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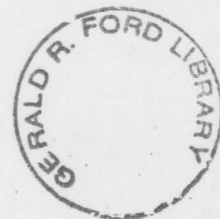
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STRENGTHENING ADMINISTRATION COMMUNICATIONS



December 1971



STRENGTHENING ADMINISTRATION COMMUNICATIONS

Under the guidance of Herbert G. Klein, Director of Communications, the Nixon Administration has made significant progress in upgrading the public affairs activities of the Executive Branch, and thereby the public's access to information. The Administration-wide communications impact has been greatly increased through such vehicles as direct mailings, briefings, placing Administration spokesmen on TV and radio shows, the scheduling of traveling Administration officials to gain maximum exposure, and preparation of special magazine and newspaper articles. The Administration has performed these and other communications services in a most innovative and effective way. Nevertheless, as 1972 approached, it was appropriate to review the Administration-wide communications apparatus to determine whether additional improvements could be made.

Consequently, a study was initiated with two basic purposes: (1) to review the domestic Departments' communications capabilities to see how they could be strengthened, and (2) to determine whether the procedures for coordinating Departmental communications activities by the White House could be improved. The study was conducted by a team of communications specialists, Des Barker, DeVan Shumway, Al Snyder, and Stan Scott, and was coordinated by Bill Horton. Recommendations will be reviewed by an advisory group chaired by Herb Klein and consisting of Chuck Colson, Ron Ziegler, John Scali, and Fred Malek. To assist the advisory group, this study team report discusses the study's scope and interim results, outlines our major conclusions and recommendations and suggests implementation steps.

SCOPE OF STUDY AND INTERIM RESULTS

In gathering needed information, the team reviewed the communications capabilities of each domestic Department. Because the same major problems existed in virtually every domestic Department, time was not taken to review the Agencies. Nevertheless, because of the recurring pattern found in the Departments, we feel confident that our conclusions apply to the Agencies as well.

SCOPE OF DEPARTMENTAL REVIEWS

The Departmental reviews were designed to identify the most important improvement opportunities while minimizing disruption to the

team's members' normal responsibilities. Consequently, the team focused upon the Office of the Secretary level rather than trying to examine the extensive sub-Agency and regional operations. In each Department, the following areas were reviewed:

- Organization and Management: Capability and sufficiency of staff, allocation of staff resources to high payoff areas, planning in order to be on the offensive rather than merely reacting to events and inquiries, degree of control exercised over informational activities, and procedures for coordinating Department-wide communications.
- Media Liaison: Ability and imagination in serving the media: print, special interest, electronic, and minority; regularity of news conferences, and effectiveness of publications.
- Support Operations: Mailing capability, scheduling Administration spokesmen to achieve maximum exposure, writing capabilities, and monitoring of events and potential communications problem areas.
- General Effectiveness: Highlighting of Presidential leadership and achievements, quality of information outputs (publications, press releases, radio and TV feeds, etc.), and coverage received.

Each domestic Department was visited by the team and follow-up interviews held with the appropriate public affairs offices. The team also reviewed typical samples of each Department's publications, press releases, films, radio and TV feeds to evaluate quality and to determine whether the President was sufficiently highlighted. Finally, the Departments' capabilities were tested in the course of the day-to-day dealings with the White House communications staff.

INTERIM RESULTS

In the course of conducting the study, some progress was made in strengthening communications effectiveness. For example, the working relationship between the White House and the domestic Departments has been improved simply by the new communications staff members in the Departments and the White House getting to know one another. (Six of the nine top public affairs officials were appointed within the year, and most of these have hired new staff members.) This improved relationship



undoubtedly contributed to orchestrating quickly and effectively the multi-Department communications activities associated with Phase I of the New Economic Policy.

The Departments have been more responsive in carrying out White House requests. For example, Secretary Romney announced the recent highly favorable housing start figure (normally released by the Bureau of the Census), associating this positive story with the President. Secretary Butz reinforced the President's statement calling for prompt enactment of the emergency strike legislation. Three Departments promptly provided public affairs staff to the Conference on Aging when asked to do so by the White House. Departmental performance has improved in writing op ed pieces and signed articles. There is better coordination in scheduling major press conferences, placing Administration spokesmen on national TV, and briefing columnists and editorial boards.

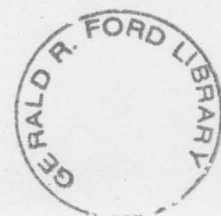
Stan Scott's participation created an increased awareness of the minority media needs and opportunities which has resulted in a substantially increased coverage of the Administration's accomplishments. Also, following Al Snyder's suggestion, some Departments have already upgraded their Spotmaster radio feeds.

Consequently, substantial progress has been achieved. However, the potential is considerably greater, as is discussed in the following section.

MAJOR CONCLUSIONS

Although the team observed a wide variation of effectiveness between Departments, it also found a recurring pattern of strengths and weaknesses. This report focuses on the weaknesses, since these are the areas requiring action. However, some mention should be made of the relatively strong points.

The liaison with the print and special interest media is generally fair to good. Facilities for printing and distribution of releases are adequate. Although few Department heads give regular press conferences, they are generally available to the press. With some exceptions noted subsequently, the publications are generally adequate. Some Departments have an effective employee newsletter which should serve as models for those Departments not having one. All Departments send relevant materials to special interest media and assist on developing feature stories of interest to their specialized audiences.



The support operations are good to excellent throughout the Administration. Most Departments use mailing effectively, although some saturate when targeting would be more effective. Also, most have a speakers bureau to coordinate speaking invitations, but too few do a good job in scheduling spokesmen to gain maximum exposure while on trips. Monitoring building issues, attacks, and coverage received is usually good.

With one possible exception discussed subsequently, the team felt that the top Departmental public affairs officials were quite adequate. However, since most are recent appointees, these evaluations are based on limited evidence and are subject to possible revision.

The weaknesses and recommended remedial actions are covered in more depth. To facilitate review, the major items have been extracted from the host of relatively less important ones. These major items fall into two groups -- those which pertain to virtually every domestic Department and those pertaining to individual Departments.

ADMINISTRATION-WIDE WEAKNESSES

There are four major weaknesses in the Administration-wide communications activities:

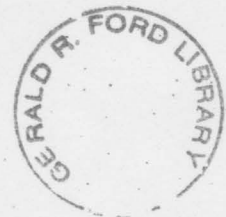
- Failure to highlight the President's leadership.
- Reacting too much to day-to-day inquiries and events, rather than planning ahead to create opportunities and systematically amplify positive stories.
- Poor liaison with the electronic media.
- Poor liaison with the minority media.

Each of these is discussed below.

Failure to Highlight Presidential Leadership

The Departments virtually ignore the President in their various communications activities. The team reviewed samples of news releases, radio and TV feeds, publications and films, and rarely found mention of the President or his leadership. Examples follow.

Of those news releases identified by the Departments to be the most important, only 10% mention the President's involvement or leadership.



One Department prints a monthly magazine, a weekly newsletter, and a monthly employee newsletter. In the team sampling, only five of the forty-seven features in these publications contained any mention of the President or the Administration. Similarly, in the same Department's two-year report outlining its achievements, the President was not even referred to other than mentioning that the report was occasioned by the end of the first two years of the Nixon Administration. Of those few Departments which have developed systematic communications plans, only one mentions the desirability of highlighting the President's leadership in the area. The radio and TV feeds monitored in the sample rarely even mentioned the President.

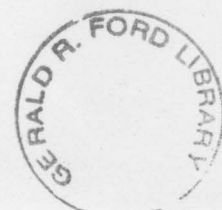
This problem was discussed at a recent Cabinet meeting by John Scali who stressed the need for highlighting the President and defending the Administration. John is also holding follow-up meetings with individual Cabinet officers. Nevertheless, this important point deserves further emphasis and monitoring by the White House to assure satisfactory Departmental performance.

Recommendation. It should be reiterated to the Cabinet officers and their public affairs officials that the President must be associated with every major positive announcement and that the President and his leadership should be discussed prominently in Departmental electronic media feeds, publications and films. (Suggested steps to achieve this are discussed in the section on implementation.) Departmental performance on this score should be spot checked and appropriate action taken with those public affairs officials who fail to perform. These spot checks would be conducted in conjunction with the monitoring procedures discussed in the next recommendation.

Reacting Rather Than Creating Opportunities

The Departmental communications staffs tend to devote most of their time to reacting to day-to-day events and inquiries rather than creating opportunities and amplifying positive stories through the media.

There are three basic reasons for this weakness. First, there is little effective planning. Although most Departments project their news activity for a week or so in advance, few systematically try to anticipate major communications opportunities or problems in sufficient time to initiate appropriate action. Few Departments have communications plans for handling major initiatives, and the planning that did exist was usually weak.



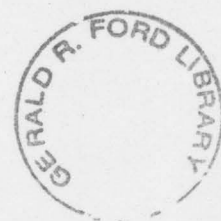
The second reason is the lack of sophistication on how to amplify a major story other than holding a press conference. The Departmental public affairs officials are certainly intimately familiar with the techniques, e. g., providing TV and radio actualities, mailings, editorial board briefings, feeding background information to columnists, wire services, etc. Nevertheless, the Departmental public affairs officials seldom coordinate and utilize these techniques to their full potential. Of those releases identified by the Departments to be the most important, over 85% were issued as a press release without any further amplification.

The third reason is less pervasive, but nonetheless significant. Some Departmental public affairs officials do not clearly understand their communications priorities from the point of view of the President. Instead of concentrating on a few high priority issues to handle well, they tend to give equal treatment across the board and wind up not being truly effective on any issue.

Recommendation. The White House monitoring of Departmental communications activities should be augmented to (1) establish communications activity standards for each Department, (2) assign priority issues of particular interest to the President, (3) charge the Departments with planning ahead on these priority issues, and (4) keep closer tabs on the results achieved in handling the priority issues and activity standards.

1. Activity standards. To help satisfy the unending appetite of the media, each Department should conduct a minimum number of specified communications activities. Although the standards would be tailored to characteristics of individual Departments, they generally should be as follows:

<u>Communications Activity</u>	<u>Frequency</u>
Major Washington press conference by the Secretary	2/quarter
Wire or national magazine feature	2/quarter
Minor or trade publication feature	4/quarter
Regional press conference	1 for each city visited
Speeches at White House request	3/month
Briefings	1/month
Spotmaster (with actualities of Secretary or sub-Cabinet officials on two-thirds of the days)	6/week
Television actuality feeds	2/month
Mailings to general media, special interest groups and minority media	2 each/month



The major thrust of these activities must be to amplify positive stories pertaining to the assigned issues, in general accordance with the plans described below.

2. Assignment of issues. Issues of importance to the President and not handled directly by the White House should be assigned to the most logical sponsoring Departments. A White House task force is currently identifying these issues and assignments will be made soon. The communications responsibility for these issues would be delegated to the Departments operating under the general guidance of the White House communications staff.

3. Departmental planning. The Departments should develop overall statements of strategy outlining how they intend to handle each assigned issue during the coming year. While there should not be a rigid format, these strategy statements would generally be expected to contain the following:

- Present evaluation of issue
- Communications goal for the issue
- Publics to be reached
- Media to be used
- Major uncontrolled events foreseen which will focus public attention on the issue (either positively or negatively) and how these will be handled
- Major controlled events (Department created and developed)
- Timetable of action steps for achieving goal
- How major Department issues will be used to reinforce Presidential initiatives

To convert the strategy statements and the previously discussed activity standards into action; the Departments should submit monthly a chronological listing of the communications activities planned for the following quarter to carry out the issue communications strategies and to fulfill the activity standards. The list would include the issue involved, nature of the activity, brief description of the media plan, and who is responsible for the activity's success. The plan should also include a brief discussion of how the activities carry out each issue's strategy or an explanation of any changes in strategy. (Of course, to facilitate coordination the weekly Departmental forecast of speaking engagements and major communications events would continue.) Also, as is currently required, the Departments should report by telephone any significant changes impacting before the next written report.



4. Keeping closer tabs on the Departments. White House monitoring would be conducted two ways: (1) comparison of reported Departmental activities to the plans and activity standards and (2) spot checks. Reporting on Departmental activities would build upon a report already submitted to the White House. The monthly report on regional activities should be expanded to cover the results achieved on the assigned issues and the activity standards. Spot checks should be made to verify the reports submitted, to determine whether the President is being properly highlighted, and to assess effectiveness of the amplification given to major stories. Also, as appropriate, meetings should be held with the Departmental public affairs officials to review performance.

The White House review of Departmental plans and monitoring of activities should be performed by a Departmental liaison team patterned after the study team. It would be headed by Des Barker who would have prime responsibility for evaluating and dealing with the Departments on these matters. Stan Scott, DeVan Shumway and Al Snyder would have responsibility for evaluating and dealing with the Departments in their various area of expertise. Questions involving communications policy or major operational matters would be referred to Herb Klein or Chuck Colson as appropriate.

Poor Liaison with the Electronic Media

Most Departments are far from tapping the potential in the electronic media. Only one Department (Agriculture) does a creditable job. The record in providing Spotmaster services -- a radio feed which is relatively easy to produce and make available -- illustrates the problem. Only Agriculture consistently provides effective Spotmaster actualities. Two Departments currently do not even provide a Spotmaster service. (With White House prodding, one of these Departments is taking steps to eliminate this void.) The Spotmaster services of the remainder are improving but are still uneven. Too often the release has not been rewritten for radio or the announcer's voice is poor. There are few actualities from press conferences or statements by top Departmental officials. Besides Agriculture, no Department provides radio feeds other than the Spotmaster service on a regular basis. The TV situation is even worse. Although most domestic Departments will provide assistance to a station developing a special program, only two have regular TV feeds.

A basic cause of this problem is that most of the Departments service the electronic media through audio-visual units rather than news services unites (which typically are solely print oriented). There are two basic problems with this approach: (1) the audio-visual professionals are preoccupied with films, exhibits, etc., rather than catering to the timing,



technical and content problems of the radio and TV stations, and (2) the audio-visual units are out of the news flow so the electronic media liaison representatives cannot readily spot opportunities to provide service.

The Agriculture Department -- easily the best performer in this area -- services the electronic media from its "Current Information" unit, although it also has a "Visual Information" unit.

USDA provides five major types of TV services on a regular basis (one of which is a half-hour program syndicated to over 100 TV stations), and four different types of weekly radio feeds in addition to its well utilized Spotmaster service. No other Department comes close to this initiative in providing a regular public service radio and TV programming to local stations. Yet, local stations, in an effort to meet FCC public programming requirements, are interested in accepting such assistance.

Recommendation. Each Department should be required to establish an electronic media liaison unit within its news services division. Depending on the need, this will consist of at least one, experienced, well qualified professional to service the electronic media and to produce radio and TV feeds. This individual should be given support by the audio-visual sections for appropriate production assistance, as well as the sub-Agency public affairs offices to provide material and ideas for radio and TV feeds. If needed equipment or facilities are lacking, they should be acquired. Under Al Snyder's guidance the Departments should develop a balanced electronic media program. Tailored to the Department's activities and produced regularly, it should consist of the following services: Spotmaster, TV and radio public service programming, TV and radio news clip service, and a regional scheduling operation.

Poor Minority Media Liaison

Questioning by Stan Scott revealed in nearly every Department a long list of missed opportunities for generating positive coverage in the minority media. These range from normally routine announcements of particular interest to minorities (e. g., appointment of a Black to an Administration position) to significant Administration accomplishments such as in food stamps and civil rights.

The Departments have failed to take the initiative on such stories because they are generally insensitive to the opportunities, and responsibility is not pinpointed. The insensitivity is no doubt caused in part by the small number of minority public affairs professionals in the Departments. In most Departments no one has been given responsibility for minority media liaison who knows the techniques for obtaining coverage, e. g., two-page



releases, extensive use of photos, and translating releases for the Spanish-speaking media. Although Labor and Commerce's Minority Business Enterprise program do a reasonably good job in this area, the overall results are far from the potential.

Recommendation. An appropriate public affairs professional in the news services units should be designated by each Department as being responsible for minority media liaison. Under Stan Scott's guidance, these individuals should develop and execute programs for maximizing the Administration's positive coverage by minority media. The individuals designated by the Departments should be given a training session by Stan on the techniques most useful to the minority media (e. g. , two-page press releases, translation of press releases, feature stories on middle and upper echelon minority appointees, extensive use of photos of minority appointees, minority mailing list, etc.). This should be supplemented by intensive on the job training by sequentially detailing the Departmental minority media representative to Stan Scott for three to four week periods. This would give Stan staff support needed to carry out this recommendation and provide invaluable experience to the Departmental representative.

Also, drawing upon Departmental representatives, Stan should develop an Administration-wide communications strategy for the minority media. This would include such points as:

- Target audiences, including lists of minority papers, magazines, TV and radio stations, metropolitan areas with large concentrations of minorities, etc.
- Inventory of programs of particular interest to minority audiences.
- Techniques which should be used by public affairs offices to gain the most mileage with minority media.

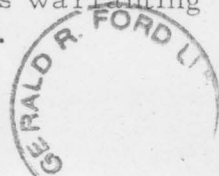
Finally, Stan should work with the White House Personnel Operation to identify and place well qualified minorities in the Departmental public affairs offices.

* * *

In addition to the above Administration-wide recommendations, the team developed ways to strengthen the communications capabilities of individual Departments.

DEPARTMENTAL WEAKNESSES

Summaries on the team's major conclusions and recommendations on individual Departments are attached. Those recommendations warranting the close attention of the advisory group are reiterated below.



Treasury. The public affairs staff should be increased to perform the following functions: (1) electronic media liaison, (2) a speakers bureau/scheduling operation to maximize the impact of Departmental spokesmen, (3) minority media liaison and (4) writing of speeches, op ed pieces, talking papers, and fact sheets.

Justice. The public information staff should be augmented to handle the following functions: (1) electronic media liaison, (2) a speakers bureau/scheduling operation, (3) minority media liaison, and (4) writing of speeches, op ed pieces, and fact sheets. BNDD should be reviewed to determine what additional public information assistance is required to meet the expanding demands of this bureau.

Interior. A speakers bureau/scheduling operation should be established. The electronic media specialist should devote her full time to initiating and monitoring a balanced program to service the electronic media rather than handling advancing arrangements for the Secretary; or else additional staff should be provided to perform both functions effectively.

Agriculture. The White House communications staff should work with Claude Gifford to upgrade his capability for handling the announcement of major releases in order to achieve the desired effect. Coordinating with the White House, the campaign organization, and the RNC, Gifford should ensure that procedures are established for monitoring news events, attacks and budding issues.

Commerce. Commerce Today should either be eliminated or downgraded to consume less staff time. (If retained, the publications should be revamped to focus on essential information and utilize a much simpler format.) The staff time made available should be reallocated to higher payoff areas such as electronic media liaison, minority media liaison, and scheduling of Departmental officials. High priority should be put on quickly funding a well qualified candidate to fill the top electronic media position. A Department recruiter should perform the search under the guidance of Al Snyder and Bill Marumoto. The Secretary should direct his Assistant Secretaries and sub-Agency Head to give greater support to the communications program.

Labor. The organization should be strengthened by creating a new Director of Public Affairs position to be the top communications official in the Department. The incumbent's basic functions would be to direct the existing organization more productively and to establish a capability for electronic media liaison, speakers bureau/scheduling operation, screening publications, reviewing film production plans and monitoring developments of political significance. The White House executive search group should put a high priority on finding a politically sensitive, highly capable individual to fill this position as soon as it is established.



Health, Education and Welfare. Des Barker should develop a program to get Bob Beatty more attuned to the political dimensions of his responsibility. The planned speakers bureau function should be activated and staffed as necessary to provide scheduling services and speechwriting assistance. Control over film production should be strengthened and a full-time executive producer should be hired or detailed from one of the sub-Agencies to carry out this responsibility.

Housing and Urban Development. Judge's performance should be monitored closely. If he does not show marked improvement by establishing firm control and carrying out this report's recommendations, either he should be replaced or a strong Deputy brought in to take charge.

Transportation. The White House executive search team should find and place a well qualified Director of Communications as soon as possible.

With the probable exception of Treasury, Justice and Labor, implementation of all the recommendations (Administration-wide and Departmental) should be possible by reallocating staff from lower priority areas or detailing from sub-Agencies. Consequently, the staff increase necessary to carry out the recommendations should be minimal.

IMPLEMENTATION

Effective implementation will require persistent follow-through. A suggested implementation plan and the impact on the White House Communications staff are discussed below.

IMPLEMENTATION PLAN

Implementation of the recommendations should be carried out in three phases.

Phase I. Inform the Cabinet Officers, major Agency Heads and their top public affairs officials about the President's desire to upgrade Administration-wide communications capability and the overall steps being taken to fulfill this charge. The first step in this phase would be to discuss the subject at a Cabinet meeting, building upon John Scali's recent presentation. The President should take the lead about the need for improving the Administration's communications effectiveness and the need for closer liaison between the White House and the Departments. This could be supplemented by a short briefing covering (1) the need for highlighting the President in all major positive communications activities, and (2) the general problem areas described above and the steps which will be taken to overcome them.



Then the Departmental and major Agency public affairs officials should be given a detailed briefing at the next public information officers' meeting. Des. Barker, Stan Scott, DeVan Shumway, and Al Snyder should all give parts of the briefing pertaining to their areas of responsibility.

These steps should be completed by mid-January and would set the stage for the following two phases discussed below.

Phase II. Establish the revised procedures for White House monitoring of Departmental communications activities. The planning and reporting procedures should be outlined to the public affairs officials in the briefing described in Phase I. The Departments will be asked to immediately begin reporting under the new system and to start developing their communications plans, which would be expected two weeks later. White House review would be completed by the Departmental liaison team (Barker, Scott, Shumway and Snyder) and the Departments informed of the results within a month of submittal. Also, during this phase the spot check would be initiated to verify the reports, to determine whether the President is being properly highlighted, and to assess the effectiveness of amplification given to major stories.

Phase III. Follow up closely with each Department on an individual basis to ensure the recommendations are carried out. First, the Departmental liaison team (Barker, Scott, Shumway, and Snyder) should meet with each Cabinet officer and Departmental public affairs official to briefly review the recommendations and gain agreement on corrective actions. (The public affairs officials would not participate in the meetings at Labor or HUD.) Following these meetings, the public affairs officials would develop action plans specifying what will be accomplished and when. The Departmental liaison team would provide guidance in developing these plans. For example, Al Snyder should provide firm counsel on each Department's electronic media service program and the organization and equipment needed to carry it out. Target dates would be established for establishing the service program. The Departmental liaison team would closely monitor progress to ensure the desired results are achieved in each Department. Bill Horton would keep track of overall implementation progress to ensure momentum is retained.

The Departmental meetings should be held and action plans developed within two to three weeks after the public affairs officials are briefed. Achieving results could take anywhere from a few days to several months, depending on the nature of the action item. However, all recommendations should be implemented in two to three months.



IMPACT ON WHITE HOUSE COMMUNICATIONS STAFF

Insuring the Departments follow through and monitoring their communications activities along the lines suggested would require some White House staff adjustments. As discussed, most of the effort should be conducted by the Departmental liaison team -- Barker, Scott, Shumway, and Snyder.

The proposed Departmental monitoring procedures would require approximately half of Barker's time and a full-time staff assistant (reporting to Barker) to ensure the Departmental plans and reports are submitted as expected, to compare results to the activity standards and plans, and to conduct the spot checks. This staff assistant would also assume some of Barker's current responsibilities in order to free more of Des's time for Department oriented matters.

Scott should be able to carry out the recommendations without additional staff assistance, assuming he is provided Departmental details on a rotating basis (as discussed in conjunction with the suggested minority media liaison training program). Because liaison with the print media is in reasonably good shape, the follow-through responsibilities should not demand a significant amount of Shumway's time. As implementation progresses, however, it may prove necessary to detail an appropriate Department public affairs staff member for a month or so to assist Shumway.

Upgrading the Departments' electronic media services will require considerable effort. For each domestic Department other than Agriculture, initially it will involve working out a balanced program of radio and TV services, reorganizing, recruiting qualified staff and in some cases procuring needed equipment. Then the services provided should be watched closely until the desired level of quality is regularly produced. To carry out this program Snyder would have to spend about half his time and be supported by one or two electronic media specialists detailed full-time from the Departments for one to two months. It may also be appropriate to use a Departmental recruiter for a short period to specialize in identifying electronic media staff.

* * *

In the past three years, there has been significant progress in improving the Executive Branch's communications activities. Nevertheless, by upgrading the Departments' public affairs capabilities and monitoring their activities more closely, substantially more can be done to better serve the President during the coming year. Determined and timely implementation of this report's recommendations should go a long way toward achieving this potential.

December 17, 1971



DEPARTMENT OF THE TREASURY

Major Conclusions



General Management

Staff. Cal Brumley, Assistant to the Secretary for Public Affairs, has a good command of his job and has an able Deputy in Alan Wade. Including these two, the public affairs office consists of seven professionals, three assigned to cover tax law enforcement and international monetary affairs, and two responding to media inquiries averaging roughly 500 per day. There is no speechwriter, electronic media liaison, or speakers bureau. With a newsworthy figure like Secretary Connally and the extremely important Treasury-related developments in the economy, the public affairs office should be better staffed to capitalize upon this potential.

Control and Coordination. Coordination of the sub-Agency and regional public information offices is done on an ad hoc basis. Unless the office of the Secretary staff needs something from the subordinate public affairs offices, they are left to act on their own initiative. Some control is exercised over the sub-Agencies' information output, as all press releases, speeches, and Hill testimony are cleared with Brumley's office.

Media Liaison

Press. Treasury's printing and distribution arrangements appear adequate. Also, Treasury does a relatively good job of mentioning the President in its news releases. Over one-third of the sample did so, but this was primarily because of the President's involvement with the new economic policy. Reflecting the sparse staffing, there is reluctance to develop op ed pieces, and there is no Departmental employee newsletter.

Electronic Media. Brumley and Wade both have press backgrounds and are not effective with the electronic media. Although Brumley has done a superior job of scheduling major coverage for Secretary Connally, there is practically no radio/TV feed production. The Spotmaster effort is modest and doesn't utilize the Secretary, and no TV film clips are made. Similarly, there is little regular feeding of the Cost of Living Council or Pay and Price Board activities to the electronic media, although these would surely attract great demand. Also, there is poor coordination between the Department, COLC, the Pay and Price Boards, and the IRS to their approach to the electronic media on Phase II developments.

Minority Media. There is no systematic program to communicate with the minority media or to give visibility to minority personnel within

the Treasury Department. Examples of lost opportunities are (1) not highlighting the important role of Samuel R. Pierce, one of the highest ranking Blacks in this Administration and General Counsel at Treasury, and (2) the President's commitment of \$1 million to minority banks received negligible coverage and was overshadowed by a statement by the Reverend Jesse Jackson attacking the Administration on this very point. Treasury is also under attack from the minority media because of alleged bias in hiring minorities in customs. This will continue until Treasury starts projecting its positive hiring initiatives in that bureau.

Operations

Mailing. The mailing activity is weak. Fact sheets and other Departmental materials are sent out only upon request. (Occasionally Treasury related materials are mailed out by the White House or the RNC when certain audiences are involved.)

Scheduling. Scheduling of the Secretary is excellent and good for the Under Secretary and Assistant Secretary Volcker. However, due to the lack of a speakers bureau/scheduling operation, this type of support is not normally available to any other Departmental official.

Monitoring. The monitoring capability is adequate. Wires are continually monitored, and a daily clip sheet is prepared from the major newspapers and wire stories, which is one of the best economic news summaries in Washington. Regional offices are asked to follow up the appearance of a Departmental spokesman in their area and report on coverage of his appearance in the press and on radio/TV.

Major Departmental Recommendations *

-- The public affairs staff should be increased to perform the following functions: (1) electronic media liaison, (2) a speakers bureau/scheduling operation to maximize the media impact of Departmental spokesmen, (3) minority media liaison, and (4) writing of speeches, op ed pieces, talking papers, and fact sheets.

-- Treasury's mailing operations should be upgraded to improve mailing lists' comprehensiveness and currency. Mailings should be performed upon the Department's initiative and be more frequent.

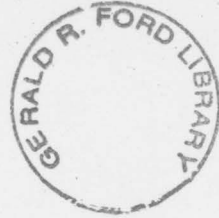
-- The Treasury Department should either initiate its own employee newsletter or revamp one of the sub-Agency newsletters to reflect the Department as a whole.

* In addition to those discussed in the main body of the report.



DEPARTMENT OF JUSTICE

Major Conclusions



General Management

Staff. Although the Justice Department is restricted from commenting about much of its operations -- litigations and investigations -- the five-man professional staff appears to be too small for the Department to communicate effectively. John Hushen, the Director of Information, and his Deputy, Powell Moore, both of whom seem highly capable, strongly feel that positive communications opportunities are being lost because of undermanning. As examples they cite the little coverage given to the substantial achievements in civil rights, the drug abuse program, and the fight against organized crime. No one is primarily concerned with the electronic media, the scheduling of speakers, or minority media.

Although most of the Justice Department stories are of primary interest locally rather than nationally, there are no Justice public affairs officials in the regions. The U. S. Attorneys around the country, however, can act in this capacity, but relatively little communications activity is asked of them.

Also, one of the major sub-Agencies also seems undermanned. With the increasing communications load pertaining to the Administration's drug program, the one professional BNDD public information office will probably not be able to achieve the desired results.

Control and Coordination. Hushen maintains adequate control. All sub-Agencies and U. S. Attorneys must clear press releases, publications, speeches, and press conference contents. Also, Hill testimony is reviewed and often modified. Hushen coordinates Department-wide activities through a ten-day forecast of communications events submitted weekly and a three-month forecast submitted quarterly. News releases are timed to achieve the desired effect.

Media Liaison

Press. Justice's production and distribution procedures are adequate. However, in our review of sample press releases, the President was mentioned only two percent of the time. Justice has no employee newsletter, although various sub-Agencies do (FBI and LEAA). Due to staffing limitations, Justice takes too little advantage of op ed pieces, feature stories, or fact sheet mailings to editors. Also, Justice Department officials are criticized for being inaccessible, and one newsman indicates that this has resulted in a lot of bad press for the Department and its officials.

Electronic Media. There is no full-time professional handling the electronic media. Justice has no radio or TV service equipment, not even a Spotmaster. Consequently, Justice initiates little in the radio/TV area, in spite of the fact that there would be considerable interest in actualities emanating from BNDD, LEAA or civil rights.

Minority Media. The Justice Department has no one responsible for disseminating its initiatives and achievements to the Nation's minority communities and does virtually nothing in this regard. Examples of opportunities lost are (1) the Justice Department's action to assure that voting rights are not denied minorities in the South, (2) Justice has filed more civil rights actions than the prior Administration, and (3) of the seven Black U.S. Marshals in the last 100 years, three were appointed by this Administration. None of these stories has received appropriate coverage in the minority press.

Operations

Mailing. Justice has extensive mailing lists categorized into specific audiences and utilizes this tool reasonably effectively.

Scheduling. Justice does not have a speakers bureau/scheduling operation for top Departmental officials.

Monitoring. The wires are monitored for breaking news. Six to eight major newspapers and the news magazines are reviewed. However, there are no regular procedures for evaluating coverage received or for being alerted on issues building outside of Washington.

Major Departmental Recommendations *

-- The public information staff should be augmented to handle the following functions: (1) electronic media liaison, (2) a speakers bureau/scheduling operation to maximize the impact of Departmental spokesmen, (3) minority media liaison, and (4) writing of speeches, op ed pieces, and fact sheets.

-- BNDD should be reviewed to determine what additional public information assistance is required to meet the expanding demands of this bureau.

-- Given the primarily local interest in Justice Department stories, greater use should be made of the U. S. Attorneys in releasing and highlighting accomplishments.

-- The monitoring capability should be upgraded to evaluate coverage received and to identify building issues or attacks outside of Washington, perhaps using the U. S. Attorneys.



-- Justice should either initiate its own employee newsletter or revamp one of the sub-Agency newsletters to reflect the Department as a whole.

-- Hushen should review the inaccessibility charge to see whether the relationship to the press could be improved.



* In addition to those discussed in the main body of the report.

DEPARTMENT OF THE INTERIOR

Major Conclusions



General Management

Staff. Bob Kelly, the recently appointed Director of Communications, is organizing one of the better Departmental communications offices. The main part of the organization is staffed by career employees and performs the routine public affairs functions. A much smaller group of non-career professionals was recruited by Kelly to handle the key media liaison and scheduling activities and to act as a communications strategy committee. Kelly appears to have a good idea of what he is going to do and seems to be taking charge effectively to get it done.

Control and Coordination. Kelly chairs a review board which consists of the principals from the office of communications, the sub-Agency public affairs officials, and selected outside individuals. This board evaluates communications plans, reviews films and publications, and coordinates the Departmental communications activities. Kelly's office reviews and controls the issuance of all Departmental information releases with the exception of testimony before the Congress.

Media Liaison

Press. With the reorganization it is difficult to assess the effectiveness of Interior's press effort. It is obvious that the press people are trying hard, and the potential looks good. Nevertheless, in spite of this and Kelly's political sensitivity, none of the sample press releases mention the President or the Administration, and major feature stories such as the cover story on Secretary Morton in Business Week fail to highlight the President's leadership.

Electronic Media. Interior has one well qualified professional in the electronic media area. However, she spends most of her time in making technical arrangements for Secretary Morton's TV appearances. Consequently, too little effort is devoted to providing radio and TV services which promote initiatives and accomplishments. The Department currently has no effective radio services (although a Spotmaster is planned soon), nor is any effective assistance given to TV on a regular basis.

Minority Media. Indians and the Spanish-speaking are Interior's primary minority constituents. News releases and photographs are disseminated to the approximately 100 Indian publications every three

weeks. News items are sent to the Spanish-speaking and Black publications on an infrequent schedule. The Department's performance with each of these groups could be significantly improved.

Operations

Mailing. Kelly is in the process of upgrading the mailing effort. A test of a typical mailing operation showed that the releases took two to three weeks to arrive, which is, of course, too late to have the desired impact. Also, Kelly strongly suspects that the various mailing lists are substantially out of date. He is taking steps to overcome these problems.

Scheduling. Although the scheduling of the Secretary has been greatly improved under Kelly, there is no speakers bureau/scheduling operation for other Departmental officials.

Monitoring. Kelly has established a comprehensive monitoring operation covering the wires and the major newspapers. The regional coordinators send clips from newspapers, and hot items are transmitted by telecopier. All the input is reviewed by a news analysis group which alerts the appropriate line officials of coverage in their area of responsibility and develops proposals for overcoming the budding problems.

Major Departmental Recommendations*

- A speakers bureau/scheduling operation should be established.
- The electronic media specialist should devote her full time to initiating and monitoring a balanced program to service the electronic media rather than handling advancing arrangements for the Secretary; or else additional staff should be provided to perform both functions effectively.
- The planned Spotmaster service should be established as soon as possible.

* In addition to those discussed in the main body of the report.



DEPARTMENT OF AGRICULTURE

Major Conclusions



General Management

Staff. The top public affairs officials are generally competent and have good political initiative and reliability. In addition to Gifford and Wilson, politically effective communications are conceived and conducted by assistants to the Secretary and Under Secretary and by certain legislative officers. However, further work is needed to achieve standards desired by the White House, as demonstrated by the poor amplification on the announcement of the grain sale to Russia. Although Gifford plans some upgrading of the staff, the number of professionals appears adequate.

Control and Coordination. Gifford is able to exercise good control over all Departmental public affairs activities, since his office screens and schedules all press releases, publications, radio/TV feeds and films. Coordination is achieved through weekly meetings of the sub-Agencies' directors of information who discuss plans and events for the following three weeks.

Media Liaison

Press. USDA has an excellent facility for producing releases and a good system of distribution. Also, the Department puts out a modest number of publications of varying effectiveness. In the sample of publications and releases, there were few references to the President or the Administration.

Electronic Media. USDA does the best job in electronic media of any domestic Department. It is staffed by competent career professionals and is efficiently organized. Five major types of TV program services are provided on a regular basis to a sizable number of stations. In addition, five radio services are also available and utilized by some 400 stations. Based on samples reviewed, these programs appear to be quite good, except for the lack of emphasis on Presidential leadership.

Minority Media. USDA has had an individual assigned to service the minority media. His office is presently releasing 15 to 20 news items and feature stories to the minority media each month. Yet, more can be done to capitalize upon this opportunity. For example, the hiring of a Black to a \$36,000 a year job recently was given very little emphasis, and hence,

received very little coverage in the minority media. As another example, under President Nixon the Food Stamp Program has assisted nearly triple the number aided 18 months ago. Yet, little has been done to promote this story.

Operations

Mailing. The USDA has a sophisticated and extensive mailing system which it uses effectively with the general press, the electronic media and the minority media.

Scheduling. An individual has recently been hired to schedule the trip activities of Departmental officials to achieve as much public and media impact as possible.

Monitoring. No one in the USDA hierarchy has responsibility for monitoring the media, etc., for budding issues and political attacks.

Major Departmental Recommendations*

-- The White House communications staff should work with Gifford to upgrade his capability for handling the announcement of major releases in order to achieve the desired effect.

-- Coordinating with the White House, the campaign organization, and the RNC, Gifford should ensure that procedures are established for monitoring events.

-- Gifford should study the feasibility and costs of providing specialized Spotmaster services tailored to regional interests.



* In addition to those discussed in the main body of the report.

DEPARTMENT OF COMMERCE



Major Conclusions

General Management

Staff. Basil Littin, the Director of the Office of Public Affairs, was appointed about nine months ago. He seems to be taking charge slowly but surely. Although not a highly demonstrative operator, he has a good idea of what should be done and what is newsworthy. The Deputy, Harlan Wood, knows the bureaucratic process very well and handles this side of the daily activities for Littin.

Nine of the twenty professionals are devoted to the publication of Commerce Today, a well put together magazine with a circulation of about 17,000. Designed for U.S. businessmen, it discusses export opportunities. It competes with private enterprises in some cases, and in others, it makes fancy something that could be handled with a simple black and white press release. However, according to Littin, this size staff is necessary to publish the magazine in accordance with the criteria specifically established by the Secretary.

Although there are some holes in the staff, as discussed subsequently, the number of the staff appear adequate if some can be reallocated from the Commerce Today publication. Also, Littin considers only seven of his current staff to have the capability and political sensitivity he desires. Consequently, he plans to do some upgrading.

Control and Coordination. Littin exercises considerable control over the communications output of Commerce's sub-Agencies. Speeches, press conferences, briefings, articles, releases, films and Hill testimony are either reviewed for comment or authorized for release by Littin's office. Nevertheless, he complains that he is not being adequately informed by the Assistant Secretaries, many of whom "sit on stories." Also, according to Littin, the Bureau of the Census is an enclave of partisan Democrats who purposely try to put the Administration in a bad light. Littin is taking appropriate steps to overcome this problem. Coordination is achieved by a three-month master planning calendar and a one-week forecast of upcoming events submitted by the sub-Agencies weekly.

Media Liaison

Press. Commerce has adequate provisions for drafting, printing, and distributing press releases and provides the usual services to the writing

press. There has been little mention of the President in news releases (only 5% of our sample), but improvement is being made in this regard. Access to the Secretary by all media is quite good. Littin has instituted a series of luncheons with media representatives which appear to be effective.

Electronic Media. Littin is currently looking for a full-time professional to handle liaison with the electronic media. This man should overcome previous poor utilization of the Spotmaster and establish a program to provide regular services to both radio and TV heretofore non-existent.

Minority Media. Commerce has no one assigned to service the minority media. Consequently, this activity gets a short shrift. Nevertheless, the OMBE communications plan is a good example for emulation by other Agencies. It is designed to highlight the President, is comprehensive, and is well tailored to achieve the desired coverage. However, OMBE is using three to four people to produce a publication (Outlook) which reaches 18,000 people at the most. This appears to be a misallocation of resources compared to what this staff could do in getting OMBE initiatives and achievements covered through the press and electronic media.

Operations

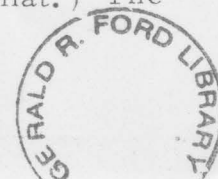
Mailing. Littin's office utilizes the Census Bureau's computerized mailing list which can be run off by counties or by highly specialized audiences (e. g., Spanish minority press, Black disc jockeys, etc.). It can also tailor the specific data to the locality or interest group. The Commerce staff is studying the possibility of utilizing this capability for other Agencies within the Government.

Scheduling. While the scheduling for the Secretary (handled by a member of his immediate staff) is effective, there is no speakers bureau or scheduling activity for the Departmental officials. Littin plans a two or three-man operation to handle this function, but will require support from the Secretary to have Assistant Secretaries take guidance on activities which they should undertake while traveling.

Monitoring. Littin claims that most communications problems come to his attention before it is too late. He utilizes several clipping services, sub-Agency reports, and monitors the wires and certain radio and TV programs.

Major Departmental Recommendations

-- Commerce Today should either be eliminated or downgraded to consume less staff time. (If retained, the publication should be revamped to focus on essential information and utilize a much simpler format.) The



staff time made available should be reallocated to higher payoff areas such as electronic media liaison, minority media liaison, and scheduling of Departmental officials.

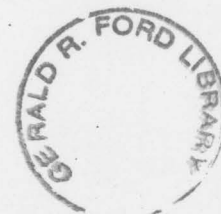
-- High priority should be put on quickly funding a well qualified candidate to fill the top electronic media position. A Department recruiter should perform the search under the guidance of Al Snyder and Bill Marumoto.

-- The Secretary should direct his Assistant Secretaries and sub-Agency Head to support the communications program.

-- Littin should review the public affairs officials assigned to the Assistant Secretaries and sub-Agencies to determine whether any should be upgraded.

-- The White House should monitor Littin's taking charge of the communications problems within the Census Bureau.

-- Littin should review the communications staff allocated to the publication Outlook with the view of diverting some to more productive areas.



* In addition to those discussed in the main body of the report.

DEPARTMENT OF LABOR

Major Conclusions

General Management

Staff. John Leslie, the career Director of the Office of Information, is the primary information executive. He and his organization do a reasonably good job on routine, non-politically sensitive information activities, and are dutiful to the President's interests when directed. However, there is no initiative to create communications opportunities. Joe Loftus, the Special Assistant to the Secretary for Communications, is almost exclusively devoted to the personal public relations of the Secretary. Consequently, there should be a capable, politically astute public affairs manager placed over Leslie to give him and his staff direction and to create opportunities for informing organized labor and the general public on the Administration's achievements. In addition, this public affairs manager should probably have one or two politically sensitive individuals to assist in media liaison activities and scheduling Departmental spokesmen.

Control and Coordination. Leslie exercises policy guidance and functional supervision over the sub-Agency public affairs officials. He monitors them through weekly progress and activity reports. The regional public information offices report to Leslie and act as service agencies for the various sub-Agency information offices in handling regional and local events. Leslie's office screens and schedules all informational releases except films and speeches. The most sensitive recurring communications activity -- the monthly announcement of the unemployment statistics -- is not directly under Leslie's control. Handling this question from a communications point of view should be the responsibility of the proposed new Director of Communications.

Media Liaison

Press. There is adequate provision for producing and distributing press releases, although distribution could be more selective. The Secretary does not hold press conferences other than those in conjunction with the employment figures. In the sample of press releases and publications, there were few references to the President or the Administration.

Electronic Media. Labor has a full-time professional with responsibility for the electronic media who spends most of his time either working with TV stations on developing special programs or peddling slides and films highlighting Departmental initiatives. There is little emphasis on



assisting radio and TV newsmen on a day-to-day basis, and the results show it. There are no TV feeds and very poor pick-up on the Spotmaster. During a recent month, 19 spots were fed but only 277 calls were received. Also, none of the nine films produced by the Department in the last two years adequately highlights the President's leadership.

Minority Media. The Labor Department does a better job with minority media liaison than most Departments. News releases are appropriately written and released to be most useful to the minority media. Mailings are also effective. However, more could be done to develop feature material and include photos with releases.

Operations

Mailing. The Labor mailing lists are comprehensive and are keyed to many categories of audiences.

Scheduling. Other than Loftus, who serves only the Secretary, there is no one assigned to running a Departmental speakers bureau or ensuring that individuals below the level of the Secretary achieve maximum exposure in conjunction with speaking engagements.

Monitoring. Leslie's office does a good job of monitoring the Labor Department's coverage. His office maintains a clipping and monitoring service that covers national media. Also, the regional public information offices report developments as needed by mail, photo copiers, or phone. They also submit a monthly report on coverage achieved.

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Major Departmental Recommendations

-- The organization should be strengthened by creating a new Director of Public Affairs position to be the top communications official in the Department. The incumbent's basic functions would be to direct the existing organization more productively and to establish a capability for electronic media liaison, speakers bureau/scheduling operation, screening publications, reviewing film production plans and monitoring developments of political significance.

-- The White House executive search group should put a high priority on finding a politically sensitive, highly capable individual to fill this position as soon as it is established.

* In addition to those discussed in the main body of the report.



DEPARTMENT OF HEALTH, EDUCATION AND WELFARE

Major Conclusions

General Management

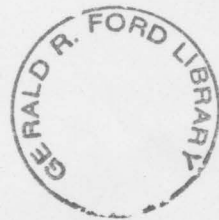
Staff. The Assistant Secretary for Public Affairs, Bob Beatty, has sound management skills and a good understanding of communications techniques. However, he has limited political sensitivity. His two deputies also lack political sensitivity. Brian Duff, the Deputy Assistant Secretary (Communications), does a good job handling the voluminous regular flow of breaking news and has the ability to program longer range events. Since the Deputy Assistant Secretary (Operations) Bill Pace was recently appointed, it is too soon to evaluate his effectiveness.

Beatty is currently authorized approximately 18 professionals but feels strongly that this staff must be doubled to function. As is noted subsequently, the team concurs that some of the current holes should be filled.

Control and Coordination. Beatty has established two principal vehicles for control: (1) a communications council, including the PIO's of each sub-Agency, which discusses communications problems and coordinates Department-wide communications activities, and (2) a communications planning system, which forces sub-Agencies to plan how to communicate the Secretary's program priorities. Beatty controls fewer of the information outputs than his counterparts in the other Departments, but he is taking steps to rectify these omissions (i. e., films, publications, and television feeds). The regional public information officers report to the Regional Directors, but their activities are coordinated by one of Beatty's staff.

Media Liaison

Press. HEW has adequate resources for producing and distributing press releases. Although the Secretary does an excellent job of highlighting the President, the materials produced by the public affairs staff do not follow suit. HEW does have an employee publication, the "HEW Newsletter," which informs the sub-Agency and regional staffs of the thinking at HEW's headquarters.



Electronic Media. Although the news services unit is supposed to service the broadcast, its staff is print-oriented. Consequently, liaison with the electronic media is conducted by the audio-visual unit. However, the principal staff members of this unit advance trips for the Secretary and others, and consequently, are not available on a full-time basis. Spotmaster feeds are released on an irregular basis, and little thought appears to be given to how to utilize it effectively. (For example, Secretary Richardson's recent press conferences were not excerpted for the Spotmaster service.) Although HEW does provide assistance to produce a TV program, "YOU," and distribute it to some 100 stations around the country, a great deal more could be done to provide services to TV. Finally, although the audio-visual unit is supposed to control film production throughout the Department, the number of films produced and the other activities of the staff result in little effective control.

Minority Media. HEW communications appears to be continually on the defensive in such controversial and emotional issues as school busing, whereas many of the positive aspects of HEW (e.g., education opportunity grants, funding of predominantly Black colleges, career opportunity programs, sickle cell anemia) are not being highlighted. As yet there is no ongoing program to give visibility to these programs or to top level Blacks on board at HEW.

Operations

Mailing. Mailings are handled by the sub-Agencies on their own initiative and at the direction of the Office of Public Affairs. The mailing lists seem adequate for HEW's needs.

Scheduling. Beatty's proposed organization provides for a speakers bureau to (1) coordinate speaking invitations, (2) schedule speakers for maximum amplification, and (3) provide speechwriting assistance. However, it has not yet been activated.

Monitoring. There are no formal procedures for monitoring, other than keeping surveillance on the wires and reviewing the HEW-related stories from major eastern newspapers. Duff sees this as being inadequate and is taking steps to upgrade the operation.

Major Departmental Recommendations *

-- Des Barker should develop a program to get Bob Beatty more attuned to the political dimensions of his responsibility.



-- The speakers bureau function should be activated and staffed as necessary to provide scheduling services and speechwriting assistance.

-- Control over film production should be strengthened. A full-time executive producer should be hired or detailed from one of the sub-Agencies to carry out this responsibility.

-- A monitoring capability utilizing the regional public affairs officials and patterned after Agriculture's or Interior's systems should be established at HEW.

* In addition to those discussed in the main body of the report.



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Major Conclusions

General Management

Staff. James Judge, the Director of the Office of Public Affairs, has been in his position for only a few months, so it is too early to evaluate his effectiveness. Although he has a solid background in public affairs and recognizes some of the problems facing HUD's communications activities, his initial performance is not encouraging. He has immersed himself in low priority areas and in fighting fires. He appears not to be really taking charge and giving direction to the staff, who are generally capable but need strong guidance.

Control and Coordination. Since no sub-Agencies have public information offices, the problems which other Departments face in coordination and control do not bother Judge. The news services division assigns staff on a "beat" basis to the Assistant Secretaries to handle press inquiries, arrange and monitor interviews, schedule personal appearances, and sometimes perform advance work.

Media Liaison

Press. HUD's facility for producing and distributing press releases is quite good. Most releases and publications stress the Department or program and virtually ignore the President. For example, only 10 percent of the sample releases reviewed by the team mentioned the President or the Administration. A similar condition exists in the publications. Although the Secretary is available to the press upon request, press conferences are held on a somewhat irregular basis. Also, there is no press facility to speak of provided by HUD.

Electronic Media. The electronic media liaison function is handled by the audio-visual division. Their effort is misallocated into producing films which are mainly shown at civic meetings. Little effort is devoted to reaching a maximum number of people via radio and TV. Over a typical six-week period, only four Spotmaster feeds were made available, and pick-up was extremely poor (an average of only 23 calls on each). No spots were offered on Operation Breakthrough, a major HUD project, or on the wage-price freeze (capitalizing upon the Secretary's membership on the Cost of Living Council). Since August 1969, only seven film newsclips have been sent by HUD to TV stations.



Minority Media. There is no one individual responsible for servicing the minority media. While HUD has done a fairly good job in gaining visibility for its two top Blacks, Assistant Secretaries Jackson and Simmons, it lacks a real program for gaining visibility for other Blacks or for promoting Departmental accomplishments of particular interest to minorities. Unfortunately, HUD is frequently caught in the position of defending itself against allegations of employment and housing bias. Yet, there is no program to counter what, in most instances, are false accusations. HUD did, however, take the initiative to publicize its fair housing public service advertising campaign. A similar effort could be made with numerous other areas at HUD.

Operations

Mailing. HUD has a highly sophisticated mailing capability with a comprehensive, yet highly selective, series of mailing lists. These are reportedly well utilized in communicating to constituent group organizations, but there seems to be little initiative in utilizing this technique in communicating with the press.

Scheduling. HUD does a better job than other Departments in scheduling Departmental officials. However, an improvement could be made in lining up regional radio and TV appearances.

Monitoring. HUD's monitoring procedures are weak. The wires are reviewed periodically, but there are no other regular procedures for keeping abreast of developments. Sometimes the regional offices advise the Department when a crisis is building, but oftentimes they do not.

Major Departmental Recommendations*

-- Judge's performance should be monitored closely. If he does not show marked improvement by establishing firm control and carrying out this report's recommendations, either he should be replaced or a strong Deputy brought in to take charge.

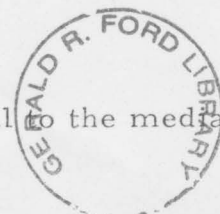
-- The scheduling of Departmental officials should be strengthened to include frequent appearances on regional radio and TV programs.

-- HUD's monitoring capability should be upgraded (e. g., along the lines of those conducted by Labor or Interior).

-- A press room should be established

-- The mailing capability should be utilized to send material to the media.

* In addition to those discussed in the main body of the report.



DEPARTMENT OF TRANSPORTATION

Major Conclusions

General Management

Staff. DOT's Director of Public Affairs position is vacant. The two Assistant Directors, Fred Morrison, and Oscar Griffin, are jointly running the operation. While they seem to have good professional and political instincts, they do not appear to be very effective in carrying these out, and performance of the public affairs office has deteriorated since the departure of the Director. However, these two Assistant Directors are probably adequate if a strong Director is brought on board soon.

The previous Director feels that about two-thirds of the professional staff are effective, a noticeably higher level than other Departments. The authorized staff level of 25 professionals seems adequate.

Control and Coordination. Control of the regions' and sub-Agencies' production is tighter than most Departments. The Office of Public Affairs reviews and clears all news releases, films, publications, speeches of political appointees, and announcements of grants and contracts. Hill testimony is also reviewed for comment. Coordination of the sub-Agencies is accomplished primarily through weekly meetings which plan for the following week's activities. Also, at these meetings speech inserts are arranged for and programs involving two or more sub-Agencies are coordinated. According to Morrison and Griffin, these procedures work reasonably well except for the Coast Guard, which is uncooperative on matters not pertaining to their direct interests.

There are no regional public affairs officials representing the Departments as a whole. Two sub-Agencies (FAA and Coast Guard) have regional PIO's, but using them for Departmental communications activities has proven unsatisfactory. Consequently, the administrative assistants to the regional Secretary representatives have been pressed into service. However, as their line duties expand, the time available for public affairs activities will diminish. At that point the Secretary representatives may need some professional public information staff support.

Media Liaison

Press. The press release mechanics are unusually good. In addition to the normal procedures, Transportation has a telecopier link among its various divisions to get press releases out regionally. As with all the Departments, however, there is too little highlighting of the President's involvement and leadership in major announcements. Also, although the Secretary is generally available to newsmen, there are no regular press conferences.



Electronic Media. Paul Young, who runs DOT's electronic media liaison effort, has difficulty getting Secretary Volpe to produce radio/TV feeds and do more regional TV appearances, apparently because the Secretary's staff hasn't seen the potential value of these activities. Although DOT is in a position to address a number of high interest subjects in its radio and TV feeds, these tools are used very unimaginatively. Spotmaster is used only occasionally, and then, usually on subjects which evoke relatively little interest.

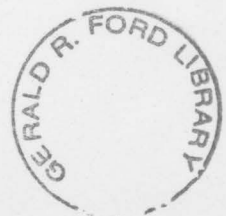
Minority Media. Under Secretary Volpe's leadership, DOT has initiated several innovative programs to relate initiatives to the minority community. The following two examples are demonstrative: (1) a semi-annual civil rights seminar of the Department's top regional administrators typically receives wide media coverage and (2) a traveling minority exhibit which tours the country showing how the Department of Transportation policies have helped the minorities and how the Department has taken the initiative in hiring minorities. An experienced Black newsman has overall responsibility for this function and has effectively given visibility to Volpe and supergrade minorities. However, as is the case with other Departments, the Spanish-speaking are virtually ignored.

Operations

Mailing. DOT's mailing capability is adequate. Mailings are periodically sent to various publications and groups.

Scheduling. The Secretary has good scheduling, and to a slightly lesser degree, this holds for the Under Secretary. However, the scheduling of Assistant Secretaries and administrators could be significantly improved. Although there is a speakers bureau to coordinate speaking invitations, there is no follow-through to schedule Departmental spokesmen to obtain maximum exposure.

Monitoring. DOT's monitoring is adequate. The wires are monitored continually. Radio and TV spot reports are contracted out on a selected basis to cover Washington and New York stations when critical releases go out. A press clipping service is contracted to cover the national press plus regional press when requested. However, more use could probably be made of the regional officials. They should be asked to send significant clips and to report telephonically on emergency items which merit a response, even if only locally.



Major Departmental Recommendations*

- The White House executive search team should find and place a well qualified Director of Communications as soon as possible.
- The speakers bureau operation should be expanded to include scheduling of Departmental spokesmen to maximize their exposure while traveling.
- The Secretary should be encouraged to do as much radio/TV production as possible, and he should ensure that this priority is understood by his staff.
- The Secretary should initiate a regular schedule of press conferences.
- A Departmental newsletter for employees should be published.

* In addition to those discussed in the main body of the report.

