EFFECTIVE PUBLIC RELATIONS IN A TRANSFORMED ORGANISATION: NAVAL BASE SIMON'S TOWN AS A CASE STUDY

by

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DECLARATION

I, the undersigned, hereby declare that the work contained in this thesis is my own original work and that I have not previously in its entirety or in part submitted it at any university for a degree.

Signature: **Date:**

SUMMARY

Public Relations is a discipline where the basic concepts and functions remain the same, be it in a public or private organisation. It is ultimately a staff function, which is responsible for effective two-way communication between an organisation and its publics, both internal and external.

With the transformation in the Department of Defence and ultimately the South African National Defence Force (SANDF), major changes took place structurally as well as in terms of the execution of functions on the operational level where Naval Base Simon's Town (NB Smst) is one of the new General Support Bases of the SANDF. The Public Relations Section of NB Smst must deliver public relations services to the clients of NB Smst.

The purpose of this study is to establish whether the services that the Public Relations Section delivers to its clients are in line with the expectations of the clients.

An in-depth study is made of the theory of public relations, starting with the overall concept of communication. The transformation of the SANDF is discussed in detail and the concept of how public relations is supposed to be executed is researched. A needs assessment survey was done and the recommendations listed.

The research established that although the Section is functioning in line with international and national principles and procedures the clients' perceptions are that the Section does not deliver the quality of service they expect.

OPSOMMING

Openbare Skakeling is 'n dissipline waar the basiese konsepte en funksies ooreenstem binne publieke sowel as private organisasies. Dit is hoofsaaklik 'n staffunksie wat verantwoordelik is vir die effektiewe twee-rigting kommunikasie tussen 'n organisasie en sy publiek, beide intern sowel as ekstern.

Met die transformasie van die Departement van Verdediging en uiteindelik die Suid-Afrikaanse Nasionale Weermag (SANW), het grootskaalse veranderinge plaasgevind, struktureel sowel as ten opsigte van die uitvoering van funksies op die operasionele vlak waar Vlootbasis Simonstad (VB Smst), een van die SANW se Algemene Steunbasisse, opereer. Die Openbare Skakelseksie van VB Smst is verantwoordelik vir die lewering van openbare skakeldienste aan die kliënte van VB Smst.

Die doel van hierdie studie is om te bepaal of die dienste wat deur die Openbare Skakelseksie gelewer word in lyn is met die kliënte se verwagtinge.

'n In-diepte studie is gedoen ten opsigte van die teorie van openbare skakeling, beginnende met die totale konsep van kommunikasie. Die transformasie van die SANW word in detail bespreek. Dit word gevolg deur die navorsing oor hoe openbare skakeling veronderstel is om uitgevoer te word. 'n Behoeftebepaling is gedoen en aanbevelings word gelys.

Die navorsing se bevindings is dat alhoewel die Seksie volgens internasionale en nasionale konsepte en prosedures funksioneer, die kliënte se persepsies is dat die Seksie nie die kwaliteit dienste lewer wat hulle verwag nie.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

Public Relations is a command (management) function and must be supported at all levels of management to be effective. It is also a staff function, which is responsible for the effective two-way communication between an organisation and its publics, both internal and external. As a discipline the basic concepts and functions of public relations remain the same, be this in the private or public sector.

In this so-called *age of information* abundant resources have become a scarce commodity. From big corporate businesses to government organisations there are serious cuts in financial spending. Public and private organisations are transforming and restructuring to ensure the more efficient utilisation of resources.

Organisations were and have been faced by various challenges before, during and after transformation and restructuring. Although the old adage states that *the only constant in life is change*, the impact and effect that this change process had on the South African National Defence Force (SANDF) and thus also on the SA Navy as one of the four Arms of Service (Army, Air Force, Navy and Military Health Services) of the SANDF, was enormous.

The Public Relations Section of Naval Base Simon's Town (NB Smst), which is one of the SA Navy's bases, is a good example of a public sector public relations section. This section previously consisted of several small individual sections scattered around Simon's Town. These various sections went through an extensive *Business Process Re-engineering* process to amalgamate into one section. The process was initiated before transformation in the SANDF started in 1997, but later formed part of the total transformation process.

1.2   PRELIMINARY READING

The aim of the transformation effort of the Department of Defence (DoD) was to improve process efficiency in order to substainably and effectively deliver required output within the available budget and other policy constraints.

According to the White Paper on Defence (DoD 1996:26) defence budgets are typically the product of a range of considerations such as the wealth and size of a country; competing demands on resources from different sectors of government and the population; prevailing and projected threat scenarios; the actual and anticipated role of the Defence Force; and its doctrine and posture.

In the South African context there has been during the past few years and especially from 1994 immense pressure to substantially reduce defence spending. According to the White Paper on Defence (DoD 1996:26) reasons for this are:

❑   An urgent requirement to divert financial resources to the Reconstruction and Development Programme (RDP) in order to meet basic socio-economic needs. A failure to meet these needs will generate conflict and instability.
❑   There is no conventional military threat in the short-to-medium term.
❑   South Africa has no aggressive intentions towards any state.
❑   South Africa enjoys co-operative relations with neighbouring states.
❑   The ending of the Cold War has given rise to disarmament and demilitarisation in many parts of the world, including Southern Africa.

The Defence Review (DoD 1998:143) states that the defence budget allocation represents a mere 1,5% of the country's Gross Domestic Product, which is very low by international standards. Part of the transformation process of the SANDF is that the defence budget complies with the international recommended formula of 40% for personnel, 30% for operating costs and 30% for capital expenditure. This led to a drastic cut in personnel numbers as can be seen from Graph 1.

To compensate for the fewer resources available, the DoD introduced the concept of *jointness*. Jointness seeks to enhance the effectiveness and efficiency of all military

operations by synchronising the actions of all the four arms of service and the civilian component of the DoD at every level. In developing force components and preparing forces, joint integrators such as technologies, command and control subsystems and administrative and training procedures will be nurtured (DoD 1998:55-56).

Graph 1 – Current vs previous personnel, operating and capital budget

Percentage of Budget
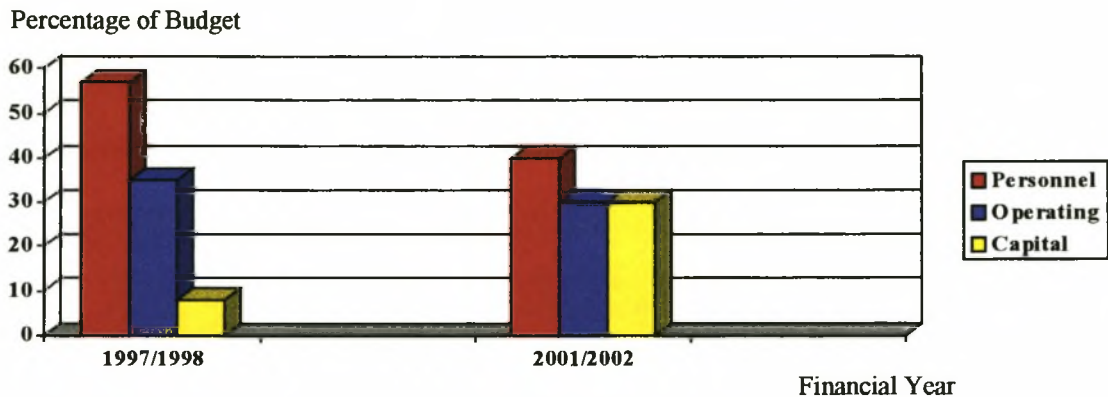
It was, however, decided that jointness would not be achieved by destroying the unique features of the Arms of Service. Service cultures are necessary for the different operating environments and will therefore be maintained, although some adaptations may be necessary.

A concept that goes hand-in-hand with jointness is that of *core business*. The Defence Review (DoD 1998:60) states that a policy of focusing on core business and outsourcing of non-core functions will be followed in line with international practices in improving efficiency in armed forces, and the significant achievements in public and private enterprises.

This led to the creation of General Support Bases (GSBs). The army, air force and navy provide these bases. Units are generally clustered around them and share common facilities and services. According to Dert (1999:C1-C4) services provided by a GSB are:

❑   Security Services;
❑   Command Management Information;

❑   Counter Intelligence;

❑   Common Training Support;

❑   Religious Services;

❑   *Corporate Communication[1] (Public Relations);*

❑   Logistic Services; and

❑   Discipline.

The above are those services which are commonly required to support the core business processes of the various units in the DoD. The core business process of a GSB is to ensure that these common service requirements are satisfied for those clients[2] as allocated to the GSB, thereby allowing its client to focus on their core business activities. Naval Base Simon's Town has been identified as one of the GSBs of the transformed SANDF.

Naval Base Simon's Town presently provides base services to four divisions, 21 units (which includes ships and submarines) and four agencies. The Flag Officer Commanding (FOC) of NB Smst and his five heads of department are also considered clients of the public relations section. The total number of clients of the public relations section is therefore 35.

1.3   RESEARCH PROBLEM

As part of the restructuring of the DoD, the total personnel numbers of public relations personnel were reduced, but at the same time the client base of public relations in the Cape Peninsula area increased. It also seems that there is a misconception by members in the Navy of exactly what the functions of public relations entail. It became evident that management has either a very high or very low expectancy of what the public relations section can offer them.

The research problem can be summarised as: *"Public relations in the SA Navy is presently not functioning as effectively as it could due to uncertainty about which*

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[1] At SANDF HQ the decision was made to refer to public relations as Corporate Communication. The Navy still refers to the function as Public Relations.

[2] Clients can be divisions, units or agencies.

public relations functions can be provided and to <u>what</u> extent".   The following hypothesis was deduced from the research problem: *"Public relations can be improved in the Navy if managers fully comprehend its functions"*.

1.4   RESEARCH METHODOLOGY

A needs assessment survey was compiled and distributed to the managers (heads of divisions, officers commanding, officers-in-charge and heads of departments) of the divisions, units, agencies and departments. The focus for the clients were to indicate whether they were aware of what the different functions of public relations entail, to prioritise the functions in order of importance, and to indicate their satisfaction level with the services rendered.

The survey was done in the form of a structured questionnaire that was distributed and collected by hand. This was possible due to the proximity of the respondents.

1.5   OUTLINE

Chapter two is an in-depth study of the theory of public relations in general, starting with the concept of communication. Chapter three considers public relations in the public sector, covering the spheres of government and the military. Chapter three concludes with the past and present situation of public relations in the Navy.   In chapter four an analysis is done on the survey results.   Chapter five lists the recommendations and chapter six follows with the closure and conclusion.

1.6   CONCLUSION

The ultimate aim of this research is to deliver a better public relations service to the Navy as well as to make public relations practitioners aware of what the expectations of their clients are. The research will therefore make use of theory, perceptions and the reality of how public relations is presently practised.

CHAPTER 2

PUBLIC RELATIONS - A PROCESS OF COMMUNICATION

2.1   INTRODUCTION

Human beings cannot exist without communicating. We speak to our children, parents, friends, colleagues and subordinates. We watch television, listen to the radio and read newspapers. When one communicates there is always a purpose. The question arises then, what is the purpose of communication? According to Myers and Myers (1988:4-5) one communicates to:

- ❑   learn more about yourself, to discover who you are;
- ❑   learn about the world around you;
- ❑   share the world with others;
- ❑   persuade or influence others; and
- ❑   have fun; to play, to relax after the rigours of the other kinds of communication listed above.

2.2   COMMUNICATION PROCESS

It is important to first establish what communication is. For the purpose of this study it is necessary to clarify that communication in this sense, refers to human communication and not technological aids, such as telephones, newspapers or the radio, although the latter are significant as communication mediums. There are various models of the communication process and depending on the particular model, the components of the communication process may vary slightly. Only two models of communication will be mentioned.

The first represents a linear (technical) view of communication, which was defined by Shannon and Weaver in 1949 (Steinberg 1995:17), Figure 1. Although it is technical, the model is considered important because it provided a basis for developing other models, which study the process of human communication. Drawbacks of this model

are firstly, that it depicts communication as a one-way process. Secondly, it assumes that noise only arises in the channel, and thirdly the model is only concerned with the clarity of message and not with its meaning.

Figure 1: The Shannon and Weaver Communication Model
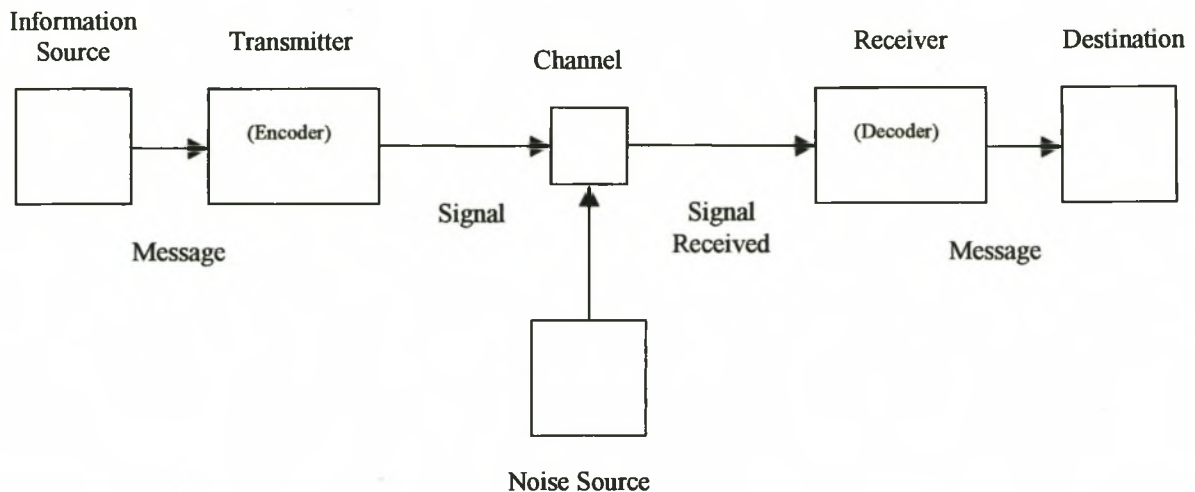
The second communication model is that of Osgood and Schramm defined in 1954 (Steinberg 1995:18), Figure 2. This model describes communication as a dynamic interaction in which meaningful messages are exchanged by two active participants. The communicator and recipient both encode, transmit, receive, decode and interpret messages. Because there is feedback, the process becomes two-way instead of linear. Its greatest limitation is that it suggests that communicator and recipient take turns to express and interpret messages.

Figure 2: The Osgood and Schramm Communication Model
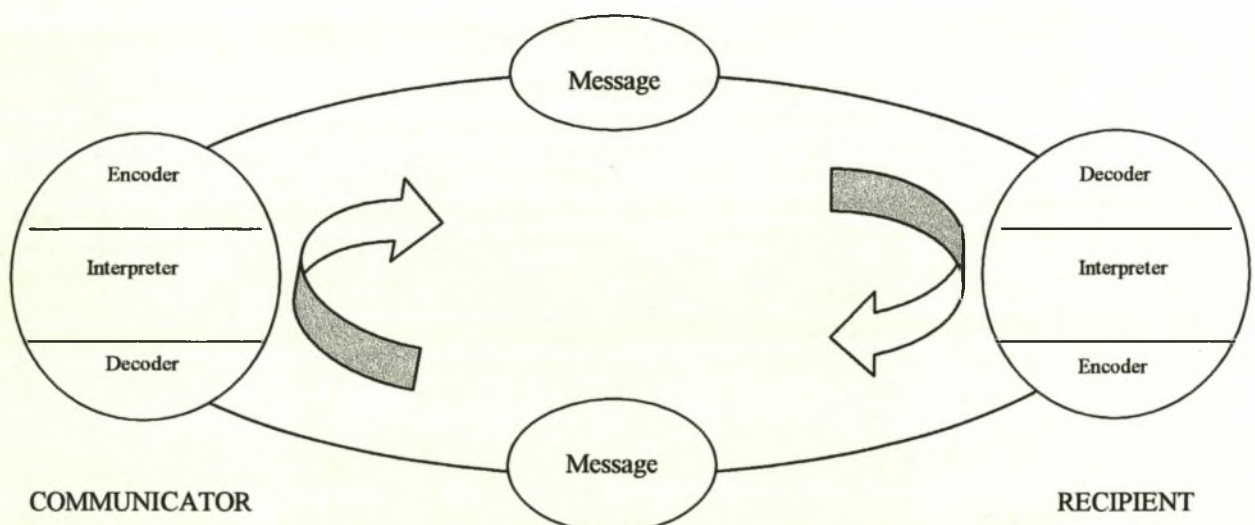
From the above two models as well as other models the following components of the communication process are identified:

- **Communicator** is the individual who attempts to communicate with another individual or group;
- **Message** can be described as the information content, which is transmitted to the receiver in such a way as to be sensorily perceived by the receiver;
- **Receiver** refers to the person(s) to whom the message is conveyed;
- **Medium/channel** can best be described as the means by which the message is transmitted, e.g. a telephone line, video clipping or typed page;
- **Encoding** is the complex cognitive processes that take place in making the signs by means of which a communicator expresses a message (Du Plooy 1991:24);
- **Noise** is an interference that distorts and renders a message difficult or impossible to interpret, e.g. in radio: unwanted sounds; in television: electronic snow; or a faulty wire or satellite connection; as well as contradictory nonverbal messages and other barriers (Du Plooy 1991:53);
- **Decoding** is the complex processes that take place when a recipient interprets the signs by means of which a message is conveyed (Du Plooy 1991:18); and
- **Feedback** is a message, which the communicator perceives as being expressed in response or reply to his/her message; it can be direct or indirect, immediate or delayed (Du Plooy 1991:27).

To be able to determine whether communication takes place in the most effective way, a person needs to understand how it may contribute to or interfere with the efficient operation of his/her organisation. He/she therefore needs to acquire knowledge and understanding of what communication is, how it works, and how it influences people's lives. Unless a person understands why people act in the way they do, he/she will hardly be able to explain why communication sometimes goes wrong, how communication problems may be solved, and how communication between people may be enhanced.

Public relations practitioners must have a proper understanding of the theory of communication. Mersham, Rensburg and Skinner (1995:36-37) state that the outcome of communication will not always be behavioural. The results of communication may be *cognitive* (simply giving information or encouraging people to think about something). It may be *affective* (forming an opinion) or communication may also be *cognitive* (behavioural/or urging people to act).

2.3 BARRIERS TO COMMUNICATION

Skinner and Von Essen (1995:94) identify three main aspects, namely, reception, understanding or acceptance, that may hinder the process of communication. Barriers to *reception* include certain needs, anxieties and expectations of the listener, his attitudes and values as well as certain environmental stimuli. The main barriers to *understanding* include the sender's choice of language and jargon; the ability of the listener to concentrate completely on receiving the message; prejudices; the degree of open-mindedness of the listener and his ability to consider factors that are disturbing to his ideas; the length of the communication process and the existing knowledge of the listener. The main barriers to *acceptance* include the attitudes and values of the listener; prejudices; any status clash between the sender and the listener; and interpersonal emotional conflicts.

2.4 EFFECTIVE COMMUNICATION

The key to effective communication is understanding. Broom, Center and Cutlip (1985:283-284) present the following guidelines with regard to effective communication (the seven Cs of communication):

❑ Credibility. Communication starts with a climate of belief. This climate is built by performance on the part of the institution, reflecting an earnest desire to serve the receiver. The receiver must have confidence in the sender and a high regard for the source's competence on the subject.

❑ Context. The context must provide for participation and playback. It must confirm, not contradict the message. Effective communication requires a supportive social environment; one largely set by the media.

❑   <u>Content</u>. The message must have meaning for the receiver, and it must be compatible with his/her value system. It must be relevant to the receiver's situation. In general, people select those items of information that promise them the greatest rewards. The content determines the audience.

❑   <u>Clarity</u>. The message must be put in simple terms. Words must mean the same to the receiver as to the sender. Complex issues must be compressed into simple, clear themes, slogans or stereotypes. The further a message has to travel, the simpler it must be. An institution must speak with one voice, not many voices.

❑   <u>Continuity and Consistency</u>. Communication is a never-ending process. It requires repetition to achieve penetration. Repetition, with variation, contributes to both factual and attitudinal learning. The story must be consistent.

❑   <u>Channels</u>. Established channels of communication should be used. Different channels have different effects and are effective in different stages of the diffusion process. Different channels are used for reaching different target audiences. People associate different values with the many channels of communication.

❑   <u>Capability of the Audience</u>. Communication must take into account the capability of the audience. Communication is most effective when it requires the least effort on the part of the recipient. This involves factors such as availability, habits, reading ability and receivers' knowledge.

2.5   METHODS OF COMMUNICATING

It is clear that communication covers a wide field of different aspects. There are three methods to communicate. Fox in Fox, Schwella and Wissink (1997:154-155) describe the three methods as:

❑   <u>Oral Communication</u>. The oldest and most used form of communication. The most common forms of oral communication include discussions, speeches and the informal rumour mill or grapevine. Advantages of oral communication are speed and feedback. Disadvantages are that when the message has to pass through a number of people there could be a distortion to the message.

❏   <u>Written Communication</u>.   This could be various forms of printed communication, which could be memorandums, letters, magazines, electronic mail messages and many more. Major advantages of written communication are reasonable permanence, tangibility and verifiability. It is usually a well thought process and concise. Disadvantages are that there is no certainty that the message has been received and if it had been received, if the interpretation is what was intended. There is also no feedback unless specifically requested or specified. Written communication consumes much more time than oral communication.

❏   <u>Non-verbal Communication</u>. Subconsciously or consciously this is the most meaningful means of communicating. Non-verbal communication includes facial expressions, body movements and the physical distance between the sender and receiver. The academic study of body movements or body language is called *kinetics*. Although there is not always scientific proof on the meaning of certain kinetics it is a fact that body motions do convey meaning. It is also not always interpreted in the same way and therefore sometimes complicates verbal communication as opposed to adding to it.

2.6   COMMUNICATION CATEGORIES

The general aim of communication is to establish understanding, but depending on the communicator's intention, more specific aims may be to persuade, to inform, to influence attitudes and to bring about action. These specific aims are related to the outcome of the communication. Communication can be classified in five main categories namely two-person communication, small-group communication, public communication, organisational communication and mass communication. According to Skinner and Von Essen (1995:90-91) the different categories of communication can be summarised as follows:

❏   **Two-person communication**, also known as dyadic or interpersonal communication, is the interaction between two persons. Communication between both parties is direct and therefore both parties have an equal opportunity to communicate and to give feedback. Characteristics of this type of communication are that both parties are in close proximity; both are able to

send and receive messages; and the messages include both verbal and non-verbal stimuli.

❑ **Small-group communication** means that irrespective of the number of people involved, or the type of group, the people see themselves as belonging to, or being identified with, a group. All members are able to communicate amongst themselves on a face-to-face basis.

❑ **Public communication** occurs within a more formal and structured setting. It takes place in public settings such as auditoriums or classrooms as opposed to private places such as offices and boardrooms. It is planned in advance and individuals are given specific actions to perform. As a result, certain behavioural norms are projected.

❑ **Organisational communication** takes place downwards, upwards and horizontally through an organisation. It is concerned with the flow of messages within a network of interdependent relationships. It holds the organisational structure together by providing a basis for co-ordinating the relationships between individuals so as to reach the organisation's ultimate objectives.

❑ **Mass communication** takes place through the mass media, both electronic (radio, film, internet and television) and printed (newspapers and magazines). Generally a large number of people are involved in producing the message. Because of the way it is produced, there is little opportunity for direct feedback, but delayed feedback may occur. Mass communication has the following characteristics:

■ the audience is relatively large, heterogeneous and anonymous to the source;

■ it is indirect owing to the diverse nature of the receivers;

■ communication is unilateral, as the roles of communicator and receiver are not interchangeable;

■ it can be described as public; and

■ it is fleeting.

The communicator in mass communication makes use of a complex, corporate organisation with a particular structure and accompanying costs in order to relay the message.

An additional human communication phenomenon of the 20th century is *intercultural communication*. It can be defined as communication between members of different cultures, whether racial, ethnic or socio-economic, or a combination of these. Intercultural communication, however, can form part of any one of the above communication categories.

2.7 PUBLIC RELATIONS

According to Skinner and Von Essen (1995:93) "Public relations, in essence, is a process of communication. The PR practitioner communicates on behalf of the organisation (the constitutional communicator), with the organisation's target audiences (the receivers), about the organisation's policies, goals and procedures (the message), by means of a speech, a newsletter or publicity in the mass media (the channels or media), in situations involving either personal or indirect contact (the interpersonal, small-group, public or mass communication) context. The practitioner attempts to eliminate noise or barriers and is sensitive to *feedback* in order to establish whether he/she has achieved his aim, which is to establish mutual understanding between the organisation and its target audiences." Communication is thus the *theory* and public relations the *practical implementation* of communication.

Public relations are by no means a 21st or even a 20th century phenomenon. Basic concepts of public relations can be traced back to ancient times. In ancient Egypt the Pharaohs made use of hieroglyphics to proclaim their achievements. It is said that the rulers of ancient Babylonia commissioned historians to portray them in a positive light. The leaders in Greece used word-of-mouth to persuade people to a certain line of action. In the Roman Empire the slogan *Vox populi, vox dei* (voice of the people, voice of the gods) characterised the beliefs of persuasive orators such as Cicero and Cato. In Africa, praise singers have for centuries publicised the virtues and accomplishments of their leaders (Mersham et al, 1995:4).

Mersham et al further states that communication through the written word in early times was practised with the greatest success by the apostles, spreading Christianity throughout the known world in the first century AD. It was, however, only with the invention of printing by Gutenburg and later, the use of steam applied to the printing process that the written word became a medium of mass communication.

Broom et al (1994:2) states that in the early 1900s powerful business interests employed public relations to defend their special interests against "muckraking journalism and government regulation". Although there were many other positive uses of public relations during this period, the emphasis was on "telling-our-story" counter-attacks designed to influence public opinion and to prevent changes in policy on regulation of business. This concept of one-way communication also dominated as the United States of America entered into World War I, which was referred to as Public Information. This came down to basically propaganda, which took the form of influencing others. Only after World War II did the concept of public relations evolve to two-way communication.

According to Skinner and Von Essen (1995:1), public relations in South Africa today is a sophisticated, multi-faceted discipline able to forge effective two-way communication between an organisation and its various publics. In commerce, industry, politics, the arts, education, religion and charities, public relations is playing an effective management role in its own right. They state that "South Africa has a first to its credit in being the first country to research and evolve a body of knowledge on public relations". Rapid strides continue to be made in the educational field to provide both theoretical and practical knowledge for those wishing to enter the public relations profession. It is, however, one of the most used and least understood terms in the business world today. As it has evolved, it has broadened its appeal and impact, but it has failed to have its character and functions properly defined.

2.8   DEFINITIONS

Various definitions have been proposed for public relations. One of the most used efforts to define public relations has been that by *Public Relations News*, one of several commercial newsletters serving the field in the United States (Broom et al, 1994:3):

> *Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an*

organisation with the public interest, plans and executes a program of action to earn public understanding and acceptance.

Many have written definitions attempting to capture the essence of public relations by listing the major activities that make up the practice. Dr Rex F. Harlow a world renowned public relations scholar, collected 472 definitions written since the early 1900s. He identified the major elements in each and classified the central ideas to produce a definition that includes both conceptual and operational aspects (Broom et al, 1994:3-4):

Public relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organisation and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools.

The Public Relations Society of America (PRSA) adopted an even longer "Official Statement on Public Relations" at an PRSA assembly in November 1992. This lengthy conceptual definition stressed public relations' contributions to society and also described a collection of activities, results and knowledge requirements (Broom et al, 1994:3-4). Using the evolution of the concept and the numerous descriptions of the practice, the following conceptual definition was developed by the authors:

Public relations is the management function that establishes and maintains mutually beneficial relationships between an organisation and the publics on whom its success or failure depends.

Up to 1999 the Public Relations Institute of South Africa (PRISA) used almost exactly the same definition, except for the last four words, as does the Institute of Public Relations (IPR) in the United Kingdom (Mersham et al, 1995:11):

Public relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between the organisation and its publics, both internally and externally.

The latest definition adopted by PRISA is (Skinner and Von Essen, 1999:4):

Public relations is the management, through communication, of perceptions and strategic relationships between an organisation and its internal and external stakeholders.

2.9   NATURE OF PUBLIC RELATIONS

Barring for one definition, the single word that appears in each of the above definitions is *management*. Skinner and Von Essen (1999:6-7) state that two labels can be attached to public relations. In the first place public relations is described as *an art and science*. It is an art, because the selection and application of appropriate techniques require judgement from the practitioner, as well as their being attuned to both the organisation and its publics. It is also science, because the identification of an organisation's target publics and their needs and the evaluation of the impact of its actions, to name but two functions, call for the application of scientific principles.

In the second place, public relations is regarded as a *management function*. Here the authors refer to public relations practised at an advanced level by experienced practitioners. The execution of public relations at this level has the following beneficial results: a management position affords the public relations practitioner the opportunity of being sensitive to, and coming into contact with both internal and external publics, whose collective views constitute public opinion. This enables the public relations practitioner to evaluate internal and external opinions, attitudes and needs on an ongoing basis, to advise management regarding their possible effect and to act as an instrument in bringing about policy changes and directing new courses of action. All these are aimed at maintaining a harmonious and balanced relationship between the organisation and its different target publics and, ultimately, between the organisation and its environment.

The public relations practitioner devises a communication plan from the organisation's business plan to support the corporate mission, policy and goals. In order to become involved in strategic planning, the public relations practitioner should operate at the highest level of organisational management and have access to the most senior information and decision-making systems. The three examples in Figure 3 (Skinner and Von Essen, 1999:7), of corporate management organisation show the important position occupied by public relations. Lubbe and Puth (1994:28-29) also support similar organisational structures.

Figure 3: Position of Public Relations in Corporate Organisations
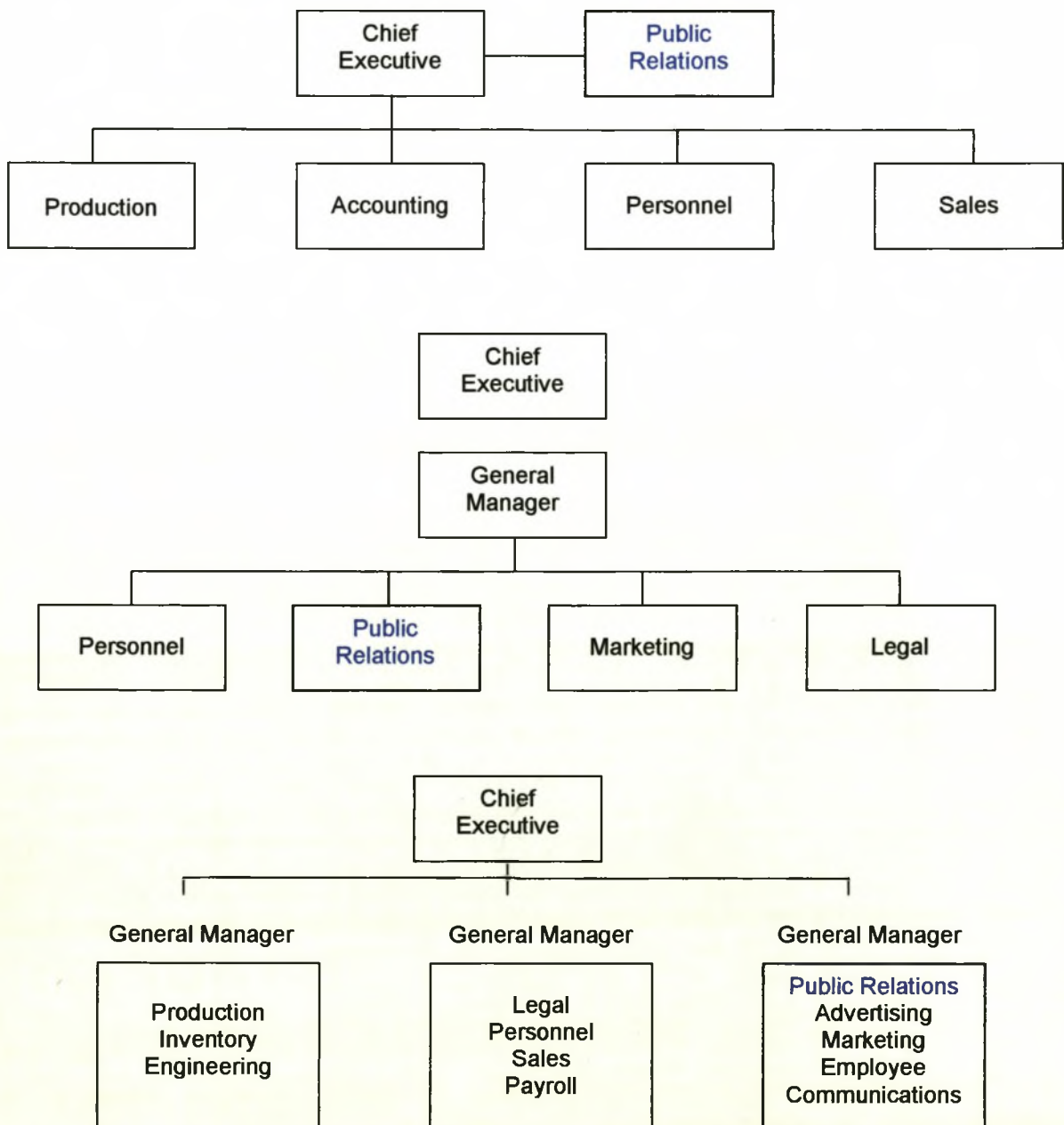
To operate effectively, however, the public relations manager needs to be positioned so that he or she is responsible to top management and serves all departments of the organisation. Ideally, the public relations manager should have board director status, as happens in the world's most successful companies as indicated in Figure 4 (Skinner and Von Essen, 1999:8).

Figure 4: Most Effective Public Relations Position in the Structure of Successful Organisations
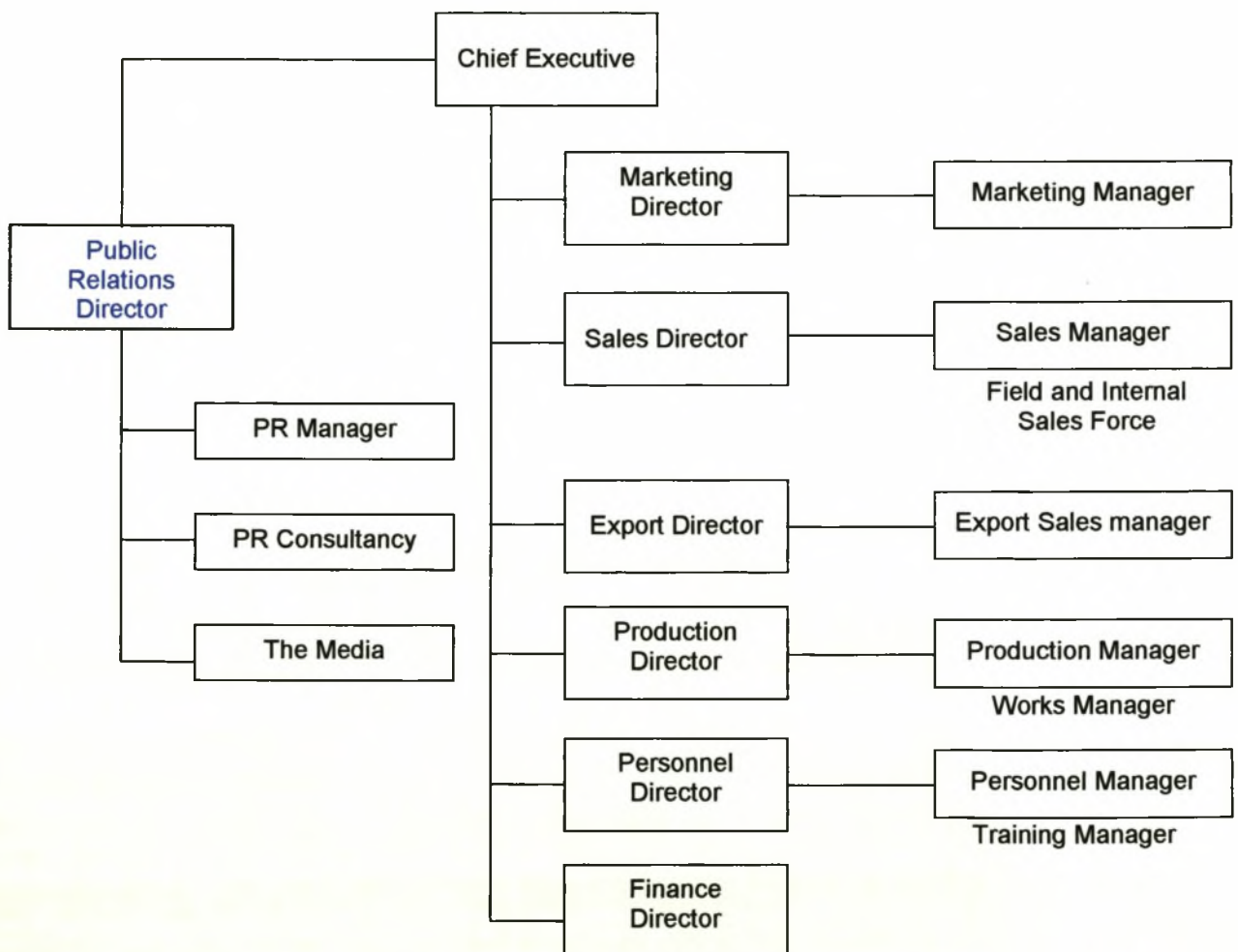
2.10   FUNCTIONS OF PUBLIC RELATIONS

Generally there is a misconception about what the functions of public relations are. Mostly public relations is confused with marketing. It is, however, a discipline on its own, although some organisations do place public relations under marketing. Broom

et al (1994:8) states that many people think that 'publicity' is all that constitutes public relations and in the United States of America specifically, lobbying is the major function of public relations. Lubbe and Puth (1994:8-9) and Mersham et al (1995:37) support Grunig's four models of public relations depicting the different types of public relations practice, and the different objectives pertaining to each. Table 1 (Mersham et al, 1995:37) is a summary of the four models.

Table 1: Grunig's Four Models of Public Relations

Models	Press Agentry/ Publicity	Public Information	Two-way Asymmetric	Two-way Symmetric
Purpose	Propaganda	Dissemination of information	Scientific persuasion	Mutual understanding
Nature of Communication	One-way, truth not essential	One-way, truth not important	Two-way imbalanced	Two-way balanced
Research	Little, press clippings	Little, readability tests, readership surveys	Feedback, formative, evaluation of attitudes	Formative evaluation of understanding
Historical figures	PT Barnum	Ivy Lee	Edward Bernays	Bernays educators
Where practised today	Sports, theatre, product promotion	Government, non-profit organisations, structured companies	Competitive business	Regulated business, modern flat structure companies
Estimated % of market	15%	50%	20%	15%

Broom et al, (1994:8-20) defines public relations as consisting of the following functions.

❑ **Publicity** is information from an outside source that is used by the media because the information has news value. It is an uncontrolled method of placing messages in the media because the source does not pay the media for placement.

- ❑ **Advertising** is information placed in the media by an identified sponsor who pays for the time or space. It is a controlled method of placing messages in the media.
- ❑ **Press agentry** is creating newsworthy stories and events to attract media attention and to gain public notice.
- ❑ **Public affairs** is the specialised part of public relations that builds and maintains mutually beneficial governmental and local community relations.
- ❑ **Issues Management** is the proactive process of anticipating, identifying, evaluating, and responding to public policy issues that affect organisations and their publics.
- ❑ **Lobbying** is the specialised part of public relations that builds and maintains relations with government, primarily for the purpose of influencing legislation and regulation.
- ❑ **Investor relations** is the specialised part of corporate public relations that builds and maintains mutually beneficial relationships with shareholders and others in the financial community.
- ❑ **Development** is the specialised part of public relations in private non-profit organisations that builds and maintains relationships with donors and members for the purposes of securing financial and volunteer support.

Skinner and Von Essen (1999:8-13) state that the public relations practitioner should have knowledge and training in a wide range of public relations techniques, in order to establish harmonious and balanced relationships with the organisation's target publics. These techniques are summarised in Figure 5 (Skinner and Von Essen 1999:12).

As implied earlier, fundamental to public relations is the establishment of mutual understanding between different parties, i.e. an organisation on the one hand and special publics and/or the community at large on the other. Ideally, mutual understanding should form the basis of a sound relationship between the different parties, based on open, two-way communication, which enables the organisation to explain its policies and procedures, while enabling it to monitor feedback. Ultimately the organisation would want to influence public opinion, public judgement and public

Figure 5: Techniques of Public Relations

Media Relations for Print and Broadcast Media

- Press releases
- Articles and features
- Broadcast interviews
- Background material film
- Film
- Photographs

Design of:

- Literature
- Stationery
- Annual reports
- Brochures

Lobbying activities

Corporate identity programmes involving the design of:

- Corporate logos
- Literature
- Corporate livery
- Facilities/premises
- Operating policies, etc.

Research

- to assist with monitoring issues
- as the basis for news stories
- to assist in the development of strategies
- to monitor results and provide the basis for counselling

Counselling management on issues and policies

Client Organisation

Corporate advertising

Exhibitions

Conferences and tele-conferences

Community involvement programmes

Internal newsletters/ house journals

Special events

Audiovisual material

Direct mail (also for distributing news releases)

Sponsorship

- Sport
- Arts

Networking

behaviour, with the obvious implication that the organisation is dependent on the moral and financial support of its various publics in order to survive.

2.11   CHARACTERISTICS OF PUBLIC RELATIONS

To be able to deliver the services required effectively and efficiently Skinner and Von Essen (1999:6) have identified the following characteristics of public relations:

❏   It is dynamic. The public relations process is one of continuous and constant change and adjustment in order to maintain old relationships and build new ones.

❏   It is analytical. It is a process of determining and analysing a situation and the factors influencing it, as well as one of evaluating the progress of any remedial or other action.

❏   It is planned. Goals are set and priorities are determined in accordance with the problem or situation analysis and within the constraints of time and budget.

❏   It implies action. This means the execution of planned strategies and the implementation of alternative strategies in order to cope with the publics' changing demands. Public relations should therefore be proactive and not reactive.

❏   It requires evaluation. Performance is evaluated in terms of the achievement of goals.

❏   It demands adjustment. Public relations should be executed in a flexible manner in order to adjust to goals altered as a result of, for example, underachievement or the changing needs of the publics.

There are various names for public relations in the private and public sector. Some organisations refer to it as Public Affairs, Public Information, Public Liaison, Communication or Corporate Communication. According to Walker (1997:96) *public relations* is the most used name by local authorities in the United Kingdom, see Table 2. There is no right or wrong and in most cases, if not in all cases, it is only a question of semantics. However, because the accredited organisations world-wide are known as the *Public Relations* associations or institutes this study will refer to the discipline as *public relations*.

Table 2: What local authorities call public relations in the UK

Public Relations	34%
Publicity	4%
Marketing	6%
Information	6%
Communications	9%
Press/media	13%
Other	28%

2.12   CONCLUSION

Public relations can be considered as one of the practical applications of the theory of communication.   It is a dynamic process with the ultimate aim of mutual understanding.   There are many barriers to effective communication, but following the guidelines of the seven Cs of communication can solve these.   Public relations also has various definitions, forms, names and functions.   There is no right or wrong, mostly it is a case of what suits the organisation best.   It is, however, a client-driven discipline where the basic concepts and functions remain the same, be it in the private or public sector.

CHAPTER 3

PUBLIC RELATIONS IN THE SOUTH AFRICAN NATIONAL DEFENCE FORCE

3.1 INTRODUCTION

Public relations management has become increasingly important in public and private organisations in South Africa. Effective communication between people of different cultural, social and economic groupings, each with their own political and economic aspirations, has not only become a national goal, but a national necessity. Organisations are increasingly recognising the power of public opinion and identifying those groupings of people who influence the organisation through their opinions and actions.

A good example is the Defence acquisition package that became a significant item in the media in December 1994, and a matter on which opinions from the pacifist to the neo-militarist found space to voice their opinions. The acquisition package became mired in a discussion on not so much whether South Africa required such weapon systems to maintain its Defence capabilities and protect its national interests, but rather whether the procurement of these weapon systems would influence the implementation of the RDP.

This chapter discusses the role and responsibilities of the public relations manager in the public sector. Firstly the researcher will look at the public sector as a whole and then relate public relations to the SANDF. The latter part of the chapter will discuss the past and present functions of the Public Relations Section of NB Smst.

3.2 PUBLIC MANAGEMENT

According to Fox et al (1997:3) the International Association of Schools and Institutes of Administration (IASIA) in 1978 presented an argument for the distinctiveness of public management:

Although the administration of public functions and private business enterprises have some common elements, the environment, objectives and processes of administration are sufficiently different to call for curricula [and practices] which focus on the public aspects of management. For example, training in quantitative analysis may be common for both public and private managers, but training in the political environment and values is more essential for the public manager.

They further argue that the approaches to the management of public and private organisations will have more in common at the level of techniques and less in common at the level of political and managerial judgement and decision-making. According to Fox et al (1997:152) the only way a public manager can transmit objectives, plans, programmes, decisions, or directives is by means of communication. There is considerable variation in how public managers manage the business of communications. In most cases it is deemed to be a central or core function, usually situated in the chief executive's department. But while in some areas communications directors mostly do media liaison work, there are those who manage large programmes of public consultation and information as well as overseeing a media office. All public managers must, however, always keep it in mind that communication is a skill for all managers, it should never be regarded as a territorial domain for public relations managers alone.

3.3   GOVERNMENT

Government is intended to provide services that would otherwise be impractical for individuals to provide, such as police and fire protection, wildlife preserves, national defence, transportation systems, justice systems, social programmes and national museums. The problems and pressures of society increasingly strain the machinery of government.

Broom et al (1994:463) states that as the needs of society have expanded in scope and complexity, government at all levels has also grown. Nowadays some see government as no longer an extension of the people, but rather as an adversary, or *big brother.* A labyrinth of bureaus, offices, departments, agencies, divisions,

authorities, commissions, councils, boards and committees have developed. Millions of tons of forms and reports are generated annually, most containing technical terms and jargon that inhibit many citizens' understanding and confidence in working with government effectively. Although the authors' book is based on the United States of America, what is mentioned could relate to any modern democracy.

Government operates on three levels, namely national, provincial and local. Broom et al (1994:466) states that specific public relations objectives will vary from agency to agency but the basic justification for government public relations rests on two fundamental premises: firstly, that a democratic government must report its activities to the citizens and secondly, that effective government administration requires active citizen participation and support. They further state that overall goals for government public relations programmes, regardless of the level of government, have at least three things in common:

❑   informing constituents about the activities of the government agency;
❑   ensuring active co-operation in government programmes (for example, voting, curbside recycling), as well as compliance in regulatory programmes (for example, mandatory seat belt use, anti-smoking ordinances); and
❑   fostering citizen support for established policies and programmes (for example, foreign aid, military deployments).

3.4   MILITARY

News reporters have long covered the actions of the military, in times of peace and war. For just as long, military leaders have attempted to limit the flow of information especially during conflict, which could potentially benefit their adversaries. Public relations has therefore also been part of the military in one way or another. According to Rear-Admiral Kendall Pease in Broom et al (1994:487), military public relations is no different from any other public relations; the product is just different. He argues that the same tools are used and that the military compete for the same news space. The approach to public relations problems is similar to that of practitioners in the private sector. The basic process is the same: research, planning, implementation and evaluation.

Pease further states that there is a greater emphasis on internal audiences in the military. There is also a more complex organisational structure to deal with in the military than there is in the private sector. This is particularly relevant to the SANDF. He wrote the following:

> *Today's environment requires a high degree of professionalism among military public affairs[3] [sic] officers, including high ethical standards as well as a solid educational foundation. When I first entered the Navy, there were many excellent public affairs officers doing their jobs very effectively. However, most of them were former news reporters who had no formal public affairs training. The demands of the field today require professionals specifically trained in military public affairs. The Navy has tremendous respect for public relations as a discipline, and it takes a strong, aggressive approach to public affairs issues.*

In the South African context there is unfortunately very little official documentation on public relations in the Defence force. Interviews with Senior Staff Officers[4] of the four Arms of Services public relations directorates Martens (2001), Meyer (2001), Steinberg (2001) and Van Rooyen (2001) confirmed this. There are many policies and procedures relating to specific public relations issues but few guidelines, specifically relating to the transformed Defence force.

3.5 TRANSFORMED SANDF

The transformation of the DoD covered four major areas, namely, civil-military relations, constitutional and legal transformation, normative and cultural transformation and organisational restructuring. The focus of this research is on organisational restructuring, because this is where the greatest impact was felt with reference to the public relations section. According to the Defence Review (DoD 1998:51), "*Organisational restructuring refers to the rationalisation and right-sizing of the DoD to ensure the more efficient and effective utilisation of state*

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[3] The US Navy refer to public relations as public affairs.
[4] They are the most senior public relations officers in their respective Arm of Service.

resources. This entails a range of measures including the disbanding of units, demobilisation and rationalisation of defence personnel, elimination of wasteful practices, eliminating the duplication of services, and the more efficient co-location of military bases and units".

According to the Defence Review (DoD 1998:56) it was envisaged that the DoD would be a three-tier organisation with five levels. The three tiers are:

❑ the Ministry of Defence (MoD) [level 0] tier with the DoD Headquarters levels [levels 1 and 2];

❑ the intermediate tier [level 3]; and

❑ the unit level [level 4].

The intermediate structures between the Ministry and the units on the ground consists of the following:

❑ **Task forces** and force employment structures were created for executing specific operations or exercises. They disband on completion of the operations or exercise. Task force commanders are appointed for the duration of the operation or exercise. Combat-ready units and formations are prepared and provided by the different Arms of Service.

❑ **Type formations** are basic building blocks in the process of providing forces. Each formation has its own commander. A type formation includes, where practical, all units and support elements related to a specific user system type. It is capable of providing a fully supported user system to a commander responsible for the exercising and combat readiness of land, air, maritime, and military health capabilities, such as a brigade or division commander. A type formation can provide the same service to a task force commander appointed by the Chief of Joint Operations. This design means a considerable improvement in cost-effectiveness and also provides the best way of retaining core defence capabilities, especially expertise in critical mass functions. Some examples of type formations in the different arms of service are:

■ Army – artillery or armoured formations;

- Air Force – fighter systems group;
- Navy – the fleet (only one); and
- Military Health Service – mobile medical formations.

A type formation has a specific geographical location where as many as possible of its combat and support units are concentrated. A base supports each formation.

❑ **Support formations** are intermediate structures with their own formation commanders. The nature and functions of such formations are similar in general terms to those of type formations, except that they do not provide combat-ready forces. Their task is to provide combat support to type formations and other system structures.

The unit level structures consists of:

❑ **Bases** provided by the Army, Air Force and the Navy (presently only one). Units are generally clustered on or around bases and share common facilities and services. Bases do not have command over attached units, but do exercise administrative control over them for base purposes. In some cases, base commanders may also be type formation commanders or task force commanders for specific local operations or exercises. These bases are referred to as General Support Base(s) (GSB).

❑ **Units** encompass combat units such as army artillery, armour and infantry regiments or battalions, air force squadrons, ships or medical battalion groups, or support units such as depots and schools. Units that are deployable have the appropriate support elements essential to them. The number of units on the ground and their shape and functions still needs to be finalised.

3.6 COMMUNICATION IN THE SANDF

Looking at public relations specifically (JDI 116[5] 1998:3-1) the principles governing the DoD's communication co-ordination function are as follows:

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[5] JDI (Joint Defence Issue) 116 is only a draft document that has to date not been approved.

❑ Chief of Defence Corporate Communication (CDCC) [level 1] is responsible for the co-ordination of corporate communication in the DoD in general.

❑ At Arm of Service level, the particular Chief of Arm of Service [level 2] is responsible for the co-ordination of communication activities within that specific Arm of Service.

❑ The intermediate and unit level [levels 3 and 4] communication activities must be co-ordinated at those levels by the relevant public relations functionaries.

JDI 116 (1998:7-8) indicates the different public relations services that are delivered by the SANDF. There are also other services delivered by public relations in the SANDF on various levels, which are not mentioned. In Table 3 the researcher summarises all the services, which are presently delivered in the SANDF, as well as on which level these are co-ordinated. An anomaly is that the army and military health services refer to public relations as corporate communication, the airforce calls it liaison services and the navy refers to it as public relations.

Table 3: Public relations services delivered on the different levels of the DoD

Public Relations Service	Level 1	Level 2	Level 3&4
Requests from external organisations for DoD support	✓	✓	✓
Films, Radio, TV programmes and Videos	✓		✓
Glossy and Magazine articles	✓		
Books regarding the DoD or with a DoD theme	✓		
Commercial advertisements requiring DoD assistance	✓	✓	✓
Promotional items	✓	✓	
Marketing of the SANDF	✓	✓	✓
Requests for photos	✓	✓	✓
Enquiries from members of the public	✓	✓	✓
Management of Museums	✓	✓	✓
Visitors to the SANDF	✓	✓	✓

Functions and Events	✓	✓	✓
Image Building Actions	✓	✓	✓
Ceremonial Aspects	✓		
Participation in Prestige Military and non-military occasions	✓	✓	✓
Internal Communication	✓	✓	✓
Media Liaison	✓	✓	✓
Periodicals	✓	✓	✓

3.7   LEVEL FOUR - NAVAL BASE SIMON'S TOWN

Naval Base Simon's Town forms part of the SA Navy's Type Formation, the Fleet, and falls under full command of the Fleet Commander, Flag Officer Fleet (FOF). Figure 6 indicates where NB Smst fits into the DoD. It has the primary function of providing a safe and secure haven for the Fleet in the Simon's Town area as well as a range of services to the units and other clients in its geographical area, which are listed below:

- ❑   Fleet Command Headquarters in Simon's Town;
- ❑   SA Fleet Maintenance Unit Simon's Town;
- ❑   SA Naval Works in Simon's Town;
- ❑   SA Naval Armament Depot Simon's Town;
- ❑   SA Naval Publications Unit in Simon's Town;
- ❑   SAS SIMONSBERG[6] in Simon's Town;
- ❑   All ships and submarines in commission based in Simon's Town;
- ❑   Institute for Maritime Medicine in Simon's Town (a Military Health Services unit);
- ❑   Military Police Agency Simon's Town;
- ❑   Legal Services in Simon's Town;
- ❑   Human Resources Satellite Office;
- ❑   SA Naval College in Gordon's Bay;
- ❑   SA Naval Staff College in Muizenberg;
- ❑   SAS WINGFIELD; and
- ❑   SA Naval Stores Depot Wingfield.

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[6] SA Navy ships and unit names with the abbreviation SAS (South African Ship) is always written in uppercase.

Figure 6: DoD organisation with reference to the SA Navy

Level 0

> Minister of Defence

Level 1

> Chief of the SANDF

Level 2

> Chief of the SA Navy

Level 3

> Flag Officer Fleet

> Flag Officer Commanding
> Naval Base Simon's Town

Level 4

> Officers Commanding of Units
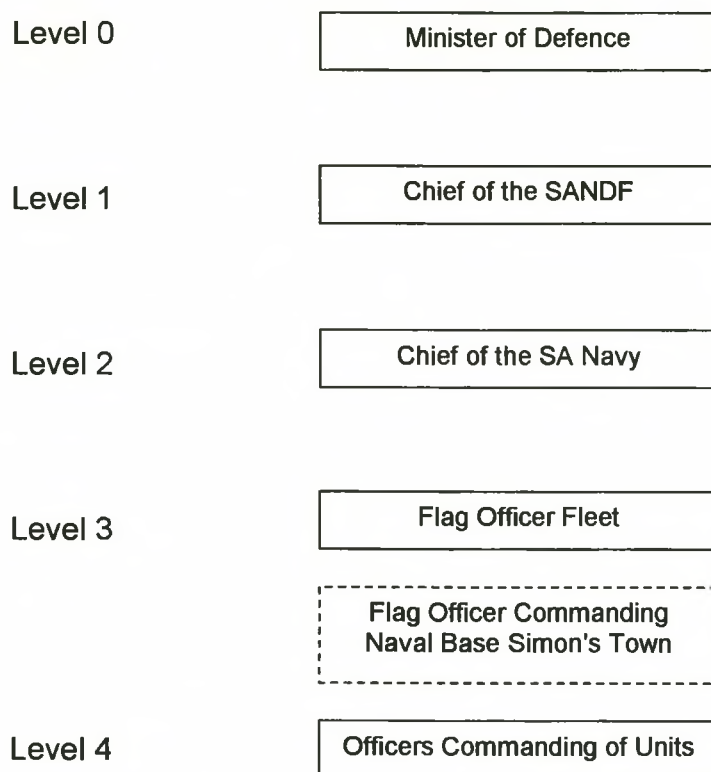
3.8   PUBLIC RELATIONS PRIOR TO TRANSFORMATION

Before transformation, various individual public relations sections rendered public relations services to the Navy in the Cape Peninsula. Only four units had public relations personnel. Specialised sections, such as audiovisual, in-house publication, the museum, and shows and exhibitions reported directly to Naval Headquarters in Pretoria. This meant that there was no co-ordinated public relations effort. Various units received little if any public relations services. The total personnel numbers amounted to eleven more people than the present structure, but more importantly is the fact that the rank (management) levels were much higher than it is presently, as an amalgamated section.

3.9   NB SMST PUBLIC RELATIONS SECTION

With the transformation process, not only the structure was refined but the functions and responsibilities were also clarified and conceptualised. Baseords (1999:2-6-1)

states that: *"The Base Public Relations Officer (BPRO)[7] is responsible to execute the internal and external communication function on behalf of Flag Officer Commanding in the Western Cape area [sic] to establish mutual understanding, acceptance and trust within and between the SA Navy and its publics. He/she is responsible for the management, identification, planning, monitoring and evaluation of all internal and external communication projects in support of Chief of the Navy and Flag Officer Fleet's mission."* Figure 7 indicates where the Public Relations Section fits into the NB Smst structure

Figure 7: NB Smst Organisational Structure
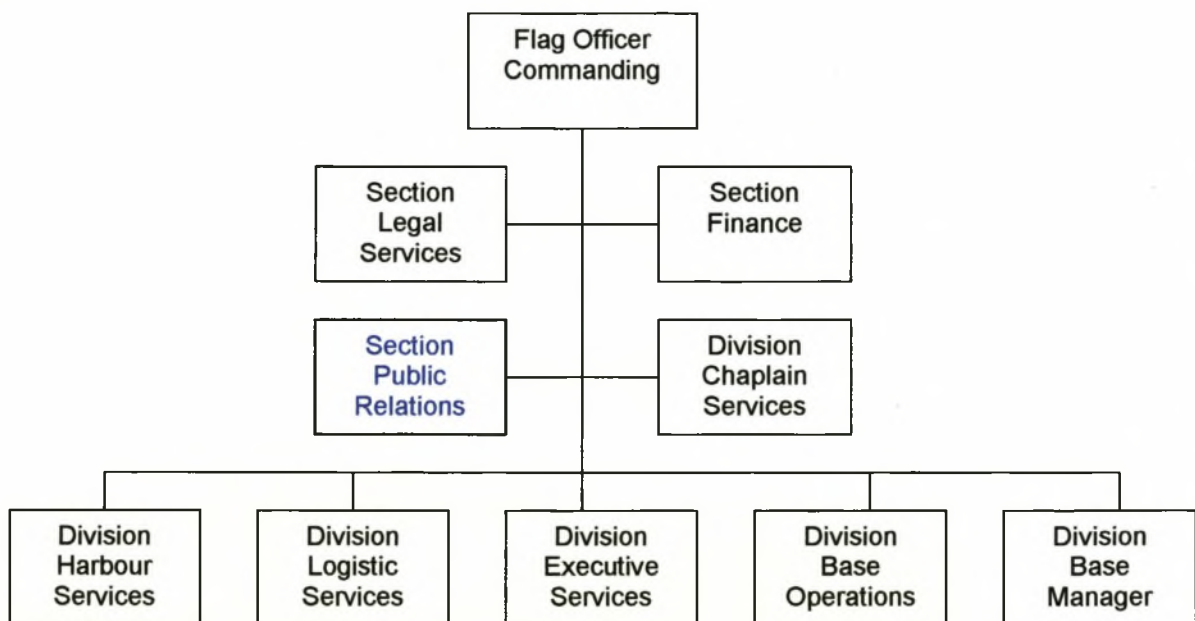
3.10 FUNCTIONS OF NB SMST PUBLIC RELATIONS

The context activity of the NB Smst Public Relations Section is, *"To Communicate Information"*. Public relations must be deliberate, planned and a continuous effort to ensure and develop mutual understanding between the Navy and its internal and external publics, in order to promote the Navy as a national asset. Public relations with the community is essential, because the Navy is intrinsically involved with and *accountable* to the communities, which it serves. Public relations must be aimed at keeping the general public informed so that they can make informed and unbiased decisions or statements about it.

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[7] BPRO is the head of the public relations section of NB Smst.

3.11   GOALS OF NB SMST PUBLIC RELATIONS

The following **internal** public relations goals must be achieved:

❑   to pro-actively initiate opportunities at all levels of command to market the Navy's mission, vision, role and objectives internally;

❑   to generate an understanding of the rationale and implications of decisions and strategic planning at all levels;

❑   to project the desired image of the SA Navy by promoting the prescribed code of conduct and ethics amongst internal publics;

❑   to ensure that all members of the SA Navy are informed of current SANDF and, particularly naval affairs;

❑   to promote loyalty to the Constitution of the Republic of South Africa;

❑   to promote the image of the SA Navy;

❑   to promote the military culture, customs and traditions of the SA Navy; and

❑   to ensure effective public relations at all levels.

The following **external** public relations goals must be achieved:

❑   establishing and promoting the corporate image, legitimacy and dignity of the SA Navy;

❑   informing external publics of the role and functions of the SA Navy;

❑   establishing an effective visitor group capability;

❑   exposing external publics to naval activities;

❑   promoting, acquiring and monitoring loyalty of external publics towards the SA Navy;

❑   promoting two-way communication between the SA Navy and its external publics;

❑   promoting the value and collateral utility of the SA Navy;

❑   promoting the SA Navy culture, customs and traditions; and

❑   promoting the proud naval history by means of museums.

To be able to achieve the above goals the Public Relations Section has seven subsections as indicated below:

- ❑ Media Liaison;
- ❑ Visitor Liaison;
- ❑ Public Relations (PR) Support Services;
- ❑ Internal Communication;
- ❑ Navy News (In-house journal);
- ❑ SA Navy Television (Audiovisual material); and
- ❑ SA Naval Museum.

3.12 CONCLUSION

The public manager has very specific responsibilities and obligations, not only towards the general public but also to his colleagues and subordinates. With transformation the SANDF's focus is to concentrate on core business and activities. Because units, divisions and agencies do not have their own public relations sections, as clients they will expect effective and efficient services from **NB Smst**.

The Public Relations Section of **NB Smst** has a definite mandate to provide specific services to its clients. It is, however, important to ensure that the services the section provides, and the extent to which it provides such services, is in line with the client's expectations. In order to establish this a questionnaire was designed on the delivery of public relations services to the clients. The results of this questionnaire will be discussed in the following chapter.

CHAPTER 4

DELIVERY OF PUBLIC RELATIONS SERVICES IN THE SOUTH AFRICAN NAVY

4.1   INTRODUCTION

In the previous chapters it was established that public relations departments render various services to the organisation. In the case of the Public Relations Section of NB Smst, there are seven subsections that provide most of these services that is mentioned in Figure 5 on page 21 and almost all the services mentioned in Table 3 on page 30 and 31.   Twenty services were taken selectively from the seven subsections of the Public Relations Section as indicated below, and a questionnaire was designed from this:

❑   Media Liaison.
- monitoring of Western Cape Newspapers;
- writing and distributing media releases; and
- handling media related enquiries.

❑   Visitor Liaison.
- initiating and co-ordinating visits to the organisation.

❑   PR Support Services.
- handling miscellaneous enquiries from the general public;
- assisting to participate in shows and exhibitions;
- arranging and co-ordinating open days and special events (e.g. Navy Festival);
- designing corporate material (e.g. brochures, programmes for parades, etc);
- handling complaints from the local community;
- maintaining a guestlist database;
- liaising with local government and community forums; and
- initiating and co-ordinating community involvement programmes.

❑   Internal Communication.
- production and distribution of information bulletins;

- ■ initiating programmes and events to improve and maintain morale; and
- ■ counselling management on internal issues and policies.
❑ Navy News (In-house journal).
- ■ production of an in-house journal (covering aspects of the organisation); and
- ■ doing graphic artwork and layout (e.g. posters, pamphlets, etc).
❑ SA Navy Television (Audiovisual material).
- ■ production of video material to promote the organisation; and
- ■ production of instructional and training videos.
❑ SA Naval Museum.
- ■ delivery of historical data (visual and verbal).

To establish how managers perceive the delivery of public relations to their organisations, the questionnaire was distributed to them (example attached as Appendix A). Thirty-five questionnaires were distributed to the following people:

❑ Heads of Divisions (including FOC NB Smst) – 5;
❑ Officers Commanding of Units (including ships and submarines) – 21;
❑ Officers-in-Charge of Agencies – 4; and
❑ Heads of Departments – 5.

The questionnaires were delivered and retrieved by hand. Thirty-one of the questionnaires were received back; the four not received were from the following:

❑ Officers Commanding of Units (two ships and one land based unit) – 3; and
❑ Officers-in-Charge of Agencies – 1.

The results will be discussed under the heading of each of the eight questions asked.

4.2 CLIENT'S UNDERSTANDING OF THE SERVICES

Appendix B is a summary of the respondents' answers on their understanding of the respective services. The researcher placed a Key Performance Indicator (KPI) of 90% on the understanding of the services. It is important to understand a service if

you make use of it. Overall, 89% of the respondents understand the services that the Public Relations Section provides. This already indicates a course for concern even though it is only one percent below the KPI.

Descriptive statistics were drawn from the information in Appendix B and are reflected in Table 4. It can be seen that the *mean* is 27.55, which is not of great concern with a total of 31. The *standard deviation* of 2.19, as well as the *range* of nine, is quite acceptable.

Table 4: Descriptive Statistics for Question 1

Descriptive Statistics	
Mean	27.55
Standard Error	0.489
Median	28
Mode	29
Standard Deviation	2.188
Sample Variance	4.787
Kurtosis	2.978
Skewness	-1.47
Range	9
Minimum	21
Maximum	30
Sum	551
Count	20

Twelve of the services met the KPI and eight did not. The services above the KPI contained all the aspects from the Media and Visitor Liaison subsections, most of the aspects from the PR Support Services subsection, and half of Internal Communication and the SA Navy Television subsections. The Museum and Navy News subsections made up the services below the KPI, with the other aspects of PR Support, Internal Communication and the SA Navy Television subsections.

The three services with the highest response rate are aspects concerning the SA Navy Television and the PR Support Services subsections. On the other hand the three services with the lowest response rate are aspects concerning the SA Naval Museum, SA Navy Television and the Internal Communication subsections.

There was one respondent who did not answer this question at all.

4.2.1 SUMMARY

The degree of the clients' understanding of the services can be summarised as follows:

❑ respondents understand more than half of the total services that are rendered;

❑ respondents understand totally what services the Media Liaison and Visitor Liaison subsections provide;

❑ respondents do not understand the services that the SA Naval Museum and Navy News subsections provide; and

❑ respondents understand six of the eight services that the PR Support Services subsection provides, two of the three services of the Internal Communication subsection and one of the two services provided by the SA Navy Television subsection.

4.3 CLIENT'S USE OF THE SERVICES

Appendix C is a summary of the respondents' answers to this question. Only five of the services are used by more than 50% of the respondents. On average 34% of the total services are used by respondents. The three highest scores are services with aspects from the Visitor Liaison, PR Support and Media Liaison subsections. The three lowest scores are services with aspects from the SA Navy Television, Internal Communication, SA Naval Museum and PR Support subsections. Apart from the SA Naval Museum there seems to be no correlation between the understanding of the services and the use of the services.

The descriptive statistics which were drawn from the information in Appendix C, and reflected in Table 5, shows issues of great concern. The *mean* is 10.6 out of a possible 31, which is very low. The *standard deviation* is 5.01, and is disconcerting. The *range* of 15 makes sense if one takes the other two factors into consideration.

4.3.1 SUMMARY

In question one, it was established that 89% of the clients understand the services provided and in question two that only 34% make use of the services provided by the Public Relations Section. Even the services that are used by more than 50% of the

clients do not go higher than 58%. This could indicate that there is no requirement for the Public Relations Section from these clients.

Table 5: Descriptive Statistics for Question 2

Descriptive Statistics	
Mean	10.6
Standard Error	1.12
Median	10
Mode	7
Standard Deviation	5.01
Sample Variance	25.1
Kurtosis	-1.5
Skewness	0.1
Range	15
Minimum	3
Maximum	18
Sum	211
Count	20

4.4 FREQUENCY OF SERVICE DELIVERY

Appendix D is a summary of the clients' indication of the frequency of the use of the 20 services. The researcher made the mistake of giving the option *As Required* to the clients. This led to a weak open-ended question, which neutralised the ability to measure the frequency of the services delivered. The question will therefore be disqualified for this research.

It is, however, interesting to note that just over 50% of the respondents chose the *As Required* option. This may be that the respondents did not want to spend time thinking the question through thoroughly. Another possible solution might be that the respondents might think that it is comfortable to know that such services exist and they can simply request these when needed.

Another noteworthy aspect is the fact that 40% of the respondents gave no response. This may either mean that they do not make use of the service at all or just did not bother to actively think the question through.

4.4.1 SUMMARY

The first two questions of the questionnaire were very simple and straightforward. This meant that the respondents could easily answer the questions without needing

to think them through. Although question three was badly formulated, it seems that the respondents did not want to spend time on the question, as it was more complicated than the first two.

4.5   PRIORITY OF SERVICES

Appendix E is a summary of the clients' indication of which of the 20 services are priorities to them. The respondents were asked to list only five of the most important services to them, in order of priority, starting with one as the most important and five as the least important. Unfortunately, very few of the respondents answered this question correctly by either not listing five services, or they listed more than five services. Eight of the respondents did not answer this question at all.

The question is, however, important to the researcher and the answers were sufficiently valid to use in this study. In order to make use of the data collected, the researcher used the *weighted average* method to analyse the answers. A weight was given to each priority from one to five, as indicated below:

- ❑   1 = 0.3
- ❑   2 = 0.25
- ❑   3 = 0.2
- ❑   4 = 0.15
- ❑   5 = 0.1

The sum of all the weights is equal to one. By adding the weights of each service a total was given as a weighted average. The highest *weighted average* is the highest priority of all the services.

The service, which was identified as the highest priority, is an aspect of the Visitor Liaison subsection. Priority number two and three are aspects from the Media Liaison subsection, priority four is an aspect from the Internal Communications subsection and priority number five is an aspect from the PR Support subsection.

4.5.1 SUMMARY

It makes sense that service two (Visitor Liaison) is the highest priority to the respondents because it is a service that is planned and executed on their behalf with minimal work, risks or budgetary requirements from them.

Services nine and 16 (Media Liaison) is a specialised field with many restraints in the form of internal policies and procedures. It is also a field, where traditionally, managers were not allowed to become involved. It is therefore a field where managers would prefer as much as possible professional assistance, and once again there would be minimal risks to them personally.

Service 15 (Internal Communication) is extremely important in any organisation. Due to the dynamics of human beings, it is important for managers to have loyal and hardworking personnel, something that can only be maintained if the morale of their subordinates is high. It is strange that this is not a higher priority for the respondents.

Service seven (PR Support) is one of the eight services rendered by the PR Support subsection. With this service the Public Relations Section plans and execute the service on behalf of the client. Once again there is minimal risk and financial expenditure for the client. The client gets a lot of exposure with very little effort from this activity and therefore it makes sense that this is a priority to them.

4.6   SATISFACTION WITH SERVICES DELIVERED

Appendix F is a summary of the clients' indication of their satisfaction with the services delivered. As with question three, where the researcher made a mistake of giving the option *As Required* to the clients, a similar mistake was made with question five, by giving a *Not Applicable* option to the respondents. This created a 'back door' for the respondents resulting in the researcher not being able to receive totally honest opinions.

Reading a 27% satisfaction rate is very alarming but the 39% for *Not Applicable* gives a skewed impression of the data character. The 23% at *No Response* not only helps to further the skewed information, but is also an indication that the respondents either have a fear of being honest or were too lazy to complete the questionnaire properly.

The fact that the percentage is very low at the *Unsure* column is linked to the data in question one, where the respondents were asked if they understood what the services entail. The percentage for *Not Understand* was also very low.

However, this question is very valuable and the researcher decided to add a *Refined Satisfaction*. The researcher took the value in the *Satisfaction* column and divided it by the total number of respondents, minus the *Not Applicable* value and *No Response* value of each service and got a result in percentage as a *Refined Satisfaction*. The researcher has placed a KPI of 80% on the satisfaction of services.

The overall satisfaction rate is 68,6%, which is a point of concern. The five services that are above the KPI are firstly, an aspect from the Visitor Liaison as well as the PR Support subsections. Secondly, are an aspect from the Internal Communication subsection, and thirdly an aspect from the Media Liaison and again PR Support subsections.

Major points of concern are the three aspects on 50% and below, with an aspect of the SA Navy Television subsection as the lowest, followed by an aspect from the PR Support subsection and then again the SA Navy Television subsection.

4.6.1 SUMMARY

This question will not be disqualified because valuable conclusions could be drawn from the given data. It is clear that overall the clients are not satisfied with the delivery of services. The fact that responses for *Not Applicable* and *No Response* are so high, is worrisome because clients probably felt that this is an easy or quick way to complete the questionnaire.

4.7   MAIN REASONS FOR DISSATISFACTION

Question six followed on from question five where clients were asked to indicate their *main reason for dissatisfaction* if they were dissatisfied with certain services. Not all the respondents indicated their reasons for dissatisfaction and others, who did respond, did not answer the question. Below is a summary of relevant answers from the respondents:

❑ Monitoring of Western Cape Newspapers: "No press clippings from Ops Recent[8]".

❑ Production of video material to promote your organisation: "Equipment failure=Delivery assurance".

❑ Assist to participate in shows and exhibitions:

  ■ "Inconsistency";

  ■ "Minimal support from PRO – We do it ourselves".

❑ Arrange and co-ordinate open days and special events (e.g. Navy Festival): "Minimal support – We do it ourselves";

❑ Write and distribute media releases:

  ■ "Problem that only Office of Minister[9] may authorise it";

  ■ "We do it ourselves – PROs not effective".

❑ Design corporate material (e.g. brochures, programmes for parades, etc): No reason was given.

❑ Handling complaints from the local community: No reason was given.

❑ Produce an in-house journal (covering aspects of your organisation): No reason was given.

❑ Production of instructional and training videos: "Lack of qualified staff".

❑ Maintaining a guestlist database:

  ■ "Incomplete and out of date data";

  ■ "Numerous gaps and 'old' names still on list".

❑ Initiate programmes and events to improve and maintain morale: No reason was given.

❑ Handle media-related enquiries:

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[8] Military Operation where ship was involved.
[9] Minister of Defence.

- ■ "Inaccurate portrayal of events";
- ■ "Long reaction time due to problem that only Office of Minister may authorise it".
- ❑ Initiate and co-ordinate community involvement programmes: No reason was given.

4.7.1 SUMMARY

From the above it is evident that respondents feel that the services provided do not cater for their specific or individual requirements. Others feel that they provide some of the services themselves and in so doing, they do it better than the Public Relations Section. Some suggested that there is a lack of qualified staff and proper equipment. One of the respondents indicated that policies and procedures are prohibitive in the delivering of services.

4.8 SUGGESTIONS TO IMPROVE SERVICES THAT CLIENTS ARE DISSATISFIED WITH

Question seven followed on from question six where clients were asked to give suggestions on how they would improve the delivery of services. Once again, very few of the respondents gave suggestions on how they would improve the delivery of services. Below is a summary of relevant answers from the respondents:

- ❑ Production of video material to promote your organisation:
  - ■ "Correct staff in posts";
  - ■ "Be more specific to the various specializations and increase the frequency of productions".
- ❑ Assist to participate in shows and exhibitions:
  - ■ "PROs must be proactive in helping us with design, production and budget for static displays";
  - ■ "I would begin planning further in advance and liaise with **all** associated ships".
- ❑ Arrange and co-ordinate open days and special events (e.g. Navy Festival):
  "We arrange a very successful Navy Band Concert in Strand Town Hall each

year. We do all the work with sponsors, posters, tickets, etc. – PROs need to get on board".

❑ Write and distribute media releases:

- ■ "PROs should use specialist professional team. We have cultivated media people at Radio Helderberg, District Mail and others and we get better coverage than the PROs ever got us";

- ■ "Inform the ships companies regarding all media releases in order to make them more aware thereof";

- ■ "Be honest with Chief of Defence Corporate Communications about the effect of the decision that the Minister's Office must clear all releases and decisions".

❑ Produce an in-house journal (covering aspects of your organisation): "Inform the ships companies regarding all media releases in order to make them more aware thereof".

❑ Production of instructional and training videos:

- ■ "Correct staff in posts";

- ■ "Videos that are based on ships companies should be shown to those who have been used. This would be an immense morale booster".

❑ Maintaining a guestlist database: "Database should include up-to-date data with regard to medals, correct use of Conventions of Service Writing[10] for invitations to members with or without spouses as well as the correct details of posts and addresses of members. It should include retired and resigned members of Commander rank and higher, going back at least 30 years".

❑ Handle media related enquiries:

- ■ "Need to do more about initiative, planning, dreaming, etc to come up with new ideas and not only doing what we used to do";

- ■ "Individuals being placed in the limelight need to be given some guidelines prior to being exposed to a journalist - a phone call **does not** suffice";

- ■ "Prior to releasing information I would speak to the party involved and be sure I had the facts correct".

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[10] Specific instructions on writing applicable to the SANDF.

❏   Initiate and co-ordinate community involvement programmes: Increase the frequency thereof.

4.8.1 SUMMARY

Some of the suggestions are linked to the reasons for dissatisfaction mentioned in the previous section, whilst others are not. The respondents feel that the services should cater for individual requirements and that the frequency of services delivered should be increased. It is also suggested that the Public Relations Section should be more proactive.

4.9 REQUIREMENT FOR ANY OTHER SERVICES

The respondents were given an open-ended question with question eight, where they could list any other service that they would want the Public Relations Section to deliver. Most of the respondents did not answer this question. Some respondents suggested better performance in the services already delivered and others used it as a forum to complain about services not delivered properly. Since the researcher did give respondents the opportunity to give feedback on these issues with the other questions, only suggestions relevant to this question will be used for this study. Listed below are the suggestions, verbatim:

❏   "Professional briefings prior to journalist exposure";

❏   "Assist with the promotion of Policing in a Naval environment";

❏   "A short introduction for members of other Arms of Service that work in the Navy, with the focus on norms, values and traditions; concluding with Naval expectations";

❏   "Marketing of individual ships";

❏   "Highlighting ships as core business of the Navy";

❏   "I believe that if it were possible that all liaison officers should be drawn from this area of experience"; and

❏   "Help with sponsorships."

4.9.1 SUMMARY

From the above it can be deducted that there is a requirement for the Public Relations Section to become involved with training. This is training for managers on how to deal with the media. Induction of new recruits as well as present members to the changes brought about by transformation and the concept of jointness. Marketing of specific specialisations and units is also an additional service requirement. Respondents want the Public Relations Section to provide liaison officers for visitors and visiting ships. There is also a requirement to become involved with corporate communications and to assist with the acquiring of sponsorships.

4.10 CONCLUSION

In this chapter the analysis of the questionnaire that was distributed to the clients was done. The results were discussed under the heading of the eight questions of the questionnaire. In the following chapter the recommendations will be discussed under the heading of the different subsections of the Public Relations Section of NB Smst that provide these services to the clients of the GSB.

CHAPTER 5

RECOMMENDATIONS

5.1   INTRODUCTION

The questionnaire that was designed by the researcher was done in such a way that the 20 services mentioned are the services provided by the seven subsection of the Public Relations Section. The recommendations will therefore be done according to each subsection and not per service.

5.2   MEDIA LIAISON

The three services of the Media Liaison subsection are:
❑   monitoring of Western Cape Newspapers;
❑   writing and distribute media releases; and
❑   handling of media-related enquiries.

Clients fully comprehend what services this subsection consists of, and on average more than half make use of it. The clients consider media liaison as a high priority since two of its aspects are priorities two and three. The clients are satisfied with the services delivered, but feel that the aspect of 'Monitoring of Western Cape Newspapers' needs to be addressed to the clients' specific needs.

The following is recommended:
❑   copies of media coverage regarding specific clients must be forwarded to them immediately;
❑   Media Liaison personnel must be more proactive by getting to know all the reporters of the Western Cape personally; and
❑   clients must on an ongoing basis be reminded that only the Media Liaison Officer on behalf of FOC NB Smst has the mandate to liaise with the media in the Western Cape, and that they must channel all requirements and enquiries via the Media Liaison subsection.

5.3   VISITOR LIAISON

Only one service, 'Initiate and co-ordinate visits to your organisation' was used for the questionnaire. The clients fully comprehend what this service offers and they make use of it. The service is their highest priority and they are satisfied with the delivery of the service.

It is recommended that the Visitor Liaison subsection continue to deliver the service as they are doing at present.

5.4   PR SUPPORT SERVICES

The PR Support subsection consists of the following services:
- handling miscellaneous enquiries from the general public;
- assisting to participate in shows and exhibitions;
- arranging and co-ordinating open days and special events (e.g. Navy Festival);
- designing corporate material (e.g. brochures, programmes for parades, etc);
- handling complaints from the local community;
- maintaining a guestlist database;
- liaising with local government and community forums; and
- initiate and co-ordinating community involvement programmes.

Although this subsection has the most and diverse services to offer, the clients understand only six of the eight services on offer. On average they make use of only 40% of the services, but they do consider one of the services 'To participate in shows and exhibitions' as the fifth priority. The reason why the use of the service is low, can be attributed to the fact that most of the requests received by the Public Relations Section come directly to the section, and are therefore handled on behalf of the client. On average 71% of the clients are satisfied with the delivery of services to them. Clients feel that there is an inconsistency in the delivery of services to them and that they get minimal support from the Public Relations Section.

The following is recommended:

❑ clients must be informed of requests and enquiries about them or involving them, and they should be given the opportunity to give inputs should they wish to;

❑ individual needs of clients should be taken into consideration; and

❑ the PR Support subsection must market its services and become proactively involved with the clients.

5.5 INTERNAL COMMUNICATION

The Internal Communication subsection delivers the following services:

❑ production and distribution of information bulletins;

❑ initiating programmes and events to improve and maintain morale; and

❑ counselling management on internal issues and policies.

The clients understand what Internal Communication is supposed to do, but do not make use of the services offered. They see the service, 'Initiate programmes and events to improve and maintain morale', as priority four of all the services. The clients seem to be satisfied with the delivery of the services.

The following is recommended:

❑ The Internal Communication subsection should market their services to the clients in order for the clients to make full use of the services on offer.

5.6 NAVY NEWS (IN-HOUSE JOURNAL)

The Navy News subsection delivers the following services:

❑ produces an in-house journal (covering aspects of client's organisation); and

❑ performs graphic artwork and layout (e.g. posters, pamphlets, etc).

The clients indicated on both services an 87% of understanding of the services, which although lower than the KPI of 90% is not worrisome. What is disconcerting, is that very few of the clients make use of the service. The priority of the services is 10

and 19 which means those clients do not consider Navy News as a priority at all. Navy News is also below the KPI of 80% on the satisfaction list.

The following is recommended:

❑ The Navy News subsection must proactively market their services to clients by going to each manager personally telling them what Navy News can offer and how the client should go about making use of the service.

❑ The subsection must do a quarterly evaluation of **all** the client's views on the content of the magazine and then adjust appropriately.

5.7 SA NAVY TELEVISION (AUDIOVISUAL MATERIAL)

The SA Navy Television subsection delivers the following services:

❑ production of video material to promote the client's organisation; and

❑ production of instructional and training videos.

The clients' understanding of the aspect, 'Production of video material to promote your organisation', is above the KPI and the aspect, 'Production of instructional and training videos', is below the KPI. Very few clients have made use of the services. Clients do not see the services as a priority and indicated a very low satisfaction percentage.

The following is recommended:

❑ the SA Navy Television subsection should be abolished.

5.8 SA NAVAL MUSEUM

The SA Naval Museum subsection consists of the service, 'Delivery of historical data (visual and verbal)'. Although the understanding of the service is below the KPI of 90% at 81%, it is not a matter for concern. However, only 19% of the clients make use of the service and it is also the lowest priority for them. An anomaly is that they indicate a 78% satisfaction with the service delivery. The clients do not see the SA Naval Museum as specifically important to them. The Museum, however, is mainly there for the external publics of the SA Navy.

It is recommended that:

❑ the Museum proactively markets the services that it can deliver to the clients; and

❑ the exhibitions in the museum should be more educational for training purposes, in order to enhance the internal communication role.

5.9 GENERAL

Using the requirements that the respondents mentioned as well as general requirements not only applicable to specific subsections, the following is recommended:

❑ public relations should be a subject on all the military courses in the Navy targeted at that specific level of management;

❑ senior management should be trained on how to deal with the media specifically regarding media conferences and interviews;

❑ a project should be launched to market the core function of the SA Navy, namely ships at sea; and

❑ the Public Relations Section should market itself proactively to its clients, explaining what it can and cannot offer.

5.10 CONCLUSION

In this chapter recommendations were made on the findings of the questionnaire that were analysed in the previous chapter. The 20 services used for the questionnaire were selectively taken from the seven subsections of the Public Relations Section. These services are mainly the same as those delivered by other public relations departments' worldwide as mentioned in Chapter 2. The recommendations were discussed under the headings of the subsections because they are ultimately responsible for their respective services. A paragraph was also dedicated to the Public Relations Section in its entirety. The following chapter will be the conclusion of the entire study.

CHAPTER 6

CLOSURE

6.1 INTRODUCTION

This final chapter is a summary of the research. It starts off with the changes that occurred in the DoD and the impact experienced at ground level because of these changes. The theory of communication and the profession of public relations are then summarised. This is followed by the reality of how public relations services have been delivered in the past up to the present situation. The clients' perceptions of the delivery of the services are then summarised. Recommendations are made, which is followed by the conclusion.

6.2 PURPOSE

When an organisation goes through change, the impact is felt at all levels and in all areas. The SANDF underwent major structural and procedural changes. As with all other transformation or restructuring processes of the 21st century, the changes were made firstly for the organisation to be more cost effective and secondly, to be more efficient.

In layman's terms, it means more is expected using less resources. The Public Relations Section of NB Smst as a unit on the operating level of the SANDF only started to feel in 2000 the reality of what was planned years before on a strategic level. Although the Public Relations Section started a restructuring process in 1997 to amalgamate various smaller sections into one section, the researcher realised that the section is not functioning as effectively as it should.

A problem statement was formulated which stated that public relations in the SA Navy, with specific reference to the GSB, NB Smst, is not functioning as effectively as it should due to limited knowledge of which public relations functions can be provided, and to what extent.

A needs assessment survey was therefore compiled and distributed to all the clients of the section to try and establish what the clients' perception is of the service delivery.

6.3   THEORY

The basic principles of public relations as a profession should be the same, be it in different countries or in private or public organisations. An in-depth study was made on the theory of public relations, starting with the overall concept of *communication*. The researcher described two communication models, barriers to communication, gave hints to effective communication, mentioned methods of communicating and communication categories leading up to the discipline of public relations.

Various different definitions on public relations were given and emphasis was placed on those from professional public relations institutes and bodies. The study also concentrated on the nature of public relations and looked specifically at where this function should fit in the overall organisational structure, once again looking at world-wide norms of how organisations achieve this. It was established that public relations is a management function and that the public relations manager should have board director status.

The research focussed on the functions of public relations and briefly described the semantics of what public relations should be called, due to the fact that there are various names for this discipline. It was established that the most widely used term in the UK is, "public relations", and that all the professional institutes and bodies still refer to the discipline as public relations.

6.4   REALITY

Once it was decided what the generic functions and name of public relations are, the research focussed on the present situation of public relations as it is supposed to be at NB Smst.   The emphasis was first on what public relations should do on

government level and from that basis proceeded to the role of public relations in the military.

The focus then shifted to the SANDF, where the transformation of the DoD was described. The different levels of the DoD organisation were explained as well as the different structures in this new organisation. The concept of *jointness* and the role of GSBs was introduced. The various public relations services that are provided by the SANDF were described and it was explained at which level the services should be delivered.

Following on this, NB Smst was described as a level four unit. It was explained where the base fits into the organisational structure of the DoD, and who its specific clients are. The research then indicated where the Public Relations Section fits into the organisational structure of NB Smst, which is incidentally directly in line with the international norm.

The chapter concluded with the functions that the Public Relations Section must deliver and indicated the subsections, which are responsible for the service delivery.

6.5 SERVICE DELIVERY

In chapters two and three it was explained what public relations is, how it should be executed and who the clients are. It was therefore necessary for the researcher to establish if the services that are being delivered by the Public Relations Section of NB Smst are in fact in line with the clients' expectations.

A questionnaire was designed and distributed to the clients to identify their perceptions of the delivery of public relations services to them. The researcher used spreadsheets to analyse the data collected from the clients' responses to the questionnaire. The 20 services mentioned in the questionnaire were analysed according to the eight questions of the questionnaire.

Unfortunately, the clients did not complete the questionnaires properly. It would be mere speculation as to why this was not done properly. It could range from

arrogance that they felt that their time was wasted, or the fact that they did not understand the questionnaire properly.

One of the questions was disqualified because it was a weak question that could not be analysed properly. Due to the bad response by some clients to questions four and five, statistical and mathematical calculations had to be made to make use of the data that was given by the other clients.

6.6   RECOMMENDATIONS

The 20 services that were used as basis for the questionnaire were selectively taken from the seven subsections of the Public Relations Section that delivers the various services. The recommendations were done per subsection and not per service or per question asked.

Only the Visitor Liaison subsection is performing to the standards or requirements of the clients. The Media Liaison, PR Support and Internal Communication subsections are performing relatively well. The Navy News and SA Naval Museum subsections are definitely performing below average and according to the clients the SA Navy Television subsection is not performing at all. Recommendations were made in line with the above results.

6.7   CONCLUSION

The researcher feels that although the basic principles, design and position of the Public Relations Section of NB Smst in the organisational structure is correct, the section is definitely not delivering the quality of services it is supposed to. It is his belief that the majority of clients did not complete the questionnaire correctly. This is a great pity, as the clients will ultimately be affected the most by the poor quality, or even the non-delivery of public relations services to them.

However, valuable information was gathered even if only taking note of the perceptions of certain clients. Due to the fact that the transformed SANDF is client-driven this research will act as a basis to improve the delivery of public relations services to the clients of NB Smst.

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APPENDIX A

QUESTIONNAIRE ON THE SERVICE DELIVERY OF PUBLIC RELATIONS

Background

Generically the functions or services that are delivered by a public relations section to public or private organisations are essentially the same. Listed in the tables are 20 different services that are normally provided by a public relations section. Public relations services, which will obviously not be rendered by a public relations section in the South African National Defence Force, have been omitted from this questionnaire. There are eight questions in total.

Instructions

Please write the name of your division, unit, agency or department in the space provided.

Q-1: Please circle Y=Yes if you understand or N=No if you don't understand what the service entails.

Q-2: Please circle Y=Yes if you have made use of this service during the past year, and N=No if you have not used the service.

Q-3: What do you perceive should be the frequency of the services delivered? Please indicate by circling the following:

D=Daily   W=Weekly   M=Monthly   Q=Quarterly   A/R=As Required

Q-4: Please prioritise the **five** services which are or should be of most value to you. Start with **one** as the most important. It is important to note that a number can only be allocated to one service.

Division/Unit/Agency/Department: _____

No	Service	Q-1 Knowledge		Q-2 Use		Q-3 Frequency					Q-4 Priority
1	Delivery of historical data (visual and verbal)	Y	N	Y	N	D	W	M	Q	A/R	
2	Initiate and co-ordinate visits to your organisation	Y	N	Y	N	D	W	M	Q	A/R	
3	Production and distribution of information bulletins on your behalf	Y	N	Y	N	D	W	M	Q	A/R	
4	Handling miscellaneous enquiries from the general public	Y	N	Y	N	D	W	M	Q	A/R	
5	Monitoring of Western Cape Newspapers	Y	N	Y	N	D	W	M	Q	A/R	
6	Production of video material to promote your organisation	Y	N	Y	N	D	W	M	Q	A/R	
7	Assist to participate in shows and exhibitions	Y	N	Y	N	D	W	M	Q	A/R	
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)	Y	N	Y	N	D	W	M	Q	A/R	
9	Write and distribute media releases	Y	N	Y	N	D	W	M	Q	A/R	
10	Design corporate material (e.g. brochures, programmes for parades, etc)	Y	N	Y	N	D	W	M	Q	A/R	
11	Handling complaints from the local community	Y	N	Y	N	D	W	M	Q	A/R	
12	Produce an in-house journal (Covering aspects of your organisation)	Y	N	Y	N	D	W	M	Q	A/R	
13	Production of instructional and training videos	Y	N	Y	N	D	W	M	Q	A/R	
14	Maintaining a guestlist database	Y	N	Y	N	D	W	M	Q	A/R	
15	Initiate programmes and events to improve and maintain morale	Y	N	Y	N	D	W	M	Q	A/R	
16	Handle media related enquiries	Y	N	Y	N	D	W	M	Q	A/R	
17	Counsel management on internal issues and policies	Y	N	Y	N	D	W	M	Q	A/R	
18	Liaise with local government and community forums	Y	N	Y	N	D	W	M	Q	A/R	
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)	Y	N	Y	N	D	W	M	Q	A/R	
20	Initiate and co-ordinate community involvement programmes	Y	N	Y	N	D	W	M	Q	A/R	

Q-5: If you made use of the services by indicating **Yes** to Q-2, please indicate your satisfaction with the service delivered by circling one of the following under Q-5:

      S=Satisfied   U=Unsure   D=Dissatisfied

If you indicated **No** to the services under Q-2, please circle N/A=Not Applicable.

Q-6: If you are dissatisfied with certain services, please give the main reason for your dissatisfaction?

No	Service	Q-5 Satisfaction				Q-6 Main reason for dissatisfaction
1	Delivery of historical data (visual and verbal)	S	U	D	N/A	
2	Initiate and co-ordinate visits to your organisation	S	U	D	N/A	
3	Production and distribution of information bulletins on your behalf	S	U	D	N/A	
4	Handling miscellaneous enquiries from the general public	S	U	D	N/A	
5	Monitoring of Western Cape Newspapers	S	U	D	N/A	
6	Production of video material to promote your organisation	S	U	D	N/A	
7	Assist to participate in shows and exhibitions	S	U	D	N/A	
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)	S	U	D	N/A	
9	Write and distribute media releases	S	U	D	N/A	
10	Design corporate material (e.g. brochures, programmes for parades, etc)	S	U	D	N/A	
11	Handling complaints from the local community	S	U	D	N/A	
12	Produce an in-house journal (Covering aspects of your organisation)	S	U	D	N/A	
13	Production of instructional and training videos	S	U	D	N/A	
14	Maintaining a guestlist database	S	U	D	N/A	
15	Initiate programmes and events to improve and maintain morale	S	U	D	N/A	
16	Handle media related enquiries	S	U	D	N/A	
17	Counsel management on internal issues and policies	S	U	D	N/A	
18	Liaise with local government and community forums	S	U	D	N/A	
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)	S	U	D	N/A	
20	Initiate and co-ordinate community involvement programmes	S	U	D	N/A	

Q-7: How would you improve these services that you are dissatisfied with? (Please indicate the number of the service you are referring to).

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Q-8: Are their any other services that you want the Public Relations Section to deliver? Please list them.

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APPENDIX B

Question 1 – Do you understand what the service entails?

No	Services	Yes	No	No Response	Yes%
1	Delivery of historical data (visual and verbal)	25	5	1	81%
2	Initiate and co-ordinate visits to your organisation	29	1	1	94%
3	Production and distribution of information bulletins on your behalf	29	1	1	94%
4	Handling miscellaneous enquiries from the general public	28	2	1	90%
5	Monitoring of Western Cape Newspapers	28	2	1	90%
6	Production of video material to promote your organisation	30	0	1	97%
7	Assist to participate in shows and exhibitions	30	0	1	97%
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)	29	1	1	94%
9	Write and distribute media releases	28	2	1	90%
10	Design corporate material (e.g. brochures, programmes for parades, etc)	30	0	1	97%
11	Handling complaints from the local community	28	2	1	90%
12	Produce an in-house journal (covering aspects of your organisation)	27	3	1	87%
13	Production of instructional and training videos	25	5	1	81%
14	Maintaining a guestlist database	29	1	1	94%
15	Initiate programmes and events to improve and maintain morale	26	4	1	84%
16	Handle media related enquiries	29	1	1	94%
17	Counsel management on internal issues and policies	21	9	1	68%
18	Liaise with local government and community forums	26	4	1	84%
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)	27	3	1	87%
20	Initiate and co-ordinate community involvement programmes	27	3	1	87%
		551	49	20	
		620	620	620	
	% Understanding	89%	8%	3%	

APPENDIX C

Question 2 -- Have you made use of the service during the past year?

No	Service	Yes	No	No Response	Yes%
1	Delivery of historical data (visual and verbal)	6	23	2	19%
2	Initiate and co-ordinate visits to your organisation	17	13	1	55%
3	Production and distribution of information bulletins on your behalf	12	18	1	39%
4	Handling miscellaneous enquiries from the general public	16	14	1	52%
5	Monitoring of Western Cape Newspapers	7	23	1	23%
6	Production of video material to promote your organisation	7	23	1	23%
7	Assist to participate in shows and exhibitions	17	12	2	55%
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)	18	12	1	58%
9	Write and distribute media releases	17	13	1	55%
10	Design corporate material (e.g. brochures, programmes for parades, etc)	14	16	1	45%
11	Handling complaints from the local community	10	20	1	32%
12	Produce an in-house journal (covering aspects of your organisation)	7	23	1	23%
13	Production of instructional and training videos	3	27	1	10%
14	Maintaining a guestlist database	15	15	1	48%
15	Initiate programmes and events to improve and maintain morale	6	24	1	19%
16	Handle media related enquiries	13	16	2	42%
17	Counsel management on internal issues and policies	6	24	1	19%
18	Liaise with local government and community forums	7	23	1	23%
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)	10	19	2	32%
20	Initiate and co-ordinate community involvement programmes	3	27	1	10%
		211	385	24	
		620	620	620	
	% Use of Services	34%	62%	4%	

APPENDIX D

Question 3 – What was the frequency of the services delivered?

Key: *D=Daily* *W=Weekly* *M=Monthly* *Q=Quarterly* *A/R=As Required* *N/R=No Response*

No	Service	D	W	M	Q	A/R	N/R	Total	D%	W%	M%	Q%	A/R%	N/R%
1	Delivery of historical data (visual and verbal)	0	0	0	1	17	13	31	-	-	-	3.2	54.8	41.9
2	Initiate and co-ordinate visits to your organisation	1	2	6	0	14	8	31	3.2	6.5		0.0	45.2	25.8
3	Production and distribution of information bulletins on your behalf	0	2	3	1	13	12	31	-	6.5	9.7	3.2	41.9	38.7
4	Handling miscellaneous enquiries from the general public	3	0	1	1	17	9	31	9.7	-	3.2	3.2	54.8	29.0
5	Monitoring of Western Cape Newspapers	2	1	0	0	15	13	31	6.5	3.2	-	0.0	48.4	41.9
6	Production of video material to promote your organisation	0	0	1	2	12	16	31	-	-	3.2	6.5	38.7	51.6
7	Assist to participate in shows and exhibitions	0	0	1	2	19	9	31	-	-	3.2	6.5	61.3	29.0
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)	0	0	1	2	20	8	31	-	-	3.2	6.5	64.5	25.8
9	Write and distribute media releases	0	0	1	0	21	9	31	-	-	3.2	0.0	67.7	29.0
10	Design corporate material (e.g. brochures, programmes for parades, etc)	0	0	0	3	18	10	31	-	-	-	9.7	58.1	32.3
11	Handling complaints from the local community	0	0	0	0	17	14	31	-	-	-	0.0	54.8	45.2
12	Produce an in-house journal (covering aspects of your organisation)	0	0	1	0	15	15	31	-	-	3.2	0.0	48.4	48.4
13	Production of instructional and training videos	0	0	0	0	14	17	31	-	-	-	0.0	45.2	54.8
14	Maintaining a guestlist database	1	0	3	1	16	10	31	3.2	-	9.7	3.2	51.6	32.3
15	Initiate programmes and events to improve and maintain morale	0	0	0	0	17	14	31	-	-	-	0.0	54.8	45.2
16	Handle media related enquiries	1	0	1	1	18	10	31	3.2	-	3.2	3.2	58.1	32.3
17	Counsel management on internal issues and policies	1	0	1	0	12	17	31	3.2	-	3.2	0.0	38.7	54.8
18	Liaise with local government and community forums	1	0	2	0	13	15	31	3.2	-	6.5	0.0	41.9	48.4
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)	1	0	1	0	18	11	31	3.2	-	3.2	0.0	58.1	35.5
20	Initiate and co-ordinate community involvement programmes	0	0	0	1	12	18	31	-	-	-	3.2	38.7	58.1
		11	5	23	15	318	248							
		620	620	620	620	620	620							
		1.8%	0.8%	3.7%	2.4%	51.1%	40.0%							

APPENDIX E

Question 4 – Prioritise the five services that are of most value to you?

Key: W/A=Weighted Average

		Weights	0.3	0.25	0.2	0.15	0.1				
No	Service	Priority	1	2	3	4	5	W/A	Service	Priority	W/A
1	Delivery of historical data (visual and verbal)		0	0	0	0	0	0	2	1	2.25
2	Initiate and co-ordinate visits to your organisation		4	1	1	2	3	2.25	9	2	2.1
3	Production and distribution of information bulletins on your behalf		0	3	1	1	0	1.1	16	3	1.95
4	Handling miscellaneous enquiries from the general public		3	1	1	2	0	1.65	15	4	1.85
5	Monitoring of Western Cape Newspapers		0	2	1	0	0	0.7	7	5	1.7
6	Production of video material to promote your organisation		1	1	3	1	3	1.6	4	6	1.65
7	Assist to participate in shows and exhibitions		0	3	4	1	0	1.7	6	7	1.6
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)		1	1	1	2	1	1.15	8	8	1.15
9	Write and distribute media releases		4	2	1	0	2	2.1	3	9	1.1
10	Design corporate material (e.g. brochures, programmes for parades, etc)		0	1	3	0	1	0.95	12	10	1
11	Handling complaints from the local community		0	1	0	2	0	0.55	10	11	0.95
12	Produce an in-house journal (covering aspects of your organisation)		0	2	1	2	0	1	14	12	0.85
13	Production of instructional and training videos		1	0	1	2	0	0.8	13	13	0.8
14	Maintaining a guestlist database		1	1	0	0	3	0.85	5	14	0.7
15	Initiate programmes and events to improve and maintain morale		4	0	1	3	0	1.85	19	15	0.7
16	Handle media related enquiries		4	2	0	1	1	1.95	18	16	0.65
17	Counsel management on internal issues and policies		0	0	0	0	1	0.1	11	17	0.55
18	Liaise with local government and community forums		0	0	2	1	1	0.65	20	18	0.3
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)		0	1	1	1	1	0.7	17	19	0.1
20	Initiate and co-ordinate community involvement programmes		0	0	0	0	3	0.3	1	20	0

APPENDIX F

Question 5 – Indicate your satisfaction with the services delivered?

Key: S=Satisfied   U=Unsure   D=Dissatisfied   N/A=Not Applicable   N/R=No Response

No	Service	S	S %	S% Refined	U	U%	D	D%	N/A	N/A%	N/R	N/R%
1	Delivery of historical data (visual and verbal)	7	23%	78%	2	6%	0	0%	13	42%	9	29%
2	Initiate and co-ordinate visits to your organisation	15	48%	88%	2	6%	0	0%	9	29%	5	16%
3	Production and distribution of information bulletins on your behalf	12	39%	86%	2	6%	0	0%	9	29%	8	26%
4	Handling miscellaneous enquiries from the general public	14	45%	82%	3	10%	0	0%	7	23%	7	23%
5	Monitoring of Western Cape Newspapers	7	23%	58%	3	10%	2	6%	12	39%	7	23%
6	Production of video material to promote your organisation	1	3%	11%	6	19%	2	6%	14	45%	8	26%
7	Assist to participate in shows and exhibitions	14	45%	78%	1	3%	3	10%	7	23%	6	19%
8	Arrange and co-ordinate open days and special events (e.g. Navy Festival)	14	45%	88%	0	0%	2	6%	10	32%	5	16%
9	Write and distribute media releases	14	45%	82%	0	0%	3	10%	7	23%	7	23%
10	Design corporate material (e.g. brochures, programmes for parades, etc)	10	32%	77%	2	6%	1	3%	12	39%	6	19%
11	Handling complaints from the local community	7	23%	64%	3	10%	1	3%	12	39%	8	26%
12	Produce an in-house journal (covering aspects of your organisation)	5	16%	63%	2	6%	1	3%	15	48%	8	26%
13	Production of instructional and training videos	2	6%	50%	0	0%	2	6%	18	58%	9	29%
14	Maintaining a guestlist database	11	35%	79%	1	3%	2	6%	11	35%	6	19%
15	Initiate programmes and events to improve and maintain morale	5	16%	71%	1	3%	1	3%	17	55%	7	23%
16	Handle media related enquiries	11	35%	79%	0	0%	3	10%	9	29%	8	26%
17	Counsel management on internal issues and policies	4	13%	67%	2	6%	0	0%	16	52%	9	29%
18	Liaise with local government and community forums	6	19%	67%	3	10%	0	0%	15	48%	7	23%
19	Graphic artwork and layout (e.g. posters, pamphlets, etc)	8	26%	73%	3	10%	0	0%	13	42%	7	23%
20	Initiate and co-ordinate community involvement programmes	2	6%	33%	3	10%	1	3%	17	55%	8	26%
		169		1372%	39		24		243		145	
		620		20	620		620		620		620	
	Total in Percentage	27%		68,61%	6%		4%		39%		23%	