

COMPARATIVE CASE STUDIES OF THE FUNCTIONS
OF FOUR PUBLIC RELATIONS PRACTITIONERS

by

I. Joyce Neaderhiser
B.A., University of Kansas, 1964

Submitted to the Department of
Speech and Drama and to the Faculty
of the Graduate School of The Uni-
versity of Kansas in partial ful-
fillment of the requirements for
the degree of Master of Arts in
Speech and Drama.

Redacted Signature

~~Instructor in charge~~

Redacted Signature

~~For the department~~

May, 1965

ACKNOWLEDGMENTS

The writer wishes to take this opportunity of expressing her appreciation to Mr. William Johnson, News Bureau Manager, Hallmark Cards, Inc.; Miss Helen Sims, Public Relations Director, University of Kansas Medical Center; Mr. Kenneth Murphy, Public Relations Director, Spencer Chemical Division Gulf Oil Corporation; and Mr. Alex Izzard, Vice President Public Relations, The Vendo Company (all from the Greater Kansas City area) for their participation as subjects in this case study.

She also wishes to thank Professor Kim Giffin, Department of Speech and Drama, University of Kansas, for his role as academic adviser to the writer. The other members of her committee, Professor William Conboy, Chairman of the Department of Speech and Drama, and Professor Jed Davis, Department of Speech and Drama, have offered valuable suggestions and advice during the study.

I. J. N.

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	ii
TABLE OF CONTENTS	iii
 CHAPTER	
I. INTRODUCTION.	1
Statement of Purpose and Method for Comparative Case Studies of the Functions of Four Public Relations Practitioners.	1
Description of the Study in Which the Functions of Public Relations Practitioners Were Classified. .	2
Survey of Previous Research of the Functions of Public Relations Practitioners.	4
Definitions of Terms.	5
II. PROCEDURES OF INVESTIGATION	9
Pilot Study	9
Description of Companies and People Observed	11
Observation Procedure	15
Checks of Reliability	18
III. TABULAR REPRESENTATION OF DATA.	25
Introduction.	25
Table I--Hallmark	27
Table II--Medical Center.	38
Table III--Spencer Chemical	47
Table IV--The Vendo Company	56
Table V--Percentage of Time Spent in Functions in Each Category by Each Practitioner.	64
Table VI--Percentage of Time Spent in "Oral," "Written," and "Other" Activities (as Defined on Page 7 and 8)	66

IV. DISCUSSION OF THE DATA	67
Limitations of This Study.	70
Suggestions for Further Studies of Public Relations Practitioners. .	71
BIBLIOGRAPHY	72
APPENDIX A: Sample Questionnaire from Previous Study	75

CHAPTER I

INTRODUCTION

In addition to background information, a survey of previous research, and definitions of the terms used in this study, this section includes a discussion of a 1964 study by the writer. The present study is an extension of the 1964 study; thus, a general understanding of it is helpful in understanding this study.

Statement of Purpose and Method for Comparative Case Studies of the Functions of Four Public Relations Practitioners

The purpose of a study made by the writer in 1964¹ was to derive a probable college curriculum for one who wishes to pursue a career in public relations. One of the methods employed to determine a practical college curriculum was a mailed questionnaire to members of the Kansas City Public Relations Society. The answers to one of the questions, "What are the duties of the position which you hold? (Will you please be as specific as possible. Recalling your job description will probably be helpful.)" provided a list of

¹The report of this study, "A Study to Determine Courses a Student at The University of Kansas Could Take in Preparation for a Career in Public Relations," 1964, is distributed by the Communication Research Center of the Department of Speech and Drama, University of Kansas, Lawrence, Kansas.

the general types of duties performed by the answering practitioners. The writer refers to this list of general types of duties as "categories of functions." It is the purpose of the present study to provide a description of the functions of the public relations practitioner which constitute these categories. This will extend the level of existing knowledge, as current textbooks on public relations are only as specific as listing categories of functions, similar to those discovered in the 1964 study.

The questions which are answered, at least in part, by this study are:

- What are the specific functions of a public relations practitioner?
- How much time does he spend performing the various functions?
- What are the relative amounts of time he spends in written and oral communication?

A case study or empirical study method was chosen because it is judged to be the only presently available method of approaching detailed knowledge of this sort. The study concentrates on business organizations because public relations is most commonly associated with business. "It is in business that it [public relations] has had its most extensive and intensive development."²

Description of the Study in Which the Functions of Public Relations Practitioners Were Classified

The title of the 1964 study is "A Study to Determine

²Scott M. Cutlip and Allen H. Center. Effective Public Relations. Prentice-Hall, Inc., New Jersey, 1958, p. 281.

Courses a Student at The University of Kansas Could Take in Preparation for a Career in Public Relations." In this study three procedures of investigation were used: interviews with professors in fields such as speech, journalism, business, and advertising; questionnaire responses of people who have careers in public relations (members of the Kansas City Public Relations Society); and a survey of university course catalogues to see if other universities specify courses for a "public relations" background. The conclusion consists of a list of existing courses at The University of Kansas which the results from the three methods indicated could be useful in carrying out the classes of functions usually associated with public relations positions. These are the classes which were isolated:

- A. Editing or actual writing of information about various facets of the company for either in-plant or out-of-plant distribution.
- B. Distributing and/or writing news releases to the mass media.
- C. Advising and consulting with members of the company about the public relations implications of their practices--consulting with other organizations--reporting to clients.
- D. Administrative duties--coordinating people who perform the above duties, personnel and payroll functions.
- E. Acting as a personal representative of the client or company--t.v. and radio appearances, film showing, interviews, planning and/or giving talks.

- F. "Detailman"--providing of artwork, photographs, movies, tapes, t.v. releases for in- or out-plant distribution.
- G. Handling advertising and sales promotion.
- H. Over-seeing of special projects of the company or client (scholarships, safety, etc.) and the civic affairs in which the company is represented.
- I. Tours--going on them or arranging them.
- J. Write annual report.
- K. Assist in policy formation.
- L. Research in public opinion.
- M. Liaison with hired public relations firm.³

Survey of Previous Research of the Functions of Public Relations Practitioners

An attempt was made to locate research on the functions of public relations practitioners. There are no studies under the heading, "Public Relations," in Dissertation Abstracts concerning this subject.⁴ Answers from letters to the Public Relations Departments at Kent State, Boston, Florida State, Columbia, and Youngstown Universities, universities discovered in the previous study to offer majors in public relations, revealed no studies of this nature. An early study was made by Frederic R. Henderer of the public relations practices in six selected industrial

³Neaderhiser, op. cit., p. 15.

⁴Dissertation Abstracts, 1961-1965. University Microfilms, Michigan.

corporations.⁵

A study entitled "Public Relations Education in American Colleges and Universities"⁶ has just been completed at the American University, Washington, D. C., under the direction of Professor Ray E. Hiebert, Chairman, Department of Journalism and Public Relations. It is related to one of the purposes of this study, that of suggesting subject matter for public relations courses.

Definitions of Terms

Case Study

"Case study" refers to the practice of gathering data by empirical observation. All data is gathered by an observer who uses a pre-planned method of observation. The observed data is reported and analyzed.

Function

In this study, "functions" of the public relations practitioner refer to everything that the practitioner does during his scheduled working hours. It also includes his activities which occur at other than scheduled working hours as a result of his job. For example, Miss Sims, Public Relations Director, University of Kansas Medical

⁵Frederic R. Henderer. A Comprehensive Study of the Public Relations Practices in Six Industrial Corporations. University of Pittsburgh Press, Pennsylvania, 1956.

⁶Ray Eldon Hiebert. "Public Relations Education in American Colleges and Universities," Public Relations Society of America, New York, 1964.

Center, is an officer in the Women's Chamber of Commerce. She is eligible for membership in this organization because she has a position in business. While performing her duties as an officer of the Women's Chamber of Commerce, she is indirectly representing the Medical Center. Another example occurs when Mr. William Johnson, News Bureau Manager, Hallmark Cards, Inc., lectures on public relations to classes at the University of Missouri at Kansas City. "Activity" is used interchangeably with "function" to describe the same phenomenon.

Public Relations

"Public relations" is used in at least three different senses. "These are: (1) relationships with individuals and groups which compose the general public; (2) the ways and means used to achieve favorable relationships; and (3) the quality or status of an institution's relationships."⁷ For the purposes of this study, the second definition is primary in the mind of the writer. It is the functions of the practitioner, who is responsible for "ways and means to achieve favorable relationships" for his organization, which are subject to scrutiny.

"Oral," "Written," and "Other"

Cutlip and Center speak of public relations in this way: "The core of full-blown [public relations]

⁷Cutlip and Center. op. cit., p. 4.

practice is empathetic listening and persuasive communication."⁸ For this reason the writer observed the functions of public relations practitioners with a communication orientation.

As Chapter II explains, the observed activities are designated as "oral," "written," or "other" as well as being assigned to categories of functions. Such a designation allows classification of all the observed functions of the public relations practitioners, as well as the "empathetic listening and persuasive communication" functions. The writer's definitions of "oral," "written," and "other" are based on the terminology and definitions of Lee O. Thayer given in his textbook on administrative communication.⁹

Oral. The division labeled "oral" includes Thayer's "talking" and "listening." This category indicates the vocal presence of another individual. Such activities as telephone conversations, interviewing, conferences, discussions, verbal order-giving and receiving, and speech making are designated as "oral."

Written. "Written" refers to Thayer's "writing" activities. Such activities as composing memoranda, news stories, and

⁸Ibid., p. 13.

⁹Lee O. Thayer. Administrative Communication. Richard D. Irwin, Inc., Illinois, 1961, p. 12.

in- or out-of-plant publications are designated as "written." The dictation of letters to a secretary or assistant is also designated as "written."

Other. The division labeled "other" includes reading and non-communication activities such as walking or riding to a destination, taking a break, filing, or organizing the day's activities into work units.

Summary of Thayer's Classification of Administrative Communication. Thayer lists two other skills of administrative communication, "observation" and "thinking." He defines "observation" as a nonverbal kind of communication. This nonverbal communication occurs when an administrator observes another's behavior or facial expression and can infer from these much that he needs to know to perform his own job well. "Thinking" he labels as "the basic verbal skill." The writer views thinking and observation as unobservable and possibly inherent components of all functions of a public relations practitioner. Thinking and observation may be a part of any of the functions designated as "oral," "written," or "other."

CHAPTER II

PROCEDURES OF INVESTIGATION

Chapter II describes the pilot study, companies and people observed, observation procedure, and the checks of reliability.

Pilot Study

The Pilot Study Situation

In order to check the reliability of the categories determined by the 1964 study, the writer worked for three months in the Public Relations Department of Hallmark Cards, Inc., Kansas City, Missouri. The practitioner, who was observed during this study, was in full view of the writer.

Classification of Functions for This Study

During the three-months period, it became apparent that several of the categories were too broad or too narrow to be meaningful in examining specific functions and that several categories needed to be added in order to represent the entire public relations function. Modifications were made, yielding the following list of categories:

- A. Preparation of information for inplant distribution.
- B. Preparation of information for out-of-plant distribution, other than radio, television, and newspaper.

- C. Preparation of information for distribution to radio, television, or newspaper (the mass media).
- D. Conferring with company employees in other than an order-giving or order-receiving function.
- E. Conferring with individuals or groups outside of the company in terms of the policy of the company.
- F. Administrative functions--giving or receiving orders to or from other employees.
- G. Personally representing the company--guests, television, etc.
- H. Acting as a detailman by providing artwork, photos, etc. for use by other individuals than himself.
- I. Performing advertising and/or sales promotion functions.
- J. Taking charge of special projects of the company.
- K. Working on the annual report.
- L. Research in public opinion.
- M. Liaison with hired public relations firm.
- N. Organizing and planning activities.
- O. Miscellaneous.
- P. Personal activities which indirectly reflect on the image of the company.
- Q. Break time.

Training in Observation

The pilot study increased the writer's knowledge about public relations functions. More important, the writer learned to recognize easily the immediate purpose

of a function, which determined the category into which it would be classified.

Description of Companies and People Observed

Introduction

Choosing the number of companies to be observed preceded the actual choice of companies. The number of companies necessarily needed to be small because of the detailed description of functions which was to be made. Yet, observing only one practitioner in one organization would offer no hints to the variety of functions which might occur as a result of organizational variations. Therefore, it was decided by the writer and an adviser that observing three to five practitioners in as many organizations would offer both the desired specificity and variation. Eventually four practitioners were observed.

The choice of organizations was made from members of the Kansas City Public Relations Society. (KCPRS is the organization which was surveyed by questionnaire in the 1964 study.) The choices were not made randomly. Many of the member organizations do not have persons whose jobs are entirely "public relations." These particular organizations may have public relations activities performed by persons whose main tasks have another orientation. Or, the organization's management simply may believe it necessary, for one reason or another, to be a member of the KCPRS. Also, many of the KCPRS member organizations are

similar. By choosing the organizations at random an investigator might find himself observing three hospitals and a youth organization or any number of other combinations of organizations not reflecting important types of behavior. In addition, an organization needs to be receptive to a study project in order for the maximum observation to ensue. Thus, prior acquaintances of the writer and the writer's colleagues with the organizations were considered.

Six organizations were contacted and four organizations consented to participate in the study. A description of these organizations and the observed public relations practitioners follows. Each of the organizations has qualities peculiar to it. The practitioners have in common that their positions are considered by the organizations to which they belong to be entirely public relations oriented. However, the practitioners hold varied positions.

Hallmark

The largest public relations office in which observations were made was at Hallmark Cards, Inc. This office has five persons doing public relations work and two secretaries. One of the secretaries is responsible to The News Bureau Manager, the observed practitioner.

He holds the position that Lesly describes as "the first staff member to be added" to a growing public relations department. He reports to the Director of Public Relations. Lesly states that this individual "usually is

assigned responsibility for press relations and publicity, since that is the single heaviest area of work load."¹

On Hallmark's diagram of organizational structure, the Public Relations Department is shown as a line rather than a staff department. (Approximately 80% of the organizational public relations departments are staff departments directly responsible to top management.) Hallmark is the only one of the four firms observed which uses a hired public relations firm. The offices of the hired firm are in New York City. The entire American population are potential buyers for Hallmark's products (greeting cards, party goods, wrapping paper, ribbon, stationery, etc.). Certain of the line of products are adapted for foreign sale, but Hallmark does not produce items specifically for the foreign market.

University of Kansas Medical Center

The only essentially "one man" public relations office observed was at the University of Kansas Medical Center. The Director of Public Relations, as she is titled, has an assistant who aids her in carrying out the duties for which she is responsible. Her personnel responsibilities are more extensive than those of the other persons observed. She is in charge of the switchboard supervisor and eight switchboard operators. She reports directly to top management,

¹Philip Lesly. Public Relations Handbook. Prentice-Hall, Inc., New Jersey, 1962, p. 787.

who are responsible for both the hospital and educational functions of the institution.

The Medical Center is the only one of the observed organizations which might be labeled a "service" organization. It is also the only one which is directly responsible to government (The State of Kansas).

Because of negative connotations sometimes attached to the words "public relations," the Medical Center has changed the name of this office to "Informational Services."

Spencer Chemical Division of Gulf Oil Corporation

Spencer Chemical Division of Gulf Oil Corporation is a subsidiary of a larger company. The Director of Public Relations at Spencer, who was observed during this study, is in charge of all public relations for Spencer and regional public relations for Gulf. This is the only case in which the product or service of the organization was not produced in the plant where the practitioner was observed.

Spencer, like Hallmark, is primarily concerned with the United States' market. The buying public of Spencer is more limited than the buying public of Hallmark. Spencer chemicals are used by firms, both owned and not owned by Spencer, for use in fertilizers, polyethylene products, etc.

The Public Relations Director reports directly to the Senior Vice President (Marketing). Within the Public Relations Department are the Public Relations Representative and a secretary who report to the Public Relations Director.

The Vendo Company

The Vendo Company is an international company which manufactures vending machines for use in the United States and foreign countries. Participating in this study was the Vice President Public Relations for all operations of the Company.

Reporting to the Vice President are the Director of Publications, Company Librarian, and the Director of Communications. A secretary serves the four persons. The Vice President reports to higher management at his own discretion.

His position is higher in The Vendo Company than are the positions of the other observed practitioners in their organizations.

Observation Procedure

After a consideration of the observation guides given by Helen Peak,² and J. Jeffery Auer,³ and the peculiar needs of this study, it was decided that approximately 30 hours of observation in each of the organizations would yield the information desired. The observations were made over a period of three and one-half months with the single periods

²Helen Peak. "Problems of Objective Observation," Research Methods in the Behavioral Sciences, ed. by Leon Festinger and David Katz. The Dryden Press, New York, 1953, pp. 243-300.

³J. Jeffery Auer. An Introduction to Research in Speech. Harper & Brothers, New York, 1959, pp. 159-160.

of observation varying in length from two and one-half to eight hours at a time. The days of the week and the times of day observed varied considerably within the total observation of each organization.

The writer made arrangements in advance with the practitioners. The criterion the practitioners used in determining the time when the observations would take place was knowledge of whether or not they would be in their offices at the time the observation was scheduled to begin.

During the observation period, the writer remained with the practitioner. When the practitioner conferred in the offices of top management about policy, the writer later recorded the practitioner's description of the activity. The writer described the activity, noted the length of time it lasted, indicated whether it was in the "oral," "written," or "other" category, and indicated which of the categories of functions it represented. The time of each activity was rounded to the nearest minute. When an activity lasted less than 30 seconds, it was recorded as 30 seconds.

When the approximately 30 hours of observation were completed, the functions were put into the tables found in Chapter III. Recurring activities are represented on the tables in a single statement. Their times have been added together. For example, if the practitioner was observed talking on the telephone to personal friends on three

different occasions for three, two and one-half, and four minutes, it is represented on the table this way:

"Personal phone calls--not business-related." 10 min.
Of course, the 10 minutes is recorded in the column of the table labeled "oral." In cases where the tallied time of the activity had a fraction, the fraction was rounded to the nearest whole minute.

Comments directed to the observer or introductions of the observer or the study by the practitioner were not timed. It was assumed that the activity preceding the observer-oriented comments and the activity succeeding it would have been juxtaposed had the observer not been present.

It was not always easy to determine into which of the categories a function should be classified. The category of a function was determined by examining the immediate purpose of the activity. For example, if the practitioner talked to an administrator to get information about an innovation in the organization, it would be the immediate use of the results of this encounter which would determine the category of functions into which it would be classified. If the practitioner planned to use the information immediately for a news release, the activity would be part of category C, "Preparation of information for distribution to radio, television, or newspaper (the mass media)." If the practitioner planned only to add the information to his collection of

facts with no immediate use in mind, the activity would be part of category D, "Conferring with company employees in other than an order-giving or order-receiving function."

Checks of Reliability

Introduction

To test the reliability of the observations, three other steps were taken. The writer (1) read the job descriptions of two of the practitioners, (2) compared observation findings with those of a relatively untrained observer, and (3) had the practitioner rank the categories of functions in the order of the time he perceived himself spending on them.

Comparison of Job Descriptions and Observed Functions

Job descriptions of the practitioners at Hallmark and Spencer Chemical were studied. In both cases, examples of all the functions described in the job description were observed by the writer.

Comparison of Observations of an Untrained Observer and of the Writer

The untrained observer was given a fifteen minute explanation of the categories and the functions at the University of Kansas Medical Center which might be a part of the categories. This explanation was made immediately prior to a three-hour period in which both the untrained observer and the writer observed at the Medical Center. Both observers followed the procedures outlined above.

The writer recorded 124 minutes of activities; whereas, the untrained observer recorded 118 minutes of activities. . Four minutes of the six-minute discrepancy were attributed to the lack of minute marks on the timepiece of the untrained observer. The other two minutes involved three short activities which were not recorded by the untrained observer, but which the untrained observer later agreed had happened.

Fifty-nine of the 62 functions observed by both the untrained observer and the writer were placed in the same category. This represents 95.2 per cent agreement. The three activities which were disagreed upon totaled seven minutes in length. One of the activities was a telephone conversation in which the two observers were not aware of the responses of the second person involved, and both had to guess. A second function disagreed upon was described and assigned to a category after hearing the practitioner's description of her encounter with an administrator. The third disagreement in category assignment involved the immediate purpose of a discussion between the Public Relations Director and her assistant.

The untrained observer indicated that she believed her observations would approach those of the writer in subsequent observations of public relations practitioners.

Comparison of the Time Spent Performing Functions in Each Category as Perceived by the Practitioner and Observed by the Writer.

Introduction. The third test of reliability is the comparison of two lists of the functional categories arranged in order of time spent. The left columns in the four sets of letters below represent the ordering of categories of functions by the public relations practitioners according to amount of time spent. The right columns represent the ordering of the categories, according to time spent, as observed by the writer. The circled letters refer to categories which were ranked more than five places apart in the lists. Possible explanations for the discrepancies follow the sets of figures.

<u>Hall-</u> <u>mark</u>	<u>Obser-</u> <u>ver</u>	<u>Med.</u> <u>Center</u>	<u>Obser-</u> <u>ver</u>	<u>Spencer</u>	<u>Obser-</u> <u>ver</u>	<u>Vendo</u>	<u>Obser-</u> <u>ver</u>
C	C	(B)	A	(D)	J	(F)	B
B	A	A	F	E	L	D	J
(M)	G	(D)	C	F	E	E	D
(L)	B	C	P	(C)	G	J	O
(H)	F	F	E	A	O	(L)	E
J	O	H	L	J	F	N	G
D	N	G	N	G	N	P	P
F	J	(P)	H	(B)	D	(I)	K
(A)	D	L	D	(L)	A	G	F
F	Q	N	B	M	C	A	H
N	L	M	M	N	M	(B)	N
(O)	E	J	G	P	P	C	Q
(G)	H	I	Q	H	I	M	A
I	M	(E)	J	(O)	B	(K)	C
K	P	K	P	I	H	(O)	I
P	I	(Q)	I	K	Q	H	L
(Q)	K	Q	K	Q	K	Q	M

A common reason for these discrepancies is probably a difference in interpretation of the meaning of certain

categories by the practitioner and the observer. There are, in several instances, possible explanations which can be given by the writer. These explanations appear below when the practitioners' activities are discussed individually. One general comment can be made, however. In each case there is a discrepancy in the placement of category O, "Miscellaneous." This is probably because of the nebulous description provided by the observer of the activities considered "miscellaneous." Hallmark. In the case of Hallmark, the writer recorded the preparation of playbills, about Hallmark Hall of Fame shows and for distribution to Hallmark accounts, as category A, "Preparation of information for inplant distribution." It could be that this activity is interpreted by the practitioner as "Preparation of information for out-of-plant distribution, other than radio, television, and newspaper," category B.

"Break time," category Q, would have been within the arbitrary five-position range had it been placed ahead of categories I and K, "Performing advertising and/or sales promotion functions," and "Working on the annual report," which are not, according to the job description, ordinary functions of the position held by the practitioner. As the chart indicates, it is a natural action of the practitioners to place category Q at the end of the list.

From conversation with the practitioner, the writer could determine that categories G, H, L and M would probably be ranked differently by the observer and the practitioner.

"Personally representing the company," "Acting as detailmen by providing artwork, photos, etc. for use by individuals other than himself," and "Research in public opinion," are activities which are done sporadically and possibly would not be observed in their usual proportion. "Liaison with hired public relations firm," M, takes place regularly in the morning. The writer observed the Hallmark practitioner only once or twice early enough to observe this activity. Medical Center. As observations never were scheduled in the evening, it is not unusual that category P, "Personal activities which indirectly reflect on the image of the company," should be much more time-consuming for the practitioner at the Medical Center than this study indicates. The writer expected this category to vary considerably in rating in all the organizations.

The cause of the difference between the rankings of category B, "Preparation of information for out-of-plant distribution, other than radio, television, and newspaper," may be similar to the cause for the difference between the rankings of category A at Hallmark. The writer labeled activities in preparation of a bulletin, which goes monthly to all graduates of the Medical Center, as being "Preparation of information for inplant distribution," A, and the Public Relations Director may have considered them, perhaps correctly, to be "Preparation of information for out-of-plant distribution, other than radio, television, and newspaper," B.

The presence of the observer may have altered the results in category D, "Conferring with company employees in other than an order-giving or order-receiving function." On occasion, persons would look into the office and, seeing the observer, would turn away, possibly thinking that someone was already "conferring with" the Public Relations Director.

The Public Relations Director and the writer discussed the difference in the ranking of category E, "Conferring with individuals or groups outside of the company in terms of the policy of the company." The activities which the observer placed in that category, the Public Relations Director would have placed in several other categories. Spencer. At Spencer Chemical, the writer was aware only that the Public Relations Representative, a subordinate to the man observed, spent considerable time performing duties in categories A, "Preparation of information for implant distribution," and B, "Preparation of information for distribution to radio, television, or newspaper." It was unexpected that the practitioner would rank them as high as he did. Thus, this discrepancy appears to be the fault of the length of time observed.

In order to witness a normal amount of the activities of category D, "Conferring with company employees in other than an order-giving or order-receiving function," the writer would probably have needed to observe the Public Relations Director on days when he worked outside of his

office. As was mentioned previously, all production occurs in buildings other than Spencer's business offices.

At the time of the observation, the practitioner indicated that the observer was witnessing an unusual amount of activity in category L, "Research in public opinion." He mentioned that he was using an afternoon to "catch up" on his reading of material from other organizations.

Vendo. It is the opinion of the writer that different interpretations of the meanings of category F, "Administrative functions--giving or receiving orders to or from other employees," and categories A, B, and C, preparation of information for in- or out-of-plant distribution, caused the discrepancy among the rankings at Vendo. Discussion of the content of stories for in- or out-of-plant distribution was recorded by the observer as a function of either A, B, C, or D, "Conferring with individuals or groups outside of the company in terms of the policy of the company," depending on the observed immediate purpose. The Vice President Public Relations may have considered these same activities "administrative," category F.

Categories I and L, "Performing advertising and/or sales promotion functions" and "Research in public opinion," may not have been observed in proportional amounts.

The writer anticipated the discrepancy in K, "Working on the annual report," because the observations were made during the last three months of the year when this activity is usually performed.

CHAPTER III

TABULAR REPRESENTATION OF DATA

The research method described in Chapter II yielded the data which is displayed on the tables of Chapter III. The Introduction is a guide to the use of the tables.

Introduction

Tables I through IV represent the final step described in the "Procedures" section of this study: that of grouping the observed functions according to the company and category. Table I represents, category by category, the functions of the Hallmark practitioner and the time he spent performing them. Table II is a similar representation of observations at the University of Kansas Medical Center. Table III describes observations at Spencer Chemical Division of Gulf Oil Corporation and Table IV, observations at The Vendo Company. The numbers in boxes are the total number of minutes spent in "oral," "written," and "other" activities in the designated category.

Because this is a case study, the primary value is gained through reading the tables. The information in the tables answers the question, "What are the specific functions of a public relations practitioner?" It is this information which could serve as an experiential guide for persons

desiring a public relations career, an idea guide to someone new in the field, or as a curriculum guide for constructing college courses in public relations.

Table V represents the percentage of time spent in activities observed in each of the categories. Reading Table V is a simple method of reviewing the relative amounts of time spent in activities. It also provides assistance in comparing the four organizations observed.

Similar comparisons can be made easily from Table VI regarding the amounts of time spent in "oral," "written," and "other" activities.

In each of the tables, a category is designated by a capital letter and an underlined description of the category. Beneath this heading are a list of observed functions which are considered by the writer to be examples of activities defined by the category.

A list of the categories is found on pages nine and 10.

Additional remarks about the results of the observations appear in "Discussion of the Data," Chapter IV.

TABLE I--HALLMARK

Categorical representation of the observed activities and the time spent doing them by Mr. William Johnson, News Bureau Manager.

		Minutes		
		Oral	Written	Other
A. <u>Preparation of information for implant distribution.</u>				
1.	Telephone discussion with a commercial printer concerning a playbill for a Hallmark sponsored television program. Playbill goes to Hallmark accounts and salesmen.	3		
2.	Reading and making notes from books, files, and clippings in preparation for writing copy for a playbill.			104
3.	Discussing possible sources of information for a story with another writer.	3		
4.	Talking to company personnel on the telephone with the purpose of gathering information for a story.	7		
5.	Talking to the company attorney about legal implications of a story he is planning to write.	6		
6.	Typing notes on readings and interviews and writing the rough draft for a story.		26	
7.	Interviewing company personnel, getting information for a story.	23		
8.	Reading in preparation for writing a story.			35
9.	Giving information to another writer for use in the daily news.	5		
10.	Compiling a list of awards won by Hallmark television shows.	2	5	4
Total Hallmark A		49	31	143

TABLE I--HALLMARK (continued)

		Minutes		
		Oral	Written	Other
B. <u>Preparation of information for out-of-plant distribution, other than radio television, and newspaper.</u>				
1.	Directing employees and photographers in a photo-taking session. The photo is being used to illustrate a story he's writing for a college alumni magazine.	90		
2.	Giving final instructions, via telephone, to Photography Department on the processing of photos to illustrate alumni magazine story.	3		
3.	Writing story for college alumni magazine.		17	
4.	Reading in preparation for writing story for Greeting Card Association.			9
5.	Giving Hallmark information via telephone to writer of a business newsletter.	5		
Total Hallmark B		98	17	9
C. <u>Preparation of information for distribution to radio, television, or newspaper (the mass media).</u>				
1.	Reading to gather background information for a newspaper story he is writing.			90
2.	Discussing possible information sources with another writer.	3		
3.	Talking to persons on the telephone who might have story information.	7		
4.	Telephone discussion with the company attorney about the legal implications of a story he is planning to write for the newspaper.	6		

Hallmark C, continued

Hallmark C. Time spent in "Preparation of information for distribution to radio, television, or newspaper (the mass media)" (continued).

	Minutes		
	Oral	Written	Other
5. Writing rough draft of a newspaper story.		28	
6. Personal interview the purpose of which is to gather information for a story in this category.	23		
7. Talking to newspaper photographer about information and pictures for a Hallmark story the photographer will be in charge of executing.	43		
8. Making arrangements for picture-taking time with a newspaper photographer (on the phone).	4		
9. Reading clips and sorting through cards in preparation for a television presentation on antique cards.			14
10. Discussion with lady in charge of antique cards - in preparation for television presentation.	6		
11. Writing comments for a television presentation.		12	
12. Reading and planning ideas for future television programs.			22
13. Telephone discussion about ideas for future television programs.	5		
14. Telephone discussion concerning the repeat of a press release.	2		
15. Giving information over the telephone to a newspaper reporter in a town where a sub-plant is located.	23		
16. Reading and sorting material to be sent to newspaperman in the town where a sub-plant is located.			14

Hallmark C, continued

Hallmark C. Time spent in "Preparation of information for distribution to radio, television, or newspaper (the mass media)" (continued).

		Minutes		
		Oral	Written	Other
17.	Talking on the telephone to a national television producer about a Christmas card feature someone is doing.	13		
18.	Talking to another employee, arranging for her to make a television appearance.	2		
Total Hallmark C		137	40	140

D. Conferring with company employees in other than an order-giving or order receiving function.

1.	Exchanging business views with a man from subsidiary firm.	2		
2.	Exchanging business views with another writer.	7		
3.	Discussion of a new publication idea with a writer.	5		
4.	Reviewing in plant publication story (already published) with a writer.	6		
5.	Getting the reaction of an employee concerning a story about him.	4		
6.	Discussion with a person from another department concerning a joint publication project.	2		
7.	Conversation with passer-by about the new position of another employee	12		
8.	Discussion with writer about a departmental communication problem.	11		

Hallmark D, continued

Hallmark D. Time spent in "Conferring with company employees in other than an order-giving or order-receiving function" (continued).

		Minutes		
		Oral	Written	Other
9.	Making arrangements over the telephone to present an idea conceived by a lady outside the company.	1		
10.	Presentation of the above lady's idea to the company employee best able to evaluate it.	13		
11.	Discussion with another public relations employee concerning the recent reviews of a television presentation.	1		
12.	Discussion with passer-by about a misprinting of some cards and the solution which was decided upon.	6		
13.	Writing memo to proper employee about a new advertising idea for Hallmark outlets that have eating facilities.		2	
Total Hallmark D		70	2	0
E. <u>Conferring with individuals or groups outside of the company in terms of the policy of the company.</u>				
1.	Answering a telephone inquiry about a Hallmark publication which is distributed free in all outlets.	2		
2.	Answering requests for free cards.		10	
3.	Reading a letter of complaint.			1
4.	Writing an answer to a letter of complaint about press kit distribution.		5	
5.	Writing a letter of inquiry about unmarked merchandise sent to Hallmark.		5	

Hallmark E, continued

Hallmark E. Time spent in "Conferring with individuals or groups outside of the company in terms of the policy of the company" (continued).

		Minutes		
		Oral	Written	Other
6.	Reporting to a lady whose original idea could not be used.		5	
7.	Answering telephone question about the art work which the company displays.	5		
8.	Answering telephone inquiry about where to get products advertised on a television show.	5		
9.	Reading brochures about an international sale in France which is selling Hallmark products.			5
Total Hallmark E		12	25	6
F. <u>Administrative functions - giving or receiving orders to or from other employees.</u>				
1.	Conferring with the Public Relations Director - his immediate supervisor - reporting - getting assignments - discussing new ideas.	45		
2.	Talking to secretary - giving instructions - answering questions - receiving information - signing letters, etc.	42		
3.	Reporting to the Director of Advertising and Sales Promotion on certain projects of the company in which he has a hand.	12		
4.	Reading in preparing for a presentation to the Director of Advertising and Sales Promotion.			5
5.	Writing a memo to the Public Relations Director.		2	
Hallmark F, continued				

Hallmark F. Time spent in "Administrative functions - giving or receiving orders to or from other employees" (continued).

		Minutes		
		Oral	Written	Other
6.	Reading a memo of approval from the Director of Advertising and Sales Promotion.			1
7.	Writing a memo of report to the Director of Advertising and Sales Promotion.		15	
8.	Getting the telephone approval of the Public Relations Director for an activity.	1		
Total Hallmark F		100	17	6
G. <u>Personally representing the company - guests, television, etc.</u>				
1.	Making arrangements by telephone for a Hallmark visitor he will host.	4		
2.	Arranging with television technicians and being interviewed on the air.	27		
3.	Waiting for his turn to be on the air at the television station.			45
4.	Giving a tour to men from another organization which is collaborating with Hallmark on a project.	45		
5.	Eating lunch with men from another organization which is collaborating with Hallmark on a project.			65
Total Hallmark G		76	0	110

TABLE I--HALLMARK (continued)

		Minutes		
		Oral	Written	Other
H.	<u>Acting as a detailman by providing art-work, photos, etc. for use by other individuals than himself.</u>			
1.	Telephone conversations either receiving or making request for photos to be used by others.	13		
2.	Writing requests for photos for others.		4	
3.	Reading and sorting through personal files to find detail material for others.			10
4.	Person-to-person conversations about detail material for others.	11		
Total Hallmark H		24	4	10
I.	<u>Performing advertising and/or sales promotion functions.</u>			
Total Hallmark I		0	0	0
J.	<u>Taking charge of special projects of the company.</u>			
1.	A telephone conversation confirming some arrangements for the United Fund Campaign.	2		
2.	Conversation about a special election ordered by the president of the company in which employees indicate their preference of facades for a new store the company is building.	14		
3.	Over-seeing the actual voting described above.	24		

Hallmark J, continued

Hallmark J. Time spent in "Taking charge of special projects of the company" (continued).

		Minutes		
		Oral	Written	Other
4.	Discussing the problems of a mass mailing for a Poetry Contest with secretary.	5		
5.	Talking to officials of another organization with whom Hallmark is sponsoring the above-mentioned Poetry Contest.	5		
6.	Giving food and gifts to an adopted needy family.	20		
7.	Discussing the layout for the program to be given at a business party given by the company president.	2		
8.	Reading information about a contest in which he will enter a Hallmark product.			2
Total Hallmark J		72	0	2
K. <u>Working on the annual report.</u>		Total Hallmark K		
		0	0	0
L. <u>Research in Public Opinion.</u>				
1.	Reading clippings about Hallmark products or projects released from his office or from the hired public relations firm.			32
2.	Receiving clipping from another employee.	2		
3.	Reading publications of other organizations.			5
4.	Reading magazine article mentioning Hallmark.			5
5.	Reading local newspapers.			8
Total Hallmark L		2	0	50

TABLE I--HALLMARK (continued)

		Minutes		
		Oral	Written	Other
M. <u>Liaison with hired public relations firm.</u>				
1.	Telephone conversation with representative of hired public relations firm about current activities.	13		
2.	Writing a confirmation of activities to the hired public relations firm.		17	
Total Hallmark M		13	17	0
N. <u>Organizing and planning activities.</u>				
1.	Reading, with the main purpose organizing and planning further activities.			11
2.	Sorting and filing materials.			51
3.	Writing notes to himself about future activities.		7	
4.	Oral planning with his secretary.	6		
Total Hallmark N		6	7	62
O. <u>Miscellaneous</u>				
1.	Answering telephone calls for someone else.	6		
2.	Incomplete telephone calls, destination unknown to observer.	6		
3.	Personal phone calls - not business related.	19		
4.	Activities of a personal nature.			15
5.	Traveling between Hallmark and engagements away from the plant.			58
Total Hallmark O		31	0	73

TABLE I--HALLMARK (continued)

		Minutes		
		Oral	Written	Other
P.	<u>Personal activities which indirectly reflect on the image of the company.</u>			
1.	Telephone discussion concerning a lecture he will give at the Jewish Community Center.	8		
2.	Talking to a visitor who is arranging for him to give a lecture at a local university.	2		
Total Hallmark P		10	0	0
Q.	<u>Break time.</u>			
Total Hallmark Q		0	0	59

TABLE II--UNIVERSITY OF KANSAS MEDICAL CENTER

Categorical representation of the observed activities and the time spent doing them by Miss Helen Sims, Public Relations Director.

		Minutes		
		Oral	Written	Other
A. <u>Preparation of information for implant distribution.</u>				
1.	Planning with assistant the contents of the publication to all medical personnel.	5		
2.	Reading and gathering materials in preparation for writing stories.			61
3.	Gathering information by telephone for writing stories.	6		
4.	Writing and revising stories.		92	
5.	Organizing implant information for future reference.			2
6.	Discussion with assistant about implant publications - progress of plans, new ideas, information on hand, etc.	70		
7.	Making telephone arrangements for photos to accompany stories.	4		
8.	Interviewing a patient and his doctor for a story.	25		
Total				
Med. Center A		110	92	63
B. <u>Preparation of information for out-of-plant distribution, other than radio, television, and newspaper.</u>				
1.	Proof-reading bulletin to be sent to people interested in dietetics.			10

Med. Center B,
continued

Med. Center B. Time spent in "Preparation of information for out-of-plant distribution, other than radio, television, and newspaper" (continued).

		Minutes		
		Oral	Written	Other
2.	Searching for address of a lady who needs to be informed about a grant.			2
3.	Telephoning information to a woman who has a new publication.	9		
Total Med. Center B		9	0	12
C. <u>Preparation of information for distribution to radio, television, or newspaper (the mass media).</u>				
1.	Discussion with assistant about the technicalities of upcoming news releases.	12		
2.	Reading daily hospital record in case of news queries or to search for information which should be released to the press.			27
3.	Contacting administrators concerning press releases (getting more information, approval for, etc.)	2	12	
4.	Contacting the local newspaper about a press release or answering queries from the newspaper about possible stories.	32		
5.	Writing stories for newspaper release.		69	
6.	Reading and gathering accumulated information and photos about the Medical Center's projects with other medical institutions in the area - for a press release.			19
Med. Center C, continued				

Med. Center C. Time spent in "Preparation of information for distribution to radio, television, or newspaper (the mass media)" (continued).

		Minutes		
		Oral	Written	Other
7.	Reading for information which she will give to newspaper reporter so that he can prepare a release faster.			3
8.	Telephoning an unidentified individual so that he will cooperate with the questions of a reporter	1		
Total Med. Center C		47	81	49
D. <u>Conferring with company (organization) employees in other than an order-giving or order-receiving function.</u>				
1.	Telephone calls from nurses, doctors, and other sources giving her information she might use as director of the office of Informational Services.	9		
2.	Talking to a doctor about the procedure for mailing brochures.	5		
3.	Advising a man on the wording of a letter.	10		
4.	Helping a secretary find the meaning of an unusual word.	2		
5.	Discussing information from encounters in this category with assistant.	6		
6.	Advising a lady on joining an organization.		2	
7.	Advising student yearbook editor.	2		
8.	Reading confidential letter from an employee committee of which she is an ex-officio member.			1
Med. Center D, continued				

Med. Center D. Time spent in "Conferring with company (organization) employees in other than an order-giving or order-receiving function" (continued)..

		Minutes		
		Oral	Written	Other
9.	Discussion about ordering procedures for materials she needs.	2		
10.	Discussion with a doctor about a new, continuous project of providing personalized folders for new personnel and guests.	3		
11.	Discussion about how to publicize an upcoming Center social event.	3		
Total Med. Center D		42	2	1
<u>E. Conferring with individuals or groups outside of the company (organization) in terms of the policy of the company (organization).</u>				
1.	Discussion with assistant about an answer to a complaint from an outside group about the tour service of the Medical Center.	10		
2.	Discussion with a public relations director from another medical center about the newspaper release of a joint endeavor.	64		
3.	Reading the statement of the above joint endeavor.			3
4.	Reading request for information from a prospective student.			4
5.	Discussion with lady from outside the organization who wants to sell her organization's product in the hospital gift shop.	10		
Total Med. Center E		84	0	7

TABLE II--UNIVERSITY OF KANSAS MEDICAL CENTER (continued)

		Minutes		
		Oral	Written	Other
F. <u>Administrative functions - giving or receiving orders to or from other employees.</u>				
1.	Talking to a lady who is interested in doing volunteer work.	45		
2.	Giving directions to or receiving reports from assistant on various phases of the work of their office.	11		
3.	Reading the work of assistant.			1
4.	Reading directive on a possible story from head administrator.			5
5.	Signing letters.		2	
6.	Reading personnel management materials which she will use for switchboard employees of whom she is in charge.			18
7.	Discussions, both telephone and person-to-person having to do with her management of the switchboard (personnel problems, etc.)	51		
8.	Talking to lady in charge of Volunteer Services (also under her guidance).	35		
9.	Discussion with a delivery man about office supplies.	1		
10.	Reporting to or receiving information from administrators.	7		
11.	Discussion with Gray Ladies who are helping in her office.	4		
12.	Attending meeting for all people in charge of payroll sheets - on new procedure.			84
Total Med. Center F		154	2	108

TABLE II--UNIVERSITY OF KANSAS MEDICAL CENTER (continued)

		Minutes		
		Oral	Written	Other
G. <u>Personally representing the company (organization) - guests, television, etc.</u>				
1.	Telephone discussion with someone interested in tours.	1		
2.	Giving tour to a lady who wishes to do volunteer work.			15
Total Med. Center G		1	0	15
H. <u>Acting as a detailman by providing artwork, photos, etc. for use by individuals other than herself.</u>				
1.	Telephone request for pictures for the student yearbook.	1		
2.	Looking for the above requested pictures.			8
3.	Giving information on printing to the Women's Auxiliary.	2		
4.	Giving technical information about "detail" materials over the telephone.	1		
5.	Choosing and ordering folders to hold apropos information for new doctors and visiting dignitaries.	42		
Total Med. Center H		46	0	8
I. <u>Performing advertising and/or sales promotion functions.</u>				
Total Med. Center I		0	0	0

TABLE II--UNIVERSITY OF KANSAS MEDICAL CENTER (continued)

		Minutes		
		Oral	Written	Other
<u>J. Taking charge of special projects of the company (organization).</u>				
1.	Telephone call about the Christmas tree in the lobby which she was in charge of having installed.	4		
2.	Checking a display of deans in the library for which she supplied the photos.			1
3.	Arranging for a color transparency display which the Medical Center will have at the National Air and Space Agency convention.	6		
Total Med. Center J		10	0	1
<u>K. Working on the annual report.</u>				
Total Med. Center K		0	0	0
<u>L. Research in public opinion.</u>				
1.	Gathering information from administrators for future use - files.	50		
2.	Reading pamphlet of another organization.			27
3.	Reading news releases - filed.			2
4.	Discussion with assistant about new information for files.	1		
5.	Reading the newspaper.			1
Total Med. Center L		51	0	30

TABLE II--UNIVERSITY OF KANSAS MEDICAL CENTER (continued)

		Minutes		
		Oral	Written	Other
M. <u>Liaison with hired public relations firm - in this case with University Relations office on the main campus.</u>				
1. Talking to a representative from the university endowment association (primarily a friendly visit to keep "the road open" for other, more business-like contacts).		20		
Total Med. Center M		20	0	0
N. <u>Organizing and planning activities.</u>				
1. Reading mail and sorting it into "action" piles, planning between activities - filing.				57
2. Discussion with assistant about day's activities.		14		
Total Med. Center N		14	0	57
O. <u>Miscellaneous.</u>				
1. Incompleted telephone calls.		5		
2. Checking with service men on maintenance.		11		
3. Listening to radio for election results.				2
4. Talking to people in the organization about non-organization matters.		25		
5. Telephone calls in which the caller was unknown to the observer.		8		
6. Telephone calls for someone else.		6		

Med. Center O,
continued

Med. Center O. Time spent in "Miscellaneous" (continued)

		Minutes		
		Oral	Written	Other
7.	Talking to people prior to the beginning of a meeting.	24		
8.	Walking to different parts of the plant.			26
Total Med. Center O		79	0	28
P. <u>Personal activities which indirectly reflect on the image of the company (organization).</u>				
1.	Writing a bulletin for Women's Chamber of Commerce of which she is an officer.		5	
2.	Telephoning about Chamber of Commerce activities.	2		
Total Med. Center P		2	5	0
Q. <u>Break time.</u>				
Total Med. Center Q		0	0	13

TABLE III--SPENCER CHEMICAL DIVISION GULF OIL CORPORATION

Categorical representation of the observed activities and the time spent doing them by Mr. Kenneth Murphy, Public Relations Director.

		Minutes		
		Oral	Written	Other
A. <u>Preparation of information for in-plant distribution.</u>				
1.	Telephone conversations about a story one of the Spencer plants would like to place in an in-plant publication of Gulf Oil.	11		
2.	Reading proof pages of Spencer News - put out by his office.			4
3.	Writing an announcement to all sub-plants about the Spencer change of name.		14	
4.	Discussion with writer about the Spencer change of name.	7		
5.	Discussion with writer about new channels Spencer News will go through because of merger.	20		
6.	Discussion with writer about information to give to Gulf officials.	3		
Total Spencer A		41	14	4
B. <u>Preparation of information for out-of-plant distribution, other than radio, television, and newspaper.</u>				
1.	Handling request from another firm to use the Spencer name in an article they're writing for their own company publication.	1		2
		Spencer B, continued		

Spencer B. Time spent in "Preparation of information for out-of-plant distribution, other than radio, television, and newspaper" (continued).

		Minutes		
		Oral	Written	Other
2.	Dictating an answer to an organization requesting information about Spencer for use in their publication.		5	
3.	Discussion with writer about what to tell another firm which wants to do a story on a Spencer plant which burned.	4		
Total Spencer B		5	5	2
C. <u>Preparation of information for distribution to radio, television, or newspaper (the mass media).</u>				
1.	Discussion with writer about newspaper, staff-written story which will mention Spencer.	7		
2.	Discussion with writer about news release on newly purchased plant.	5		
3.	Giving local newspaper reporter information on a Spencer product over the telephone.	3		
4.	Telephone call to another plant employee relaying the message that he should call a newspaper reporter to give him latest information on a Spencer product.	5		
5.	Discussion with an advertising man about ideas for a Spencer-sponsored newspaper column.	10		
6.	Telephone conversation with a local television station about coverage for a chemical convention.	16		
Total Spencer C		46	0	0

TABLE III--SPENCER CHEMICAL DIVISION GULF OIL CORPORATION
(continued)

	Minutes		
	Oral	Written	Other
D. <u>Conferring with company employees in other than an order-giving or order-receiving function.</u>			
1. Giving opinion of action regarding an unclear letter to someone in another department.	6		
2. Discussing an announcement which should be made (from the point of view of someone in another department.)	2		
3. Discussion about ways to let the city know how Spencer feels about some up-coming legislation.	10		
4. Checking a policy question with secretary.	1		
5. Telephone discussion about the location of something.	1		
6. Dictating answer to a request from one of the sub-plants.		7	
7. Discussion about a contribution to a particular organization.	4		
8. Dictating letter to give his opinion on the proposed membership of a sub-plant in a particular organization.		4	
9. Discussion with the employee relations man on a common project - brochures for colleges.	5		
10. Telephone discussion of dinner entertainment for farm customers wives with man at a sub-plant.	5		
11. Giving information over the telephone about future visitors.	1		
Spencer D, continued			

Spencer D. Time spent in "Conferring with company employees in other than an order-giving or order-receiving function" (continued).

		Minutes		
		Oral	Written	Other
12.	Discussion about the best mailing procedure for some public relations materials.	3		
13.	Discussion with an advertising man on an unidentified picture.	1		
14.	Giving requested information to a senior vice-president over the telephone.	1		
15.	Discussion with writer on approaches to information distribution in areas where new Spencer plants are located.	6		
16.	Discussion with writer about problems caused by misprint in a story.	12		
17.	Making appointments for this type of discussion with other company men.	3		
Total Spencer D		61	11	0
E. <u>Conferring with individuals or groups outside of the company in terms of the policy of the company.</u>				
1.	Activities to authorize or refuse requests for contributions from outside organizations.	11	14	7
2.	Answering telephone inquiry about Spencer products advertised in a particular magazine.	2		
3.	Activities concerning membership and membership dues in various organizations for all the Spencer plants.	16	15	7

Spencer E,
continued

Spencer E. Time spent in "Conferring with individuals or groups outside of the company in terms of the policy of the company" (continued).

		Minutes		
		Oral	Written	Other
4.	Checking on appointment with free-lance publicity man.	1		
5.	Discussions about publicity with free-lance publicity man.	23		
6.	Telephone request to Chamber of Commerce to list a Spencer-related man for speaking engagements during his stay in Kansas City.	3		
7.	Requesting one of Spencer customers to send a product to a school teacher in the Phillipines.		4	
8.	Discussion with local National Association of Manufacturers representative about their activities in relation to Gulf.	55		
Total Spencer E		111	33	14
F. <u>Administrative functions - giving or receiving orders to or from other employees.</u>				
1.	Reading writer's story in order to approve it.			5
2.	Discussion with writer about things he should do and/or hearing his reports.	34		
3.	Reporting to or receiving instructions from immediate supervisor.	58		
4.	Assigning duties to and receiving reports from secretary.	11		
5.	Reading, checking, and signing letters completed by secretary.			9
Total Spencer F		103	0	14

TABLE III--SPENCER CHEMICAL DIVISION GULF OIL CORPORATION
(continued)

		Minutes		
		Oral	Written	Other
G. <u>Personally representing the company - guests, television, etc.</u>				
1.	Making arrangements with or for man who is visiting as a company guest.	12		
2.	Attending Kansas City Public Relations Society meeting as Spencer representative.			110
Total Spencer G		12	0	110
H. <u>Acting as detailman by providing artwork, photos, etc. for use by other individuals than himself.</u>				
1.	Telephoning to locate Spencer trademark to be used in a display of an outside organization.	3		
2.	Telephoning to locate picture of a new storage bin to send to firm whose product was used to build the bin.	4		
Total Spencer H		7	0	0
I. <u>Performing advertising and/or sales promotion functions.</u>				
1.	Activities leading to the accrual of advertisements to send to Spencer sub-plants for the annual business edition of newspapers in their particular areas.	10		3
Total Spencer I		10	0	3

TABLE III--SPENCER CHEMICAL DIVISION GULF OIL CORPORATION
(continued)

		Minutes		
		Oral	Written	Other
J.	<u>Taking charge of special projects of the company.</u>			
1.	Approving the expense account of the Junior Achievement adviser.		1	
2.	Telephoning to make arrangements with employees concerning a dinner at which Spencer will be represented.	20		
3.	Thinking, looking, and telephoning for a gift for a retiring employee.	4		45
4.	Discussion about a scrapbook to give an employee who is leaving the company.	28		
5.	Attending a dinner for a retiring employee.			100
6.	Writing letter of inquiry to people who have been receiving a desk pad set as a gift from Spencer.		9	
Total Spencer J		52	10	145
K.	<u>Working on the annual report.</u>			
Total Spencer K		0	0	0
L.	<u>Research in public opinion.</u>			
1.	Reading newspapers for Spencer news.			14
2.	Reading publications of other organizations looking for news of general business interest.			133
3.	Reading Gulf publications.			7

Spencer L,
continued

Spencer L. Time spent in "Research in public opinion"
(continued).

		Minutes		
		Oral	Written	Other
4.	Reading press releases from company offices.			3
5.	Reading a speech given by an executive - to keep in information file.			2
6.	Reading community relations survey results.			3
Total Spencer L		0	0	162
M. <u>Liaison with hired public relations firm - in this case liaison with Gulf Public Relations office.</u>				
1.	Reading a release from the Gulf Public Relations office - their method of keeping all regional offices informed.			8
2.	Exchanging information by telephone with Gulf Public Relations office.	7		
3.	Writing a letter to Gulf to see if they're interested in sponsoring a car in a national hot rod race - the suggestion of an employee.		8	
Total Spencer M		7	8	8
N. <u>Organizing and planning activities.</u>				
1.	Sorting through letters and planning appropriate answers.			53
2.	Organizing daily activities.			36
3.	Reorganizing budget file.			8
Total Spencer N		0	0	97

TABLE III--SPENCER CHEMICAL DIVISION GULF OIL CORPORATION
(continued)

		Minutes		
		Oral	Written	Other
<u>O. Miscellaneous.</u>				
1.	Talking to company members or friends about subjects not related to the business.	28		
2.	Traveling between encounters.			45
3.	Incompleted phone calls.	5		
4.	Waiting for parties to be reached when placing calls.			18
5.	Phone calls in which the purpose was not determined by the observer.	5		
6.	Personal phone calls.	19		
Total Spencer O		57	0	63
<u>P. Personal activities which indirectly reflect on the image of the company.</u>				
1.	Coordinating United Fund activities as a "colonel" in charge of a large area.	16		
2.	Reading United Fund material.			1
Total Spencer P		16	0	1
<u>Q. Break Time.</u>				
Total Spencer Q		0	0	7

TABLE IV--THE VENDO COMPANY

Categorical representation of the observed activities and the time spent doing them by Mr. Alex Izzard, Vice President Public Relations.

		Minutes		
		Oral	Written	Other
A. <u>Preparation of information for inplant distribution.</u>				
1.	Discussion about the number of end-of-the-year mailings to have printed.	1		
2.	Telephone discussion to check for more information to include in the end-of-the-year mailing.	7		
3.	Proof-reading the end-of-the-year report before it is printed.			3
Total Vendo A		8	0	3
B. <u>Preparation of information for out-of-plant distribution, other than radio, television, and newspaper.</u>				
1.	Answering telephone request for information about Vendo.	3		
2.	Reading story done by freelancer to go over his by-line (planning revisions.)			30
3.	Researching in his files with a freelancer for information for story on company museums.			60
4.	Discussion with freelance writer about what could be included in the above story.	60		
5.	Discussion with freelance writer about a script to be used at several conferences.	60		
Total Vendo B		123	0	90

TABLE IV--THE VENDO COMPANY (continued)

		Minutes		
		Oral	Written	Other
C. <u>Preparation of information for distribution to radio, television, or newspaper (the mass media).</u>				
1.	Telephone discussion giving newspaper reporter the Vendo point of view for a business story he's writing.	5		
2.	Checking photo to be used in the newspaper.			1
Total Vendo C		5	0	1
D. <u>Conferring with company employees in other than an order-giving or order-receiving function.</u>				
1.	Telephone discussion about the advisability of a contribution.	6		
2.	Discussing the facts of a television show with the possible public relations implications for Vendo as the main point.	6		
3.	Telephone discussion of the p.r. implications of the above television show.	14		
4.	Discussion of the overseas market with another employee.	1		
5.	Advising man on an interview technique in a particular instance.	7		
6.	Checking on the readiness of an innovation which his department can promote.	3		
7.	Conferring with writer on the possible market for some stories.	3		

Vendo D, continued

Vendo D. Time spent in "Conferring with company employees in other than an order-giving or order-receiving function" (continued).

		Minutes		
		Oral	Written	Other
8.	Discussion with writer on new ideas for public relations stories (creative purpose).	80		
9.	Discussing, on the telephone, a new film with another member of management.	2		
Total Vendo D		122	0	0
E. <u>Conferring with individuals or groups outside of the company in terms of the policy of the company.</u>				
1.	Talking to an insurance man about a machine which was stolen from the Vendo collection of antique vending machines.	65		
2.	Handling requests for contributions from outside organizations.	1		1
3.	Calling other firms to locate a man who can translate Japanese.	5		
4.	Asking man who heads an association to which Vendo belongs to check a Vendo display in another city.	13		
5.	Dictating letters to firms or people who are doing extra writing or art work for Vendo.		16	
6.	Talking to artist on the telephone about a project she is doing for Vendo.	4		
Total Vendo E		88	16	1

TABLE IV--THE VENDO COMPANY (continued)

		Minutes		
		Oral	Written	Other
F. <u>Administrative functions - giving or receiving orders to or from other employees.</u>				
1.	Instructions to writer or artist on work they are doing (wording, layout, quality of paper, etc.) for which he has final say.	36		
2.	Instructions to film librarian.	3		
3.	Instructions to secretary.	7		
4.	Telephone discussion about a new secretary he'll have.	1		
5.	Telephone discussion of a prospective employee he's helping to recruit because he knows him.	6		
6.	Paper work concerning the prospective employee he's helping to recruit.		2	
7.	Making telephone arrangements for his immediate superior to go over the draft of a report.	1		
Total Vendo F		54	2	0
G. <u>Personally representing the company - guests, television, etc.</u>				
1.	Telephone conversation to see if another employee can meet a guest of his.	1		
2.	Lunching with Vendo foreign sales representatives.			75
Total Vendo G		1	0	75

TABLE IV--THE VENDO COMPANY (continued)

		Minutes		
		Oral	Written	Other
H.	<u>Acting as a detailman by providing artwork, photos, etc. for use by other individuals than himself.</u>			
1.	Discussions about samples of paper for an annual letter to be sent to stockholders.	11		
2.	Looking at pictures requested by outlets.			16
3.	Arranging to deliver library material to another office.	1		
4.	Discussion with librarian about appropriate slides to fill a request	1		
5.	Choosing slides for in plant sales convention.			12
6.	Discussion to arrange the use of negatives for a company film.	12		
7.	Going over color proofs with printer - decision on paper weight and quantity.	3		
Total Vendo H		28	0	28
I.	<u>Performing advertising and/or sales promotion functions.</u>			
Total Vendo I		0	0	0
J.	<u>Taking charge of special projects of the company.</u>			
1.	Telephone discussion having to do with a committee he's on which gives an award to an outstanding businessman.	15		
2.	Handling tickets to current Kansas City events.	9		8
Vendo J, continued				

Vendo J. Time spent in "Taking charge of special projects of the company" (continued)

		Minutes		
		Oral	Written	Other
3.	Taking care of arrangements for Vendo's possible sponsoring with other firms of a chair of economics at a university.	1		2
4.	Planning a coin collection display which a higher administrator wants mounted into a wall hanging (layout, color, caption, etc.)	40		7
5.	Checking a display at the city building which is using some Vendo equipment.			25
6.	Reading draft of invitation to opening of a Canadian outlet.			8
7.	Discussion of a speech a man will give at the opening of the Canadian outlet	5		
8.	Telephone discussion about the antique vending machines collection.	10		
Total Vendo J		80	0	50
K. <u>Working on annual report.</u>				
1.	Telephone and person-to-person discussions in planning the annual report.	52		
2.	Reading the copy and layout for the annual report.			10
3.	Writing on the annual report.		6	
Total Vendo K		52	6	10
L. <u>Research in public opinion.</u>				
Total Vendo L		0	0	0

TABLE IV--THE VENDO COMPANY (continued)

		Minutes		
		Oral	Written	Other
M.	<u>Liaison with hired public relations firm.</u>			
	Total Vendo M	0	0	0
N.	<u>Organizing and planning activities.</u>			
1.	Reading through mail and sorting left-over duties into piles, preparing materials for filing, etc.			54
	Total Vendo N	0	0	54
O.	<u>Miscellaneous.</u>			
1.	Arranging transportation for a visiting writer.	4		
2.	Discussion with staff on non-business topics.	15		
3.	Incompleted telephone calls - destination unknown to observer.	11		
4.	Personal telephone calls.	6		
5.	Telephone calls for someone else.	1		
6.	Travel between engagements.			75
	Total Vendo O	37	0	75
P.	<u>Personal activities which indirectly reflect on the image of the company.</u>			
1.	Contacting someone who might help in a youth ranch project.	5		
2.	Discussion with other board members of a youth ranch.	70		
	Total Vendo P	75	0	0

TABLE IV--THE VENDO COMPANY (continued)

		Minutes		
		Oral	Written	Other
Q. <u>Break Time</u>	Total			
	Vendo Q	0	0	15

TABLE V

PERCENTAGE OF TIME SPENT IN FUNCTIONS IN EACH CATEGORY
BY EACH PRACTITIONER

This is a summary of the data in Tables I through IV and can be used to compare the activities of the observed practitioners.

Total Minutes Observed	1530	1243	1239	1099
Category	HALLMARK	MED. CENTER	SPENCER	VENDO
A. Information for implant distri- bution	14.5	21.3	4.8	.1
B. Information for out-of-plant distribution-- not for the mass media	8.1	1.7	.097	19.3
C. Information for distribution to the mass media	20.7	14.2	3.7	.06
D. Conferring with company employees --not order giving or receiving	4.7	3.6	5.8	11.1
E. Conferring with persons outside the company in terms of policy	2.8	17.3	13.8	9.6
F. Administrative functions	8.0	21.2	9.4	5.1
G. Personally repre- senting the company	12.1	1.3	9.8	6.9
H. Acting as detail- man	2.5	4.4	.06	5.1

TABLE V (continued)

I. Performing advertising and/or sales promotion functions	0	0	.1	0
J. Taking charge of special projects of the company	4.8	.85	16.7	11.8
K. Working on the annual report	0	0	0	6.2
L. Research in public opinion	3.4	6.5	13.1	0
M. Liaison with hired public relations firm	2.0	1.6	.2	0
N. Organizing and planning activities	4.9	5.7	7.8	4.9
O. Miscellaneous	6.8	8.6	9.7	10.2
P. Personal activities reflecting on company	.7	.6	.14	6.8
Q. Break time	3.9	1.1	.06	1.4

TABLE VI

PERCENTAGE OF TIME SPENT IN "ORAL," "WRITTEN,"
AND "OTHER" ACTIVITIES (AS DEFINED ON PAGE 7)
BY EACH PRACTITIONER

The value of the ability to communicate, especially
to communicate orally, is shown by this Table.

Company	Total Minutes	% Oral	% Written	% Other
HALLMARK	or. 700 wr. 160 ot. 670	45.75	10.46	43.79
MEDICAL CENTER	or. 669 wr. 182 ot. 392	53.82	14.64	31.54
SPENCER	or. 528 wr. 81 ot. 630	42.62	6.54	50.85
VENDO	or. 673 wr. 24 ot. 402	61.24	2.18	36.58

CHAPTER IV

DISCUSSION OF THE DATA

(1) It is possible to use the case study method to study the functions of public relations practitioners. This is shown by the information gathered and exhibited in the tables of the preceding chapter. In most instances the writer was aware of the continuity of activities from one observation period to the next. Public relations practitioners seem to have many projects which are pending at a given moment. The writer observed some projects in various stages of development, from beginning to end.

(2) Table VI reveals the importance of oral and written communication to the public relations practitioner (one-half to two-thirds of total time on the job). Knowledge of communication procedures seems to be a prerequisite to holding a public relations position.

(3) One must be able to type in order to obtain a public relations position. All of the practitioners observed had done more writing in the positions which they held prior to their current positions, although this generalization is not true for public relations offices with more than three or four practitioners. Persons with

skills other than writing, perhaps speaking, are hired in larger offices.

(4) Grouping of various categories caused the writer to conclude that the "second person hired in a public relations office" (Hallmark) and a practitioner in "a one-man office" (Medical Center) will do more writing and less talking than a Public Relations Director with a staff (Spencer) or a Vice President Public Relations (Vendo). This generalization is made by adding the percentages of time spent in categories A, B, and C ("Preparation of information for inplant distribution," "Preparation of information for out-of-plant distribution, other than radio, television, and newspaper," and "Preparation of information for distribution to radio, television, or newspaper") and comparing them to the totals obtained when adding the percentages of categories D and E ("Conferring with company employees in other than an order-giving or order-receiving function" and "Conferring with individuals or groups outside of the company in terms of the policy of the company"). This relationship becomes more clear when Spencer's categories B and C are increased and Vendo's category B is decreased according to the practitioner's own observations described on page 20 of this study. This contrast is emphasized in an examination of the "% written" column of Table VI, page 66.

(5) The activities of public relations practitioners vary according to the division of labor within an organization

and the type of organization. This is discovered when a single category of duties is examined for the four companies (Table V). It is also evident when one notes, on Table V, that some categories are not represented in all the observed organizations.

(6) It may be a characteristic of service organizations to let the public contact the organization rather than vice versa. This generalization is made when examining category G, "Personally representing the company - guests, television, etc.," on Table VI, it is noted that the percentage of time spent by the practitioner at the Medical Center is lower than the percentage of time spent in this category by the other practitioners.

(7) It may be that functions which are out of the ordinary are more often performed by the person in charge of the public relations function and that more common activities are delegated to subordinates. Activities in category J, "Taking charge of special projects of the company," occurred more often at Spencer and Vendo than at Hallmark and the Medical Center. This situation would need further study for a conclusion to be drawn. Another explanation, for the results in this category, might be that a service organization, for instance a hospital or an educational institution, does not have as many special projects of a public relations nature as privately owned organizations do.

(8) It seems that if the observation time is constant, the number of discrepancies between the observer's and the practitioner's evaluations of time spent per category will be constant. In the reporting of the reliability results, page 20, five, six, or seven discrepancies of ranking were noted in all four organizations.

Limitations of this Study

In addition to the limitations caused by inherent human frailties, there is demonstrated, in the explanation of the comparison of time spent per category as perceived by the practitioner and observed by the writer, page 21, a need for more explicit description of some of the categories. Category 0, "Miscellaneous," is the most obvious of these. Completely reliable results could not be obtained without constant surveillance of a single practitioner.

The tabular representation of data does not allude to the number of interruptions experienced by the observed practitioners. During the observation made by the untrained observer and the researcher, 62 activities were recorded in approximately 124 minutes. The average length of time that the practitioner worked without interruption was two minutes.

Suggestions for Further Studies of Public Relations
Practitioners

An attempt to define some of the categories more clearly would be helpful to all subsequent study of the functions of public relations practitioners. Other studies following this same research design, but lasting different lengths of time, would verify an ideal observation time for this type of case study. Finally, a comparison of this study's findings to the findings of subsequent studies of this nature would help to establish the validity of the findings.

BIBLIOGRAPHY

BIBLIOGRAPHY

- Auer, J. Jeffery. An Introduction to Research in Speech. Harper & Brothers, New York, 1959.
- Cutlip, Scott M. and Center, Allen H. Effective Public Relations. Prentice-Hall, Inc., New Jersey, 1958.
- Dissertation Abstracts. University Microfilms, Michigan, 1961-1965.
- Henderer, Frederic R. A Comprehensive Study of the Public Relations Practices of Six Industrial Corporations. University of Pittsburgh Press, Pennsylvania, 1956.
- Hiebert, Ray Eldon. "Public Relations Education in American Colleges and Universities." Public Relations Society of America, New York, 1964.
- Lesly, Philip. Public Relations Handbook. Prentice-Hall, Inc., New Jersey, 1962.
- Neaderhiser, I. Joyce. "A Study to Determine Courses a Student at the University of Kansas Could Take in Preparation for a Career in Public Relations." Unpublished research report distributed by The Communication Research Center, The University of Kansas, 1964.
- Peak, Helen. "Problems of Objective Observation." Research in the Behavioral Sciences, ed. by Leon Festinger and Donald Katz, The Dryden Press, New York, 1953.
- Thayer, Lee O. Administrative Communication. Richard D. Irwin, Inc., Illinois, 1961.

APPENDIX

APPENDIX A

Questionnaire Used in 1964 Study

PUBLIC RELATIONS QUESTIONNAIRE

Please feel free to go beyond the limits of the questions or the space provided by writing on the back or attaching an extra sheet. You need not attach your name to your answers.

1. From your position in the field of public relations, what would you say is the general purpose of public relations?
2. What are the duties of the position which you hold?
(Will you please be as specific as possible. Recalling your job description will probably be of help.)
3. What background experience (personal or job experiences, education, etc..) do you feel helped you most in preparation for the duties of your position?
4. What type of courses at the college undergraduate and graduate level do you feel would be most beneficial for someone who is interested in working in a public relations position?
5. Do you know of any training programs for people in public relations?
6. Please specify the type of company for which you work.

Thank you very much.