although larger associations with research staffs continually evaluate and improve the association's communication skill, no research has been done industry-wide to analyze the communication-public relations job--to study staffing, decision-making, level of responsibility, and authority for establishing communication policy. A broad job analysis study is needed to provide insight into effective association communication operations, to enable the communicator to compare his operation to others, and to help the communicator guard against some of the common pitfalls of association communications and public relations.

The next chapter shows that as associations continue to play an increasingly prominent role in business, the importance of understanding the public relations function becomes more evident. The historical method was employed to provide a background of association growth and development and to describe the emergence of the public relations function.

²⁷Ibid., p. 300.

CHAPTER II

HISTORICAL BACKGROUND

Introduction

In this century there has been a surge toward professionalism--a striving to master various areas of knowledge through specialization. One indication is the increasing number of business and professional associations that have developed world-wide as a result of the banning together of special interest groups.

George D. Webster, general counsel for the American Society of Association Executives, estimates that there are approximately 30,000 local, state, regional, and national associations in the United States alone. These associations represent hundreds of thousands of business and professional men²⁸ and keep them informed of the latest developments in their fields and industries, thus helping members to cope with change. As a prime function, associations will continue to sift through the bombardment of information for fragments that affect members and member

²⁸George D. Webster, The Law of Associations (Washington, D.C.: American Society of Association Executives, 1971), p. 4.

companies. Increasingly, their role as a representative screening device--a clearing house of information--will assist business and professional men living in what has become a "knowledge society."²⁹

The "Knowledge Society"

Alvin Toffler, author of Future Shock, has said that the rate of knowledge acquisition is dumbfounding.

"Knowledge is change--and accelerating knowledge-acquisition, fueling the great engine of technology, means accelerating change," he said.³⁰

To illustrate, Toffler wrote:

. . . It has been observed . . . that if the last 50,000 years of man's existence were divided into lifetimes of approximately sixty-two years each, there have been about 800 such lifetimes. Of these 800, fully 650 were spent in caves.

Only during the last seventy lifetimes has it been possible to communicate effectively from one lifetime to another--as writing made it possible to do. Only during the last six lifetimes did masses of men even see a printed word. Only during the last four has it been possible to measure time with any precision. Only in the last two has anyone anywhere used an electric motor. And the overwhelming majority of all the material goods we use in daily life today have been developed within the present, the 800th, lifetime.³¹

²⁹Peter F. Drucker, The Age of Discontinuity (New York: Harper & Row, Publishers, 1969), p. 261.

³⁰Alvin Toffler, Future Shock (New York: Random House, 1970), p. 31.

³¹Ibid., p. 15.

Peter Drucker, author and management consultant, has described man's 800th generation as a "knowledge society."³² Drucker said that specialization and organization will help society cope with the future. He said:

In 1900 the largest single group, indeed still the majority, of the American people, were rural and made a living on the farm. By 1940, the largest single group, by far, were industrial workers, especially semiskilled (in fact, essentially unskilled) machine operators. By 1960, the largest single group were what the census called "professional, managerial, and technical people," that is, knowledge workers. By 1975, or, at the latest by 1980, this group will embrace the majority of Americans at work in the civilian labor force.³³

Drucker said that as these groups assemble to collectively cope with the future, modern man may be witnessing the "twilight of central government" because of the emergence of a society of organizations--a "society of institutional diversity and diffusion of power."³⁴

Dr. Herbert Gerjuoy, a psychologist on the staff of the Human Resources Research Organization, explained how groups organize to help the individual cope with change. He wrote:

A man required to adapt to a new life situation loses some of his basis for self-esteem. He begins to doubt his own abilities. If we bring him together with others who are moving through the same experience, people he can identify with and respect, we strengthen

³² Drucker, Age of Discontinuity, p. 261.

³³ Ibid., p. 264.

³⁴ Ibid., p. 171.

him. The members of the group come to share, even if briefly, some sense of identity. They see their problems more objectively. They trade useful ideas and insights.³⁵

Idea-sharing is a main product of associations, and change is a main concern. Indeed, the four primary responsibilities of an association as listed by the Public Relations Society of America reveal this preoccupation with change. The primary responsibilities of an association include:

1. To evaluate changes in public opinion that may affect the welfare and interests of the association's membership.
2. To keep its members apprised of the character and significance of such changes.
3. To acquaint its members with governmental actions and with social and economic developments affecting the environment in which they operate.
4. To plan and execute programs aimed at helping its members to meet or adjust to such changes, so that they may better serve the publics with which they deal, and maintain their confidence and respect.³⁶

The next section begins a brief review of the history of associations and their role in a changing society.

History of Associations

Though the exact birthdate of associations is not known, they have been traced to the days of Venetian merchants. The guild merchants and guild crafts of sixteenth

³⁵Toffler, Future Shock, p. 341.

³⁶Public Relations Society of America, Association Public Relations, p. 4.

century England, from which present day associations are directly descended, played an important role in their development. Such merchant-traders, though business rivals, had mutual financial and political problems relating to their shipping and merchandising operations. Their early contacts were generally informal. Gradually, their relationship became formalized. Headquarters were established. Offices were staffed. And, most important, codes of business ethics were formulated.³⁷

The oldest association in the United States is the Chamber of Commerce of the State of New York established by Royal Charter in 1768. The next oldest extant association is the New York Stock Exchange, founded in 1792.³⁸

Prior to the Civil War, associations of this early period were local or regional. National associations began to emerge immediately after the war. By 1910, an estimated 800 associations were in existence, 250 of them national.³⁹

The late nineteenth century and early twentieth century were characterized by many trade agreements among America's growing industries. Some of these

³⁷American Society of Association Executives, Facts, p. 2.

³⁸Ibid., p. 3.

³⁹Ibid.

agreements were judged harmful to the national interest, and the government outlawed agreements "in restraint of trade" under the Sherman Anti-Trust Act of 1890. According to the Sherman Act, "undue and unreasonable" business agreements were banned. In 1914, the Federal Trade Commission Act made "unfair methods of competition in commerce" illegal.⁴⁰

Cooperation among competitors which tended to restrict domestic trade acted to expand foreign trade. This was recognized in the passage of the Webb-Pomerone Export Trade Act of 1918, subtitled "An Act to Promote Trade," which enumerated qualified exemptions from the provisions of the Sherman-Anti Trust Act of 1890 and the Federal Trade Commission Act of 1914. It resulted in the formation of "Webb-Pomerone" associations to serve as agents for members' goods intended for foreign commerce. They undertook joint marketing research, advertising, and shipping, as well as the establishment of uniform contracts, quotas, production standards, and prices. Smaller companies which had lacked facilities for ventures abroad could now pool their resources to that end.⁴¹

By 1920 the number of associations had risen to 2,000 and an organization of association executives was

⁴⁰Colgate, Directory of National Trade and Professional Associations, p. 7.

⁴¹Ibid., p. 8.

formed. It was called the American Trade Association Executives. The name was changed in 1956 to the American Society of Association Executives.⁴²

The First World War triggered a boom in the business and professional association movement. The chairman of the War Industries Board, Bernard Baruch, requested business to organize into "logical industrial and trade groupings" so that government could work effectively through these groups.⁴³ From 1920 to 1930 the number of associations doubled from 2,000 to 4,000 and the scope of their activities increased.⁴⁴

Between 1933 and 1935 the National Recovery Act and its "Code of Fair Competition" stimulated the formation of many new national associations. According to an association historian, Joseph F. Bradley:

. . . trade associations had a unique and spectacular development--they were used as a tool to combat the depression. The National Recovery Act (NIRA) was passed in 1933; its purpose was to encourage "codes of fair competition." The Act was administered by an agency known as the National Recovery Administration (NRA). The essence of the law was that industries were to be banded into trade associations and that each association would establish a code of fair competition. These codes contained provisions for the establishment of minimum wages to be paid to workers;

⁴²American Society of Association Executives, Facts, p. 3.

⁴³Howard Stephenson, ed., Handbook of Public Relations (New York: McGraw-Hill Book Co., 1960), p. 101.

⁴⁴American Society of Association Executives, Facts, p. 4.

the establishment of minimum prices to be charged to the public; and numerous other regulations concerning what a firm could and could not do. Participating trade associations and their members were thought to be exempt from the anti-trust laws. . . . It instigated the formation of approximately 800 new trade associations. . . . The NRA came to a sudden end in 1935 when it was declared unconstitutional.⁴⁵

By the time the Second World War began the number of associations had doubled again to 8,000.⁴⁶ Once more they were called upon to organize a collective industrial effort, and their numbers continued to climb.

Associations, particularly during World Wars and Depression, have characteristically been born with a purpose. Barriers that retarded industrial and professional progress before the twentieth century have been broken down, making possible a vast network of communication. One writer said that within the framework of capitalism, competition, and free enterprise, Americans have evolved a "successful and superior alternative to cartels on the one hand or socialism on the other."⁴⁷

Another wrote that voluntary associations are the "essence of Americanism"; that Americans have always been suspicious of assigning to a government bureau any

⁴⁵Joseph F. Bradley, Trade Associations and Professional Business Societies (University Park, Pa.: Pennsylvania State University Press, 1965), p. 25.

⁴⁶American Society of Association Executives, Facts, p. 4.

⁴⁷Erwin D. Canham, "Maybe Creamed Chicken Helped," The Rotarian, LIII (June, 1952), 12.

function which can be handled by a non-governmental organization.⁴⁸ Concerned that the rest of the world may have had the impression that Americans are competitive, cold, selfish individuals, he said:

There is no more important job ahead of us then to let the world see that in America it is voluntarism-- a free, dignified, unregimented working together toward social goals--that dominates our behavior. Perhaps we already have a phrase for it, "team work!"⁴⁹

Alexis de Tocqueville, a French writer, after visiting the United States in the mid-nineteenth century wrote:

The Americans of all ages, all conditions, and all dispositions constantly form associations. . . . Religious, moral, serious, futile, restricted, enormous, or diminutive, they exist in thousands of different varieties for every sort of purpose from giving entertainments to sending missionaries to the antipodes.⁵⁰

Today, association membership has come to be a necessity for many persons. Medical specialists, for example, may desire society membership because it implies a certification of their credentials to practice. In the 1965 case involving a Long Beach dentist, Dr. Leon Pinsker, and the Pacific Coast Society of Orthodontics, Pinsker pleaded his qualifications with the California State

⁴⁸Bradford Smith, "We're Selling America Short," The American Scholar, XXI (Summer, 1952), 317.

⁴⁹Ibid., p. 318.

⁵⁰Alexis de Tocqueville, Democracy in America (New York: Alfred A. Knopf, 1966), p. 106.

Supreme Court after he was denied membership in the society. A lower court had said that Pinsker could be denied membership even though he was qualified.

The upper court sent the case back to the lower court to be decided on the grounds of whether membership would be a substantial benefit to Dr. Pinsker. Membership, said the upper court, "would appear to be a practical necessity for a dentist who wishes not only to make a good living as an orthodontist but also to realize maximum potential achievement and recognition in such a specialty."⁵¹

Today, association management is still a growing field. ASAE reports that there are more than 50,000 men and women on the staffs of national and local associations, and that this number is rising steadily as associations assume an increasingly important role in society.⁵²

The average salary of the chief paid executive of a national association is \$28,000, according to a 1970 survey by ASAE. The survey showed that in associations with budgets over one-million dollars, the average total compensation (salary and benefits) is \$50,063. In fifty-eight associations in the study, the top salary, plus

⁵¹"Society Membership," Science News, XCVI (December 6, 1969), 525.

⁵²American Society of Association Executives, Facts, p. 2.

other benefits, totaled \$100,000.⁵³ These figures indicate that associations, once manned by part-time volunteers, are now investing huge sums of money to maintain a skilled staff.

"Today diplomacy is important in the makeup of an association executive," Otto Manz of Consolidated Edison said.

But his skills as an administrator are vital, too. He must run a staff that provides a real service. The good association manager stays alert and calls attention to the problems of the industry. He's a watchdog.⁵⁴

As early as 1948, L. E. Paramenter, writing in Trade Association Management, said that associations have never adequately told their story. Before 1948 they existed strictly for business--only to serve members and member companies. At long last, according to Paramenter, they had become conscious of the publics which they serve and were entering a new "Public Relations Era."⁵⁵

The Role of Public Relations

It is estimated that national associations started hiring specific staff persons to handle public relations

⁵³"More Muscle in Business' Corner," Nation's Business, LVIII (October, 1970), 56.

⁵⁴"New Help in the Race to Stay Ahead," Nation's Business, LIV (February, 1966), 104.

⁵⁵Duncan, Trade Association, p. 100.

in the 1940s,⁵⁶ when the job was considered not much more than "getting things in the paper."⁵⁷ Today the public relations executive must possess the professional skills necessary to supervise a continuing process of opinion gathering and analysis, program planning and execution, and re-evaluation.

Plagued by the early, narrow "publicist" image, many top managers have a difficult time understanding the public relations function and justifying the hiring of a public relations specialist.

Frank Fitzgerald, executive vice president of the Architectural Aluminum Manufacturers Association, aware of the value of employing someone with PR skills, explained to the writer his relationship with his public relations specialist. Fitzgerald considers his association's director of communications to be his most valuable staff member. Fitzgerald, an engineer, said that even though he has the technical knowledge, he needs the public relations man to help him convey that knowledge to various audiences.

⁵⁶Corinne Lathrop Gilb, Hidden Hierarchies: The Professions and Government (New York: Harper & Row, Publishers, 1966), p. 70.

⁵⁷H. P. Newson, "In Public Relations, It's Character that Counts," Association Management, XXIV (March, 1972), 53.

Fitzgerald said:

We prefer to say that we have a communications program rather than a public relations program. That's why our man is called Director of Communications.

Public relations has done no better job for itself than business in general has. Most people think that when they go to a public relations man they're going to get manufactured news. And when you talk about the public relations program the first thing that goes at the top of the list is press relations and news releases--which many times is manufactured news. I think the term tends to turn off the person you need most to communicate with.⁵⁸

Fitzgerald's point was supported by a round-table discussion on public relations involving the writer and seven association executives attending the Institute for Organization Management at Michigan State University. The writer felt that the executives were not clear as to what the PR function entails. Much of the time was spent discussing publicity and promotion, further proof that the managerial mind has a difficult time distinguishing between "publicity" and "public relations."

At the institute, Dennis Dix, former public relations director for the Association Division of the United States Chamber of Commerce, explained the problem as follows: "Public relations is the least tangible item the top manager deals with. He can't put a handle on it.

⁵⁸ Frank Fitzgerald, private interview held during Institute for Organization Management, East Lansing, Mich., June, 1973.

He's seen too many want ads that say, 'PR man wanted-- motorcycle furnished.'"⁵⁹

The confusion that Dix describes is an excellent example of why it is better to employ a full-time, skilled staff member or a public relations counselor as contrasted with handling the function through a committee of volunteer members. Whereas management usually operates in an atmosphere of certainty where such functions as productivity, accounting, and sales are concerned, it frequently finds itself uncertain where public relations matters are concerned.⁶⁰

Stephenson explained the problem as follows:

Public relations and communications deal with intangibles which are frequently difficult for people who manufacture or distribute tangible goods to understand. Developing a program for intangibles is vastly different than one for tangibles.⁶¹

As an alternative to the public relations committee, outside counsel may be employed. Lesly lists the following benefits of contracting with a consultant:

1. Objective outside viewpoint.
2. Is in a position to aid the staff executive in winning board approval for worthwhile special projects that might otherwise be lost.

⁵⁹Dennis C. Dix, private interview held during Institute for Organization Management, East Lansing, Mich., June, 1973.

⁶⁰Henry S. Evans and Theon Wright, Public Relations and the Line Manager (New York: American Management Association, 1964), p. 35.

⁶¹Stephenson, Handbook, p. 111.

3. May provide important contacts with media people located outside the normal contact range of the association staff.

4. Can provide expertise in areas where the staff is weak.⁶²

According to Henry Schramm, a communications consultant, four steps are mandatory for counsel to "lay the groundwork for the healthy development of any association public relations program:

1. A thorough study of the association in its many aspects prior to working up a program.

2. Development of specific, achievable goals.

3. Sale of the concept and the program to the association.

4. Establishment of a strong, cooperative core organization.

Schramm also said:

Public relations is everybody's job, from the association officer to the newest member. And the PR counsel who fails to do his utmost to encourage total membership participation and understanding in any PR effort is being remiss in his duties.⁶³

Whether associations operate most often with a skilled staff, a consultant, or a committee will be discussed in Chapter IV. Whatever the arrangement, the businesses or professions that the various associations represent can profit from an effective public relations program.

⁶²Lesly, Public Relations Handbook, p. 292.

⁶³Henry W. Schramm, "Why Association Programming Needs Planned Direction," Public Relations Journal, XX (May, 1964), 33.

Canfield, for example, points out the benefits of a member company working through its association's PR program:

Budget is usually larger and an association program can make a greater impact on public opinion than the PR activities of a single company--it enjoys more prestige with the public. . . . A national association with a Washington office staffed with specialists experienced in federal government relations and supported by the entire industry can exert greater influence on federal legislation and agencies than most individual companies.⁶⁴

The very existence of an industry voice is, of itself, a benefit to members, too, since the association serves as a relatively impartial source of information for the press and other media. Some members have achieved marked increase in sales because of the demand associations can create for a product or service.

For example, the Linen Supply Association of America (LSAA), a voluntary non-profit association of linen supply and allied companies, has this objective: "To help the linen supply industry grow in size, profit, and public respect."⁶⁵ LSAA works toward this objective by:

1. Pooling and transmitting industry knowledge to members, and by informing them of useful management policies and techniques developed outside the linen supply industry.

⁶⁴Canfield, Public Relations Principles, pp. 332-3.

⁶⁵Institutes for Organization Management, Orienting and Educating the Volunteer (N.p.: Institutes for Organization Management, n.d.), p. 10.

2. Assisting owners and managers to develop a broader perspective of their responsibilities and duties, and by helping to train other personnel.

3. Extending through technical and market research--discovering and improving markets, machines, textiles, chemicals, systems--the boundaries of linen supply.

4. Acting as the industry's voice in relation to government agencies.

5. Promoting public understanding of the nature of linen service.⁶⁶

Another example is the National Automatic Merchandising Association. It aided its members when it discovered that the federal government's proposed metal formula in new coins would not work in vending machines. The association helped to persuade the Treasury Department to change the formula.⁶⁷

The late Senator Everett M. Dirksen once described how an association's PR effort successfully influenced legislation, as follows:

In May, 1964, with interest growing in the need for health and recreation, the Bicycle Institute of America arranged a Congressional Congress on Bicycling in America. At a breakfast attended by sixty-four senators and representatives, . . . Secretary of Interior [Stewart L.] Udall urged the inclusion of bicycle paths in proposed legislation on outdoor recreation programs.

After breakfast, . . . Secretary Udall led the congressmen in a bicycle ride to the Capitol, producing

⁶⁶ Ibid.

⁶⁷ Arthur H. Motley, "The Business Environment: Modern Problems, Modern Solutions," Nation's Business, LVI (June, 1968), 57.

pictures that appeared on the front pages of forty-seven major metropolitan newspapers.⁶⁸

Finally, the Milk Industry Foundation's experience with a nationwide consumer survey indicates the need for carefully researched, planned and executed association public relations. According to Lesly:

. . . There had been considerable pressure from industry representatives for a communications effort to convince people that the price of milk is low. "Actionable" questions in the survey showed that fifty-five per cent of the public thought that the price was "reasonable"--and only thirty-three per cent thought it was too high. Of the thirty-three per cent, only eight per cent said they had reduced their consumption of milk because of the price. Another question showed that milk ranked above six other important foods, in the public's opinion, as giving the consumer "most value for his money." In view of these responses, it was decided not to give great emphasis to price in the public relations communications for fear of creating a major problem where only a minor one existed.⁶⁹

Public relations years ago ceased to be merely "getting things into the paper." Today, in a competitive, changing society, public relations requires planning, objectives, management talent, and technological skills.

The next chapter explains the research design and methodology used to determine to what degree associations plan public relations programs and set objectives. It describes how the current job analysis study of association public relations management was performed.

⁶⁸ Everett M. Dirksen, "The Governmental Environment: Don't Just Oppose . . . Propose," Nation's Business, LVI (June, 1968), 58.

⁶⁹ Lesly, Public Relations Handbook, p. 305

CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

Introduction

The job analysis method provided for the collection of descriptive data concerning the management of the association public relations function. The writer surveyed a randomly selected sample of association managers responsible for communications and public relations. The data gathered in a mail survey of these association managers is presented in Chapter IV. The mail survey method was used largely because it is an economical way to obtain data from persons located in all parts of the United States. Chapter V is an analysis of the findings, comparing the survey results to the public relations theory mentioned in Chapter I.

The following pages, then, begin the discussion of methodology and the analysis of results. The primary source used as a guide to proper research technique was Survey Research by Charles H. Backstrom and Gerald D. Hursh.⁷⁰

⁷⁰ Charles H. Backstrom and Gerald D. Hursh, Survey Research (Evanston, Ill.: Northwestern University Press, 1963), passim.

The Sample

Since there is no single all-inclusive list of business and professional associations, there is no way to determine the exact number of these associations in the United States. Ideally, the sample used for purposes of this study would represent all business and professional associations that conform to the definitions in Chapter I. The source used in compiling the sample was the 1972 membership directory of the American Society of Association Executives, Who's Who in Association Management. While there is no way to tell whether or not this is the best source, the ASAE roster was selected because of its availability and because the ASAE staff was interested and willing to cooperate in the study.

The roster, published annually, represents a wide assortment of associations of various membership and staff sizes. The 1972 volume lists more than 4,000 associations. Some are local operations. Some are state associations. A small percentage are regional. But the largest group, approximately forty-eight per cent (1,964), are national associations. For financial reasons, and to limit discussion, the writer decided to focus on national business and professional associations listed in the roster. These associations comprised the current study's population.

The writer narrowed the population to a sample of 12.5 per cent of the population, by employing a skip

interval and selecting every eighth national association listed on the roster. To assure random selection the writer determined the starting point from a table of random numbers.⁷¹ Once this procedure was carefully performed, a list of 245 associations emerged that were representative of national associations belonging to the American Society of Association Executives.

Major Research Tool

The basic tool used in the survey was a questionnaire mailed to the sample of 245 member associations.

In preparing a valid questionnaire, the first step was to formulate questions designed to discover descriptive information about association communications. Such data as income, membership size, and number of full-time staff members were regarded as of primary importance to a successful study if the results were to be categorized. The second step was to conduct a series of interviews with association executives as a pre-test measure of the questionnaire's design.

A pre-test is a try-out of the questionnaire to see how it works and whether improvements are necessary before the start of the full-scale study. Because the

⁷¹Ibid., pp. 38-41.

pre-test should be in the form of personal interviews,⁷² the writer interviewed twenty-two association executives who attended the Institute for Organization Management at Michigan State University, June 25-29, 1973. The institute is co-sponsored by ASAE and many of the participants are ASAE members.

The pre-test revealed several confusing phrases and questions on the original questionnaire. The form, eight pages, was criticized as being too long. Because of other pre-test suggestions information about the respondent was minimized and more attention was devoted to the communication-public relations process on the final questionnaire.

The questionnaire that appears as Appendix B of this paper represents the combined efforts of the writer and those persons involved in the pre-test.

Appendix A is a sample of the cover letter mailed with the final questionnaire. The letter, also pre-tested at the institute, asks that the executive responsible for the association's communication-public relations function complete the form. Primarily, the letter mentions that the recipient was randomly selected; that his participation is needed and appreciated; that the results of the

⁷²Stuart W. Cook, Morton Deutsch, Marie Jahoda and Claire Selltitz, Research Methods in Social Relations (New York: Holt, Rinehart and Winston, 1963), pp. 550-1.

survey will be tabulated and submitted for publication in ASAE's journal, Association Management; and that the survey will not take much time to complete.

To facilitate response and coding, structured questions were used throughout the questionnaire with the exception of five open questions. The structured questions required the respondent merely to select his answer from a list of choices. The open questions asked him to write an answer in his own words.⁷³ Because of the wide assortment of answers to open questions, they were not coded. The writer inserted open questions in the survey to gain insight into selected areas. Specifically, the writer wanted to know what some of the respondents thought about PR consultants, PR committees, changing staff size, degree of authority and decision-making. Samples of these responses are printed verbatim in Chapter IV.

Some of the types of structured questions that were used to accomplish the basic objectives of the study are discussed in the following paragraphs. The questionnaire was prepared in four parts, one focusing on the communicator and the other three on his job.

Part I examines the manager's profile. Responses to these questions should determine age, title, sex, and

⁷³Ralph O. Nafziger and David M. White, eds., Introduction to Mass Communications Research (Baton Rouge, La.: Louisiana State University Press, 1963), p. 99.

education of the respondent, as well as years with the organization and years of experience. This section also was designed to determine his salary bracket, what type of association he works for and how large its membership is. Data in this section allow the writer to make descriptive generalizations about business and professional associations and association communication managers.

Part II of the questionnaire examines staffing. How does the manager handle his workload? How many staff members does he manage? Is the size of the communication staff increasing or decreasing? Does the staff have clearly defined long and short range objectives? How many associations employ the services of a consultant or work with a communication committee comprised of volunteer members? This section of the job analysis questionnaire is primarily concerned with how responding organizations are structured to accomplish goals.

Part III explores responsibilities and authority for handling communication functions and budget. What is the percentage of communication managers who exercise direct control over--or personally handle--the various communication functions discussed in Chapter I? The writer attempts to establish a priority list of these functions. This section is also designed to determine who exercises veto power over the communicator. To whom is he responsible? Does he manage his own department with a

definite budget? What kinds of expenditures need higher approval? Do the association public relations managers feel that they have the authority to match their responsibility? How much time is spent on public relations or communication research? How often does the association conduct a formal feedback program? These questions are primarily aimed at determining what work tasks lead to accomplishing organization activities.

Part IV of the questionnaire examines the decision-making process--the communication manager's problems and how he solves them. When there is an important problem or decision to be made does the communicator handle it himself? Does he consult a committee, seek a face-to-face discussion with the top man or review staff reports? As in Part I, this section is concerned with how the organization is structured to accomplish goals.

The questionnaire, the cover letter and a stamped, pre-addressed envelope were mailed September 28, 1973, to each of the 245 associations in the sample. By October 19, 1973, associations representing 54 per cent (133) of the sample responded. Responses to mail questionnaires are generally poor, and returns of less than 40 per cent are common.⁷⁴ A return of more than 50 per cent is rare.

⁷⁴Fred N. Kerlinger, Foundations of Behavioral Research (New York: New York University, 1964), p. 397.

Because the response was high in the current study, and for financial and scheduling reasons--because of the time and costs that would be involved in sending out additional mailings--no follow-up of the original questionnaire was performed.

Responses were coded and tabulated for data analysis at the Michigan State University computer center. Use of the computing facilities was made possible through support, in part, from the National Science Foundation.

Chapter IV presents the results of the job analysis. It reports on how the organizations surveyed are structured to accomplish public relations goals, what the association public relations job entails, and how it is done.

CHAPTER IV

FINDINGS OF THE STUDY

Introduction

Questionnaires were mailed to 245 association executives, members of the American Society of Association Executives. Results are based on replies from 133 participating managers, or 54 per cent of the sample.

Business associations accounted for nearly two-thirds of the responding associations (65.4 per cent). Professional associations represented nearly one-fourth of the associations (24.8 per cent). Table 1 shows the number and percentage of each association type represented in the study. Business associations, or trade associations, were sub-divided according to type.

A description of the size of responding associations according to number of membership accounts is presented in Table 2. While business association membership usually is by company, and each account may represent several persons in a company, professional association membership is usually on an individual basis. Professional associations are more apt to have one person for each membership account listed. The wide variation in account

Table 1. Type of association.

	Number	Percentage of Responses
Professional	33	24.8%
Business--		
Manufacturing	20	15.0
Distributive	4	3.0
Technical	4	3.0
Service	20	15.0
Other trade associations	39	29.4
Association type not indicated	13	9.8
Total	133	100.0%

Table 2. Number of membership accounts.*

	Percentage of Responses	
	Business	Professional
1-24	5.7%	. .
25-49	4.6	. .
50-99	9.2	. .
100-249	20.7	3.0%
250-499	14.9	6.1
500-999	13.8	9.1
1,000-2,499	11.5	9.1
2,500-4,999	5.7	6.1
5,000-9,999	4.6	21.2
10,000 or over	9.2	45.5

*Percentages based on 133 responses.

size listed in Table 2 is not to be interpreted that professional associations have more individual members than business associations.

Perhaps a more equitable basis for comparing the business and professional associations represented in the study is size according to total association income. Based on the findings of the survey, most professional associations have a total income of between \$500,000 and \$999,999. Business associations are usually smaller, with most of the respondents represented in the \$100,000-to-\$249,999 range. See Table 3.

Table 3. Total association income--all sources.*

	Percentage of Responses	
	Business	Professional
Under \$25,000	1.2%	. .
\$25,000-\$49,999	1.2	. .
\$50,000-\$99,999	11.6	9.1%
\$100,000-\$249,999	27.9	21.2
\$250,000-\$499,999	22.1	9.1
\$500,000-\$999,999	15.1	24.2
\$1,000,000-\$1,999,999	8.1	18.2
\$2,000,000 or over	12.8	18.2

*Percentages based on 132 responses.

In addition to categorization of respondents according to association type, it is pertinent to describe the type of individual who completed the survey. The next

section generalizes a description of the association communicator according to age, sex, education, salary, and experience of respondents. But first, because the questionnaire was directed to the executive responsible for the association communication-public relations function, respondents are classified according to title. See Table 4.

Table 4. Executive responsible for communication-public relations function--by title.

	Number	Percentage
Chief paid executive	66	49.6%
Public relations director or manager	25	18.8
Communications director or manager	18	13.5
Editor	4	3.0
Other	20	15.0

Because the chief paid executive is responsible for the entire association operation--and the communication function is but one responsibility--these persons were excluded from the data presented in the next section determining the communicator's profile. The data that follow represent respondents who are specifically employed to manage the communication-public relations function. Sixty-seven persons representing 50.4 per cent of the respondents are so represented.

Communicator's Profile

Based on the findings of the survey, the following profile on the association communicator emerges:

He is male, between forty and fifty-four years old, has a bachelor's degree and is called public relations director or manager. He manages a staff of between two and five employees and reports directly to the head of the association, the chief paid executive.

The communicator has been with his association for between five and nine years, but has ten or more total years of association experience.

Table 5. Age.*

	Percentage of Responses
Under 25 years	3.1%
25 to 39	29.7
40 to 54	59.4
55 years and older	7.8

*Percentages based on sixty-four responses, excluding chief paid executives.

Table 6. Sex.*

	Percentage of Responses
Male	89.1%
Female	10.9

*Percentages based on sixty-four responses, excluding chief paid executives.

Table 7. Highest level of education.*

	Percentage of Responses
High school degree	1.6%
Attended college	9.4
Bachelor's degree	48.4
Graduate study	23.4
Graduate degree(s)	17.2

*Percentages based on sixty-four responses, excluding chief paid executives.

Table 8. Years with association.*

	Percentage of Responses
Under one year	14.9%
One to four years	29.9
Five to nine years	35.8
Ten years and more	19.4

*Percentages based on sixty-seven responses, excluding chief paid executives.

Table 9. Years of association experience.*

	Percentage of Responses
Under one year	9.0%
One to four years	22.4
Five to nine years	31.3
Ten years and more	37.3

*Percentages based on sixty-seven responses, excluding chief paid executives.

Nearly 44 per cent of the communicators in the survey earn under \$20,000 annually; four-fifths earn \$15,000 or more; and 15.2 per cent are in the \$30,000-and-over bracket. See Table 10.

Table 10. Salary.*

	Percentage of Responses
Under \$10,000	3.0%
\$10,000-\$14,999	16.7
\$15,000-\$19,999	24.2
\$20,000-\$24,999	25.8
\$25,000-\$29,999	15.2
\$30,000 or over	15.2

*Percentages based on sixty-six responses, excluding chief paid executives.

Comparisons of the salaries for men and women communicators show a wide differential. For example, while 87.9 per cent of the men earn \$15,000 or more, only 28.4 per cent of the women do. And women are not represented in the \$25,000-and-over brackets. While 14.5 per cent of the men earn between \$10,000 and \$14,999, 71.6 per cent of the women fall in this category.

Staffing--How the Communicator
Handles His Workload

According to the findings of the survey, many association communication managers seem to be quite busy. Whether they are running a one-man communication office or a staff of eleven or more employees, they are working long hours.

Table 11. Size of staff.

	Percentage of Responses		
	Business ^a	Profes- sional ^b	All Associations ^c
<u>Full-time staff size:</u>			
One man	5.7%	6.3%	5.3%
2-5	41.4	40.6	40.9
6-20	35.6	28.1	34.8
21 or over	17.2	25.0	18.9
<u>Full-time communication:</u>			
One man	34.5	24.2	30.8
2-5	26.4	39.4	33.1
6-10	8.0	6.1	6.8
11 or over	3.4	3.0	3.0
<u>Part-time communication:</u>			
One man	29.9	24.2	29.3
2-5	16.1	21.2	16.5
6-10	1.1	. .	0.8
11 or over

^aPercentages based on eighty-seven responses.

^bPercentages based on thirty-two responses.

^cPercentages based on 132 responses.

More than one-half of the associations indicated that they will add at least one person to their communication staff within the next five years. Why the need for more staff members? Respondents cited a variety of reasons, including the following:

Management changes--expanding membership--increasing office staff.

We are adding one person right away so we can do a better job of PR at the local and state level.

Too many priority projects not yet undertaken.

Current objectives are growing; additional responsibilities are foreseen.

Need to present industry image to public and customers.

Projected increase has been tentatively authorized, in recognition of need to tell the industry's story more effectively and across a broader spectrum.

Increasing sophistication requires electronic media specialists in addition to print-oriented people.

Increased emphasis on telling what we do for members.

More secretarial and filing help needed--particularly with respect to our growing monthly magazine.

For wider scope of material for publication in newsletter.

The increasing urgency and complexity of the issues facing the industry will require additional manpower to allow the association to continue to disseminate reliable information to the public, and to maintain its leadership and initiative in coordinating industry position on policies and laws affecting the industry.

Basically due to growth in membership, available funds to finance our objectives, and better goal-setting techniques.

Our association is expanding--as are most--and with it will come an expanding PR role.

The primary reason that respondents projected increases in staff size was growth of association memberships. Many respondents are currently understaffed and nearly 85 per cent are working more than forty hours a week. Results show that the typical association public relations manager works between forty-six and fifty hours in a typical week, including time in office, outside meetings and work taken home. More than one-fourth of the respondents indicated that they work fifty or more hours each week.

Does the manager's workload vary with the type of association with which he is affiliated? Table 12 illustrates that for the most part, workload does not vary a great deal, but managers working for service associations indicated that, as a group, they work longer hours than other managers.

To share some of the responsibilities, some associations employ the services of a PR consultant or consulting firm, or work with a public relations or communication committee comprised in part or entirely of volunteers. While only 26.5 per cent of the respondents indicated that they use a consultant, 68.9 per cent said that their association has a volunteer PR or communication committee. Of those associations using a consultant, 64.9 per cent said they

Table 12. Workload of association communicator.

Type of Association	Number	Average Hours Association Communicator Works Each Week-- Percentage of Responses				
		40 or less	41-45	46-50	51-60	Over 60
Professional	33	12.1%	39.4%	27.3%	12.1%	9.1%
Business--	87	14.9	24.1	34.5	14.9	11.5
Manufacturing	19	15.8	31.6	21.1	21.1	10.4
Service	20	15.0	15.0	45.0	5.0	20.0
Distributive	4	50.0	50.0
Technical	4	. .	25.0	50.0	25.0	. .
Others	39	12.8	20.5	38.4	17.9	10.4
Total	133	12.8%	27.1%	33.1%	16.5%	10.5%

feel that they get their "money's worth" from the consultant. Nearly one in ten was displeased with their consultant, and 24.3 per cent said they did not know if they were getting their money's worth. Favorable comments concerning the use of a PR consultant included the following:

We have used the same firm for twenty-five years although we have considered using other firms during that period. They have the know-how and facilities to do a good job of publicity and product promotion for us.

Helps provide outside viewpoint (objectively) and suggests approaches that are new and refreshing.

We feel that we get a great deal of mileage out of a very small PR budget. Our agency works very closely with us in the formulation of our yearly PR objectives and does an excellent job.

Serves as professional "reactor" to in-house plans and actions.

Use primarily for ideas and national publicity placement.

Allows for better utilization of manpower to enable the staff to follow through on its regular responsibilities.

We are getting a tremendous amount of public interest time and space that we could not afford to buy from the various media.

We get fresh outside ideas. We are able to pay for outstanding public relations talent only when we need it. Can't imagine any forward-looking association not having outside PR counsel.

Unfavorable comments included the following:

We gave inadequate direction, so we've received inadequate performance.

Past experience with professional PR was found to be expensive and ineffective. PR consultants "never got the point" so far as our profession was concerned.

It's an unnecessary luxury we can't afford. We've got enough expertise--just not enough time!

In-house professional staff does a far superior job.

Inadequate counsel background on critical issues requires excessive time and effort by in-house communications staff to brief counsel personnel before they get in gear--then it's usually too late.

Of those respondents who indicated that their association works with a public relations or communication committee, 56.5 per cent said that they were satisfied with the committee's contribution to the organization, 28.3 per cent said they were not satisfied, and 15.2 per cent held no opinion. Favorable comments concerning the use of a volunteer PR or communication committee included the following:

Performance varies. In the last two years the committee has been active and the results have been good.

Our communications committee is made up of past presidents and representatives of the largest contributors to the association. Because communications is our largest budget item they take a real interest in it.

Everyone is assigned a task on the committee and it functions very smoothly.

Volunteer committeemen are most effective because they are well aware of (1) the work of our membership and (2) the problems confronting our profession. Also because of their contacts day by day with the "influentials."

We are continually surprised by the good things that come out of our committee meetings. Our members--salesmen--really do come up with some interesting PR insights and ideas when pressed by the staff.

Do a conscientious job in reviewing policies and making recommendations.

Committee does not attempt to specify actions or to review copy, layouts, or other tools. Provides valuable policy guidance and coordinating assistance nationwide.

Volunteers do a good job.

They are PR directors from member companies, and their perspective on association plans and programs is helpful.

They help to convince the members that PR counsel is earning his pay.

Unfavorable comments included the following:

Most committee members do not have practical knowledge of PR, nor the time to activate or energize PR activities beyond the area in which they are domiciled.

Contributions of committee usually limited to advice concerning programs of value to individual members--not to industry or association as a whole.

Appointments are on a yearly basis. Most of them are political in nature, meaning we don't have real contributions to the effort.

Only contribute when they are at a committee meeting.

Usually suggest grandiose schemes requiring more money than is available. Give little attention to the less spectacular things which we can do and which are not missed until they are neglected.

Little interest in working on industry-wide PR program.

Members have little appreciation for the role of public relations in the development of communication mechanisms within the association.

Responsibilities and Authority for Handling Communication Functions and Budget

In the survey, a little more than nine out of ten association executives said that public relations is important to their organizations.

Asked who designs the PR and communication policy for the association, 30.8 per cent of the respondents said that top management, alone, is responsible. Other answers ranked as follows: PR/communications staff, 10.5 per cent; PR committee, 9.0 per cent; and PR counsel, 3.0 per cent. Some 46.6 per cent of the questionnaires showed that a combination of the above were responsible for designing the PR or communication policy.

While all respondents said that they have some system of policy setting, only 52.8 per cent indicated that their associations have clearly defined, long-range public

relations goals. Of the 75.9 per cent indicating that they have established short-range public relations objectives, only 51.5 per cent said that they have a written plan for meeting those objectives. Nearly 70 per cent of the respondents indicated that the formulation of communication policy is one of their major areas of responsibility. Table 13 shows the percentage of respondents responsible for the various communication tasks. Results are categorized according to association type.

Asked to indicate three prime areas of responsibility, respondents replied that publications to members, news and publicity about the association, and promotional materials on conventions and meetings were the most common prime responsibilities. Table 14 shows that business and professional associations have almost the same priority lists of prime responsibilities. The numbers in the table indicate how the various functions ranked.

Concerning press relations, 80.6 per cent of the respondents indicated that their association regularly submits information to news media. But, only two-thirds of the associations issue more than fifteen news releases annually, as Table 15 shows. A quarter of the respondents said that they issue over sixty news releases each year, or better than one per week. Overall, business and professional associations showed no substantial differences in press relations.

Table 13. Association communicator's major areas of responsibility.

Area	Percentage by Type of Association							
	Professional	Business	Manufacturing	Service	Distributive	Technical	Other	All Associations
Publications to members	77.4%	95.4%	100.0%	95.0%	100.0%	100.0%	92.3%	90.8%
News and publicity about the association	96.8	95.4	95.0	100.0	100.0	75.0	94.8	95.4
Promotional materials on conventions, meetings, etc.	87.1	87.4	95.0	90.0	100.0	75.0	82.0	84.7
Educational films, slides, etc.	41.9	55.2	60.0	45.0	25.0	25.0	64.1	51.1
Staging of competitions	22.6	27.6	30.0	30.0	25.0	50.0	25.6	27.5
Sponsoring of trade exhibits or displays	35.5	33.3	30.0	20.0	50.0	50.0	38.3	33.6
Advertising on behalf of industry, business or profession	29.0	42.5	45.0	45.0	25.0	25.0	43.6	38.2
Interpretation of pertinent legislation	51.6	56.3	65.0	45.0	25.0	75.0	51.3	53.4
Represent association before legislative bodies	22.6	27.6	35.0	15.0	25.0	75.0	25.6	26.0
Speeches	61.3	62.1	65.0	65.0	50.0	50.0	61.5	61.8
Internal communications	74.2	74.7	90.0	85.0	50.0	50.0	66.7	74.0
Formulation of communication policy	61.3	70.1	80.0	85.0	25.0	25.0	66.7	70.2

Table 14. Communicators' prime responsibilities.

Area	Order of Priority		
	Business	Professional	All Associations
Publications to members	1	1	1
News and publicity about the association	2	2	2
Promotional materials on conventions, meetings, etc.	3	4	3
Educational films, slides, etc.	9	8	11
Staging of competitions	. .	9	12
Sponsoring of trade exhibits or displays	7	. .	9
Advertising on behalf of industry, business or profession	7	8	8
Interpretation of pertinent legislation	8	6	7
Represent association before legislative bodies	6	7	6
Speeches	9	9	10
Internal communications	5	5	5
Formulation of communication policy	4	3	4

Table 15. News releases.

Number of Releases Per Year	Percentage of Responses		
	Business	Professional	All Associations
Under 15	31.8%	38.7%	33.3%
15 to 30	25.9	12.9	24.8
31 to 45	9.4	19.4	11.6
46 to 60	8.2	3.2	7.0
Over 60	24.7	25.8	23.3

How much time do associations spend on public relations or communication research? The respondents described the time spent on research with the following frequency: very little, 28.7 per cent; little, 30.2 per cent; enough, 26.4 per cent; much, 10.1 per cent; and very much, 4.7 per cent. Nearly 60 per cent indicated that their association does not spend enough time researching.

How often does the association conduct a formal "feedback" program (readership survey, evaluation form, opinion poll)? How often does it evaluate its performance? The respondents answered as follows: never, 26.6 per cent; once a year, 43.0 per cent; two to five times a year, 24.2 per cent; and more than five times a year, 6.3 per cent.

Is the communication department managed with a definite budget? Despite the broad policy-making responsibilities outlined above, the typical communication manager

has only a fair chance (60.3 per cent) of managing his own department with a definite budget.

As Table 16 indicates, in almost every instance, the greater the total association income, the more likely is the association to have a definite communication budget. Size of communication budget and corresponding association type and percentages are depicted in Table 17.

Table 16. Communication budget--by association income.

Total Association Income	Percentage of Associations	Percentage With Definite Communication Budget
Under \$25,000	.8%	. .
\$25,000-\$49,999	1.5	50.0%
\$50,000-\$99,999	10.6	44.4
\$100,000-\$249,999	25.0	35.4
\$250,000-\$499,999	18.9	66.7
\$500,000-\$999,999	17.4	81.8
\$1,000,000-\$1,999,999	12.1	80.0
\$2,000,000 or over	13.6	88.9

Table 17. Size of communication budget.

Size of Communication Budget	Percentage of Responses		
	Business	Professional	All Associations
Under \$25,000	24.1%	28.6%	26.8%
\$25,000-\$49,999	11.1	9.5	12.2
\$50,000-\$74,999	18.5	23.8	18.3
\$75,000-\$99,999	11.1	9.5	11.0
\$100,000-\$249,999	18.5	19.0	18.3
\$250,000-\$499,999	14.8	4.8	11.0
\$500,000 or over	1.9	4.8	2.4

What kinds of expenditures need higher approval? The limits mentioned were represented with the following frequency: under \$25, 1.5 per cent; \$26-\$100, 9.2 per cent; \$101-\$500, 23.1 per cent; and most of the respondents, 66.2 per cent, said that they have complete authority for expenditures less than \$500.

Most respondents said that their bosses give them enough authority to match their responsibilities. Nearly 80 per cent perform their jobs without undue interference from top management. On the other hand, nearly 20 per cent are not satisfied with their level of authority. Explanations included the following reasons:

Not yet fully trusted. New to organization and industry.

Responsible for projects which really require more staff and money to perform well. I would prefer not to do some of them because pay-off does not justify effort.

This is a small office and everything must be cleared with the executive director.

Decision-making--The Association Communicator's Problems and How He Solves Them

When there is an important problem to be solved or a decision to be made, the association communicator may handle it himself. But he usually seeks advice or consent from the top man. Is this effective? Here is how communication problems are resolved in ASAE members' associations: handle problem themselves, 43.3 per cent; consult a

committee, 22.4 per cent; seek a face-to-face discussion with top man, 76.1 per cent; review staff reports, 9.0 per cent.

Do these methods work? Most respondents thought their methods should be changed or improved.

How could decision-making be improved? The following answers were offered:

By granting more authority to public relations director.

More staff time is needed to research possible options.

More money in publications budget will ease "nickel and dime" decisions.

Finally, to whom is the communicator responsible? Most (92.5 per cent) are responsible to the chief paid executive. Respondents also indicated that they are responsible to the board of directors (23.9 per cent), a committee (7.5 per cent) and/or some higher authority (1.5 per cent).

Who could exercise veto power over them? Respondents answered as follows: chief paid executive, 90.8 per cent; board of directors, 35.4 per cent; committee, 12.3 per cent; and some higher authority, 1.5 per cent. A small percentage, 1.5 per cent, indicated that they are not responsible to anyone.

The data offered in this chapter may be generalized so that a description of the association public relations manager and some idea of how he manages his job results.

The next chapter, a conclusion to this paper, presents these generalizations and suggests portents as part of an analysis of findings.

CHAPTER V

ANALYSIS OF FINDINGS

Generalizations

While more than nine out of ten association executives said that public relations is important to their organizations, it is clear from the results of the survey that, for whatever reasons, many do not adhere to the public relations process mentioned in Chapter I. The first chapter discussed the four-step communication function: research, planning, communication and evaluation.

While 58.9 per cent of the respondents indicated that their associations do not spend enough time researching, a total of 52.8 per cent said that their associations have clearly defined, long-range public relations goals. Of 75.9 per cent indicating that they have established short-range public relations objectives, 51.5 per cent said that they have a written plan for meeting those objectives.

These results indicate that while planning is one of the steps to which associations devote a good deal of attention, it is usually speculative planning and is not based on sound research methods. Fewer than half of the

associations in the survey fulfill their research needs adequately.

The evaluation of existing communication programs is not only the most often ignored public relations step, but also the most ignored step in the association operation. According to survey results, associations seldom evaluate their performance. While 43 per cent conduct formal feedback programs once a year, 26.6 per cent of the respondents indicated that they never formally evaluate performance.

Perhaps the most obvious reason that some associations do not truly know whether or not they are doing a good job for their members is limited staff size. According to the survey, the typical association communicator, while not often involved in research, planning, or evaluation, is understaffed and works between forty-six and fifty hours a week. Ten per cent said that they work more than sixty hours a week.

Many associations plan to increase staff size within the next few years. Evidence that research, planning and evaluation efforts are minimal indicates that most associations should increase their staffs immediately. If they are not properly researching and evaluating, they cannot be certain what their membership's needs are. If they are not conscious of member needs, they risk the chance of dissatisfying and losing members.

The next section shows that while there is strength in numbers, forward-thinking associations will need to shift emphasis from quantity and growth to quality of services.

Portents

Association communication-public relations, maintained in part to determine and satisfy member needs, is perhaps association management's most important function. In 1960, Stephenson predicted the rapid growth of business and professional public relations programs based on three factors:

1. The economy is expanding, providing greater opportunities for successful programs.
2. The pressures upon business and professions are increasing, making public relations programs more essential.
3. The level of competency of both association management and professional public relations is rising rapidly, producing public relations-minded association executives and association-minded public relations practitioners.⁷⁵

The current study indicated that 90 per cent of the respondents may be public relations-minded. But to be conscious of the importance of public relations is not enough. Budgets must be allotted and staffs must be maintained to perform the function.

A recent article in Dun's Review suggested that after years of boom, professional societies will begin to

⁷⁵Stephenson, Handbook, p. 126.

decline. The article implied that societies are not aware of changing member needs. It said:

Some society journals . . . are accused of representing special interests within a group. To be sure, a number of professional society magazines, which usually combine society news with technical features and departments, have built impressive followings. But compared with other management and technical publications, most society journals are considered boring and too "clubby"--largely made up of contributions, as a former staff member puts it, "by professional types who are self-serving and don't know what good journalism is or what the reader needs or wants."⁷⁶

In the future, those associations which do not identify and satisfy specific member needs, may succumb to a consolidation trend. Particularly, those associations that offer duplicate programs to the same publics may be merged.⁷⁷

John L. Spafford, president of the Associated Credit Bureaus, said that he thinks there will be more and more mergers in the future. Spafford said that he prefers the "umbrella" organization to mergers. He described the umbrella concept as follows:

. . . the formulation of an umbrella has a lot of spokes. I would like to think of this future organization with a lot of spokes, each with an individual identity, as a business association.⁷⁸

⁷⁶George J. Berk Witt, "Are Professional Societies Dead?," Dun's Review, IC (March, 1972), 48.

⁷⁷"New Help," Nation's Business, 104.

⁷⁸"More Muscle," Nation's Business, 56.

According to Spafford, the umbrella concept will be born out of the need for economy, elimination of duplication, and better communications.⁷⁹ Based on the results of the survey, the need for better communications should induce some change in current operating procedures. If budgets are not available to increase staff sizes, it may be that the umbrella organization, or some system similar to it, is inevitable.

Conclusion

A job description, the end product of a job analysis, is a written record of the job and its requirements.⁸⁰ If an association wished to use this study as a guide to preparing a job description for the association communication-public relations function, the following results might be considered:

1. Job Title--Most of the respondents who are specifically employed to manage the communication-public relations function indicated that their title is "public relations director or manager."
2. Superior--Most (92.5 per cent) indicated they are responsible to the chief paid executive.

⁷⁹Ibid.

⁸⁰Dunnette, Personnel Selection, p. 68.

3. Function--Managers evaluate public attitudes, identify communication policies and procedures for their associations, and execute programs of action to earn public understanding and acceptance.

4. Duties--Respondents indicated that they are responsible for the following tasks in this order:
(1) publications to members; (2) news and publicity about the association; (3) promotional materials on conventions and meetings; (4) formulation of communication policy; (5) internal communications; (6) representation of association before legislative bodies; (7) interpretation of pertinent legislation; (8) advertising on behalf of industry, business or profession; (9) sponsoring of trade exhibits or displays; (10) speeches, (11) educational films and slides; and (12) the staging of competitions.

5. Education--Respondents most often indicated that their highest level of education is a bachelor's degree (48.4 per cent).

6. Experience--Respondents most often indicated that they have ten years and more of association experience (37.3 per cent).

7. Salary--Most respondents, 25.8 per cent, earn between \$20,000 and \$24,999.

Drafting a job description based on the results of this study could be an important step for associations which need to define the communication-public relations

function and objectives. Results of the job analysis survey show that, theoretically, the association communication-public relations function is not being properly executed. But the lack of clearly-defined PR objectives does not appear to be the major problem. Too often the association is so busy and understaffed that it would not have time to research, plan, and evaluate the communication programs that it undertakes even if it wanted to.

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APPENDIX A

COVER LETTER

SCHOOL OF JOURNALISM • JOURNALISM BUILDING

Dear Sir:

In the future, your profession will continue to demand more practical information--more knowledge of how other associations operate. The enclosed survey seeks such knowledge and focuses on one of your prime responsibilities--the communication and public relations function. The information will be tabulated and submitted for publication in Association Management.

Your name was one of a select sample of executives chosen randomly to participate. If you are responsible for your association's communication-pr function, please take ten minutes to fill out and return the form today, or ask the appropriate staff manager to do so. With your support we can begin to define association management, describing the job and the people who do it.

Deadline for receipt of your questionnaire is October 12, 1973.

Thank you in advance for your help.

Sincerely,

Robert J. Truscello
Graduate Fellow
Michigan State University

APPENDIX B

QUESTIONNAIRE

ASSOCIATION COMMUNICATIONS SURVEY

RESEARCH DEPARTMENT
Michigan State University
Fall 1973 Survey

PLEASE RETURN IMMEDIATELY TO:
Michigan State University
School of Journalism
113 Linton Hall
East Lansing, Michigan 48823

To be filled out by the
executive responsible for
the association's communication-
public relations function
and returned by October 12, 1973

C1. Title: [1] ☐ Chief Paid Executive
[2] ☐ Public Relations
Director/Manager
[3] ☐ Communications
Director/Manager
[4] ☐ Editor
[5] ☐ Other

C2. Age: [1] ☐ Under 25 years
[2] ☐ 25 to 39
[3] ☐ 40 to 54
[4] ☐ 55 years and
older

C3. Sex: [1] ☐ Male
[2] ☐ Female

C4. Education: [1] ☐ High School Degree
[2] ☐ Attended College
[3] ☐ Bachelors Degree
[4] ☐ Graduate Study
[5] ☐ Graduate Degree(s)

C5. Years of association experience:
[1] ☐ Under one year [3] ☐ Five to nine years
[2] ☐ One to four years [4] ☐ Ten years and more

C6. Years with the association:
[1] ☐ Under one year
[2] ☐ One to four years
[3] ☐ Five to nine years
[4] ☐ Ten years and more

C7. Type of association:
[1] ☐ Manufacturing [4] ☐ Technical
[2] ☐ Professional [5] ☐ Service
[3] ☐ Distributive [6] ☐ Trade

C8. Number of membership accounts:
[1] ☐ 1-24
[2] ☐ 25-49
[3] ☐ 50-99
[4] ☐ 100-249
[5] ☐ 250-499

[6] ☐ 500-999
[7] ☐ 1,000-2,499
[8] ☐ 2,500-4,999
[9] ☐ 5,000-9,999
[0] ☐ 10,000 or over

C9. Total association income--all sources:
[1] ☐ Under \$25,000
[2] ☐ \$25,000-\$49,999
[3] ☐ \$50,000-\$99,999
[4] ☐ \$100,000-\$249,999

[5] ☐ \$250,000-\$499,999
[6] ☐ \$500,000-\$999,999
[7] ☐ \$1,000,000-\$1,999,999
[8] ☐ \$2,000,000 or over

C10. Your salary:
[1] ☐ Under \$10,000
[2] ☐ \$10,000-\$14,999
[3] ☐ \$15,000-\$19,999

[4] ☐ \$20,000-\$24,999
[5] ☐ \$25,000-\$29,999
[6] ☐ \$30,000 or over

C11. How many hours do you work each week, including time in office, outside meetings and work taken home?

[1] ☐ 40 hours or less
[2] ☐ 41-45

[3] ☐ 46-50
[4] ☐ 51-60
[5] ☐ Over 60

PART II: Staffing

C12. Number of full-time employees:

[1] ☐ One man
[2] ☐ 2 to 5

[3] ☐ 6 to 20
[4] ☐ 21 or over

C13. Number of full-time communication employees:

[1] ☐ One man
[2] ☐ 2-5

[3] ☐ 6-10
[4] ☐ 11 or over

C14. Number of part-time communication employees:

[1] ☐ One man
[2] ☐ 2-5

[3] ☐ 6-10
[4] ☐ 11 or over

C15. Is public relations important to your organization?

[1] ☐ Yes

[2] ☐ No

C16. Does your organization have clearly defined, long-range public relations goals?

[1] ☐ Yes

[2] ☐ No

C17. Who designs your public relations or communications policy?

[1] ☐ Top management
[2] ☐ PR/Communications Staff
[3] ☐ PR Counsel

[4] ☐ PR Committee
[5] ☐ Combination of above

C18. Has your organization established short-range public relations objectives?

[1] ☐ Yes

[2] ☐ No

C19. If YES, do you have a written plan for meeting those objectives?

[1] ☐ Yes

[2] ☐ No

C20. Does your association employ the services of a pr consultant or consulting firm?

[1] ☐ Yes

[2] ☐ No

C21. If YES, do you feel that you get your "money's worth" from the pr consultant or consulting firm?

[1] ☐ Yes
[2] ☐ No

[3] ☐ Don't know

If YES or NO, please explain:

C22. Does your association have a public relations or communication committee comprised in part or entirely of volunteers?

[1] ☐ Yes

[2] ☐ No

C23. If YES, are you satisfied with the committee's contribution to your organization?

[1] ☐ Yes

[2] ☐ No opinion

[2] ☐ No

If YES or NO, please explain:

C24. In your opinion, will the size of the communication staff change in next five years?

[1] ☐ Yes, it will increase

[3] ☐ Will not change

[2] ☐ Yes, it will decrease

[4] ☐ Don't know

If it will increase or decrease, why?

PART III: Responsibilities and Authority for Handling Communications Functions and Budget

C25. Is it your responsibility to manage

C26. What is your prime responsibility (Check 3)

[1] ☐ Publications to members

[1] ☐

[2] ☐ News and publicity about the Association

[2] ☐

[3] ☐ Promotional material on convention, meetings, etc.

[3] ☐

[4] ☐ Educational film, slides, etc.

[4] ☐

[5] ☐ Staging of competitions

[5] ☐

[6] ☐ Sponsoring of trade exhibits or displays

[6] ☐

[7] ☐ Advertising on behalf of industry, business or profession

[7] ☐

[8] ☐ Interpretation of pertinent legislation

[8] ☐

[9] ☐ Represent Association before legislative bodies

[9] ☐

[0] ☐ Speeches

[0] ☐

[X] ☐ Internal Communications

[X] ☐

[R] ☐ Formulation of communication policy

[R] ☐

C27. To whom are you responsible

C28. Who exercises veto power over you?

[1] ☐ No one

[1] ☐ No one

[2] ☐ Chief paid executive

[2] ☐ Chief paid executive

[3] ☐ Board of Directors

[3] ☐ Board of Directors

[4] ☐ Committee

[4] ☐ Committee

[5] ☐ Other

[5] ☐ Other

C29. Is the communications department managed with a definite budget?

[1] ☐ Yes

[2] ☐ No

C30. If YES, what is the size of the communication budget?

[1] ☐ Under \$25,000

[5] ☐ \$100,000-\$249,999

[2] ☐ \$25,000-\$49,999

[6] ☐ \$250,000-\$499,999

[3] ☐ \$50,000-\$74,999

[7] ☐ \$500,000-\$1,000,000

[4] ☐ \$75,000-\$99,999

[8] ☐ Over \$1,000,000

C31. What kinds of expenditures need higher approval?

[1] ☐ Over \$25

[3] ☐ \$101-\$500

[2] ☐ \$26-\$100

[4] ☐ \$Over \$500

C32. Do you feel that your authority matches your responsibility?

[1] ☐ Yes

[2] ☐ No

If NO, please explain: _____

C33. Do you regularly volunteer information to the news media?

[1] ☐ Yes

[2] ☐ No

C34. How many news releases would you say your association sends out each year?

[1] ☐ Under 15

[4] ☐ 46 to 60

[2] ☐ 16 to 30

[5] ☐ Over 60

[3] ☐ 31 to 45

C35. How would you describe the amount of time your association spends on public relations or communications research?

[1] ☐ Very little

[4] ☐ Much

[2] ☐ Little

[5] ☐ Very Much

[3] ☐ Enough

C36. How often does your association conduct a formal "feedback" program (Reader-ship survey, evaluation form, opinion poll, etc.)?

[1] ☐ Never

[3] ☐ 2 to 5 times a year

[2] ☐ Once a year

[4] ☐ Over 5 times a year

PART IV: Decision Making

C37. When there is a problem to be solved or decision to be made that is important to you, do you:

[1] ☐ Handle it yourself

[3] ☐ Seek a face-to-face discussion with top man

[2] ☐ Consult a committee

[4] ☐ Review staff reports

C38. Does this decision-making process work? [1] ☐ Yes [2] ☐ No

If NO, how could you improve decision-making? _____

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