

# News & Views

Volume 47, Issue 6

June 2001

## MONTHLY PROGRAM

June 15

### LOCATION

Tremont Hotel  
Tremont Street, Boston

### PROGRAM

Daylong session  
Lunch, keynote presentation  
Workshops

### TOPIC

"The Strategic Online  
Seminar"

### PRESENTERS

PR NEWS

### COST

\$100 Discount available to  
PRSA/Boston members

### RESERVATIONS

888 707-5814

## 'Getting strategic online' plus c-note discount color June PR News program

To make the most of public relations in the Internet age, PR News is presenting, "The Strategic Online Communications Seminar" on June 15 at The Tremont Hotel on Tremont Street in Boston. PRSA Boston, an educational sponsor of this event, has been able to arrange for you to get a \$100 discount. To register, go to <http://www.prandmarketing.com/seminars/prsf/index.html> and enter special code AU1121 so you can receive the special rate.

Leading communicators from The Horn Group, Vocus, Medialink, Monsanto, MarketingSherpa.com, Weber Shandwick Worldwide and more will be speaking at this event.

Morning sessions include:

- The Communicator's Role in Interactive PR: Strategies that Work.

- Moving the Needle: Making Your Online Media Relations More Meaningful.

In the afternoon, attendees will enjoy a luncheon and keynote presentation followed by:

- Online Crisis Management: Taming the Interactive Beast.
- Interactive Labs, attendees have the choice of sitting in on three of the following:
  1. Creating and Implementing an Online Budget.
  2. Email Communications Strategies.
  3. Investor/Financial Relations Online.
  4. Media Relations Online.
  5. Web Design and "Stickiness" Strategies.
  6. Maximizing the Agency/Client Relationship.
  7. High-tech 101:

From Webcasts to Cyberchats to Virtual Messaging.

8. Launches: From New Products to Campaigns.

The labs run concurrently, enabling attendees to choose whichever three they wish.

Sponsors and educational supporters include; MediaLink, RedHerring, Miller Shandwick Technologies, Weber Shandwick Worldwide, Biz360, Media Map, Press Access, PRSA Boston, min's New Media Report, PR Newswire, Vocus, The Weber Group and BPCC.

For more information, visit: [www.prandmarketing.com/seminars/prsf/index.html](http://www.prandmarketing.com/seminars/prsf/index.html). Or call 888/707-5814 to register or contact [mporinchak@pbimedia.com](mailto:mporinchak@pbimedia.com).

visit: [www.prandmarketing.com/seminars/prsf/index.html](http://www.prandmarketing.com/seminars/prsf/index.html). Or call 888/707-5814 to register or contact [mporinchak@pbimedia.com](mailto:mporinchak@pbimedia.com).

—Diane Schwartz  
Publisher, PR NEWS

**Deadlines**  
**Everyone's participation in News & Views is encouraged.**

**Deadline for text is the 21st of the month prior to press.**

# Who remembers our primary obligation?

Why do we belong to PRSA? Networking. Professional development. Friendship. Conferences. Tactics. Resume building. Whatever the motivation, each of us opts for membership in return for professional and/or personal benefits?

What, if anything, do we owe in return, beyond our annual dues?

The Society's Board of Ethics and Professional Standards offers this strikingly simple response: "The primary obligation of membership in the Public Relations Society of America is the ethical practice of Public Relations."

"The primary obligation." Not an obligation. The primary obligation. Beyond professional development. Beyond participation. Beyond public service.

So when was the last time you even thought about your obligation? If you're like me, you probably noticed the previous Code of Professional Conduct inside the front cover of the PRSA/Boston membership directory. If you're an APR, you studied the Code prior to the written and oral exams. And you probably know that the PRSA Assembly approved a new Member Code of Ethics six months ago.

So, how well are you fulfilling your primary obligation as a Society member?

If you're like me, this obligation is - at best - an afterthought. You've probably forgotten that you and I pledged to abide by the Member Code of Ethics and the procedures for its enforcement. Yet, if you're

## Ethics Matter By Steve Quigley

like me, you value and support the idea of clear and meaningful ethics guidelines. You want to belong to a profession with a strong and deserved reputation for honesty and professionalism. You probably regard yourself as a reasonably ethical practitioner but know of others who may be less so. You probably looked upon the previous Code (if you ever looked at it) as a mix of apple pie, motherhood and vague complexity. And you rarely - if ever - feel the benefits and constraints of our Code of Ethics in your daily professional life.

The new Member Code of Ethics is very different from the previous code. Gone is the emphasis on enforcement. (Although the Society retains the right to bar or expel any individual convicted in a court of law for an action that violates the Code or sanctioned by a government agency.) Instead, the new Code spells out the universal values that inspire ethical behavior. The new Code presents specific principles and standards to guide our decisions and actions. The new Code also provides concrete examples of improper conduct.

So, now that the Society has provided us with a new and better Member Code of Ethics, should we assume that each of us will begin to make more ethical decisions? That our colleagues will join us in setting daily examples of professionalism and ethical conduct? That our neighbors will increasingly regard us as honest advocates who serve

the public interest?

Hardly. We know - better than most - that words and policies alone, however eloquent, rarely change perception or behavior. We know that the new Member Code of Ethics must impact our individual needs and motivations before it will help guide our day-to-day practice and decisions.

Where do we go from here?

If you are already fulfilling your primary obligation as a member of PRSA, please help the rest of us join you. Contact PRSA Boston. (Feel free to contact any member of the PRSA Boston board, including Steve Quigley at [stevequigley@mediaone.net](mailto:stevequigley@mediaone.net).) Send us your stories, your suggestions and your advice as to how we can forge a more meaningful connection between you, the Code and the ethical practice of public relations.

If you haven't read the new Member Code of Ethics, you'll find it in your copy of PRSA's Blue Book and online at [www.prsa.org/codeofethics](http://www.prsa.org/codeofethics). Read it. Then, let us know if/how the Chapter can help you fulfill your primary obligation as a member.

—Steve Quigley is a member of the board of PRSA Boston and chair of the Communications Committee.

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Got something to say?

Your views welcome

Send them to:

[Effjaysullivan@mediaone.net](mailto:Effjaysullivan@mediaone.net)

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# Bob Frause offers ethical considerations

**B**ob Frause, APR and Fellow PRSA, has overseen the organization's effort to revise its Code of Ethics. Here, he answers a few questions about the process, and what ethics means to all PR professionals.

**Q: Congratulations on forging the new PRSA Code of Ethics. I know you've been at this for quite a while. Why has the board pressed so hard for a new code?**

A: This is my 11<sup>th</sup> year on the Board. Over time, the Board realized that the previous model was unworkable - particularly the enforcement component. We were presented with a number of very strong cases of what appeared to be clear and significant violations of the Code. But the cases fell apart. We

couldn't obtain the information we needed. There were too many loopholes. It was too easy to play games and too easy for attorneys to rip us apart. So we began moving toward this new model about five years ago. Since then, we've received a great deal of support for a new and more effective code.

**Q: What's it going to take to make this Code work?**

A: Perhaps the most important step is building strong local

## Ethics Matter By Steve Quigley

chapter support. Our plan calls for creating an ethics officer for each chapter. Ethics officers will sponsor training - particularly as part of the APR process - and ethics programs. Each district will also be assigned a PRSA Fellow who will serve as a district ethics advisor and a member of the Board of Ethics and Professional Standards will be assigned as a liaison to each district.

**Q: Clearly, the new code is designed to be more easily applied to "real world" situations.**

***There were too many loopholes ... it was too easy to play games.***

***What else are you doing to connect the Code to everyday practice?***

A: We're building a body of knowledge based on the ethics questions and dilemmas we receive from members. Those questions and the Board's official responses will be posted on our database and made readily available to all members. Our goal is to backfill each of the six principles in the Code with as many practical questions and official opinions as possible. To

date we've received 25-30 good ethics-related questions, which will be on the database along with our responses.

**Q: What should members do now if they have questions related to ethics?**

A: Members can either email me directly at Bfrause@frause.com or call me at 206-352-6402. Members can also reach the Board via askbeps@prsa.org. We will respond promptly to member inquiries with an interpretation of the Code. All inquiries are strictly confidential. The core ethical issues raised through member inquiries will be posted on the database, along with our response.

**Q: Any patterns emerging from the types of ethics inquiries you've received to date?**

A: Many inquiries are related to disclosure of information - such as revealing the identity of the source behind a so called "front group." The new Code states that members "shall" reveal the identity, whereas before the Code stated that members "should be prepared to..." Protecting the free flow of information is another very trouble-prone area. On the issue of gifts, the new code states clearly that significant gifts are not acceptable.

# PRSA choosing future leaders July in Chicago

CHICAGO – The National Nominating Committee to Meet in Chicago July 27-29

The 2001 Nominating Committee will meet in Chicago to determine the future leadership of our Society. This year's Chair is Samuel L. Waltz Jr., APR, Fellow PRSA.

The Committee will have the responsibility for the following nominations which will be recommended to the Assembly meeting in Atlanta on October 27, 2001: Chair-Elect,

Treasurer, Secretary, six directors-at-large (four for three-year terms and two for two-year terms), and three assembly delegates at large.

In accordance with a recent by-law change that will gradually move the term of the director-at-large from two years to three years, the following procedure, approved by the 2000 Assembly, will be followed for director-at-large terms.

Four of the six directors-at-

large elected this year will serve three-year terms (2002-2004), and two directors-at-large will serve two-year terms (2002-2003). The four Directors elected to represent districts will serve three-year terms. The three Assembly delegates-at-large and the one Canadian delegate-at-large will serve one-year terms (2002).

Four of the six Directors who are chosen this year must come from the following districts, whose representation is expiring at the end of

2001: Southeast, Southwest, Sunshine, Western.

The officers and the other two directors-at-large may come from any district.

The deadline for recommending potential candidates is June 14, 2001.

We hope every member will participate in the nominating process. You can do this by either becoming a candidate (if eligible) or by recommending outstanding eligible candidates to the committee.

The PRSA Bylaws require that

directors-at-large be members who are accredited and have participated in at least one Assembly as a voting delegate or have served as a chapter president or a district, section or National Committee chair.

The first step in the process is to simply identify potential candidates. Please submit the names of members who might be qualified and may be interested. As you do so, information packets will be sent that outline the specifics of the nominating process.

Submitting a name does not imply that the person will be a candidate, only that they will be asked to be a candidate. The process is confidential, so you will not be identified as the nominator (unless, of course, you choose to share that yourself). Please send the names of those you think might be good candidates to: Samuel L. Waltz, APR, Fellow PRSA, Chair - Nominating Committee, PRSA, 33 Irving Place, New York, New York, 10003-2376, or e-mail sam.waltz@prsa.org

**June 14 is deadline  
for nominations**

## *Which way to the beach? News & Views taking the summer off*

The issue you're reading now will be the last News & Views for the summer, as the publication goes on its annual two-month hiatus. News & Views will return in September.

During the interim, submissions to the publication will be accepted at: effjaysullivan@mediaone.net.

The totally electronic format, unveiled in April, will continue in the fall. To that end, the PRSA Boston chapter is still updating e-mail and fax lists, in an effort to alert members of each forthcoming issue.

If you believe you're one of the missing contacts, please get in touch with Chapter Administrator Paul Wetzel at 617-451-9663, or e-mail him at wetzelpaul@msn.com, and give him the appropriate information.

Typically, News & Views will be available for viewing and printing at [www.prsaboston.org](http://www.prsaboston.org), in both HTML and pdf file format.

The last time the chapter tested its e-mail system, it found that approximately one in every 20 members

# PRSA Boston grant gives Borland a hand

**P**amela Mae Borland, the first winner of the PRSA Boston Grant, has a schedule that makes you want to take a deep breath.

During the school year, the Emerson College public relations major holds down a 3.52 grade average while working on PRSSA events and working up to 25 hours a week babysitting through a temp agency. She'll be even busier during her senior year, as she was recently elected president of the Emerson chapter.

Summer brings no rest for the weary, as she works 50 to 55 hours a week at a Portland, Maine, hotel.

All the toil goes toward putting herself through Emerson, where tuition, room and board total \$30,000 a

year. Pam has a scholarship, but still has to come up with most of the dough herself.

Though our \$1,000 grant only puts a small dent in her bill, Pam is thrilled with it.

"It's extremely helpful—it's

*Emerson College PRSSA prez works 55+ hours a week in Portland, Maine hotel to save for tuition*

\$1000 less I have to work for. I'm extremely thankful to PRSA Boston, and I'm glad I applied," says Pam, who's a native Parisian—of

South Paris, Maine, that is.

"Pam's a terrific, take-charge kind of person,"

says Kirk Hazlett, the Boston Chapter's PRSSA liaison. "She's energetic, totally focused and an all-around nice person. As president of the Emerson chapter, she'll be a great asset for PRSSA. The Emerson chapter has a great tradition, and she'll help them continue it.

chapter's director of public relations and its national liaison to PRSA and PRSSA. She started the chapter's newsletter, planned Networking Night and helped five students attend the National Assembly in New Orleans.

Pam hopes to work in nonprofit PR when she graduates.

In her application, Pam wrote that she has clear objectives in the study of public relations: to promise to never stop learning; to gain as much hands-on experience as possible; to build relationships with industry professionals; to be president of Emerson College PRSSA for 2001-02; and to be proactive in getting what I want out of my college experience.

It's clear she's already well on her way to realizing all her goals.

PRSA Boston will be accepting application for its 2002 grant starting next January.

*—Stimpson chairs PRSA Boston's Endowment Committee.*

**By Henry Stimpson, APR**  
*Stimpson Communications*

*'Pam's a terrific, take-charge kind of person. She's energetic, totally focused and an all-around nice person.'*

**—Kirk Hazlett, PRSSA liaison**

Among her achievements, Pam recently orchestrated the most recent regional PRSSA meeting, which drew 60 students from Simmons, Boston University and Emerson.

She has served as the Emerson

What's your story?

Get it in News & Views. Send it to: [effjaysullivan@mediaone.net](mailto:effjaysullivan@mediaone.net) by Aug. 21.

# *May PRSA program covered anti-MCD combat*

Organizational change brings on MCD, "mad change disease," says Patrick McGee, Fellow, PRSA and senior counsel with McGee Consulting Group. MCD causes people to build up antibodies to change, because they've seen one too many mergers that unravel, business plans that never happen, and stops and starts that frequently arise from the latest flavor of organizational change or business buzzword.

Pat is a member of the 21<sup>st</sup> Century Change Management Team launched and coordinated by Jackson Jackson & Wagner, the Exeter, NH-based Behavioral Public Relations & Management Consulting firm. The program, "Stimulating Change in Resistant Organizations," was jointly developed and presented by the Boston and Yankee chapters of PRSA and was first presented to a standing-room-only crowd at PRSA's National Conference last October.

The 21<sup>st</sup> Century Team presented a four-step model for managing change, and discussed how they've helped clients conduct stakeholder research, develop strategic change management plans, and successfully implement them among myriad stakeholders, from employees ("I'll just wait this one out.") to neighborhood groups ("Not in my backyard.").

## **Strategic Model**

The model includes:

- Anticipation — deal with expectations, respond to rumors, seek input, and set expectations
- Announcement and immediate aftermath — determine who will make it, when, and where; train managers to deal with the pre-mourning process; establish 800-number or other mechanism to deal with feedback and control rumors
- Catharsis or Mourning — honor the past even while it's changing, ensure this phase cascades throughout the organization, determine symbolic event or action to get beyond mourning and ensure this period is kept short
- Get on With It — return survivors to productivity through symbolic actions, sensitize them to

the reason for change, and provide training on new systems, procedures, processes that will help to ensure success for the individual and the organization

**By Barbara Wellnitz, APR**  
*Principal, The Wellnitz Group*

While the seminar focused primarily on the massive changes in the recently deregulated utilities industry, the principles conveyed are easily transferable to other industries and situations. The 21<sup>st</sup> Century Change Management Team discussed how research, counsel and facilitation created effective programs to shepherd organizations through change.

## **Case Histories**

Ann Getman presented the case history of a northwest investor-owned utility that planned to keep its nuclear plant online for the full term of its approved, 15-year license, while neighborhood groups wanted it closed down immediately. Through community reconnaissance research, her team was able to identify common ground among the stakeholders that led to a negotiated settlement to accelerate the phase out of the nuclear plant, protect investors, and plan for a more varied resource mix.

Internal communications included a clear, concise statement of strategy and overview of the process to all employees and board members and newsletter to keep employees informed, give them a voice, and encourage feedback to managers. External communications included periodic press conferences, community meetings, a resource library for all documents that was open to the press and community, and continuous offline discussions between the counseling team and advisory group participants to anticipate issues and help to address and defuse them.

Robin Schell presented the case of a national emergency medical services company that had experienced rapid growth through a series of acquisitions, including finally being acquired by a parent company not in the health care industry. The strategy was to use research to identify the key issues and build a better understanding of the company's

*(Continued on page 9)*

### **Freelance Consultants: Northwestern Mutual**

The Northwestern Mutual Financial Network is seeking part-time, freelance consultants in Boston, who have strong backgrounds and experience working in the Public Relations field. Candidates will be required to work 20 hours a month representing local offices. Duties will include: developing and implementing a public relations plan, handling media relations and implementing the tools available through the public relations division at the home office. Qualified applicants will have a bachelor's degree in mass communications or a related field and five or more years of experience in public relations. Candidates should be experienced in media relations and have strong writing skills. Knowledge of the financial services industry is a plus. Please send resumes to: Karen Skibba, Northwestern Mutual, Communications Dept., Rm. 112, 720 E. Wisconsin Ave., Milwaukee, WI 53202; fax at (414) 299-2463; or e-mail (preferred) to [karenskibba@northwesternmutual.com](mailto:karenskibba@northwesternmutual.com)

**Director, Media Relations: WPI**  
Worcester Polytechnic Institute (WPI) has an exciting opportunity available for a director of media relations in Development and University Relations. The successful candidate will direct a strategic program of media and public relations aimed at enhancing the University's national name recognition and reputation. Will promote WPI's people, programs and accomplishments to the news media and other key audiences to support such critical functions as: undergraduate and graduate enrollment, faculty recruitment, development and research sponsorship. Qualifications: bachelor's degree, preferably in a field of com-

## **June Professional Connections**

munications, science or technology; at least 10 years of experience in journalism and/or media or public relations; ability to work in an academic environment, where success is often the result of cooperation; demonstrated writing and editing skills are essential, as is the ability to set priorities, manage multiple tasks and meet deadlines; familiarity with the Associated Press Style Manual. Skill in photography is advantageous.

Competitive compensation and an excellent benefits package include health insurance, family tuition reimbursement and generous vacations. Interested candidates should submit a cover letter and resume referencing position #494 to: WPI, Human Resources, Box PRSA, 100 Institute Road, Worcester, MA 01609-2280. You may fax your information to (508) 831-5715, or email: [human-resources@wpi.edu](mailto:human-resources@wpi.edu). To learn more, visit the WPI website at <http://www.wpi.edu/Admin/HR/Jobs>. No phone calls, please.

### **Writer/Editor:**

#### **Newton-Wellesley Hospital**

Requirements: 5-7 years experience writing marketing communications. BS in journalism, communications or related field. Job Summary: Write and edit internal and external communications including: employee newsletter, service line brochures and fact sheets; develop copy for marketing communications including direct mail, advertisements (print & radio) and website. Must be able to work independently and juggle multiple projects. Should possess good interviewing skill, the ability to work with a variety of people is critical.

Please reply to:  
Johanna Raifman

Employment Specialist  
Newton-Wellesley Hospital  
2014 Washington Street  
Newton, MA 02462  
e-mail: [hr.raij@nwh.org](mailto:hr.raij@nwh.org)  
fax: (617) 243-6876

### **Billing Supervisor:**

#### **Agnew, Carter, MS&L**

Basic function: Handles all aspects of client billing. Serves as backup to accounts payable specialist and reports to senior vice president of finance. Responsibilities include all aspects of client billing, including review and distribution of monthly pre-bills, client summary spreadsheets, employee expense reports, general ledger coding, petty cash. Also, will supervise the accounts payable specialist. Minimum requirement: Associates degree plus 2 years experience in related field. Must be detail oriented, deadline driven and knowledge of Microsoft Word and Excel.

Send resume with cover letter via mail or e-mail to: Carol J. Garrity, Vice President of Human Resources and Operations, Agnew, Carter, MS&L, 222 Berkeley Street, Boston, MA 02116, Email: [carol.garrity@ac-mslpr.com](mailto:carol.garrity@ac-mslpr.com)

### **Account Supervisor: Agnew, Carter MS&L**

Agnew, Carter, MS&L is recruiting an Account Supervisor to manage large, multi-faceted consumer goods account. Seeking a strategic thinker with strong account service, media relations and writing skills. Must have experience managing budgets and juggling multiple projects as well as proven track record with team building/staff development. Agency experience preferred. Interested candidates please

*(Continued on page 8)*

## Taking a position

The Boston chapter now has a positioning statement. The Board discussions have been going on since late last year. Board members contributed more than a dozen statements and under the leadership of Ann Getman we were able to put our pride of authorship aside and review four finalists. The winner is...



### Letter from the President *Howard Sholkin*

guide present and future leaders to plan and implement programs that emphasize key phrases: professional standards, ethical public relations, professional development, and career advancement. What do you think about this statement?

I'd like to write about two tenets of our new positioning statement. We held our first professional development program of the year in May. A story on it appears elsewhere in this issue

of News & Views. Senior practitioners led an interactive discussion of leading change and overcoming obstacles to it.

Most practitioners are surrounded by change these days and at times struggle with how to deal with it both professionally and personally. Despite this compelling topic only a few dozen people attended the morning program.

Professional development programs that are longer, more in-depth, and more costly attract a smaller turnout than monthly events. What should we be doing differently?

Finally, I'd like to make a few comments about career advancement. In a column early this

***Most practitioners are surrounded by change these days. Despite this, only a few dozen people attended May's professional development program.***

*"PRSA Boston is a professional association that provides programs, services and resources to members to reinforce professional standards, promote the practice of ethical public relations, and provide tools for professional development and career advancement."*

This positioning statement is a good start, but open for debate and modification. It will help

## June Professional Connections

*Continued from Page 6*

send resume and cover letter to Carol Garrity, Agnew, Carter, MS&L, 222 Berkeley St., Boston, MA 02116. Email: carol.garrity@ac-mslpr.com.

### **Writer, Marketing Executive: Ellsworth Group**

Base Range: \$40-50,000. Bonus: None. Location: Boston. Industry: Management Consulting. Job Description:

Write marketing related material for print media/press releases, newsletters, etc.

Manage issues-based market research programs under the supervision of a Marketing Manager.

Produce promotional material such

as case studies and capability statements (involving editing to house-style standards, proof reading, and managing print production).

Provide support on press launches and help implement media relations programs.

Plan, manage invitations, work with consultants to produce conference, seminars, and event material, and track follow-up.

Knowledge of print and production processes.

Excellent proofing and writing. Basic knowledge of MS Access and standard MS office programs.

\*\*email resume to:

rkelly@ellsworthgroup.com

year I mentioned how the slowing economy had not affected public relations. It's time to change that assessment.

In the past few months, area agencies and corporations have been laying off staff in response to the worst economic downturn in almost 10 years. Though jobs are not nearly as plentiful as a year ago, understanding, advice, and encouragement should not be in short supply for our peers who are dealing with career changes.

Do you have any stories that you'd like to share regarding someone who helped you or suggestions for a practitioner dealing with a job search?

Please let me know your thoughts to any of the above questions at hsholkin@mediaone.net or 978 625-4518.

## PRSA offers 'anti-MCD' training

(Continued from page 6)

future through involvement of employees from the division level up. Her group began with 58 individual interviews to identify top issues important to each location, evaluate management and employee understanding of the mission, values and goals of the company, and allow constructive catharsis.

Research found that the organizational structure was ineffective. Division managers agreed to a series of 28 "vision groups" at company locations across the country, with a broad representation of employees, who provided feedback on the company's strengths and their ability to live up to its values. Management identified the issues that could be addressed right away, those that could be tackled in the long term, and the issues they could not address, and why. The end result was that the organization was restructured and communication systems revamped.

Roger Stephenson discussed results achieved with a 65-year-old power generation and transmission organization that also happened to be responsible for navigation and flood control on a river. The company COO was the out-in-front champion for the program, because he envisioned a system for cultivating stakeholder relations and improving internal communication. No system existed for anticipating and communicating about how emerging issues would affect the various stakeholders: 10,000 employees, a large network of

retirees and millions of customers.

Action steps included a stakeholder relations team of individual "issue owners," responsible for building relationships with critical audiences, conveying consistent messages, and fostering bottom-up communication. Team members are also doing qualitative research as a baseline for measuring improved stakeholder relationships. A critical result: no federal deregulation legislation has been passed, although there is a possibility that may happen in future. In the meantime, the company is educating stakeholders and employees — as ambassadors for the company — about the ways deregulation can affect the organization.

### **If Not Us, Then Who?**

As the 21<sup>st</sup> Century Change Management Team emphasized, public relations practitioners are change agents, in charge of managing relationships. Practitioners have the training, background and skill set to affect and manage behavioral change in organizations. We are the logical choice for conducting the primary research needed in these situations and developing the strategic plans to act on the research findings.

We are, according to Pat McGee, the people who understand that the absence of information creates the opportunity for misinformation.

For more information, go to [jjwpr.com](http://jjwpr.com) or call Robin Schell at 603-778-1220.

## Your letters

### Martin on the move

Dear Friends:

It is with great pleasure that I inform you of my new position as the deputy director of communications for the Department of Economic Development, the state agency in Massachusetts that is responsible for job creation and economic development in the Commonwealth.

I will handle a variety of responsibilities as they relate to increased publicity for the agency and its offices.

These offices include:

- Massachusetts Office of Business Development
- Massachusetts Office of Travel and Tourism
- State Office of Minority and Women Business Assistance
- Massachusetts Office of International Trade and Investment
- Massachusetts Office of Film and Video
- I will also serve as Director of Communications for the Office of Business Development.

It has been a sincere pleasure working with each of you for the past two years in my former position as public relations manager for The Salvation Army State Headquarters.

I look forward to keeping in contact with each of you and will forward my new information when I am settled in my office.

Sincerely,  
Tina Martin  
Deputy Director of  
Communications  
Massachusetts Department of  
Economic Development