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MEMORANDUM

THE WHITE HOUSE

WASHINGTON

Determined to be Administrative Marking

Date 5/25/01 By WHM

CONFIDENTIAL

June 20, 1972



MEMORANDUM FOR:

JOHN CARLSON
CARLOS CONDE
STAN SCOTT ✓
AL SNYDER

FROM:

JOHN GRINALDS *john*

SUBJECT:

Final Report on Strengthening
Administration Communications

The attached report describes the implementation of recommendations to upgrade the Administration's communications effort. Copies have been sent to Bob Haldeman, Herb Klein, Chuck Colson, Des Barker, and Ken Clawson with comments that reflect sincere appreciation for your good work.

This report marks the end of the communications project, but as the report notes the Departmental liaison team will continue to monitor closely the Department's communications activities. Des Barker, assisted by John Carlson, has prime responsibility for dealing with the Departments and evaluating their performance in communications matters. Ken Clawson (as Herb Klein's Deputy and as the print media specialist), Carlos Conde, Stan Scott, and Al Snyder have responsibility for monitoring Departmental performance in their respective areas of expertise.

Attachment



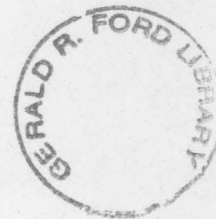
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STRENGTHENING ADMINISTRATION COMMUNICATIONS

FINAL REPORT



June 1972

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STRENGTHENING ADMINISTRATION COMMUNICATIONS

This paper reports results of the actions to strengthen the Administration communications emanating from the study described in Strengthening Administration Communications (December, 1971). As discussed in that document the Nixon Administration made significant progress during 1969-71 under the guidance of Herbert G. Klein, Director of Communications, in upgrading the public affairs activities of the Executive Branch, and thereby the public's access to information. 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. In addition to problems related to the various Departments, this study identified four major weaknesses in the Administration-wide communications activities: (1) failure to highlight the President's leadership, (2) reacting too much to day-to-day inquiries and events rather than planning ahead to create opportunities and systematically amplify positive stories; (3) poor liaison with the electronic media; and (4) poor liaison with the minority media. The study's recommendations for overcoming these problems were reviewed and approved. Action plans were then developed and implemented to carry out the recommendations.

The balance of this report summarizes the action taken and the results achieved to date. Now virtually all of the major study recommendations have been successfully implemented. As described below, action to carry out the recommendations was undertaken by the Departmental liaison team -- Des Barker, Ken Clawson, Stan Scott and Al Snyder. Overall coordination was provided by Bill Horton and John Grinalds.

Highlighting Presidential Leadership

As of September the Departments virtually ignored the President in their various communications activities. The team reviewed samples of news releases, speeches, radio feeds, and

publications and rarely found mention of the President or his leadership. Due to the sensitivity of this problem, corrective action with the Departments was done verbally. Nevertheless, the results are gratifying.

John Scali stressed the need for highlighting the President and defending the Administration at a Cabinet meeting in December. He also held informal follow-up meetings with individual Cabinet officers on this subject. In January, Herb Klein briefed the Cabinet officers individually on the major recommendations of the communications study -- highlighting the President's leadership was discussed there, too. In follow-up meetings and in day-to-day dealings the Departmental liaison team emphasized that the President's leadership must be highlighted.

Our checks made of the news releases, speeches, Spotmaster feeds, and publications produced by the Departments in March, April, and May indicate that highlighting the President has improved vastly since last September and the trend is up.

	<u>Incidence of President Being Highlighted</u>		
	<u>September</u>	<u>March</u>	<u>May</u>
News Releases	3%	23%	24%
Speeches	10%	68%	78%
Spotmaster Feeds	5%	13%	21%
Publications	3%	25%	30%



Creating Opportunities Rather Than Reacting.

The Departmental communications staffs have a tendency 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. Consequently, the Departments were directed to establish more systematic management of their communications activities and provide a basis for the White House to evaluate.

The White House monitoring of Departmental communications activities was 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 was urged to conduct a minimum number of specified communications activities, e. g., certain numbers of speeches, press conferences, feature stories, briefings, Spotmaster feeds and mailings. In the January-March 1972 quarter, our spot checks indicated that all of the Departments were surpassing most of the standards.

(2) Assignment of issues. The Departments were asked to identify their critical issues for 1972 and these were almost exactly the same as a similar list of issues prepared by the Domestic Council. Consequently, the Department public affairs officials were told to use their own estimates of issues as guides on where to focus their efforts throughout the year. The results have been good. Our most recent spot checks for March-May showed that 79% of the Departments' major communications activity (listed in their monthly reports to the White House) was oriented to the critical issues for 1972's election.

(3) Departmental planning. The Departments were directed to develop communications strategies on each issue that would be handled during the coming year.

To convert the strategy statements and the previously discussed activity standards into action, the Departments are submitting 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. These planning steps have enabled the Department to focus more on issues critical to the President, and amplify Departmental spokesmen to a much greater extent. For example, virtually all of the Cabinet officers' speaking engagements are amplified now, and whereas last September it was uncommon for Departmental spokesmen to amplify speaking engagements the checks for March-May show that about half of the Departments' speakers are doing that now.



(4) Keeping closer tabs on the Departments. The White House monitoring of Departmental communications activities has been effectively performed by the Departmental liaison team. Des Barker has prime responsibility for dealing with the Departments and evaluating their performance in communications matters. Ken Clawson (as Herb Klein's deputy and as the print media specialist), Carlos Conde, Stan Scott, and Al Snyder have responsibility for monitoring Departmental performance in their respective areas of expertise.

Besides day-to-day dealings, monitoring the Departments communications activities is achieved two ways: (1) comparison of reported Departmental activities to the plans and activity standards, and (2) spot checks to determine whether the President is being properly highlighted and to assess effectiveness of the amplification given to major stories. Also, as appropriate, special meetings are held with the Departmental public affairs officials to review performance.

Certain results of this monitoring are used in this report to show progress in such areas as highlighting the President, meeting activity standards, amplifying spokesmen, and issue-orientation of communications activity.

Liaison with the Electronic Media.

As of December only the Agriculture Department provided adequate services to the electronic media. A basic cause of this problem was that most of the Departments serviced the electronic media through audio-visual units rather than news services units (which typically are solely print-oriented). Consequently, a comprehensive and detailed review was made of each Department's electronic media capabilities and specific improvement actions taken. Under Al Snyder's guidance the Departments are now developing a balanced electronic media program. Initial priority was to develop a radio service and then a TV program.

Eight Departments now are providing daily Spotmaster services with Justice to be upgraded as soon as possible. Last September only two Departments were providing a daily service, five were inconsistent and two had none at all. More importantly, the utilization of this Spotmaster service has jumped emphatically.



The average number of calls received by the Departments in March, April and May was almost four times the average of last September. In addition, most Departments will have audiotape services operating by July 1st.

Plans have been drawn up by most Departments for improving TV film and tape production. For example, HUD plans a monthly videotape service for subscribing stations and cable services across the country, and a weekly TV public service program for the Washington area. Transportation, Commerce, Interior, HEW and Labor are following suit. Cost and long production lead times will delay actual start-up of these services until around September.

Minority Media Liaison.

The December study showed each Department had missed many opportunities for generating positive coverage in the minority media. The Departments had failed to take the initiative because they were generally insensitive to the opportunities, and responsibility was not pinpointed.

the designation of
interest
An appropriate public affairs professional in the news services units ~~has been designated of~~ each Department ~~to be~~ responsible for minority media liaison. Under ~~Stan~~^{my} ~~Cott's~~ guidance, and with Carlos Conde's assistance in reaching the Spanish-speaking media, these individuals have developed programs for maximizing the Administration's positive coverage by minority media. The individuals designated by the Departments were given a training session ~~by Stan and Carlos~~ 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 lists, etc.). This has been supplemented by close monitoring of the Departmental minority media representatives' performance. ~~by Stan and Carlos.~~

Also working with the Departmental representatives, ~~Stan~~^{my office} developed an Administration-wide communications strategy for the minority media. This included such points as:

- Target audiences, including lists of minority papers, magazines, TV and radio stations, metropolitan areas with large concentration 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.

Our checks have found that the Departments are following through on these plans. More importantly, the amount of favorable coverage by the minority media has increased. ~~Since~~ ~~September.~~

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In addition to the correction of Administration-wide weaknesses described above, the team developed ways to strengthen the communications capabilities of individual Departments. Detailed papers on action taken and results obtained in correcting the weaknesses of individual Departments are attached. A brief summary of important points follows:

Treasury. The public affairs staff was to be reorganized 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. Points (1), (3) and (4) have been accomplished. Since the present public affairs chief is travelling with John Connally, Bill Greener has been detailed from IRS to serve the needs of Secretary Shultz and the Department. This will work for a limited period of time but there still remains a need for staff augmentation to upgrade the office's effectiveness.

Justice. The public information staff was to 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. Point (3) has been accomplished. The remainder of the action will require budget decisions, now possible because of Attorney General Kleindienst's confirmation.

Interior. A speakers bureau/scheduling operation has been established. An electronic media specialist has been added to initiate and monitor a balanced program to service the electronic media.



Agriculture. The White House communications staff has helped Claude Gifford upgrade his capability for handling major announcements. Secretary Butz's good coverage has been the result. Coordinating with the White House, the campaign organization, and the RNC, Gifford has also ensured that he has a good system for monitoring news events, attacks and budding issues. This Department addresses itself well to White House communications requirements.

Commerce. By July 1st, Commerce Today will be revised to become an eight page tabloid newspaper which will be equally effective but consume less staff time. The staff time made available will be reallocated to higher payoff areas such as electronic media liaison, minority media liaison, and scheduling of Departmental officials.

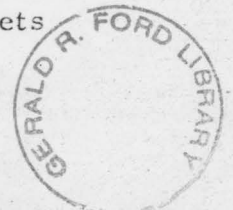
Labor. The organization has been strengthened by creating a new Director of Public Affairs position to be the top communications official in the Department. Although the Department has already made considerable progress in this regard since December, the new Director's basic function will be to direct the existing organization more productively and to strengthen Labor's communications planning effort.

Health, Education and Welfare. Herb Klein, Ken Clawson and Des Barker have all talked to Bob Beatty about the political dimensions of his responsibility. This has won some compliance but it will take continued effort on the part of the White House communications staff to improve the situation. A speakers bureau function has been activated and staffed to provide scheduling services and speechwriting assistance. Control over film production has been addressed by detailing a professional to monitor production and edit weak material.

Housing and Urban Development. Secretary Romney and his staff have had ample opportunity to interview candidates for a position as Jim Judge's deputy. However, the deputy is still lacking.

Transportation. A well qualified Director of Communications has been hired and is now on board -- he is in good control and Transportation's support of the White House reflects it.

With the exception of Treasury, Justice and Labor, all the action described above involving personnel changes (Administration-wide and Departmental) has been possible within current budgets



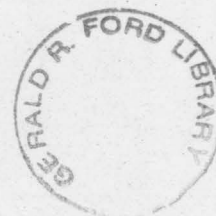
and personnel ceilings. Consequently, the staff increase has been minimal.

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In sum, virtually all of the major study recommendations for correcting Administration-wide and Departmental weaknesses have been implemented successfully or are underway. Nevertheless, follow-through to obtain increased results in the Departments and to tie up the few loose ends that remain will continue. Des Barker and his assistant will monitor the domestic Departments communications planning and performance closely, including systematic spot checks to determine whether the President is being properly highlighted and is getting maximum favorable coverage for his re-election. Al Snyder, Stan Scott and Carlos Conde are well into getting the electronic and minority programs operational, and will continue this thrust. At this point most of the results envisioned in this December study have been achieved. The organizational machinery necessary for more effective communications is now in place and functioning properly; continued effort by the Departmental liaison team over the next two to four months should tap fully the potential for communicating the effect of the President's leadership during this critical year.



DEPARTMENT OF THE TREASURY

Present Situation



General Management

Staff. Since the new public affairs chief is travelling with John Connally, Bill Greener has been detailed from IRS to serve the needs of Secretary Shultz and the Department. Greener has been detailed for 90 days with an approved extension for another 90 days. With Greener's presence there has been noticeable improvement in speechwriting, electronic media liaison, and speaker scheduling. However, with only seven professionals in this public affairs office, staff augmentation is still needed to build upon Greener's energetic but otherwise temporary improvements.

Barker and Clawson have met with Secretary Shultz and have established a good understanding with him about White House goals and how to support them in his Department.

Control and Coordination. Coordination of the sub-Agency and regional public information offices is done on an ad hoc basis although Greener is bringing some order to this. Some control is exercised over the sub-Agencies' information output, as all press releases, speeches, and Hill testimony are cleared with Greener's office. This is an area which calls for staff augmentation.

Media Liaison

Press. Treasury's printing and distribution arrangements are adequate. Also, Treasury does a relatively good job of mentioning the President in its news releases and speeches. Reflecting the sparse staffing, there is reluctance to develop op-ed pieces, and there is no Departmental employee newsletter.

Electronic Media. There is still weak radio/TV feed production. With Greener's recent arrival, however, the Spot-master effort is improving and there has been improvement in the regular feeding of the Cost of Living Council and Pay and Price Board activities to the electronic media. Also, there is improved 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. Treasury now has a systematic program to communicate with the minority media and to give visibility to minority personnel within the Treasury Department. Although initially the slowest starting program of all the Departments, it is now making much faster and more substantial progress.

Operations.

Mailing. The mailing activity is still 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 has been excellent and good for the Under Secretary and Assistant Secretary Volcker. Now, with the beginning of a speaker scheduling operation, this type of support should become available to other Departmental officials.

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.

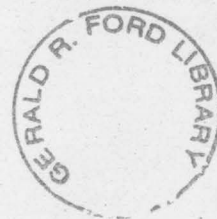
Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up with Secretary Shultz to ensure that:

- The public affairs staff is increased to strengthen the following: (1) electronic media liaison, (2) a speakers bureau/scheduling operation to maximize the media impact of Departmental spokesmen, and (3) writing of speeches, op-ed pieces, talking papers, and fact sheets.
- Treasury's mailing operations are upgraded to improve mailing lists' comprehensiveness and currency. Mailings should be performed upon the Department's initiative and be more frequent.



- Treasury either initiates its own employee newsletter or revamps one of the sub-Agency newsletters to reflect the Department as a whole.



DEPARTMENT OF JUSTICE

Present Situation

General Management

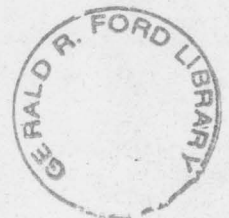
Staff. The five-man professional staff is too small for the Department to communicate effectively. John Hushen, the Director of Information, appears to be hampered in his duties because he does not have a close association with the new Attorney General. This drawback, coupled with the Attorney General's inclination to do his own public affairs, limits the effectiveness of this office and is a potentially difficult situation. Hushen also feels that positive communications opportunities are being lost because of undermanning. As examples he cites 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 or the scheduling of speakers. This staffing problem Hushen intends to correct now that Mr. Kleindienst is confirmed and can approve the budgeting requirements.

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. 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.

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 and civil rights.



Minority Media. The Justice Department now has one professional responsible for disseminating its initiatives and achievements to the Nation's minority communities. Justice Department's coverage in the minority press is improving.

Operations

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

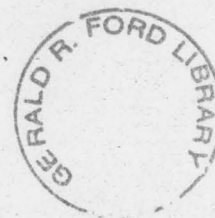
Scheduling. Justice does not have an adequate speakers bureau/scheduling operation for top Departmental officials.

Monitoring. The wires are monitored for breaking news. Six to eight major newspapers and the news magazines are reviewed.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that:

- The public information staff is augmented to handle the following functions: (1) electronic media liaison, (2) a speakers bureau/scheduling operation to maximize the impact of Departmental spokesmen, and (3) writing of speeches, op-ed pieces, and fact sheets.
- Justice either initiates its own employee newsletter or revamps one of the sub-Agency newsletters to reflect the Department as a whole.



DEPARTMENT OF THE INTERIOR

Present Situation

General Management

Staff. Bob Kelly, the Director of Communications, has 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 small 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 has a good idea of what he is doing and takes charge effectively to get it done. Increased involvement with the Secretary would, however, benefit this office's ability to communicate more effectively.

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 including testimony before the Congress.

Media Liaison

Press. It is obvious that the press people are trying hard, and the potential is being exploited. As a result of this and Kelly's political sensitivity, press releases, speeches, and publications are all doing a good job of highlighting the President and the Administration.

Electronic Media. Interior has two well qualified professionals in the electronic media area. One spends most of her time in making technical arrangements for Secretary Morton's TV appearances. The other person's efforts are devoted to providing radio and TV services which promote initiatives and accomplishments. The Department currently has satisfactory Spotmaster services and other radio and TV services will be in effect by August 1st.



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 media on a scheduled basis. The Department's performance with each of these groups is being improved.

Operations

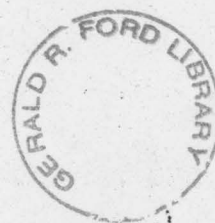
Mailing. Mailing operations have been speeded up and mailing lists have been updated.

Scheduling. The scheduling of the Secretary has been greatly improved under Kelly and there is now a 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.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that the expanded radio and TV service is established as soon as possible.



DEPARTMENT OF AGRICULTURE

Present Situation



General Management

Staff. The top public affairs officials are generally competent and have good political initiative and reliability. In addition to Gifford, politically effective communications are conceived and conducted by assistants to the Secretary and Undersecretary and by certain legislative officers. 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. Spot checks of releases, speeches, and publications indicate increasing references to the President and 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 and, with the overtone created by Secretary Butz' emphasis on Presidential leadership in the daily news, are achieving the effect we want among the farming public.

Minority Media. USDA has 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.

Operations

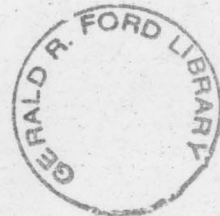
Mailing. The USDA has a sophisticated and extensive mailing system which it uses effectively with the general press, the electronic media and the minority media.

Scheduling. An individual has been hired to schedule the trip activities of Departmental officials to achieve as much public and media impact as possible. In addition, the scheduling and advancing of speakers is now being supported by an ad hoc committee of Gifford, Ashworth, Wilson, Moore, McMillan, and Plambeck who divide the principal USDA spokesmen among themselves.

Monitoring. Agriculture has developed an elaborate monitoring effort beyond the normal perusal of the wires and papers. The Agriculture man in each of the States' campaign committees feed information to Gifford via 1701 Pennsylvania Avenue. Regional, State and county offices of the Marketing Service and Conservation and Soil Service also submit monitoring reports to USDA for information.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will work with Gifford to increase his exploitation of opportunities to reference Presidential leadership.



DEPARTMENT OF COMMERCE

Present Situation

General Management

Staff. Basil Littin, the Director of the Office of Public Affairs, has taken 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.

The Secretary's office is looking for a speechwriter who can also help advise the Secretary on his personal public affairs activities.

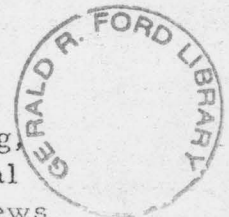
Nine of the twenty professionals are devoted to the publication of Commerce Today, a well put together magazine with a circulation of about 17,000. Designed for U. S. businessmen, it discusses export opportunities. It competes with private enterprise in some cases, and in others it aggrandizes something that could be handled with a simple black and white press release. At White House direction, Littin has plans underway to change Commerce Today to a weekly newspaper, which will free personnel spaces and money to be used in improving his speechwriting capability and upgrading his news division and office administration. This conversion should be accomplished by July 1st.

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.

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. Highlighting the President in news releases, speeches and publications has improved significantly. Access to the Secretary by all media is quite good.



Electronic Media. Littin is hiring a full-time professional to handle liaison with the electronic media. This man will strengthen the utilization of the Spotmaster and establish a program to provide regular services to both radio and TV heretofore non-existent.

Minority Media. Commerce now has a person assigned to service the minority media and a minority media communications plan is in effect. The result is that Commerce, with help from OMBE, is one of the better performers among the Departments in servicing the minority 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.).

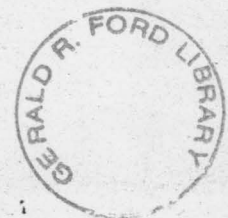
Scheduling. While the scheduling for the Secretary and Under Secretary is effective, there is no speakers bureau or scheduling activity for the Departmental officials. Littin plans a two or three-man operation to handle this function with some of the people freed from the Commerce Today reorganization.

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

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that:

- Commerce Today is revised to consume less staff time, and that the staff time made available is reallocated to higher payoff areas such as electronic media liaison, minority media liaison, and scheduling of Departmental officials.
- A speechwriter is hired.



DEPARTMENT OF LABOR

Present Situation

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 has been 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, a public affairs manager has been hired over Leslie to give him and his staff direction and to create communications opportunities.

Control and Coordination. Leslie exercised 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.

Media Liaison

Press. There is adequate provision for producing and distributing press releases, although distribution could be more selective. The Secretary holds more press conferences now. In the spot check of press releases, speeches, and publications, references to the President or the Administration have improved remarkably.

Electronic Media. Labor has a full-time professional with responsibility for the electronic media who now assists radio and TV newsmen on a day-to-day basis, and the results show it. For example, pick-up on the Spotmaster has increased three-fold since last September and references to Presidential leadership have increased six-fold.



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.

Operations

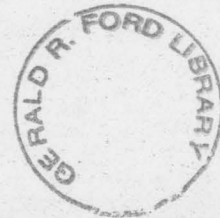
Mailing. The Labor mailing lists are comprehensive and are keyed to many categories of audiences.

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.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that the new Director of Public Affairs directs the existing organization more productively, expands the capability for electronic media liaison and commences speakers bureau/scheduling operations.



DEPARTMENT OF HEALTH EDUCATION AND WELFARE

Present Situation

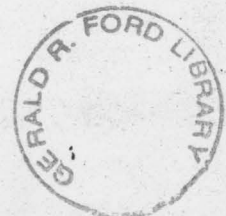
General Management

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. This problem has been discussed with him by the White House communications staff with no real improvement. His two deputies also lack political sensitivity. Consequently, it has been necessary to establish alternative avenues of communications to the Department in these matters, including Dick Mastrangelo in the Secretary's office and Sandy Winston in the public affairs office. Jim Cavanaugh on the White House staff has also been of assistance in effecting White House communications through the Department.

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 urges sub-Agencies to plan communications. Beatty used to control fewer of the information outputs than his counterparts in the other Departments, but he has now rectified 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. Although the Secretary does an excellent job of highlighting the President, the materials produced by the public affairs staff do not yet pick up on this to the maximum extent possible. The improvement that has occurred in this regard is due to Sandy Winston and the four persons on his news staff. Unfortunately, Beatty has not inspired the remaining bulk of HEW's public affairs staff to do the same.



Electronic Media. The electronic media service program has just kicked off. An electronic media specialist was hired and is now orienting himself to the Department and its sub-Agencies. Much stress will have to be placed continually on the priority of issues he deals with, in order to make his efforts achieve their potential.

Minority Media. A professional has been made responsible for minority media service (currently a temporary detail) and HEW has a comprehensive program set up to feed the minority media. Action started on April 15th but HEW is now meeting only minimal standards.

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 now has a three-person speakers bureau to (1) coordinate speaking invitations, (2) schedule speakers for maximum amplification, and (3) provide speechwriting assistance.

Monitoring. There are still 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.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that:

- Bob Beatty becomes more attuned to the political dimensions of his responsibility and that HEW's communications activity does more to highlight the President's leadership.
- A monitoring capability is established utilizing the regional public affairs official.
- Full development of HEW's electronic media service program occurs.



DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Present Situation

General Management.

Staff. James Judge, the Director of the Office of Public Affairs, has immersed himself in self-determined priorities and his performance has not been encouraging. He appears not to be really taking charge and giving direction to his staff, who are generally capable but need good guidance. Secretary Romney and his staff have had ample opportunity to interview candidates for a position as Judge's deputy. However, that deputy is still lacking.

Control and Coordination. Since no sub-Agencies have public information offices, the problems which other Departments face in coordination and control are not encountered by 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. However, most releases and publications stress only the Department or program. For example, only 10 percent of the releases spot checked 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.

Electronic Media. The electronic media service function is handled by the audio-visual division. Their recent work with the Spotmaster has been fair. There is little hard news in the daily features. Appearance of the Secretary and the frequency of Presidential highlights are not optimized. Consumption of the Spotmaster feeds should, however, receive a boost from a recent postcard mailing to 3500 radio and TV stations to publicize the HUD service. Fred Stuart, the electronic media specialist, has several other electronic programs in the works. The first is a weekly audiotape service which he is developing on contract. A pilot tape will be sent out to test stations' acceptance in the ten major market areas. If that reaction is 10% or better, the program will



move ahead. A similar service for the regional offices will be developed afterwards. Stuart also intends to sell Washington TV stations on doing a series of public service programs beginning in August. A prototype program will be produced and presented to the stations. Their response will determine if the series moves ahead. Stuart also hopes to put together a videotape featurette program by September 1st that would provide a monthly feed to subscribing stations. A prototype is to be made as soon as money is available and a survey made of the prospective consumer stations.

Minority Media. While HUD has done a fairly good job in gaining visibility for its two top Blacks, Assistant Secretaries Jackson and Simmons, it has only just started a real program for gaining visibility for other Blacks and for promoting Departmental accomplishments of particular interest to minorities. HUD has taken the initiative to publicize its fair housing public service advertising campaign, and a similar effort will be made with other areas at HUD as their minority media plan gains momentum. HUD now has a responsible professional and a comprehensive strategy for servicing the minority media.

Operations

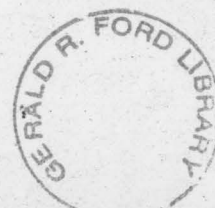
Mailing. HUD has a highly sophisticated mailing capability with a comprehensive, yet highly selective, series of mailing lists. These are reportedly well utilized in communicating to constituent group organizations.

Scheduling. HUD does a relatively good job in scheduling Departmental officials. However, an improvement could still be made in lining up regional radio and TV appearances.

Monitoring. HUD's monitoring procedures have been improved. The wires are reviewed periodically, and the subscription list of metropolitan dailies has been increased. Responses are also solicited from stations on their use of HUD electronic feeds. Regional Offices advise the Department when a crisis is building.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that a strong deputy is brought in to take charge of Judge's management problems.



DEPARTMENT OF TRANSPORTATION

Present Situation

General Management

Staff. DOT's new Director of Public Affairs is David Crowther, formerly head of public affairs for Lockheed. Performance of the public affairs office has improved considerably since Crowther's arrival.

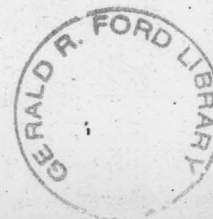
Control and Coordination. Control of the regions' and sub-Agencies' production is tighter than most Departments. The Office of Public Affairs reviews and clears all news releases, films, publications, speeches of political appointees, and announcements of grants and contracts. Hill testimony is also 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.

There are no regional public affairs officials representing the Departments as a whole and the prospect of getting authorization for them past the Congress is doubtful. Two sub-Agencies (FAA and Coast Guard) have regional PIO's, but using them for Departmental communications activities has proven marginal. Consequently, the administrative assistants to the regional Secretary representatives have been pressed into service. This arrangement is working satisfactorily.

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. There has been significant increase in highlighting of the President's involvement and leadership in major announcements. A Departmental newsletter has also been established.

Electronic Media. Paul Young, who runs DOT's electronic media liaison effort, is getting Secretary Volpe to produce more radio/TV feeds and do more regional TV appearances, apparently



because the Secretary's staff now sees the potential value of these activities. Young also now heads a new electronic media division which draws material from both Fred Morrison's Departmental liaison division and Oscar Griffin's news division.

Minority Media. Under Secretary Volpe's leadership, DOT has initiated several innovative programs to relate initiatives to the minority community. They are far ahead of White House standards in providing material for the minority media and are getting good coverage as a result. An experienced Black newsman has overall responsibility for this function and has effectively given visibility to Volpe and supergrade minorities.

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. Also, more use is made of the regional officials. They are asked to send significant clips and to report telephonically on emergency items which merit a response.

Work Remaining

Des Barker, coordinating with the rest of the Departmental liaison team, will follow-up to ensure that the speakers bureau operation is expanded to include scheduling of Departmental spokesmen to maximize amplification of their speaking engagements.

