PUBLIC RELATIONS IN COMMUNITY WORK

A PUBLIC RELATIONS PROGRAMME FOR DIRECT SERVICE ORGANISATIONS

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for the Degree of Master of Social Sciences in Social Work*

*East London
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DECLARATION

*I delcare that this dissertation is my own, unaided work.
It is being submitted for the degree of Master of Social
Sciences in Social Work in the Rhodes University, Grahamstown.*

*It has not been submitted before for any degree of examination
in any other University.*

Averil Margaret Carmichael-Kathan

10th day of *December* , *1991.*

DEDICATION

This work is dedicated to my late father, William (Bill) Henry Carmichael who made todays accomplishments possible.

This one is for you Dad!

ACKNOWLEDGEMENTS

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ABSTRACT

The community work method of social work is a method requiring creativity, application of specialised skills and knowledge, sound planning and administration and a persuasiveness to reach the various sectors of the community in order to accomplish broad based goals.

Public relations is an occupation that has a sound body of literature and theory, a code of ethics or conduct, a host of tools and methods and also requires sound planning and administration, bound together with persuasiveness to reach the various publics in order to accomplish goals affecting image, quality of service rendering and marketing of services.

The present study was concerned with identifying the commonalities and the differences between the profession of community work and the occupation of public relations in order to enhance the content of community work theory for practical application by community workers. The differences between the two would, in fact, teach content to community work. It was hypothesised that public relations has a necessary function and is an occupation that can be internalised with and applied to community work for the effective marketing of organisational services.

A model for incorporating public relations into community work was designed and implemented in a direct service welfare organisation with positive results. This design is applicable to other direct service welfare organisations with innovative and flexible management teams.

The results of an empirical research study, making use of random sampling and questionnaires, was analysed. The results indicated that public relations and community work were comparable entities with reference to knowledge bases, values, skills, tools, methods, techniques, ethics and programmes.

A third group of respondents emerged in this study - community workers practising public relations firmly within the realm of community work. This group advocated the use of marketing and communication strategies in applying the community work method

effectively. The primary difference to emerge from the research was one of emphasis in applying work methods and subsequently, community work can learn a great deal from these differences which will enhance service rendering correspondingly.

The culmination of this study led to several highly relevant conclusions and recommendations for welfare organisations in a Post-apartheid South Africa. The most worthwhile conclusion was that community work has a great deal to learn from public relations, and that they are combinable entities at every level.

CHAPTER ONE

INTRODUCTION

1.1 *MOTIVATION FOR CHOICE OF TOPIC*

This study is concerned with the identification and evaluation of effective components of the public relations field and the comparison thereof to the direct service welfare organisations public relations practice. More specifically, the method of community work is explored and compared to public relations at the levels of historical development, professionalism, knowledge bases, codes of ethics, tools, techniques and methods in order for an effective public relations programme to be implemented in a direct service welfare organisation. The place and function of public relations in community work is explored and practically applied in a modern day welfare setting.

The new welfare policy being implemented will affect welfare organisations to the extent that extensive rationalisation and privatisation is being recommended by government. It requires that all welfare organisations present detailed programme proposals to the Departments of Health Services and Welfare for subsidisation purposes. Hence, the need for fundraising and organisational marketing. The direct service welfare organisation has to develop programmes as effectively as possible accentuating the need for sound public relations and subsequently, the need for it to be incorporated into theory being studied by social work students to equip them for the programme planning and implementation ahead of them. Community work lends itself to the field of public relations most significantly.

The typical image of a welfare organisation is often a poor one, and the public infrequently hear about the fields that they cover and the services that they render.

Weyers (1987:4) states that:

"Die negatiewe invloed van maatskaplike werk se gebrekkige gebruikmaking van skakelwerk is verder vergroot deurdat die professie self verskeie struikelblokke in die weg van doeltreffende kommunikasie met die publiek gelê het."

With a profession in crisis and with welfare services being rationalised, the necessity for the inclusion of public relations in community work becomes vital as it will improve the content of services being rendered as well as the image of the social workers and welfare organisations providing the services.

The image situation in the past has been poor.
Anastasi (1964:305) defines corporate image as:
"... affected by every aspect of a company's operation from the quality of its products and nature of its employee relations to the appearance of its buildings and grounds... ".

This corporate image needs to be addressed in welfare circles to enhance inward content as well as outward appearance in order to market programmes, projects and services to management, funding bodies and clients. The practical application of public relations within community work is a feasible means of attaining these positive end results.

1.2 AIMS OF THE STUDY

The aims of the study were:

1.2.1 to investigate the relationship between community work and public relations along pre-determined lines of the components of a profession, historical development, knowledge bases, values, principles, ethics, skills, techniques, tools, aims, functions, programmes, marketing, corporate image and communication;

1.2.2   to examine whether public relations strategies and techniques could be applied to community work in order to enhance the content of projects and programmes and thereby to add to the body of theory pertaining to community work;

1.2.3   to devise a model of public relations within community work;

1.2.4   to apply the public relations model within community work to a direct service welfare organisation over a period of one year and to evaluate the results.

1.3   ASSUMPTIONS

1.3.1   Public relations and community work are comparable entities

1.3.2   Marketing is a function of public relations and can be directly applied to community work

1.3.3   The two fields have so many similarities, that the differences between the two will facilitate the enhancement of the content of community work

1.3.4   Welfare organisations are sincere in their desire to enhance or change their images

1.3.5   Public relations has a business and management philosophy that can teach welfare organisations a great deal about attitude and approach

1.3.6   Public relations and community work both comprise tools, methods and techniques, and possess marketing strategies by which to market organisational services.

1.4   LIMITATIONS AND PROBLEMS OF THE RESEARCH

1.4.1   Public relations is a broad field and several of the respondents selected were practising, but were not public relations practitioners in the sense of the definitions;

1.4.2   The nature of public relations practiced by non-profit direct service welfare organisations may have a different emphasis from public relations in other fields;

1.4.3   Little literature was available combining public relations and community work;

1.4.4   South African literature available on public relations was difficult to locate, therefore, the content is predominantly from overseas which may not accurately reflect the South African situation;

1.4.5   A third group* emerged unexpectedly from the sample, namely: social workers practising as public relations practitioners.   These respondents were confused as to how to answer the questionnaire;

1.4.6   The address list of social workers did not specify their positions e.g. Director, which gave the respondents different frames of reference from which to answer several questions.   Fieldworkers had more practical hands-on experience whereas managers had more management experience, so they replied from their positions point of view more than from a general professional point of view;

1.4.7   The response rate from the public relations sample was less than that of social workers making comparisons between the two groups less likely;

1.4.8   Some social workers were either unemployed or had not been in the field for some time which was evident in the manner in which they replied to the questionnaire, e.g. they lacked comprehension of the programme section of the questionnaire compared to their employed colleagues;

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*   The third group that emerged were qualified social workers still registered as social workers with the Council for Social and Associated Workers, but were practising public relations within a welfare setting.   They designated themselves with the title of public relations officer and stated that they were not practising social work.

1.4.9 *Terminology used in the questionnaire was not always understood by the respondents as they were unfamiliar with one anothers fields e.g. "marketing strategies" was understood by public relations practitioners, but not by social workers;*

1.4.10 *There were no Black, Indian or Coloured returns at all in the public relations sample and none in the third group that emerged, so an ethnic bias exists since the majority of the respondents were White;*

1.4.11 *Individuals answering did not necessarily have a knowledge of the full range of their respective professions e.g. many social workers have never practised the community work method of social work and answered from a case worker's or an administrative frame of reference;*

1.4.12 *No code of ethics for social workers presently exists in South Africa as it does in the United States of America and the United Kingdom. Therefore, a basic code of conduct as referred to in the Social and Associated Workers Act (1978) was taken to be of equal value for the purpose of answering this section of the questionnaire. It has become apparent that social workers require a code of ethics like other professions, including public relations practitioners.*

1.5 *RESEARCH DESIGN AND METHODOLOGY*

1.5.1 *Research Design*
The most appropriate design used in this study constituted a quantitative exploratory-descriptive design. It was exploratory since the field at this stage is not well developed and descriptive because the researcher was describing features of this phenomenon. The survey method is ideal for incorporating practice and research in a problem

solving process to extend facts of specific areas of social work. The approach used was logical, inductive and comprehensive. The design is straightforward and seeks to discover the essential character of social and psychological phenomena. According to Tripodi, Fellin and Meyer (1969:9) "... exploratory designs have as their major purpose the articulation of concepts...".

The present study contained elements of both quantitative - descriptive and exploratory research designs as the focus was on describing common and differing elements of community work and public relations and applying them to direct service welfare organisations programmes. The advantage of the exploratory design for this study was its flexibility when applied to fields that are not well developed.

1.5.2   Methodology

Literature study - a comprehensive literature study was made of books and journals about community work, public relations, social work, marketing, communication and the combination of all the aforementioned.

Sampling procedure   a probability sampling method of simple random sampling was used with random selection based upon a twenty per cent (20 %) figure of the universe of public relations practitioners and a ten per cent (10 %) figure of the universe of social workers.

Survey - An eight page questionnaire was drawn up based upon the content of the literature study undertaken to explore the respondents input regarding community work and public relations respectively so that assessment of commonalities and differences could be investigated and applied to a programme in a direct service welfare organisation. Questionnaires were thus used to make observations and practical applications. (App. C&D)

1.5.2.1 Research procedure

A universe of 3 380 social workers was derived by selecting the postal codes of the membership list from the South African Council for Social Workers of the main areas in the Transvaal, Orange Free State, Natal and the Cape Province to work from e.g. 0001 - 2199 in the Transvaal. A sample of 10 % or 338 social workers was drawn. From a universe of 1 190 public relations practitioners registered with PRISA, a sample of 20 % or 238 people were drawn. (PRISA being the Public Relations Institute of South Africa).

On Thursday 1st March 1990, 338 questionnaires were posted to the sample drawn of social workers and on Friday 2nd March 1990, 238 questionnaires were posted to the sample drawn of public relations practitioners. All questionnaires had a stamped self addressed return envelope and the return date of 1st April 1990 was stipulated in the attached covering letter. (App. A&B)

By 17th April 1990, an approximate month after the return date, the following numbers of returns had been received:
- social workers = 199 of which 29 had not been completed
- public relations practitioners = 105 of which 35 had not been completed.

The 17th of April 1990 was the final cut-off date. The few questionnaires that arrived after this date were not regarded as being part of the research investigation.

A pilot study of 10 respondents (5 social workers, 5 public relations practitioners) had been conducted during February 1990 to ensure that the questionnaires

were valid, comprehensive and dealt with sufficient and adequate categories. Minor technical and language changes were made to the questionnaire as a result of the pilot study.

1.5.2.2   Sequence
- *a comprehensive literature study comprising the disciplines of public relations, community work, human relations, sociology, psychology, communication and marketing was done from early 1987.*
- *a public relations and communications policy was drawn up and implemented from June 1989 in a direct service welfare organisation.*
- *English : and Afrikaans questionnaires were drawn up and posted in early 1990.*
- *data was analysed and presented using tables, graphs and figures.*
- *a research report was drawn up.*

1.5.3   Presentation of research findings
Research findings were presented in the form of frequency tables for the 12 sections of the questionnaires.

The chi-square values and p-values of the two main groups were computed to ascertain the levels of significant difference between the responses. These values had no bearing on the third group of respondents - namely, the social workers practising public relations.

Descriptive procedures were then followed whereby the findings were interpreted and conclusions were drawn. Recommendations based upon the findings were then made.

1.6 DEFINITION OF TERMS AND CONCEPTS CENTRAL TO THIS STUDY

1.6.1 Researcher, writer

These terms have been used interchangeably and refer to the author and researcher of this thesis.

1.6.2 Social worker, community worker, social work, community work

These terms have been used interchangeably in the text and have the same meaning for the purpose of avoiding confusion.
Other definitions that arise will be dealt with in the text.

1.7 USE OF REFERENCES

A bibliography of relevant readings, alphabetically arranged is presented.
In the text, any source directly quoted is placed in quotation marks. All sources, either directly quoted or referred to are acknowledged in parenthesis by quoting the name of author or authors, the year of publication and the page number or numbers referred to.

1.8 PRESENTATION

The research is presented in a thesis comprising seven chapters. It is divided up into three sections:
- section one = literature study
- section two = findings, conclusions and recommendations
- section three = a presentation of the bibliography and detailed information contained in the format of several appendixes.
Contained within the thesis are figures, bar graphs and frequency tables to elucidate content. Contained within the appendixes is a public relations model applicable to a direct service welfare organisation.

1.9 *SUMMARY OF CHAPTER CONTENTS*

In Chapter One*, a general introduction to the motivation, aims, research design and methodology of the study is presented.

In Chapter Two**, the characteristics of a profession are explored, then applied to community work and public relations. The two fields are further explored with reference to their historical perspectives, and compared. The placement of community work and public relations within the social sciences is discussed; and their values, principles and ethics are explored. Skills required to practise the fields are elaborated upon.

In Chapter Three***, the place and function of public relations in community work is explored within the contexts of techniques, tools and general aims. The presentation of services in welfare organisations is discussed. Community work is discussed as part of a multi-disciplinary approach. The role of public relations in community work is explored, then carried through into the relating of an organisation to a community. The link between community work and public relations is explored, as well as the utilisation thereof. The adminstrative influence in the two fields is explored, and an application of public relations publics is made to community work. Finally, the similarities and differences between the two fields are discussed.

In Chapter Four****, the combination of public relations with community work is explored in the light of programme planning and marketing. This is done in the light of pertinant theory relating to marketing, programme proposals, corporate image and communication.

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* see pages 1 to 11
** see pages 13 to 45
*** see pages 46 to 70
**** see pages 71 to 99

In Chapter Five*****. the research design and methodology of the study is presented.

In Chapter Six******, the empirical research findings, yielded by the questionnaire, are presented and discussed.

In Chapter Seven*******, the final chapter, a summary of the major findings of the study is presented. Conclusions and recommendations are suggested and a practical application of the model is presented.

In Section Three********, a practical model of the implementation of a public relations programme within community work in a direct service welfare organisations is presented, together with all relevant appendixes and the bibliography.

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*****   see pages 101 to 108
******   see pages 109 to 158
*******   see pages 159 to 188
********   see pages 190 to 263

S E C T I O N   O N E

LITERATURE STUDY

CHAPTER TWO

PROFESSIONAL AND THEORETICAL OVERVIEW OF

COMMUNITY WORK AND PUBLIC RELATIONS

In this Chapter, the features that comprise a "profession" are explored and then applied to community work and public relations with the understanding that community work is a method of the social work profession, and public relations is an occupation.

The historical development of the two fields is briefly analysed to place them within comparable realms at that level. The nature of the two fields are discussed and placed within a social science framework, and finally, community work and public relations are analysed according to knowledge bases, values, principles, ethics and skills utilised.

2.1   FEATURES COMPRISING A "PROFESSION"

Greenwood (1957:45-55) proposed the attributes of a profession as being the following:
- having a definite goal and a purpose to fulfil specific needs,
- possessing a body of knowledge, wisdom, doctrine, experience and technical competence,
- having a certain degree of authority and autonomy in the field of its expertise,
- assuming responsibility to society for maintaining standards with the professional assuming personal responsbility for his actions,
- developing its own subculture by means of:
    - norms e.g. service, objectivity,
    - values,
    - symbols,
    - ethical code,
- the transmittance of philosophies, ethics, values etc. through an educational process

There is consensus amongst the myriad definitions available that professions differ from "jobs" in their qualities of respectability, prestige and rewards. Several authors agree that there are certain basic elements in professions, although they are not shared by all professions all of the time.

They are as follows:

- systematic body of theory

- *use of knowledge and skill*
- *extensive period of education*
- *particular language use*
- *professional identity*
- *authority based on community sanction to practice*
- *regulated by a code of ethics or conduct*
- *organisational structure supporting professional interests*
- *testing of competence before admission*
- *a primary orientation to community interest rather than individual self interest*
- *a culture including a value system*
- *a system of monetary and honorary rewards*
- *practical application of internalised theory*
- *a body of literature building itself*
- *communication of knowledge to successors*
- *professional authority and elitism*

(Elliot, 1972, 95-151; Brown, 1947:20-22, Giddens, 1989:382; Compton & Galaway, 1979:37,38; Specht & Craig, 1982:16).

2.1.1 Community work as a profession

Although community work is a method of the social work profession, for the purpose of this research, the term is used in the capacity of the full profession.

There are many definitions of community work. The following were selected since they include components which are relevant to the topic being researched. Similarly, they do not differ significantly from other commonly used definitions of community work:

"... community work is concerned principally to promote collective action on issues or in areas selected by the participants " (Twelvetrees, 1982:5)

"... relating social needs to resources in the community or of developing new resources, and of promoting the integration, collaboration and co-ordination of welfare services both geographically and functionally" (Department of Health and Welfare, 1984:63).

"... maatskaplikewerk-metode waardeur gemeenskappe langs die weg van 'n wetenskaplike proses gehelp word

*om maatskaplike probleme uit te skakel en te voorkom,
om maatskaplike behoeftes te bevredig en om die
integrering, samewerking en koördinering van
aksiesisteme ... te bewerkstellig ..."* (*Hugo et al*,
1980:80).

*These definitions incorporate promotional activities
targeted towards precise plans of action in order to
develop new resources; integrate welfare services;
address problem areas and solve them or prevent
re-occurence; satisfy social needs and co-ordinate
action systems within a scientific process. This
requires community awareness campaigns, mass action
organisation, planning, programming and co-ordinating
community involvement at the levels of sponsors,
funding bodies, resources and target systems.*

*Upon further analysis of these three definitions,
community work within social work has professional
status since knowledge is required; theory is
utilised to practise skills for the benefit of
community interest; a body of literature exists with
particular language and a professional identity; and
that this body of literature comprises a solid core of
theory to enable the practitioner to practise
scientifically and productively. On the other hand,
community work as undertaken by the lay person cannot
be professionalised as it is every citizen's
democratic right to participate in this practice.*

2.1.2   Public relations as a "profession"
        *Public relations is a lesser known occupation to
        community workers. Consequently, it will be
        elaborated upon to a greater extent than was the case
        with community work for the purpose of clarity and
        comprehension.*

"... professional public relations is a sincere and serious attempt to contribute to modern management efficiency..." (Krause, 1977:x).

"... om 'n beter onderlinge begrip of verstandhouding tussen mense tot stand te bring - die staat en sy burgers, 'n produsent en sy verbruikers, 'n beroepsman en sy kliënte ... deur doelmatige kommunikasiekanale tussen sodanige groepe mense te bou en instand te hou ... (daardeur) volg welwillendheid en harmonie, wat albei noodsaaklik is om vrede en voorspoed te verseker" (Malan & L"Estrange 1973:13).

"Public relations includes the whole area of relations with the public and with groups and individuals outside the agency" (Dunham, 1970:367).

"... is the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfactory two-way communication" (Cutlip and Center, 1988:7).

"Public relations is planned, persuasive communication designed to influence significant publics" (Marston, 1963:3).

"Public relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics." (Malan & L"Estrange, 1977:5,6).

The final definition by Bowman and Ellis (1969:1-2) establishes public relations as an applied social science that comprises the following functions:

"1.   Measures, evaluates, and interprets the attitudes of various relevant publics;

2.   *Assists management in defining objectives for increasing public understanding and acceptance of the organisations products, plans, policies and personnel;*

3.   *Equals these objectives with the interests, needs, and goals of the various relevant publics; and*

4.   *develops, executes and evaluates a programme to earn public understanding and acceptance."*

These definitions allow for the occupation of public relations to hold status as a profession within the context of this research based upon its elements of developing sound communication and understanding between the organisation and the public or community; influencing opinions positively; maintaining positive awareness and understanding; being evaluative in nature; defining objectives for management in order to promote organisational services; and working according to a programme.

Upon further analysis of these seven definitions of public relations, it is an occupation worthy of professional status based upon the application of knowledge and definite skills; that a relevant body of literature and theory exists; that practical application is implied; that planning, administration and programme compilation is applied; that a particular language framework and a professional identity exists; that it is community and publics' orientated; and that scientific processes are followed to obtain results.

2.2 *HISTORICAL PERSPECTIVES*

A profession as it stands cannot be viewed one dimensionally as having no relevance to its past. The historical development of a profession provides the solid foundation upon which it operates in the present. It also allows for predictions in future trends to be made to enable meaningful planning and development.

2.2.1 Historical development of community work

Community work, albeit in a less formally structured framework, can be traced as far back as the era preceding Christ where the primary practitioner was the church (Federico, 1976:27). The Judeo-Christian beliefs in the Old and New Testaments emphasised building resources and helping one another. During the early 1500's there were attempts to formalise and unify social welfare systems. In 1518 in England, there were swelling ranks of unemployed vagrants resulting from the Industrial Revolution, creating a breakdown of the protective feudal systems, centralisation of political power and the displacement of the church by a secular government. The Elizabethan Poor Law (1601) attempted to ameliorate conditions by making allowances for houses of correction, almshouses, workhouses and indenture. Further implications of the Poor Law of 1601 were:

- *the recognised desirability for national coverage (public relations)*
- *the administration of public welfare*
- *public programmes (public relations)*
- *funding through voluntary contributions and taxation (public relations)*
- *work placement schemes in special public factories (public relations).*

The Settlement Act (1622) further legitamised the concept of residence requirement (Federico, 1976:38-39). The trend during the 1700's was punitive in nature and did more to regulate than to erradicate.

The period from 1870 - 1917 was referred to as the charity organisation society period which started in England in 1869 and in Buffalo, USA in 1877. Its purpose was to bring order to all the confusing organisations by means of co-ordination of services. Its main aims were as follows:

- *to develop a co-operative approach to social problems*
- *to improve co-operation between existing welfare organisations (public relations)*

*- to create better relations between the rich and the poor
  (public relations)*
- to prevent poverty
- to do research

*During 1883, national fundraising began in Liverpool,
England (public relations). In 1876, the New York
School of Social Work opened as well as the Boston
Registration Bureau, and in 1886, it was realised that
casework and community work were two seperate
entities.*

*In 1892, social surveys were initiated in England,
proving the need for community organisation. The
Social Settlement movement emphasised group care,
recreational activities, planning, co-ordination and
combined financing (Hugo et al, 1980:9-10).*

*The period from 1917 to 1935, was referred to as the
Federal Period with the major influences being World
War One and the Depression. These events called for
extensive planning and community work programmes. The
Community Chest was established in this era to
co-ordinate and to do its own fundraising. The
National Social Work Council was formed in 1922.
These National Councils proved the need for
co-ordination, co-operation and integration (Hugo et
al, 1980:11).*

*The American Association of Social Workers formed in
1921 was the first professional organisation.
Representatives of the Department of Surveys and
Exhibits of the Russell Sage Foundation assisted in
organising social work publicity into what is now
known as the National Public Relations Council of
Health and Welfare Services. Their aims were
interpretation of methods and Public relations
(Dunham, 1970:43).*

From 1935 – 1955, a period of community organisation and public welfare was identified. This was a phase of extending services and developing professionalism. It was preceded by the Great Depression with large scale poverty and unemployment which required grand scale co-ordination to keep up with the mushrooming of new organisations (Hugo et al, 1980:11).

In 1935, the Social Security Act in the USA was promulgated with the following implications:
- *a social security board was established*
- *a state plan was established*
- *state leadership in the principles of planning were established*
- *standards for assistance were established*
- *rehabilitative and preventative child welfare programmes were extended into rural areas (public relations) (Dunham, 1970:45).*

In 1939, the Federal Security Agency was established with the transferral of the Social Security Board to its ranks, and in 1953, the Department of Health Education and Welfare was created in the USA (Hugo et al, 1980:12).

The period from 1936 to 1960, was relevant in respect of World War Two and the post war developments.

Community work had to concentrate on the placement of many soldiers and their families into military bases; the effects on the communities; and the effects on families left behind (Dunham, 1970:48). After the war, independent fundraising continued. In 1949, the United Fund to Combine all the independents was created, and in 1952, Bradley Buells' book "Community Planning for Human Services", appeared (Hugo et al, 1980, 13). International social welfare was on the foreground as community work was being accepted as a professional specialisation within social work theory and practice (Lauffer, 1978:50).

*The period from 1960-1970 was referred to as the
Stormy Period where there was extensive upsurge of
civil rights, riots and violence with a flood of
legislation (Hugo et al, 1980:13). The role of
community work took on a strong emphasis for
programmes of prevention (Lauffer, 1978:52).*

*The accountability era from 1970 has exhibited growth
and development with the emphasis on accountability,
co-ordination and consolidation; and community work
could finally take its rightful place as a method of
social work (Hugo et al, 1980:13-14). Twelvetrees
discussion of this era is strongly politically based
where he differentiates between the professional
school of social work and the socialist school. He
maintains that the schools often functioned side by
side (Twelvetrees, 1982:6).*

*The Australian perspective echoes elements of the
American development of community work, despite the
continual fluctuations of government. In the 1980"s,
there was an increasing awareness of structural causes
of problems, thus planning could become more effective
(Thorpe and Petruchenia, 1935:24).*

*South Africa also presents great similarities in
development of community work. In 1815, the first
Dutch Reformed Church childrens home was established
proving the existence of community work. In 1902 -
1915, the womens organisations started seeing to the
needs of widows and orphans. The Carnegie
investigations of 1930 - 1932 investigated the issue
of poor Whites, and this was followed up with a
National Convention on Social Work in 1934 and the
Department of Social Welfare being established in 1937
(Hugo et al:1980:14).*

The <u>National Welfare Act</u> (No. 79 of 1965) made provisions for the establishment of a National Welfare Council, Commissions to advise the Council, and Regional Welfare Boards.

At a National Conference in 1969, foundations were laid for the <u>National Welfare Act</u> (No. 100 of 1978) which elaborated upon effective infra-structures, responsibilities and duties. Arising from Dr A.J. Auret''s commission of enquiry, the <u>Act for Social and Associated Workers</u> (No. 110 of 1978) was established which elaborated upon the National Council for Social Workers ethics and responsibilities (Hugo <u>et al</u>, 1980:15-16).

Throughout the development of community work globally, elements of public relations were evident out of necessity e.g. promoting community awareness. In order to fundraise, use had to be made of programmes, campaigns and advertising.

2.2.2   <u>Historical Development of Public Relations</u>
Public relations was first utilised by the Pharoahs of Egypt who had their saga''s carved in hieroglyphics on impressive monuments, and who led great parades to impress their followers and intimidate any opposition (Malan & L''Estrange, 1977:6).

The following eras utilising public relations were the Greek and Roman empires with the Greeks introducing political democracy, debating and influencing public opinion as an integral part of government. The Romans adoped a slogan - perhaps one of the first - when they coined their words, "vox populi, vox dei" meaning the voice of the people is the voice of God (Black, 1976:201; Malan & L'Estrange, 1977:7). During the Roman Empire, great orators such as Cicero, Cato,

Julius Caeser and Mark Anthony practised their abilities in becoming a great military force. The Christian Martyrs ushered in a new era with letters, preaching and example. Emperor Constantine was the watershed for aiding this wide scale spread of public relations. Barbaric invasions caused the decline of public relations, but monasteries were quietly preparing the literature for a few centuries later (Marston, 1963:16).

In 1456, Gutenberg from Germany invented movable print and the first Gutenberg Bible appeared. This steampower press revolutionalised the written word (Malan & L'Estrange, 1977:7; Marston, 1963:17).

During the fifteenth and sixteenth centuries, there was a mass of religious public relations which split Europe apart with wars due to its inflammatory content (Marston, 1963:17).

In the sixteenth century, Harvard University held its first fundraising drive (Cutlip and Center, 1978:67). This was another historical example of the combination of community work and public relations.

Further historical influences upon public relations were the writings of Voltaire, Rousseau and Thomas Paine (Marston, 1963:17). It is stated that American public relations dates back to Thomas Paine who wrote the pamphlets that carried the message about the American Revolution (Blumenthal, 1972:2). In 1830, the steam engine was applied to printing which cut costs, and increased the availability of literature, newspaper, advertising and distribution. There was a boom of persuasive books that flooded the market (Marston, 1973:17).

During 1807, the term "public relations" was first used by Thomas Jefferson whilst drafting his seventh address to congress. Men like Thomas Jefferson and Benjamin Franklin circulated pamphlets, wrote in the press, travelled and lectured extensively (Black, 1967:201). During the 1830's, Andrew Jackson of the USA appointed a press secretary, Amos Kendal, who practised exclusive public relations, and in 1896, the first official Presidential Campaign was held for Bryan McKinley (Marston, 1963:18). Although this was not the first Presidential election, the campaign for Bryan McKinley was the first to make use of an official public relations officer, and the publicity stunts and gimmicks that are now synonymous with American Presidential campaigns were formulated at this point.

Modern day public relations began in the USA at the beginning of the twentieth century with Parker Lee opening a public relations firm. Ivy Lee is heralded as the father of public relations. He received fame for enhancing and changing the negative image of John D. Rockefeller (Malan & L'Estrange, 1973:20). From 1900 until 1914, public relations in the USA was pure publicity and whitewashing. From 1914 until 1918, the emphasis was on government stressing the aims of war, and from 1919 until 1929, universities, colleges and hospitals turned to public relations, closely followed by giant corporations. The emphasis here was on social responsibility (Malan & L'Estrange, 1977:8). (Community work). During 1923, a book entitled, "Crystallizing Public Opinion" by Bernay was published and in 1927, a public relations assignment was done by Harry Bruno on the Charles Lindbergh Transatlantic Flight (Cutlip and Center, 1978:75).

During 1926, England established the Empire Marketing
Board which utilised public relations as we know it
today, and in 1932, the British Broadcasting
Corporation created the Empire Broadcasting Service.
In 1934, the British Council was established to foster
educational and cultural relations overseas.
(Community work). In 1939, the Ministry of
Information was established (Black, 1976:203-204).

After Roosevelt issued in his "New Deal" to fight the
after effects of the War and the Great Depression of
1929, the Government of the USA had its greatest PR
expansion with reference to education, military
support, contributions for and recruitment to
universities, guidance of the growing labour movement
and political campaigns. Clem Whittaker and Leone
Baxter were two political campaign specialists who
emerged in 1933 (Cutlip and Center, 1978:75-85).
Since World War Two, from 1945, professional public
relations men surfaced worldwide.

Public relations in South Africa began in earnest
after World War Two. Prior to this, however, General
Hertzog created an Information Bureau in 1937 as part
of his portfolio as Prime Minister. In 1943, the
South African Railways and Harbours appointed their
first public relations officer, and during 1947, the
official State Information Office opened. During
1948, the first public relations consultancy firm
opened in Johannesburg, and hereafter, many large
corporations such as Anglo-American, and many
Government Departments opened public relations
departments. In 1957, PRISA or the Public Relations
Institute of South Africa, opened its doors. In 1967
Frank Waring was made the Minister of the Independent
Department of Information (Malan & L'Estrange,
1973:21-23).

The Development of public relations can be encapsulated in the following quotation:

"The mutual dependence of people and businesses, government, and social organisations has created a new philosophy and function of management called public relations" (Canfield, 1968:3).

2.2.3 Parallel Historical Development of Community Work & Public Relations

There has been a parallel historical development of community work and public relations supported by the literary evidence presented. A community work project such as fundraising for the Community Chest required extensive public relations to succeed.

Global events such as the industrial and technological revolution affected both community work and public relations e.g. public programmes resulting from the Poor Law (1601) in England.

Similarly, the two World Wars and the Great Depression necessitated community work being implemented .with public relations to reach large masses of people simultaneously and effective methods of communication had to be selected and implemented.

2.3 THE PLACEMENT OF COMMUNITY WORK & PUBLIC RELATIONS WITHIN THE SOCIAL SCIENCES

2.3.1 Knowledge bases of community work

To practice effective community work, the practitioner needs to be creative and have a broad base of knowledge from other disciplines. Several authors are of the opinion that several knowledge bases are needed to practise sound community work. They are as follows:

- *psychology*
- *welfare policies and services*
- *sociology*
- *political science*
- *economics*
- *communications*
- *group dynamics*
- *community development*
- *anthropology*

(O''Niell, 1984:14; Goodenough, 1963:11; Lategan, 1982:30-33).

The knowledge base of anthropology is expounded upon as follows:

"... achieving co-operation among individuals and groups of individuals ... in implementing programs for change" (Goodenough, 1963:11). This definition is directly applicable to both community work and public relations as they both need to influence individuals to work together in order to achieve stipulated results.

Bartlett as quoted by Butrym gives the following as general knowledge areas of social work, but these too have a direct bearing on the knowledge bases of community work:

- *human development and influences reciprocally of man and environment*
- *the psychology of giving and taking help*
- *group processes and effects*
- *effects of cultural heritage*
- *relationships*
- *social service structures and methods*

(Butrym, 1976:69-70).

Sociology is defined as:

"The scientific study of human social behaviour. Sociology studies the processes and patterns of individual and group interaction, the forms of organisation of social groups, the relationships among them and group influences on individual behaviour." (Theodorson and Theodorson, 1969:401).

This definition of sociology is similar to elements in community work, as one needs to understand group behaviour in order to work with large groups of individuals, to achieve societal progress.

Federico is of the opinion that human development is also an important element in the knowledge base of community work (Federico, 1976:8). Human relations is a natural outflow from Human Development and is defined by Halloran as follows:

"... the interaction between people, both in terms of conflict and co-operation. Good human relations exist when people work together in groups to achieve a common goal. Co-operation is needed to achieve individual and company goals" (Halloran, 1983:25). This definition of human development and human relations is vital to understand as a foundation for both communty work and public relations, as both fields have the attainment of individual and organisational goals as objectives.

Cloete advocates that the main knowledge base for community work lies in clear identification of the community which involves the following:
- historical perspective
- political structures
- cultural structures
- economic structures
- educational structures
- welfare structures
(Cloete, 1982:105). Even though Cloete intends these points to be relevant to the community at hand, they can be applied in a broader sense to community work.

Another foundation underlying community work is that of social psychology, which is defined by Eiser as being:

"... not merely different categories of social acts,
but also ... the common everyday assumptions which
underly such acts and give them meaning" (Eiser,
1986:2). This ties in closely with O'Niell's
knowledge bases mentioned previously. Furthermore, on
the point of psychology, Colman defines it as :

"... the study of behaviour and mental experience"
(Colman, 1988:13).

Without understanding the basics of behaviour and the
effects of events upon the individuals psyche,
community work can lose its relevance surrounding the
human factor. This then becomes another essential
base for the foundation of the practise of solid and
meaningful community work.

Sainsbury places psychology and sociology as knowledge
bases of community work, along with the statement that
community work demands the capacity to be able to make
sense of information from several social sciences
(Sainsbury, 1982:49). This supports the assumption
that community work comprises several knowledge bases,
including those of the social sciences.

Pearman (1973), has drawn a comprehensive figure of
positioning social work within the social sciences.
His Figure has been adapted slightly to use the term
of community work instead of social work.

FIGURE 1

Knowledge Practice Relationships
COMMUNITY WORKERS ROLES

RELATED PROFESSIONS

Medicine
Public Health
Gerontology
Law
Recreation
Education
Urban Planning

THE PROFESSIONAL
SCHOOL OF COMMUNITY WORK AS
A SYNTHESIZER

BEHAVIOURAL AND SOCIAL SCIENCES

Psychological	Anthropology	Sociology Social Psychology	Economics	Political Science
Psychological theory	Value Concepts	Social Organization and basic systems	Systems Orienta-tion	Systems orientation
Other theory from Psychiatry e.g. reality theory	Dominant culture Sub culture Relationships to	Power structures Social change concepts including	MacroEconomics & employment Public finance	Political Science theory Compensatory policies for disadvantage in
Other Psychologi-cal theory e.g. learning theory, operant	individual beha-viour Collective beha-viour	conflict theory Demography Small group theory Research technology	Monetary theory Welfare theory Distribution theory	the economic system Political realities Relation of public and private agencies
Psychology Research techno-logy	Cultive conflict Research techno-logy	Role theory Social stratifica-tion	Cost-benefit theory Human resources	Check and balance concept Techniques for poli-
Personality theory Human Growth Biological theory related to impact of client parti-cipation	Relationship be-tween values and social systems		investment con-cepts Equilibrium con-cepts	tical intervention Research technology

(Pearman, 1973:18).

Pearman's Figure relates community work to medicine, public health, gerontology, law, recreation, education and urban planning as a synthesizer.

Pearman relates the social and behavioural sciences of psychology, anthropology, sociology, social psychology, economics and political science to be constituents of community work, forming meaningful knowledge bases upon which to build.

2.3.2 Knowledge bases of Public Relations

Blumenthal (1972:1) stresses the link between psychology and public relations in his definition provided of public relations as follows:

"The art of building ones" own personality up to a level where one is able to meet and deal with the exigencies of everyday living falls into the realm of Psychology. The art of performing the same task for businesses, institutions, government and all manner of other profit and non-profit groupings is public relations".

Public relations touches firmly upon the discipline of sociology as it is concerned with the observation and study of people and groups of people taking into account interactional patterns, group dynamics, cultural effects and effects of conditioning through the media.

"Sociology is one of the family of social sciences ... All ... engage in systematic study of social behaviour and its products, and there are no clear boundries between them" (Broom, Selznick and Broom Darrock, 1981:5).

Malan & L"Estrange have highlighted several skills and knowledge bases needed by public relations practitioners as follows:
- wide cultural acceptance
- knowledge of economic and political trends
- marketing
- communications
- business and administration
- financial issues
- human relations (individual and group)
(Malan & L"Estrange, 1981:231-233). These concepts or elements include the knowledge bases of anthropology, economics, psychology, sociology and commerce, therefore, indicating the commonalities that exist between the knowledge bases of community work and public relations.

Marston highlights the following knowledge bases:

- communication
- interaction patterns of crowds

(Marston, 1963:31 and 34). This implies sociology and psychology, as was discovered regarding community work.

Pearman makes reference to the relating of public and private agencies within his framework, under the heading of political Science (Pearman, 1973:18). One of the main functions of public relations is relating news or matters to the public, and although the matters may not be political in nature, they can have far reaching social implications e.g. PDP relating needs requesting lower birth rates amongst the peoples of South Africa. In this way, political science becomes relevant for both community work and public relations.

2.3.3 Similarities and Differences between the knowledge bases of community work and public relations

Both fields draw from the following knowledge bases to expand upon their content:

- psychology
- sociology
- human relations
- knowledge of economic and political skills and trends
- communication
- and group dynamics

This provides both public relations and community work with a very solid foundation of practice, the core of which finds commonality in both fields.

The major differences have been identified as follows:

- public relations knowledge bases: *- business theory*
       - marketing
       - wide cultural acceptance
- community work knowledge bases:

       - anthropology
       - welfare policies and structures
       - community development

Community work could find great relevance in expounding upon, and including, the public relations knowledge bases of business theory, marketing and wide cultural acceptance to enhance image and programme content.

2.4 VALUES, PRINCIPLES AND ETHICS

In order to practise a profession correctly and in the best interests of all concerned, it becomes necessary to adopt certain principles and ethics to demarkate the parameters of professional and unprofessional conduct. In order to arrive at a code of ethics, one has to internalise certain principles and values.

Values are defined by Abbot (1988:4-5) as being:

"... the underlying philosophy or the most abstract level of influence ... professional values tend to reflect how a profession perceives itself."

This definition is endorsed by Williams (1987:81) who defines values as standards against which measurements can be made to determine factors such as desirable versus undesirable and appropriate versus inappropriate.

Bartlett (1970:70) takes these definitions one step further and describes them as qualitative judgements representing a goal towards which the practitioner is directed. It refers to what people prefer or would want to be (Gordon, 1965:34). Values involve commitment to something or someone other than ourselves (Knowles, 1986:200).

Principles are defined by the <u>Collins Thesaurus</u> (1987:786) as follows:

"... a standard or rule of personal conduct ... a set of such moral rules ... ethics, golden rule ... moral law ... attitude, belief, code ... integrity ..."

Values and principles flow naturally into a code of ethics or conduct which identifies the principles and purposes which will govern adherents to their work (Watson, 1985:23). These ethics grow from a value base which then sets the stage for a reprimand for immoral or unethical conduct (Abbot, 1988:5). Clark and Asquith (1985:85) are of the opinion that the purpose of a code of ethics is to lay down broad principles and not to provide a detailed guide to every conceivable situation.

2.4.1 Values and Principles

2.4.1.1 Community Work

Several authors agree upon the content of values and principles that apply to community work. These values and principles are as follows:

- *each individual is important*
- *it is the duty of democratic society to care for the welfare and development of individuals*
- *non-directive approaches*
- *respect the client*
- *accept the client*
- *respect confidentiality*
- *each individual is unique*
- *uphold the clients dignity*
- *non judgementality*
- *use feelings appropriately in the service of others*
- *citizens to share in decision making*
- *co-operation and fellowship*
- *remain open to other peoples attitudes and truths*
- *respect the clients right to self determination*

(O''Niell, 1984:11-13; Milson, 1974:103-108, 128; Baldock, 1974:33-34; Timms, 1983:46).

From the foregoing it is clear that values and principles are inseperable.

2.4.1.2 Public Relations

Several authors agree upon the content of values and principles fundamental to public relations. These values and principles are as follows:

- *truth*
- *realism*
- *respect of the influence of the media*
- *a responsibility towards the public*
- *human credibility*
- *honesty*
- *authenticity*
- *confidentiality*
- *respect of the value of the individual*
- *co-operation*
- *professional integrity*
- *public interests are paramount*
- *no falsification of information*
- *balanced and faithful representation*
- *respect and uphold the dignity of people*
- *respect the clients right to self determination*
- *respect and keep promises and engagements*

(Black, 1976:211-215; Malan & L"Estrange, 1973:25-31, 233; Canfield, 1968:21; Blumenthal, 1972:121-127).

Sen (1988:89) makes a reference to conduct related to ethics and economics which applies to both community work and public relations. These values and principles are as follows:

- *bonhomie*
- *sympathy for others*
- *commitment to various causes*
- *loyalty*
- *commitment to particular behaviour patterns*
- *departures from self interested behaviour*

Blumenthal (1972:121) elaborates upon the principles of public relations and advocates conservatism to instill confidence i.e. do not be ornate and over-accented. Canfield (1968:20) states that practitioners should conduct themselves both privately and professionally in accord with public welfare, and should always be guided by truth, accuracy, fair dealings and good taste. Malan & L"Estrange (1973:27 and 31) promulgate a non-directive, non-manipulative approach and emphasise the importance of not maligning colleagues.

2.4.1.3 *Similarites and Differences between the values and principles of community work and public relations*

Both fields share the following values and principles:

- *each individual is unique, and to be respected*
- *confidentiality*
- *truth*
- *uphold the dignity of the client*
- *respect the clients right to self determination*
- *co-operation*
- *authenticity*
- *professional integrity*
- *bonhomie*
- *non-directive approach*
- *sympathy for others*
- *commitment to various causes*
- *commitment to particular behaviour patterns*
- *loyalty*
- *and departures from self interested behaviour.*

The public relations field has quoted several values and principles that would serve to enhance the practice of community work. These are as follows:

- *realism*
- *respect of the influence of the media*
- *human credibility*
- *public interests are paramount*
- *and respect to keep promises and engagements.*

By incorporating these basic values into the core of community work practice, the community worker can expand the content and the intent of programmes, and by so doing, can further enhance the professionalism of service rendering by tempering idealism with realism.

2.4.2   A code of ethics

2.4.2.1   Community Work

A formal code of ethics has not been legislated in South Africa, so for the purposes of this research, the American code of ethics, and the South African code of conduct of social workers as stipulated in the Social and Associated Workers Act (No. 110 of 1978), will be utilised. What social workers or community workers do, and how they do it are based upon values, and ethics are values in operation (Levy, 1976:14).

The basic elements of a code of ethics as advocated
by Specht and Craig (1982:11) are as follows:
- respect for the dignity of clients and their rights to self-
determination
- unbiased attitude towards the client
- avoidance of discriminatory practices
- maintenance of clients interests as the primary concern
- commitment to improving general welfare
- practice is based upon a relevant working knowledge
- allegiance to values before allegiance to the employer

O'Niell (1984:13) elaborates further as he expounds
upon the code of ethics of the National Association
of Social Workers of 1979 (USA):

CONDUCT AND COMPORTMENT	* Propriety * competence & professional development * service is primary * integrity * guided by conventions of scholarly enquiry
ETHICAL RESPONSIBILITY TO CLIENTS	* privacy of clients needs * fostering self determination * confidentiality and privacy * reasonable fees
ETHICAL RESPONSIBILITY TO COLLEAGUES	* respect * fairness * courtesy * relate to colleagues with full professional consideration
RESPONSIBILITY TO EMPLOYING ORGANISATION	* commitment to employing organisation
RESPONSIBILITY TO PROFESSION	* maintaining integrity of profession * community service * developing of knowledge
RESPONSIBILITY TO SOCIETY	* promoting general welfare

The American code of ethics is fully stated by
Compton and Galaway, (1979:140) and includes the
following elements that O'Niell did not specify:
- precedence will be given to professional responsibilities
over personal interests
- personal responsibility of quality and extent of services
- responsibility to protect the community against unethical
practice.

*According to the <u>Social and Associated Workers Act</u>
(No. 110 of 1978), the objects of the Council for
Social Work tie in closely with a code of conduct as
they regulate the practice of such a profession,
facilitate registration of practitioners, determine
minimum standards of tuition, exercise control over
conduct, determine the standards of conduct,
encourage and promote efficiency, protect the
profession, maintain prestige and status, advise the
minister and encourage the study of social work.*

*According to <u>Government Notice R 164</u>, rules relating
to the unprofessional or improper conduct of social
workers were stipulated in terms of Section 27 (1)
(c) of the <u>Social and Associated Workers Act</u>, 1978
(Act 110 of 1978). These acts or omissions deemed
to constitute unprofessional or improper conduct are
as follows:*

- *deliberate slackness or negligence in fulfilling duties*
- *deliberately exhibit behaviour bringing discredit on his
  profession*
- *make false statements or participate in any fraud, deception
  or malicious representation*
- *allow himself to be exploited in any way that is detrimental
  to the interests of the public or the profession*
- *make or accept payment or rewards for referral of clients*
- *refuse or fail to perform any legal duties for which he was
  employed*
- *support any person carrying out an illegal act*
- *employ an unqualified person to fulfil the duties of a
  social worker*
- *neglect to make referrals when vital*
- *neglect to keep clear records of acts performed with regard
  to clients*
- *divulge any confidential information without the full
  consent of the client*
- *administer monies improperly*
- *accept a bribe*
- *discriminate*
- *exploitation of a therapeutic relationship for personal gain*
- *canvassing of clients*
- *hinder a client from seeking help elsewhere*
- *maligning of a colleague*
- *unlawful appropriation of employers property*
- *commit acts detrimental to the employer*
- *carrying on of acts from his consulting room other than the
  social work profession*
- *advertising*

(Government Gazette No. 11133,1988):10-12).

2.4.2.2 *Public relations*
    Black, and Canfield agree upon certain common elements in a code of ethics and conduct for public relations. These elements are as follows:
- *conducting practice both privately and professionally in accordance with public welfare*
- *practitioners should be guided by good taste, truth, accuracy and fair dealings*
- *promoting sound public relations training*
- *confidentiality*
- *no maligning of colleagues*

    (Black, 1976:211-213; Canfield, 1968:20 and 21).

    Black (1976:211-215) elaborates further by stipulating the code of conduct for the International Public Relations Association or IPRA, as follows:
- *maintenance of high moral standards and a sound reputation*
- *no representation of conflicting interests*
- *no derogatory ways towards clients*
- *remuneration should be earned honestly*
- *price in relation to results should not be discussed*
- *public interests are paramount*
- *no corruption of the integrity of channels of public communication*
- *no falsification of information*
- *balanced and faithful representation*
- *no supplanting of another member*
- *co-operation with fellow members*
- *respect and upholding of dignity of persons*
- *respect and keeping of promises and engagements*
- *creation of a good climate for growth*

    According to a brochure issued by the Public Relations Institute of Southern Africa, their code of conduct or ethics echoes that of the IPRA (PRISA, 1988:6-7).

2.4.2.3 *Similarities and differences between a code of ethics for community work and public relations*
    Both fields share the majority of the elements of a code of conduct or ethics. However, public

relations has incorporated a few elements that could greatly enhance the content of community work. These are the following:

- no representation of conflicting interests
- no derogatory ways toward a client should ever be displayed
- price in relation to results should not be discussed
- no corruption of the integrity of channels of public communication
- creation of a good climate for growth
- and advertising

Although these elements appear to be obvious at face value, it may be necessary to incorporate them into a code of ethics for social or community workers. With looming privatisation, more attention will need to be paid to aspects such as representation of conflicting interests, and advertising of services — and extensive use of the media and public channels of communication will have to be fully explored. In essence, however, the codes of conduct or ethics of the two fields are basically identical, putting them on an equal footing at this level of comparison.

2.4.3 _Skills_

The Homestudy Dictionary compiled by Annandale et al, (1971:679), defines "skill" as follows:

"... familiar knowledge of any art or science, united with readiness and dexterity in execution or performance ..."

Every profession has its own specific set of skills that equips its members to practise the profession with the maximum degree of efficiency e.g. a surgeon requires a steady hand.

2.4.3.1 _Community work_

The most important skill, expounded upon at length by Kadushin (1972:7), is the basic skill of interviewing, and is the most frequently employed.

Relationship, transactional and organisational skills are discussed by Haines (1975:204-211) who includes the following elements:

RELATIONSHIP SKILLS
* management of relationship
* creation and use of relationship

* communication
* overcoming problems:-language
  -irrationality
  -apathy

TRANSACTIONAL SKILLS
  -mental disorders
  -alien cultures
  -alien value systems

* agency membership
* management

ORGANISATIONAL SKILLS
* comprehension of social & moral consequences
* professionalism

Swil (1982:39-43) analyses functions in terms of a systems approach whereby she divides the areas for discussion up into the change agent, the client system, the target system and the action system. These functions and categories have been applied to skills as follows:by the researcher:

CHANGE AGENT SKILLS
* responding to a client's needs
* reporting
* planning and development
* relationship building
* empathic behaviour

SKILLS DIRECTED TOWARDS THE CLIENT SYSTEM
* formulating diagnoses
* communication
* selection of appropriate strategies for change

SKILLS DIRECTED TOWARDS THE TARGET SYSTEM
* help client according to needs
* communication
* assessing problems
* data collection
* formulation of objectives

SKILLS DIRECTED TOWARDS THE ACTION SYSTEM
* communication
* co-ordination
* ongoing unconditional support
* evaluation
* termination

It could be argued that these elements are methods and not skills, yet each of these functions are skills within themselves that need to be learnt, practised, acquired, internalised and applied. They require knowledge and dexterity in application to be effective.

Three vital skills in practising effective community work are those of creativity, imagination and initiative (Templeton, 1982:102). Talents might be a better word in this context because one is usually born with these elements, and one then spends the rest of ones life working at improving them, and honing them into skills.

Brill (1978:131-132) names six very basic skills:
- *differential diagnosis*
- *time*
- *partialisation*
- *focus*
- *establishing partnership and*
- *structure*

Milson (1974:49-57) corroborates the skills already mentioned and advocates the existance or the need therefore of the following skills:
- *analysis*
- *assessment*
- *encouragement*
- *task related functioning*
- *facilitator of others to come forward with ideas*
- *professionalism*
- *tolerance*
- *making rapid social contact*
- *stability*
- *administrative duties*
- *interpretive skills*
- *mediation*
- *flexibility*
- *insight into growth potential*
- *producing information*

Skills need to be based upon knowledge, and principles rather than techniques (Levy, 1976:39). Expertise in knowledge leads to the practising of skills within a value (Sainsbury, 1982:49).

2.4.3.2   *Public relations*

The   skills   of   organisation,   writing   and
co-ordination appear to be generic public relations
skills (Malan & L''Estrange, 1981:231;   Anderson and
Rubin, 1986:366-368).

Further skills required and utilised are as follows:
- *lively imagination*
- *skill to get along with people*
- *good sense and sound judgement*
- *capacity to put oneself in anothers shoes*
- *tolerance*
- *professional distance*
- *the determined persuasion of others*
- *tact*
- *leadership skills*
- *team spirit*
- *proficient bilingualism*
- *marketing skills*
- *communication skills*
- *keen critical and analytical ability*
- *business sense*
- *financial acumen*
- *administrative talents and*
- *the ability to express oneself.*

(Malan   & L''Estrange, 1981:231-233).

2.4.3.3   *Similarities and differences between the skills of*
          community work and public relations

Both fields share the majority of skills needed to
practice effectively.   However, public relations
theory   has   listed   some   skills   that   could   be
beneficial for the community worker to internalise
in order to enhance content and productivity.   These
skills are as follows:
- *writing (creatively)*
- *good sense and sound judgement*
- *the determined persuasion of others*
- *tact*
- *leadership skills*
- *team spirit*
- *marketing skills*
- *keen critical and analytical ability*
- *business sense*
- *and financial acumen .*

Within a new welfare structure with rationalisation and extensive restructuring of services being unavoidable, the community worker needs to master these skills of a public relations practitioner in order to meet the new challenges of accountability and expansion of programmes.

2.5 SUMMARY

Community work and public relations are two fields that exist within the realm of the social sciences. They share certain knowledge bases and differ mainly in the application of these bases with community work having a therapeutic component that is lacking in public relations.

The two fields developed parallel to each other, both being greatly influenced by major world events such as the Industrial Revolution, economic depressions, World War I and World War II. At several points in history, there was overlapping e.g. the advent of the Community Chest.

Community work and public relations were presented according to their principles, values, ethics and skills and were found to be similar in all of these categories, again. the main difference being one of emphasis with community work being strongly therapeutic and public relations being informative and developmental on a smaller scale.

The skills presented to do community work require more structure and have a strong diagnostic component when compared to public relations and are presented as being more specific. The skills required to practise public relations are presented as being broader based. Nonetheless, all of them are applicable to community work. Public relations stresses financial acumen as being an inherent skill, and in view of the future trend

of welfare services, it is vital that community worker
develop skills in the areas of business and finance t
ensure survival.

CHAPTER THREE

THE PLACE AND FUNCTION OF PUBLIC RELATIONS IN COMMUNITY WORK

3.1   INTRODUCTION

Weyers has completed an extensive literature study exploring the place of public relations in community work by means of developing his own conceptual framework of the positional, processional and functional dimensions (Weyers 1987:29).

After applying his conceptual framework to both community work and public relations within the context of an extensive literature study, he concluded that the two fields are comparable and similar, yet not the same (Weyers, 1987:448).

Violet Sieder conceptualised the connection between community work and public relations by indicating that the three main functions of community work were to ensure that interorganisational relationships should be positive;   that community support for ideology, programme and financing should be mobilised;   and, that resources should be improved or changed.   She went on to say that:

"To carry out these functions the agency uses a variety of methods, including administration, research, public relations and community organisation."   (Sieder, 1974:172).

Blanche De Wet (1976:172) elaborated upon the role of community work in the direct service organisation by touching upon the exercising of individual community work functions by means of fact finding, planning for action, promotion of interorganisational exchange, co-ordination (or the lack thereof), difficulties with staff and community mobilisation.   From this discussion she has supported Sieders" theory of the place of public

relations in community work on a functional level.

Much has been written about the process of community work. This chapter seeks to define the actual tools and techniques utilised in practising community work and public relations and to discuss the general aims for use of the two fields.

Their similarities and differences at these levels will be discussed and attention will be paid to the place of public relations in community work. It is, therefore, a more practical approach to the analysis of these elements.

3.2 TECHNIQUES OF THE FIELDS

The Collins Thesaurus (1987:1031), defines technique as follows:

"A practical method, skill or art applied to a particular method ... style, system, way ...".

When applied to community work and public relations it takes on the form of a verb, implying action, or a "doing" word. A verb as described by Collins Thesaurus (1987:1114) is a word indicating the performance of an action. The successful application of techniques in community work depends upon the skills and knowledge discussed in Chapter 2. Above all, it requires creativity. "Creativity could be described as letting go of certainties" (Sheehy, 1982:97).

3.2.1 Techniques of community work

Community work is work with local people to mobilise them and support their actions in dealing with issues independently (Ferrinho, 1981:2). The success of these projects depends upon accurate identification of the needs of the community (Turton, 1984:80; Hugo, 1984:213; Collins, 1985:9). Assessment and

verification are implemented by means of discussion and factfinding, then planning and action (Collins, 1985:10; Hugo, 1984:213-214).

Techniques utilised to fulfill the community work process, are as follows:

- discussion
- consensus development
- conflict to achieve status.

(Brill, 1978:132; Weyers, 1987:111).

Brill (1978:132-152) identifies the following techniques:

- small talk
- catharsis encouragement
- support to attain goals
- reassuring of the client system
- the skillful management of subtle and positive manipulation
- emphasising the commonality of human experience by means of universalising the problems
- giving advice and counselling
- advocating activities, tasks and programmes
- enabling logical discussions
- rewarding and punishing cognitively speaking to ensure behaviour modification is positive
- role rehearsals and demonstrations.

Weyers (1987:112-117) names the following techniques:

- negotiations
- changing the environment
- directly influencing and educating the system
- dealing with emotions
- developing insight
- changing behaviour
- raising funds i.e. the activities involved.

It is also advocated that to accomplish goals and to develop, one needs to challenge the existing structures (Swil 1982:7). Further relevant techniques utilised in community work are those of developing leadership and organisations (Swil, 1983:213).

3.2.2 Techniques of Public Relations

Public relations, often undeservedly, is synonymous

with glamour but it is always undeniably creative
involving team spirit. In the aforegoing (Chapter 2)
its professional and knowledge bases were discussed
implying that many techniques will be applied in the
public relations process. The specific aims will
determine the specific techniques. The purpose here,
however, seeks to identify techniques that are
generically applicable to public relations.

Techniques or methods advocated by Malan & L'Estrange
(1973:44-46) are as follows:

- publishing brochures, newsletters and organisational magazines
- placing advertisements to convey special messages
- launching special campaigns
- making films and videos to convey messages
- writing or publishing newspaper and magazine articles
- creating posters, pamphlets and flyleafs
- orchestrating annual reports
- holding displays and exhibitions
- attending to the appearance of buildings, offices, cars and
  staff (uniformed personnel)
- arranging radio talks or interviews
- holding public speeches or addresses
- ensuring that complaints are dealt with efficiently
- arranging receptions and special occasions
- facilitating community service such as participation in welfare
  projects, sport and recreation
- training personnel (to be efficient, effective and positive).

These techniques are practical and applicable to most
community work settings. Black (1978:50 and 61),
elaborates upon elements of these techniques and
states that matters such as letterheads, compliment
slips, photography, and office forms should be
utilised correctly.

A further technique of public relations discussed by
Black (1978:119-121) is that of holding conferences
with hospitality and planning being essential. This
is an important technique in stimulating public
interest and community support; developing
leadership; educating the community and eliciting
social action by means of implementing resolutions
taken, which is indicative of a commonality of purpose
between community work and public relations.

Other techniques of public relations mentioned by Weyers (1987:228) are:

- *doing market research*
- *statistically analysing trends*
- *evaluating projects (throughout)*
- *selecting media carefully*
- *training people.*

3.2.3 *Similarities and differences between the techniques of community work and public relations*

Techniques that are common to both fields are myriad. However, the differences could enhance the content of community work considerably. The following techniques of public relations could be made applicable to community work practice:

- *publishing brochures, newsletters and organisational magazines*
- *launching special campaigns*
- *making films and videos to convey messages*
- *writing and publishing newspaper and magazine articles*
- *creating posters, pamphlets and flyleafs*
- *attending to the appearance of buildings, offices, cars and staff (uniformed personnel)*
- *and ensuring that complaints are dealt with efficiently.*

These techniques are more specific and action oriented than those normally associated with community work. However, in the light of recent and future developments in welfare circles, the need to achieve more has risen sharply. In this respect, public relations has a great deal to offer to community work.

3.3 *TOOLS OF THE FIELDS*

The Collins Thesaurus (1987:1055 and 1056) defines a tool as follows:

"an implement ... anything used as a means of achieving an end ... medium ... "

In this context, therefore, it takes on the form of a noun implying a "naming" word.

To apply the tools of a profession, one has to have a
sound knowledge of the principles, methods and
techniques in order to successfully utilise the tools,
and thereby obtain results.

3.3.1   Tools of Community Work

Three fundamental tools of community work are
interviews, discussions and referrals (Brill,
1978:153-158). Other tools identified by Dunham
(1970:91, 92, 199-201, 275) are as follows:
- planning
- communication
- education of the community
- campaigns
- conferences
- marches and parades
- leaflets
- boycotts.

Literature about the actual tools of community work
was scarce and the researcher had to make indirect
applications to answer the question "what does a
community worker use as a medium?". The literature
pertaining to the tools of public relations was very
specific and detailed, and from its content, the
researcher deduced that most of the tools of public
relations were being used in or could be applied to
community work.

Weyers discusses the role of public relations in
community work in terms of the community work plan,
programmes and projects. These categories fulfill the
definition provided by "tool" so they will
consequently be listed as the tools common to both of
these fields under the sub-headings of visual media,
audio-visual media, auditory media and mass media.

3.3.1 1   Visual media

- official reports and letters
- organisational newsletters

       - short information documents
       - advertisements
       - external advertising e.g. posters
       - local newspapers and speciality magazines

3.3.1.2 *Audiovisual media*

       - mechanical media e.g. videos
       - special occasions e.g. shows, exhibitions

3.3.1.3 *Auditory media*

       - public speaking
       - meetings
       - special events e.g. conference

3.3.1.4 *Mass media*

       - visual
       - audiovisual
       - auditory

       (Weyers, 1987:399, 405, 411 and 415).

3.3.2 *Tools of public relations*

The tools of community work as quoted from point 3.3.1.1 to point 3.3.1.4 apply to public relations. Canfield (1968:184-188), supports the gist of these contents and elaborates as follows:

- newspapers
- use of television and radio coverage
- press releases
- open houses
- plant tours
- opinion leader meetings
- visits to community institutions by business men
- motion pictures
- insitutional literature.

Mass media is the basis of public relations and requires experience and skill. Practitioners spend a life time perfecting these communications. These are divided into elements of news family, advertising family and the direct approach. The figure that follows is a synopsis of Marstons' divisions.

FIGURE 2
TOOLS OF PUBLIC RELATIONS AS RELATED BY MARSTON

News Family	Advertising Family	Direct Approach
. press & publicity	. PR advertising	. company/organisational
. newspapers	. image building	magazines
. press conferences	. announcement	. soft sell
. press kits	. posters	. open houses
. verbal presentation	. television	. exhibitions
. conveying bad news	. magazines	. parades
. publicity photographs		. displays
. feature stories		. meetings
. trade magazine		. lectures
publicity		. social activities
. general magazines		. picnics
. radio: regional		. outings
national		. participate in local events
. television		. action programmes: seminars
. merchandising		awards
publicity		films
. scrap books		
. demonstrations		

(Marston, 1963:120-156).

Marston supports the content of the aforegoing literature pertaining to the tools of public relations. The tools are all geared towards communication of purpose by means of media selection to the masses or to targeted publics, and are all applicable to the practice of community work.

3.3.3   **Similarities and differences between the tools of community work and public relations**

As with the techniques, there are overlaps between the tools used in community work and public relations. However, public relations lists several tools that would be relevant to community work practice as follows:

- press releases
- open houses
- plant tours
- opinion leader meetings
- publicity photographs
- regional and national radio
- television
- and awards.

A tool such as holding an open house at an organisation and its various places of service is a unique concept for welfare organisations, yet can be extremely valuable in bringing together sponsors, possible future sponsors, clients, staff and the general public in an effective awareness campaign. The same principle of relevance applies to the other tools mentioned.

3.4 GENERAL AIMS OF THE FIELDS

Once a practitioner has developed a solid foundation built upon knowledge of skills, ethics, techniques and tools relevant to his profession, he is then in a position to dedicate himself to the pursuit of specific aims in order to obtain results. These aims form the basis for all plans of action and relevant processes.

The aims of the fields under discussion, as well as other helping professions, develop out of a core of three basic principles as stipulated by Pollack (1976:9):

- human beings are open systems maintaining themselves through exchanges
- human behaviour is wish relevant i.e. has purpose and is goal related
- most human behaviour is learned.

Within this study, the concept of "aim" fulfills the following definition by the Collins Thesaurus (1987:22):

"... to direct ones" efforts (at) or strive (towards) ... goal, intent ... purpose ... ".

3.4.1 The aims of community work

Specific projects will have specific aims. The general aims of the social work profession can be conceptualised by Pincus and Minahan (1981:15) in their analysis of functions as follows:

- *to assist people to enhance their problem solving capacities*
- *to establish links between resources*
- *to facilitate interaction between resources and people*
- *to develop and modify social policy*
- *to serve as agents for social control*
- *to dispense material resources*

More specifically, community work aims as stipulated by Hugo (1984:213, 214) are as follows:

- *identification of needs in the community and the determination of auxilliary services and resources*
- *acquiring representation from the community*
- *facilitating community participation.*

Weyers (1987:99-102) stipulates ten further aims of community work in his thesis as follows:

- *satisfaction of material and non-material needs*
- *solving specific problems*
- *unlocking the potential of the community to solve problems*
- *stimulating interest and participation in community affairs*
- *improving the power base of the community*
- *fostering collaborative attitudes*
- *increasing (and enhancing) indigenous leadership*
- *maintaining internal stability*
- *facilitating adaptation to change and*
- *attaining sanctions to achieve results.*

3.4.2   The aims of public relations

Arousing and maintaining good will and public interest; safeguarding professional reputations and building good internal relationships are fundamental aims of public relations (Black, 1978:18). General aims for use of public relations include winning the goodwill of the public; supporting management to act in the best interests of the public; facilitating better understanding of the organisation; explaining the contribution of the company to the economy; promoting free enterprise; educating the public in economic areas; developing new markets; and creating awareness of the company in government, financial and other circles (Malan & L"Estrange, 1973:37-38).

Weyers (1987:224-225) highlights the following aims:

- *improving labour relations*
- *facilitation of internal communication systems*
- *gathering of data for effective decision making*

- *anticipation and prevention of problems*
- *identification of public opinion about an idea, and then changing it*
- *the doing away with misunderstandings*
- *facilitation of effective communication between the company and the public*
- *relaying of information to the public*
- *the controlling of what is said by whom to the public*
- *being a bridge between the company and the public*
- *resolving conflict between the public and the company*
- *the giving or receiving of moral, financial and public support.*

Two further aims were suggested - namely; - getting employees to identify with the company, and developing and conveying a positive image of the company to the public (Malan & L'Estrange, 1973:37; Weyers, 1987:224-225).

3.4.3 *Similarities and differences between the aims (functions) of community work and public relations*

The aims of the two fields differ markedly in their emphasis, with community work concentrating upon a strong therapeutic content, and public relations concentrating upon a more commercial mileu. Despite this difference of emphasis, certain core elements remain very similar e.g. communcation.

The following aims of public relations are dissimilar to community work as it stands in the past. However, for future practice, community workers will have to look to new options, and could draw upon the following aims of public relations to broaden the base of service rendering:
- *improving labour (staff) relations*
- *facilitation of internal communication systems*
- *identifying and changing public opinion*
- *facilitation of effective communication between an organisation and the public (community)*
- *being a bridge between the organisation and the public (community)*
- *and resolving conflict between the organisation and the public.*

With a more commercial and practical outlook on the organisation and community, positive and reciprocally

satisfying relationships can be built and maintained.

3.5   THE PLACE AND FUNCTION OF PUBLIC RELATIONS IN COMMUNITY WORK

3.5.1   Presentation of services of welfare organisations

"Planning and developing public relations programmes are important skills for social workers with the current public and political attitude towards government funding of services ... Agencies must be able to present their services and successes to the community in ways that create public awareness, understanding and commitment ... public relations functions are no longer the sole responsibility of a distant ... organisation ... all professional staff should have public relations skills as well as an understanding of professional ethical standards so that they can serve agency needs ... Content for more advanced level students should include planning for overall public relations compaigns, forming an agency marketing image, dealing with the media during agency crises, and cultivating positive contacts with the agency's many publics" (Bedics and Hall, 1987:62,63).

From this statement, it is clear that public relations needs to be taught in the curriculum of social work students to provide them with the skills needed to market their organisations and gain community support. This places public relations in the realm of community work, which in turn could contribute significantly to the content of community work being taught in our universities today.

Public relations concentrates upon the less developed areas of community development thereby actively placing it within the ambit of community work. Snyman (1983:99) states:

"... skakelbeamptes en opleidingsbeamptes ... al meer op die minder ontwikkelde dele sal konsentreer".

This function of co-ordination of welfare or community services is very important e.g. Family Planning Campaigns. Co-operation between all elements of the community are implied. To be an effective co-ordinator, the community worker facilitates the process by means of newsletters; monthly and annual reports; information services; meetings and committes (Snyman, 1983:102).

3.5.2 *Community work and other professions*
Community work cannot stand alone as a method. Helm (1982:20) states the following:

"Social workers ... should see themselves ... as change agents ... with the community as the primary target ... this leads us to the need for community development as an integrated and interdisciplinary task, involving both other professionals and the whole community."

Community work clearly needs the support of other professionals. Within the context of this realm, one could include the need for public relations. With reference to the involvement of other professions, Kotze (1983:83) states that community work needs the input of other professions in effective service rendering, be it as seperate use or as internalising the professions into the practice of community work.

3.5.3 *Role of Public Relations in community work*
Williams (1987:144) is of the opinion that public relations has an important role to play in the identification of opinion leaders, and involvement in stimulating their interest by means of educative and

amusing campaigns. Providing a flow of information is also important - there has to be maximised media coverage of positive features and minimisation of adverse comment. Community work can derive benefit from applying a similar school of thought.

Finnegan, Bracht and Viswanath (1989:55) place the need for large scale campaigns in the lap of community work when they state the following:

"One of the most important dimensions of ... community-based campaigns in their emphasis on mobilising whole communities as an overall strategy to enhance the potential for individuals to change."

The motivation behind the increased use of these campaigns is to attempt to improve the quality of life and to solve social problems by:
- seeking complex long term outcomes
- using multiple strategies of intervention, and
- emphasising the community (Finnegan et al, 1989:54).

Grosser (1969:351-352) identified the need for community health and welfare planning agencies to acknowledge the public source of their support. Participation of the general public in welfare activities was advocated with the priority for total community planning emerging. Grosser stated that new techniques were called for to seek allies and to obtain sponsorships (1969:355). What better ally than the field of public relations? Van Zyl (1989:274) provided a table of sample role profiles whereby the role of public relations officer/marketer was identified within social work. Van Zyl states the following:

"Major functions: Project a positive image of the organisation, create an environment condusive to public support of the service and providing feedback

to ensure uniformity between services and raised expectations:

Critical outputs
* specification of the service (product)
* report on market research and outline of the requirements of the community
* marketing and implementation strategy
* evaluation of pilot study
* assessment of creative ideas
* media release documents."

By stating this, Van Zyl has combined the functions, methods and tools of public relations and community work professionally and theoretically.

3.5.4   Relating an Organisation to the Community
According to Perlman and Gurin (1972:39), strengthening community participation and integration involves the participation of individuals and groups acting on community needs. An organisation needs to be related to its community by means of public relations, development of services and participation in community affairs. To accomplish this, effective lines of communication both within the organisation and into the community need to be developed. This is another example of how relevant public relations has become in rendering effective community work services.

As long ago as 1940, Chakotin (1940:29) was explaining the effects of publicity on the behaviour of people. Peplow (1987:4-5) linked publicity and public relations by stating that they were essential elements in exhibitions. Exhibitions are one of the tools shared by both public relations and community work.

Malan & L'Estrange (1981:217-219) are of the opinion that public relations techniques can greatly assist community work organisations in matters affecting fundraising, obtaining publicity for worthy causes, and aiming carefully planned and orchestrated appeals at target audiences.

Abels and Murphy (1981:74) have the following to say about the public relations function in community work:

"In light of their everchanging external environments and their need to mobilise constituencies, attract financial support, develop overall community support, and effectively deliver services, care-giving organisations must take the time and effort to develop a planned program of public relations."

External matters such as staff, finance and the client system would need to be taken and translated to output in terms of services and reciprocal value with an emphasis on accountability and the feedback to sponsors, clients and funding bodies (Abels and Murphy, 1981:75).

Black (1976:156) states that many of the activities of public relations do not only affect the commercial sector, but have a commercial aspect linking many activities which in turn have a direct effect on the general well being of the population. This is a direct reflection of one of the main pourposes behind community work.

3.5.6 The link between community work and public relations

Black (1976:161-162) ties public relations in with community work as follows:

- *there is a constant need to fundraise to practise social work*
- *the running and adminstering of a direct service organisation is a continual exercise in public relations*
- *it is necessary to maintain interest and sympathy at a high level*
- *internal communications in the form of house journals, improved stationery and frequent personal contacts are essential*
- *image development to attract volunteers and funding is ongoing*
- *there is the constant need to show that the organisation fulfills a vital function which the State cannot fill*
- *efficiency can be increased by the adoption of public relations techniques*
- *the success of projects depends upon the pursuance of correct public relations policies.*

Lesly, (1967:10) ties in with this philosophy by listing some objectives of public relations as being as follows:

- *fostering community good will*
- *overcoming misconceptions and prejudices against the company (or organisations)*
- *education of the public in the use of a product or to a certain point of view*
- *the formulation and guidance of policies.*

Despite the fact that these objectives are mentioned in a commercial setting, they can be made directly applicable to the functions of community work, and the objectives of welfare organisations.

Federico, (1976:258) maintains that a task centred approach with task and process focus is called for e.g. building a new playground and building viable to practical and communication structures respectively. These would require techniques and tools of public relations in implementing this programme. He also makes reference to campaigns in the context of compromise, arbitration, negotiation, bargaining and if need be - mild coercion (Federico, 1976:260).

3.5.7   *The utilisation of public relations in community work*
Blumenthal (1972:65-77) propagates utilising public relations techniques in community work as follows:

- *fundraising*
- *volunteer recruitment campaigns*
- *attend to large corporation donors with major publicity drives*
- *prove worthiness of public support*
- *publish annual reports*
- *publish supplementary literature*
- *utilise the private stationery of the upper eschelons to endorse campaigns.*

Rich and Swart (1967:357-365) discussed public relations in non-profit organisations and arrived at the following assumptions:

- *it begins at policy-making level*
- *the organisation has to live up to what the community expects*

- *a public relations programme should be based on accurate analysis of public opinion, and should continually be evaluated*
- *"audience" participation should be encouraged*
- *volunteers should be carefully trained*
- *friendly alliances with organisations maintaining similar objectives should be secured*
- *open houses*
- *fundraising should be ongoing and an opportunity resulting from sustained public relations:*
  * *direct mail*
  * *benefits like balls and bazaars*
  * *rallies*
  * *contests*
  * *campaigns.*

These are all factors relevant to the practice of effective community work.

3.5.8 *The similarities between community work and public relations*

According to Weyers (1987:449-451), the role of public relations is firmly entrenched in community work due to the following similarities:

- *the end goals are the same*
- *work terrains can be shared*
- *the same scientific process is followed*
- *under certain conditions, community work can be done with pure public relations*
- *all of the public relations techniques can be utilised within the community work techniques*
- *public relations is a function of community work,*
- *both must be carefully planned.*

3.5.9 *The administrative influence in community work and public relations*

There is a strong thread of administration running through all the methods of social work. Public relations has a strong foundation of adminstration which is demonstrated by Canfield (1968:311) as he likens several functions of public relations to those of business:

- *budgets need to be prepared*
- *co-ordination of all activities needs to be done*
- *programmes need to be planned*
- *policies need to be established*
- *evaluation needs to be all encompassing and ongoing*

- *media are selected*
- *messages are compiled.*

Abels and Murphy (1981:76-77) elaborate upon the nature of communication selection that takes place in the form of advertising, brochures, pamphlets, radio, television, newspapers, lobbying, handbooks, periodicals, speeches, agency tours, special events etc. This underlines the need for strong administrative and organisational skills laced with creativity - all of these factors being elements of both community work and public relations.

Canfield (1968:315) stipulates the public relations objectives of welfare organisations as follows:
- *increasing membership*
- *interpreting policies, practices, objectives and accomplishments*
- *determining public attitudes*
- *fundraising activities*
- *correcting misconceptions*
- *securing legislative support*
- *persuading participation*
- *recruiting volunteers*
- *improvement of internal staff relations.*

In this manner, the objectives of public relations are applied to, and internalised with, the objectives of community work in general and welfare organisations in particular, again emphasising the significant role that administration plays throughout the process. In this context the term administration is being used as both a verb and a noun implying management and a strong clerical content respectively.

Weyers (1987:123) identifies public relations as part of the helping techniques of community work. The techniques are utilised to enlist public understanding, sympathy and support for the organisation; to benefit the organisational client and action systems with reference to the attitudes and behaviour of the public and to bring about change

within the target system. Application of these techniques would require administrative and organisational skills.

3.5.10 A "Public" and a "Community"

Throughout the text, use has been made of the word "community" when discussing community work, and "public" when discussing public relations. Weyers (1987:275-284) has done extensive research with regard to these two terms and their places within community work and public relations. For the purpose of clarity in this investigation, brief attention will be paid, however, to these concepts to enable the reader to gain insight into further aspects of the role of public relations in community work.

3.5.10.1 "Public"

Anderson and Rubin (1986:362) define public relations as a deliberate effort to maintain an organisation's good image in the eyes of its various publics.

A public refers to a group of individuals who are being targeted for the reason of influencing them by a process of communication (Cutlip and Center, 1982:116-118). It is a disconnected set or system of groups of individuals experiencing common problems within similar levels of involvement for similar issues (Grunig, 1989:214). It can also be a distinct group of people exhibiting an actual interest in, or an impact upon, an organisation (Kotler, 1975:17).

From these statements and definition, one gathers that a public is a more intangible phenomenon and can be transient in its existance e.g. a trade union.

3.5.10.2   *"Community"*

The term "community" as loosely defined in <u>Collins</u>
<u>Thesaurus</u> (1987:1984) implies a local population
inhabiting a geographic area with an element of
brotherhood binding them together.

Weyers (1987:459) provides a more structured
definition in his glossarium:

"'n maatskaplike sisteem met posisionele,
professionele en funksionele bindinge, en die
bindinge bestaan wanneer - 'n versameling individue
met inherente potensiaal gelokaliseer in 'n
geografiese gebied met inherente potensiaal ...
deurlopend deur die daarstelling, instandhouding,
ontwikkeling en benutting van ... sisteme trag om
'n verskeidenheid stremminge te hanteer ...",

These definitions give communities a more permanent
and resourceful quality. There is a strong element
of identity prevalent which in turn would provide
substantial supportive networks for practitioners.

3.5.10.3   <u>An application of public relations publics to</u>
<u>community work</u>

According to Anderson and Rubin (1986:370-379), the
publics of public relations are:
- personnel
- unions
- labour relations
- consumers
- media
- trading area
- government.

FIGURE 3

An application of public relations publics to community work

PUBLIC RELATIONS PUBLICS	COMMUNITY WORK PUBLICS
Personnel – company – opposition firms – professional – administrative	Staff – welfare organisations – institutions – professional – day care centres – administrative – hospitals
Unions – factories – companies	Professional Associations – Council for Social Work – Social Workers Association of S.A. – South African Black Social Workers
Labour relations – personnel work – staff development	Labour relations – industrial social work – interstaff relationships
Consumers – customers – buyers – market – profit orientated	Consumers – clients – sponsors – community – users of services – non profit orientated
Media – advertising – selling – promoting	Media – advertising – informing – educating – awareness campaigns
Trading area – market	Operating area – community – schools – facilities
Government – taxation – laws	Government – acts – departments – municipalities – provinces

It can be deduced that although community work utilises the concept of publics, it does so with a different emphasis placed upon the publics of public relations.
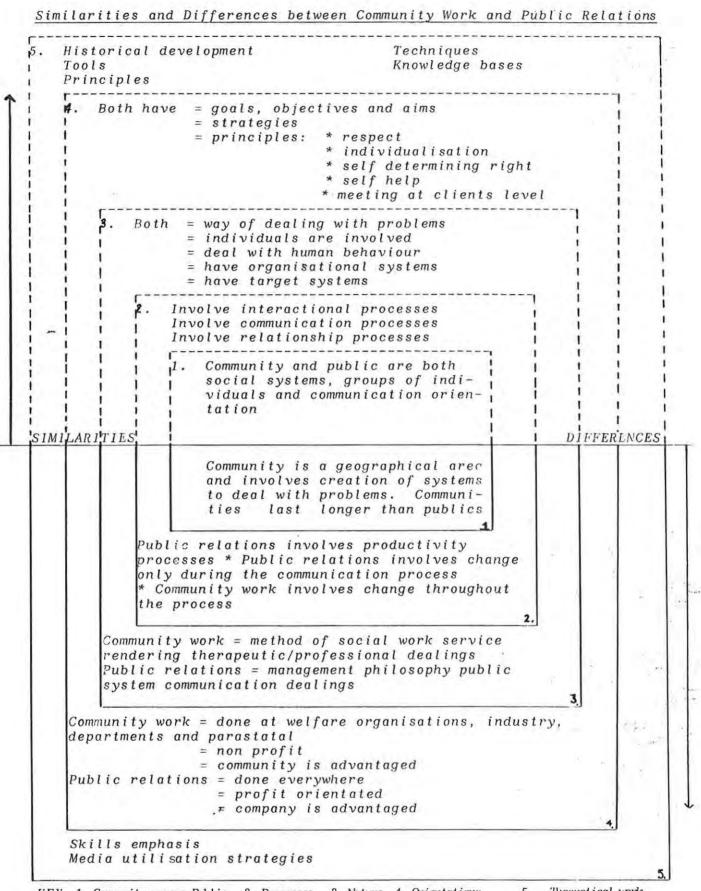
3.6 *SIMILARITIES AND DIFFERENCES BETWEEN COMMUNITY WORK AND PUBLIC RELATIONS*

This discussion will take place around the elements discussed thus far with relations to definitions, knowledge bases, principles, ethics, techniques, tools and functions within a framework:

1. *community versus public*
2. *processes*
3. *nature*
4. *orientation*
5. *theoretical framework.*

FIGURE 4

Similarities and Differences between Community Work and Public Relations

5. Historical development   Techniques
    Tools   Knowledge bases
    Principles

4. Both have   = goals, objectives and aims
                = strategies
                = principles: * respect
                               * individualisation
                               * self determining right
                               * self help
                               * meeting at clients level

3. Both   = way of dealing with problems
           = individuals are involved
           = deal with human behaviour
           = have organisational systems
           = have target systems

2. Involve interactional processes
    Involve communication processes
    Involve relationship processes

1. Community and public are both
    social systems, groups of indi-
    viduals and communication orien-
    tation

SIMILARITIES   DIFFERENCES

Community is a geographical area
and involves creation of systems
to deal with problems. Communi-
ties   last   longer than publics
                                                    1.

Public relations involves productivity
processes * Public relations involves change
only during the communication process
* Community work involves change throughout
the process
                                                    2.

Community work = method of social work service
rendering therapeutic/professional dealings
Public relations = management philosophy public
system communication dealings
                                                    3.

Community work = done at welfare organisations, industry,
departments and parastatal
               = non profit
               = community is advantaged
Public relations = done everywhere
                 = profit orientated
                 .= company is advantaged
                                                    4.

Skills emphasis
Media utilisation strategies
                                                    5.

KEY 1. Community versus Public   2. Processes   3. Nature 4. Orientations   5.   Theoretical work
     ____ Differences   - - - - Similarities

From an analysis of Figure 4, it can be stated that there are more similarities between the fields of community work and public relations than there are differences. The differences remain those of emphasis and motivation for practice, the orientation for community work being one of non-profit with the community being advantaged versus that of public relations being profit orientated with the company being advantaged (Weyers, 1987:283,296).

3.7 SUMMARY

This Chapter has presented discussions about the role that public relations has to play in practising community work. An analysis of elements such as the techniques, tools and aims, indicate that despite several differences, there are more relevant and far reaching similarities between the two.

These elements were then applied to the role that public relations has to play in the community work method. It was found that a positive bonding factor was that of administration.

In the final analysis, a figure depicting the similarities and differences between community work and public relations based upon theory was devised. The similarities outweighed the differences yet it was established that public relations techniques can be incorporated into community work, but the same does not hold true for community work being fully intgrated into public relations.

CHAPTER FOUR
PROGRAMME PLANNING AND MARKETING:
COMBINING PUBLIC RELATIONS WITH COMMUNITY WORK

4.1 INTRODUCTION

The image of a direct service welfare organisation is often poor even though the cause may be a worthy one. Just as social work holds the status of a cinderella profession, so welfare organisations maintain a similar status in the commercial and industrial sectors.

The public cannot be blamed for this perception as the trend has been for welfare organisations to assert themselves when a fundraising drive is being held, or volunteers are needed. This chapter proposes to present a professional alternative to this typecast by means of discussing the importance of a solidly based programme running all year round and drawing upon marketing and communication strategies to uplift the corporate image and upgrade programme content. In this manner, a combination of public relations and community work will be addressed.

4.2 THE "NEW" WELFARE POLICY

The new South African Welfare Policy being applied to a welfare organisation has raised issues such as rationalisation, privatisation, programme development and programme implementation to ensure that subsidies for welfare services are forthcoming. All direct service welfare organisations have to present their various lengthy programmes to the relevant Department of Health Services and Welfare, for perusal, assessment and judgement. Decisions are then made regarding whether or not the need for a recommended programme exists.

In a report issued by the Directorate of Social Planning for the Department of Consitutional Development and Planning (1985:133) they state:

"voluntary welfare organizations should move actively toward marketing and selling their services to bodies that need a particular service."

This statement emphasises the need that exists for the direct service welfare organisations to have effective communication and public relations policies incorporating marketing strategies in order to create and supply the demand for its services.

The term "rationalisation" is defined by Collins Thesaurus (1987:824) as follows:

"... make cuts, make more efficient, streamline, trim."

This definition makes it essential for direct service organisations to prove their worth and their right to exist and deliver effective services in their communities. Should this fail to occur, organisations face cut-backs in their subsidies and will have to shelve projects that cannot be financed.

The policy of privatisation as relayed by the Directorate of Social Planning (1985:130) is as follows:

"There should be a higher degree of privatization of social welfare services by the promotion of that form of privatization that is aimed at making it possible for the State as far as desirable and possible, to have no financial or other responsibilities, depending on circumstances, for certain services."

With the State categorically insisting that the welfare of its people is the responsibility of individuals, the direct service welfare organisation has to develop economic programmes as quickly and effectively as possible. This accentuates the need for sound public relations at local, regional and national levels. Also, for it to be included in the theory being studied by the social work students to equip them for the demands which programme planning and implementation thereof will make on them.

4.3   PROGRAMMES

4.3.1   Programme defined

Snyman (1984:94) defines a programme as follows:

"... group of projects or activities which a community or community development agency is involved in once it has started to apply the method or has set in motion the process of community development".

Weyers (1987:353) definition implies that time, constitution, goals and knowledge are needed and is as follows:

"'n Strategiese gemeenskapswerkplan is 'n tydsgebonde en gefundeerde beleidsraamswerk wat vereistes uitspel rakende beide die spesifieke werksterreine wat betree gaan word en die aard van die doelbereikingsproses wat ten opsigte van elke terrein gevolg mag word."

Weyers (1987:374) connects public relations and community work programmes when he states that the implementation of a strategic plan (or programme) requires a combined public relations programme and a community work programme being developed for every working area, and subsequently, being implemented.

Wilkerson (1980:158) defines a programme proposal as follows:

"A programme design with supporting decumentation that establishes organisational credibility and makes a case for external funding. It sets forth what is needed, why it is needed, and how it is to be structured and implemented ...".

These definitions infer that a programme is a ground plan of activities aimed at attaining certain objectives for specific reasons, and that it takes the form of a document stating the missions of the project or projects. This document provides justification for the plan and reasons as to why the plan exists; what needs to be done to improve the situation; the manner in which this action is to take place, and the infra-structure that will house it.

4.3.2 Planning a Programme

Before compiling a programme, Lesly (1967:360) states that certain questions need to be answered:

* what do we want the community to do
* what effect do we want to create on the audience
* what action do we want them to take

what are the specific expectations.

Federico (1976:105) takes this philosopohy a step further when management by objectives is advocated within the welfare setting, and planning needs to address four levels:

* goals = broad statements of overall mission
* objectives = concise, specific and measurable
* strategy = the means to accomplish the ends
* milestones = strategy steps into completed pieces of action.

Black (1978:7) emphasises the importance of defining objectives in terms of short and long term, and to do so, research is essential in the planning stages. Muchinsky (1987:46) emphasises the relevance of descriptive statistics describing the data to give the practitioner a general direction. The elements of organisational analysis, operations analysis and person analysis are incorporated into this process (Muchinsky, 1987:251-257).

From the various perspectives provided in the foregoing, there is a general consensus as to the necessity for programme planning for effective community work and public relations practice.

4.3.3 Mission statements of a programme

Kotler (1982:34) defines a mission statement as being the basic purpose of the organisation incorporating what it is attempting to accomplish by means of the programme.

Pitt (1989:284) states that writing a mission statement is a team approach within a welfare organisation and has devised a model to demonstrate this statement.
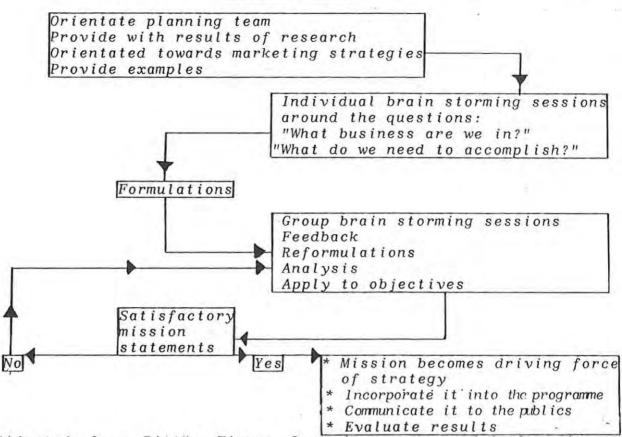
FIGURE 5

FORMULATION OF MISSION STATEMENTS IN WELFARE
ORGANISATIONS

(Adapted from Pitt's Figure 2: A process model for the
formulation of mission statements in welfare organisations
(1989:284)).

The mission statement provides a clear point of reference for
all planning to revolve around and gives the welfare
organisation direction and purpose when planning and
implementing programmes. Pitt (1989:285) ties the use of
mission statements by welfare organisations into public
relations when he states the following:

"It motivates the organisation's members and gains from them
a clear commitment by clearly communicating to them the
nature and premise of the organisations business. Finally,
it also ensures understanding and support from people outside
the organisation who are important to its success."

In this manner, the mission statement and the programme in which
it appears, become tools of both community work and public rela-
tions.

4.3.4 General Characteristics of Programmes

Programmes, like reports and good books, should have a beginning identifying the main characteristics and setting the scene for the next phase – the content. The content will concentrate on ways and means of attaining objectives, and the structures in which it will operate. Methodology, time schedules and financial implications are relevant here. The final phase will be that of evaluation of the culmination of the programme to ensure that the process of planning can be facilitated from the end.

According to Federico, (1976:112) programmes should be innovative; the guardians of values; mechanisms for strengthening and expanding public services; and filling the gaps. Criticisms levelled at programmes being drawn up by welfare organisations by Niemand and Bernstein (1990:32-33) were that the only attempts being made to "sell" the programme were lists of unrelated facts, and the lack of management started out as clinicians and were then pressured externally to present programmes. The view points of these authors emphasise the need for the inclusion of public relations theory into community work theory in order to meet the demands placed upon practitioners to present innovative convincing programmes to thereby market their services.

Niemand and Bernstein (1990:33) tie marketing in to welfare organisations when they state the following: "... the programme is being used as a marketing strategy to acquire state funding ..."

Programme proposal contents can be used as a means of obtaining funds from the public, and hence become a public relations medium in addition to seeking State subsidies. They realise more than one goal through this time and effort.

Malan and L'Estrange (1981:65-67) advocate the use of effectivity diagrams in programmes to indicate interelationships of staff as well as their relationships to the publics that they are planning for. These can be used most effectively in both public relations as well as community work programmes.

As previously mentioned by Federico (1976:112) programmes should be innovative inferring an artistic or creative element which ties in directly with the philosophy of Skinner and von Essen (1988:1) that public relations is not a science, it is an art. Nevertheless, it is an art requiring great structure - one of them being that, like community work , it needs to be practised within the realms of a programme. Mitchell (1976:7) corroborates this by emphasising that one of the activities of community work is devising policies and programmes.

4.3.5 _Evaluation of programmes_

Evaluation of a programme is an ongoing process and is operational throughout the implementation of activities. Malan & L''Estrange (1977:70) and Federico (1976:115) concur that evaluation is the measurement of the level of objectives attainment. With reference to evaluating public relations programmes, Malan & L''Estrange (1977:70) emphasise the following:

- how will activities contribute to goal attainment
- will it be financially profitable
- how clearly are goals outlined and understood
- does the organisation suit the goals
- does content cover all the public relations points
- what provisions are made for future improvement of public relations activities
- does a specialist or expert need to be called in to revise the programme.

Federico (1976:115-116) discusses eight criteria developed by Winnifred Bell in evaluating social welfare programmes as follows:

- objectives attainment level
- legislative authorisation
- source of funding
- administration structures
- elibility requirements
- coverage of client system
- adequacy
- equity

A conclusion which can be drawn from the discussions of these various authors is that evaluative elements of public relations programmes are directly applicable to the programmes of community work, to the extent that a public relations dimension should also be included among the elements to be evaluated in a community work programe.

4.4 MARKETING

4.4.1 Marketing and Markets defined

Welfare organisations have been instructed by the Directorate of Social Planning (1985:133) to market and sell their services. The most workable definition of many is that of Kotler and Bloom (1984:4-5) when they define marketing as follows:

"Marketing is the analysis, planning, implementation and control of carefully formulated programs for the purpose of achieving organisational objectives. It relies heavily on designing the organisations offering in terms of the target market needs and desires, and on using effective pricing, communication and distribution to inform, motivate and service the markets."

The implications of this definition are that the organisation needs to plan and lay out its objectives and plan of action in a programme to meet the identified needs of the target group. A communication strategy needs to be developed and implemented so that distribution of services are effective. The market in the case of community work, will be the client system and the target system. Grunig (1989:216) defines a market as follows:

"A market is a segment chosen by an organisation to help meet its mission."

This definition ties in with the mission statement element of programmes, as well as with the systems theory of the community work method. In terms of this definition when applied to community work, the markets would be sponsors, subsidy holders and resource systems. Marketing is broader than public relations, but public relations forms the foundation of this function. Public relations is utilised to do marketing effectively.

4.4.2 Market versus Public
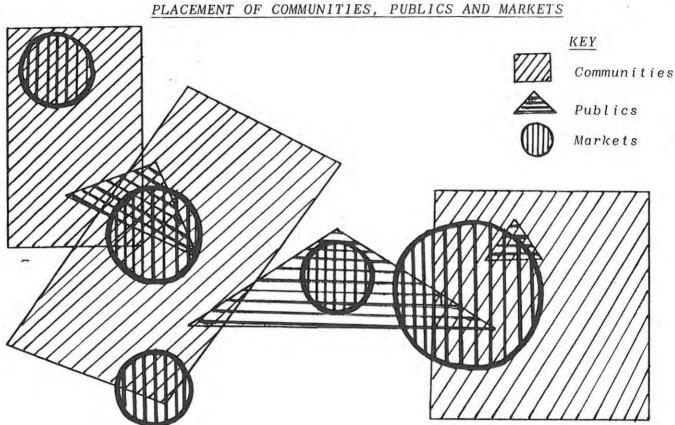
Grunig (1989:216) defines a public as follows:

"publics, in contrast (to markets), organise around issues and seek out organisations that create these issues - to seek information or help, to seek redress of grievances, to pressure the organisations, or to seek regulation of the organisations."

The implication of this definition on community work is that communication with publics seeks to enhance autonomy whereas markets are communicated with to utilise goods and services. A community worker needs to address both publics (targets for change) and markets in an effort to provide an overall effective strategy for achieving aims, objectives and goals as stipulated in the programme of service rendering. It should also be borne in mind that a community is a broader system, but that members of publics can be found within communities.

Diagrammatically, this could be demonstrated as follows:

FIGURE 6

<u>PLACEMENT OF COMMUNITIES, PUBLICS AND MARKETS</u>

This figure implies that markets and publics are housed in communities, and that they frequently overlap.

4.4.2   <u>Facts of Marketing</u>

Public relations techniques are utilised to explain problems, elaborate about complexities, inform about pressures and show how the "consumer" benefits. Skinner and Von Essen (1988:112-113) identify five main facets of marketing within the realm of public relations as follows:

* *research*
* *merchandising (presenting the product to best advantage)*
* *advertising (attracts attention, arouses curiosity, conveys the message, instils a wish in the consumer to use)*
* *sales promotion (product launches, short term products to push the services)*
* *communication*

Barring actual selling, unless it is as a fundraising drive, these facets of marketing can be applied to community work as they can form part of its functions, tools and techniques.

Baker (1984:3) defines advertising as a craft or science in creating a source of information for consumers. The combination of advertisements forms part of an advertising campaign which ties in closely with campaigns as a tool of both community work and public relations.

Van der Walt (1981:1) states the principles of marketing should be as follows:
- profitability
- survival
- growth
- consumer orientation
- welfare of society
- organisational integration.

These principles can be directly applied to the community work process and the continued existence of welfare organisations. The welfare organisation has to ensure that it does not go bankrupt, hence the element of profitability is utilised albeit to a lesser extent. The growth of services and the survival of existing structures need to be ensured based upon an orientation of serving the client system, or the consumer of services. Organisational structures need to be sound to encourage growth, and this will then lead to stronger, more efficient service rendering enhancing the welfare of the society.

Anderson and Rubin (1986:5) identify strategic tools of marketing as being advertising promotions, publicity, usual merchandising and public relations. Skinner and Von Essen (1988:116) argue that public

*relations is a management function, and not a mere
tool to be applied or bandied about willynilly.
Whether public relations is a tool, a philosophy or an
occupation, its contents can be applied to community
work and the marketing of welfare services based upon
the evidence provided.*

*Another facet of marketing is that of the marketing
mix, which, according to McDonald (1986:5) refers to
all the tools and techniques of marketing requiring
information on wants, development of products or
services to satisfy those wants, prices charged,
distribution and communication. The implication of
this definition is a holistic approach involving team
work and many disciplines in order to get the job done
- precisely the philosophy behind both community work
and public relations. Mason and Ezell (1987:4) concur
with the contents of McDonald's statement about the
marketing mix, and elaborate upon the premise that
supplying what the clients need must occur within the
strategy of the company providing the expected rate or
return. This echoes the basic premise of welfare
organisations - that they should deliver specialised
services in a cost effective manner.*

4.4.4   *The marketing of professional services and non-profit
        organisations*

Evert Gummesson (1984:125) states the following:

*"Professional service firms are becoming increasingly
interested in marketing, despite previous barriers
against employing marketing tools and strategies in
many professional fields".*

*Gummesson (1984:126) defines a professional service as
follows:*

*"A professional service is qualified ... advisory and
problem solving, even though it may also encompass
some routine work with clients.*

*The professionals involved have a common identity ...
and such professionals are regulated by traditions and
codes and ethics.*

*The service on offer ... involves the professional in
taking on assignments for the client and those
assignments are themselves the limit of the
professional"s involvement."*

*Both the services of public relations and community
work fall into the categories supplied defining a
professional service, and it has already been
established that public relations can be fully
incorporated into community work. With funding
becoming the major stumbling block in implementing
meaningful programmes, welfare organisations need to
look to a future of marketing their services
effectively, and public relations input will assist
them in dong so.*

*Cant and Machado (1989:236) express the opinion that
the marketing of professional services has developed
through the need of professionals having to cope with
economic pressures, increasing competition and greater
consumer dissatisfaction. This introduces the element
of accountability which is the whole principle behind
the rationalisation and programme policies of the
welfare structures being implemented in South Africa.*

*Peplow (1987:2-3) refers to the use of marketing in
welfare organisations when he states the following:*

*"... publicity ... is one of the several components of
the company's or charities marketing plan, which in
itself is part of the business plan."*

This underlines the assumption that welfare is indeed business, and whilst retaining its philanthropic aims and objectives, has to look at effective marketing and communication strategies to promote itself worthily to its publics or communities in order to gain, encourage or maintain support.

Kotler (1986:681-682) identifies four characteristics of professional and non-profit services which need to be considered when marketing. These are:

* intangibility — *the service cannot be seen, felt or tasted, so confidence needs to be created in the service.*
* inseperability — *a service cannot be seperated from its providers so confidence needs to be built up*
* variability — *the quality of the service depends upon the person rendering it*
* perishability — *services cannot be stored.*

According to Kotler (1986:686) the specific skills needed to do this type of marketing are:

- *knowledge of audiences needs*
- *knowledge of the audiences desires*
- *psychology*
- *communications skills*
- *ability to design and influence programmes.*

Sinclair and Beaton (1987:4) state the following:
"... the distinguishing · characteristic of every profession is a very long tradition of service to mankind. Significantly it is this ethos which today has given impetus to the need to develop marketing skills to sustain and further the socially valuable aspects of the professions service."

The implications of this statement are that, in keeping up-to-date with modern trends, professional services and consequently, community work services, need to be marketed skilfully to maintain continued service to mankind.

Certain forces are within the control of the marketer of professional services. Sinclair and Beaton (1987:15-24) devised a 7-P programme or process as follows:

* P1 = Product (the practice itself)
* P2 = Place (location, channels used, buildings)
* P3 = Price (subsidies, fees levied for service)
* P4 = Promotion (public relations, media events, personal contact, advertising)
* P5 = People (clients)
* P6 = Physical evidence (decor, technology)
* P7 = Process (professional, administrative, control, management).

Concentrating on the components of this 7-P programme, a comprehensive marketing programme can be built into the content of the normal programmes attending to the goals of community work by means of public relations techniques, methods, tools and principles.

With reference to the quandary of whether or not to market the profession and the non-profit organisation internally, or whether or not to hire an external marketer, Gummesson (1984:129) has the following to say:

"It is ... easier to turn a professional into a marketing man than to hire a marketing man and get him to understand the professional (s) ... business."

This statement ties in directly with the need for programmes to be market oriented in order to secure state funding and community support. Marketing, therefore, has become another essential function of community work.

4.4.5 Activities available to the marketeer

McDonald (1986:96) and Gummesson (1984:127) agree on the following activities:

- advertising
- sales promotions
- public relations
- direct mail campaigns
- exhibitions.

Gummesson (1984:127-128) lists the following activities:

- proposals
- year books
- brochures
- conferences
- seminars
- symposiums
- membership of associations
- dinners and luncheons
- entertainment events
- invitation of offices
- reference assignments
- publication of articles
- publication of books
- annual reports
- client magazines
- slides
- films
- bill boards
- press releases
- press conferences
- interviews.

All of these activities are propogated by both community work and public relations. They constitute the tools of these fields and need to be actively applied to programmes and service rendering on a content and marketing basis.

4.5 CORPORATE IMAGE

4.5.1 Corporate Image defined

Skinner and Von Essen (1988:203) define corporate image as follows:

"Corporate Image is ... how you look, what you say and what you do. Corporate identity is the visual system for controlling how you look."

Kotler (1986:687) gives a concise definition and states that it is the way in which an individual or group views an object.

Baker (1984:55) gives a workable definition of corporate image as follows:

"the aggregate public perception of an ... organisation, the corporate equivalent of an individual"s ... person"s ... images belong to the observers, not the owners."

Johnson (1977:279) defines the term by stating that it is the image of the overall organisation.

Corporate image has a direct bearing upon community work services, public relations, marketing and promotions of activities. An organisation with a negative or non-existent image will not be able to draw support from the community. The implications of this phenomenon are far reaching when analysed according to the definitions of corporate image provided.

The definitions all imply that the public, whether it be general or specific, have preconceived ideas about organisations based upon the images being projected. Furthermore, the definitions apply the impact of an individual"s personality, and draw this through to state that a corporate image is basically one large personality. The way in which it is perceived and, therefore, projected, forms one of the functions of both public relations and community work within the setting of a welfare organisation marketing its services.

4.5.2 Marketing a corporate image for a non-profit organisation

To market a corporate image within the functions and realm of community work requires specifying objectives applicable to community work and non-profit organisations.

According to McDonald (1986:103) marketing objectives related to corporate image would be:

* educating and informing to create awareness
* teaching relevant issues and eliciting enquiries
* branding and image building
* affecting attitudes to overcome prejudices and to influence the end users
* promoting loyalty not only amongst the client system, but also amongst personnel.

These objectives will have positive and far reaching effects on the outcome of community work programmes and projects if they are professionally applied and striven towards by means of the tools and techniques of public relations and marketing.

Kotler (1986:693) connects the two phenomena of marketing for non-profit organisations and corporate image by stating the following:

"Social marketing is the design, implementation, and control of programmes seeking to increase the acceptability of a social idea, course or practice in a target group (s). It utilises market segmentation, consumer research, concept development, communication, facilitation, incentives and exchange theory to maximise target group response."

The implications of this definition are that, with planned and sustained application of public relations techniques, the organisation will market its service, develop a positive corporate image to elicit support, and simultaneously will fulfill the functions of community work such as educating the community with regard to a relevant issue. This definition serves to connect public relations, community work, marketing and corporate image inexorably, as marketing and

corporate image are part of public relations. It serves to make them independent and failure in one area will cause a ripple effect through to the corporate image which will, in turn, affect the reciprocity of the relationship between the organisation and the community that it is seeking to involve.

Wilson (1984:139) supports the role that marketing of services has to play on corporate image by stating the following:

"... it is not just consumers responding to the weight and sophistication of the professional image makers who are influenced. Professional service clients are equally influenced."

4.5.3 *The process of corporate image in a non-profit organisation*

The management and directors should be concerned with developing the corporate image for a non-profit organisation, but individual community workers could individually harness and apply all of the methods, principles and procedures to community work projects in order to tie in with the same level of the organisation. These community workers are in the position to have deeper and more far-reaching effects than management, so they should never lose sight of the importance of corporate image ... which also means getting the job done effectively.

Kotler (1986:687, 688 and 693) identifies the process of corporate image making in a non-profit organisation as follows:
- *the organisation needs to identify the image it has by means of a semantic differential which is a sliding scale given to certain attributes;*
- *it needs to identify the image it is striving for;*
- *a marketing plan detailing realistic aims and objectives needs to be drawn up;*

- *the social change objectives need to be defined;*
- *the attitudes, beliefs, values and behaviour of the target groups need to be analysed;*
- *alternative communication approaches need to be considered;*
- *the organisation needs to be built, both staff wise and technology wise, to implement the plan of action;*
- *frequent re-surveys and evaluation have to take place.*

Johnson (1977:279) propagates the use of organisational charts, budgets and public relations messages encapsulated within documents for the public''s attention in order to achieve a positive corporate image. These factors represent the organisation and need to be communicated to the public in order to obtain resources and gain support.

4.5.4   *Public relations and corporate image*

Kotler (1986:759) provides us with a definition of public relations that ties in directly with the aspect of developing a positive corporate image when he states the following:

"(Public relations is) the management function that evaluates public attitudes, identifies the policies and procedures of an individual or an organisation with the public interest, and plans and executes a programme of action to earn public understanding and acceptance."

This definition incorporates the roles of manager, of public relations practitioner and of marketer. It has already been established that community workers should strive to develop these three roles within their programmes and their organisation without relinquishing the roles and functions of their therapeutic profession.

Anderson and Rubin (1986:382-383 and 385) emphasise the role of public relations in maintaining the corporate image by means of the following steps:

* research, planning, evaluation and counselling
* awareness of all past responses to the organisation
* collection of information gleaned from conferences and seminars
* anticipation of problems and develop long term strategies
* co-ordination
* keeping the team goal directed
* remaining aware of trends and developments
* being responsible for maintaining a positive image
* press conferences and press parties
* use only when very important statements are to be made
* public relations tools
* events
* photographs
* films
* tapes
* speeches
* annual reports
* company brochures
* training materials.

Bowman and Ellis (1969:35-37) advocate a variety of activities set out as a phased plan within a central theme arising from the objectives. The theme should be the crystallisation of the needs of the organisation and the client system involving, if need be, a re-design of the organisations visual presentation in order to enhance the corporate image sincerely based on meaningful content of programmes.
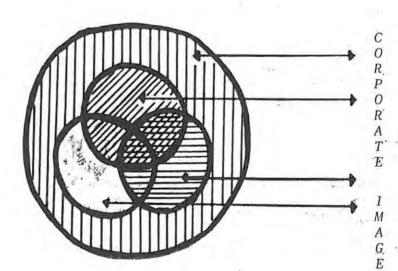
FIGURE 7
ROLES OF THE COMMUNITY WORKER RELATED TO CORPORATE
IMAGE

KEY

THERAPIST
MARKETER
MANAGER
PUBLIC RELATIONS
RECIPROCAL
EFFECTS &
PROCESSES

CORPORATE IMAGE

From Figure 7, one can see that the community worker utilises all the roles of therapist, manager, marketer and public relations practitioner in building and maintaining the organisation"s corporate image. In turn, the whole becomes greater than the sum of its parts by the community worker being positively influenced by the corporate image.

4.5.4 *Corporate Image Check List*

It is important that, whilst during the various phases of evaluation, the community worker conducts continual visual audits and then applies the results practically. Skinner and Von Essen (1988:207-208) have provided a corporate image or identity check list which has been adapted by the researcher to be applicable to welfare organisations:

- *stationery*
* *letterheads*
* *compliment slips*
* *business cards*
* *statements*
* *matching envelopes*
* *office memorandum pads*

- *literature*
* *annual report*
* *newsletters*
* *brochures*

- *transportation*
* *cars*
* *micro-buses*

- *architecture*
* *exterior and interior design*
* *interior lobby*
* *furnishings*
* *offices*
* *decor*

- *signs*
* *exterior and interior*
* *directional*
* *decals*
* *names/titles*

- *Marketing/sales*
* *uniforms*
* *exhibitions and displays*

newspaper and television advertisements
booklets and brochures
direct mail
posters

- *employee relations*
* *policy manual*
* *employee guide*

- *accessories*
* *crockery*
* *ashtrays.*

These aspects are all highly relevant in a modern day welfare setting. The days of welfare organisations being housed in throw-together buildings should be an aspect of the past. No organisation can market its services and attract attention and community support by presenting a permanent facade of poverty.

4.5.6 *Principles of Image   Formation*

The enhancing of a corporate image needs to be done professionally, scrupulously and sincerely with the maximum of co-operation with high standards of service and excellence in all projects and programmes being implemented. Community work is the ideal opportunity to develop the corporate image as it works at various levels with various communities thereby becoming the organisations thermometer of quality.

When working with a corporate image, Nelson (1969:55-60) reminds us of seven important principles as follows:

- *people are not rational creatures*
- *people respond to situations to protect their self image*
- *existing images in the minds of people need to be reference points*
- *stable images will be maintained regardless of external forces*
- *image needs to dispel doubt and uncertainty*
- *clothe the new image in the already accepted values of people*
- *large numbers of people need to be attracted.*

The implication of these principles is that human behaviour is not always determined by rational thought or knowledge, but by feelings and unconscious desires.

Furthermore, if a person"s self image is threatened in any way, they will not accept a new image being thrust upon them. Existing images need, therefore, to be used as reference points and built out to achieve positive results.

Subtlety needs to be utilised to instill confidence in the community to improve upon existing values. Solid research, careful planning, media selection and confident implementation need to be done in promoting the image.

4.5.7 <u>Values and Corporate Identity</u>

"... corporate values ... define the standards that guide the external adaptation and internal integration of organisations. Corporate values influence organisations ... service quality ... treatment of employees, and relationships with customers, suppliers, communities, and the environment" (Hunt <u>et al</u>, 1989:79).

This definition epitomises the foundation of all community workers dealing with their clients, colleagues, employers, employees, sponsors and communities at large. It is a grander scale of the application of community work and public relations principles and values discussed earlier in this report (Chapter Two).

Examples of these corporate values according to Hunt et al (1989:80) are as follows:
- loyalty
- hard work to accomplish goals
- satisfaction of employee needs
- mutual dependency
- ethical practices
- commitments.

These values are reciprocal between the staff of an organisation and the employing body. This sets up a

conducive working environment where workers feel happier and can then perform at high levels of efficiency and productivity avoiding the phenomenon of burn-out.

4.6 COMMUNICATION

A great deal of research has been done about communication in the past. However, as public relations is a communications occupation and community work is a therapeutic communications service, it is essential to discuss communication within the framework of these two fields.

4.6.1 Communication defined

According to Delozier (1976:1), the term communication is derived from the Latin word - "communis" meaning common. Communication is a process comprising elements and relationships built upon a foundation of commoness of thought developed between a sender and a receiver. This is corroborated by Schramm (1969:3) who identifies the three elements of communication as being:

- source
- message and
- destination.

Anderson and Rubin (1986:13) add two more elements to the process of communication, namely:

- medium of delivery
- results (feedback, distorts).

Communication exists within the realm of all of the experiences of the communicator and the recipients perceptual fields, and makes use of signs or symbols to convey the message and facilitate a response e.g. gestures, expressions and language content (DeLozier, 1976:6; Cummings, et al 1987:11).

4.6.2   *The spoken word*

*According   to   Jefkins   (1977:208),   he   states   the
following:*

*"... ability to express himself clearly, intelligently
and interestingly is fundamental ..."*

*The entire existence of the humanistic professions has
depended upon the ability to communicate and have
one"s message received correctly.   This sentiment was
supported by Evans (1973:2) who stated that the art of
communication was being articulate.*

*There would appear to be universal acceptance of the
basic elements of communication.   Stanely (1977:144)
provided a clear cycle of communication as follows:*

*"... messages ... penetrate our consciousness and are
changed by our perceptions ... As receivers of ...
messages, we decode them and encode a reply in the
form of feedback.   The receiver of the feedback then
decodes it and encodes a reply, and the cycle
continues."*

*Effective   communication   forms   the   basis   of
civilisation as we know it today.   It involves the
interchange of ideas which gives rise to knowledge and
results   in   understanding   one   another.   The
face-to-face form of dialogue is the most effective
way of dealing with people and is the most acceptäble
form   of   communication.   This   is   particularly
applicable to community work and public relations in
the form of interviews, promotions, conferences and
exhibitions requiring public speaking.   The most
important   aspect   of   communication   is   that   the
communicator should provide the recipient with useful
and purposeful information.*

4.6.3 The written word

Business correspondence, articles, annual reports and financial statements are vital tools of correspondence. The elements of formal letters and reports have always been of prime importance in extending professional services. Skinnet et al (1982:16) saw the relevance of annual reports and financial statements, which in themselves are, can and should be public relations tools, as being opportunities for clearly identifying the organisation and presenting growth potentials with diplomacy and integrity - the purpose behind community work.

4.6.4 A marketing-communications strategy for non-profit organisations

DeLozier (1976:271) defines a strategy as the art and science of adapting and co-ordinating resources to the attainment of objectives. To develop an effective marketing-communications strategy for an organisation, programme or community work project, DeLozier (1976:272) provides five steps:

* assess marketing-communications opportunities
* analyse marketing-communications opportunities
* set objectives
* develop and evaluate alternative strategies
* assign specific marketing-communications tasks.

Anderson and Rubin (1986:16-17) extend these basic steps as follows:

* understand what can be done
* prioritise action and take calculated risks
* choose an appropriate mix of communications
* evaluate and learn from experiences.

In order for a marketing-communications strategy to be effective for a non-profit organisation and its programmes, Schramm (1969:13) recommends the following criteria:

* the message must gain the attention of receivers
* symbols must be employed in conveying the meaning
* the personality needs of the receivers need to be aroused
* appropriate ways of meeting these needs must be encapsulated in the message.

DeLozier (1976:37-41) advocates the use of stimulus factors to gain attention. According to him, they are as follows:

* size (bigger is better)
* movement (appear to be in action)
* intensity (bold coloures, loud noises)
* novelty (unusual and exceptional)
* contrasts (balck and white)
* suddeness of contact
* shapes (different shapes attract attention)
* multiple sensory messages
* position.

Marketing-communication presents an integrated set of stimuli to the target system with the intention of evoking responses to achieve goals. Mass communication reaches a large number of individuals and should be utilised when practising community work. To be an effective communicator, the community worker needs to understand the impact of communication upon the recipients. Richardon (1969:43) supports this statement by saying:

"... the practitioner must understand human behaviour in order to make the best fit of communication."

Anderson and Rubin (1986:46) emphasise the role of positioning in a marketing-communications strategy. By this, they mean the image of what the organisation is, and stands for must be corroborated by the marketing-communication selected.

Skills needed to do this successfully are stipulated by Cummings et al (1987:85) as being those of good public speaking, writing, listening and reading. There is a strong relationship between communications and organisational design.

4.7 SUMMARY

In the ambit of the functions of a community worker, he has to be able to incorporate the roles of a public relations practitioner, a marketer of skills and services, a manager of a programme or programmes, and a therapist.

Marketing an organisation, a service and a programme requires a full comprehension of communication and marketing strategies available, a grasp of the relevance and importance of a corporate image, and a thorough knowledge of the methods and tools available to favourably influence the corporate image and achieve goals.

A programme is a vital tool in marketing services and projects, and needs to incorporate pedantic theories with innovative marketing-communications strategies in order to reach the desired communities and obtain the stipulated objectives.

S E C T I O N   T W O

RESEARCH METHODOLOGY AND PRESENTATION OF FINDINGS

CHAPTER FIVE

RESEARCH DESIGN AND METHODOLOGY

5.1 AIMS OF THIS RESEARCH STUDY

The aims of the present research study were:

5.1.1 to investigate the relationship between community work an public relations along the pre-determined lines of the components of a profession, historical development, knowledge bases, values, principles, ethics, skills, techniques, tools, aims, functions, programmes, marketing, corporate image and communication;

5.1.2 to examine whether public relations strategies and techniques could be applied to comunity work in order to enhance the contents of projects and programmes and thereby to add to the body of theory pertaining to community work;

5.1.3 to devise a model of public relations within community work;

5.1.4 to apply the public relations model within community work to a direct service welfare organisation over a period of one year and to evaluate the results.

5.2 RESEARCH DESIGN AND METHODOLOGY

5.2.1 Research Design

The most appropriate design used in this study constituted an exploratory-descriptive design. It was exploratory in nature since the field at this stage is not well developed, and descriptive because the researcher has described features of this phenomenon. The survey method is ideal for incorporating practice and research in a problem solving process to extend data on specific areas of social work. The approach used wds logical, inductive and comprehensive.

Inductive reasoning as discussed by Grinnell (1985:62)
is usually applied to results of the research in order
to make general statements or observations to see if
they fit the theory. The design is straightforward
and seeks to discover the essential character of
social and psychological phenomena. According to
Tripodi et al (1969:9), "... exploratory designs have
as their major purpose the articulation of concepts
...".

The quantitative-descriptive design was applied in
terms of a cross-sectional survey which stresses the
representativeness of elements of the unit under study.
Grinnell (1985:247, 248) has delineated seven steps to
be followed in this type of research design as
follows:

(a) *General research questions or a specific hypothesis are developed*
     prior to the survey i.e. H, = Public relations has a necessary place
     and function in the practice of the community work method of social
     work for the marketing of organisational services;
(b) *Variables are operationally defined and research instruments for*
     gathering data are constructed i.e. the concepts of public relations
     and community work were defined, and a structured questionnaire was
     constructed;
(c) *A population is defined i.e. the concepts evolving from the term*
     "public relations" and "community work";
(d) *Selection of parameters of the study participants i.e. the universe*
     of public relations practitioners registered with the Public
     Relations Institute of South Africa (PRISA) was utilised, and of the
     7 500 social workers registered, a universe of 3 600 was utilised
     originating within the boundries of the major cosmopolitan areas
     obtained by use of postal codes. A representative sample based upon
     a twenty per cent (20 %) figure of the public relations universe,
     and ten per cent (10 %) of the social workers universe was then
     obtained by means of random selection;
(e) *A pilot study is done to check the validity and reliability of the*
     questionnaire i.e. 10 questionnaires were sent to five public
     relations practitioners and five social workers respectively during
     February 1990, and minor technical and language changes were made as
     a result;
(f) *Permission is sought from persons to participate in the study i.e. a*
     letter was sent accompanying the questionnaire to selected
     respondents requesting their participation;
(g) *Data are collected, analysed and interpreted i.e. tables have been*
     drawn up of all responses to all questions.

The present study contained elements of both quantitative-descriptive and exploratory research designs as the focus was on describing common and differing elements of community work and public relations, and then applying them to direct service welfare organisations programmes. The advantage of the exploratory design for this study was its flexibility when applied to fields that are not well developed i.e. the applicability of public relations to community work. Combined exploratory-descriptive research designs have as their purpose the development of ideas and theoretical generalisations. Tripodi et al (1969:49) state that they attempt to fully describe particular phenomena as thoroughly as possible.

The present study was action orientated as the researcher was directly involved in applying a public relations/community work model to a direct service welfare organisation in order to enhance the content of projects, programmes and service rendering. Leedy (1980:93) states that the approach in action research is to do something to see if it works, which ties in with the application of the findings of the basic research done by means of an extensive literature study, and the gathering and analysis of empirical data. The researcher adopted the role of participant-observer as she was the facilitater of the innovative methods and practices, as well as participating simultaneously in the new programmes.

5.2.2 Methodology

(a) Literature study

A comprehensive literature study was made of books and periodicals relating to community work, social work, public relations, marketing, communication and the combination of the aforementioned.

(b) Sampling procedure

According to Seaberg (1986:133), a sample is a portion of the persons comprising the subjects of the study. In the present study, the researcher made use of a

probability sampling procedure. A probability sample is one in which each person in the specific population has the same chance or probability of being selected (Seaberg, 1986:136).

Simple random sampling was utilised with random selection of respondents. Random selection, as defined by Seaberg (1986:136) is the selection, at random, of a specific number of persons from the complete list of persons in the specified population. This list is referred to as a sampling frame - in the case of this present study, two sampling frames were utilised. Namely, the list of all public relations practitioners registered with PRISA numbering 1 190 people; and the list of 3 380 social workers registered with the Social Workers Council of South Africa, residing or working in the major cosmopolitan areas and selected as per postal codes e.g. 0001 - 2199 in the Transvaal region. It was decided to limit the social workers sampling frame to the major four cosmopolitan areas for the sake of a workable size, and to increase the probability of their exposure to public relations.

Random selection then took place based upon a twenty per cent (20 %) figure of the sampling frame of public relations practitioners giving a sample of 238; and a ten per cent (10 %) figure of the sampling frame of social workers giving a sample of 338.

(c)   Survey and questionnaire
An eight page bilingual questionnaire was drawn up based upon the content of the literature study undertaken to explore the respondents input regarding their fields of community work and public relations respectively. Arising from this, an assessment of commonalities and differences were investigated and applied to the programmes and systems of a direct service welfare

organisation. Questionnaires were thus used in this present study to make observations and practical applications, and to gather data on the professional experience of the practitioners participating in the study.

The questionnaire (Appendixes C and D) used in this present study, comprised six main sections and subsequent sub divisions as follows:

(i)   *Identifying particulars of the respondent.*
(ii) *Professional and theoretical aspects*
      - values
      - elements of a code of ethics
      - knowledge bases from other professions.
(iii) *Tools, goals, techniques and methods.*
      - tools
      - goals
      - techniques
      - methods
(iv) *The place and function of public relations in community work.*
      - place
      - functions
(v)   *Programmes and programme planning.*
      - elements of programmes
      - aspects of programmes
(vi) *Public relations strategies for direct service welfare organisations.*

5.2.3   <u>Research Procedure</u>

In this present study, a sampling frame of 3 380 social workers was derived by selecting the postal codes of the membership list from the South African Council for Social Workers of the main areas in the Transvaal, Orange Free State, Natal and the Cape Province. A sample of 10 % or 338 social workers was drawn. From a sampling frame of 1 190 public relations practitioners registered with PRISA, a sample of 20 % or 238 people was drawn.

On 1st March, 1990, 338 questionnaires were posted and on Friday 2nd March 1990, 238 questionnaires were posted to the public relations respondents respectively. All questionnaires contained a covering letter stipulating 1st April 1990 as a return date,

definitions of the two fields being researched, and a stamped self-addressed return envelope.

By 17th April 1990, 17 days after the return date, the following numbers of returns had been received:
- *social workers = 199 of which 29 had not been completed*
- *public relations practitioners = 105 of which 35 had not been completed.*

The 17th April 1990 was the final cut-off date. The few questionnaires that arrived after this date were not regarded as being part of the research investigation.

A pilot study of 10 respondents (5 social workers, 5 public relations practitioners) that were not included in the sample drawn, had been conducted in February 1990 to ensure that the questionnaires were reliable, valid, comprehensive and dealt with sufficient and adequate categories. As a result, minor technical and language changes were made to the questionnaire.

5.2.4   Sequence of Research

(1)   A comprehensive literature study comprising the disciplines of public relations, community work, social work, human relations, sociology, psychology, communication and marketing was done from April 1987 to November 1990.
(2)   A public relations and communications policy was drawn up and implemented from June 1989 in a direct service welfare organisation.
(3)   English and Afrikaans questionnaires were drawn up and posted in March 1990.
(4)   Data was analysed and presented using tables, graphs and figures.
(5)   A research report was drawn up.

5.2.5   Statistics utilised

In order to measure the significant differences between the two fields of public relations and community work, figures of the returns of replies were added together, and then statistically converted into chi-square values in order to obtain p-values of each category of response. This then provided the researcher with a quantitative value measuring the

*level of significant differences between the two professions.
(p-value smaller than 0.5 = no significant difference; p-value
greater than 0.5 = significant difference). This then provided
the researcer with a statistical correlation figure to enable
accurate measurement of the commonalities and differences
between the two fields.*

5.2.5 *Limitations of the research design and methodology*

*(1)   Public relations is a broad field, but several of the
respondents selected were practising, but were not public
relations practitioners in the sense of the definitions;*

*(2)   the nature of public relations practiced by non-profit direct
service welfare organisations may have a different emphasis
from public relations in other fields, so the social work group
of respondents may have had more insight into the role that
public relations could play in community work;*

*(3)   little literature was available combining the field of public
relations and community work which made it difficult for the
researcher to obtain a full insight into the similarities
between these two fields;*

*(4)   the researcher found South African literature pertaining to
public relations difficult to locate, therefore, the content is
predominantly Americna which may not accurately reflect the
South African situation introducing an element of overseas
bias;*

*(5)   a third group of respondents emerged unexpectedly from the
sample, namely: social workers practising as public relations
practitioners. These appeared to be confused at times as to
how to answe the questionnaire;*

*(6)   the address list of social workers did not specify their
current method of practice e.g. caseworkers or integrated
approach. Neither did it specify their positions e.g.
Director. This gave the respondents different frames of
reference from which to answer several questions i.e.
fieldworkers utilising the integrated method approach had more
practical hands-on experience of community work whereas
managers had often moved into strongly, administration-oriented
tasks, so respondents tended to reply more from the point of
view of their positions than from that of the general
profession;*

*(7)   the response rate from the public relations sample was lower
proportionally than that of social workers making reliable
comparisons between the two groups less likely;*

*(8)   some social work respondents were either unemployed or had not
been inthe field for some time despite the fact that their
registration had remained current. This was evident in the
manner in which they replied to the questionnaire e.g. they
admitted to a lack of comprehension of the programme section of
the questionnaire compared with their practising colleagues;*

*(9)   there were no Black, Indian or Coloured returns at all in the
public relations sample, and in the third group of social
workers practising public relations that emerged, so an ethnic
bias exists since the majority of the respondents were White;*

(10) *individuals replying to the questionnaire did not necessarily have*
the knowledge of the full range of their prospective professions e.g.
many social workers have never practised the community work method
of social work and answered from a case workers frame of reference.
Some respondents also admitted to not having read any literature
pertaining to community work as well as recent and future trends
in social work. This may have handicapped them in the scope of their
replies;

(11) *no code of ethics for social workers presently exists in South Africa.*
Therefore, a basic code of conduct as referred to in the Social and
Associated Workers Act (1978) was taken to be of equivalent value
for the purpose of answering this section of the questionnaire;

(12) *the researcher was fortunate to be working for a direct service wel-*
fare organisation that was highly motivated and co-operative in the
application of the researched model of combining public relations
with comunity work. The researchers role of being an active
participant in carrying out of the new model, may have been an
important factor in the results obtained.

CHAPTER SIX
PRESENTATION OF FINDINGS OF THE INVESTIGATION
6.1 INTRODUCTION

In analysing the data obtained by means of a questionnaire, the researcher has made use of a numerical comparison between the three groups based upon values above 50 %, and the statistical analysis of using the chi-square and p-value in order to ascertain a correlation between the groups of community workers and public relations practitioners.

6.2 IDENTIFYING PARTICULARS OF RESPONDENTS

FIGURE 8
SUMMARY OF THE IDENTIFYING PARTICULARS OF RESPONDENTS
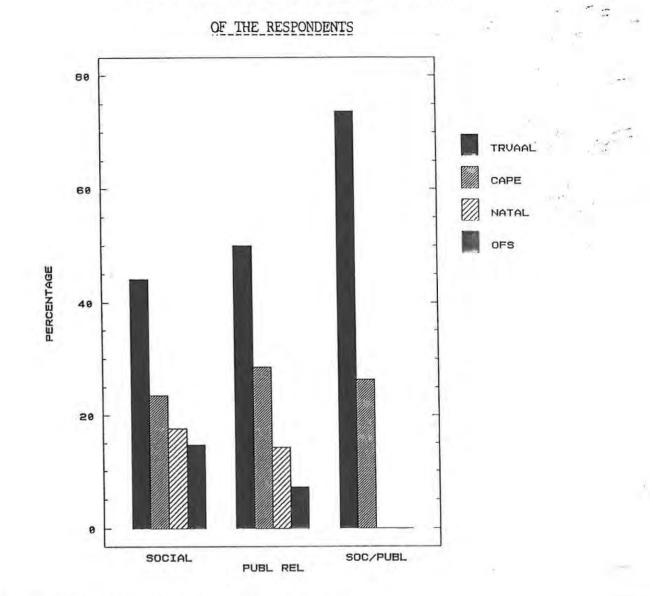
Category	Sub Divisions	Social Workers N=170	Public Relations Practitioners	Social Workers Practising Public Relations
GEOGRAPHIC DISTRIBUTION	Transvaal	75	35	14
	Orange Free State	25	5	0
	Natal	30	10	0
	Cape Province	40	20	5
GENDER	Male	43	25	0
	Female	127	45	19
EDUCATIONAL LEVEL	No tertiary education	0	26	0
	Diploma	16	23	1
	Diploma & Degree	0	11	10
	Degree	123	6	1
	Post Graduate	31	4	7
LANGUAGE	English	46	60	15
	Afrikaans	111	15	4
	Other	13	0	0

GRAPH 1   110

BAR GRAPH DEPICTING GEOGRAPHIC DISTRIBUTION

OF THE RESPONDENTS

6.2.1 *Geographic Distribution of all respondents*
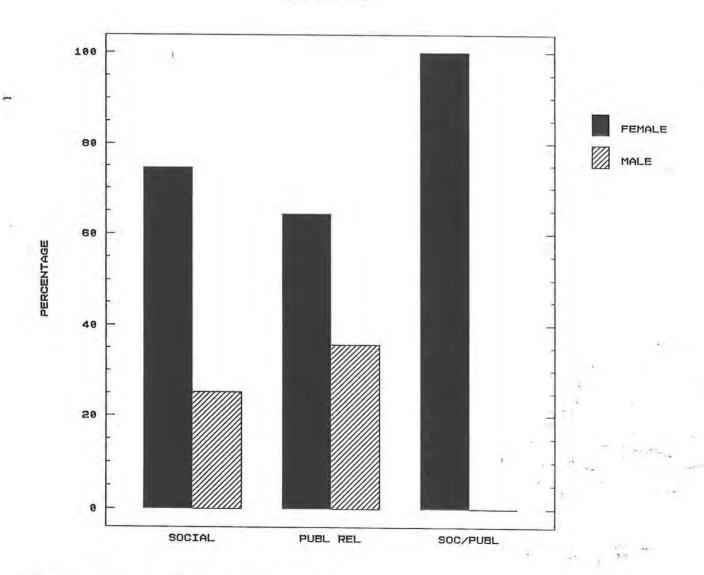
From Graph 1 , it can be concluded that 44.12 % of the social workers sample are from the Transvaal; 23.53 % are from the Cape Province; 17.65 % are from Natal and 14.7 % are from the Orange Free State thus being a fairly representative distribution regionally.

With reference to public relations practitioners, 50 % of the samples are from the Transvaal; 28.57 % from the Cape Province; 14.28 % from Natal and 7.15 % from the Orange Free State.

Both sets of percentages are in keeping with the fact that most of the larger industries and companies are to be found in the Transvaal and Cape Province therefore drawing a greater percentage of populace to these areas.

Finally, the sample of social workers practising public relations indicate that 73.68 % are to be found in the Transvaal, and 26.32 % in the Cape Province. From the sample obtained, none were found to be practising in Natal and the Orange Free State. The former two provinces are geographically the largest, therefore, the need for the more industrially minded social worker to practise public relations may be felt in these areas.

GRAPH 2

BAR GRAPH DEPICTING GENDER OF

RESPONDENTS
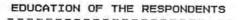
6.2.2 Gender Distribution of Respondents

From Graph 2 , it can be concluded that all of the fields are dominated by females. The female percentage of social workers is 74.4 % in
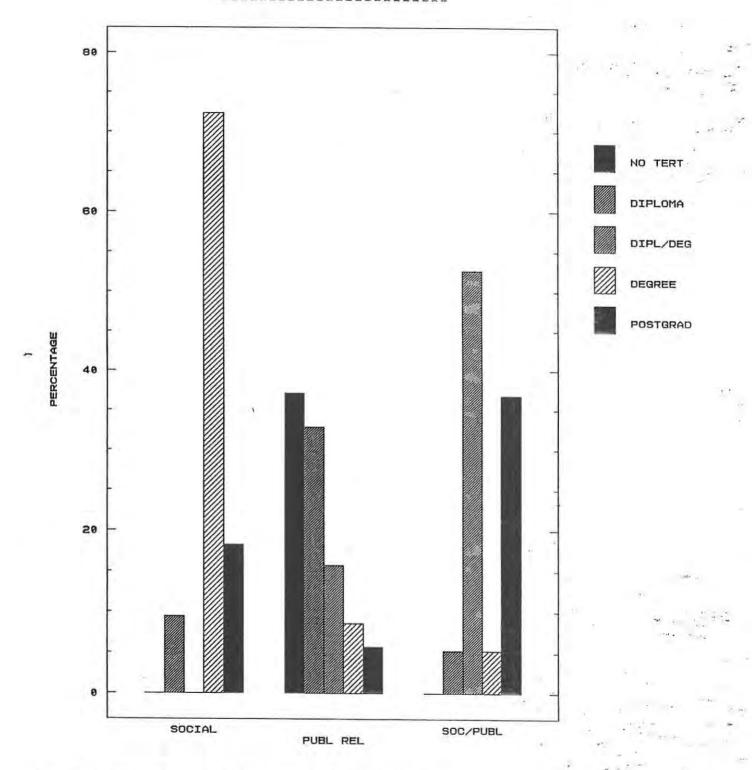
comparison to the female percentage of public relations practitioners of 64.29 %. The female percentage of social workers practising public relations is 100 % in this sample.

With social work being a caring, humanitarian profession, it could be assumed that women are more attracted to it. Men are usually the breadwinners and would be attracted by more high powered and well remunerated professions. The same principles would correspondingly apply to the field of public relations – although the percentage of men practising is slightly higher than their counterparts practising the social work profession, as this is a more competitive and challenging career. Another reason for this trend is that many people call themselves public relations practitioners and although they may comply with PRISA entrance qualifications, these entrance categories are still broadly defined.

6.2.3 *Teritary Level of Education of the Respondents*

From Graph 3 , it can be concluded that all social workers require
formal tertiary education to register, whereas this does not apply to
public relations practitioners: i.e. 37.14 % possess no tertiary
education.
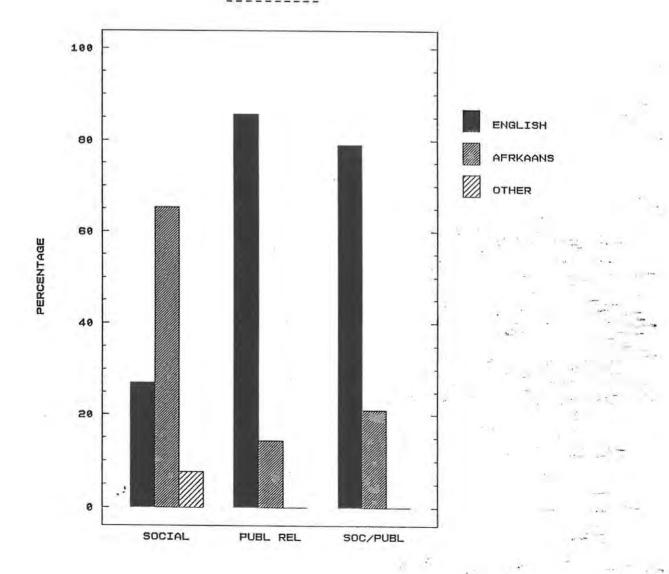
The percentage of social workers possessing Diplomas is 9.42 % in comparison to 32.85 % of public relations practitioners. The percentage of diploma and degree holders is 15.64 % of social workers practising public relations. With reference to post graduate qualifications, 18.23 % are held by social workers, 5.27 % by public relations practitioners and 36.84 % by social workers practising public relations.

The third group may appear to be highly qualified and motivated to attempt a second career with post graduate qualifications, but age could play a role. The social workers may largely be holders of four year degrees and therefore younger, (part of the move to upgrade to four year degrees), whilst the social workers practising public relations may be older and have added a post graduate qualification to their three year degree.

GRAPH 4

BAR GRAPH DEPICTING LANGUAGE GROUP OF

RESPONDENTS

6.2.4 Language Group of Respondents

From Graph 4., it can clearly be seen that social work, per se, is a field dominated by Afrikaans speaking people totalling 62.59 % of this sample. The English speaking social workers total 27.05 % whereas other language groups only total 7.66 %.

In sharp contrast to this, the field of public relations and social workers practising public relations is dominated by the English speaking sector totalling 85.71 % and 78.94 % respectively. Of interest here is the fact that no other language group, barring Afrikaans, has presented itself in these two fields at all in this sample. The percentages of Afrikaans speaking public relations practitioners and social workers practising public relations are 14.29 % and 21.06 % respectively.

Explanations for these trends could be that the Afrikaans sector of the community is more drawn to professional community service than the English speaking sector, who seem, in this instance, to have gravitated more to the commercial angle. It is distressing to see the low percentage of other language groups presented by this sample e.g. Xhosa, Zulu. This presents an ethnic bias on results as well as on services being rendered. An explanation could be the lack of educational opportunities in the past, combined with political turmoil and an unbalanced power sharing situation. This trend should alter in the future.

6.3   THE COMPARABILITY OF THE VALUES OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 1   COMPARABILTY OF THE VALUES OF COMMUNITY WORK AND PUBLIC RELATIONS
=======

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				X2 test
	F		%		F		%		F		%		
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	
Each individual is important	160	10	94.12	5.88	54	16	77.14	22.86	19	0	100.00	0.00	18.1
Democratic society cares for its people	141	29	82.94	17.06	63	7	90.00	10.00	12	7	63.16	36.84	1.93	0.14
Citizens share in decision making	132	38	77.65	22.35	59	11	84.29	15.71	13	6	68.42	31.58	1.34	0.21
Co-operation and fellowship	163	7	95.88	4.12	70	0	100.00	0.00	18	1	94.74	5.26	2.96	0.00
Be open minded to opinions of others	141	29	82.94	17.06	70	0	100.00	0.00	17	2	89.47	10.53	13.59	2.22
Honesty	127	43	74.71	25.29	65	5	92.86	7.14	19	0	100.00	0.00	10.21	1.39
Make decisions on behalf of the client	29	141	17.06	82.94	65	5	92.86	7.14	2	17	10.53	89.47	119.56	0
Respect clients right to self determination	143	27	84.12	15.88	49	21	70.00	30.00	17	2	89.47	10.53	6.17	0.01
Facilitate clients active participation	162	8	95.29	4.71	32	38	45.71	54.29	18	1	94.74	5.26	78.66	0
Respect inherent worth of men	165	5	97.06	2.94	70	0	100.00	0.00	16	3	84.21	15.79	2.1	0.14
Unique approaches for unique nature of man	161	9	94.71	5.29	64	6	91.43	8.57	19	0	100.00	0.00	0.9	0.34
Believe in the capacity for change	141	29	82.94	17.06	14	56	20.00	80.00	12	7	63.16	36.84	85.87	0
Fairness	161	9	94.71	5.29	70	0	100.00	0.00	18	1	94.74	5.26	3.85	0.04
Acceptance of the client in totality	133	37	78.24	21.76	63	7	90.00	10.00	18	1	94.74	5.26	4.58	0.03
Practice a non-judgemental attitude	170	0	100.00	0.00	61	9	87.14	12.86	16	3	84.21	15.79	22.71	1.89
Individualisation	143	27	84.12	15.88	61	9	87.14	12.86	19	0	100.00	0.00	0.35	0.55
Confidentiality	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	-	-
Clear code of ethics	101	69	59.41	40.59	70	0	100.00	0.00	17	2	89.47	10.53	39.87	2.7
Legalized profession with professional status	170	0	100.00	0.00	67	3	95.71	4.29	17	2	89.47	10.53	7.37	6.4
Achievement of higher life quality for client	133	37	78.24	21.76	2	68	2.86	97.14	16	3	84.21	15.79	114.47	
Upgrading clients standard of living	162	8	95.29	4.71	11	59	15.71	84.29	17	2	89.47	10.53	156.04	
Apropriate use of emotions to serve others	166	4	97.65	2.35	23	47	32.86	67.14	16	3	84.21	15.79	124.37	
Demonstration of humans right to be accepted	163	7	95.88	4.12	7	63	10.00	90.00	19	0	100.00	0.00	177.01	

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From the contents of Table 1, it can be clearly seen that the values inherent to the fields of community work and public relations are similar. The most important trend here is that both fields have a high sense of value attached to working with fellow human beings in a positive and constructive manner.

There are, however, several values where there are numerically and statistically significant differences between the two. This will always seperate them, as the differences are deep rooted and lie at the emphases. These statistically significant differences are as follows:

* making decisions on behalf of clients
* clients active participation
* belief in the capacity for change

* achievement of a higher quality of life for the client
* upgrading the clients standard of living
* appropriate use of emotions to serve others
* demonstration of human"s right to be accepted

Further categories representing the more subtle statistically significant differences are as follows:

* open minded to the opinion of others
* honesty
* non-judgemental attitude
* legalised profession with professional status.

The public relations field is more directive in these spheres in that 92.86 % would make decisions for their clients as directly opposed to only 17.06 % of social workers acting in the same manner. The chi-square value of this category is as high as 119.56 ' making the absence of a correlation too high to acredit a p-value. The third group have stated that 10.53 % would make decisions for their clients. It is therefore concluded that social workers adhere more strictly to the value of letting the client practise his right to make decisions whereas public relations practitioners will make decisions for their clients.

The value of clients actively participating in the process of the implementation of the programme is upheld strongly by the social work profession, and is supported by 95.29 % of social workers, and by 94.74 % of social workers practising the occupation of public relations. Public relations practitioners believed more in running the programme and, in fact, minimising the clients' involvement - this is supported by 54.29 % of their sample population. The chi-squared value of this category is 76.66 making the absence of a correlation too high to acredit a p-value.

The value of achieving a higher quality of life for the client is upheld by 78.24 % of the social workers and 84.21 % by social workers practising public relations. Public relations practitioners have made a strong indication that this is not a value that they hold as important in their programme. This is supported by 97.14 % of the public relations respondents. The chi-squared value of this category is 114.47 making the absence of a correlation too high to acredit a p-value.

Using emotions appropriately to serve others was clearly supported by 97.65 % and 84.21 % of social workers and social workers practising public relations respectively in contrast to 32.56 % of public relations practitioners. The chi-squared value of this category is 124.37 making the absence of a correlation too high to acredit a p-value.

Although the following values indicated no numerically significant differences,

statistically significant differences were present as follows:
* open minded to the opinions of others – p-value = 2.28
* honesty – p-value = 1.39
* non-judgemental attitude – p-value = 1.88
* clear code of ethics – p-value = 2.7
* legalised profession with professional status – p-value = 6.6

In conclusion, it can be stated that out of 23 identified values, there were 12
exhibiting a significant difference between the two fields. These differences
were more ones of emphasis with public relations being a more market and profit
orientated occupation.

6.4 THE COMPARABILITY OF THE ELEMENTS OF A CODE OF ETHICS FOR COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 2 — ELEMENTS OF CODE OF ETHICS OF COMMUNITY WORK AND PUBLIC RELATIONS

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P
	F		%		F		%		F		%		X2 Values
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	
Does your profession have a code of ethics	97	73	57.06	42.94	69	1	98.57	1.43	19	0	100.0	0.00	40.10 2.45
Propriety of behaviour	163	7	95.88	4.12	70	0	100.00	0.00	19	0	100.0	0.00	2.96 0.08
Competence	170	0	100.00	0.00	42	28	60.00	40.00	19	0	100.00	0.00	76.98 0.00
Professional development	94	76	55.29	44.71	51	19	72.86	27.14	18	1	74.74	5.26	6.39 0.01
Service to mankind is primary	162	8	95.29	4.71	2	68	2.86	97.14	19	0	100.00	0.00	195.79 0.00
Integrity	169	1	99.41	0.59	67	3	95.71	4.29	17	2	87.47	10.53	4.14 0.04
A client interests are paramount	143	27	84.12	15.88	69	1	98.57	1.43	19	0	100.0	0.00	19.05 1.52
Clients decision making is fostered	163	7	95.88	4.12	13	57	18.57	81.43	16	3	84.21	15.79	151.54 0.00
Confidentiality	153	17	90.00	10.00	66	4	94.29	5.71	19	0	100.0	0.00	1.14 0.28
Privacy for the client	160	10	94.12	5.88	42	28	60.00	40.00	18	1	74.74	5.26	43.30 4.67
Reasonable fees levied for services	14	156	8.24	91.76	47	23	67.14	32.86	14	5	73.68	26.32	90.76 0.00
Respect	170	0	100.00	0.00	67	3	95.71	4.29	19	0	100.0	0.00	7.37 6.60
Fairness	170	0	100.00	0.00	59	11	84.29	15.71	19	0	100.00	0.00	27.99 1.21
Courtesy	132	38	77.65	22.35	70	0	100.00	0.00	19	0	100.0	0.00	18.59 1.62
Professional relating to client and collegues	161	9	94.71	5.29	70	0	100.00	0.00	18	1	94.74	5.26	3.85 0.04
Commitment and loyalty to employing body	29	141	17.06	82.94	70	0	100.00	0.00	17	2	89.47	10.53	140.74 0.00
Image of the profession is maintained	84	86	49.41	50.59	43	27	61.43	38.57	14	5	73.68	26.32	2.87 0.09
Community services is prime element	131	39	77.06	22.94	2	68	2.86	97.14	19	0	100.00	0.00	110.49 0.00
Development of knowledge	121	49	71.18	28.82	3	67	4.29	95.71	19	0	100.00	0.00	89.84 0.00
Promotion of general welfare	169	1	99.41	0.59	1	69	1.43	98.57	19	0	100.00	0.00	230.41 0.00
Maintenance of good professional reputation	160	10	94.12	5.88	65	5	92.86	7.14	19	0	100.00	0.00	0.13 0.71
Maintenance of good personal reputation	49	121	28.82	71.18	35	35	50.00	50.00	18	1	94.74	5.26	7.88 4.98
Fair dealings	53	117	31.18	68.82	69	1	98.57	1.43	16	3	84.21	15.79	90.10 0.00
No derogatory behaviour towards clients	142	28	83.53	16.47	70	0	100.00	0.00	19	0	100.0	0.00	13.05 3.02
Public interests are important	43	127	25.29	74.71	42	28	60.00	40.00	12	7	63.16	36.84	26.11 3.22
No falsification of information	102	68	60.00	40.00	70	0	100.00	0.00	14	5	73.68	26.32	37.06 4.08
Cooperation with clients	69	101	40.59	59.41	60	10	85.71	14.29	19	0	100.00	0.00	40.61 1.85
No maligning of collegues reputation	143	27	84.12	15.88	41	29	58.57	41.43	11	8	57.89	42.11	18.08 2.11
Uphold the dignity of human beings	151	19	88.82	11.18	33	37	47.14	52.86	19	0	100.00	0.00	48.15 3.94
Creation of a positive climate for clients growth	81	89	47.65	52.35	31	39	44.27	55.71	17	2	87.47	10.53	0.22 0.63
Creation of a positive climate for own growth	144	26	84.71	15.29	42	28	60.00	40.00	17	2	89.47	10.53	17.35 5.09
Keep promises and engagements	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00 0.00
Use good taste in all your programmes	103	67	60.59	39.41	70	0	100.00	0.00	19	0	100.0	0.00	38.27 6.15
Formal tertiary education is essential	170	0	100.00	0.00	1	69	1.43	98.57	18	1	94.74	5.26	235.18 0.00

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From the contents of Table 2, it can be deduced that there are a significant number of differences of opinion between the two fields as to what the contents of a code of ethics should be.

The numerically and statistically significant differences lie on the following points:

* *service to mankind is primary*
* *clients'' decision making is fostered*
* *reasonable fees are levied for services*
* *commitment and loyalty to the employing body*
* *image of the profession is maintained*
* *community service is the prime element*
* *development of knowledge*
* *promotion of general welfare*
* *maintenance of good personal reputation*
* *fair dealings*
* *public interests are important*
* *co-operation with clients*
* *uphold the dignity of human beings*
* *formal tertiary training/education is essential.*

(Concerning formal tertiary education, public relations practitioners have attached a necessarily low value to it because of the absence of much formal education in this field on the tertiary level.)

Out of a total of 34 elements, both fields agreed numerically and statistically upon 20 essential elements for a code of ethics. It should be borne in mind that South African social workers only know a code of conduct when compared to their American counterparts who have a code of ethics. Despite this fact, 57.06 % of the social work respondents replied that social work did, indeed, have a code of ethics.

The element of <u>service to mankind</u> being a primary part of a code of ethics was propagated by 95.29 % and 100 % of social workers and social workers practising public relations respectively. Only 2.9 % of public relations practitioners shared this view. With a chi-squared value of 195.791, no p-value of correlation was possible.

The element of <u>levying reasonable fees</u> or tariffs for service rendering was a strange concept to social workers unless they were in private practice. A large percentage of 91.76 % of social workers did not view this as relevant. In contrast to this, however, 67.14 % and 73.68 % of public relations practitioners and social workers practising public relations respectively did find this to be a relevant aspect although no p-value correlation was possible.

The element of <u>loyalty to the employer</u> was only supported by 17.06 % of social workers. In contrast to this 100 % and 89.47 % of public relations practitioners and social workers practising public relations supported this.

An explanation for this trend could be that social workers view their loyalty to their profession and their clients as more relevant than loyalty to the organisation employing them. (In this sample, the employer was seen as the organisation which was totally different from the client.) In contrast, public relations practitioners are found more frequently in the business sector, and have subsequently learnt to equate loyalty to an employer who is primarily, the client, to loyalty to the client. With a chi-square of 140.74, no p-value correlation was possible.

The element of maintaining the image of the profession was only supported by 49.41 % of social workers in comparison to 61.42 % and 7.68 % of public relations practitioners and social workers practising public relations. Social workers found this element unimportant. However, this may not be the case as social workers primary orientation is their client system before anything else. Nevertheless, to formalise ethics, the image of the profession needs to become a major consideration to encourage loyalty amongst colleagues. With a chi-square value of 2.87, there is a significant different in correlation of 0.09 between the two fields.

The element of community service being a prime consideration in a code of ethics was supported by 77.06 % and 100 % of social workers and social workers practising public relations respectively in comparison to only 2.85 % of public relations practitioners. This reflects the philosophy of social work which is community service orientated whereas public relations is commercially orientated. With a high chi-square value of 110.49, no p-value correlation was possible.

The element of the development of knowledge was supported by 71.18 % and 100 % of social workers and social workers practising public relations respectively, in comparison to 4.28 % of public relations practitioners. An explanation for this trend could be that whilst social workers are still in training, they are encouraged to pursue knowledge throughout their careers in order to remain fully au fait with new and vital developments on the therapeutic front. A chi-square value of 88.84 does not allow for a p-value correlation as the significant difference is too great.

The promotion of general welfare was proposed by 99.41 % and 100 % of social workers and social workers practising public relations respectively, in comparison to only 1.4 % of public relations practitioners. This is not an unduly surprising result as public relations practitioners are more commercially orientated. A very high chi-square value of 230.41 does not lend itself to a p-value correlation as the significant difference is too great.

The need for the maintenance of a good _personal reputation_ drew some unexpected responses when only 22.8 % of social workers in comparison to 50 % and 94.73 % of public relations practitioners and social workers practising public relations supported this. It is obvious from this result that social workers see themselves as divorced from their professional lives whereas their social work counterparts practising public relations see personal and professional roles as inseperable. This could be attributed to the fact that, in their roles as professional public relations practitioners, the two areas overlap considerably with aspects such as professional evening functions where they cannot let their guard down. With a chi-square of 7.88, there was a significant difference in correlation of 4.98 as a p-value, between the two main fields.

Another superficially surprising result was that only 31.18 % of social workers found _dealing fairly with people_ to be an element worthy of inclusion in a code of ethics compared with 98.6 % and 84.21 % of public relations practitioners and social workers practising public relations respectively. It can only be assumed that social workers have internalised this value to such an extent that they do not feel it is necessary to state it in a code of ethics. With a high chi-square value of 90.10, no p-value correlation was possible.

The element of the _public interest_ being at the heart of a code of ethics was supported by 25.3 % of social workers. In contrast, 60 % and 63.15 % of public relations practitioners and social workers practising public relations respectively found this to be relevant. An assumption here is that the terminology of something being in the best interests of the public was understood in terms of their interests coming before those of the client system, whereas public relations, being more business orientated, regarded the two as inseperable entities. With a chi-square value of 26.11, a significant difference in correlation of a 3.22 p-value exists.

The element of _co-operation with clients_ was supported by 40.6 % of social workers in comparison to 85.71 % and 100 % of public relations practitioners and social workers practising public relations respectively. At times, social workers are forced to adopt more directive approaches with clients, and the question of co-operation becomes redundant e.g. commitment of an alcoholic to a rehabilitation centre. The element of co-operation may have been interpreted within these guidelines explaining why its inclusion in a code of ethics would make service rendering a little difficult at times. With a chi-square value of 40.61, a p-value of 1.85 exists indicating a high degree of significant difference.

Upholding the <u>dignity of human beings</u> was supported by 88.82 % and 100 % of social workers and social workers practising public relations respectively in comparison to 47.14 % of public relations practitioners. This forms one of the intrinsic values of the social work profession and is perhaps a strange concept within the realm of the public relations. With a chi-square value of 48.15, there is a significant difference between the two fields reflected by the p-value of 3.94.

<u>Formal tertiary education</u> as a pre-requisite for registration to practise and as an element of a code of ethics was supported 100 % and 94.73 % by social workers, and social workers practising public relations respectively in comparison to 1.4 % of public relations practitioners. This is attributed to the fact that social workers are required to register with the Council for Social Work on a compulsory annual basis, and in terms of the Act 110 of 1978, require minimum levels of tertiary tuition to do so. In the absence of much formal education on the tertiary level, public relations practitioners have attached a correspondingly low value on it. No p-value could be allocated due to the high degree of significant difference.

In conclusion, it can be stated that there are 14 numerically and statistically significant differences between the fields. However, there are 9 more significant differences bringing the number of statistically different categories to 23 out of 35 categories. These differences with their corresponding p-values are as follows:

* does your profession have a code of ethics   - 2.45
* clients interests are paramount   - 1.52
* privacy for the client   - 4.67
* courtesy   - 1.62
* no derogatory behaviour towards the client   - 3.02
* no falsification of information   - 4.08
* no maligning of colleagues reputations   - 2.1
* creation of positive climate for own growth   - 3.09
* use of good taste in all programmes   - 6.15

Some very basic and expected elements have been excluded, the explanation being that many people regard a code of ethics as a floor plan of basic principles, not an exact account of do's and don'ts - hence they are felt to be internalised values that are within a person without having to have them stipulated.

6.5 THE APPLICABILITY OF KNOWLEDGE FROM OTHER PROFESSIONS TO COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 3
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APPLICABILTY OF KNOWLEDGE BASES FROM OTHER PROFESSIONS TO COMMUNITY WORK AND PUBLIC RELATIONS

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P
	F		%		F		%		F		%		
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	X2 Values
Human development	162	8	95.29	4.71	47	23	67.14	32.86	18	1	94.74	5.26	34.93 3.41
Influences between man and environment	19	151	11.18	88.82	55	15	78.57	21.43	16	3	84.21	15.79	105.60 0.00
Psychology	163	7	95.88	4.12	42	28	60.00	40.00	19	0	100.00	0.00	51.25 8.13
Comunication	170	0	100.00	0.00	67	3	95.71	4.29	12	7	63.16	36.84	7.38 6.60
Group dynamics	161	9	94.71	5.29	34	36	48.57	51.43	18	1	94.74	5.26	69.20 1.10
Cultural effects	141	29	82.94	17.06	31	39	44.29	55.71	19	0	100.00	0.00	36.48 1.53
Relationships	161	9	94.71	5.29	64	6	91.43	8.57	19	0	100.00	0.00	0.90 0.34
Sociology	103	67	60.59	39.41	9	61	12.86	87.14	19	0	100.00	0.00	36.89 1.24
Community processes	166	4	97.65	2.35	15	55	21.43	78.57	18	1	94.74	5.26	155.36 0.00
Social services structures	170	0	100.00	0.00	2	68	2.86	97.14	19	0	100.00	0.00	230.43 0.00
Administration	142	28	83.53	16.47	67	3	95.71	4.29	16	3	84.21	15.79	6.54 0.01
Technology	157	13	92.35	7.65	62	8	88.57	11.43	16	3	84.21	15.79	0.88 0.34
Social work	170	0	100.00	0.00	0	70	0.00	100.00	17	2	89.47	10.53	340.00 0.00
Economics	101	69	59.41	40.59	41	29	58.57	41.43	19	0	100.00	0.00	0.14 0.90
Public relations	93	77	54.71	45.29	70	0	100.00	0.00	18	1	94.74	5.26	46.68 8.34
Political science	57	113	33.53	66.47	17	53	24.29	75.71	15	4	78.95	21.05	1.98 0.15
Anthropology	105	65	61.76	38.24	11	59	15.71	84.29	16	3	84.21	15.79	42.10 8.64
Law	91	79	53.53	46.47	1	69	1.43	98.57	19	0	100.00	0.00	56.93 4.49

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 3, it can be clearly seen that of the 18 knowledge bases discussed, the two fields differ markedly numerically and statistically on 9 of the bases. These are as follows:

* influences between man and environment
* group dynamics
* cultural effects
* sociology
* community processes
* social service structures
* social work
* anthropology
* law

Only 11.17 % of social workers view the knowledge bases of _influences between man and his environment_ to be relevant to their profession whereas 78.57 % and 84.21 % of public relations practitioners and social workers practising public relations respectively view this base as fundamental to their fields. An explanation for this phenomenon could be that this element has been interpreted

by social workers to have bearing on nature conservation, which makes it a more personal value compared to public relations practitioners who regard the concept as relevant in a "throw away" society commercially. With a high chi-square value of 105.6 no p-value figure could be given as the significant difference was too great.

The knowledge base of group dynamics was supported by 94.7 % and 94.73 % of social workers and social workers practising public relations respectively compared to 48.57 % of public relations practitioners. This could be attributed to the fact that group dynamics forms a part of sociology, and consequently, all social work students have studied it. With a chi-square value of 69.27, the p-value correlation of significant difference between the two fields is 1.1.

The knowledge base of cultural effects was supported by 82.94 % and 100 % of social workers and social workers practising public relations respectively in comparison to 44.28 % of public relations practitioners. Working closely with the humanities of communities requires more knowledge of their culture and the effects upon them, so consequently, social workers would regard this as a highly relevant reference. With a chi-square value of 36.48, there is a highly significant difference reflected by a p-value of 1.53 between the two fields.

The knowledge base of sociology was supported by 60.58 % and 100 % of social workers and social workers practising public relations respectively in comparison to 12.86 % of public relations practitioners. As such a small percentage of public relations practitioners have formal tertiary education, they would not know this. With a chi-square value of 36.89, there is a significant difference reflected by a p-value of 1.24 between the two fields.

The knowledge base of community processes was supported by 97.64 % and 94.73 % of social workers and social workers practising public relations respectively in comparison to 21.43 % of public relations practitioners. With a high chi-square of 155.36 no p-value could be provided as the significant difference was too great.

The knowledge base of social service structures was supported 100 % by both social workers and social workers practising public relations in comparison to 2.86 % of public relations practitioners. Even though this could have been anticipated, it is interesting to know that 2.8 % of public relations practitioners found this a relevant knowledge base. The difference was too great for a p-value, and the chi-square value is 230.43.

Understandably, 100 % of social workers and social workers practising public relations found the knowledge base of <u>social work</u> vital whereas none of the public relations practitioners did. This may have appeared to be a redundant question, but the purpose was to see if any public relations practitioners found relevance in the theory of social work, and more specifically, community work methodology. The chi-square value was 340 making the difference too great for the allocation of a p-value.

The knowledge base of <u>anthropology</u> was supported by 61.76 % and 84.21 % of social workers and social workers practising public relations respectively in comparison to 15.71 % of public relations practitioners. With such a small percentage of public relations practitioners having formal tertiary education, this is understandable. With a chi-square value 42.1, the significant difference reflected by the p-value was 8.64.

The knowledge base of <u>law</u> was supported by 53.53 % and 100 % of social workers and social workers practising public relations respectively in comparison to 1.4 % of public relations practitioners. Social workers are dealing with legislation ... often on a daily basis e.g. Child Care Act, Divorce Act. Legislation appears to be less of a factor in the day to day operations of a public relations practitioner than with social work. With a chi-square value of 56.93, the statistically significant difference is reflected by a p-value of 4.49.

Despite the fact that the following knowledge bases all reflected a numerically significant similarity between the two fields their p-value reflected a statistically significant difference as follows:

* human development	*– 3.41*
* psychology	*– 8.13*
* communication	*– 6.6*
* economics	*– 0.9*
* public relations	*– 8.34*

In conclusion, it can be stated that according to the numerical data available, the two fields shared a common knowledge base – and despite the statistical instance of significant differences, the utilisation of knowledge bases from other areas is clearly evident.

6.6 THE COMPARABILITY OF THE TOOLS OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 4   COMPARABILITY OF THE TOOLS OF COMMUNITY WORK AND PUBLIC RELATIONS
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CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				X2	P Values
	F		%		F		%		F		%			
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO		
Newspaper articles	99	71	58.24	41.76	57	13	81.43	18.57	18	1	94.74	5.26	11.72	6.16
Press conferences	15	155	8.82	91.18	64	6	91.43	8.57	15	4	78.95	21.05	153.22	0.00
Relating unfavourable news to public	10	160	5.88	94.12	49	21	70.00	30.00	15	4	78.95	21.05	109.94	0.00
Publicity photographs	73	97	42.94	57.06	61	9	87.14	12.86	14	5	73.68	26.32	39.28	3.66
Features stories	62	108	36.47	63.53	63	7	90.00	10.00	16	3	84.21	15.79	56.92	4.51
Trade magazines	103	67	60.59	39.41	59	11	84.29	15.71	8	11	42.11	57.89	12.67	3.67
General magazines	15	155	8.82	91.18	47	23	67.14	32.86	6	13	31.53	68.42	88.01	0.00
Radio	162	8	95.29	4.71	68	2	97.14	2.86	19	0	100.00	0.00	0.42	0.51
Television	107	63	62.94	37.06	57	13	81.43	18.57	19	0	100.00	0.00	7.83	5.13
Advertising	21	149	12.35	87.65	70	0	100.00	0.00	15	4	78.95	21.05	161.80	0.00
Open houses	4	166	2.35	97.65	52	18	74.29	25.71	14	5	73.68	26.32	143.41	0.00
Tours	14	156	8.24	91.76	59	11	84.29	15.71	15	4	78.95	21.05	135.49	0.00
Meetings	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Exhibitions	160	10	94.12	5.88	63	7	90.00	10.00	15	4	78.95	21.05	1.27	0.25
Social engagements	65	105	38.24	61.76	67	3	95.71	4.29	14	5	73.68	26.32	66.18	4.44
Participation in local events	84	86	49.41	50.59	61	9	87.14	12.86	10	9	52.63	47.37	29.51	5.54
Films	19	151	11.18	88.82	43	27	61.43	38.57	9	10	47.37	52.63	65.35	6.66
Audio visual aids	163	7	95.88	4.12	65	5	92.86	7.14	19	0	100.00	0.00	0.95	0.32
Public speaking	93	77	54.71	45.29	47	23	67.14	32.86	17	2	89.47	10.53	3.15	0.07
Minutes	162	8	95.29	4.71	51	19	72.86	27.14	18	1	94.74	5.26	25.00	5.73
Annual reports	163	7	95.88	4.12	60	10	85.71	14.29	18	1	94.74	5.26	7.78	5.25
Research reports	102	68	60.00	40.00	43	27	61.43	38.57	19	0	100.00	0.00	0.04	0.83
Duty sheets	61	109	35.88	64.12	62	8	88.57	11.43	8	11	42.11	57.89	55.09	1.14

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 4, it can be seen that of the 23 tools identified, there is a numerically and statistically significant difference of 12 tools utilised by the social work and public relations fields respectively.

These differences are as follows:

* press conferences
* relating unfavourable news to the public
* publicity photographs
* feature stories
* general magazines
* advertising
* open houses
* tours
* social engagements
* participation in local events
* films
* duty sheets

Only 8.82 % of the social workers mentioned press conferences as a valuable tool of their profession in comparison to 91.43 % and 78.95 % of public relations practitioners and social workers practising public relations respectively.

The concept of holding press conferences related to community work issues is relatively new, and then is usually done by the upper echelons of the social work profession whereas public relations practitioners hold public eye positions in companies, as this concept is not new to them. With a chi-value of 153.22, the significant difference was too great to allocate a p-value.

Only 5.88 % of the social workers felt that relating unfavourable news to the public was a tool of their profession whereas 70 % and 78.95 % of public relations practitioners and social workers practising public relations repsectively felt that this was a tool. This result ties in directly with the result regarding press conferences, and the same principles apply. With a chi-square value of 109.94, the significant difference was too great to allocate a p-value.

With reference to publicity photographs, 42.94 % of the social workers regarded these as a tool of their profession in comparison to 87.14 % and 73.68 % of public relations practitioners and social workers practising public relations respectively. This tool is an effective one, and could be successfully applied to many community work projects. With a chi-square value of 39.28, the significant difference was reflected as a p-value of 3.66.

With reference to feature stories, 36.47 % of the social workers were of the opinion that these were a tool of their profession in comparison to 90 % and 84.21 % of public relations practitioners and social workers practising public relations respectively. Social workers are not trained to utilise tools of this nature, so they consequently do not recognise its potential. With a chi-value of 56.92, the significant difference is reflected by a p-value of 4.51.

With reference to general magazines, 8.82 % and 31.58 % of the social workers and social workers practising public relations respectively regarded general magazines as a tool of their profession in comparison to 67.14 % of public relations practitioners. This ties in with the comments made regarding feature stories. With a chi-value of 88.01, the difference was too great to allocate a p-value.

With regard to <u>advertising</u>, 12.35 % of the social workers were of the opinion
that this was a tool of their profession in comparison to 100 % and 78.95 % of
public relations practitioners and social workers practising public relations
respectively. Advertising forms part of marketing which social workers have
had no training or hands-on experience in comparison to public relations
practitioners. With a chi-square value of 161.81, the difference was too great
to allocate a p-value.

With reference to <u>open houses</u>, 2.35 % of the social workers regarded these as a
tool of the profession in comparison to 74.29 % and 73.68 % of public relations
practitioners and social workers practising public relations respectively. The
concept of holding open houses has been applied successfully in factory
situations for many years, so public relations practitioners are comfortable
with this tool in comparison to social workers who have not been trained to
utilise tools of this nature. With a chi-square value of 143.41, the
difference was too great to allocate a p-value.

With reference to <u>tours</u>, 8.24 % of social workers regarded these as a tool of
their profession in comparison to 84.29 % and 78.95 % of public relations
practitioners and social workers practising public relations respectively. The
same principles of open houses apply here. With a chi-square value of 135.49,
the difference was too great to allocate a p-value.

With reference to <u>social engagements</u>, 38.24 % of social workers regarded this
as a tool of their profession in comparison to 95.71 % and 73.68 % of public
relations practitioners and social workers practising public relations
respectively. Social engagements may not be widely practised by social
workers, although 38.24 % is not an insignificant percentage. An explanation
for this phenomenon could be related to cost. Social engagements are not
widely practised - but perhaps, if budgeted for, they could play a greater
role in social work activities. With a chi-square value of 66.18, there is
a significant difference reflected by a p-value of 4.44.

Participating in <u>local events</u> is regarded as relevant by 49.41 % of social
workers, 87.14 % of public relations practitioners and 52.63 % of social
workers practising public relations. Here, the nature of the two main fields
could be a factor. Social work could, however, be encouraged to maintain a
higher profile using this practise. With a chi-square value of 29.51, the
significant difference is refelcted by a p-value of 5.54.

The use of <u>videos and films</u> is supported by only 11.8 % of social workers and
47.39 % of social workers practising public relations compared with 61.43 % of
public relations practitioners. The use of this medium is highly specialised

requiring access to resources of this nature. Most large national corporations have their own film divisions and video libraries, explaining why more public relations practitioners are comfortable with this medium. However, videos and films have a strong role to play in community work due to their impact. Social workers could do well to take cognisance of this medium. With a chi-square value of 65.35, a significant difference is reflected by a p-value of 6.61.

The use of duty sheets is supported by 35.88 % of social workers and 42.11 % of social workers practising public relations. Public relations practitioners support their use 88.57 %. This positive response is attributed to the fact that duty sheets are par for the course in the commercial world whereas welfare organisations have not yet become sufficiently business oriented. With a chi-square value of 55.09, there is a significant difference reflected by a p-value of 1.14.

Despite the fact that the following tools all reflected a numerically significant commonality between the two fields, their p-value reflected a statistically significant difference as follows:

* newspaper articles   - 6.16
* trade magazines   - 3.67
* television   - 5.13
* minutes   - 5.73
* annual reports   - 5.25.

In conclusion, it can be said that the tools being used by public relations practitioners are more extensive and innovative than those being used by social workers - despite the fact that these tools are effective and available to all people in the social work profession practising community work. It would, therefore, appear that the social work profession is more insular and unaware of the need for a wider audience supporting their work. In the light of the new welfare policy, this is a critical aspect for consideration.

6.7 COMPARABILITY OF THE GOALS OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 5

COMPARABILITY OF THE GOALS OF COMMUNITY WORK AND PUBLIC RELATIONS

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P
	F		%		F		%		F		%		
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	X2 Values
Improving labour relations	12	158	7.06	92.94	53	17	75.71	24.29	15	4	78.95	21.05	118.47 0.00
Getting employees to identify with the organization	9	161	5.29	94.71	59	11	84.29	15.71	15	4	78.95	21.05	152.36 0.00
Facilitation of internal communication systems	94	76	55.29	44.71	57	13	81.43	18.57	18	1	94.74	5.26	14.51 1.39
Guide management to their social responsibility	25	145	14.71	85.29	41	29	58.57	41.43	11	8	57.87	42.11	47.85 4.59
Gather data for effective descision making	170	0	100.00	0.00	51	19	72.86	27.14	19	0	100.00	0.00	50.10 1.45
Anticipate problems	123	47	72.35	27.65	40	30	57.14	42.86	19	0	100.00	0.00	5.26 0.02
Prevent problems	147	23	86.47	13.53	36	34	51.43	48.57	19	0	100.00	0.00	33.62 6.69
Identify public needs and interests	104	66	61.18	38.82	46	24	65.71	34.29	16	3	84.21	15.79	0.44 0.50
Identify public opinions then change them	80	90	47.06	52.94	57	13	81.43	18.57	8	11	42.11	57.89	23.90 1.01
Do away with misunderstanding	16	154	9.41	90.59	41	29	58.57	41.43	17	2	89.47	10.53	66.16 4.44
Convey a positive image of the organization	29	141	17.06	82.94	67	3	95.71	4.29	12	7	36.84	63.16	127.81 0.00
to the public	103	67	60.59	39.41	63	7	90.00	10.00	9	10	47.37	52.63	20.11 7.30
Facilitate effective communication between organization and public	109	61	64.12	35.88	62	8	88.57	11.43	17	2	89.47	10.53	14.47 1.42
Be a bridge between public and organization	17	153	10.00	90.00	51	19	72.86	27.14	15	4	78.95	21.05	96.47 0.00
Resolve conflict between public and organization	21	149	12.35	87.65	47	23	67.14	32.86	14	5	73.68	26.32	73.30 0.00
Give moral, financial and public support	3	167	1.76	98.24	61	9	87.14	12.86	9	10	47.37	52.63	184.82 0.00
Obtain moral, financial and public support	6	164	3.53	96.47	49	21	70.00	30.00	7	12	36.84	63.16	124.01 0.00
Satisfaction of material and non material needs	159	11	93.53	6.47	22	48	31.43	68.57	16	3	84.21	15.79	103.14 0.00
Solving specific problems	161	9	94.71	5.29	37	33	52.86	47.14	17	2	89.47	10.53	60.14 8.77
Unlocking problem solving capacities	169	1	99.41	0.59	39	31	55.71	44.29	19	0	100.00	0.00	81.93 0.00
Improving the power base of the community	170	0	100.00	0.00	9	61	12.86	87.14	18	1	94.74	5.26	198.63 0.00
Stimulating interests and participation in	102	68	60.00	40.00	15	55	21.43	78.57	13	6	68.42	31.58	29.52 5.51
community affairs	107	63	62.94	37.06	13	57	18.57	81.43	18	1	94.74	5.26	39.04 4.14
Fostering collaborative attitudes	71	99	41.76	58.24	36	34	51.43	48.57	19	0	100.00	0.00	1.87 0.17
Increasing indigenous leadership	100	70	58.82	41.18	3	67	4.29	95.71	16	3	84.21	15.79	60.19 8.54
Maintenance of internal stability	104	66	61.18	38.82	39	31	55.71	44.29	0	19	0.00	100.00	0.61 0.43
Adaptation to change	101	69	59.41	40.59	3	67	4.29	95.71	11	8	57.87	42.11	61.36 4.77
Promoting corporate social responsibility	72	98	42.35	57.65	49	21	70.00	30.00	13	6	68.42	31.58	15.16 9.87

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 5, it can be seen that of the 28 goals categorised, there is a significant numerical and statistical difference of 18 goals aimed at by the social work and public relations fields. They are as follows:

* improving labour relations
* getting employees to identify with the company
* guiding management to their social responsibilities
* identifying public opinions, then changing them
* eliminating misunderstandings
* conveying a positive image of the organisation to the public
* control what is said by whom to the public
* being a bridge between the public and the organisation
* resolving conflict between the public and the organisation
* giving moral, financial and public support
* obtaining moral, financial and public support
* unlocking problem solving capacities

* improving the power base of the community
* stimulating interest and participation in community affairs
* fostering collaborative attitudes
* increasing indigenous leadership
* facilitating adaptation to change
* promoting corporate responsibility

Only 7.06 % of the social workers were of the opinion that the improvement of labour relations was a goal of their profession in comparison to 75.71 % and 78.95 % of the public relations practitioners and social workers practising public relations respectively. Public relations practitioners practise in predominantly industrial environments consequently lending itself to this goal. However, community workers should not shy away from the importance of this goal in future developments in this country. With a high chi-value of 118.34, the significant difference was too great to allocate a p-value.

Only 5.3 % of the social workers regarded promoting employees to identify with their organisations as a goal of their profession in comparison to 84.29 % and 78.95 % of public relations practitioners and social workers practising public relations respectively. This raises the issue of professionalism versus bureaucratisation with social workers seeing their role as a professional service to mankind divorced from their employing body compared to the commercial component of larger bureaucracies employing public relations practitioners. However, in a rapidly changing welfare system, competition will become more prevalent with welfare organisations continually rationalising and struggling to make financial ends meet. This will create and necessitate employees to identify more with their organisations, and the industrial social workers (of whom there are few) might need to see this aspect as a feature of their practice. With a chi-square value of 152.36, the significant difference was too great to allocate a p-value.

With reference to guiding management in respect of social responsibilities, 14.71 % of the social workers felt that this was a goal of their profession in comparison to 58.57 % and 57.89 % of public relations practitioners and social workers practising public relations respectively. This goal would be more applicable to social workers practising industrial social work. With a chi-square value of 47.85, there is a significant difference reflected by a p-value of 4.59.

With reference to identifying and changing public opinion, 47.06 % and 36.84 % of social workers and social workers practising public relations respectively felt that this was a goal of their profession in comparison to 81.43 % of the public relations practitioners. As public relations is strongly market oriented, this would explain the trend identified here. Nevertheless, as

community work is concerned with educating the community on important topics, such as child abuse, it is important that they understand the principles behind public opinion, and ways in which to alter it if the opinions are negative. With a chi-square value of 23.9, the significant difference is reflected by a p-value of 1.01.

Only 9.41 % of the social workers felt that <u>eliminating misunderstandings</u> was a goal of their profession in comparison to 58.57 % and 89.47 % of public relations practitioners and social workers practising public relations respectively. Within a public relations context, this goal takes on a more commercial meaning. However, community work is primarily concerned with upliftment programmes, and the comprehension of constructive value systems goes hand in hand with the goal of alleviating misunderstandings. In this context, this goal becomes a highly relevant one. With a chi-square value of 66.16, the significant difference between the two fields is reflected as a p-value of 4.44.

With reference to <u>conveying a positive image of the organisation to the public</u>, 17.06 % and 36.84 % of social workers and social workers practising public relations respectively felt that this was a goal of their profession in comparison to 95.71 % of the public relations practitioners. This is an unfortunate reflection of the attitude of social workers towards the importance of a positive image of their organisation. They still have to grasp the gist of the adage that a chain is as strong as its weakest link. In the light of the new welfare policy and programme compilations, social workers and, more especially, community workers will have to adjust their attitudes accordingly as rationalisation implies cut backs which in turn implies that only the most positive and creative community workers will be considered by organisations. With a chi-square value of 127.81, the significant difference is too great for the allocation of a p-value.

Only 10 % of the social workers felt that <u>controlling what was said</u> by whom to the public was a goal of their profession in comparison to 72.68 % and 78.95 % of the public relations practitioners and social workers practising public relations respectively. Naturally, the Director of the welfare organisation would be the spokesperson for that organisation and it sould be his or her function to control who was talking to the public. With a chi-square value of 96.47, the significant difference is too great to allow for the allocation of a p-value.

Only 12.35 % of the social workers felt that <u>being a bridge between the public and the organisation</u> was a goal of their profession in comparison to 67.14 % and 73.68 % of the public relations practitioners and social workers practising

public relations respectively. The goal of being a bridge between an organisation and a community implies identifying with the organisation and conveying its policies to the community, then conveying reciprocal feelings or feedback from the community to the organisation. This is not only a management function, and all community workers could be ambassadors for their profession and their organisation like their public relations counterparts. With a chi-square value of 73.3, the significant difference is too great for the allocation of a p-value.

Only 1.77 % and 47.38 % of social workers and social workers practising public relations respectively felt that <u>resolving conflict between the organisation and the public</u> was a goal of their profession in comparison to 87.14 % of the public relations practitioners. This goal would fall in the realm of the professional Director's duties in a community related welfare organisation. With a chi-square value of 184.82, the significant difference is too great for the allocation of a p-value.

Only 3.53 % and 36.84 % of social workers and social workers practising public relations respectively felt that <u>giving moral, financial and public support</u> to their communities and clients was a goal of their profession whereas 95.53 % and 84.21 % of social workers practising public relations respectively felt that obtaining these "commodities" was highly relevant. This computes, as larger corporations are traditionally seen as sponsors of welfare organisations, and public relations practitioners are often instrumental in the allocation of donations to said organisations which is supported by the fact that 70 % of the public relations practitioners felt that giving moral, financial and pubic support was a goal of their field. As the significant differences were too large between these fields, no p-value could be allocated.

One hundred percent and 94.73 % of social workers and social workers practising public relations respectively felt that <u>unlocking problem solving capacities</u> was a goal of their profession in comparison to 12.86 % of public relations practitioners. Social work does focus on enhancing the problem-solving capacities of people due to its therapeutic content whereas understandably, public relations does not want to relinquish its contribution to an organisation in a marketing context as it could thereby render itself redundant. With a chi-square value of 198.62, the significant difference was too great for the allocation of a p-value.

Sixty percent and 68.42 % of social workers and social workers practising public relations respectively felt that <u>improving the power base of the community</u> was a goal of their profession in comparison to 21.43 % of public relations

practitioners. Community work is aimed at developing the infra-structure of the community - one of these being leadership potential. In this way, they would seek to improve leadership which, correspondingly, improves the strength of the community, and enhances their power base. With a chi-square value of 29.52, a significant difference reflected by a p-value of 5.51 exists.

Nearly 63 % and 94.73 % of social workers and social workers practising public relations respectively, felt that stimulating interest and participation in community affairs was a goal of their profession in comparison to 18.57 % of public relations practitioners. Community work aims to uplift the community from within, and does this by means of large scale community affairs such as fêtes. The principle observed her is, "the community that plays together stays together". In contrast, public relations is more focussed in its aims which will tie in with profit and being market oriented. With a chi-square value of 39.04, the significant difference is reflected by a p-value of 4.14.

Only 41.76 % of the social workers felt that fostering collaborative attitudes was a goal of their profession in comparison to 51.43 % and 100 % of the public relations practitioners and social workers practising public relations respectively. As this goal is the cornerstone of social work, and conflict is avoided and seen as negative, it is assumed that social workers felt this point to be redundant, and from comments pencilled onto the questionnaire, social workers found it unnecessary to foster these attitudes as they already existed in abundance. Although this goal carries a numerical difference, it has a statistical representation of a p-value of 0.17 negating the aspect of significant difference.

Nearly 59 % and 84.21 % of social workers and social workers practising public relations respectively felt that developing indigenous leadership was a goal of their profession in comparison to 4.29 % of the public relations practitioners. In this category, the aspect of leadership was recognised and supported as a goal of community work. The natural leadership potential of indigenous leaders should be enhanced. With a chi-square value of 60.19, the significant difference between the two professions presented a p-value of 8.54.

Percentages of 59.41 and 57.89 of social workers and social workers practising public relations felt that facilitating adaptation to change was a goal of their profession in comparison to 4.29 % of public relations practitioners. This result can be interpreted within the framework of communities in crisis needing to be assisted and taught to adapt to change. With a chi-square value of 61.36, the significant difference between the two fields presented a p-value of 4.77.

*A 42.35 % of the social workers felt that <u>promoting corporate social</u>
<u>responsibility</u> was a goal of their profession in comparison to 70 % and 68.42 %
of public relations practitioners and social workers practising public
relations respectively.   This goal ties in with the goal of guiding management
to corporate responsbility, yet has a more general frame of reference - namely,
that the involvement of the entire organisation be evaluated and orientated
towards community service and helping mankind.   With a chi-square value of
15.16, the significant difference between the two fields presented a p-value of
9.87.*

*The following goals all reflected numerically positive inclinations in both
fields, yet statistically, they present significant differences with p-values
as follows:*

* *facilitation of internal communication*   *- 1.39*
* *gathering data for effective decision making*   *- 1.45*
* *prevention of problems*   *- 6.69*
* *facilitating effective communication between
  the organisation and the public*   *- 7.3*
* *relaying information to the public*   *- 1.42*
* *satisfaction of material and non-material needs* *- 8.77*
* *solving specific problems*   *- 0.00*

*In conclusion, it can be stated that the goals of the fields differ markedly
upon the levels of image development and emphasis.   The goals of public
relations are broader than those of the social work profession, and yet,
community work could greatly benefit from integrating these broader goals
actively into the framework.   This is vital in the light of looming
privatisation and rationalisation of services incorporated within programme
proposals.   The greater use of volunteers is being emphasised as well as the
need to be able to market services, and subsequently, organisations, to enhance
State funding and public support.*

6.8 THE COMPARABILITY OF THE TECHNIQUES OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 6
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COMPARABILTY OF THE TECHNIQUES OF COMMUNITY WORK AND PUBLIC RELATIONS
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CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P	
	F		%		F		%		F		%			X2 Value
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO		
Market research	2	168	1.18	98.82	63	7	90.00	10.00	10	9	52.63	47.37	198.07	0.00
Statistical analysis	161	9	94.71	5.29	39	31	55.71	44.29	17	2	89.47	10.53	54.27	1.74
Advertising techniques	15	155	8.82	91.18	70	0	100.00	0.00	12	7	63.16	36.84	180.29	0.00
Evaluation	169	1	99.41	0.59	61	9	87.14	12.86	19	0	100.00	0.00	18.69	1.53
Planning	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Programming	142	28	83.53	16.47	70	0	100.00	0.00	18	1	94.74	5.26	13.05	3.03
Media selection	12	158	7.06	92.94	62	8	88.57	11.43	11	8	57.89	42.11	154.47	0.00
Communication	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Training	27	143	15.88	84.12	37	33	52.86	47.14	19	0	100.00	0.00	34.66	3.92
Education	71	99	41.76	58.24	21	49	30.00	70.00	16	3	84.21	15.79	2.90	0.09
Organization	124	46	72.94	27.06	61	9	87.14	12.86	19	0	100.00	0.00	5.66	0.02
Management	74	96	43.53	56.47	49	21	70.00	30.00	14	5	73.68	26.32	13.90	1.92
Co-operation	162	8	95.29	4.71	65	5	92.86	7.14	19	0	100.00	0.00	0.57	0.44
Social responsibility	134	36	78.82	21.18	17	53	24.29	75.71	17	2	89.47	10.53	63.21	1.89
Consensus	143	27	84.12	15.88	41	29	58.57	41.43	19	0	100.00	0.00	18.08	2.10
Discussions	157	13	92.35	7.65	64	6	91.43	8.57	19	0	100.00	0.00	0.06	0.80
Negotiations	113	57	66.47	33.53	52	18	74.29	25.71	11	8	57.89	42.11	1.40	0.23
Conflict to gain status	29	141	17.06	82.94	4	66	5.71	94.29	2	17	10.53	89.47	5.38	0.02
Changing the environment	104	66	61.18	38.82	36	34	51.43	48.57	13	6	68.42	31.58	1.94	0.16
Dealing and coping with emotions	159	11	93.53	6.47	7	63	10.00	90.00	19	0	100.00	0.00	162.21	0.00
Direct influence on other peoples thinking	89	81	52.35	47.65	51	19	72.86	27.14	11	8	57.89	42.11	8.57	3.40
Development of insight	162	8	95.29	4.71	12	58	17.14	82.86	18	1	94.74	5.26	151.89	0.00
Changing existing behaviour patterns	109	61	64.12	35.88	13	57	18.57	81.43	17	2	89.47	10.53	41.15	1.40
Facilitating group decision making	147	23	86.47	13.53	11	59	15.71	84.29	19	0	100.00	0.00	110.36	0.00
Directly influencing decision making	97	73	57.06	42.94	51	19	72.86	27.14	3	16	15.79	84.21	5.23	0.02
Fund raising	104	66	61.18	38.82	31	39	44.29	55.71	15	4	78.95	21.05	5.74	0.02
Facilitating social change	159	11	93.53	6.47	9	61	12.86	87.14	18	1	94.74	5.26	153.66	0.00
Consulting professionally	162	8	95.29	4.71	39	31	55.71	44.29	19	0	100.00	0.00	57.07	4.19

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 6, one can see that of the 28 categories identified depicting techniques there are 10 categories sharing numerically and statistically significant differences between public relations and social work. These differences are as follows:

* *market research*
* *advertising techniques*
* *media selection*
* *training*
* *management*
* *social responsibility*
* *dealing and coping with emotions*
* *development of insight*

* *facilitating group decision making*
* *facilitating social change.*

Only 4.7 % of the social workers felt that market research *was a valuable technique of their profession in comparison to 90 % and 52.63 % of public relations practitioners and social workers practising public relations respectively. The definition of market research encompasses the needs and trends in ones market, which forms part of the process of planning for community work action. Semantics has played a role in this finding as needs assessment (NA) is the commonly used term in social work. In this regard, public relations practitioners were at an advantage by the turn of phrase being in their favour. A chi-square value of 198.09 was presented, making the significant difference too high for the allocation of a p-value.*

Only 8.8 % of the social workers felt that advertising techniques *were valuable to their profession in comparison to 100 % and 63.16 % of public relations practitioners and social workers practising public relations respectively. Advertising is fairly new to social work, but appeals and campaigns are long standing and familiar to them. A reason for this low percentage of support could be that all social workers do not deal with the public image of their organisations projects whereas public relations practitioners are specifically appointed to carry out this function. Due to continuing rationalisation, community work will benefit from more direct involvement of social workers utilising these techniques. With a chi-square value of 180.2, the degree of significant difference was too high for the allocation of a p-value.*

Only 7.6 % of the social workers felt that media selection *was valuable in comparison to 88.57 % and 57.89 % public relations practitioners and social workers practising public relations respectively. Without utilising advertising techniques and selecting forms of media to use, the community workers will not be able to effectively market the project''s content and convey them to the communities they wish to reach. With a chi-square value of 154.47, the significant difference was too great to allocate a p-value.*

Only a surprising 15.88 % of social workers felt that training *was a valuable technique in comparison to 52.86 % and 100 % of public relations practitioners and social workers practising public relations respectively. One wonders if the social workers understood the implications of this question fully. Upliftment of a community requires the community worker to train members of that community to understand and fully utilise the new skills that need to be adopted. With a chi-square value of 34.66, a significant difference was reflected amongst the fields of 3.91 as the p-value.*

Nearly 44 % of the social workers felt that management was a valuable technique of their profession in comparison to 70 % and 73.68 % of the public relations practitioners and social workers practising public relations respectively. Advancement to management positions in welfare organisations is difficult due to the department regulations of having to have x amount of subsidised social workers before a senior post can be allocated. Because of this, not all social workers reach the upper echelons of management in comparison to public relations practitioners in their private sector positions. The public relations practitioners render a highly specialised service, and often form part of a management team. However, social workers can manage projects within their community work roles, so this technique should not be underestimated or disregarded. A chi-square value of 13.9 supplied a p-value of 1.92, indicative of a statistically significant difference.

A high percentage of 78.32 % and 89.47 % of social workers and social workers practising public relations respectively felt that the practising of social responsibility was a valuable technique of their profession in comparison to only 24.29 % of public relations practitioners. With a chi-square value of 63.21, a significant difference was reflected by a p-value of 1.88.

High percentages of 93.53 % and 100 % of social workers and social workers practising public relations respectively were of the opinion that dealing and coping with emotions was an essential technique of their profession compared with 10 % of public relations practitioners. This is to be expected in professions oriented towards therapeutic assistance of others. With a chi-square value of 162.21, the significant difference was too large to allocate a p-value.

High percentages of 95.3 % and 94.73 % of social workers and social workers practising public relations respectively were of the opinion that development of insight was a valuable technique of their profession compared to 17.14 % of public relations practitioners. Again, the principle of being a therapeutically oriented profession applies. With a chi-square value of 151.89, the significant difference was too great to allocate a p-value.

High percentages of 86.47 % and 100 % of social workers and social workers practising public relations respectively were of the opinion that facilitating group decision-making was a valuable technique of their profession compared with 15.71 % of public relations practitioners. This technique ties in strongly with the philosophies behind the helping professions. With a chi-square value of 110.36, the significant difference was too great to allocate a p-value.

High percentages of 93.53 and 94.73 of social workers and social workers practising public relations respectively were of the opinion that facilitating <u>social change</u> was a technique of their profession compared with only 12.86 % of public relations practitioners. Social work, <u>per se</u>, attempts to attain the goal of enhancing the problem solving capacities of clients, which necessitates that social changes occur. This technique has been given a name to encompass all the techniques and strategies employed to enhance this level of functioning. With a chi-square value of 153.66, the significant difference was too great for the allocation of a p-value.

The following techniques all reflected numerically positive inclinations in both fields, yet statistically, they presented significant differences with p-values as follows:

* statistical analysis	- 1.74
* evaluation	- 1.53
* programming	- 3.02
* consensus	- 2.1
* consulting professionally	- 4.19

In conclusion, it can be stated that despite the fact that techniques being used by both fields differ markedly, the third group - namely, the social workers practising public relations, have utilised most of the techniques of both fields, as in most other categories presented in Table 6, showing how similar they can be despite their difference in emphasis. Social workers are successfully applying the techniques of public relations practitioners; they. are sharing the goals of public relations practitioners; they are utilising the tools of public relations practitioners; they have utilised the knowledge bases; they have acknowledged the elements of a code of ethics presented; and have agreed upon all the values of the fields barring making decisions on behalf of their clients.

It is therefore concluded that on these points, the theory and practice of public relations can be incorporated into the theory and practice of community work.

6.9 THE COMPARABILITY OF THE METHODS OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 7 COMPARABILITY OF THE METHODS OF COMMUNITY WORK AND PUBLIC RELATIONS
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CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P	X2 Value
	F		%		F		%		F		%			
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO		
Image development	4	166	2.35	97.65	64	6	91.43	8.57	15	4	78.95	21.05	193.74	0.00
Communication aimed at the public	23	147	13.53	86.47	59	11	84.29	15.71	11	8	57.89	42.11	110.36	0.00
Influencing opinion	61	109	35.88	64.12	61	9	87.14	12.86	18	1	94.74	5.26	52.12	5.20
Management philosophy	55	115	32.35	67.65	47	23	67.14	32.86	15	4	78.95	21.05	24.55	7.21
Formal tertiary training	170	0	100.00	0.00	14	56	20.00	80.00	19	0	100.00	0.00	177.39	0.00
Operational concept of administration	54	116	31.76	68.24	39	31	55.71	44.29	14	5	73.68	26.32	11.98	5.34
Integration into a management team	73	97	42.94	57.06	61	9	87.14	12.86	16	3	84.21	15.79	39.28	3.66
Mass organization	102	68	60.00	40.00	52	18	74.29	25.71	17	2	89.47	10.53	4.40	0.03
Exerting or invoking authority	81	89	47.65	52.35	67	3	95.71	4.29	17	2	89.47	10.53	48.46	3.37
Fact finding	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Analyses	161	9	94.71	5.29	64	6	91.43	8.57	19	0	100.00	0.00	0.90	0.34
Evaluation	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Planning	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Meeting procedures and practices	143	27	84.12	15.88	65	5	92.86	7.14	19	0	100.00	0.00	3.28	0.07
Conferences	101	69	59.41	40.59	63	7	90.00	10.00	19	0	100.00	0.00	21.43	3.65
Committee procedures & practices	143	27	84.12	15.88	65	5	92.86	7.14	19	0	100.00	0.00	3.277	0.07
Negotiations	111	59	65.29	34.71	47	23	67.14	32.86	11	8	57.89	42.11	0.08	0.78
Consultations	47	123	27.65	72.35	62	8	88.57	11.43	18	1	94.74	5.26	74.24	0.00
Formal written communication	165	5	97.06	2.94	70	0	100.00	0.00	19	0	100.00	0.00	2.10	0.14
Formal oral communication	107	63	62.94	37.06	70	0	100.00	0.00	19	0	100.00	0.00	35.17	3.01
Interviews	93	77	54.71	45.29	61	9	87.14	12.86	18	1	94.74	5.26	22.68	1.90
Social action	101	69	59.41	40.59	3	67	4.29	95.71	11	8	57.89	42.11	61.36	4.77
Fund raising	104	66	61.18	38.82	31	39	44.29	55.71	15	4	78.95	21.05	5.74	0.02
Budgeting	111	59	65.29	34.71	45	25	64.29	35.71	19	0	100.00	0.00	0.02	0.88
Administration	134	36	78.82	21.18	56	14	80.00	20.00	19	0	100.00	0.00	0.04	0.81
Programmes	129	41	75.88	24.12	67	3	95.71	4.29	16	3	84.21	15.79	13.02	3.07
Recording data	162	8	95.29	4.71	70	0	100.00	0.00	19	0	100.00	0.00	3.40	0.04

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 7, it can be seen that of the 27 categories depicting methods there are 10 categories indicating numerically and statistically significant differences between public relations and social work. These difference are as follows:

* image development
* communication aimed solely at the public
* influencing opinion
* management philosophy and functions
* operational concept of administration
* integration into a management team
* exerting or invoking authority

* *consultation*
* *social action*
* *fund-raising*

Only 2.35 % of social workers considered <u>image development</u> as a method of their profession compared to 91.43 % and 78.95 % of public relations practitioners and social workers practising public relations respectively. Social workers tend to be less concerned with the image development of their organisation as well as their profession. They do not see the relevance of this method in applying their professional theories. Public relations practitioners, on the other hand, realise that image is everything for an organisation to succeed and it must be stressed that image is the striving for excellence from within that shows from without. The chi-square value here is 193.74 with a significant difference to great to allocate a p-value.

A percentage of 13.53 social workers considered <u>communication aimed at the public</u> to be a method of their profession compared to 84.29 % and 57.89 % of public relations practitioners and social workers practising public relations respectively. In community work, projects are on a large scale, and if large groups of people are to be reached, communication should be directed towards the public. However, to aim solely at the public would not accomplish much. Communication needs to be aimed at a variety of groupings of people i.e. resources, target groups. With a chi-square of 110.36, the significant difference is too large to allocate a p-value.

A percentage of 35.88 social workers considered <u>influencing opinion</u> to be a method of their profession compared to 87.14 % and 94.73 % of public relations practitioners and social workers practising public relations respectively. This would support the theory that social workers and community workers utilise non-directive approaches in their methodology compared to the methods, perhaps, of public relations practitioners. With a chi-square value of 52.12, the significant difference is reflected by a p-value of 5.19.

A percentage of 32.35 social workers considered <u>management philosophy</u> to be applicable to their profession compared with 67.14 % and 78.95 % of public relations practitioners and social workers practising public relations respectively. As a method, <u>per se,</u> handling a community work project effectively requires management skills that community workers need to cultivate. With a chi-square of 24.55, the significant difference is reflected by a p-value of 7.21.

A percentage of 31.76 of social workers considered an <u>operational concept of administration</u> to be a valuable method of their profession compared with

55.71 % and 73.68 % of public relations practitioners and social workers practising public relations respectively. Administration has occupied a controversial place in social work practice. Usually, it is regarded as a necessary evil which occupies a great deal of time which could have been spent rendering services to client. Nevertheless, the importance of effective administration procedures should not be negated. With a chi-square value of 11.98, the significant difference is reflected as a p-value of 5.36.

A percentage of 42.94 of social workers considered integration into a management team a valuable method of their profession compared with 87.14 % and 84.21 % of public relations practitioners and social workers practising public relations respectively. This has been a concept which has been slow in establishing itself in social work due to the emphasis as having always been one of the individual''s in one-on-one casework. Nevertheless, future trends need to address larger issues requiring more team work and sharing of the responsibilities of therapeutic development by making extensive use of a multi-disciplinary team in community work. With a chi-square value of 39.28, the significant difference is reflected by a p-value of 3.66.

Only 27.65 % of social workers considered consultation to be a method of their profession compared with 88.57 % and 94.73 % of public relations practitioners and social workers practising public relations respectively. Clearly, consultation has not found widespread acceptance amongst members of the social work profession, in spite of a significant body of knowledge being available on this method. These issues should be addressed during in-service training by supervisors. With a chi-square value of 74.24, the significant difference was too great between the fields to allow for allocation of a p-value.

Percentages of 59.41 and 57.89 of social workers and social workers practising public relations considered social action to be a method of their profession compared with only 5.21 % of public relations practitioners. This is still, however, a low figure for social workers as it is taught as part of community work theory and is practised by community workers. With a chi-square value of 61.36, the significant difference between the two fields was reflected by a p-value of 4.7.

Percentages of 61.18 % and 78.95 % of social workers and social workers practising public relations respectively considered fundraising to be a method of their profession compared with 44.29 % of the public relations practitioners. Fundraising can reach many people and create community awareness, thereby making it not only a method of obtaining funding. Despite the fact that this category carries a numerically significant difference, the

chi-square value is 5.74 with a p-value of 0.01 negating any significant statistical difference in the response.

The following methods all reflected numerically positive inclinations in both fields, yet statistically, reflected significant differences between them with the following p-values:

* exerting or invoking authority — 3.36
* conferences — 3.65
* formal oral communication — 3.01
* interviews — 1.9
* programmes — 3.07

These differences reflect the utilisation of these methods more than they represent any question of the methods not being recognised as being part of the fields under investigation.

In conclusion, it can be stated that both fields have more methods in common than not, indicating a high degree of commonalities. Furthermore, the social workers practising public relations have applied all these methods to their specific posts. It is therefore concluded that the methods of public relations can be applied to community work.

6.10 THE PLACE AND FUNCTION OF PUBLIC RELATIONS IN COMMUNITY WORK

TABLE 8 THE PLACE AND FUNCTION OF PUBLIC RELATIONS IN COMMUNITY WORK
=======

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				X2	P Values
	F		%		F		%		F		%			
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO		
Do you understand the concept of public relations	164	6	96.47	3.53	70	0	100.00	0.00	19	0	100.00	0.00	2.53	0.11
Do you understand the concept of community work	170	0	100.00	0.00	63	7	90.00	10.00	19	0	100.00	0.00	17.51	2.85
Scientific process is followed in exercising your profession	147	23	86.47	13.53	62	8	88.57	11.43	18	1	94.74	5.26	0.19	0.65
Your activities must be well planned	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
Your profession deals with human problems	163	7	95.88	4.12	31	39	44.29	55.71	18	1	94.74	5.26	85.20	0.00
Your profession deals with human behaviour	135	35	79.41	20.59	49	21	70.00	30.00	19	0	100.00	0.00	2.46	0.11
Interaction & relationship building are important	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00
A variety of social systems are involved	147	23	86.47	13.53	33	37	47.14	52.86	19	0	100.00	0.00	40.90	1.60
An organizational system exists	107	63	62.94	37.06	47	23	67.14	32.86	17	2	89.47	10.53	0.38	0.53
Target systems exist	123	47	72.35	27.65	53	17	75.71	24.29	19	0	100.00	0.00	0.28	0.59
You follow specified goals and objectives	161	9	94.71	5.29	70	0	100.00	0.00	18	1	94.74	5.26	3.85	0.04
Strategies are utilized	25	145	14.71	85.29	63	7	90.00	10.00	11	8	57.89	42.11	121.04	0.00
Team work is essential	131	39	77.06	22.94	41	29	58.57	41.43	18	1	94.74	5.26	8.34	5.86
Work takes place within a strutural context	166	4	97.65	2.35	63	7	90.00	10.00	14	5	73.68	26.32	6.63	0.01
You are a bridge between the organization and the community	71	99	41.76	58.24	39	31	55.71	44.29	13	6	68.42	31.58	3.88	0.04
You change opinions and images purposefully	65	105	38.24	61.76	51	19	72.86	27.14	12	7	63.16	36.84	23.80	1.06
Your profession emphasizes the group	59	111	34.71	65.29	59	11	84.29	15.71	14	5	73.68	26.32	48.76	2.88
Your profession emphasizes the individual	111	59	65.29	34.71	3	67	4.29	95.71	18	1	94.74	5.26	74.00	0.00
The community is advantaged by your endevours	123	47	72.35	27.65	29	41	41.43	58.57	19	0	100.00	0.00	20.41	6.22
The company is advantaged by your endevours	91	79	53.53	46.47	60	10	85.71	14.29	15	4	78.95	21.05	22.01	2.70
Your profession is a form of social work	170	0	100.00	0.00	0	70	0.00	100.00	19	0	100.00	0.00	340.00	0.00
Your profession is a management philosophy	14	156	8.24	91.76	61	9	87.14	12.86	13	6	68.42	31.58	143.69	0.00
Your functions are therapeutically founded	109	61	64.12	35.88	2	68	2.86	97.14	11	8	57.89	42.11	0.19	0.66
Your functions are market founded	23	147	13.53	86.47	59	11	84.29	15.71	18	1	94.74	5.26	110.36	0.00
Your profession has a non profit orientation	151	19	88.82	11.18	14	56	20.00	80.00	10	9	52.63	47.37	109.31	0.00
Your profession has a profit orientation	21	149	12.35	87.65	51	19	72.86	27.14	9	10	47.37	52.63	86.43	0.00
Your prime goal is to enhance effective social functioning	152	18	89.41	10.59	10	60	14.29	85.71	13	6	68.42	31.58	127.56	0.00
Your prime goal is to improve company image	6	164	3.53	96.47	41	29	58.57	41.43	18	1	94.74	5.26	95.38	0.00
Welfare organizations need public relations programmes	101	69	59.41	40.59	70	0	100.00	0.00	19	0	100.00	0.00	39.87	2.70
Companies need community work programmes	137	33	80.59	19.41	51	19	72.86	27.14	19	0	100.00	0.00	1.74	0.18
Your training was adequate to equip you to market your organization	3	167	1.76	98.24	48	22	68.57	31.43	15	4	78.95	21.05	132.24	0.00
Non profit organizations need effective communication policies	170	0	100.00	0.00	65	5	92.86	7.14	19	0	100.00	0.00	12.40	4.29
Public relations has a role to play in community work	109	61	64.12	35.88	47	23	67.14	32.86	19	0	100.00	0.00	74.85	0.00

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 8, it can be seen that of the 33 categories under investigation referring to the place and function of public relations in community work, there is a significant numerical and statistical difference of professional opinion in 17 of the categories. These differences are as follows:

* *your profession deals with human relations*
* *a variety of social systems are involved*
* *strategies are utilised*
* *you are a bridge between your organisation and the community*
* *you change opinions and images purposefully*
* *your profession emphasises the individual*
* *the community is advantaged by your endeavours*
* *your profession is a form of social work (an obvious finding not warranting discussion)*
* *your profession is a management philosophy*
* *your functions are therapeutically based*
* *your functions are marketing based*
* *your profession has a non-profit orientation*
* *your prime goal is to enhance effective social functioning*
* *your prime goal is to improve company image*
* *your training was adequate to equip you to market your organisation*

High percentages of 95.88 and 94.73 of social workers and social workers practising public relations considered that their profession was orientated towards dealing with human problems in comparison with 44.29 % of public relations practitioners. This finding supports the theory that community work is therapeutically oriented compared to public relations being more market oriented. With a chi-square value of 85.2, the significant difference was too great to allocate a p-value.

Percentages of 86.5 and 100 of social workers and social workers practising public relations respectively considered that a variety of social systems were involved in their profession compared with 47.14 % of public relations practitioners. There may have been a lack of comprehension about this terminology as public relations practitioners deal with a variety of social systems. Terminology used was specific to one or other occupation and this has possibly led to unexpected responses. With a chi-square value of 40.9, the significant difference was reflected by a p-value of 1.6.

Only 14.71 % of social workers were of the opinion that strategic plans viz. communication were utilised in their profession in comparison to 90 % and 57.89 % of public relations practitioners and social workers practising public relations respectively. This result could be attributed to a lack of comprehension by social workers as to the context of the word "strategy". Even though the opinion reflected by them is that they do not use these strategies, the reality is quite different as social workers need to formulate very definite strategies with relation to marketing and communication With a chi-square value of 121.04, the significant difference is too great to allocate a p-value.

A percentage of 41.76 of social workers considered themselves as <u>a bridge between the organisation and the community</u> compared to 55.71 % and 68.42 % of public relations practitioners and social workers practising public relations respectively. Just as a chain is as strong as its weakest link, so a welfare organisation is reflected by every staff member. As community work necessitates higher visability, so the social worker has to develop positive relationships between their organisation and the community i.e. build bridges. With a chi-square value of 3.88, despite the numerical difference, there is no statistically significant difference between the two fields. This is reflected by a p-value of 0.04.

A percentage of 38.24 social workers considered that their function was to <u>change opinions of the community and image of the organisation</u> purposefully compared to 72.86 % and 63.16 % of public relations practitioners and social workers practising public relations respectively. This would support the assumption that social workers adopt less directive approaches in service rendering, and would appear to see their roles as community oriented in comparison to public relations practitioners and their colleagues practising public relations, who appear to be equally concerned with enhancing the image of the employing body. With a chi-square value of 23.8, the statistically significant difference is reflected by a p-value of 1.06.

A percentage of 65.29 social workers were of the opinion that their profession <u>emphasised the individual</u> in comparison with 4.29 % and 94.74 % of public relations practitioners and social workers practising public relations respectively. This would support the assumption held by social workers that the individual is the most important element to be considered. Nevertheless, the role of sociology and group dynamics cannot be negated in practising community work successfully. With a chi-square value of 74, the significant difference between the two fields was too great to be expressed as a p-value.

High percentages of 72.35 % and 100 % of social workers and social workers practising public relations respectively were of the opinion that the <u>community was being advantaged by their endeavours</u> in comparison to 41.43 % of public relations practitioners. This supports the assumption that community work is aimed at enhancing the quality of life of people, whereas this is not a factor in public relations. With a chi-square value of 20.41, the statistically significant difference is reflected by a p-value of 6.2.

Only 8.24 % of social workers considered their profession as <u>having a management philosophy</u> compard with 87.14 % and 68.42 % of public relations practitioners and social workers practising public relations respectively. This

supports the assumption that social workers primarily see themselves as professional therapists and not managers. In the light of the new welfare policy and the need for more assertive roles to be played, social workers of necessity will become "managers" of their time and their programmes to effect progress. With a chi-square value of 143.69, the significant difference between the two fields was too great for the allocation of a p-value.

Percentages of 64.12 and 57.89 of social workers and social workers practising public relations considered their functions to be <u>therapeutically based</u> compared with 2.86 % of public relations practitioners. This supports the assumption that social work is therapeutic. Of interest here is the fact that 2.86 % of public relations practitioners were of the opinion that the work they were doing was also therapeutic. This opens the door on the levels of intensity that this field can reach. A chi-value of 0.19 was presented and the p-value of the statistically significant difference was as low as 0.6.

Only 13.53 % of the social workers considered their functions to be <u>market founded</u> compared with 84.29 % and 94.73 % of public relations practitioners and social workers practising public relations. In a sense, community work functions are market oriented, but not to the same degree of intensity as those of public relations. With a chi-square value of 110.36, the significant difference was too great to allocate a p-value.

Percentages of 88.82 and 52.63 of social workers and social workers practising public relations respectively considered their profession as being <u>non-profit oriented</u> compared with 20 % of public relations practitioners. Although this point may have seemed to be too obvious for inclusion, it was deemed necessary due the fact that subsidies are being queried, and welfare organisations have been urged to raise funds and market services. A percentage of 12.35 social workers recognised this need and thus validated the question for inclusion. Although the basis is thus non-profit, realism has to take a hand and projects need to become viable propositions paying for themselves and generating enough income for the extension of services. With a chi-square value of 109.31, the statistically significant difference between the fields was too great to allocate a p-value.

Percentages of 89.41 and 68.42 of social workers and social workers practising public relations repsectively considered their profession to have <u>a prime goal of enhancing effective social functioning</u> compared with 14.29 % of public relations practitioners. This goal may not necessarily be the prime goal of community work, but it is certainly one of the main thrusts behind community work. With a chi-square value of 127.56, the significant difference between

the fields was too great to allocate a p-value.

*Only 3.53 % of social workers considered that a <u>prime goal was to improve
company or organisational image</u> compared with 58.57 % and 94.73 % of public
relations practitioners and social workers practising public relations
respectively.   Again, this ties in with issues such as loyalty to one''s
organisation, and the recognition of the need to provide substance and
credibility to an organisation by co-operating in a team spirit to build up its
image from within.   With a chi-square value of 95.38, this significant
difference between the two fields was too great to allocate a p-value.*

*Only 1.76 % of social workers felt that their <u>training had been adequate</u> to
equip them to market their organisation compared with 68.57 % and 78.95 % of
public relations practitioners and social workers practising public relations
respectively.   This identifies a need to be addressed in the training of social
workers based upon the need to "sell" their projects to management, and to
communicate to and with funding or sponsoring bodies.   This needs to be done
with alacrity.   With a chi-square value of 132.24, the significant difference
between the two fields was too great for the allocation of a p-value.*

*The following categories all reflected highly positive numerical similarities
in both fields yet statistically, reflected significant levels of differences
reflected by the following p-values:*

* comprehension of the concept of community work   - 2.85
* existence of target systems   - 0.59
* essentiality of team work   - 3.86
* company/organisation advantaged   - 3.86
** necessity of effective communication policies in
 non-profit organisations   - 4.29*

*In conclusion, it can be stated that both social workers and public relations
practitioners recognised the function of public relations in community work
within non-profit organisations.   The third group of respondents, namely,
social workers practising public relations, have unreservedly advocated the use
of public relations by community workers by drawing upon their own experiences
in this field.   Despite differences of emphasis, public relations has a
definite function in community work with reference to all the commonalities
identified by the social workers actively utilising publci relations on a daily
basis.*

6.11 COMPARABILITY OF THE FUNCTIONS OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 9

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COMPARABILITY OF THE FUNCTIONS OF COMMUNITY WORK AND PUBLIC RELATIONS

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CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P
	F		%		F		%		F		%		
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	X2 Values
Improving inter-organizational relationships	92	78	54.12	45.88	24	46	34.29	65.71	18	1	94.74	5.26	7.80	5.19
Mobilization of community support	147	23	86.47	13.53	14	56	20.00	80.00	16	3	84.21	15.79	99.21	0.00
Resource development	153	17	90.00	10.00	11	59	15.71	84.29	18	1	94.74	5.26	126.44	0.00
Development of public participation	109	61	64.12	35.88	37	33	52.86	47.14	10	9	52.63	47.37	2.63	0.10
Securing volunteers	99	71	58.24	41.76	7	63	10.00	90.00	7	12	36.84	63.16	46.78	7.93
Determining public opinion	23	147	13.53	86.47	61	9	87.14	12.86	13	6	68.42	31.58	118.10	0.00
Correcting public misconceptions	12	158	7.06	92.94	41	29	58.57	41.43	14	5	73.68	26.32	76.46	0.00
Practice of community relations	107	63	62.94	37.06	34	36	48.57	51.43	18	1	74.74	5.26	4.22	0.04
Image development of your organisation	11	159	6.47	93.53	59	11	84.29	15.71	10	9	52.63	47.37	145.32	0.00
Campaign organization	41	129	24.12	75.88	61	9	87.14	12.86	19	0	100.00	0.00	80.59	0.00
Fund raising	104	66	61.18	38.82	33	37	47.14	52.86	15	4	78.95	21.05	3.98	0.04

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 9, it can be clearly seen that, of the 11 categories of functions of these fields, there is a statistically significant difference in 8 of these, indicating a lack of similarity of purpose. These differences and their p-values are as follows:

* improving inter-organisational relationships   — 5.19
* mobilisation of community support   — 0.00
* resource development   — 0.00
* securing volunteers   — 7.9
* determining public opinion   — 0.00
* correcting public misconceptions   — 0.00
* image development of the organisation   — 0.00
* campaign organisation   — 0.00

The practising of community relations was supported by 62.94 % of social workers and 48.57 % of public relations practitioners, and although numerically it would appear that public relations practitioners would not support this as one of their functions, the chi-square value was only 4.22, lending itself to a p-value of 0.03 indicative of no real statistically significant difference between the two. The percentage of public relations practitioners regarding this as one of their functions is surprisingly high supporting the assumption that the two fields under investigation are, in fact, less dissimilar than may have been contemplated.

Social workers and social workers practising public relations were in agreement that their functions were as follows:

* *improving inter-organisational relationships*
* *mobilising community support*
* *developing resources*
* *practising community relations*
* *fundraising*

Public relations practitioners and social workers practising public relations were in agreement that their functions were as follows:

* *determining public opinion*
* *correcting public misconceptions*
* *developing organisational image*
* *organising campaigns*

The fact that the social workers practising public relations have identified all of these categories as being relevant to their function, supports the assumption that although purposes may differ, functions of public relations and community work are combinable. There is no doubt that community work could be greatly enhanced by incorporating the functions of public relations into their programmes for more goal attainment and cost effective rendering. This is one area where input may have been lacking. The "where" and "how" matters present an area for future research.

6.12 COMPARABILITY OF THE ELEMENTS OF COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 10 COMPARABILTY OF THE ELEMENTS OF PROGRAMMES OF COMMUNITY WORK AND PUBLIC RELATIONS

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				X2	P Values
	F		%		F		%		F		%			
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO		
Rationalization	143	27	84.12	15.88	16	54	22.86	77.14	19	0	100.00	0.00	83.22	0.00
Clearly stipulated aims	162	8	95.29	4.71	41	29	58.57	41.43	18	1	94.74	5.26	51.27	8.01
Detailed objectives	165	5	97.06	2.94	63	7	90.00	10.00	18	1	94.74	5.26	5.20	0.02
Time schedules	29	141	17.06	82.94	68	2	97.14	2.86	13	6	68.42	31.58	132.05	0.00
Work methods and procedures	170	0	100.00	0.00	15	55	21.43	78.57	19	0	100.00	0.00	173.28	0.00
Staff hierachies	161	9	94.71	5.29	61	9	87.14	12.86	15	4	78.95	21.05	4.09	0.04
Organograms	105	65	61.76	38.24	63	7	90.00	10.00	15	4	78.95	21.05	18.82	1.43
Organizations suitability for the programme	123	47	72.35	27.65	51	19	72.86	27.14	18	1	94.74	5.26	6.32	0.93
Budgets	110	60	64.71	35.29	45	25	64.29	35.71	19	0	100.00	0.00	3.82	0.95
Evaluation	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.00

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 10, it can be seen that there is a positive correlation numerically between the elements of community work and public relations in direct comparison to most of the other areas of this investigation. Of the 10 basic categories stipulated, the two fields show significant numerical differences in only 3 of the elements. These elements are as follows:

* *rationalisation*
* *time schedules*   } *Statistically significant differences too*
* *work methods and procedures* ⏌ *high for p-value.*

The element of <u>rationalisation</u> was supported by 84.12 % and 100 % of social workers and social workers practising public relations respectively compared with 22.86 % of public relations practitioners. This would indicate a high degree of comprehension by social workers on the contents and implications of rationalisation for effective programmes. With a chi-square value of 83.22, the statistically significant difference was too high for a p-value allocation.

The use of <u>time schedules</u> was only supported by 17.06 % of social workers compared with 97.14 % and 68.42 % of public relations practitioners and social workers practising public relations respectively. This could become a most effective tool of the community work programme and a vital element of the programme format. It is surprising that social workers have negated its relevance. With a chi-square value of 132.05, the statistically significant difference was too great for the allocation of a p-value.

With reference to the element of <u>work methods and procedures</u>, both social workers and social workers practising public relations supported this 100 % in comparison to 21.43 % of public relations practitioners. This element refers to the part of the programme spelling out the actual <u>modus operandi</u> of the work to be done i.e. the manner in which goals are to be accomplished. This is the meat on the bone of any community work programme. With a chi-square value of 173.28, the statistically significant difference was too great for the allocation of a p-value.

The following elements all reflected positive numerical responses, yet there was a statistically significant difference in the degrees of the replies reflected by the following p-values:

* *clearly stipulated aims*   *- 8.01*
* *organograms*   *- 1.43*

In conclusion, it can be stated that social workers practising public relations have all incorporated these elements into their programmes. There is no doubt that effective community work could be practised by community workers if they drew up programmes containing all these elements. The most interesting element

would be that of time schedules whereby dates could be presented together with the objectives, work methods and procedures making service rendering time encapsulated.

6.13 COMPARABILITY OF ASPECTS OF PROGRAMMES FOR COMMUNITY WORK AND PUBLIC RELATIONS

TABLE 11 COMPARABILTY OF ASPECTS OF PROGRAMMES FOR COMMUNITY WORK AND PUBLIC RELATIONS
========   ==

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				X^2 Value	P
	F YES	NO	% YES	NO	F YES	NO	% YES	NO	F YES	NO	% YES	NO		
Emphasis on marketing and selling services	3	167	1.76	98.24	66	4	94.29	5.71	16	3	84.21	15.79	207.20	0.
A communication strategy	7	163	4.12	95.88	67	3	95.71	4.29	18	1	94.74	5.26	195.06	0.
Media selection	12	158	7.06	92.94	54	16	77.14	22.86	11	8	57.89	42.11	115.42	0.
Efectivity of diagrams	63	107	37.06	62.94	70	0	100.00	0.00	18	1	94.74	5.26	79.50	0.
Allowances for corporate emblems	2	168	1.18	98.82	59	11	84.29	15.71	17	2	89.47	10.53	180.66	0.
Allowances for corporate apparrel	1	169	0.59	99.41	61	9	87.14	12.86	13	6	68.42	31.58	193.87	0.
Corporate identification	16	154	9.41	90.59	61	9	87.14	12.86	16	3	84.21	15.79	137.48	0.
Structure of the building housing the organization	27	143	15.88	84.12	69	1	98.57	1.43	13	6	68.42	31.58	141.26	0.
Corporate identity of all staff	1	169	0.59	99.41	63	7	90.00	10.00	13	6	68.42	31.58	202.70	0.
Staff public communication programme	12	158	7.06	92.94	53	17	75.71	24.29	12	7	63.16	36.84	118.34	0.
Furnishings and image of offices	2	168	1.18	98.82	59	11	84.29	15.71	16	3	84.21	15.79	180.65	0.
Outward appearance of the building	1	169	0.59	99.41	69	1	98.57	1.43	13	6	68.42	31.58	230.41	0.
Development of staff attitudes towards clients	61	109	35.88	64.12	43	27	61.43	38.57	12	7	63.16	36.84	13.17	2.8
Scope for staff training and development	89	81	52.35	47.65	59	11	84.29	15.71	17	2	89.47	10.53	21.38	3.
Research	103	67	60.59	39.41	12	58	17.14	82.86	17	2	89.47	10.53	37.50	9.1
Measurment of results	88	82	51.76	48.24	12	58	17.14	82.86	15	4	78.95	21.05	24.45	7.6
Plan for specific actions	170	0	100.00	0.00	70	0	100.00	0.00	17	2	89.47	10.53	0.00	0.
Evaluation	170	0	100.00	0.00	70	0	100.00	0.00	19	0	100.00	0.00	0.00	0.

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 11, it is clear that there are many numerically and statistically significant differences between the two fields on the aspects that should be contained within a comprehensive programme for their organisation. Of the 18 categories investigated, 15 differ markedly. Of interest, however, is the fact that all of these aspects are conclusively incorporated into the programme of social workers practising public relations. The differences referred to are as follows:

* emphasis on marketing and selling services
* a communication strategy
* media selection
* effectivity of diagrams
* allowances for corporate emblems

* allowances for corporate apparel
* corporate identification
* corporate identity of all staff
* staff public communication programme
* outward appearance of the building
* development of positive staff attitudes towards clients
* research
* measurement of results
* structure of the building housing the company
* furnishings and image of offices

A point worth mentioning is the fact that the third group of respondents, namely, the social workers practising public relations, utilised all 18 categories of items in their programmes with percentages ranging from 100 % to 63.16 %. Although one cannot measure their productivity, the utilisation of all 18 categories shows that this is possible, and is being done.

Only 1.77 % of social workers incorporated marketing and "selling" of services into their programmes compared with 93.34 % and 84.21 % of public relations practitioners and social workers practising public relations respectively. This is a vital aspect for a community worker's programme as it has to be approved by management of the organisation's National Council, by the Regional Welfare Board and by the State funding body. Unless marketing is done, the programme is in danger of being "shot in the foot". No matter how noble a cause it represents, the programme needs to have impact and a selling point. It needs to be convincing. With a chi-square value of 207.1, the statistically significant difference was too great for the allocation of a p-value.

Only 4.12 % of social workers incorporated an official communication strategy into their programmes compared with 95.71 % and 94.73 % of public relations practitioners and social workers practising public relations respectively. Without a thorough plan of methods of communication, a programme becomes clinical and ineffective. Community workers need to know which forms of communication they will be using e.g. public speaking to erudite audiences requiring specific skills, and speaking to groups of illiterate villagers requires others. With a chi-square value of 195.06, the significant difference was too great for the allocation of a p-value.

Only 7.06 % of social workers practised media selection in their programmes compared with 77.14 % and 57.89 % of public relations practitioners practising public relations respectively. Without the involvement of the media, community work could lose impact, and without selecting the most effective form of the media, aims could be negated by reaching the incorrect audience.

Each step of the way should correspondingly be planned and included in the programme for efficient implementation. This ties in with the overall communication strategy. With a chi-square value of 115.42, the statistically significant difference was too great for the allocation of a p-value.

Only 37.06 % of social workers incorporated diagrams into their programmes compared with 100 % and 94.73 % of public relations practitioners and social workers practising public relations respectively. Diagrams can add professionalism to programmes, comunicate more economically, and break the monotony for the peruser. With a chi-square value of 79.5 the statistically significant difference is too great for the allocation of a p-value.

Only 1.18 % of social workers made allowances for corporate emblems, and only 0.59 % made allowances for corporate apparel compared to 84.29 % and 87.14 % of public relations practitioners respectively, and 89.47 % and 68.42 % of social workers practising public relations respectively. These concepts are not new to the general market place. Community workers could benefit immeasurably by donning a practical and professional uniform that identifies them in the community and becomes representative of the work they do, and the organisation that they work for, providing automatic continuity if staff changes occur. The uniform remains constant. Having a corporate emblem on stationery and business cards is not only professional, but also provides staff members with a strong sense of belonging. Community workers should consider incorporating these aspects in their programmes. The statistically significant difference in both areas was too high for the allocation of p-values.

Only 15.9 % and 0.59 % of social workers made allowances for the structure of the building housing the organisation and the corporate identity of the staff compared with 98.58 % and 90 % of public relations practitioners respectively; and 68.42 % on both points of social workers practising public relations. Although welfare organisations usually cannot choose where they want to be housed, and the budgets are tight, the environment should be made as appealing as possible. This would automatically affect the morale of staff and would encourage them to wish to identify with the organisation. Renovation could become a community work project on its own involving sponsors, clients and staff working side by side. All that would be needed would be a little innovative and creative application of community work principles, techniques and methods. Both categories presented statistical differences too large for the allocation of p-values.

Only 7.06 % and 1.18 % of social workers concerned themselves with staff public communications programmes; and furnishings and image of the office

respectively compared with 75.71 % and 84.29 % of public relations practitioners respectively, and 63.16 % and 84.12 % of social workers practising public relations. A welfare organisation needs sympathetic and competent staff members in front desk situations to deal with the client system before the professional staff do. Consequently, this is where the first and lasting impressions are made. Frequently, these are not pleasant because the staff have not received the correct training. Understandably, financial restraints prevent organisations paying salaries that are competitive with the private sector, so top staff would be drawn to companies paying competitive salaries. Clients, sponsors and fellow professionals are conducted to waiting rooms that have of necessity not been well decorated. Furnishings and decor play a relevant role in alleviating gloom and making a statement about an organisation - a point well taken by public relations practitioners and social workers practising public relations. These aspects could be incorporated into community work programmes to enhance content. The chi-square values of these respective aspects of programmes are 119.34 and 180.66, both being too high for the allocation of a p-value to indicate statistically significant differences.

Only 0.59 % of social workers concerned themselves with the outward appearance of the building compared to 98.55 % and 68.42 % of public relations practitioners and social workers practising public relations respectively. This ties in with conclusions reached about the structure of the building. With a chi-square value of 230.41, the statistically significant difference between the two fields is too great for the application of a p-value.

With reference to giving attention to staff attitudes as an aspect of a programme, this was supported by 35.9 % of social workers and 61.43 % and 63.16 % of public relations practitioners and social workers practising public relations respectively. This ties in with comments made about a staff public communication strategy. With a chi-square value of 13.17, there is a statistically significant difference reflected by a p-value of 2.83 between the two fields.

Only 17.14 % of public relations practitioners incorporated research and measurment of results in their programmes compared with 60.59 % and 51.76 % of social workers; and a much higher 89.47 % and 78.95 % social workers practising public relations respectively. The understanding of the term "research" is sometimes a little broad incorporating data seeking which would explain the high percentages of social workers including this aspect within their programmes. There is always a need for research as we strive to achieve excellence as a profession. With a chi-square value of 37.5 and 24.45 respectively, significant differences between the two fields is represented by p-values of 91.3 and 7.61 respectively.

In conclusion, it can be stated that the content of community work can be greatly enhanced by paying attention to all of these aspects of programmes. These are all hitherto unchartered areas that will need creativity and the ability to work with people at all levels — two of the most fundamental building blocks of a community worker.

6.14 OPINIONS ON PUBLIC RELATIONS STRATEGIES FOR DIRECT SERVICE WELFARE

ORGANISATIONS

TABLE 12

OPINIONS UPON PUBLIC RELATIONS STRATEGIES FOR DIRECT SERVICE WELFARE ORGANISATIONS

CATEGORY	SOCIAL WORK N = 170				PUBLIC RELATIONS N = 70				SOCIAL WORK & PUBLIC RELATIONS (N = 19)				P	
	F		%		F		%		F		%			
	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	YES	NO	X2	Values
All welfare organizations have good public images	13	157	7.65	92.35	1	69	1.43	98.57	0	19	0.00	100.00	3.49	0.06
Welfare organizations will benefit from PR strategies	156	14	91.76	8.24	63	7	90.00	10.00	19	0	100.00	0.00	0.19	0.66
Community workers are equipped to do public relations	23	147	13.53	86.47	0	70	0.00	100.00	10	9	52.63	47.37	10.47	1.21
Public relations personnel are equipped to do community work	11	159	6.47	93.53	16	54	22.86	77.14	2	17	10.53	87.47	13.33	2.60
PR techniques can be incorporated into community work	167	3	98.24	1.76	63	7	90.00	10.00	19	0	100.00	0.00	8.42	3.70
Every welfare organization practices sound public relations	60	110	35.29	64.71	0	70	0.00	100.00	1	18	5.26	94.74	32.94	9.49
You can benefit from public relations theory	163	7	95.88	4.12	39	31	55.71	44.29	17	2	89.47	10.53	60.03	9.32
An effective PR and communications policy will improve the image of the welfare organizations	164	6	96.47	3.53	63	7	90.00	10.00	19	0	100.00	0.00	4.05	0.04
It is necessary to incorporate PR in community work services	154	16	90.59	9.41	63	7	90.00	10.00	18	1	94.74	5.26	0.01	0.88

P-value < 0.5 = No significant difference
P-value > 0.5 = Significant difference

From Table 12, it can be seen that all welfare organisations do not have <u>good images</u>. This is supported by 92.35 % of social workers, 98.57 % of public relations practitioners and 100 % of social workers practising public relations. There is no significant statistical difference between the two fields based upon the chi-square value of 3.49 and a p-value of 0.06.

The belief that welfare organisations would benefit from <u>public relations strategies</u> is upheld by 91.76 % of social workers, 90 % of public relations practitioners and 100 % of social workers practising public relations. There is, however, a slightly significant difference statistically speaking between the degree of the consensus based upon a p-value of 0.66.

Only 13.53 % of social workers believe that <u>community workers are equipped to practise public relations</u> compared to no public relations practitioners and 52.63 % of social workers practising public relations. As these social workers are actively practising public relations, they are in a position to assess this. A significant difference in opinion is reflected bya p-value of 1.21.

As to whether or not <u>public relations practitioners are equipped to do community work</u>, 6.47 %, 22.86 % and 10.53 % of social workers, public relations practitioners and social workers practising public relations agreed. Despite this a level of significant difference of consensus was reflected by a p-value of 2.6. The overwhelming numerical similarity was that they were not equipped to carry out this function.

The feasibility of <u>public relations techniques being incorporated into community work</u> was supported by 98.24 %, 90 % and 100 % of social workers, public relations practitioners and social workers practising public relations respectively. There is, however, a statistically significant difference in the degree of consensus between the two fields reflected as a p-value of 3.7. The fact that there is consensus on this matter is highly significant for the future theory of community work.

Percentages of 35.29 and 5.26 were expressed on <u>welfare organisations practising sound public relations</u> by social workers and social workers practising public relations respectively compared to none by public relations practitioners. A statistically significant difference in the level of consensus was reflected as a p-value of 9.49 between the two professions. Numerically it cannot be disputed that few welfare organisations are practising sound public relations.

Of interest was noting that all three groups expressed the opinion that they would <u>benefit from public relations theory</u>. This was stated by 95.88 %, 55.71 % and 89.47 % of social workers, public relations practitioners and social workers practising public relations respectively. There was a statistically significant difference in the level of consensus reflected by a p-value of 9.32 between the two fields. Numerically, the fact that social workers would greatly benefit from public relations theory, was indisputable.

There was overwhelming consensus from 96.47 % social workers, 90 % public relations practitioners and 100 % social workers practising public relations that <u>the image of welfare organisations would be improved by an effective public relations and communications policy</u>. Statistically, there was no significant difference in degree of consensus reflected by a p-value of 0.04.

Consensus from all three groups was obtained upon the necessity of incorporating public relations in community work services as follows: 90.59 % of social workers, 90 % of public relations practitioners and 94.74 % of social workers practising public relations. A significant difference in the degree of consensus was reflected by a p-value of 0.88. Nevertheless, the numerical consensus clearly proves the need for incorporating public relations into community service.

CHAPTER SEVEN

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS OF THIS RESEARCH

7.1 SUMMARY OF AIMS

The specific aims of the study were as follows:

7.1.1 to investigate the relationship between community work and public relations along pre-determined lines of the components of a profession, historical development, knowledge bases, values, principles, ethics, skills, techniques, tools, aims, functions, programmes, marketing, corporate image and communication;

7.1.2 to examine whether public relations strategies and techniques could be applied to community work in order to enhance the content of projects and programmes and thereby to add to the body of theory pertaining to community work;

7.1.3 to devise a model of public relations within community work;

7.1.4 to apply the public relations model within community work to a direct service welfare organisation over a period of one year and to evaluate the results.

In accordance with the aims of the study, literature concerning issues related to public relations, marketing, social work, community work, sociology, psychology, communication, anthropology and human relations was reviewed. It was assumed that public relations and community work were comparable entities, and therefore public relations techniques and strategies could be included in community work programmes for the purpose of enhancing project and programme content, and increasing the theoretical body of community work theory.

7.2 SUMMARY OF MAJOR RESEARCH FINDINGS

7.2.1 *Values of community work and public relations*

Arising from this study, it was concluded that the two fields under investigation shared the following values:

* each individual is important
* democratic society cares for its people
* citizens share in decision making
* co-operation and fellowship
* open mindedness to the opinions of others
* honesty
* respect of the clients right to self determination
* respect of the inherent worth of man
* unique approaches for unique nature of man
* fairness
* acceptance of the client in totality
* non-judgemental attitude towards the client
* individualisation
* confidentiality must be respected and upheld
* a clear code of ethics (conduct) needs to be observed.

7.2.2 Code of ethics for community work and public relations

Arising from this study, it was concluded that the two fields under investigation shared the opinion that the contents of a code of ethics should contain the following:

* propriety of behaviour
* competence
* professional development
* integrity
* clients interests are paramount
* confidentiality
* privacy for the client
* respect
* fairness
* courtesy
* professional relating to clients and colleagues
* maintenance of a good professional reputation
* no derogatory behaviour towards the clients
* the best interests of the public are important
* no falsification of information
* no maligning of a colleagues reputation
* creation of a positive climate for clients growth
* creation of a positive climate for own professional growth
* keep promises and engagements
* use good taste in all programmes.

7.2.3 *Knowledge bases of community work and public relations*

Arising from this study, it was concluded that the two fields under investigation shared the following knowledge bases:

* human development
* psychology
* communication
* relationship theory

* *administration*
* *technology*
* *economics*
* *public relations*
* *political science*

7.2.4   Tools of community work and public relations
        *Arising from this investigation, it was concluded that
        the two fields under investigation shared the following
        tools:*

* *newspaper articles*
* *radio*
* *television*
* *meetings*
* *exhibitions*
* *audio-visual assistive devices*
* *public speaking*
* *minutes*
* *annual/bi-ennial reports*
* *research reports*

7.2.5   Goals of community work and public relations
        *Arising from this investigation, it was concluded that
        the two fields under investigation shared the following
        goals:*

* *facilitating internal communication systems*
* *gathering data for effective decision making*
* *anticipating problems*
* *prevention of problems*
* *identification of public needs and interests*
* *facilitating effective communication between the organisation and
  the public*
* *relaying information to the public*
* *satisfaction of material and non-material needs*
* *solving specific problems*
* *maintenance of internal stability*

7.2.6   Techniques of community work and public relations
        *Arising from this investigation, it was concluded that the
        two fields under investigation had the following
        techniques in common:*

* *statistical analysis*
* *evaluation*
* *planning*
* *programming*
* *communication*
* *education*
* *organisation*
* *co-operation*
* *consensus*

* *discussions*
* *negotiations*
* *changing the environment*
* *directly influencing others thinking*
* *directly influencing decision making*
* *consulting professionally.*

7.2.7   Methods of community work and public relations

Arising from this investigation, it was concluded that the two fields under investigation had the following methods in common:

* *mass organisation*
* *fact finding*
* *analysis*
* *evaluation*
* *planning*
* *meeting procedures and practices*
* *conferences*
* *committee procedures and practices*
* *negotiation*
* *formal written communication*
* *interviews*
* *budgeting*
* *administration*
* *programmes*
* *recording data*
* *formal oral communication.*

7.2.8   Place and function of public relations in community work

Arising from this study, it was concluded that both community workers and public relations practitioners identified the need for more public relations in community work. They shared opinions on the following levels:

* *specific processes are followed in exercising their field*
* *activities must be well planned*
* *their field deals with human behaviour*
* *interaction and relationship building are important*
* *organisational systems exist*
* *target systems exist*
* *specified goals and objectives are followed*
* *team work is essential*
* *work takes place within a structural context*
* *the organisation is advantaged by their endeavours*
* *welfare organisations need public relations programmes*
* *organisations need community work programmes*
* *non-profit organisations need effective communication policies*
* *public relations has a role to play in community work.*

7.2.9 Comparability of the functions of community work and public relations

Arising from this study, it was ascertained that of the 11 catagories stipulated regarding the functions of the two fields under investigation, only one was identified as being highly significant to both fields i.e. the development of public participation. The third group of respondents, namely; the social workers practicing public relations, named 10 of these functions in common, being thus indicative of the commonalities at this level. The following functions were identified by this group as follows:

* improving inter-organisational relationships
* organisation of community support
* resource development
* development of public participation
* determining public opinion
* correcting public misconceptions
* practice of community relations
* image-development of the organisation
* campaign organisation
* fundraising.

7.2.10 Comparability of the elements of programmes of community work and public relations

Arising from this study, it was concluded that the two fields under investigation presented virtually identical elements incorporated into their programmes. The elements were identified as follows:

* rationalisation
* clearly stipulated aims
* detailed objectives
* work methods and procedures
* staff hierachies
* organograms
* organisations suitability for the programme
* budgets
* evaluation.

The third group of respondents, namely social workers practising public relations, supported all these categories in their replies, and also included the category of time schedules thereby unanimously adopting all the stipulated categories as being an integral part of their programmes.

7.2.11 <u>*Comparability of the aspects of community work and*</u>
<u>*public relations programmes*</u>

Arising from this study, it was plain to the researcher
that community workers could learn a great deal from
public relations practitioners, and programmes could be
greatly enhanced by including positive aspects into
programmes for direct service welfare organisations.
The aspects that were recognised as being of equal
importance to both fields under investigation were as
follows:

* *development of staff attitudes towards clients*
* *plan for specific actions*
* *evaluation.*

The third group of respondents, namely; social workers
practising public relations, were unanimous in their
support of all 18 categories stipulated, the remaining
15 being as follows:

* *emphasis on marketing and selling services*
* *inclusion of a communication strategy*
* *media selection*
* *effectivity of diagrams*
* *allowance for corporate emblems*
* *allowance for corporate apparrel*
* *corporate identification*
* *attention to structure of the building housing the organisation*
* *corporate identity of all staff*
* *staff public communication programme*
* *furnishings and image of offices*
* *outward appearance of the building*
* *development of staff attitudes towards clients*
* *research*
* *measurement of results.*

7.2.12 <u>*Opinions on public relations strategies for direct*</u>
<u>*service welfare organisations*</u>

The research undertaken has shown that public relations
strategies could enhance the community work programmes
of direct service welfare organisations in respect of
programme content, creating community awareness,
improving staff attitudes to the publics being served,
improving the image of the welfare organisation, and the
development of the skills of the community worker.

7.3   CONCLUSIONS

7.3.1   The relationship between community work and public relations

7.3.1.1   Components of a profession

A profession <u>constitutes</u> having definite goals in order to fulfill specific needs, possesses a specific body of theory, has a degree of autonomy in its field of speciality, utilises specific skills, maintains a degree of accountability, requires specific training, uses a particular frame of language, upholds a professional identity, relies upon a continually growing body of literature to improve its content, carries elitism and involves monetary and honourary awards.

Social work and public relations both subscribe to, and fulfill, this definition of a profession.

7.3.1.2   Historical development

A profession as it stands today cannot be fully comprehended until one investigates its historical development. This added perspective enhances the ability to identify future trends.

There has been a distinct parallel historical development between community work and public relations as we understand it today. The two fields have co-existed and enhanced one anothers potential frequently in history e.g. the beginning of the first community chest was a community work event yet relied upon the methods of public relations to gain recognition and effectivity.

7.3.1.3   Knowledge bases

In order to practise far-reaching community work, the practitioner needs to be creative and innovative whilst applying the broad base of knowledge in everyday practice from other disciplines. The <u>knowledge bases</u>

*being utilised in the practice of community work come
from psychology, human relations, sociology,
communication, anthropology, welfare policies and
structures, political science and group dynamics.*

*Public relations draws upon the majority of these
knowledge bases, making the foundations for sound
practice similar. Furthermore, public relations draws
upon the knowledge bases of marketing, business,
economics, public relations and administration. These
added dimensions make public relations dynamic,
inventive and expansive.*

7.3.1.4 *Values, principles and ethics*
*In order to practice a profession responsibly whilst
remaining accountable to the public, it becomes
necessary to adopt values, principles and ethics in
demarkating the parameters of unprofessional conduct.*

*Values are standards against which measurements can be
made to determine factors such as appropriate versus
inappropriate, and involve commitments to something or
someone other than ourselves.*

*Principles reflect a set of moral rules that reflect
personal and professional integrity. Values and
principles flow naturally into a code of ethics or
conduct, which will govern adherents to their work and
set the stage for a reprimand following improper
conduct.*

*The fields of community work and public relations share
similar ethics, values and principles. These ethics
concentrate upon elements such as honesty, fair play,
integrity, empathy, co-operation, respect for the
clients right to self determination and commitments.*

*Areas emphasised by public relations practitioners in a
code of ethics were commitments and loyalty to the
employing body, maintenance of the image of the*

profession, maintenance of a good personal reputation, fair dealings with all people and the importance of public interests.

7.3.1.5 <u>Skills</u>

Skills are specific attributes that are required to perform effectively. It is knowledge combined with a readiness and a dexterity for implementation, and each profession requires its own set of specific skills.

The fields of <u>community work and public relations</u> share the bulk of their <u>skills</u> in relation to communication, needs assessment, relationship building, data collection, analysis and evaluation.

However, <u>public relations</u> makes use of a spectrum of <u>skills</u> unchartered by community work. These skills relate to marketing services and organisations.

7.3.1.6 *Techniques/Methods*

Techniques or methods are the actions undertaken to accomplish aims, and successful application will depend upon the skills and knowledge utilised as a foundation from which to render services.

<u>Techniques common to both community work and public relations</u> include small talk, encouragement for expression, evaluation, planning, programming, communication, organisation, co-operation, consensus discussions, negotiations, changing the environment, influencing others thinking, directly influencing decision making, mass organisation, fact finding, analysis, evaluation, meeting procedures and practices, conferences, interviews, budgeting, administration, programmes and recording data.

<u>Public relations</u> incorporates a range of <u>techniques and methods</u> not acknowledged by social workers – yet fully supported by social workers practising public relations. These include market research, advertising

*techniques, media selection, training of client
systems, management of projects, image development,
communication aimed at the general public, influencing
public opinion, operational administration, integration
into a management team, exerting authority and
consultations.*

7.3.1.7 Tools

*The tools of professions are the medium used to
achieving an end. They are the central core of
practical application, and can be put into effect after
the principles, methods and techniques of service
rendering are internalised.*

*The tools of community work and public relations have
exhibited many similarities, and include the use of
newspaper articles, trade magazines, radio, television
(of late), meetings, exhibitions, audio visual aids,
public speaking, minutes, annual reports and research
reports.*

*Public relations makes use of several more tools such
as press conferences, public announcements, publicity
photographs, feature stories, general magazines,
advertising, open houses, tours, social engagements,
participation in films, and duty sheets. All the
social workers practising public relations submitted
that they made extensive use of all these public
relations tools.*

7.3.1.8 Aims/Goals

*Aims and goals form the basis for all plans of action,
and are the desired outcome of service rendering. They
represent targets, and their accomplishment heralds
productivity.*

*Community work and public relations share many goals,
and include facilitating effective internal
communication systems, gathering data for effective
decision making, anticipating problems, preventing*

problems, identifying needs and interests, facilitating
effective communication between the organisation and
the public, resolving specific problems, unlocking
problem solving capacities, and maintaining internal
stability of projects and the organisation.

The goals of public relations are somewhat broader and
include improving labour relations, getting employees
to identify with the organisation, guiding management
to their social responsibility, identifying and then
changing public opinion, doing away with
misunderstandings, conveying a positive organisational
image to the public, being a bridge between the
organisation and the public, resolving conflict between
the organisation and the public, giving and obtaining
moral and financial support, fostering collaborative
attitudes, and promoting a corporate social
responsibility.

7.3.1.9   The Place and Function of public relations in community
          work
          With reference to the place and function of public
          relations within the context of community work, the
          findings of this study pointed conclusively to the fact
          that both community workers and public relations
          practitioners have identified the need for the use of
          public relations in community work. Despite the fact
          that there is a difference in the areas of orientation,
          motive, emphasis and marketing, this realm has been
          established and has opened up a vista of new
          possibilities.

          The presentation of the services of a welfare
          organisation requires social workers to develop the
          public relations skills of presentation, planning and
          developing public relations programmes in order to
          enable organisations to relate or present their
          services, successes and needs to the community in ways
          that will create public awareness, understanding and
          commitments.

In the following instances, these _functions of public relations_ can be incorporated into the functions of community work smoothly, and enhance the content of theory and programmes viz. utilising strategies of marketing and communication, being the bridge between the organisation and the community, changing opinions and images purposefully to achieve goals, emphasising the importance of the group in addition to the individual, developing a management philosophy in the approach to projects, developing market founded functions, developing a profit orientation in order to finance further programmes, improving the image of the welfare organisation, and expounding the scope of training to equip community workers with the skills needed to successfully market their organisations.

Welfare organisations require effective communication policies in order to present community work programmes to the public. To achieve this end, the _role that public relations has to play_ needs to be recognised and internalised. This role refers to identifying opinion leaders, involving them by stimulating their participation in educative campaigns, providing a flow of communication, mobilising communities to active participation, acknowledging public sources of their support, projecting a positive organisational image, creating an environment condusive to support of services, providing feedback, relating an organisation to the community and financial support.

7.3.1.10 Programmes

A programme refers to a series of planned activities or events that are drafted in a document within the abilities and the constitution of organisations. The challenges facing welfare organisations in the future demand that these abilities be stretched to accomodate a broader spectrum of issues within ever-increasing financial cut backs of government spending.

In order to effectively implement a programme, a
community worker requires the knowledge and ability to
develop a combined public relations and community work
programme for every working area. This necessitates one
becoming fully acquainted with the elements and aspects
of public relations programmes in addition to being
fully conversant with the theory of community work
programmes.

Effective community work programmes incorporating public
relations programmes require a clear mission statement
which will motivate volunteers and staff, and will
ensure understanding and support from the public to
ensure its success. Programmes should be innovative,
mechanisms for expanding service, and should contain a
strong and professional marketing component which can be
obtained from the theory of public relations.

Elements and aspects of community work programmes which
could benefit from public relations would be the
incorporating of detailed time schedules, and emphasis
on marketing and "selling" services, incorporation of
effective communication strategies, media selection,
diagrammes, corporate emblems and apparrel, corporate
identification, attention to the building structures and
utilisation thereof, a public communication programme,
furnishings and image of the buildings inside and out,
and the development of positive staff attitudes towards
clients. The inclusion of these public relations
elements into a community work programme for the welfare
organisation will go a long way in enhancing the
reciprocally positive environmental effects of a
positive climate for the growth of community workers,
general staff, clients, management and potential
sponsors.

7.3.1.11 Marketing, Corporate image and communication
Marketing a non-profit organisation requires analysis,
implementation and control of carefully formulated

programmes which are designed to project what the organisation is offering in terms of services to the community in order to accomplish its mission cost effectively. Markets would be sponsors, subsidy holders and resource systems.

Facets of *marketing incorporated within public relations* include research, merchandising (presentation), advertising, promoting and communication. *Marketing in terms of community work* programmes involves research into the needs, presenting the programme to its best advantage (merchandising), attracting attention and curiosity (advertising), promoting services e.g. exhibitions in a National week for the Blind, and woven throughout should be effective communications policies. Growth and development of services need to be based upon meeting the needs of the consumer, or client system. Consequently, organisational structures need to be sound, strong and dependable, and publicity drives need to be professional, stressing accountability. Professional services, including community work services, need to be skilfully marketed to maintain continued service to mankind.

A *corporate image for a welfare organisation* has become essential, and refers to the total picture that the organisation presents to sponsors, clients and resources. The way in which this is projected forms one of the functions of both public relations and community work within the setting of a welfare organisation marketing its services. *Marketing objectives related to enhancing* the *corporate image of* welfare organisations are educating to create awareness, addressing relevant issues, image building based upon performance of services, affecting attitudes to overcome prejudices, promoting loyalty amongst staff and improving programme content. Closely related to corporate image are corporate

values that, if applied in the welfare organisation setting, will enhance input and productivity levels i.e. loyalty to employing body (organisation), hard work to accomplish goals, and commitment.

In order to market an organisation, and project a positive corporate image and identity, communication within the context of community work and public relations needs to be addressed. It becomes necessary to investigate a <u>marketing-communication strategy</u> for the welfare organisation. Marketing-communication presents a comprehensive and integrated set of stimuli to the target audience in order to elicit a response, which will, in turn, lead to attainment of goals. This strategy must convey the image of the organisation accurately and positively, and must complement the mediums selected. <u>Skills</u> required to do this would be effective and confident public speaking, creative writing, reading and the talent to listen receptively to needs and feedback, and then to act accordingly.

7.3.2 <u>The application of public relations strategies and techniques to community work</u>

In order to deal with the future trends of social work in South Africa, teachers and practitioners will have to look at <u>alternative approaches</u> to deal with community needs on large scales. The need to incorporate public relations strategies into the functioning of direct service welfare organisations has been identified by social workers in order to meet rising demands on limited existing resources, and eliciting public support for the development of future resources such as finance and manpower.

It is a fact that welfare organisations do not all project <u>good public images</u>, which is damaging when the time comes to have to market themselves and their programmes. People tend to identify better with organisations that uphold a strong and positive image

e.g. the child welfare movement. This very movement has exhibited extensive use of public relations strategies in their projects such as Red Nose day. All welfare organisations will, and must, derive benefit from utilising the public relations theory and practice in their service rendering.

Presently, community workers are not adequately equipped to apply public relations strategies and techniques to their community work projects, just as public relations practitioners are not equipped to do professional community work. The answer lies in suitable training for community workers. Social workers have expressed the need to become acquainted with public relations theory in order to implement an effective public relations and marketing-communication strategy in their service rendering. It has become necessary to incorporate public relations in community work services. This will lead to enhanced image development of the direct service welfare organisations, which in turn, should have the positive effect of reciprocity i.e. the more staff identify with an organisation the harder they will work to maintain its status and the betterment of the clients situation will be attained.

7.3.3   *A model of the Public Relations within Community Work*
Based upon the knowledge obtained whilst researching the contents of this report, the researcher devised a model of applying public relations within community work and the service rendering of a direct service welfare organisation (Appendixes E and F).

The model devised centred around the community work programme. The four relevant elements of the model were the community worker, the supervisor, the target system and the client system. These four elements received equal attention on an input and output basis.

7.3.3.1 Supervisor

The supervisor represents management, and has a key role to play in co-ordinating the implementation of public relations strategies to community work theories. The functions here would include guidance, linking the community worker to resources, assisting and professionally advising where possible, mediating at executive level, and being a spokesperson if required.

7.3.3.2 Community Worker

After becoming conversant with public relations strategies, the community worker would fulfill his/her functions by identifying the problem areas, researching and planning the action required, devising an effective programme to meet the needs, eliciting organisational support via the supervisor, mobilising participation of the community and other staff if need be, motivating and educating active participants, making full and educated use of advanced administrative techniques and technological equipment i.e. computer, and endorsing a volunteer sub-programme to ensure continuity. In order to effect this, the community worker would make use of public relations in respect of planning and implementing marketing-communications strategies, advertising, organising publicity stunts and campaigns to attract attention and glean support. Resource development would be crucial, and attention would be paid to enhancing the image of the organisation through effective and professional upgrading of service rendering.

7.3.3.3 Client system

This refers to the benefitting community - the recipients of service rendering. The community work programme would include involvement of the client system at all levels, which would lead to increased self-worth and more active participation. The client system would become its own helping system which would align it to the professional helping system. Autonomy could them be attained through the establishment of self help situations.

7.3.3.4 *Target system*

The target system would be the broader community that would need to be approached in order to support the programme, thereby supporting the organisation. Where possible, their participation would be encouraged, but at all stages, they would be educated and made more aware of community issues and would be taught about the services of the organisation. The emphasis here would be one of marketing and obtaining support in the form of finance, facilities or manpower.

7.3.4 *Presentation of a Public Relations/Community Work Programme and model as successfully applied to a Direct Service Welfare Organisation in Port Elizabeth during the Financial Year 1 April, 1989 to 31st March, 1990.*

This will be a summarised presentation of the practical public relations and community work model that was implemented during the 1989/90 financial year at a Direct Service Welfare Organisation in Port Elizabeth. The model was a direct result of the literature study of this thesis over a period of four years, combined with the results of the pilot studies and later confirmed by the results of the actual questionnaires that were returned. (See Appendixes E1 - E8).

7.3.4.1 *Problems Identified in the Direct Service Welfare Organisation*

The problems that were identified, and subsequently addressed, were as follows:

* *weak corporate image to the public and lack of emotional appeal for fund-raising*
* *unmotivated staff members exhibiting no loyalty to the organisation and its projects*
* *outdated and ineffectual constitution*
* *uninformed and unenlightened members in the executive committee in positions of decision making*
* *lack of adequate staff structures and infra structures*
* *unclear or non-existant job descriptions*
* *lack of effective administrative equipment and the qualified people to operate them*
* *unpleasant attitudes of staff in front desk situations which was carried over to the client system and the general public*
* *lack of client involvement in community work projects and decision making*
* *piecemeal approach to community work projects*

* *lack of unity of purpose amongst staff members*
* *charity oriented mentality was predominant instead of combining charity with a professional business approach*
* *lack of innovative ideas with an abundance of Devils advocates.*

The researcher arranged a meeting with the newly elected chairman and vice chairlady of the organisation and discussed the problem areas with them. Fortunately, they were enlightened people who recognised the need to change the philosophy and approach of the organisation. Prior to the election of office bearers and executive comittee members, the client system had been approached and educated in the importance of involvement at the decision making level. This ensured that a fully balanced committee was elected, fully representative of the client system as well as the professionals to guide them.

Each of the problems investigated were addressed.

7.3.4.1.1   Corporate Image

The building housing the organisation was analysed for more effective utilisation. Staff members were moved into more logical working areas, and several new offices were created cost effectively by enclosing verandas and building sound-proof partitions. Sponsorships were specifically obtained for an extensive renovation programme inside and out. The building was repainted in cream and white, and prominant name boards were erected. An open day to sponsors and the public was held to show the new look association to its fullest advantage. Several substantial donations were subsequently forthcoming as it is human nature to want to support a winning team. No person enjoys "throwing good money after bad."

A colour scheme of cream and green was decided upon due to its soothing properties, and attractive furniture and plants were obtained to enhance the working environment. Corporate apparel was acquired

*for staff to instill a sense of price and belonging.
Attitudes improved visibly, and staff began to take
pride in their new roles and environment. Output of
work increased, a sense of belonging and loyalty to
the organisation developed, donations increased by
R7 259.00, income in general increased by R89 275.00,
and according to the overall balance sheet, the
society was worth R179 349.00 more than the preceding
year (Appendix E8).*

7.3.4.1.2   *Administrative developments*
*Attention was paid to developing a staff hierachy
within this period. (Appendix E1). This led to a
post for a director being created to see to the
extensive changes that were being implemented. Job
descriptions were presented to staff at all levels
where previously none existed. (Appendix E2).
Conditions of employment were revised and updated,
and together with job descriptions, oaths of
confidentiality and a new consititution were
presented to staff members (Appendixes E3, E4, E5 and
E6).*

*Office equipment was upgraded to advance the
organisation technologically and to deal with the
increased output of work. Equipment purchased
included a computer, a word processor, a facsimile
machine, a gemini telephone system with an updated
switchboard, and a telephone call monitor to limit
expensive trunk calls and excessive private calls.
This enabled output of work to increase greatly, and
the quality of reports and presentations improved
proportionately. The computer was used to do the
organisations first bi-ennial report (Appendix E7).*

7.3.4.1.3   *Staff development*
*Attention was paid to staff development through the
holding of staff meetings once per month, individual
weekly supervision sessions with the Director, annual
staff evaluations to discuss areas of improvement*

*that had been accomplished or still required
attention, and personal gentle reminders of the
importance of dealing with the public and the client
system in general. Name badges were made for all
staff which easily identified them to the public, and
titles were placed on office doors to professionalise
the association.*

*An in-and-out board was erected to indicate whether
staff members were on the premises or not, and an out
register had to be signed so that the front desk
staff knew at all times where staff had gone to if
they were not on the premises. This had the two
pronged effect of control and accountability for time
spent away from the organisation.*

7.3.4.1.4 *Community service*
*Co-ordination now occurred on all community work
projects as all the social workers had to function in
committee to ensure that all their client systems
were actively involved in projects. Other members of
staff were also involved which heightened their
identification with the organisation and led to
extension of services.*

*An honours board was erected to list all
sponshorships of over R1 000.00, and sponsors
responded favourably as it became a form of
advertising for the larger companies. It would also
serve as a memorial of gratitude to generous sponsors
and bequests.*

*A bulletin board was erected in the waiting room
which was utilised to enhance community awareness of
ongoing projects, future projects and past successes.
It was also utilised to educate the clients and
public alike about relevant matters e.g. the dangers
of using ear buds.*

Publicity and assertive fund raising campaigns were launched with regular articles of relevance appearing in local *newspapers*. The first large scale *bazaar* was held opposite the organisation to make the community living in that area more aware of their existance.

The content of a *bi-annual newsletter* was updated and professionalised to enhance the image of the organisation and to accurately report about service rendering.

Combined projects were encouraged e.g. clothing drives, exhibitions, displays, sale of Christmas cards and educational holiday projects for the children returning from boarding schools.

A fully integrated preschool for hearing impaired and language delayed children was started in a building that was purchased through a generous bequest and the settlement of a trust. The salary of the teacher was supported for a full year by the childrens foundation, which is then renewed from year to year.

At the end of the period of evaluation, and from the contents of the annual financial statements of 1989/1990, it can be clearly seen that service rendering expanded, content of programmes developed to address needs, corporate image and the marketing of services was effectively enhanced and achieved, the tools and methods of public relations were effectively applied to the community work services being rendered by a direct service welfare organisation, and the needs of the client system were professionally and systematically addressed.

7.3.4.2   *Summary of results of the model adopted*

* the absentee rate of staff members dropped dramatically as more professional systems had been introduced, and the work was more directive and fulfilling,

* *the image of this direct service welfare organisation was improved in that many more people in the community have become aware of its existance and the high quality variety of services that it renders,*
* *volunteer recruitment, selection, orientation and training have become an integral part of this organisation's operation,*
* *the financial situation has improved greatly thereby facilitating extentions of existing services and the creation of others e.g. a multi-racial pre-school for the special children that need this intensive type of teaching,*
* *staff members appear smart, well groomed, elegant and motivated at all times,*
* *there is "client" representation on executive level and subsequently, active community support and participation have risen sharply,*
* *professional letters and appeals are reaching clients and the community alike improving all community relations considerably,*
* *sign language is being taught to a variety of community resources and other sectors of the community to enhance their awareness and to educate them in understanding the communication of the deaf thereby increasing employment opportunities, health care, vocational guidance and educational opportunities,*
* *the number of staff members employed has risen by 43.75 % from seven people in 1987 to sixteen people in 1990, thereby effectively increasing service rendering to the community proportionally,*
* *services now being professionally rendered are as follows:*
  - *four social work posts instead of three*
  - *trainee acoustician doing professional hearing aid evaluations backed up by very experienced volunteers who have been rendering this service for many years*
  - *pre-school teaching service*
  - *arts and crafts courses with diplomas issued to 100 unemployed people per year (clients or their members of family)*
  - *canework and furniture restoration courses with diplomas issued to 50 unemployed people per year (clients or their members of family)*
  - *workshops offering employment to 15 to 20 people per year repairing gloves on a contract basis (people that have been trained are then offered this opportunity)*
  - *fundraising projects with a project officer doing the planning and administrative duties in her department*
  - *community awareness projects i.e. secondhand clothing drive; exhibitions at major shopping centres*
  - *educational holiday projects for the school children that have been away at the special schools through the country*
  - *recreational clubs for the adult clients of all races.*

7.3.4.3 Conclusion of Model adopted

The application of this model has effectively led to enhanced professional service rendering in a direct service welfare organisation by means of effectively applying the principes of community work combined with methods, principles and techniques found in the public relations field. Effective marketing of services has

taken place which in fact underlines the fact that despite the Government"s policies to cut back, direct service welfare organisations CAN survive and indeed flourish for the benefit of the communities that they serve. This is thus a workable broad based model of a "new" welfare organisation within the context of a "new South Africa."

7.4 AREAS FOR FUTURE RESEARCH

7.4.1 Where and how to incorporate functions of public relations into community work.

7.4.2 The ways and means of carrying out the more adventurous methods of public relations within a community work programme.

7.4.3 Measurement of the effectivity of utilising public relations in community work in terms other than money needs to be investigated.

In the final analysis, the responsibility towards accountability lies in the hands of the individual. With looming rationalisation and privatisation, it is vital that social workers equip themselves with the tools necessary for marketing their services, their programmes and their organisations. The community work method remains the most relevant and far reaching way of applying new skills and techniques that can be taught by incorporating public relations into the curriculum.

7.5 RECOMMENDATIONS

7.5.1 The Relationship between Community Work and Public Relations

7.5.1.1 Profession
It is recommended that:
(i) social work and public relations be granted full professional status,

(ii)   Social workers internalise the attributes of
        a profession to enhance their professional
        status and to increase their quality of output
        of services.

7.5.1.2   Historical development

In order to fully comprehend the symbiotic relationship
which could exist between community work and public
relations, it is recommended that:

(i)   schools of social work make students aware of
       the historical similarities between community
       work and public relations.

(ii)   Welfare organisations become acquainted with
       instances in history where public relations
       has been used in promoting the aims of community
       work.

(iii) Social   workers   incorporate   public   relations
       methods in their approach to community work in the
       present and the future, based upon past evidence
       of effectivity.

7.5.1.3   Knowledge bases

It is recommended that:

(i)   Schools   of   social   work   incorporate   these
       additional knowledge bases into the broader social
       work and the specific community work syllabuses.

(ii)   Community workers in the field be provided with
       the essence of these additional knowledge bases in
       order to enhance their performance.

(iii) Welfare organisations accept the challenge to be
       faced in a post-apartheid South Africa by drawing
       upon   the   expertise   of   public   relations
       practitioners to expand their knowledge base and
       achieve wider goals.

7.5.1.4   Values, Principles and Ethics

It is recommended that:

(i)   Social workers subscribe to a legislated code of ethics.

(ii) Social workers attach greater professional importance to their commitments and loyalty to their employing body.

(iii) Schools of social work emphasise the importance of maintenance of a sound personal and professional image.

(iv) The values and principles embodied in a code of ethics be applied in the community work setting to enhance goal attainment and to improve the professional image of the practitioner.

7.5.1.5   Skills

It is recommended that:

(i)   Schools of social work extend their community work syllabuses to incorporate the skills required to do effective marketing of projects, programmes and organisations.

(ii) The management of welfare organisations ensure that their practitioners are skilled in the arts of writing creatively and determindly persuading the client system to progress.

(iii) Seminars be held for practitioners in the field to equip them with the skills of tact, leadership and team spirit.

(iv) Schools of social work provide an economic and administrative course to equip students in the skills of business and financial acumen.

7.5.1.6   Techniques/Methods

In the light of the new accountability era in social work, and the emphasis turning from a basic casework practice towards competitive marketing of community work projects and programmes, it is recommended that:

(i)   Schools of social work incorporate the theory and practice of marketing techniques, image development, communication aimed at the broader public and team work sessions into the community work syllabus.

(ii) *Welfare organisations arrange training for their management and staff through National Councils and schools of social work to accommodate these "new" techniques and methods for effective application.*

7.5.1.7 Tools

It is recommended that:

(i) *The additional tools of public relations be incorporated into the theory and practise of community work in order to broaden the base of existing available mediums.*

(ii) *Schools of social work train students to apply the wider range of tools in exercising the community work method.*

(iii) *Practitioners in the field should receive input through the medium of seminars on how to fully utilise the broader base of public relations tools now available to them.*

7.5.1.8 Aims/Goals

In order to meet the challenges of a new post-apartheid South Africa, community work will have to assume a greater role in the development of the profession. Social workers will have to market their services and organisations aggressively in order to obtain the necessary funding, and reach the larger masses at the grass roots level of development. Consequently, their goals should be broadened proportionately. It is recommended that:

(i) *Welfare organisations reformulate their programmes to contain a strong element of the goals of public relations in order to meet future needs.*

(ii) *Schools of social work adopt the goals of public relations into the community work theory and practice for students.*

(iii) *Practitioners in the field be updated on their future role by means of seminars reflecting the scope of the broader goals of public relations.*

7.5.1.9 *The Place and Function of Public Relations in Community Work*

It is recommended that:

(i)   Public relations theory be incorporated into community work theory at an under-graduate and post-graduate level.

(ii) Courses in the functions of public relations be presented to community workers in the field to upgrade their theoretical input and their practical output.

(iii) Management in welfare organisations be made aware of the vital role that public relations has to play in the presentation and content of their service rendering.

7.5.1.10 *Programmes*

It is recommended that:

(i)   Welfare organisations include elements and aspects of public relations programmes into their professional programmes.

(ii) Seminars be held for practitioners in the field on the value of extending the components of programmes to welfare organisations.

(iii) These areas be incorporated in the theory of community work at under-graduate and post-graduate levels.

7.5.1.11 *Marketing, Corporate Image and Communication*

It is recommended that:

(i)   The management of welfare organisations recognise the need for, and incorporate into their programmes, elements of corporate image and marketing-communication strategies.

(ii) Schools of social work train their students, at under-graduate and post-graduate levels, in the theory of developing and enhancing corporate image and marketing-communication strategies.

(iii) Special attention should be paid to the skills required to successfully develop corporate image in a welfare setting - to be done in the form of training seminars for practitioners. Examples of course content would be training in effective

public speaking and creative writing.

7.5.2 *The Application of Public Relations Strategies and Techniques to Community Work*

It is recommended that:

(i)   Public relations strategies and techniques be fully included in the curriculum of students of social work.

(ii) Welfare organisations co-opt public relations practitioners onto their Boards of Management in order to become fully conversant with changes required.

(iii) Practitioners receive in-service training in the effective application of public relations strategies and techniques to their community work programmes by means of seminars presented by professionals skilled in both the theory and practise of community work and public relations.

(iv) National Councils appoint professional public relations firms to assist in developing programme content, improving corporate image and utilising the skills, methods, tools and techniques of public relations applied to the marketing of their professional services.

(v)   National Councils apply the recommendations of the professional public relations firms, and hold workshops for management and senior members of staff of their affiliate organisations in order to implement recommendations nationwide.

7.5.3 *A Model of Public Relations within Community Work*

It is recommended that:

(i)   Supervisors become acquainted with the theory and practise of public relations that has formed the background of this model, and that they in turn, convey its relevance to practitioners in the field.

(ii) Community workers identify the positioning and importance of the supervisor (organisation), the client system and the target system within their community work programme.

(iii)   Public relations be utilised to market the programme
        confidently and meaningfully,

7.5.4 *The   Model   of   the   Public   Relations/Community   Work
       Programme   as   applied   to   a   Direct   Service   Welfare
       Organisation in Port Elizabeth during the Financial Year
       1st April 1989 to 31st March 1990
       It is recommended that:
       (i)   Welfare   organisations   include   effective   staff
             structures in their annual planning of programmes.
       (ii) This model of public relations within community work
             be applied in direct service welfare organisation.
       (iii) Community   work   service   rendering   be   holistically
             applied   by   a   supervisory   figure   co-ordinating
             complete   involvement   of   all   staff   -   both
             professional and administrative - in community work
             and development programmes.
       (iv) Students   in   the   social   work   profession   be   taught
             assertive and positive techniques in motivating both
             management   and   client   systems   to   participate
             meaningfully in projects.

_ _ _ _ _ _ _ _

* See pages 176 to 182 for the full details on how this model was practically
  implemented, and its relevance for all other direct service organisations
  today.

SECTION THREE

APPENDIXES, PRACTICAL MODEL OF PUBLIC RELATIONS,

and

B I B L I O G R A P H Y

Ms A.M. Carmichael
P.O. Box 12461
Centrahil
PORT ELIZABETH
6006
1990:02:20

Dear Madam/Sir

PUBLIC RELATIONS AND COMMUNITY WORK AS COMPARABLE ENTITIES

Enclosed is a self addressed and stamped envelope, and a
questionnaire pertaining to the comparability of Public
relations and the community work method of Social work.

The purpose of this research project is to ascertain whether or
not these two professions are comparable. If they indeed are,
then it will be possible to seek out objective similarities and
differences, and then build upon this as a solid foundation for
adding to the literature on these topics within a South African
context.

In order to achieve accurate and objective results, I am
approaching you for your expert opinion in this regard as a
representative of your profession.

It would be greatly appreciated if you could find some time to
please complete the enclosed questionnaire and to return it to
me by 1 April 1990.

Your anticipated co-operation in the regard is appreciated.

Thanking you

Yours faithfully

(MS) A.M. CARMICHAEL
SOCIAL WORKER

Ms A.M. Carmichael
Posbus 12461
Centrahil
PORT ELIZABETH
6006
1990:02:20

Geagte Dame/Heer

SKAKELWESE EN GEMEENSKAPSWERK AS VERGELYKBARE ENTITEITE

Ingesluit, vind asseblief 'n selfgeadreseerde koevert, en 'n vraelys aangaande die vergelykbaarheid van skakelwese en die gemeenskapswerk metode van maatskaplike werk.

Die doel van hierdie navorsing is om vas te stel of die twee velde vergelykbaar is. Indien dit wel so is, sal dit dan moontlik wees om die objektiewe gemeenskaplike faktore en verskille uit te soek, en dan verder hieroor uitbrei om as 'n soliede grondslag te dien vir die daaropvolgende groei van die Suid-Afrikaanse literatuur aangaande hierdie twee velde.

Om objektiewe en akkurate resultate te kry, nader ek vir u om u profesionele mening hieroor vas te stel aangaande u beroep.

Dit sal hoog op prys gestel word indien u kans sal kry om die ingeslote vraelys te voltooi, en dan terug te stuur voor 1 April 1990.

U samewerking in hierdie verband sal waardeer word.

By voorbaat dank.

Die uwe

(MS) A.M. CARMICHAEL
MAATSKAPLIKE WERKER

QUESTIONNAIRE
****

STRICTLY
CONFIDENTIAL

To obtain an opinion from professionals in their fields
upon the comparability of Public Relations
and the Community Work method of Social Work.

(This questionnaire is to be completed by the professional
officials to whom it has been addressed.)

1.   IDENTIFYING PARTICULARS
        ****

1.1 Name ....
1.2 Address ....
     .... Code ....
1.3 Language: Home ....
                Second ....
1.4 Sex ....
1.5 Occupation ....
1.6 Position in company ....
1.7 Highest level of education attained ....
     ....
1.8 Title e.g. Dr. ....

2. PROFESSIONAL AND THEORETICAL ASPECTS
    ****

2.1 Do the following values belong to YOUR field?
     Place a Y in the block provided if your answer is YES, and
     an N if your answer is NO.

Each individual is important ....
Democratic society has to care for the welfare of people ....
Citizens share in decision making ....
Co-operation and fellowship ....
Be open minded to the opinions of others ....
Honesty ....
Make decisions on behalf of the client ....
Client has the right to self determination ....
Client participates actively ....
Respect the inherent worth of man ....
Each human is unique, so unique approaches are needed ....
Believe in the capacity for change ....
Fairness ....
Acceptance of the client in his/her totality ....
Harbour a non-judgemental attitude towards the client ....
Individualisation ....
Confidentiality ....
A clearly defined code of ethics ....
A legalised profession enjoying professional status ....
Achievement of a higher quality of life for the client ......
Upgrading of a clients standard of living ....
Appropriate use of emotions for the service of others ....
Demonstration of a humans right to be accepted ....

2.2 *Do the following elements of a code of ethics apply to your field? Place a Y in the block provided if your answer is YES, and an N if your answer is NO*

Does your profession have a code of ethics that it subscribes to? ....
Propriety of behaviour ....
Competence ....
Professional development ....
Service to mankind is primary ....
Integrity ....
A clients interests are paramount ....
Clients decision making abilities are fostered ....
Confidentiality ....
Privacy for the client ....
Reasonable fees are levied for all services ....
Respect ....
Fairness ....
Courtesy ....
Professional relating to clients and colleagues ....
Commitment and loyalty to the employing body ....
The image of the profession is maintained ....
Community service is a prime element ....
Development of knowledge ....
Promotion of general welfare ....
Maintenance of a good professional reputation ....
Maintenance of a good personal reputation ....
Fair dealings ....
No derogatory behaviour towards clients ....
Public interests are important ....
No falsification of information ....
Co-operation with clients ....
No maligning of a colleagues reputation ....
Uphold the dignity of human beings ....
Creation of a positive climate for the clients growth ....
Creation of a positive climate for your own growth ....
Keep promises and engagements ....
Use good taste in all of your programmes ....
Formal tertiary training/education is essential ....

2.3 *Do the following knowledge bases from other professions apply to your field at all? Place a Y in the block provided if your answer is YES, and an N if your answer is NO*

Human development ....
Influences between man and his environment ....
Psychology ....
Communication ....
Group dynamics ....
Cultural effects ....
Relationships ....
Sociology ....
Community processes ....
Social service structures ....
Administration ....
Technology ....

```
Social work ...................................................... ☐
Economics ........................................................ ☐
Public relations ................................................ ☐
Political science ............................................... ☐
Anthropology .................................................... ☐
Law ............................................................. ☐
```

3. TOOLS, GOALS, TECHNIQUES AND METHODS OF THE PROFESSION
****

3.1 Do the following tools apply to your field?
    Place a Y in the block provided if your answer is YES,
    and an N if your answer is NO.

```
Newspaper articles ...............................................
Press conferences ................................................
Relating unfavourable news to the public ........................
Publicity photographs ...........................................
Feature stories .................................................
Trade magazines .................................................
General magazines ...............................................
Radio ...........................................................
Television ......................................................
Advertising .....................................................
Open houses .....................................................
Tours ...........................................................
Meetings ........................................................
Exhibitions .....................................................
Social engagements ..............................................
Participation in local events ...................................
Films ...........................................................
Audio-visual aids ...............................................
Public speaking .................................................
Minutes .........................................................
Annual reports ..................................................
Research reports ................................................
Duty sheets .....................................................
```

3.2 Do the following goals belong to your field?
    Place a Y in the block provided if your answer is YES,
    and an N if your answer is NO

```
Improving labour relations ......................................
Get employees to identify with the company .....................
Facilitation of internal communication systems .................
Guide management to their social responsibilities ..............
Gather data for effective decision making ......................
Anticipate problems .............................................
Prevent problems ................................................
Identify public needs and interests ............................
Identify public opinions, then change them .....................
Do away with misunderstanding ...................................
Convey a positive image of the company to the public ...........
Facilitate effective communication between company and
public ..........................................................
Relay information to the public .................................
Control what is said by whom to the public ......................
Be a bridge between public and company ..........................
Give moral, financial and public support .......................
Obtain moral, financial and public support .....................
```

Satisfaction of material and non material needs .... ☐
Solving specific problems .... ☐
Unlocking problem solving capacities .... ☐
Improving the power base of the community .... ☐
Stimulating interest and participation in community affairs.. ☐
Fostering collaborative attitudes .... ☐
Increasing indigenous leadership .... ☐
Maintenance of internal stability .... ☐
Adaptation to change .... ☐
Promoting corporate social responsibility .... ☐

3.3 Do the following techniques belong to your field?
     Place a Y in the block provided if the answer is YES,
     and a N if the answer is NO

Market research .... ☐
Statistical analysis .... ☐
Advertising techniques .... ☐
Evaluation .... ☐
Planning .... ☐
Programming .... ☐
Media selection .... ☐
Communication .... ☐
Training .... ☐
Education .... ☐
Organisation .... ☐
Management .... ☐
Co-operation .... ☐
Social responsibility .... ☐
Consensus .... ☐
Discussions .... ☐
Negotiation .... ☐
Conflict to gain status .... ☐
Changing the environment .... ☐
Dealing and coping with emotions .... ☐
Direct influence on other peoples thinking .... ☐
Development of insight .... ☐
Changing existing behaviour patterns .... ☐
Facilitating group decision making .... ☐
Fund-raising .... ☐
Facilitating social change .... ☐
Consulting professionally .... ☐

3.4 Does your field make use of the following methods?
     Place a Y in the block provided if your answer is YES,
     and an N if your answer is NO

Image development .... ☐
Communication aimed solely at the public .... ☐
Influencing opinion .... ☐
Management philosophy .... ☐
Formal tertiary training .... ☐
Operational concept of administration .... ☐
Integration into a management team .... ☐
Mass organisation .... ☐
Exerting or invoking authority .... ☐

Fact finding ....
Analysis ....
Evaluation ....
Planning ....
Meeting procedures and practices ....
Conferences ....
Committee procedures and practices ....
Negotiation ....
Consultation ....
Formal written communication ....
Formal oral communication ....
Interviews ....
Social Action ....
Fund-raising ....
Budgeting ....
Administration ....
Programmes ....
Recording data ....

4.   *THE PLACE AND FUNCTION OF PUBLIC RELATIONS IN COMMUNITY*
        ****

        WORK
        ****

4.1   *Should the answer be YES to the following questions,*
        please place a Y in the block provided, and an N if
        your answer is NO.

Do you understand the concept of public relations? ....
Do you understand the concept of community work? ....
A scientific process is followed in exercising your
profession ....
Your activites must be well planned ....
Your profession deals with human problems ....
Your profession deals with human behaviour ....
Interaction and relationship building are important ....
A variety of social systems are involved ....
An organisational system exists ....
Target systems exist ....
You follow specified goals and objectives ....
Strategies are utilised ....
Team work is essential ....
Work takes place within a structural context ....
You are a bridge between the organisation and the
community ....
You change opinions and images purposefully ....
Your profession emphasises the group ....
Your profession emphasises the individual ....
The community is advantaged by your endeavours ....
Your profession is a method of social work ....
Your profession is a management philosopohy ....
Your functions are therapeutically founded ....
Your functions are marketing founded ....
Your profession is of a non-profit orientation ....

Your profession is profit orientated .... ☐

Your prime goal is to enhance effective social functioning .... ☐

Your prime goal is to improve company image .... ☐

Welfare organisations need Public Relations programmes ...... ☐

Companies need community work programmes .... ☐

Your training was adequate to equip you to market your organisation .... ☐

Non-profit organisations need effective communication policies .... ☐

Public relations has a role to play in community work .... ☐

4.2 *If the following functions apply to your field, place a Y in the block provided if your answer is YES, and an N if it is NO*

Improving inter-organisational relationships .... ☐

Mobilisation of community support .... ☐

Resource development .... ☐

Development of public participation .... ☐

Securing volunteers .... ☐

Determining public opinion .... ☐

Correcting public misconceptions .... ☐

Practice of community relations .... ☐

Image development of your company .... ☐

Campaign organisation .... ☐

Fund-raising .... ☐

5.   *PROGRAMMES AND PROGRAMME PLANNING*
       ****

5.1   *If the following elements of programmes are included in your field, place a Y in the block provided if your answer is YES, and an N if it is NO*

Rationalisation .... ☐

Clearly stipulated aims .... ☐

Detailed objectives .... ☐

Time schedules .... ☐

Work methods and procedures .... ☐

Staff hierachies .... ☐

Organograms .... ☐

Organisations suitability for the programme .... ☐

Budgets .... ☐

Evaluation .... ☐

5.2 *If the following aspects of programmes are included in your field, place a Y in the block provided if your answer is YES, and an N if your answer is NO*

Emphasis on marketing and "selling" services .... ☐

A communications strategy .... ☐

Media selection .... ☐

```
Effectivity of diagrams ........................................┌─┐
Allowances for corporate emblems ..............................│ │
Allowances for corporate apparel ..............................│ │
Corporate identification ......................................│ │
Structure of the buildings housing the company ................│ │
Corporate identity of all staff ...............................│ │
Staff public communication programme ..........................│ │
Furnishings and image of offices ..............................│ │
Outward appearance of the building ............................│ │
Development of staff attitudes towards clients ................│ │
Scope for staff training and development ......................│ │
Research ......................................................│ │
Measurement of results ........................................│ │
Plan for specific actions .....................................│ │
Evaluation ....................................................└─┘
```

6. *PUBLIC RELATIONS STRATEGY FOR DIRECT SERVICE WELFARE*
   ****

   ORGANISATIONS
   ****

   *If you agree with the following statements, place a Y in
   the block provided, and if you disagree, place an N*

```
All welfare organisations have good public images .............┌─┐
Welfare organisations will benefit from public relations       │ │
strategies ....................................................│ │
Community workers are equipped to do public relations .........│ │
Public relations personnel are equipped to do community work ..│ │
Public relations techniques can be incorporated into community │ │
work ..........................................................│ │
Every welfare organisation practices sound public relations ...│ │
You could benefit from public relations theory ................│ │
An effective public relations and communications policy will   │ │
improve the image of welfare organisations ....................│ │
It is necessary to incorporate public relations in community work│ │
services ......................................................└─┘
```

7. *ADDITIONAL COMMENTS*
   ****

_____

_____

_____

_____

_____

_____

THANK YOU FOR THE TIME AND THE
TROUBLE THAT YOU HAVE TAKEN IN
THE COMPLETION OF THIS QUESTION-
NAIRE. PLEASE NOTE THAT IT IS
GREATLY APPRECIATED !

COMPLETED BY: ....

DATE : ....

VRAELYS
****

STRENG
VERTROULIK

Om 'n mening te verkry van professionele mense in hulle
velde oor die vergelykbaarheid van Skakelwese en die
gemeenskapswerkmetode van Maatskaplike Werk.

(Hierdie vraelys, om beduidend te wees, moet asseblief voltooi
word deur die respondent aan wie dit gerig is.)

1.   IDENTIFISERENDE BESONDERHEDE
      ****

1.1   Naam ....
1.2   Adres ....
      ....
      .... Poskode ....
1.3   Taalgebruik: Huis ....
                    Twede ....
                    Ander ....
1.4   Geslag ....
1.5   Beroep ....
1.6   Amp wat u in die Organisasie beklee ....
      ....
1.7   Hoogste vlak van onderwys behaal ....
1.8   Titel bv. Dr. ....

2.   PROFESSIONELE EN TEORETIESE ASPEKTE
      ****

2.1   Behoort die volgende waardes aan u veld?
      Plaas 'n J in die blokkie indien u antwoord JA is, en
      'n N indien NEE

Elke individu is belangrik ....
Demokratiese gemeenskappe moet sorg vir welsyn van lede .....
Burgers moet deel in besluitnemingsprosesse ....
Samewerking en samesyn ....
Wees "oop" teenoor die menings van andere ....
Eerlikheid ....
Neem besluite namens die kliënt ....
Kliënte het die reg tot selfbeskikking ....
Kliënte neem aktief deel ....
Respekteer die inherente waarde van die mens ....
Elke individu is uniek en verdien unieke benaderings ....
Glo in die kapasiteit vir verandering ....
Regverdigheid ....
Aanvaarding van die kliënt in sy totaliteit ....
Koester 'n nie-veroordelende houding teenoor die klient .....
Individualisasie ....
Vertroulikheid ....
'n Kode van etiek of gedrag ....

'n Wettige beroep met professionele status ....
Bereiking van 'n hoer lewenskwaliteit vir die kliente ....
Opgradering van 'n klient se lewensstandaard ....
Toepaslike gebruik van emosies vir die diens van
andere ....
Bewysing van 'n mens se regte om aanvaar te word ....

2.2 *Behoort die volgende elemente van 'n kode van etiek aan*
u veld?
Plaas 'n J in die blokkie indien u antwoord JA is, en
'n N indien NEE

Het u beroep 'n kode van etiek? ....
Toepaslikheid van gedrag ....
Vaardigheid ....
Professionele ontwikkeling ....
Diens aan u medemens is die hoofdoel ....
Integriteit ....
'n Kliënt se belange is baie belangrik ....
Kliënte se besluitnemingskapasiteite word gekoester ....
Vertroulikheid ....
Privaatheid vir die kliënt ....
Aanvaarbare fooie word vir dienslewering verwag ....
Respek ....
Regverdigheid ....
Hoflikheid ....
Professionele verkeer met kliënte en kollegas ....
Lojaliteit teenoor die werkgewende liggaam ....
Die beeld van die beroep word oorgedra en volgehou ....
Gemeenskapsdiens is van kardinale belang ....
Ontwikkeling van kennis ....
Promosie van algemene welsyn ....
Die instandhouding van 'n goeie professionele reputasie ....
Die instandhouding van 'n goeie persoonlike reputasie ......
Regverdige handelinge ....
Geen beledigende gedrag teenoor die kliënt nie ....
Openbare belange is belangrik ....
Geen verfalsing van inligting nie ....
Samewerking met kliënte ....
Geen besmering van 'n kollega se reputasie nie ....
Onderskraging van die statigheid van die kliënt ....
Skepping van 'n positiewe klimaat vir kliënt se
ontwikkeling ....
Skepping van 'n positiewe klimaat vir u eie
ontwikkeling ....
Hou afsprake en beloftes ....
Gebruikmaking van goeie smaak in al u programme ....
Formele tersiêre opleiding is 'n vereiste ....

2.3 *Vorm die volgende kennis basisse van ander beroepe 'n deel*
van u veld?
Plaas 'n J in die blokkie indien u antwoord JA is, en 'n
N indien NEE

Menslike ontwikkeling ....
Invloede tussen die mens en sy omgewing ....
Sielkunde ....
Kommunikasiekunde ....
Groepdinamika ....
Kulturele effekte ....
Verhoudings ....
Sosiologie ....
Gemeenskapsprosesse ....
Maatskaplikediens strukture ....
Tegnologie bv. rekenaars ....
Maatskaplike werk ....
Ekonomie ....
Skakelwese ....
Politieke wetenskap ....
Volkekunde ....
Regte ....

3.   GEREEDSKAP, DOELWITTE, TEGNIEKE EN METODES VAN DIE
****

TOEPASLIKE VELD
****

3.1   Het die volgende professionele "gereedskap" betrekking
      tot u veld?
      Plaas 'n J in die blokkie as u antwoord JA is, en 'n
      N indien NEE

Koerant artikels ....
Perskonferensies ....
Oordra van onplesierige nuus aan die publiek ....
Publisiteits foto's ....
Hoof tydskrifartikels ....
Beroepsjoernale ....
Algemene tydskrifte (insluitende nuusbriewe, brosjures) ...
Radio ....
Televisie ....
Advertensiewese (insluitende veldtogte) ....
"Oop" huise vir die publiek ....
Toere deur instellings ....
Vergaderings ....
Uitstallings ....
Sosiale geleenthede ....
Deelname in plaaslike gebeurtenisse bv. dorpskarnival ....
Films ....
Oudio-visuele hulpmiddels ....
Openbare toesprake rakende gemeenskaps-kwellende punte ...
Notules ....
Jaarverslae of tweejaarlikse-verslae ....
Navorsingsverslae ....
Pligstate ....

3.2   Het die volgende doelstellings betrekking tot u veld?
      Plaas 'n J in die blokkie indien u antwoord JA is, en
      'n N indien NEE

Bevordering van werksverhoudinge ....

Daarstelling van werknemers se identifikasie met die
organisasie ....

Skepping van interne kommunikasie-sisteme ....

Leiding van bestuur tot insig oor hulle maatskaplike
verantwoordelikhede ....

Feite-insameling vir effektiewe besluitneming ....

Voorspelling van probleem areas ....

Voorkoming van probleme ....

Identifisering van openbare behoeftes en belange ....

Identifisering en daaropvolgende verandering van openbare
menings ....

Wegruiming van misverstande ....

Positiewe oordrag van organisasie se beeld aan andere ....

Daarstelling van effektiewe kommunikasie tussen organisasie
en die publiek ....

Oordrag van inligting en informasie aan die publiek ......

Beheer oor wie wat sê aan die publiek ....

Brug-bou aktiwiteite tussen die organisasie en die publiek...

Konflikhantering tussen die organisasie en die publiek ...

Voorsiening van morele, finansiele en nie-materiele
behoeftes ....

Verkryging van morele, finansiele en nie-materiele behoeftes.

Oplossing van spesifieke probleme ....

Ontsluiting van probleem-oplossende vaardighede ....

Verbetering van die autoritêre basis van 'n gemeenskap ...

Prikkeling van belangstelling in en deelname aan
gemeenskapsake ....

Koestering van samewerkende houdings ....

Vermeerding van inheemse leierskap in gemeenskappe ....

Behoud van interne stabiliteit in die organisasie sowel as
die betrokke gemeenskap ....

Ontwikkeling van anpasbaarheid teenoor verandering ....

Bevordering van organisasie se maatskaplike
verantwoordelikhede ....

3.3   Behoort die volgende tegnieke aan u veld?
       Plaas 'n J in die blokkie indien u antwoord JA is,
       en 'n N indien NEE

Marknavorsing ....

Statistiese analise ....

Advertensiewese tegnieke ....

Evaluering ....

Beplanning ....

Program-ontwikkeling en uitvoering ....

Media seleksie ....

Kommunikasie ....

Opleiding deur middel van werkswinkels of simposia ....

Opvoeding deur middel van bv. uitstallings ....

Organisasie van aktiwiteite ....

Bestuur bv. van programme of projekte ....

Samewerking bv. met 'n multidisiplinêre span ....

Uitoefening van maatskaplike verantwoordelikhede ....

Bewerkstelling van konsensus ....

Besprekings ....

Onderhandelinge ....

Konflik om status in te win ....

Verandering van die omgewing ....

Hantering van emosies van kliënte ....

Uitoefening van direkte beïnvloeding oor die denkpatrone
van andere ....

Ontwikkeling van insig ....

Verandering van die gedragspatrone van andere ....

Bevordering van groep-besluitnemingsprosesse ....

Fondsinsameling ....

Bewerkstelling van maatskaplike verandering ....

Professionele konsultasie sessies met kliënte ....

3.4   *Gebruik u beroep die volgende metodes?*
Plaas 'n J in die blokkie indien u antwoord JA is, en
'n N indien NEE

Beeld-ontwikkeling ....

Kommunikasie gerig op die publiek ....

Menings-beïnvloeding ....

Bestuursfilosofie ....

Formele tersiêre opleiding ....

Operasionele konsep van administrasie ....

Intergrasie binne 'n bestuurspan ....

Massa organisasie ....

Uitoefening of gebruikmaking van gesag ....

Feite-insameling ....

Analisasie ....

Evaluering ....

Beplanning ....

Vergaderingsprosedure en praktyke ....

Onderhandelinge ....

Konsultasie ....

Formele geskrewe kommunikasie ....

Formele mondelinge kommunikasie ....

Onderhoude ....

Begrotings ....

Administrasie ....

Program-ontwikkeling en uitvoering ....

4.   *DIE PLEK EN FUNKSIE VAN SKAKELWESE IN GEMEENSKAPSWERK*
****

4.1   *Plaas 'n J in die blokkie indien u antwoord JA is op*
die volgende vrae en stellings, en 'n N indien NEE

Verstaan u die konsep van skakelwese? ....

Verstaan u die konsep van gemeenskapswerk? ....

'n Wetenskaplike proses word in u beroep beoefen ....

U aktiwiteite moet deeglik beplan word ....

U beroep handel oor die probleme van die mense ....

U beroep handel oor die gedrag van mense ....

Interaksie en verhoudingsbou is noodsaaklik ....

'n Verskeidenheid maatskaplike sisteme is betrokke .... ☐
'n Organisasie-sisteem bestaan .... ☐
Teiken-sisteme bestaan .... ☐
U volg spesifieke doelstellings en doelwitte .... ☐
Strategiëe word gebruik bv. bemarkings-strategiëe .... ☐
Spanwerk is noodsaaklik .... ☐
Werk vind plaas binne 'n gestruktureerde raamwerk .... ☐
U is die brug tussen die organisasie en die gemeenskap ..... ☐
U verander die menings van andere doelbewus .... ☐
U beroep lê klem op die groep .... ☐
U beroep lê klem op die individu .... ☐
Die groter gemeenskap word bevoordeel deur u werksaamhede ... ☐
Die organisasie word bevoordeel deur u werksaamhede .... ☐
U beroep volg 'n metode van maatskaplike werk .... ☐
U beroep maak gebruik van 'n bestuursfilosofie .... ☐
U funksies is terapeutiese gegrond .... ☐
U funksies is mark-gegrond .... ☐
U aktiwiteite is van 'n winsgewende aard .... ☐
'n Hoofdoelstelling is verbetering van maatskaplike
funksionering .... ☐
'n Hoordoelstelling is verbetering van die organisasie se
beeld .... ☐
Welsynsorganisasies het skakelwerk programme nodig .... ☐
Firmas het gemeenskapswerk programme nodig .... ☐
U opleiding was voldoende om u voor te berei vir
bemarkings-aktiwiteite .... ☐
Welsynsorganisasies het effektiewe kommunikasiebeleide
nodig .... ☐
Skakelwerk het 'n rol om te vervul binne gemeenskapswerk .... ☐

4.2   Indien die volgende funksies 'n deel uitmaak van u
      veld, plaas 'n J in die blokkie indien u antwoord
      JA is, en 'n N indien NEE

Verbetering van interorganisasiese-verhoudinge .... ☐
Mobilisasie van gemeenskaps-ondersteuning .... ☐
Ontsluiting en ontwikkeling van bronne .... ☐
Verkryging van vrywilligers .... ☐
Ontleding van openbare menings .... ☐
Ontwikkeling van openbare deelname aan projekte .... ☐
Regstelling van openbare miskonsepsies .... ☐
Beoefening van gemeenskapsverhoudinge .... ☐
Beeld ontwikkeling van u organisasie .... ☐
Organisering van veldtogte .... ☐
Fondsinsameling .... ☐

5.   PROGRAMME EN PROGRAM BEPLANNING
     ****

5.1   Indien die volgende elemente van programme 'n deel vorm
      van u veld, plaas 'n J in die blokkie vir JA en 'n N
      vir NEE

Rasionalisasie .... ☐
Duidelik gestipuleerde doelwitte .... ☐
Gedetaileerde doelstellings .... ☐
Tyd skedules .... ☐
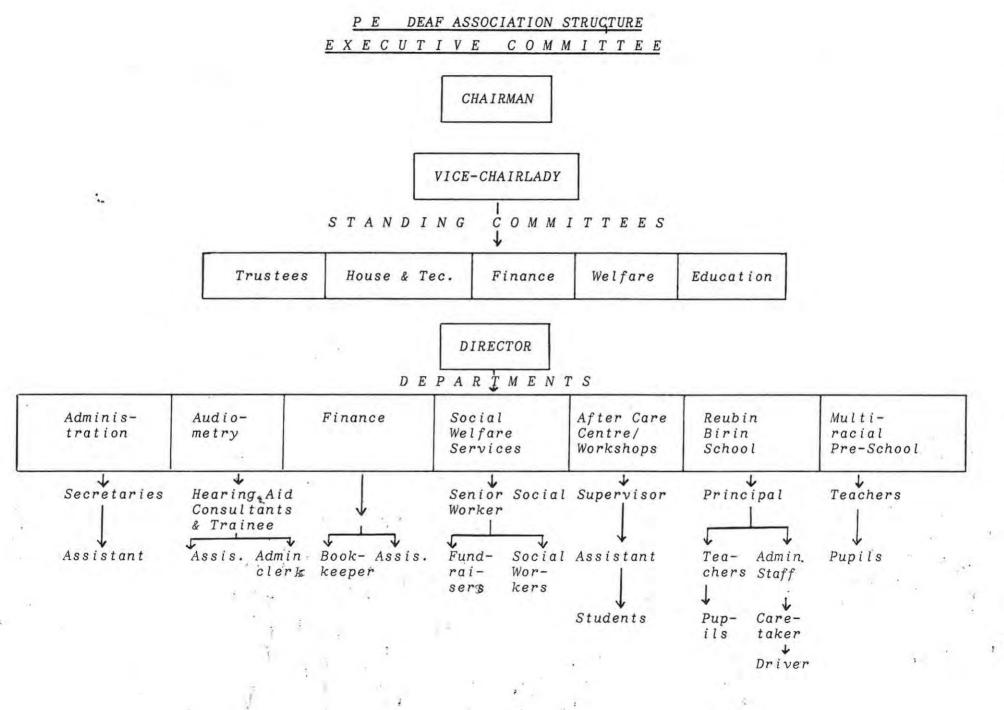
Werksmetodes en prosedures ....

Personeel hieragieë ....

Organogramme ....

Organisasie se toepaslikheid vir die program ....

Begrotings ....

Evaluerings ....

5.2 Indien die volgende aspekte van programme in u veld ingesluit word, plaas 'n J in die blokkie vir JA, en 'n N indien NEE

Die klêm val op bemarking en verkoping van dienste ....

'n Kommunikasiestrategie word toegepas ....

Media seleksie vind plaas ....

Effektiwiteit van diagramme word toegepas ....

Plek vir embleme word gemaak ....

Plek vir uniforms word gemaak ....

Identifisering met die organisasie word aangemoedig ....

Aandag word geskenk aan die geboue wat die organisasie huisves ...

Werksidentiteit van alle personeel met die organisasie word gekoester ....

Personeel openbare-kommunikasie program word ingesluit ....

Uiterlike voorkoms van die gebou word ingesluit ....

Ontwikkeling van personeel-houdings teenoor kliënte kry aandag ...

Toekoms vir personeel opleiding en ontwikkeling kry aandag ....

Navorsings-moontlikhede ....

Meting van resultate bereik ....

Beplanning vir spesifieke toekomstige aksie ....

Evaluering ....

6. SKAKELWESE-STRATEGIE VIR DIREKTE DIENS WELSYNORGANISASIES
****

Indien u met die volgende stellings saamstem, plaas 'n J in die blokkie vir JA en 'n N vir NEE

Welsynsorganisasies het positiewe openbare beelde ....

Welsynsorganisasies sal baatvind by die gebruikmaking van skakelwerk-strategië ....

Gemeenskapswerkers is toegerus om skakelwerk te beoefen ....

Skakelbeamptes is toegerus om gemeenskapswerk te beoefen ....

Skakelwerk-tegnieke kan by gemeenskapswerk ingesluit word ....

Welsynsorganisasies beoefen goeie skakelwerk ....

U sal baatvind by skakelwerk teorie om effektiewe gemeenskapswerk te beoefen ....

Positiewe skakelwerk beleide sal die beeld van 'n welsyns-organisasie bevorder, en lei tot meer effektiewe gemeenskaps-werkpraktyke ....

Dit is noodsaaklik om skakelwerkteorie en praktyk by gemeenskapswerk dienste in te sluit ....

7. ADISIONELE AANMERKINGS
****

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

BAIE DANKIE VIR DIE TYD WAT U
AFGESTAAN HET VIR DIE VOLTOOING
VAN HIERDIE VRAELYS. DIT WORD
OPREG WAARDEER!

VOLTOOI DEUR: ....

DATUM : ....

P E   DEAF ASSOCIATION STRUCTURE

E X E C U T I V E   C O M M I T T E E

```
                        ┌──────────────────┐
                        │    CHAIRMAN       │
                        └──────────────────┘

                        ┌──────────────────┐
                        │  VICE-CHAIRLADY   │
                        └──────────────────┘
                                │
                                ▼
        S T A N D I N G    C O M M I T T E E S
```

Trustees	House & Tec.	Finance	Welfare	Education

```
                        ┌──────────────────┐
                        │     DIRECTOR      │
                        └──────────────────┘
                                │
                                ▼
        D E P A R T M E N T S
```

Adminis-tration	Audio-metry	Finance	Social Welfare Services	After Care Centre/ Workshops	Reubin Birin School	Multi-racial Pre-School

```
   ▼              ▼                              ▼                     ▼             ▼            ▼
Secretaries   Hearing Aid              Senior Social      Supervisor     Principal    Teachers
              Consultants              Worker
              & Trainee
   ▼        ┌─────┴─────┐      ┌────┴────┐     ┌──────┴──────┐    ▼      ┌─────┴─────┐      ▼
Assistant  Assis.  Admin   Book-  Assis.  Fund-      Social    Assistant  Tea-    Admin.   Pupils
                   clerk   keeper         rai-       Wor-                  chers   Staff
                                          sers       kers                   ▼        ▼
                                                                ▼         Pup-    Care-
                                                             Students      ils    taker
                                                                                    ▼
                                                                                  Driver
```

DIRECTORS JOB DESCRIPTION

1. WHY THE JOB EXISTS

The Welfare Organisation has expanded all of its services
since 1986, and this rapid growth has created the need for
an on-site management post to alleviate. the workload of a
voluntary chairman.   It also provides continuity of growth
and   current   service   rendering   through   a   succession   of
chairmèn   to   keep   efficient   and   effective   systems
implemented   for   the   benefit   of   the   Association   and   the
people   that   they   serve.   It   will   enhance   productivity   and
ensure results within a business philosophy.

2. CONTENT AND DESCRIPTION

2.1 Administration

The Director shall ensure that leave registers, attendance
registers,   log   books,   diaries,   questionnaires,   orders   and
quotations   are   done   when   required   and   are   kept   updated   by
staff members.

2.2 Appointment of staff

The   Director   is   to   ensure   that   vacancies   in   staff   are
filled   with   competent   people   as   soon   as   possible   in
conjunction with the executive committee.

2.3 Social work duties

All   the   duties   as   stipulated   in   the   social   workers   job
description are attached.

2.4 Broad working knowledge of departments

The   Director   shall   undertake   to   acquaint   herself   fully   of
the   contents   of   each   department   so   that   she   can   assist   on
a   hands-on   approach   should   the   department   require
assistance.

2.5 Delegation

The   Director   shall   delegate   duties   to   staff   members   and
shall   follow   up   on   them   to   ensure   that   they   are   carried
out.

2.6 Supervision

The   Director   shall   supervise   the   caseloads   and   social   work
administration   of   the   social   workers   and   hold   group
supervision sessions once monthly.

2.7 Programme compilation

The   Director   shall   be   responsible   for   the   compilation   of
an effectivè programme with detailed sub programmes to be

submitted to SANCD, regional welfare boards in the Eastern
Cape and the relevant state departments to ensure that
subsidies are forthcoming for the social work posts.

2.8 *After-care centre*

The Director is to oversee the after-care centre and
ensure that programmes and documents reach the department
of Manpower timeously to ensure that subsidies for
training unemployed people are forthcoming and are
correctly utilised.

2.9 *Conferences*

The Director or her nominee is to attend all local,
regional and national conferences and seminars pertaining
to the field of the hearing impaired or the workings of the
Deaf association to ensure that knowledge is kept up to
date and relevant for the benefit of the clients and the
association.

2.10 *Research*

The Director is to undertake research and feasibility
studies beneficial to the clients and the Deaf association
as and when necessary and to report back on her findings
to the chairman and the executive committee.

2.11 *Audiometric department*

The Director is to oversee this department and is to
ensure that it is professionally and profitably run on a
daily basis.

2.12 *Finance*

The Director is to ensure that budgets are compiled
accurately with detailed income and expenditure, and is to
carefully monitor spending and fundraising.

3. *COMMUNICATION CHANNELS*
The Director is to be the link between all department heads
and the chairman with the executive committee.

DATE: 1989/10/02

NAME:

John Doe

CHAIRMAN

MINIMUM WORKING/SERVICE CONDITIONS FOR EMPLOYEES OF THE

WELFARE ORGANISATON

PRINCIPLE

It is important for associations to subscribe to minimum conditions of employment in the best interests of employees and the employing bodies.

FULL DAY STAFF	HALF DAY STAFF
1. APPOINTMENT OF STAFF	
1.1 Certified copies of relevant service certificates, references degrees or diplomas and regis- tration certificates should be submitted when making applica- tion for a post.	1.1 the same.
1.2 A written application for employment must be submitted.	1.2 the same.
1.3 A service contract should be signed by both employer and em- ployee, and every employee shall be provided with a clear and concise job description and letter of appointment upon entering the service of the employer.	1.3 the same.
2. PROBATIONARY PERIOD	
Employees may be required to serve a probationary period of three months which can be exten- ded for a maximum of a further three months before being app- ointed to the permanent staff.	the same.
3. TERMINATION OF SERVICE	
3.1 One calender months written notice shall be given in re- spect of the permanent staff on or before midnight on the last business day of the month.	3.1 Two calender weeks written notice...
3.2 24 Hours notice may be given in the case of probationary and temporary staff.	3.2 the same.

4. <u>LEAVE</u>

4.1 <u>Annual vacation leave</u>

(a)	20 working days per annum .	(a)	10 working days...	
(b)	No more than 50 % of leave may be accumulated annually.	(b)	the same.	
(c)	Accumulated leave may be treated as a cash payment in the event of death, re-tirement or resignation.	(c)	the same.	
(d)	All leave shall be taken at the convenience of the employer.	(d)	the same.	

4.2 <u>Sick leave</u>

(a)	30 working days fully paid sick leave per a three year cycle. 30 working days on half salary and the rest up to a maximum of 30 days to be unpaid. One cycle may not carry over into the next.	(a)	20... 20... and 20...	
(b)	A medical certificate must be provided for sick leave taken in excess of two days, and the employer reserves the right to refer the em-ployee to a second doctor at the company's expense should the request be reasonable.	(b)	the same.	
(c)	Appropriate forms should be filled in when taking sick leave.	(c)	the same.	

4.3 <u>Maternity leave</u>

Maternity leave, unpaid, may be taken for a maximum period of twelve weeks.	4.3	the same.

4.4 <u>Long leave</u>

(a)	Long leave after an unbro-ken period of five years service shall be 20 working days within 12 months of the anniversary date.	(a)	... 10 years ... 10 working days
(b)	On termination of service, payment in lieu of long leave will not be made.	(b)	the same.

4.5 <u>Study leave</u>

(a)	Study leave shall be granted towards completion of post	(a)	10 working days ...

graduate studies related to the employees profession to the value of 30 working days per degree.	
(b) Long leave may not be taken in a year in which study leave is taken.	*(b) the same .*

4.6 Compassionate leave

(a) Compassionate leave to be value of 3 working days may be taken for the death of a direct member of the family i.e. sibling, parent, child or spouse.	*(a) the same .*
(b) In exceptional circumstances additional leave may be granted at the discretion of the executive committee.	*(b) the same .*

4.7 Unpaid leave

All unpaid leave will retard the date of annual salary increments, annual and long leave by a period equivalent to the period of unpaid leave.	*the same .*

4.8 Christmas leave

An additional leave period to a maximum of three working days will be granted between Christmas and New Year.	*the same .*

4.9 General (leave)

(a) Application for leave shall be made on a prescribed form and submitted to the chairman through the Director for ratification.	*(a) the same .*
(b) A register of all leave shall be kept by the bookkeeper.	*(b) the same .*

5. HOURS OF WORK

(a) From 08:00 till 16:00 to make up a 40 hour week.	*(a) from 08:00 till the time specified in the individual contracts.*
(b) There will be no payment for overtime worked.	*(b) the same.*

6. **SALARIES**

    (a) Salaries will be determined
         in accordance with position
         held, appropriate qualifi-
         cation and experience.

    (b) In the event of any dispute
         regarding salary, the emp-
         loyee is entitled to lodge
         a written statement to
         management.

    (c) Salaries shall be reviewed
         annually. Increments shall
         not be granted automatically,
         but will be based on merit.

    (d) A pension fund is available
         should staff wish to sub-
         scribe.

    (e) A medical aid scheme is
         available should staf wish
         to subscribe.

    (f) No services for remunera-
         tion after office hours
         may be done.

(a)	the same.
(b)	the same.
(c)	the same.
(d)	the same.
(e)	the same.
(f)	the same.

7. **RESPONSIBILITY**

    (a) It is specified in each job
         description to whom employ-
         ees are responsible.

    (b) The Director shall be an
         ex-officio member of the
         executive committee.

    (c) Employees may be requested to
         attend a full or a portion of
         executive committee meetings.

(a)	the same.
(b)	no applicable.
(c)	the same.

8. **TRAVELLING EXPENSES**

    (a) The employer is responsible
         for previous approved travel-
         ling expenses incurred on long
         distance travel in the course
         of their work.

    (b) Car allowances will be paid
         to employees in accordance to
         individual service contracts.

(a)	the same.
(b)	the same.

9. **ASSESSMENT AND EVALUATION OF
    EMPLOYEE PERFORMANCE**

    (a) The assessment and evalua-
         tion of the work performance
         of employees shall be part of
         a continuous process carried
         out by the Director or depart-
         ment head.

(a)	the same.

(b) If at any time such assessment indicates unsatisfactory standards, the employer shall be informed accordingly by the executive committee and in a case of failure to improve work perofrmance, management may resort to the following steps:-
  - issue a verbal warning
  - withold an annual increment
  - issue a final written warning
  - terminate the service of the employee
	(b) the same.

10. <u>DISMISSAL</u>

(a) In the event of an employer having decided to terminate the services of an employee, written notice shall be served.	(a) the same.
(b) The employer shall cause to be minuted the reasons why it wishes the services of the said employee to be terminated.	(b) the same.
(c) No employee shall participate in any political or ideological activity which is or could be detrimental to the child welfare movement.	(c) the same.
(d) Breach of the terms of this document will constitute grounds for dismissal.	(d) the same.

CHAIRMAN

THE WELFARE ORGANISATION

UNDERTAKING OF
CONFIDENTIALITY

I, the undersigned

..
an employee of the Welfare Association (hereinafter referred to
as WA) do hereby agree and undertake in favour of WA that:

1. *I shall not during the period of employment with WA or at*
   any time thereafter utilise for myself or for any other
   person, or disclosure to any other person, ANY information
   relating to the business and workings of WA.

2. *I will surrender to WA on demand, and in any event on*
   termination of my employment with WA, any documents or
   records including written instructions, notes or memoranda,
   and any copies thereof which relate to the business of WA,
   irrespective of who the author was of any such document or
   record.

3. *I shall keep all documents in my possession strictly*
   CONFIDENTIAL and should I make any of these contents of
   said documents known to any other party employed at WA, or
   any other person, I shall be dismissed with immediate
   effect foregoing any benefits which may have been due to
   me.

4. *Should I be discovered indulging in any idle gossip,*
   scandal mongering or maligning of any personnel, or present
   office bearers of WA, I shall be severely disciplined
   foregoing the normal disciplinary procedure of first
   obtaining a warning. Should the transgression be of a
   serious enough nature, I shall be dismissed after a hearing
   with immediate effect foregoing any benefits which may have
   been due to me.

5. *The undertakings referred to herein are entirely reasonable*
   and I accept the terms hereof unconditionally believing
   them to be in the best interests of WA, the people that I
   serve and the people that I work with.

DATED AT .... THIS .... DAY OF ..... 19....

SIGNATURE ....

NAME IN CAPITAL LETTERS ....

WITNESSES: 1. ....

2. ....

THE CONSTITUTION OF THE PORT

ELIZABETH ASSOCIATION FOR THE DEAF

P. E DEAF ASSOCIATION (AMENDED 1989)	THE PORT ELIZABETH ASSOCIATION FOR THE DEAF (AMENDED 1990)
1. NAME The name of the Association shall be THE PORT ELIZABETH DEAF ASSOCIATION, hereinafter referred to as the Association.	**1. NAME AND CONCEPT** The name of this body shall be the Port Elizabeth Association for the Deaf, which is herein referred to as "the Association". The Association shall cater for all of the hearing impaired in the Eastern Cape in order to assist them in acquiring such knowledge, skills and experience, as well as encourage them to establish independence and an acceptable standa~ of living.
2. OBJECTS The objects of the Association shall be to protect the interests and promote the welfare of the deaf and hard-of-hearing in the area of its operation, and to collect funds and donations and employ workers in order to provide educational, remedial and detection services, and to perform all acts that can serve to promote the achievement of the above stated objectives.	**2. OBJECTIVES** The objectives of the Association towards all hearing impaired people shall be: 2.1 To initiate, develop and maintain projects for the welfare of the hearing impaired. 2.2 To investigate the conditions of the hearing impaired in the area of the Association and generally to act for the protection of their interests and to promote their well-being. 2.3 To investigate any question or proposal with reference to the conservation of hearing, education and training, employment or well-being of the deaf, or otherwise affecting their interest and to give advice, counsel and assistance in connection therewith 2.4 To raise funds in such a manner as the Association or its executive committee shall deem fit for the furtherance of said objectives. 2.5 To appoint such officials and employees as the Association or its executive committee may consi~ to be necessary for the carrying out of its objectives and activit including the appointment of a Director of the Association.

3. _AREA OF OPERATION._

The Association shall conduct
its activities and collect con-
tributions in the magisterial
districts of Port Elizabeth and
Uitenhage.

4. _STATUS_

4.1 The Association shall have full
legal personality and therefore,
the capacity to bear rights and
obligations, the capacity to con-
clude juristic acts and the
capacity to sue or be sued in
its own name.

4.2 All assets, funds and property
of the Association shall be held
and/or registered in the name of
Association.

4.3 Any property or income of the
Association shall be utilised
solely in the furtherance of its
aims and objects and it shall
be prohibited from tansferring
any portion thereof directly or
indirectly in any manner whatso-
ever so as to profit any person
other than by way of the pay-
ment in good faith of reasonable
remuneration to any officer or em-
ployee of the Association for any
services actually rendered.

5. _MEMBERSHIP_

There shall be the following
categories of members in the Assoc-
iation:

5.1 _Ordinary members_

Any person who subscribes an amount
to be determined by the Executive
Committee shall be an ordinary
member for the year in which he/
she subscribes or for the portion
thereof unexpired at the date of
his/her subscription.

5.2 _Honorary Life Members_

Any person who by reason of
having rendered distinguished
services to the Association can
be elected as honorary life mem-
ber at an Annual General Meeting

3. _AREA_

The area of operation and fund-
raising of the Association shall
be the Eastern Cape including areas
from Knysna in the South to Hofmeyr
in the West and Port Alfred towards
the North, with Port Elizabeth as
the main centre.

4. _STATUS_

4.1 The Association shall have full
legal personality and therefore,
the capacity to bear rights and
obligations, the capacity to con-
clude juristic acts and the
capacity to sue or be sued in its
own name.

4.2 All assets, funds and property of
the Association shall be held and/or
registered in the name of the
Association.

4.3 Any property or income of the
Association shall be utilised
solely in the furtherance of its
aims and objectives and it shall
be prohibited from transferring
any portion thereof directly or
indirectly in any manner what-
soever so as to profit any
person other than by way of the
payment in good faith of reasonable
remuneration to any officer or
employee of the Association for
any services actually rendered.

5. _MEMBERSHIP_

The Association shall comprise the
following:

5.1 _Ordinary members_

Any person who subscribes an amount
to be determined by the executive
committee shall be a member for
the two year period in which he/
she subscribes or for the portion
thereof unexpired at the date of
his/her subscription, should they
be acceptable.

5.2 _Honorary Life Members_

Any person who by reason of having
rendered distinguished services to
the Association can be elected as
an honorary life member at a Bi-
Ennial meeting on recommendation

on recommendation of the Executive Committee.

5.3 Representative members

Any person who is appointed by any department of the Central, Provincial or municipal government to serve on the Executive Committee either by application or invitation, shall be a representative member without the power to vote.

5.4 Co-opted members

The Executive committee may at any time co-opt any person as a member thereof.

6. TERMINATION OF MEMBERSHIP

6.1 The Executive committee may at any time, on at least two-thirds of those present and voting in favour at a duly constituted meeting, have the power to remove a member for such period and on such terms as it may prescribe.

6.2 Any member of the Association desiring to resign from membership shall signify such intention in writing to the Secretary and cease to be a member on receipt of such resignation.

7. PATRON

The Association shall elect a president at an Annual General Meeting who shall be an ex-officio member of the Executive Committee, whose office shall be purely honorary.

of the Executive Committee. Life members do not pay membership fees.

5.3 Representative members

Any person who is appointed by any relevant department of the Central, Provincial or municipal government to serve on the Executive Committee either by application or invitation shall be a representative member strictly ex-officio.

5.4 Co-opted member

The Executive Committe may, with a majority approval, co-opt any person who by common consent is recognised as having contributed meaningfully in Community Life and is capable of advancing the cause of the hearing impaired. The co-opted member shall be invited in writing and shall reply and accept in writing, and have voting rights.

Any application for membership shall be on the prescribed form and shall be considered by the executive committee.

Membership terminates on written resignation of the member; or by resolution of the association or its executive committee if a member has missed three meetings without tendering an apology.

6. PATRON

The patron of the Association shall be the first citizen of Port Elizabeth. This shall be an honourary position.

7. PRESIDENT

The Association is empowered to nominate an honorary president at a Bi-Ennial meeting who shall be an ex-officio member of the Executive Committee, whose office shall be purely honorary.

8. DISQUALIFICATION OF MEMBERS

8.1 The Executive Committee may for

any good reason institute an enquiry into the conduct of any member past or present and if such conduct is detrimental to the Association past or present or its members, the persons application for membership or present membership may be turned down or terminated respectively.

8.2 *If a representative member ceases to have a position in such organisation, he/she shall from that day cease to represent the organisation, and such organisation shall be entitled to nominate an alternative representative.*

9. ORGANISATIONAL STRUCTURE

The organisational hierachy shall comprise:

9.1 *Office bearers*
9.2 *Executive Committee*
9.3 *Standing Committees*
9.4 *The directorate*
9.5 *Staff*

10. COMMITTEE STRUCTURE AND VOTING PROCEDURES

10.1 *The Executive Committee shall comprise 11 hearing and 11 hearing impaired members to be elected by being nominated and seconded in writing by members 14 days before the Bi-Ennial meeting.*

These nominations are to reach the Director 14 days before the Bi-Ennial meeting on the prescribed form and shall bear the signature of the proposer, seconder and nominee, who shall be members in good standing. The executive committee shall appoint the chairman, vice-chairman and a trustee to assist the Director in handling nominations at close of nominations.

Voting at the Bi-Ennial meeting shall be by ballot and at the conclusion of the ballot, the 22 persons receiving the greatest number of votes, shall be declared duly elected, provided that if an exact number or lesser number

8. ORGANISATIONAL STRUCTURE

The organisational structure of the Association shall comprise:
(a) *The Executive Committee*
(b) *The Standing Committee*

9. EXECUTIVE COMMITTEE

9.1 *The Executive Committee shall consist of ordinary members (at least seven but not more than twenty-one members shall be elected at the Annual General Meeting), representative members and co-opted members.*

9.2 *The Executive Committee shall from its ordinary members appoint annually a chairman, who shall not serve for longer than three consecutive years, a vice chairman and treasurer.*

10 STANDING COMMITTEES

In order to facilitate its work, the Executive Committee shall have the power to appoint standing committees from among members of the Association the to assign to each standing committee defined functions and responsibilities.

11. PERIOD OF OFFICE

All members of the Executive Committee shall continue in office until the next Annual General Meeting. A member shall, however, vacate his seat if he resigns, or misses secutive meetings of the Executive Committe without leave of absece granted by the Executive Committee.

12. VACANCIES

Vacancies occuring on the Executive Committee before the date of the Annual General Meeting shall be filled by the Executive Committee.

has been nominated they be declared elected should they meet the necessary standards.

Only members of the Association in good standing shall be eligible for nomination and election as members of the Executive Committee.

10.2 The Executive Committee shall appoint a Chairman, Vice-Chairman and treasurer from the newly elected 22 members. Said office bearers shall hold office for two consecutive years and may be re-elected for a further term of office if more than 50 % of the Executive Committee desires the situation to remain so.

10.3 In order to facilitate its work, the Executive Committee shall have the power to appoint standing Committees who may in turn appoint members from the members of the Association, and to assign to each standing committee defined functions, goals, objectives and responsibioities. The following standing committees may be appointed:

10.3.1 Finance and fundraising

10.3.2 House and Technical

10.3.2 Education

10.3.4 Welfare

10.4 All office bearers and members of the Executive Committee shall continue in office until the next Bi-Ennial meeting. A member shall, however, vacate his/her seat if he/she resigns or if he/she absents him/herself from more than three consecutive Executive Committee meetings without leave of absence from said Executive Committee.

10.5 Vacancies occuring on the Executive Committee before the date of the Bi-Ennial meeting shall be filled by the chairman and his office bearers appointing a co-opted member who by common consent is recognised as having contributed meaningfully in community life and is capable of advancing the cause o the hearing impaired.

13. POWERS OF EXECUTIVE COMMITTEE

13.1 The Executive Committee shall
determine the broad policy and
be responsible for the management
of the Association.

13.2 The Chairman, Vice-chairman and
treasurer shall have power to make
decisions in an emergency and to
carry on business between meet-
ings of the Executive Committee,
but all actions and decisions
of the Chairman, Vice-Chairman
and treasurer shall be reported to
the Executive committee for
confirmation at its next meet-
ing, and shall deal with such
matters referred to them by the
Executive Committee.

11. POWERS AND FUNCTIONS OF THE EXECUTI COMMITTEE

11.1 The affairs of the Association
shall be conducted and controlled
by the Executive Committe which
shall have power to transact all
business of the Association and
to incur the necessary expenditure
for same. Without derogating from
the generality of such power,
the Executive shall be entitled:

11.1.1 to fix and pay the remuneration
of its employees and auditors,
as well as for professional or
other services require for the
affairs of the association.

11.1.2 to determine the broad policy,
and through the Director, be
responsible for the management
of the Association.

11.2 The quorum for a meeting of the
Executive Committee shall comprise
at least one half of the total
members thereof.

11.3 The Chairman, vice Chairman, and
Treasurer in conjunction with
the Director shall have power
to make decisions in an emergency
and to carry on business between
meetings of the Executive Committe
Said action shall be fully reporte
at the next Executive Committee
meeting.

11.4 The first meeting of the newly
appointed Executive Committee
(for which there need be no
agenda) to be attended by the
Director shall be held immediately
following a Bi-Ennial meeting.
The main purpose of such a meeting
shall be for:
- discussing future strategy and
settling upon a date for the
next Executive meeting.

11.5 Meetings of the Executive Committe
shall be convened on a monthly
basis by the Director, for which
the agenda and relevant reports
shall be sent to members at least
7 days before each meeting. The
director shall convene a special
meeting of the Executive Committee
on adequate notice upon receipt by

him/her of written request for
same signed by at least two members
of the committee.

11.6 The Director shall arrange the
services of an interpreter (other
than a committee member) at all
meetings of the executive committee

11.7 At each Executive Meeting, every
question shall be decided by a
majority of votes on a show of
hands unless a ballot is demanded
before such vote is taken, in
which case scrutineers shall be
the Director and a member of
staff. Each Executive Committee
member shall have one vote, and
in the eventuality of equal votes,
the Chairman shall exercise a
casting vote in addition to his
ordinary vote.

11.8 The executive committee may issue
a standing invitation to all
appropriate state departments to
attend said meetings and to act
in an advisory manner, but without
voting rights.

14. MEETINGS

14.1 Annual and Special General

14.1.1 The annual general meetings
shall be held as soon after
the close of the Association's
financial year as possible
(no later than the end of
August) for the transaction
of the following business:

(a) Minutes of the previous
Annual General Meeting
(b) Annual report of the
Association
(c) Audited balance sheet and
statement of income and
expenditure and the
auditors report.
(d) Elections
(e) Any other business which
in terms of this con-
stitution may only be
dealt with at an Annual
General Meeting for which
a notice of motion has

12 MEETINGS

12.1 Bi-Ennial Meeting

12.1.1 The Bi-Ennial meeting shall be
held as soon after the close
of the associations financial
year as possible (March) but
shall be held no later than
June.

12.1.2 The following business shall
be transacted:

12.1.2.1 Minutes of the previous Bi-
Ennial

12.1.2.2 Bi-Ennial report of the
association

12.1.2.3 Audited balance sheets and
statements of income and ex-
penditure

12.1.2.4 Elections

12.1.2.5 Any other business which in

been submitted, and any other matter decided by the executive committee.

14.1.2 In addition to the members of the Association of all categories as defined in this constitution, members of the public and guests may be invited to the Annual General Meeting but only ordinary members and such others who have been granted voting rights shall exercise a vote and be eligible for election.

14.1.3 A special general meeting may be called by the executive committee or by any seven members of the Association on requisition signed by them stating the business which they desire to be considered at such meeting. At least 14 days notice of any such meeting shall then be given by the secretary to all members, which notice shall state the business to be brought before the meeting, and such meeting shall be competent to deal with such business only.

14.2 EXECUTIVE COMMITTEE

The executive committee shall meet at least ten times in each financial year.

terms of this constitution may only be dealt with at a Bi-Ennial meeting for which a notice of motion has been submitted, and any other matter decided by the Executive Committee.

12.1.3 The quorum for the Bi-Ennial meeting shall be 25 members.

12.1.4 Only paid up members and such others who have been granted voting rights shall exercise a vote and be eligible for election.

12.1.5 At least 30 days written notice shall be given of a Bi-Ennial meeting.

12.2 SPECIAL MEETING

12.2.1 A special meeting may be called by the executive committee or by any ten members of the Association on requisition signed by them stating the business which they desire to be considered.

12.2.2 At least 14 days notice of such meeting shall be given by the Director to all members of the executive committee, which notice shall be competent to deal with such business only.

12.2.3 The quorum for the special meeting shall be 11 members or more. If no quorum is present within 30 minutes of the time fixed for any meeting, such meeting shall be reconvened by notices being given to all executive members and at such reconvened meetings, those present shall form the required quorum.

12.3 EXECUTIVE COMMITTEE MEETINGS

12.3.1 An executive committee meeting shall be held at least ten times in each financial year.

12.3.2 Notice of said meeting shall reach executive committee members by at least 7 days prior to the meeting and shall be given by the Director. Accompanying agenda and reports shall comprise:

14.3 STANDING COMMITTEE

A standing committee shall meet as stipulated in its term of reference.

15. BY LAWS

The executive committee shall have power to frame by laws for the conducting of the affairs of the Association within the area of its jurisdiction and to alter and repeal such by laws as it deems fit, provided such by laws are not in conflict with this constitution.

16. QUORUM

16.1 The quorum required at:

(a) an Annual General Meeting shall be fifteen ordinary members

(b) An Executive Committee meeting five members

(c) A Special General Meeting fifteen members

16.2 If no quorum is present within thirty minutes of the time fixed for any meeting such meeting shall be reconvened by notices being given to all members.

At such reconvened meeting, those present shall form the required quorum.

17. FINANCIAL YEAR

The financial year shall be from 1 April to 31 March provided that this shall be changed automatically to comply with any statutory require ments that may be contained in future legislation.

12.3.2.1 Minutes of the previous meeting

12.3.2.2 Financial Reports

12.3.2.3 Departmental Reports

12.3.2.4 Directors Report.

12.3.2.5 Reubin Birin school progress report.

12.3.2.6 Pre School class progress report

12.3.3 The quorum for the executive committee meeting shall comprise at least one half of the total members thereof i.e. 11. If no quorum is present within 30 minutes of the time fixed for any meeting, such meeting shall be reconvened by notices being given to all executive members and at such reconvened meetings, those present shall form the required quorum.

12.4 Standing Committee meetings

The standing committees are to arrange their own meetings in order to accomplish their goals and objectives, and the chairman of each standing committee will report back to the executive committee meeting.

13. OFFICERS AND OFFICIALS

The executive committee shall at its discretion appoint:

13.1 A director, who shall be the chief executive officer of the Association and shall have charge and custody of and be responsible for the Associations dealings, records, correspondence, documents, assets and staff. The Director, or his/ her representative, shall be in attendance at all executive committee meetings.

13.2 Such other paid secretarial, accoun ting, clerical, educative, tech- nical, welfare and other officials as the executive committee shall determine. All staff appointments promotions and dismissals shall be made by and at the discretion of the Executive Committee in conjunct with the Director.

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13.3 *Legal and other professional
advisors.*

*All such appointments shall continue
until written notice of termination
of the appointments have been
given by or on behalf of the Exec-
utive Committee then in office.*

14. NOTICE OF MEETINGS

14.1 *Time periods are stipulated under
each category of meeting.*

14.2 *Non receipt of any notice shall
not invalidate the proceedings
of any of the above meetings.*

18. NOTICES

18.1 *At least fourteen days written
notice shall be given of an
annual general or special general
meeting.*

18.2 *At least seven days written
notice shall be given of any
meeting of the executive
committee.*

18.3 *At least thirty six hours
notice shall be given of any
meeting of the chairman,
vice chairman and treasurer,
but in cases of emergency
this requirement may be
dispensed with.*

18.4 *Non receipt of any notice shall
not invalidate the proceedings
of any of the above meetings.*

19. PROPERTY OF THE ASSOCIATION

19.1 *All property, be it movable
or immovable belonging to the
Association or to which it is
or may become entitled shall
vest in the Trustee for the time
being of the Association and
shall be the persons referred
to in paragraph 21 hereof.*

19.2 *Two of the said Trustees, when so
authorised by the executive
committee, shall have the power
to acquire, hold, alienate,
mortage, exchange, let, hire or
deal in any manner whatsoever with
the movable and immovable
property on behalf of the
association.*

15. PROPERTY OF THE ASSOCIATION

15.1 *Ownership of all movable and
immoveable property belonging
to the Association shall be
vested in the Association as
the corporate body.*

15.2 *The chairman and two of the
three trustees, when so authorised
by the executive committe, shall
have the power to acquire, hold,
alienate, mortage, exchange,
let, hire or deal in any manner
whatsoever that is beneficial
to the Association with the moveable
and immovable property on behalf
of the Association.*

15.3 *There shall be three trustees
appointed Bi-Enially by the Executive
Committee.*

20. INDEMNITY

The members of the Association
and any of its employees are
indemnified and held harmless
in respect of any loss sus-
tained by the association as a
result of any act bona fide
performed or authorised by them
in the course of their activities or
the performance of their duties on
behalf of the association.

21. TRUSTEES

21.1 There shall be three trustees
of the Association appointed
annually by the executive commit-
tee.

21.2 In the event of absence, the
resignation or death of either of
the said trustees, the executive
committee shall be entitled to
nominate and appoint an acting
trustee pending the appointment of
a successor.

21.3 An acting trustee during his term
of office shall have all such powers
and authority as a trustee.

22. FINANCE

22.1 The bookkeeper, on behalf of the
treasurer, shall receive and account
for all monies paid to the associa-
tion and shall make all payment
subject to the instructions of
the executive committee.

22.2 A banking account shall be opened
in the name of the association and
cheques shall be signed by any two
of the following:

16. FINANCE

16.1 The director shall cause proper
record to be kept in the association,
through the bookkeeper, of all
revenue and expenditure. Official
receipts shall be issued of all
monies received on behalf of the
Association, and proper vouchers
to be obtained for all monies
disbursed. The accounts and financial
records shall be audited and
certified at least once every
year by the appointed auditors.

16.2 All receipts issued shall bear the
signature of the Director or
an authorised official appointed
by him/her.

16.3 All payments shall be made by
cheque. Such cheques shall be
signed by two persons as resolved
by the executive committee, provided
that one of the signatures shall

Chairman, vice chairman, treasurer, secretary and book-keeper.

be that of the Director or treasurer or chairman, and the other be a member of staff: i.e. the bookkeeper.

16.4 The association''s financial year shall be such as is determined by legislation and in the absen of such legislation then on 31 as the end of the financial yea

16.5 Within 2 months after the close the financial year, a revenue and expenditure account togethe with a balance sheet all duly audited, shall be drawn up and published.

16.6 The Association shall appoint auditors, duly qualified in ter of the relevant act, and the la balance sheet shall be tabled at the Associations executive meeting and the Bi-Ennial meeti

22.3 In terms of regulation 5 (c) (i) of the Fundraising Act 1978 (Act 107 of 1978) all money received including anything that can be exchanged for or converted into money, shall be deposited to the credit of the PE Deaf Association in a Banking Institution or Building Society in the Republic or the Post Office Savings Bank.

16.7 In terms of regulation 5 (c) (i of the Fundraising Act no. 107 of 1978, all monies received including anything that can be exchanged for or converted into money, shall be deposited to th credit of the PE Association fo the Deaf in a banking instituti or building society in the Repu of South Africa, or the Post Office Savings Bank.

17. BI-ENNIAL REPORT

A report covering the activities the Association over the precedi two years shall be compiled by t director and submitted to the members of the association at least 30 days before each Bi-Ennial meeting.

Such report shall include a revi by the chairman, reports or extracts thereof by department h treasurer or chairman of standin committees.

23. _AMENDMENT OF CONSTITUTION_

No change in the constitution of
the association shall be made save
at the annual general meeting after
thirty days notice has been given
in writing to the secretary,
stating the change proposed and such
alterations shall only be made
when carried by two thirds majority
vote of members present and voting
at such annual general meeting or
special general meeting. Any pro-
posed amendments shall be circul-
ated in writing to all members of
the association not less than four-
teen days before the meeting.

24. _DEFINITION_

Deaf shall be held to include
"deaf"; "deaf and dumb";
"deafened"; "hard of Hearing"
(i.e. partially deaf) persons.

24. _DISSOLUTION_

25.1 The association may dissolve if at
least two thirds of the members
present and voting at a special
general meeting of members con-
vened for the purpose of con-
sidering such matters are in
favour of dissolution. Not less
than seven days notice shall
be given of such a meeting and
the notice convening the meeting
shall clearly state that the
question of dissolution of the
association and disposal of its
assets will be considered.

25.2 If there is no quorum at such a
special general meeting, the
meeting shall stand adjourned
for not less than half an hour
and the members present at such
an adjourned meeting will con-
stitute a quorum.

25.3 If upon dissolution of the asso-
ciation there remain any assets
whatsoever after the satisfaction
of all its debts and liabilities,
such assets shall not be paid to

18. _AMENDMENTS TO CONSTITUTION_

18.1 Amendments to the constitution
may be made at the Bi-Ennial
meeting or a special meeting
called timeously for this purpose.

18.2 Notice of any amendment including
the text thereof, shall be given
to the director in writing at least
30 days before the date of the
meeting.

18.3 Members shall receive 14 days
written notice of such special
meeting, and a quorum shall con-
stitute 11 members or more.

If no quorum is present within 30
minutes of the time fixed for any
meeting, such meeting shall be
reconvened by notices being given
to all executive members and at
such reconvened meetings, those
present shall form the required
quorum.

18.4 An appropriate text can be re-
ferred to legal council should
the need arise.

19. _DEFINITION_

In this constitution the term
"hearing impaired" shall mean
totally, partially or intermittently
deprived of hearing, of a person
or persons suffering from any
such disability.

20. _DISSOLUTION OF THE ASSOCIATION_

20.1 If upon winding up or dissolution
of the Association, there remains,
after the satisfaction of all
its debts and liabilities, any
property movable or immovable , and
monies, whatsoever, the same shall
not be distributed among or paid
to members and staff of the asso-
ciation, but shall be given or
transferred to some other insti-
tutions, including bodies having
objectives similar to those of the
association, or having the welfare
of the hearing impaired as one of
their objectives, who are authorised
in terms of the Fundraising Act
107 of 1978 to collect contributions
to be determined by the members
of the association at or before

or distributed among its members but shall be given to such other registered welfare organisations or registered fundraising organisation preferably having similar objects as may be decided either by the members at the special general meeting at which it was decided to dissolve the Association, or in default of such decision as may be decided by the Director of the fund raising. Should the association for any reason cease to function and its members cannot be present to dissolve it, the Director of fund raising shall dissolve the Association in terms of Section 14 of the Fund raising Act No. 107 of 1978.

the time of dissolution, and in default thereof, by the Director of fundraising.

20.2 Special meeting procedures shall apply.

20.3 Notice of any meeting of the Association for which a resolution for the winding up or dissolution of the Association has been submitted, shall contain full information of the proposals of same, and any such resolution will be binding if passed by a two thirds majority of vote at such meetings.

PORT ELIZABETH DEAF ASSOCIATION

FUNDRAISING NO. 09900 141 0002

ESTABLISHED 1935

FIRST BI-ENNIAL REPORT

YEAR ENDED 31 MARCH 1990

OFFICES:

PE DEAF ASSOCIATION, 59 PEARSON STREET
CENTRAL PORT ELIZABETH

TELEPHONE: 561188 (041)
FAX   :   551273 (041)

ORDER FOR BI-ENNIAL REPORT

1. Chairman's Report

2. Director's Report

3. Welfare Department

4. Audio Department

5. Aftercare Department

6. Pre-school

7. Administrative Section

8. Financial Review

9. P E Deaf Structure

10. Executive Committees 1989/1990

11. Annual Financial Statements (31 March 1990)

12. Balance Sheet

13. Income & Expenditure Statment

CHAIRMAN'S REPORT

During the past financial year, the Port Elizabeth Deaf Association has seen growth, expansion and development unparalled to any of the preceding years.

We have adopted the policy of including a 50 % quota of deaf people onto our executive committee of 22 members without indulging in tokenism. As an Association representing the hearing impaired, it is only apt that the association is managed democratically whilst being truly representative of the people that we serve.

Despite a rapid staff turnover during our transitional phase, the Association has prospered and improved thanks to the generosity of the public of Port Elizabeth and its surrounds, as well as the hard work that staff members and invaluable volunteers have accomplished.

Herewith follow some of the highlights of the past years:

- expansion of social work posts
- development of a half day secretaries post into a full day secretary post
- appointment of a trainee acoustician to professionalise hearing aid services
- purchasing of the following equipment:
  . an efficient switchboard and telephone call monitoring unit
  . facsimile machine
  . computer and word processor
  . alarm and fire detection unit

Through the wonderful generosity of the W E Londt Trust, we were able to purchase the house at 55 Pearson Street, which is to be utilised as a Pre-school for hearing impaired children.

Extensive renovations were done during November and December 1989, and comprised the following:
. painting the interior and exterior of 59 Pearson Street
. enlarging the After Care Centre
. Creating a Directors office
. refurbishing
. building a new office on the old stoep
. erecting identifying signs
. installing an electronic safety gate
. new front driveway gates
. converting an old store-room into an en-suite toilet and washroom for the After-Care Centre
. erecting an honours sponsor board
. erecting a chairman board with historical accuracy dating back to 1935
. erecting of an attractive awning over the front door.

All of these renovations were sponsored specifically by certain members of the business sector of Port Elizabeth. We are most grateful indeed, and held an open day on 1 December 1989 to show our gratitude and to present the results to the general public.

Furthermore, many administrative innovations have been implemented as follows:

. letters of appointment
. detailed job descriptions
. rules and regulations
. conditions of employment
. oaths of confidentiality
. disciplinary codes
. performance appraisals
. monthly budgets as management tools
. monthly departmental reports to keep executive committee members fully updated on all projects and progress
. corporate apparrel for staff
. name badges.

We are most fortunate to have had the support and encouragement from our clients, volunteers, the general public and the staff of this Association. All have been instrumental in making this Association a model one service wise, administratively, and financially.

Finally, I should like to thank the members of the executive committee for their unflinching dedication and assistance in all matters. Our present position is the culmination of hard work, expertise and determination. May the Association grow from strength to strength.

J A KATHAN
CHAIRMAN

DIRECTOR''S REPORT

Elke oomblik van die afgelope jaar was 'n belewenis gewees. Hierdie vereniging het geblom met al die liefdevolle versorging deur die mense wat so hard gewerk het om 'n sukses hiervan te maak.

Whilst reviewing the contents of this report, I was amazed at how well our staff had coped with the pressurs and unique challenges of change. More has been accomplished in the past 12 months than was ever done before. For this, I would like to place my deepest respect and warmest thanks on record to the heads of deparments, namely Mrs Gladys Blackburn, Miss Berenice Hector, and Mrs Marietjie Prince. They have guided their staff, students, clients and volunteers with gentility and quiet determination.

Veel is bereik met betrekking tot welsynsaspekte, opleiding, gehoorapparaat-evaluering, gemeenskapswerk, projekte, onderwys, werkverskaffing en fondsinsameling. Hegte bande is gesmee met die gemeenskap in breër, en belangrike dienste is gelewer. Die dowe gemeenskap was wonderlik en het al die projekte ondersteun met geesdrif, ywer en glimlagte.

The future looks promising with projects afoot to expand our training and workshop facilities to develop fundraising ventures by means of project officers, and to expand welfare facilities. All of our communities will receive quality services from our various departments.

I would like to extend a very sincere thank you to my staff who have supported me, and the chairman and vice chairlady who have been pillars of strength and determination. My thanks also goes to all executive committee members for the various rôles that they have played.

My sincere good wishes go to every person that has contributed in any way to our Association. May there be no clouds and many silver linings on your horizons.

(MS) A M CARMICHAEL
DIRECTOR

WELFARE SERVICE REPORT

1. STAFF

    1.04.89 - 31.03.1990 - Miss A Carmichael:
                            Director

    1.04.89 - 31.03.1990 - Miss B A Hector

    1.04.89 - 30.08.1989 - Miss A Jeftha

    1.09.89 - 31.03.1990 - Miss B P Ncame

2. FUNDRAISERS

    1.04.89 - 31.03.1990 - Mrs M Scholtz

3. INTRODUCTION

    Welfare Services are of importance to any Welfare organisation and as usual, the past year was a very busy one in this department. Changing of staff took place, but vacancies were filled immediately. The most significant developments in the Welfare Department during the past year have been:

    - Wide community involvement in our street and door-to-door collections as well as other community work projects.

    - A very successful Bazaar was held where plus minus R1 300,00 was raised. We would like to thank everyone involved with the planning of this project as well as our donors and voluntary workers.

    - Building a new office for a social worker on the old stoep.

It is thus clear that "89 was a tough year for us, but all the changes and hard work, was worth while.

4. *STATISTICS*

   Case Load

   The following statistics will give a clear picture of what the caseload for the three workers up to 31/03/1990 was like.

   White social worker   : 76
   Coloured social worker : 86
   Black social worker   : 150

   STATISTICS FOR THE THREE SOCIAL WORK POSTS FROM 01.04.89 - 31.03.90

TASKS	WHITE	COLOURED	BLACK
Interviews at office	118	135	206
Process Reports	85	138	190
Community work Interviews	22	13	20
Community Work Process Reports	17	18	30
Psycho Social reports	220	78	26
Major Community Work Reports	65	27	21
Small Case Work Reports	393	374	242
Small Community Work Reports	153	27	2
Distance Travelled	6 897 km	6 333 km	2 679
Overtime	17 628 min	12 395 min	1 962
Home interviews	210	78	51
Visits to other Organisations	547	737	136
Telephone Calls received	687	403	164
Telephone Calls made	865	526	417
Letters received	464	111	24
Letters sent	2 181	462	314
Supervision Sessions	35	21	7
Case Studies	103	51	118
Clerical Tasks	1 567	660	138
Other General Activities	786	950	183
Meetings	248	475	96
Percentage Utilisation	143 %	100 %	75 %

5. SOCIAL WORK SERVICES

4.1 Groupwork

Sign language classes were presented by Miss Carmichael to a group of Cerebral Palsied and language impaired children. Miss Jeftha presented classes to a manpower group in North End. Miss Ncame presented classes to a group of nurses at the Dora Nginza Hospital.

Therapeutic groups were held with the Coloured Parents Committee. All these group sessions were very successful and the people concerned enjoyed it thoroughly. More groups planned for 1990/91.

4.2 Community Work

This method of social work plays an important role in the functioning of the P E Deaf Association, thus were the following projects done during the period of 01/04/89 - 31/03/1990:

- Clothing for the Deaf - letters of appeal were posted to schools regarding this project. The support of the community was tremendously good and clothes were collected at the different schools. Clothes were given to the schoolkids of St Thomas, Nuwe Hoop Centre and the Dominican Schools for the Hearing Impaired. This is a continuous project.

- Social and Spiritual Events

Church services and Prayer Meetings for the deaf were held during '89 with Father John from Durban, Mr Kivedo from Church of Christ in Gelvan Park and Rev Smith from the Dutch Reformed Church in Kensington. We would like to place our appreciation on record to these people who are always willing to help and support the deaf in their spiritual needs. May you grow from strength and may God"s richest blessings rest upon you.

- Newsletter

During June and December 1989, newsletters were compiled and sent out to different businesses as well as Executive members of the deaf association. This is a continuous project and we would like to thank everyone who so willingly wrote articles for the newsletter. We do appreciate your support.

- Fundraising

Projects were held during 1989 i.e. jumble sales, bazaars, cake sales, street and door-to-door collections etc. which were very successful. Thanks to the community for their wonderful support. Funds raised were utilised to the benefit of the deaf as well as to the benefit of the Association.

- ## Deafness Awareness Week

Awareness Campaigns were launched during 1989 and exhibitions were held at Greenacres. The purpose of the Deafness Awareness Week is to make the hearing community aware of deafness as well as the abilities of the deaf. Thanks to everyone who gave their support to make a success of this project. This is also a continuous project.

- ## Educational Holiday Projects - were organised by three
social workers for June Holidays 1989. The school children visited the seaview Game Park as well as the main post office. They've enjoyed the knowledge about wildlife as well as sorting of mail.

- ## Volunteer Bank

These people fulfilled an important role in the functioning of the Association in this respect that they are always willing to participate and assist with any project that is being held at the Association. Recruitments were done through the year and we would like to thank all our volunteers for their wonderful support and assistance.

- ## Christmas Parties

The three social workers had their parties on different dates which were very successful and enjoyable. Parties were held respectively at following places: Jooste Park, Willows and Popular Grove, a farm near Greenbushes. The Chairman attended all three parties and was very delighted about the arrangements thereof. The deaf enjoyed these parties tremendously and are looking forward to the JOINED PARTY for December 1990.

- ## Parent Committees

These are independent committees which were also used as volunteers for the Association. The Coloured Parent Committees were under the guidance of Miss Hector and they had their own fundraising projects throughout the year. Funds which were raised for their annual visits to their children at Nuwe Hoop Centre, Worcester and the entertainment of their children there. Meetings were held throughout the year which were patiently attended by the members. Thanks to all of them for their wonderful support and willingness to always help when the need arises. May they grow from strength to strength.

- ## Adult Deaf Committees/Clubs

These committees and clubs are independent. Fundraising are done on their own as well as social get-togethers and other projects. Eleven of these deaf adults were elected on to the Executive Committee during June and attended meetings on a monthly basis throughout the year. The Vice-Chairlady of the Association is Mrs Larraine Schwikkard, from the Deaf Community. Thanks to all these deaf for their willingness to always help and support when the need arises.

6. *STAFF DEVELOPMENT*

Staff development included the following:

Internal Inservice training
Seminar on Human Management at UPE
Conference: Fundraising in Johannesburg
Performance Appraisels
Conference on programmes at CPA
Conference on programmes in Pretoria
Visit to Nuwe Hoop Centre for the Hearing impaired in Worcester.

The period from 01/04/89 - 31/03/90 was a period of had work and sacrifice but we realised that to reach the top of success, sacrifice plays an important role in rendering services to the Community on the whole.

(MS) B A HECTOR
SOCIAL WORKER

AUDIOMETRIC DEPARTMENT

01.04.1989 - 31.03.1990

STAFF

Hearing Aid Consultants

Mrs G Blackburn - 01.04.1989 - 31.03.1990
Mrs J Lee   - 01.04.1989 - 31.03.1990

Admin Clerk

Mrs McDonald   - 01.04.1989 - 31.03.1990

Assistant

Mrs E Radu   - 01.04.1989 - 31.03.1990

Trainee Acoustician

Miss J Horne   - 01.12.1989 - 31.03.1990

Caseload

New Patients   - 54
Old Patients   - 294
Audiograms   - 29

Donations

5.09.1989 - 22.12.1989 - R1 081,26
3.01.1990 - 31.03.1990 - R 906,50

Donations were received from the public. Total amount was R1 987.

General Report

This past year has been a busy year, as one cansee by the numbers shown in the caseload.

The department was however hampered by health problems. Both Hearing Aid Consultants, Mrs Blackburn and Mrs Lee took ill. Mrs Craighead attended to the patients during their period of absence. However, when Mrs Blackburn and Mrs Lee returned full attention was given to the patients. Mrs E Radu also attended to the patients by cleaning moulds, changing their tubing, etc. Thanks must go to Mrs Craighead for her help. Both ladies, Mrs Blackburn and Mrs Lee, are still recovering and prayers are said daily for them.

At the beginning of December 1989 a Trainee Acoustician, Miss Janice Horne, started in the department. The Acoustician course is a Technical course and runs for two years.

During this period a wide, new range of hearing aids were launched by the different hearing aid companies.

Thanks must go to everyone for their support throughout this year.

I would also like to thank the Association for the wonderful opportunity they have given me.

(MS)   JANICE HORNE
TRAINEE ACOUSTICIAN

AFTER-CARE TRAINING CENTRE REPORT

STATISTICS FOR THE YEAR 01.04.89 to 31.03.1990

Students trained:-   60

03.07.89 - 21.07.89	-	10
31.07.89 - 18.08.89	-	10
28.08.89 - 15.09.89	-	10
25.09.89 - 16.10.89	-	10
30.10.89 - 17.11.89	-	10
27.11.89 - 15.12.89	-	10
		--
		60
		--

AFTERCARE-CENTRE FROM 01.04.89 - 31.03.1990:-

01.04.89 - 16.10.89 - Previous Instructress
23.10.89 0 31.03.90 - Mrs G Thiart (Instructress)

01.04.89 - 22.06.89 - Previous Assistant
03.07.89 - 31.03.90 - Lulu Mjekula (Assistant)

DONATIONS RECEIVED: 01.04.89 - 31.03.90

Francis Steyn:-

7.07.89 - R1,00
         - Material
         - Medical Box

Marietjie Thiart:-

04.01.90 - Total Craft	*- Haberdashery Worth*	*R200,00*	
31.10.89 - MGE	*- Bags of material*		
	- Hessian	*R200,00*	
14.12.89 - Xmas Cake		*30,00*	
		R430,00	

January / February: Donations for UPE Day

Meat / Wors / Tomatoes / Onions /

600 Curry bakkies / Chutney / Serviettes / Rice / Curry & Spice.

LETTERS OUT

June   89 - 1
October   89 - 3
November   89 - 3
December   89 - 5
January   90 - 32
February   90 - 1
March   90 - 100

LETTERS IN

August   89 - 1
October   89 - 4
November   89 - 3
December   89 - 5
January   90 - 5
February   90 - 2
March   90 - 1

TELEPHONE OUT

November   89 - 40 Local   4 Trunk
December   89 - 32 Local
January   90 - -
February   90 - -

TELEPHONE IN

* (Still waiting for tel. stats. from volunteers.)

STATISTICS:-

Income from Sales or fundraising 1.04.89 - 31.03.89

JUNE 89:-

Garments	R35,00
Tops	6,00
Tops	23,00
Goods sold	30,00
Wardrobe	15,00
Garments	32,00
	R141,31

July   -
August   -

SEPTEMBER 90:-

Garments	R63,00
Garments	9,00
Garments	9,00
	R87,00

October   -
November   -
December   -

January 1990 - UPE Day - R54,20 (loss) (still dolls and glasses to be sold)

Candlewicking classes	R554,20	
	R500,00	500,00
February 1990 - Gloves	R861,00	861,00
March 1990 - Candlewicking	R240,00	240,00
		R1 829,31

PRE-SCHOOL REPORT

On 16th January 1990, a language stimulation class for pre-school children was started by the Deaf Association. As the Deaf Association had no premises for this class at that time, St Anne's Pre-school generously allowed us the use of one of their classrooms.

The class started with five pre-schoolers, but we had to say goodbye to Brendon Shaw in March as his family moved to Pretoria.

During the 1st term I was fortunate enough to be able to visit Tygerberg. Mrs Butler Wheel-House paid for my transport and Mrs Bourne welcomed me into her home in Cape Town.

I observed class teaching speech therapy classes and many other interesting items and have since applied much of what I saw, in my own class.

After the holidays we moved into our own pre-school. The Deaf Association bought a house (59 Pearson Street) and at present the lounge/diningroom area is being used as one classroom while themain bedroom is housing glove workers on a temporary basis.

To date we have had two Parent meetings and they were both fruitful. At the meeting on the 22nd of May, Miss Jenny Jansen, a child psychologist was present to offer her assistance to both children and parents.

Generous donations for the pre-school so far this year have been made by Round Table and Delta.

On behalf of the children I would like to thank the above mentioned for their support. Thank you to the parents, Mrs Simpson, the staff of the Deaf Association and to many others who have done so much to make our school a happy and successful learning environment for our children.

MRS MOYNES
PRE-SCHOOL TEACHER

P E DEAF ADMINISTRATION SECTION

STAFF

Secretaries

Past Half day Post
Past Half day Post
Mrs Lynn Pask (Mornings only)
Miss C Renze (Full time)

Book-keeper

Past Half day Post
Mrs Lynn Pask

This section enables all other divisions in the Association to function efficiently. Members of this section often have to work under great pressure and their efforts are appreciated by all.

FINANCIAL REVIEW

The P E Deaf Association can hold its head high for the present financial year. We have been fortunate to receive an amount of approximately R15 000,00 in general donations from the very generous public and business sector of Port Elizabeth.

The donors of more than R1 000,00 being listed hereunder:

Nellie Atkinson
Maybaker
University of Port Elizabeth
Mayoress Christmas Cheer
S A Police (EP)
F Lensley
P L du Plessis
Plascon Evans
Round Table No. 8
Vivienne & Birney
Metair Investments
Childrens Foundation
Mary King Hoy
Mr Clive Pillay
E Van Zyl
Gearmax
Delta Corporation

We also received a very generous amount of R149 187,22 with which we are able to purchase a house in Central as a future investment and which will be used as a Pre-school for Deaf Children of all races. (W.E. Londt trust fund)

We are in a comfortable position, financially, at the moment but in order to keep our success rate at its present level we have adopted a very comprehensive fundraising policy for the coming financial year.

Conclusion

All our services have the deaf and their families as the focus, as the enhancement of their lives at all levels remains the main objective.

A.M. CARMICHAEL
DIRECTOR

EXECUTIVE COMMITTEE FOR 1989/1990

PORT ELIZABETH DEAF ASSOCIATION

(09 900141 000 2)

ANNUAL FINANCIAL STATEMENT

31 March 1990

Pim Goldby

PORT ELIZABETH DEAF ASSOCIATION

ANNUAL FINANCIAL STATEMENTS

31 March 1990

APPROVAL OF ANNUAL FINANCIAL STATEMENTS

The annual financial statements set out on page 2 to 6 were approved on 23 may 1990 and are signed as follows:

_____   _____
CHAIRMAN   *TREASURER*

REPORT OF THE AUDITORS

To the members of the Port Elizabeth Deaf Association

We have examined the annual financial statements set out on page 2 to 6.

In common with similar organisations, it is not feasible for the association to institute accounting controls over cash collection from donations prior to the initial entry of the collections in the accounting records.
Accordingly it was impractical for us to extend our examination beyond the receipts actually recorded.

Subject to the effects of any adjustment which might have been necessary had it been possible for us to extend our examination of cash receipts, in our opinion, these financial statements fairly present the financial position of the association at 31 March 1990 and the results of its operations for the year then ended in accordance with generally accepted accounting practice.

PIM GOLDBY
CHARTERED ACCOUNTANTS (SA)

PORT ELIZABETH

23 May 1990

Pim Goldby_____

PORT ELIZABETH DEAF ASSOCIATION

INCOME STATEMENT

for the year ended 31 March 1990

	1990 R	1989 R
INCOME		
Donations and Bequests	18 672	11 413
EP Herald Christmas Cheer	1 200	1 100
Interest received		
– on savings, fixed deposits and participation bonds	31 950	13 397
– on debentures	260	1 035
Subscriptions	70	113
Profit on trading	4 652	12 944
Surplus on fund raising projects	8 178	6 334
Profit on sale of donated assets	3 688	1 000
Subsidies received	130 805	62 864
	199 475	110 200
EXPENSES		
Salaries and wages	105 885	54 574
Christmas Cheer	1 297	1 012
Property expenses	16 426	4 107
Administrative expenses	32 284	20 701
Depreciation		
– furniture and fittings	1 423	897
– special equipment	306	892
Audit fee – current	1 600	1 050
– prior year under provision	180	255
– other services	–	370
After care centre	7 328	5 431
	174 148	96 779
Extraordinary item	–	4 722
– loss on investments	174 148	101 501
	25 327	8 699
Income from WE Londt Trust	153 922	5 240
Less Transfer to Building Fund	(153 922)	(5 240)
	–	–
BALANCE TRANSFERRED TO GENERAL FUND	25 327	8 699

Pim Goldby

PORT ELIZABETH DEAF ASSOCIATION

BALANCE SHEET

At 31 March 1990

	Note	1990 R	1989 R
Accumulated Funds			
GENERAL FUND			
Balance at beginning of year		147 233	138 534
Surplus for current year		25 327	8 699
		172 560	147 233
BUILDING FUND			
Balance at beginning of year		85 634	80 394
Income credited during current year		154 022	5 240
		239 656	85 634
		412 216	232 867
Employment of Funds			
FIXED ASSETS	2	156 970	32 644
INVESTMENTS	3	294 637	144 153
CURRENT ASSETS			
Stock		19 428	14 423
Debtors and prepayments		18 813	46 471
Cash resources		47 033	8 335
Reubin Birin Special School		–	1 000
		85 274	70 229
CURRENT LIABILITIES		124 665	14 159
NET CURRENT (LIABILITIES)/ASSETS		(39 391)	56 070
		412 216	232 867

Pim Goldby

PORT ELIZABETH DEAF ASSOCIATION

BALANCE SHEET

At 31 March 1990

	Note	1990 R	1989 R
Accumulated Funds			
GENERAL FUND			
Balance at beginning of year		147 233	138 534
Surplus for current year		25 327	8 699
		172 560	147 233
BUILDING FUND			
Balance at beginning of year		85 634	80 394
Income credited during current year		154 022	5 240
		239 656	85 634
		412 216	232 867
Employment of funds			
FIXED ASSETS	2	156 970	32 644
INVESTMENTS	3	294 637	144 153
CURRENT ASSETS			
Stock		19 428	14 423
Debtors and prepayments		18 813	46 471
Cash resources		47 033	8 355
Reubin Birin Special School		–	1 000
		85 274	70 229
CURRENT LIABILITIES			
Creditors		124 665	14 159
NET CURRENT (LIABILITIES)/ASSETS		(39 391)	56 070
		412 216	232 867

Pim Goldby

PORT ELIZABETH DEAF ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

31 March 1990

1. ACCOUNTING POLICIES

The financial statements are prepared on the historical cost basis and incorporate the following principal accounting policies, which have been applied on a basis consistent with the previous year.

1.1 All assets other than land and buildings are depreciated on a straight line basis over the expected useful lives, which are generally as follows:

	Years
Audiometers	10
Sundry equipment	5
Furniture and fittings	10

No depreciation is provided in respect of freehold land and buildings.

1.2 Listed and unlisted investments are of a long term nature and are stated at market value. These investments are not valued on a portfolio basis.

1.3 Stock comprising hearing aids, is stated at cost determined on a first-in first-out basis.

	1990 R	1989 R
2. FIXED ASSETS		
2.1 Fixed assets comprise:		
Land and buildings – at cost	136 780	24 677
Audiometers and school aids		
– at cost	12 858	12 858
– less accumulated depreciation	11 563	11 257
	1 295	1 601
Office furniture and equipment		
– at cost	23 775	9 823
– less accumulated depreciation	4 880	3 457
	18 895	6 366
	156 970	32 644

Pim Goldby

PORT ELIZABETH DEAF ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

31 March 1990

	1990 R	1989 R
2. FIXED ASSETS (Continued)		
2.2 Land and buildings		
Land and buildings situated at 59 Pearson Street, Port Elizabeth (Erf 2773).		
At cost in 1969	20 533	20 533
Improvements – 1987	2 868	2 868
– 1988	1 276	1 276
	24 677	24 677
Land and buildings situated at 55 Pearson Street, Port Elizabeth (Erf 2770).		
At cost 1989	112 103	–
	136 780	24 677
3. INVESTMENTS		
Debentures		
Sorec	2 412	2 412
Rand Selections	8 905	8 905
Anglo American Properties	1 200	1 200
	12 517	12 517

Market value 1990 – R12 733 (1989 – R12 517)

	1990	1989
Participation Bonds		
Fidelity Nominees Limited	11 150	11 150
Fixed and special deposits		
Fidelity Bank	149 187	–
SA Permanent Building Society	15 000	15 000
First National Bank Limited	34 790	73 790
Syfret's Bank	32 993	31 696
Santam Bank	39 000	–
	270 970	120 486
	294 637	144 153

Pim Goldby

*PORT ELIZABETH DEAF ASSOCIATION*

NOTES TO THE FINANCIAL STATEMENTS
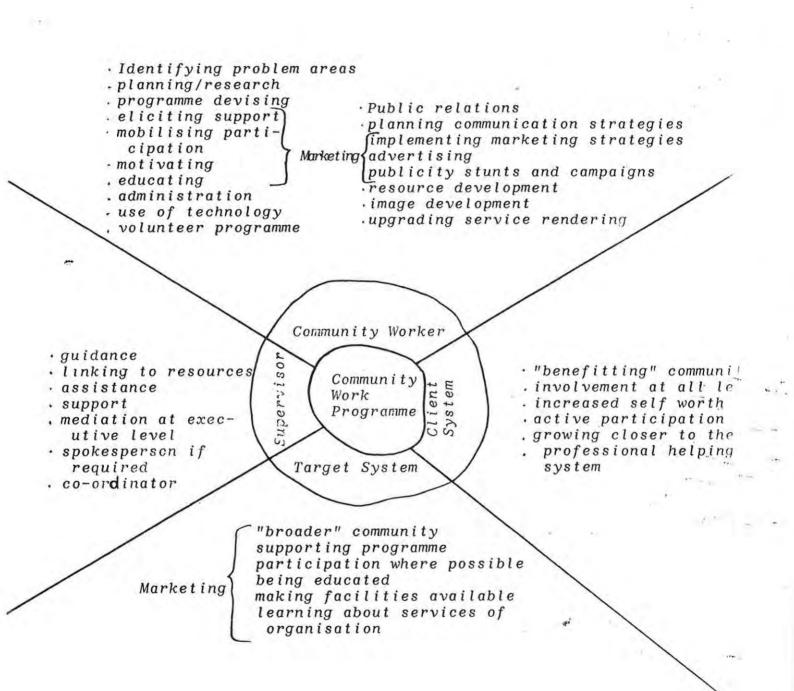
31 March 1990

4. *TAXATION*

    Due to the fact that the Association is a non-profit organisation, no provision has been made for taxation.

*Pim Goldby*_____

APPENDIX F

SCHEMATIC REPRESENTATION OF THE COMMUNITY WORK/PUBLIC RELATIONS MODEL

· Identifying problem areas
· planning/research
· programme devising
· eliciting support
· mobilising parti-
   cipation
· motivating
· educating
· administration
· use of technology
· volunteer programme

Marketing

·Public relations
·planning communication strategies
·implementing marketing strategies
·advertising
·publicity stunts and campaigns
·resource development
·image development
·upgrading service rendering

Community Worker

Supervisor

Community Work Programme

Client System

Target System

· guidance
· linking to resources
· assistance
· support
· mediation at exec-
   utive level
· spokesperson if
   required
· co-ordinator

· "benefitting" communi⌐
· involvement at all le⌐
· increased self worth
· active participation
· growing closer to the
·   professional helping
   system

Marketing

"broader" community
supporting programme
participation where possible
being educated
making facilities available
learning about services of
organisation

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