

Jack Yocom
Public Relations
Profile Collection

Introduction

Prior to 2005, there were no recorded profiles of Canadian public relations practitioners. Some are listed in the Canadian Who's Who. Others can be found on the Order of Canada web site. Some may have been the subject of a magazine or periodical article but, generally, there was no systematic collection of the lives and accomplishments of Canadian public relations practitioners who have made significant and extended contributions to the practice.

The College of Fellows of the Canadian Public Relations Society in partnership with the Communications + Public Relations Foundation established this collection of profiles, that has been developed over several phases, to provide a consistent method of recording the history of public relations in Canada through the personalities who have developed and influenced the practice. The collection is named in memory of John H. "Jack" Yocom who died in February, 2003.

In the case of those practitioners who have died, colleagues have been interviewed to discuss the individual's impact on the profession. Other practitioners who have been profiled have been interviewed using a standard set of pre-determined questions prepared by the College of Fellows, Canadian Public Relations Society.

The Collection now totals 19 profiles.

John H. Yocom	Luc Beauregard	Edsel Bonnell	Louis J. Cahill
Jack Donoghue	Michel Dumas	John Francis	Ruth Hammond
Melbourne V. James	Don LaBelle	Bart Mindszenty	Fred H. Moonen
C. Edmund Murray	Barbara Sheffield	Charles W. Tisdall	Pierre Tremblay
Jean Valin	Hilda E. Wilson	David G. Wood	

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John H. Yocom Hons. BA, MA, PhD, MBA, APR, CPRS Fellow

Toronto, Ontario

1911-2003

John H. Yocom, better known as Jack, was one of Canada's great public relations professionals, not only because of his craftsmanship in the field but also because of his generosity in helping others achieve their goals. Jack died in February, 2003 and his public relations colleagues decided to undertake this profile collection project in his memory. Jack was a significant leader in the Canadian Public Relations Society (CPRS), pushing for a professional accreditation process, serving as national president in 1965-66, becoming a life member in 1979 and entering the College of Fellows in 2000.

Katita Stark, APR, CPRS Fellow, said that Jack Yocom was an important mentor for her progression in the profession. She commented, "*Jack Yocom was a tremendous leader and resource for me. He generously gave of his time and knowledge, from his work experience from both the client and agency side. Jack really knew the history of companies and the thinking of their executives. This certainly gave me and the agency an edge in dealing with our clients.*" Yocom was part of a generation of professionals who contributed much to develop and maintain the high standards associated with public relations in Canada.

His Career

Yocom was born in Dunnville, Ontario in 1911. He obtained degrees at Toronto, Ottawa, and York universities. He joined the RCAF as a Flight Lieutenant during the Second World War (serving in British photo reconnaissance); and while there, he contributed to the Canadian Army newspaper overseas (*The Maple Leaf*) in London, England. In the 1950s, he was managing editor of *Saturday Night* magazine. In the 1960s, he became general manager of public affairs for British American Oil Company (now known as Gulf Oil Canada). Upon retirement, he worked with Vickers & Benson Advertising. He was the only Canadian to have received three Silver Anvils by the Public Relations Society of America for his premier work in corporate communications. This is considered one of the highest distinctions in the profession. He obtained an MBA at age 60, a remarkable achievement.

Professional and Community Life

Throughout his life, Yocom was involved extensively in professional and community service. He was President of The Canadian Club of Toronto (1976-77), Chairman of the Institute of Canadian American Studies (1975-1985), Director of the Toronto Symphony Orchestra (1969-1980), CPRS National President (1965-1966), Life Member, and Fellow (2000), President (1967-68) and Life Member of the Arts & Letters Club of Toronto, and an active board and committee member of numerous organizations including Ontario Chamber of Commerce, National Newspaper Awards, Governor General's Awards, Canadian Paraplegic Association, and Canadian National Institute for the Blind.

The Canadian Public Relations Society benefited from Jack Yocom's experience and generosity in ensuring that the next generation of public relations professionals achieved their goals and enhanced the reputation of public relations. In fact, Jack Yocom and David Scott Atkinson among others were driving forces behind the establishment of the CPRS in the 1950s. Yocom received the Lamp of Service in 1963 from CPRS for distinguished service to the profession.

Importance of Education to Public Relations Practice

Yocom placed a high value on education. He believed that public relations conferences tended to focus too much on crisis management rather than paying attention to the need for aspiring professionals to determine how to qualify in the profession.

He believed that there are three areas that challenge the public relations professional: 1- communication, 2- coordination, and 3- counselling. The challenge, he observed, was to know how to make them work together. The foundation is the attainment of a broad education, particularly a knowledge of business management policy, economics, social factors, and the environment. He recognized that a public relations course cannot cover these areas. But a candidate of the profession must seek this knowledge either through wide reading and disciplined self-study or academically, through an MBA. program.

In the 1960s, Yocom was the co-founder, along with Ruth Hammond and David Scott Atkinson, of the national accreditation examinations that provided a consistent benchmark of ability and advanced the standards of public relations across Canada. Yocom saw the need to examine other institutions to determine how to measure accreditation, how to devise an examination that would have the necessary content and ask the right questions. All of his work was accomplished before colleges and universities had formal public relations courses in place. Ruth Hammond, Hilda Wilson, Charles Tisdall, and John Yocom were among the first group of practitioners who were accredited.

Yocom was also a pioneer in developing public relations courses. He and David Scott-Atkinson approached Dr. Roby Kidd, Founding Chair of the Department of Adult Education (OISE), University of Toronto, on how to develop an adult education course focusing on public relations. Kidd gave them the necessary structure to develop a public relations program. And, Yocom along with others such as Ruth Hammond went on to develop courses using the model, and teach mature students about public relations at the University of Toronto, Ryerson University, York University, and Humber College. One of Jack's favourite questions was, "*How can you teach business without public relations?*"

Jim Gillies, Founder and Dean of the Faculty of Administrative Studies at York University from 1965 to 1972, remembered Yocom as an extremely energetic and enthusiastic member of the student body. He played an active role in the alumni association and he was a great salesman for the association and the business school. Gillies observed, "Yocom brought a rich, practical experience to the classroom. Whatever he was doing, he did it extremely well and you couldn't help but be drawn into the project."

For his dedication, Yocom was awarded York University's Schulich School of Business Distinguished Alumni Award in 1995.

Strategic Communications Planning

Yocom was a great advocate for the RACE formula [research, analysis, communication, evaluation] as a guide to appropriate communications planning. There must be research and analysis before anyone can communicate properly. Then the professional has to evaluate the success or failure of the assignment in order to improve. Part of being successful, Yocom observed, is to pick out your audience and analyze them, to tailor your remarks to your audience. Traditionally, professionals have tended to write speeches based on what they wanted to hear themselves.

Media Relationships

Yocom had a distinct advantage in the field of public relations through his extensive contacts in the media. As managing editor of *Saturday Night* magazine in the 1950s, he developed key contacts in the newspaper business and networked with numerous professionals in business and industry. He knew how the media responded to news and he could anticipate how they would cover a news event.

An illustration of his experience was a time when John Diefenbaker was Prime Minister of Canada. Yocom devised an educational briefing for the U.S. media concerning Canadian business and politics. He flew the media across Canada to meet the provincial premiers, the Prime Minister and key business leaders so that their news reports about Canadian affairs would be completed accurately, with knowledge based on understanding.

Public Relations Management

In the early 1960s, Yocom left *Saturday Night* to work for British American Oil Company (later known as Gulf Oil Canada) and soon established a public affairs department that was the envy of the business community. As director of the department, Yocom saw the value of advising the president about the key issues of the day on a daily basis. Every morning, he would arrange to meet with the president and brief him on any new developments. In turn, Yocom would keep abreast of any issues or information that the president wished to have presented on behalf of Gulf Oil. This was not the usual practice in those days when it was more the rule that public relations professionals did not meet with presidents and executives at higher echelons in many organizations.

Jack Yocom demonstrated an ability to encourage positive relations between Canada and the United States in the profession. He was able to bring Gulf Oil Canada to the negotiating table as a serious player in U.S.-Canada relations, even though it was considered a subsidiary of its larger American company.

Thirty years ago, before internet and e-mail, Yocom coordinated the opening of two large Gulf Oil plants in different parts of Canada, within a 48-hour time frame. This was a wonderful example of his ability to obtain results quickly and efficiently. As a highly visible and symbolic photo opportunity, he arranged for both plants to have a smoke stack flame appear in the shape of a Canadian maple leaf.

Public Relations Consulting

Yocom had a special ability to view a challenge and make recommendations that were specific to the organization. One example was his role as a consultant to CBC-TV. They had some problems with internal communications. Yocom was asked by Don McKibbin, APR and a past president of CPRS, then manager of CBC Ontario Regional Communications and, later on, director of public affairs with Pasteur Merieux Connaught Canada, to evaluate the situation and prepare a report with recommendations. At the time, CBC was quite apprehensive about anyone coming in from the outside to advise them. McKibbin advised the CBC executives to pay attention to Yocom's work: *"This is what we should do because Jack Yocom is one of the top public relations professionals."* Clearly, he was well respected, even during this difficult time.

Following a trip to Mexico City, Yocom was recovering from a serious illness. But he still insisted on continuing to interview CBC staff and completing the report. His recommendations were creative, incisive and very helpful. They demonstrated that Yocom reflected the thoughts and opinions of staff, as opposed to his own.

Advice and Counsel

Yocom was a constant source of guidance and inspiration in helping others achieve their career objectives. Everett McCrimmon, APR, employed for 17 years with Imperial Oil, wanted to change his employment and contacted various public relations professionals. It was Jack Yocom who used his connections to set up a meeting with an executive at the Bank of Nova Scotia who used to work for Gulf Oil Canada. Three weeks later, McCrimmon was hired in 1973 as supervisor of public relations.

McCrimmon was asked by Yocom to write a reference letter regarding his application for a fellowship with CPRS. Did he want to see the letter before it was delivered? *"I trust you,"* was Yocom's reply. McCrimmon recalled very little turnover in staff at Gulf Oil Canada because people were happy to be there. *"The executives had great respect for Jack,"* he said. As an example, during those years, the President at Gulf Oil Canada was chairman of the fundraising committee at Pearson College, School of the Pacific, in British Columbia and sought Jack's help in getting the job done. Jack's success in raising funds for the College was recognized by the President who acknowledged his significant support and success in a most complimentary way.

Arts and Letters

Yocom was known for his proficiency in playing the piano. He could play and compose all kinds of repertoire, from classical to jazz to modern. At various conferences and with organizations such as the Arts and Letters Club, Yocom entertained his audiences with warmth and enthusiasm. One memorable CPRS conference in Quebec was rescued by the combined efforts of John Yocom and Charles Tisdall. The conference entertainment was performed in the French language, as were other parts of the program. This was a joint Canadian and United States conference. The American delegation was understandably, having trouble in relating to the content. Appreciating the problem, Yocom rushed to Toronto to retrieve musical scores and returned to the conference, ready to provide some entertainment and improvisation. Tisdall and Yocom did an impromptu performance that impressed the Americans and contributed to a positive ending.

Public Relations Accreditation

In 2001, Yocom responded enthusiastically to a CPRS Accreditation Survey evaluating the process. He identified four key benefits from accreditation to the Society:

1. It is designed to signify a special distinction and special skills in broad-gauged public relations work;
2. It should help offset some negative comments and perceptions about public relations professionals (for example, spin doctors);
3. It demonstrates that CPRS aggressively aspires to excellence, has pride, and deserves positive recognition. The more accredited CPRS members, the better the recognition and the more people will know about the good work done by its membership;

It is similar to a Certified Financial Planner (C.F.P.) or a Chartered Market Analyst (C.M.A.) but it is not at the C.A. (Chartered Accountant) level.

Yocom asked the question: *"Where has the pride in APR gone?"* He was concerned that CPRS was not doing enough in promoting the advantages to being accredited. There were members who have questioned the advisability of taking the examination. If they failed, what would their company say?

Yocom suggested that there should be a competitive spirit introduced among the provinces. Which province has the most accredited members? He congratulated the CPRS Task Force, Colleen Killingsworth, APR, Calgary, Chair, Mary Barker, APR, Halifax, Deanna Drendel, APR, Montreal, Don LaBelle, APR, CPRS Fellow, Edmonton, David Magil, APR, Toronto, Bart Mindszenty, APR, CPRS Fellow, Toronto, and Nadine Walz, Calgary, for a "*remarkable record of research, deliberation and findings to advance the Society.*" At the same time, he cautioned the Task Force not to allow veteran CPRS members the advantage of being handed accreditation without having earned it.

Facilitator

Yocom had a particular strategy for engendering enlightened conversation. He would select a subject which would coincide with the important issue of the day. At one CPRS conference, he was moderator in a panel debate on the issue of foreign ownership in Canada when it was a major topic of discussion. He would ask certain questions to encourage lively, intelligent debate, such as, "*What was the defining moment between the First and Second World War?*" Yocom usually had case histories on public relations assignments dating from years ago and he used these examples adeptly to prove a point relevant to the current state of affairs in the profession.

CPRS Involvement

Jack Yocom contributed in many ways to the growth and future health of the Canadian Public Relations Society and the profession. One of his legacies is his work as the Corporations section editor of the textbook, *Public Relations in Canada: Some Perspectives*. Yocom asked Alex Jupp, Vice-president, Public Affairs, Molson's Brewery (Ontario) Ltd, a public relations colleague, to do a chapter called "Political Involvement, A New Public Relations Dimension". He felt that the political system would provide the arena within which most vital issues would be dealt with—whether they be pollution, abortion, energy, inflation or teenage drinking. Yocom always believed that a public relations professional should spend sometime in the wider community of business and government. A sabbatical from public relations could widen the scope of knowledge and experience and the professional would return with renewed vigour and a fresh perspective.

There were a number of CPRS colleagues who offered memories about Jack's involvement with CPRS. Frank Paznar, a former senior vice-president of MediaCom, CPRS National President, 1985-1986, and communications consultant, said: "*We all respected Jack. He had a lot of wisdom. He was a gentle soul, the consummate pro. He was always there, always involved.*" Paznar observed that professionals like Yocom often worked free of charge for the benefit of the community. They recognized the wider public good that is served by volunteering their expertise and time for the goodwill of society.

Yocom has left an enduring legacy of high standards and ethics for CPRS and the profession. The profile collection is produced in tribute to his outstanding lifetime career and will serve as an educational resource for aspiring public relations professionals and CPRS members.

Luc Beauregard CM, ARP, Fellow CPRS

Montreal, Quebec

1941-2013

Career Highlights

Luc Beauregard founded NATIONAL Public Relations Inc. in 1976 after a 10-year career in daily newspapers and developed the firm into what is now Canada's largest public relations organization. As founding chairman of RES PUBLICA Consulting Group, parent company of NATIONAL and Cohn & Wolfe | Canada, Luc was involved in client service until his death; some of his clients have been with the firm for more than 25 uninterrupted years.

Luc was active as a volunteer director in several professional, health and cultural organizations, and was awarded the Order of Canada for his contribution to public relations and to society through his non-profit volunteer service. He was also honoured by his peers with the Award of Attainment, the highest recognition of the Canadian Public Relations Society.

Luc Beauregard was born and educated in Montreal, graduating from College Stanislas, an institution created in Montreal by France. He began his career as a journalist, Ottawa parliamentary correspondent and city editor at La Presse (1961-68). He got his first taste of public relations in Ottawa where he served on a task force on government information for the federal government during the early years of the Trudeau era and later, as press secretary to the Quebec government's Education Minister. He then returned to Montreal to join a public relations firm of 15 staff and soon opened his own public relations firm with two partners in 1970. Three years later, La Presse lured him back to journalism, appointing him president and publisher of Montréal-Matin, a tabloid daily newspaper that had just been bought by Power Corporation. But public relations had him hooked; as Luc says: "To me, journalists are watching from outside the rink; I wanted to be on the ice." So, in 1976, he started another small public relations firm that evolved into NATIONAL Public Relations Inc., now a part of an even larger group called RES PUBLICA.

Today, National has more than 300 employees in its own offices in Victoria, Vancouver, Calgary, Toronto, Ottawa, Montreal, Quebec City, Halifax, Saint John and St. John's, as well as New York, London, England and Copenhagen. The firm is active in medical communications under the name AXON.

National is known for strategic communications, crisis communications and investor relations, and has served multiple major corporations as its clients, including the National Bank of Canada, McDonald's, Provigo, Molson Inc., Merck, Glaxo, Novo Nordisk, Roche, Ford, Enbridge, etc. Specialized services to the oil and gas and natural resource industry and to the medical and pharmaceutical industry represent nearly half of the Firm's revenue.

NATIONAL Public Relations was named Canadian Firm of the Year by The Holmes Report (2008) and Firm of the Year by Marketing magazine (2006). The firm is a member of Burson-Marsteller's international network. Its sister company, Cohn & Wolfe | Canada, also owned by RES PUBLICA, has around 50 employees in its own separate offices in Toronto, Montreal, Calgary and Vancouver. Both Burson-



Marsteller and Cohn & Wolfe Worldwide, are subsidiaries of WPP Group, the global leader in communications. WPP Group has a minority interest in RES PUBLICA. RES PUBLICA also owns Sonic Boom, a firm specializing in digital communication with offices in Toronto and Montreal.

Major Achievements & Awards

- President's Award, Quebec Public Relations Society (1986)
- PR Executive of the Year (industry publication in Toronto) (1986)
- Order of Canada, achievements in communications and community (1996)
- Recipient, CPRS Philip A. Novikoff Award (1996)
- Admitted to Entrepreneurs Club, Conseil du patronat du Québec (1999)
- Recipient, Equinoxe Award, Société des professionnels en relations publiques du Québec (2006)
- Award, Lauréat de la réussite Entreprendre, Cercle Entreprendre (2006)
- CPRS Award of Attainment (2007)
- Hommage au bénévole exceptionnel Award, Association des professionnels en gestion philanthropique, Quebec Chapter (2011)
- Distinction Award, Alliance des cabinets de relations publiques du Québec (2013)
- Chevalier (Knight), Ordre national du Québec (2013)
- Order of Canada, Officer (2013)

Professional and Community Service Professional

- President, Canadian Public Relations Consultants Institute (1979)
- Chair, AMARC, para-municipal corporation managing the former Man and His World site and La Ronde amusement park (1982-86)
- Board member, St-Hubert Group (1982-2004)
- CPRS National President (1984)
- Chair, Better Business Bureau, Montreal (1984)
- Chair, North American Public Relations Council (1985)
- Board of Governors (1990-2013), previously board of directors (1992-1996) and executive committee, Conseil du patronat du Québec (Quebec Employers' Council)
- Board of Directors, Council for Canadian Unity (early 90s)
- Board member, Molson Inc. (1997-2005)
- Chair, CPRS College of Fellows (2000-2007)
- Board member, technology company 3-Soft (2001-2005)
- Board of Directors and Executive Committee, Canadian Chamber of Commerce (2002-2005)
- Board member, technology company Lipso (2006-2010)
- Board of Directors, Communications + Public Relations Foundation (2007-2013)
- Executive Committee, The Federal Idea, a Quebec think tank for the support of federalism as a mode of government (2008-2013)
- Chair, Métix and Métix Capital (2013)
- Co-founder and Board of Directors, Centre patronal de l'environnement du Québec

Community Service

- Co-founder and Chair, Public Relations Without Borders (2007-2013)
- Chairman of the Board, arts magazine Vie des arts (1996-1998)

- Advisory Council, Premières en affaires magazine (2008-2012)
- Advisory Council and campaign cabinet, Montreal Neurological Institute and Hospital (1990-2013)
- Board member (2004-2012) Governor (2012-2013), PROCURE, non-profit fighting prostate disease
- Chair, corporate campaign (2009), volunteer, Public Affairs Committee (2012-2013) Orchestre symphonique de Montréal
- Board member, L'Appui (2011-2013), corporation created by the Chagnon Foundation and the government of Québec to support natural caregivers
- Co-chair, Nature Conservancy's fund raising campaign for the perpetual preservation of Sutton Mountains (2006)
- President, Fondation du Musée d'art contemporain de Montréal (1987-1990)
- Board member, Musée d'art contemporain de Montréal (1987-1997)
- Board member, Nouvelle compagnie théâtrale Théâtre Denise-Pelletier (12 years)
- Founding chair, Montreal Island School Council Foundation (1990-1996)
- Chair, (1994) and member, Communications committee, Campaign cabinet (2001-2002), Centraide of Greater Montreal
- Board member, and executive committee, Heart and Stroke Foundation of Quebec (1983-1984)
- Board member, Intégration-jeunesse (1978)
- Participated in fundraisers for Cystic Fibrosis Association, Montreal Heart Institute Foundation, Perkins Brome-Missisquoi Hospital Foundation, Saint-Justine Hospital Foundation and Quebec Special Olympics.
- Honorary Chair/President, Year X of the Ordre des jeux du Québec
- Governor, Fondation de la tolérance (2009-2013)
- Chair and member, Campaign cabinet, Montreal University Health Centre Foundation (2010-2013)
- Member, Amis de la Montagne (2001-2006)

LUC BEAUREGARD'S REFLECTIONS

How You Got Started

After college, I sent letters and my CV to 12 publishers asking for a job as a reporter. I had one response, from a weekly tabloid newspaper, and soon found myself on the street doing on-the-spot interviews about issues of the day. A few months later, Montreal daily La Presse called: half of their reporters had walked out to start another paper and La Presse still had my information on file. I was hired as a summer student but ended up staying seven years, working my way up to parliamentary correspondent in Ottawa and city editor in Montreal. I worked 80-hour weeks on a regular basis and at the time, was the highest paid newspaper journalist. However, one day I looked around the newsroom at my grey-haired colleagues and asked myself, "Do you want to be them 30 years from now?" I decided I didn't. To me, journalists were outside the rink; I wanted to be on the ice.

La Presse gave me a one-year leave of absence. I left Montreal in 1968 to become searcher and writer for a government task force established by Prime Minister Trudeau to review and improve how the federal government was communicating with Canadians. This task force gave birth to Information

Canada. When this job was over, I went to Quebec City to become press secretary and special advisor to the Minister of Education. So, in a sense, I was slowly moving toward public relations.

When I returned to Montreal, I worked at a small public relations practice (15 employees) operated by two partners. When one of them left, three of us offered to buy his shares. The other partner said "no," so the three of us left and started our own firm in 1970. I left three years later when La Presse offered me a position as publisher and editor of Montréal-Matin, a bankrupt daily tabloid La Presse's owner, Power Corporation, had just bought. It was not easy – I was manager as well as editor and had to deal with 14 unions. (Our lawyer for the paper was Brian Mulroney.) We merged all the non-editorial operations with La Presse's. I found myself out of a job and came back to consulting.

My idea was to have my own small firm, just me and a secretary, but it didn't turn out that way. A client called me after he was fired, and I said, "Come here. It's easier to find a new position if you're already working." He stayed twelve years! So I added his name to mine. Another five people came on board and our company name got longer and longer. We were soon dominating the Quebec market and then opened an office in Toronto from scratch. The old name no longer worked, so we became NATIONAL Public Relations.

The Firm's most rapid growth came in 1995 when Burson-Marsteller, once the largest PR agency in Canada, offered me to acquire their Canadian operations. We kept about 40 people of their people in our various NATIONAL offices and their office in Vancouver. We also acquired Cohn & Wolfe's which had only a small office in Toronto. Today NATIONAL has offices in Montreal, Toronto, Quebec City, Ottawa, Calgary, Victoria, Vancouver, Halifax, Saint John and St. John's in Canada as well as offices in New York and London, England. A good part of NATIONAL's health care business is run under the name AXON. Also wholly-owned by RES PUBLICA, Cohn & Wolfe in Canada is a competitor to NATIONAL and has its own offices in Toronto, Montreal and Calgary.

Greatest Achievement

My greatest personal achievement was receiving the Order of Canada award in 1996. It was given in recognition of my work in public relations and my involvement with not-for-profit organizations.

I consider my greatest achievement to be, not my client work, but how I assembled the tremendous group of public relations professionals who work together under the NATIONAL brand. They are an excellent group of quality people, many of them with us for a long time – that's what I'm most proud of. We built our firm by constantly seeking out the best people.

One of our greatest client success stories was our work with BioChem Pharma. They had poured \$500 million into developing compound 3TC that worked on AIDS, but their work was often regarded with scepticism by bankers, pharmaceutical companies, the media. We stuck by them through these difficult years and helped them establish their reputation. When the medication received FDA approval, we were all very happy. This compound is also part of a three drug cocktail for AIDS. Though this tritherapy doesn't offer a cure, it controls the disease: AIDS is no longer a big killer. And as for the Laval-based CEO who led the development of the drug, he sold the firm for \$5 billion.

Worst Moment

The toughest times are when someone in our company I like and respect leaves. It's hard to see good people leave but most of the time I understand why they do. However, you can't help but mourn their loss.

Biggest Challenge

In terms of client work, industrial relations issues are often the most challenging. I've been involved in 30 plant closings over the years. It's a tough job, and definitely not glorious. My focus is always on mitigating the pain as much as possible on employees who are affected.

However, the most difficult part of my job over the years was to combine the practice of PR with managing a growing firm. I might meet with a client and am mulling over their issues when I get back to the office where I might have to face a number of internal issues. You have to switch gears quickly. How do I do it? Every night I clear my desk so I can deal with the new day's issues and, yes, every evening for the past 40 years, I have taken work home. I eat dinner and then work until midnight. When I was younger, it was until 2:00 a.m. So essentially I work two full shifts a day. The recipe for success is hard work. You can't reach this level if you don't work hard. Luck is the residue of hard work. You don't win the jackpot if you haven't bought a lottery ticket.

Being a public relations consultant is difficult – each challenge and business you deal with is unique – you have to tackle each issue individually and bring a fresh perspective.

If you're working for yourself or in a small business, it's simple. But if your firm grows beyond 10 or 20 people, you have to have systems and controls to operate effectively. We have hundreds of permanent employees. Our success is totally dependent on the quality and training of our people and having appropriate structures for their work. We have one handbook for employees, one for management, a code of ethics and statement of values, an account management and client relations handbook, etc. We like to say we wrote the book in Canada. Our employees understand where they are in the structure and what they need to do to progress to the next level. Everything is well defined and linked to a performance evaluation. We are in a people business and our employees have to come first, even before our clients, because they are the ones serving clients.

When you're a large firm, you also have to protect your brand. There are expectations of larger firms – you don't do anything under the radar and you need to avoid conflicts of interest. An example, one of our clients asked us to send an undercover representative to a union meeting to hear what they were saying. We refused. We want to be in the business for a long time, so we can't condone that type of activity. Our main tool at NATIONAL Public Relations is our brand and the integrity of our brand is not for sale.

Changes in How Public Relations is Practiced

If I had to apply for a job at NATIONAL today, I'm not sure if I'd qualify. The profession has changed so much in the past 35 years since the firm began. We ask a lot of our new people: they have to have solid academic backgrounds, the job is demanding and keeping up with the technology takes extraordinary effort.

When I began, we were still typing speeches on an Underwood or an IBM electric typewriter and mailing them to the client. It might take 10 days to receive their response back. If there were major changes, we

had to type everything all over again. In the 1970s, I had a meeting at a client's office in New York and saw someone using a computer. I said, "We're buying these things!" Also came the fax machine and everything else. Technology puts a lot of pressure on us, forces us to work in real time; we do way more work now and even major projects can be turned around in a day. The pressure is awful but it also makes the work more interesting and more challenging.

Advice to People Entering the Profession

When a student or young practitioner asks me how to get into public relations consulting, I tell them it starts with education – becoming knowledgeable in a specific area such as law, science, health care – and then taking training in public relations. But even that's not enough. To be a consultant, you have to have an entrepreneurial spirit, be a self-starter, know what's going on in your community, follow the issues, be aware of who the key players are, and get involved in your community.

To give back as a volunteer is really, in our business, an investment. You get to know people from all walks of life and areas when you work on boards and committees. You share your relationships and networks. That's how it works. I'm gotten involved with some of these organizations from personal interest and sometimes because a client suggests it. Volunteer work is now an even bigger part of my life – at least half of my time is donated to not-for-profit activities.

Views on CPRS

I am a huge supporter of CPRS and have served the organization in several capacities. I particularly value the work of the College of Fellows and other groups that work together to achieve professional recognition and contribute to the growth of the profession.

However, there were two things that happened over the years that I hope can be re-examined. When I was president in 1984 we voted for mandatory accreditation within five years; my successors did not sustain it. Another thing was moving the Canadian Consultants Institute out of Canada and into the US Counsellors Academy. The Academy is very good. But I think as Canadians, we should have our own national institute. I hope both these things can be reversed.

Future of Public Relations

I am also a director of the Communications + Public Relations Foundation. Together with Bruce MacLellan and the board members, we just raised \$75,000 to fund a study on who the practitioners are today and what they need to be in the future.

Social media is of course a big game changer but it is also a great opportunity for public relations practitioners. What we sell to the corporations we work in or to our clients is first and foremost good judgement. That will still be in great demand in future.

Edsel J. Bonnell C.M., LL.D., APR, FCPRS(H), L.M.

St. John's, Newfoundland and Labrador

Edsel's Background

Edsel Bonnell was born in St. John's, Newfoundland on July 7, 1935, and was educated at Salvation Army College, Prince of Wales College and Memorial University. He began a career in journalism in 1953 as a reporter with the St. John's Evening Telegram and subsequently became a columnist and news editor. Edsel also worked in radio and television as a writer for VOCM Radio, news editor and commentator at CJON Radio and CJON-TV (now NTV), and public affairs panellist with CBC Radio and CBC TV in St. John's. In addition, Edsel published a current affairs magazine "Here In Newfoundland" from 1956 to 1958.

In 1959, he became Director of Newfoundland Public Relations Company Limited, making him Newfoundland's first full-time professional public relations consultant. The following year, he founded the firm of E. J. Bonnell Associates Limited. In later years, he operated the Newfoundland Advertising Co. Ltd., SignCraft Limited, The Daily News Limited, and associated marketing and publishing interests.

Edsel sold his publishing interests in 1972 to return to professional public relations activity as President and Principal Counsel of Bonnell Public Relations, and became the first Newfoundland PR consultant to earn professional accreditation (APR).

Major Achievements

His contributions to the field and to CPRS are well recognized and celebrated:

- Six national Awards of Excellence and one Honourable Mention from the Canadian Public Relations Society
- CPRS Award of Attainment for "leadership and outstanding achievement in Public Relations in Canada"
- Philip A. Novikoff Memorial Award in recognition of superior and outstanding service over time as a public relations professional
- CPRS Lamp of Service
- First practitioner in Atlantic Canada to be elected as an Honorary Fellow of the CPRS College of Fellows
- Inducted as a Life Member of CPRS in 2005
- Honourary Doctor of Laws degree from Memorial University of Newfoundland for work in public relations and the community, one of only a few people that have ever received such an award for work in public relations
- Order of Canada in 2001
- Paul Harris Fellow of the Rotary Foundation of Rotary International
- St. John's Citizen of the Year for 1984
- Inducted into the Hall of Honour of the Kiwanis Music Festival Association in 2004.
- Recipient of the Queen Elizabeth II Jubilee Medal.

Professional and Community Service

From 1989 to 1996, Edsel suspended professional practice to serve with Premier Clyde Wells in the combined roles of Chief of Staff and Senior Policy Advisor in the Premier's Office. He chaired the

Strategic Economic Planning Group that developed the Province's Strategic Economic Plan in 1992, and the Strategic Social Planning Group (1992-1996). He returned to private practice in March 1996.

Edsel is very active in community affairs, having served as Chairman of the Board of Governors of Coughlan College at Memorial University, President of the Better Business Bureau of Newfoundland and Labrador, and member of the Board of Governors of the Atlantic Provinces Economic Council and other community, church, and charitable organizations. An ardent amateur musician, he founded the Gower Youth Band in 1973 as a non-denominational community service organization supported by Gower Street United Church, and established the adult Gower Community Band in 1997. He continues to serve as Conductor and Musical Director.

EDSEL BONNELL'S REFLECTIONS

Greatest Achievement

I would have to say that my "crowning achievement" for a client was the PR strategy and program devised and implemented for the 1977 Canada Summer Games in St. John's. My company (Bonnell Public Relations) was retained by the Games Committee in 1974 to handle all public relations for an event which was being questioned in the media (and sports circles) across Canada because they had little or no faith that Newfoundland could actually host an event as important as the Canada Games. "No one will come" was the big criticism. "Certainly, the media won't be interested" was a close second. At that time, the largest media contingent at the "big" games venues (mostly in Ontario and Quebec) was in the range of 250-300, and the general wisdom was that we couldn't even come close to attracting that kind of national media interest for St. John's. Fortunately, I had a text-book relationship with the Chairman, General Manager and key committee officials of the St. John's Games who gave me "carte blanche" to do whatever was needed PR-wise, and an appropriate budget to do it with. I established a PR Committee (volunteers), many of them the leading PR lights of the area, and I brought in the graphic arts genius of Ted Mills (Ted Mills Advertising Associates Limited). Together we launched into the most creative and vigorous campaign imaginable to prove everybody wrong! We issued a record 613 media accreditations ... more than double the usual media involvement as noted earlier.

We organized a national PR tour which "caught on" across Canada, climaxed by the most innovative Canada Games "flag-raising" on Parliament Hill in the history of the Games. We sent out invitations from our Games Mascot, a Newfoundland dog named "Harbour Beem Jack" from Bob Nutbeem's kennels, to every registered Newfoundland Dog owner in Canada and the U.S., and we had the largest convocation of dogs (and owners) in history on the campus in front of the House of Commons. Prime Minister Trudeau was estranged from his wife Margaret at the time, but we fixed that by bringing a gift of a Newfoundland Dog puppy ("Rideau 77") to the Trudeau kids, and needless to say it made front page photos and news in every major newspaper across Canada the next day! Pierre, Margaret, the Trudeau children, and "Rideau" under the Newfoundland Canada Games Flag with hundreds of dogs, owners, well-wishers, MPs, Senators, a military band, and hordes of onlookers all jammed into the Parliament grounds.

Worst Moment

In more than a half-century of PR activity, there are obviously many candidates for "worst moment." Certainly high on that list would have been the Ocean Ranger disaster in 1982. I was still the local counsel for Mobil Oil while they were in the process of establishing their own in-house PR resources,

some of whom had virtually no training or experience in public relations up to that time. It was a heart-wrenching and somewhat surreal experience, especially when I was trying to deal with local media people, one of whom had a son on the Ranger. I knew he was lost before his father did.

But on a PR professional level, I think my "worst moment" came in 1996 after I left the Chief of Staff office in the provincial government to return to private practice, and saw my dream of the non-political inter-departmental professional PR Directors group which we had established and maintained for eight years turned into a nightmare of political flacks virtually overnight... and in many cases, with the concurrence of the PR directors themselves.

PR Director Judy Foote and I worked hard, with the full support and commitment of Premier Clyde Wells, to create an ideal professional environment for PR independence and respect within the Government. At one point we achieved the distinction of having more people with APRs and BPRs than any other provincial government in Canada. But the structure fell like a house of cards to the persuasive machinations of a very political administration. They (the PRs) surrendered professionalism and the security of permanent virtually unassailable public service positions for the impermanence and spin-doctoring requirements of political masters. That would have to be my worst professional moment.

Biggest Challenge

As an advocate of strategic communications planning many years ago, when there was still a fair amount of activity based on "the seat of your pants" or "gut-feelings," it has been a pleasure to see a greater level of professionalism applied to PR assignments and certainly more evidence of the RACE formula in action. However, in some areas it seems to have been trivialized by the dogmatic adherence to rules that every communications action must have a "communications plan" attached to it, even the most routine of media releases or advisories. It seems to me that this is extreme to the point of being absurd, wastes professional time, and like most familiarities, breeds contempt.

Changes in How Public Relations is Practiced

The changes I have seen during my career:

- Media Relations... generally more professional and detached over the years, less personal "buddy" system; improved ethics; broader scope of media; i.e. social media, blogs, etc.
- Media organizations and reporting qualityexcept for some die-hard journalistic dinosaurs, generally more mutual respect between PR and reporters; media quality is better in fast-breaking short bites and on-site coverage of events, but I think has deteriorated in quality of investigative, in-depth, long-term reporting; overall more cosmetic than comprehensive, especially in electronic media (why do subjects have to be interviewed out in the rain, when they'd be more comfortable behind their desk where they have real answers to real questions?); TV is glitz with computerized visual effects and handsome or gorgeous "anchors," but it's not always newsworthy...in other words, McLuhan was right, the media really is the message now!
- Employee/internal communications...0 years ago few CEOs thought of employees as being a "public"; their goodwill was assumed rather than earned. That has changed for the better, but there are still instances where corporate commitment to real employee PR is a mile wide and half-an-inch thick; more lip service than philosophy.
- Shareholder/investor relations wise companies place great emphasis on keeping the "stakeholders" informed and engaged.

- Overall application of stakeholder relations planning ... I assume this relates to ensuring effective and timely communications with all publics... employees, shareholders/investors, governments, regulatory agencies, trade, civic, environmental groups, media, etc. and of course, the general public, all of whom can be "stakeholders". As in the above answer, there is much greater awareness and commitment by wise companies in today's world, and those who neglect stakeholder relations do so at their peril.
- Use of pre and post campaign research ... true professionals always placed a high priority on the "R" in RACE in pre-campaign activity; I think the real change has been in post-campaign research, with the development of more scientific measurement and evaluation tools to strengthen the "E" element and to demonstrate to clients that PR is a continuum, and not a "stop" and "start" process which the word "campaign" suggests.
- Issues Management ... this is pretty doctrinaire stuff for enlightened practitioners and clients in today's world, but it was not always so obvious. Decades ago there was a greater tendency to use PR as a medicine, trying to heal one complaint at a time, without identification of a variety of issues and how they can be addressed.
- Quality and competence of those starting to work in PR ... I believe the availability of smart new blood has greatly improved as university students take advantage of opportunities to earn degrees in PR. When I began my career, people came into PR from media jobs or perhaps sales or marketing or human resources disciplines, and training was overwhelmingly "on the job". There were some remarkable success stories from that era, but the professionalization of PR over the years, thanks mostly to the tireless efforts of many "Greats" in CPRS and PRSA, has created a desirable and rewarding career choice for bright, creative young people. Kudos, too, to the educators who are turning out practitioners with a Bachelor of Public Relations (BPR) who can contribute skills and specific experience right from the first day in a new job. The APR/BPR combination is a proud hallmark and an assurance of professional quality.
- Reputation Management: I recall speaking to the St. John's Rotary Club in the fall of 1998, nearly 13 years ago, on the critical importance of Public Relations and the changing face of the profession, and I mentioned the emerging specialty of Reputation Management (RM). That may answer this question. Thirty years ago, RM wasn't talked about very much because it was accepted as a natural benefit by-product of good public relations; 13 years ago it was being singled out as an area of study and specialization, and today it is an essential element of good PR planning and crisis management.
- National Firms and Niche Firms: If the mix is right, it's good. Large national and multinational firms provide professional leadership, expertise development, and research facilities that are invaluable to corporate/government/institutional PR directors and staffers, as well as smaller PR firms, especially localized consultancies that enter into a symbiotic relationship with the "big guys." However, there is much to be said for the "niche" firms. Often they offer the sagacity and experience of seasoned PR veterans or creative geniuses who enjoy independence (and/or the joys of small-town life!), the depth of knowledge of a specialist in a field of industry or communications discipline, and the critical "on-the-ground" knowledge of local issues, mores, and political realities. For small-sized clients with small-sized budgets, the niche firms also offer flexibility, immediacy, and personal attention not available from the giants. That's all good, and my experience has been very positive in having alliances with respected international firms when offering my own service to local firms who may need large-scale resources at some point,

and also in receiving assignments from the nationals to handle local programs and events on their behalf. That's all good. The "bad" would be if the PR monoliths ever want it all, and swallow up (or destroy!) the niche firms and specialized independents. There is room for both, and the clients deserve both.

- Anything else? Only to say what a wonderful experience it has been to participate in the incredible growth of the Public Relations profession for more than 50 years. From the days when you would have to sit down with a client and try to explain what "public relations" was before you even got around to why he needed professional PR, to the communications revolution of today when practitioners must offer skills and technical expertise far beyond basic PR principles, is a dream come true. Through all of this, the Canadian Public Relations Society has been the linchpin of the profession: the glue that has held us all together, and the unflagging champion of ethics, accreditation, and education. When I began my career, there were separate PR societies in Ontario and Quebec, and even in the Atlantic Provinces. Thankfully, unity was achieved and the CPRS model has been a bastion of professionalism. I have also been privileged and humbled to know, work with, and serve in CPRS with some of the greatest names in Canadian PR history, the true "movers and shakers" of our field. I am forever grateful.

Where is the PR Profession heading?

Upward and onward! That may be a little too trite, but I see a great future for the profession and CPRS. The communications revolution is exponential, and the challenges are enormous due to the explosion in technology. To control a message when hundreds of millions of blogs have unrestricted means of criticism and even slander is no small feat. Sophisticated techniques are required to attract the attention of overloaded traditional media. And clients are well-educated CEOs who know they need professional PR, and expect the best. Public Relations is no longer an accessory, it is now a necessity; it is no longer an option, it is now vital. It is a prime career choice for bright, educated young people who have a commitment to the profession, worship the code of ethics, attain and maintain accreditation. The financial rewards can be very promising, and security is assured for the brightest and best. I often tell interested students that I don't know of any accredited PR professionals who are out of work!

Advice to a young person entering the field:

Five things:

1. Learn.
2. Memorize the CPRS Code of Ethics and live by it.
3. Learn.
4. Become accredited, and maintain your accreditation. Be very proud of it.
5. Learn. And never stop learning, from mentors, peers, CPRS and clients.

Louis J. Cahill APR, CPRS Fellow

St. Catharines, Ontario

1914-2008

Career Highlights

A man who does not know the meaning of the word retirement, Lou Cahill continued to work in the field of public relations and communications with OEB International Inc until age 91.

Cahill began his career in communications as a freelance sports reporter with the St. Catharines Standard, covering lacrosse, football and baseball as well as sports teams at Ridley College. At that time, he made his first media contacts.

After a few years as a sportswriter, Lou Cahill met noted public relations practitioner, Lee Trenholm, of New York. After working with Trenholm on the old Fort Niagara Four Nations celebration at Youngstown, New York, Cahill was offered a job at Trenholm's New York office in 1934. Although Cahill did not pursue the opportunity, the fact that he was offered the position at the young age of 20 inspired him to pursue a career in public relations and communications.

In 1936, Cahill established the Niagara News Bureau that provided news and feature stories to newspapers across North America, particularly in Canada and Western New York State. Upper Canada history was a great source of material and Cahill was able to develop an organization that generated copy to newspapers at that time. In 1946, the company was renamed the Niagara Editorial Bureau, and in 1950, the Ontario Editorial Bureau.

Also in 1936, his company was retained by the Ontario Paper Company, owned by the Chicago Tribune and the New York News, when they were building the mill at Baie Comeau to provide newsprint for the New York News. That relationship would continue for over 50 years until the Ontario Paper Company was sold to Quebec interests and the relationship with the Niagara Editorial Bureau was terminated. This connection was a Canadian record for continuous corporate public relations services, equalled only in the United States by Hill and Knowlton's relationship with U.S. Steel.

During the Second World War, Cahill was considerably involved in promoting the Victory Loan campaign, forerunner of the Canadian Savings Bond (CSB) program in which his firm worked with the Bank of Canada for 20 years, promoting the sale of CSBs and stressing the durability of them. One key promotional tool developed was rallies across Canada in factories to encourage industrial employees to invest in bonds.

In 1946, Cahill established an office in Toronto. Soon after, the firm was retained by the Association of Professional Engineers of Ontario to establish the words 'Professional Engineer' and 'P.Eng.' His firm would work with the Association for over 20 years.

At this time, Cahill started a professional working relationship with Leonard Knott, one of the founding presidents of the Canadian Public Relations Society. For the first time, they formed a network organization known as Inside Canada Public Relations, with key offices across Canada, stretching from Halifax to Vancouver.

The company continued to develop a group of competent public relations practitioners. The organization now operates under the name WorldCom Canada and the WorldCom Group, with over 100

offices worldwide and the same line-up across Canada. One of its most famous associates was John Fisher who was known as Mr. Canada and became Canada's Centennial commissioner in 1967.

Major Achievements

- Member, Canadian Public Relations Society, 1951 - 2001
- Life Member, Canadian Public Relations Society, 2001 to present
- College of Fellows, Canadian Public Relations Society, 2000
- Establishment of the Consultants Section, Canadian Public Relations Society
- Philip A. Novikoff Memorial Award, Canadian Public Relations Society, 1989
- Lamp of Service, Canadian Public Relations Society, 1985
- Award of Attainment, Canadian Public Relations Society, 1978
- Canadian Public Relations Society Accreditation, 1976

Professional and Community Service

- Communications Consultant, St. Catharines Roman Catholic Diocese, 2000
- Publications Consultant, William Lyon Mackenzie Printing Museum, Queenston, 1991
- Public Relations Advisor, Niagara Symphony, 1960s
- Public Relations Consultant, United Way, Niagara Region, 1946-1950
- Press Officer and Communications Advisor, Niagara Region, The Royal Visit of 1939
- Secretary-Treasurer, Niagara District Hockey League, 1929-1932

LOU CAHILL'S REFLECTIONS ON CHANGES IN PRACTICE SINCE 1940

Changes in Strategic Communications Planning

When we started in public relations, generally speaking, top management did not know who we were and what we were trying to do. You had to develop a trust and a confidence with them. Today, management is much more aware of public relations than they were 30 or 40 years ago. They are much more aware of the importance of the profession. Then, it was more of an education process.

Now you have stronger support of management. For instance, if McDonald's wanted to put a restaurant in a residential area, they would rally public support for that by cooperating fully with the strategy, instead of allowing the public to attack the company for disturbing a residential district. There wasn't management interest and involvement to the degree there is today.

More recently, along with the tide of Canadian nationalism, Canadians wanted to be more visible and directly involved in planning and managing our own affairs. For example, in a big hotel chain project, an American manager was removed and a Canadian put in his place. The American made some bad decisions and the hotel chain wanted Canadian involvement.

In public relations, the most important thing is having the client determine what he hopes to achieve out of a campaign. Before moving in any direction, there should be a firm understanding of the client, what his objective is, what he hopes to achieve, and how much he is prepared to invest in the campaign. These things should all be discussed before proceeding. This can be a great help in promoting continued positive relations between a public relations firm and the client it serves. This aspect of public relations has changed because public relations communications has become so specialized. Consequently, a positive understanding of objectives, strategies, and investment of time, between firm and client, is even more important today.

Changes in Reputation Management

Today, there is usually a staff public relations person in many large companies who enjoys the advantage of having a public relations consulting firm working with him or her, someone who can understand the problem from a public relations perspective. Other company personnel might not view the problem in the same light.

Similarly, companies that employ professional engineers or financial advisors hire outside consultants from their own specialty so that they have somebody who can speak the same language when they are fine tuning an activity or plan.

There is also the matter of how much respect and confidence the company places in public relations. The president might have a supportive public relations attitude. This is a great advantage for the public relations consultant or company public relations staff because you can accomplish so much from a grass roots point of view. It would not apply if management is not pro- public relations. So it is up to the outside public relations consultant to do as much education as possible with his or her client to make them aware of public relations and what is being done to help the company.

The management of the reputation of clients is the responsibility of the public relations firm. They must warn the company when they are endangering their reputation in the community. They have to keep building the respect that the company has attained. The leadership should come from the consulting firm in co-operation with staff personnel.

Changes in How Public Relations is Practiced

In the 1950s and 1960s in Canada, the public relations function was about 25 years behind the United States. But during the Second World War, we made great progress. The various federal government branches employed public relations specialists. Based on the need to know, they informed the public about what was happening by developing, for instance, Victory Loan campaigns.

This work gave public relations a higher profile. In addition to daily wartime newspaper coverage by reporters and editors, numerous well known newspapermen worked for the armed forces public relations units, and other government departments.

The changes that have taken place, of course, have to do with computers and the elimination of carbon paper and all these things that were used in the early days. Despite the change and improvement in technology, the consensus seems to be that public relations basics and practice is what it sets out to do is exactly the same as when it started many years ago.

In the way the media deals with public relations professionals, I think there's a more cooperative spirit. Toronto was cooperative but that spirit has been traded to the provincial cities in Ontario and the community and weekly newspapers. I think they look to us for help in covering the news and activities in their area. And they look to us for trust and respect.

The thing that was not fully recognized was the public relations fee system which exists today. It did not exist for a long time. It took quite a while for clients to accept that they paid public relations people at the same level that they paid other consultants such as accountants, lawyers and management who helped them run their business.

Jack Donoghue APR

Calgary, Alberta

1916 – 2001

Career Highlights

Jack Donoghue was one of the deans of public relations in Canada. He was also a medal winning swimmer and diver, private pilot and accomplished football player turning down a contract from the Winnipeg Blue Bombers of the Canadian Football League to pursue higher education.

Born in 1916 in Kingston, Ontario, Jack grew up in Winnipeg. Though his first career choice was medicine, the Depression made the cost beyond his means. So instead, he attended the University of Manitoba (St. Paul's College), graduating with a B.A. majoring in English and Philosophy in 1939. He worked as a reporter and editor with British United Press (formerly UPI) in Vancouver and Winnipeg from 1935 to 1942 during and after his time in university.

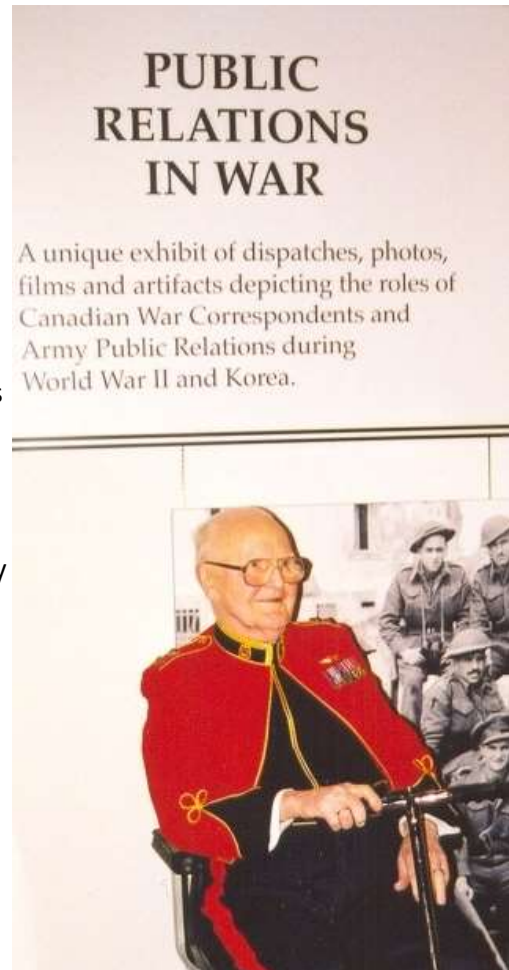
In July 1942 during World War II, he joined the Canadian Army as a private and five months later was commissioned as an officer, transferring overseas to Britain.

Leading up to D-Day, he served at Supreme Allied Headquarters, Allied Expeditionary Force, and was one of the architects of the system that brought news and film footage from the Normandy beaches to the world hours after the invasion began. Canadian film footage of the invasion shot by the Canadian Army Film and Photo Unit were the first images of D-Day to be shown in theatres around the world.

In August 1944, Jack transferred to Northwest Europe to serve as a Conducting Officer, taking war correspondents and photographers to the front and arranging media briefings by senior military commanders. His last appointment during the war was as Assistant Editor of the Canadian Army newspaper *The Maple Leaf*.

He returned to Winnipeg in June 1945, was promoted Captain and served as a Public Relations Officer at army headquarters. In 1946, he won his wings after successfully completing the Army's parachute course.

In 1950 during the devastating Manitoba Flood, Jack coordinated information and public relations for the Army, which was active in emergency operations in support of the civilian authorities. The next year, he was promoted to Major and took over as Commanding Officer, No. 1 Canadian Army Public Relations Unit, based in Winnipeg.





Jack returned to Europe in 1954 as Commanding Officer, No. 1 Canadian Army Public Relations Unit with the Army's occupation forces based in Soest, Germany. Upon returning to Canada he attended and graduated from Canadian Army Staff College in Kingston in 1956 and was posted to the Directorate of Public Relations (Army), Army Headquarters, Ottawa.

In 1960 he was promoted Lieutenant Colonel and seconded to the Privy Council Office, Emergency Measures Organization to develop The Emergency Public Information Services Plan for peace and war completed in 1963. Jack then returned to the Army and in 1964 was appointed Director, Public Relations (Army).

A year later, he was honorably released and joined the federal government's Department of Manpower and Immigration in Ottawa as Deputy Director, Information Services.

In 1968 Jack was loaned to Treasury Board to take part in developing a Career Assignment Program for the federal public service before taking over as Director, Information Services for the Department of Energy, Mines and Resources in 1970.

In 1972 he was once again loaned to Treasury Board to produce a Career Plan and Manpower Guidelines for federal government information officers that was christened The Donoghue Report. It was still in use more than 35 years after its completion.

Jack left the public service in 1973 to move to Calgary and join the public relations and advertising agency Francis, Williams & Johnson Ltd. (FWJ) led by John Francis where he served as Director, Public Relations and was quickly promoted to Vice-President, Public Relations. In 1981 Jack became semi-retired but maintained his connection with FWJ as Senior Consultant.

In his 20 years of retirement, Jack wrote two books, *The Edge of War* published in 1988 about his war time experiences as a Canadian Army Public Relations Officer and *PR: 50 Years in the Field* published in 1993 about key events in Canadian public relations history in which he took part.

In 2000, Jack was instrumental in developing the *PR in War* exhibition first at the Museum of the Regiments in Calgary and then at the Provincial Museum in Edmonton (now the Royal Alberta Museum). The exhibition told the story of the courage, skill and patriotism of Public Relations Units, the Canadian Army Film and Photo Unit and war correspondents during the Second World War who were instrumental in providing the credible link between the soldiers at the front and the people at home in Canada.

Major Achievements

- Army Public Relations and Information Strategy, Manitoba Flood, 1950
- Emergency Public Information Services Plan, Government of Canada, 1963
- Career Assignment Program for the federal public service, 1968
- Career Plan and Manpower Guidelines for federal information officers, 1972
- Federal Public Service Award of Merit, 1972

- Canadian Public Relations Society Award of Attainment, 1974
- Canadian Public Relations Society Shield of Public Service, 1991
- Author, *The Edge of War*, 1988, Detselig Enterprises ISBN 0-920490-75-1
- Author, *PR: Fifty Years in the Field*, 1993, Dundurn Press ISBN1-55002-164-8

Professional and Community Service

- Canadian Public Relations Society
- Knights of Columbus
- Canadian War Correspondents' Association
- The Lord Strathcona's Horse Officers' Mess
- The Princess Patricia's Canadian Light Infantry Officers' Mess
- The Royal Canadian Military Institute

REFLECTIONS ON JACK DONOGHUE

Jack Donoghue was the personification of ethics and a strong advocate of education and career development. He was universally admired for his patience, iron determination, faith in the abilities of the young, mentoring and his willingness to always be ready to help.

He was a man far ahead of his time. He completed a university degree in 1939 at a time many didn't even complete high school. He emphasized education for his three daughters when women were encouraged to marry and forego careers to quickly have children.

Jack encouraged and mentored young PR practitioners: guiding, advising, directing and nurturing their careers; assigning them projects that stretched their minds; and allowing them to develop new skills and grow professionally and personally.

His son, Tom was one of them; he followed in his dad's footsteps, entering public relations via journalism and working in the federal government in Ottawa, the corporate world and consulting. Daughter-in-law Judi Gunter APR, FCPRS, was another.

"Everyone should have a mentor to give encouragement, whether it is solicited or not. Jack was my mentor... one lesson for me... is that the profession truly does have many fields in which it can be practiced and offers many challenges through which to stretch and grow intellectually."

In retirement, Jack wrote two books and at 75 eagerly embraced the computer age, banking online when everyone else was still learning to use a mouse.

When his adored wife Colleen died after 56 years of marriage, he was devastated but mustered his iron will to carry on and maintain his independence to the last.

In 1973 he made a brave move from government into the private sector joining the legendary public relations and advertising firm of Francis, Williams & Johnson (later FWJ Communications) in Calgary, Alberta, and succeeded by any measure.

"Jack adjusted easily to the brash environment of serving a large number of small clients, and competing with other firms for new business. He contributed immensely to the firm, sharing his public relations experience gained while serving all of Canada on behalf of government departments."

He proved to be an outstanding mentor for the youthful consulting staff, generously sharing his experience, and coaching aspiring consultants with positive encouragement. Jack set a fine example for members of the public relations profession throughout Canada." (John Francis APR, FCPRS)

On the night of his passing in 2001, Jack was still planning a major catered family dinner at his home. Moments before he departed, he whispered, "Don't cancel the dinner."

Jack Donoghue, football hero and PR pro, has passed the ball to us. He still has much to offer today's PR practitioners by his example and the wealth of observations and advice he offers in his book, *PR Fifty Years in the Field*.

The Foundation of Good PR:

"The success of PR officers is dependent upon ethics and efficiency in working with others, especially the media. The Public's judgments are made on information disseminated... for these judgments to be sound, the information must be based on facts – fair and unbiased."

The Future of Public Relations

"The most dramatic changes (in PR) are the means of processing, storing and distributing information. However, the most important change for those in PR will be the demand for higher and higher degrees of professionalism. Extended academic training will provide executives highly skilled in research, communication, ethics, and the theory and practice of PR... Whatever the future, there will be one constant aspect – the scrutiny of PR in the private and public sectors by government opposition, the media and the public. To date, PR has stood up under that scrutiny and should continue to do so."

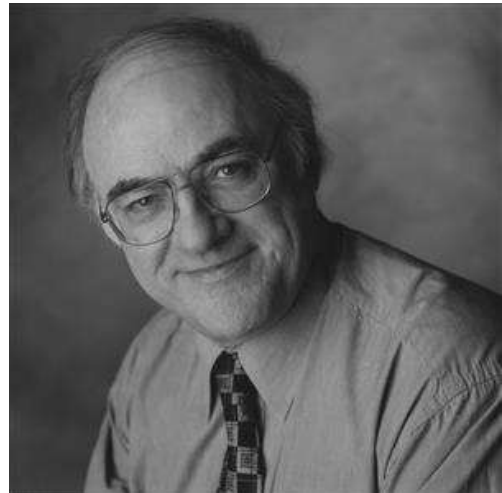
Jack's Reflections on his Career

"Public relations has enabled me to work with and learn from many talented people, to come to a greater appreciation of Canada by serving outside its borders, to contribute to the development of young practitioners, to participate in peacekeeping, to learn about the medical profession through client hospitals, and to witness federal government activities up close."

Michel Dumas B.A., M.Sc. (PR)

Montreal, Quebec

Consultant, author, teacher and leader, Michel Dumas is seen as a visionary leader in the development of public relations, both in this country and abroad. As one of the first in Canada to complete graduate studies in the field of PR, he has used his training from the beginning of his career to advance the profession of public relations. Not only has he willingly taken on leadership roles of provincial, national, and international communications associations, he has also shared his knowledge and experience through his numerous publications, his research, his teaching, and his worldwide speaking engagements.



Career Highlights

Dumas' career has been diverse, successful and influential. A native of Quebec, he is a graduate of Laval University (BA'58), Université de Montréal (L. Ph'62), and Boston University, *College of Communications* (MSc in PR'72), where he studied under Edward Bernays, one of the pioneers in this field.

He began his PR career as the first Communications General Manager (1969) for the newly-established Université du Québec, a multi-campus institution. In addition to managing the head office, he also presided over the Public Relations Commission gathering all UQ components' communications directors. It was during this period he was elected national President of the Association of Canadian University Information Bureaus (1971). He joined the Fiducie du Québec, the Desjardins trust, in 1977 as its Assistant Communications Director where he oversaw not only PR activities, but all promotion, advertising and marketing activities. He was responsible for a \$1 million ad budget, a substantial amount at that time.

Shortly thereafter, he moved to the government sector as Communications Manager for Quebec's Department of Industry, Commerce and Tourism, with a team of 50 employees and a multi-million dollars budget. He was responsible for all economic communications of the Quebec delegations abroad, and some 50 publications per year including an international magazine produced in seven languages. It was during this government tenure that he was active in helping to define the role of a communications department, insisting on basic principles such as the importance of communications as a true management function.

His background in both private and government sectors provided the perfect entrée into consulting. In 1980 he applied his talent, drive and passion to a consulting career as a founder of the new firm of Dumas, Dupré et associés, which became Group BDDS, the second largest PR firm in Québec, and then in 2000, an affiliate of Weber Shandwick Worldwide.

Dumas' contribution as a public relations practitioner is exemplary. Recognized for his strategic vision, he was invited to speak or conduct workshops at major conferences and meetings in Canada and the United States, as well as cities around the world including Moscow, Shanghai, Paris, Trieste (Italy),

Saragossa (Spain) and Thessaloniki (Greece). Later he was asked to take on major consulting and research assignments for the Bureau of International Exhibitions (BIE) based in Paris. In 1998 and subsequent years, he chaired the jury of the Prince Awards in Budapest, the first international festival of PR film, video and multimedia which was supported by the principal European and international professional associations as well as The Global Alliance.

Dumas is a fervent promoter of PR professional recognition, ethics and education. In the mid-70s, at a time when hardly any training options were available, he contributed to the development of the first PR undergraduate certificate program in Quebec, and in the 80s, other certificate programs including one aimed specifically at practicing PR professionals. He coordinated and lectured in this new program. His love of the profession extends to his involvement in teaching, including courses at several universities including Laval University and the University of Montreal.

Today, Dumas is an associate professor with the Department of Social and Public Communication at the Université du Québec à Montréal (UQAM), and a researcher with the Chair in Public Relations and Marketing Communication. He has also served there as a member of the Chair Board of Directors (2003-05), Director of the Innovation Centre (2003-07), and Editor-in-Chief of the research magazine *Recherches RP* (2003-05). Generous with his time, he never misses an opportunity to point out the challenges and dangers facing the profession, and to promote the watch-dog role of the PR professional in today's organizations, with respect to their social responsibilities.

Major Achievements

Michel Dumas is a widely-respected leader who has influenced generations of communicators. Today, he continues to share his passion and experience acquired through nearly a half century of practice. He recently shared his views in three successive books: *Les relations publiques, une profession en devenir* (2010), *Les expositions internationales, un univers de communication* (2010), and *Les cabinets de relations publiques: évolution, meilleures pratiques et perspectives d'avenir* (2014).

Following a major consulting assignment for the Paris-based BIE, an inter-governmental organization that oversees and regulates World Expos, Dumas undertook an ambitious and ground-breaking research project that resulted in the publication of a book focusing on the role of public relations in the organization of large international events such as world exhibitions. The book was officially launched during the 2010 World Exhibition in Shanghai. He has also authored book chapters and numerous articles.

As a long-time member and former President of the Worldcom Public Relations Group, the largest network of independently-owned public relations firms in the world, Dumas used this vast professional network to explore the differences in the ways that public relations cases are handled throughout the world. His research project, presented at an IABC conference in Washington (1990), showed that all firms have a similar approach although local factors and values must be taken into account during the execution of the plan.

Awards

- First recipient of the "Distinction en consultation ACRPQ" award (Alliance des cabinets en relations publiques du Québec, 2011)
- Recipient, *Grand prix Équinoxe* for exceptional contribution to the practice of public relations in Quebec (Société des relationnistes du Québec, 2003)

- Special recognition "for the quality of personal involvement and the contribution to the exceptional success for the Fourteenth Congress, World Energy Conference (1989)
- First recipient, Award for pre-eminent contribution to the development of public relations, teaching, research and practice in Quebec (Association des relationnistes du Québec, 1979)
- Recipient of the "All-Press America" award (Educational Press Association of America, 1968)

Professional and Community Service

Dumas has been a fervent promoter of professional recognition, ethics and education within the public relations profession, and actively involved in provincial, regional, national and global public relations boards and networks.

He was the unifying force behind his professional association in Quebec. In 1973, a group of professionals from Montreal and other regions of Quebec decided to found a new PR association, the Association des relationnistes du Québec (ARQ), and Dumas became its first President. Some years later, he represented ARQ in discussions with CPRS-Quebec, culminating in a single PR professional association in the province, operating under the name Société des relationnistes du Québec (SRQ), known today as Société québécoise des professionnels en relations publiques (SQPRP).

Throughout his career, Dumas continued to promote public relations as a profession with a proven body of knowledge and well-defined practices learned through education. He was concerned by the number of people who called themselves PR professionals without them possessing the appropriate training, and he criticized the actions of "spin doctors" by stressing the importance of ethics and professional recognition. From 2007- 2014, he was responsible for the A+ accreditation program created by the Association des cabinets de relations publiques du Québec (ACRPQ), founded some years earlier to foster the professional quality of the work conducted by Quebec's PR consulting firms.

He has also served as Chair of the ARQ Accreditation Council (1977), Chair of the CPRS Professional Development Committee (1986-87), and was responsible for a CPRS survey on the future of PR in Canada (1987-88).

Although Dumas believes that public relations must have strong local roots, he progressively played a major role in international public relations. In 1991 he became President of Worldcom Canada, the Canadian arm of the Worldcom Public Relations Group, and then President of Worldcom Americas (1994) which represented firms from both North and South America. In 1995-97, Dumas served as President of the Worldcom Group.

In his community he has served as a board member of the Better Business Bureau (1983- 84), La Magnétothèque (1980-81), the Foundation of Jean-de-Brébeuf College (1990-92), the United Way of Greater Montreal (1993-94), was President (2010-2014) of Expo 67 Foundation, and a jury member for awards of the *Foundation for the Advancement of Canadian Letters* (1993). He has also served on various committees for the Quebec government.

MICHEL DUMAS' REFLECTIONS

Worst Moment in PR Practice

"We all experience difficult moments in a career," says Dumas. "As president of a consulting firm and employer, I always found it hard to see close colleagues leave the firm for various reasons. I knew that I

must respect each person's individual career path, regardless of our mutual friendship and professional ties."

"As a professional, I lived my worst moments as I shared my clients' pain. I remember, for instance, the case of a network of cooperative unions which, following a series of negative but not necessarily always accurate stories broadcast on a major television network, had to face a massive withdrawal of funds by its members. The very future of that organization as well as the financial security of its members depended in large part on our communication work."

Advice to New Practitioners

Dumas has several tips for new practitioners. First, gain solid training before entering the profession, for example, liberal arts and public relations studies combined with training in other fields such as the social sciences, management or law. Public relations studies should put the emphasis on PR theory as well as the variety of programs and techniques used in practice.

Notwithstanding the importance of virtual communications today, more than ever professionals must know how to write and how to speak in public. Writing remains a fundamental skill for PR practitioners. They should also maintain a genuine interest in public affairs since PR practice deals regularly with matters of public opinion. He suggests keeping an eye on public issues and the values that influence public opinion and the media – such as sustainable development and social responsibility. Their interest should lead them to act.

Dumas believes that practitioners should foster dialog as the key to any effective communication. He stresses that dialog not only generates understanding and mutual respect between the parties, but it contributes to mutual influence between an organization and its stakeholders. In that respect, Dumas strongly supports the concept of bidirectional communications put forward by James Grunig, which should inspire the actions of all future communicators.

PR professionals, he adds, are the professionals who best master the issues and challenges their organization must face, as well as the needs and expectations of its different stakeholders. They are therefore in a better position to bring about and channel change, which means that they must demonstrate diplomacy and pay heed to everyone's attitudes and opinions.

Last but not least, he believes that having a taste for entrepreneurship is an asset for future professionals, especially if they wish to work in a PR firm. Consultants must find the best ways to serve their clients and offer them the variety of services available in the firm. They must develop their own clientele – as true entrepreneurs do, he concludes.

The Future of Public Relations

Dumas is somewhat ambivalent regarding the future of public relations. Although he is convinced that there is a bright future for public communication, he fears that the traditional PR function may be assumed, more and more, by professionals other than trained public relations specialists.

The practice of public relations has encountered many changes since Dumas began his career. PR practitioners must be able to keep up with new developments if they want to succeed, he says. At the same time, they must work to enhance the PR profession and promote the need for more ethical, high-quality communications on the part of corporations and society in general.

No doubt their biggest challenge in recent years has been to cope with the explosion of social media. Today, these media influence public opinion more than any other source, which means that PR professionals must find ways to monitor and interpret what is said and written about an organization so that their employer or client can react rapidly and effectively. At the same time, practitioners must be proactive and find the appropriate means of aggressively telling their story through those social media.

Maintaining a central role in public communication also constitutes a major challenge for PR professionals. More and more, other professionals such as advertising, marketing, or management consultants, as well as lawyers, try to act as communication consultants because there is a growing need for this type of service and because it represents a potential source of additional revenue for them. This is a threat with which PR professionals must deal.

PR practitioners must also cope with the growing presence of "spin doctors", especially in the political milieu but also in other spheres of social activity. These persons often identify themselves as public relations professionals and, without any moral or ethical scruples or obligations, they, more often than not, communicate without transparency and sometimes distort the truth. Therefore, PR professionals must constantly distance themselves from these "spin doctors" and denounce their actions. The problem, he says, is that PR professional associations are too small or too weak to effectively tackle this issue. Lacking the financial and human resources, they simply cannot take on all the efforts that would be required.

This being said, Dumas wants to reassure young professionals. "For me, the future is neither rosy nor bleak. I see major challenges facing the profession, but, at the same time, I am convinced that PR professionals possess the means to tackle and overcome them. They can count on their expertise, their deep understanding of issues and new values such as sustainable development, as well as their professional ethics, to remain the leaders in public communication. Inaction is not an option. They must continue to play their essential role as interpreters to their organization of their stakeholders' needs, and vice-versa. Public relations remain a wonderful profession, and PR professionals have everything in their hands to be able to promote it properly."

John Francis APR, FCPRS (H)

Calgary, Alberta

Career Highlights

John Francis was among the first to see the importance of public relations as an emerging social science and was unquestionably the first to establish a professional practice in Western Canada.

John, born in 1932 in Calgary, studied commerce at the University of Alberta. He then joined Calgary Power where he was assistant director of public relations from 1954-56.

Although still in his early 20s, John had already come to the realization that the viability of any business or institution depends entirely on its ability to win public support through its attitudes and actions. He recognized, too, that the presentation of this corporate or institutional personality must be rooted in research-based information from qualified advisors. At the time, the public relations profession was ill-defined and everyone from press agents to propagandists passed themselves off as specialists in the field.

John was in a unique historical situation. Oil had been discovered in Alberta in 1947 and the province's transition from an agricultural society to an energy-based economy was gaining momentum. It created an urgent need for disseminating accurate public information.

In 1956, John headed to Boston University in Boston to take a master's degree in public relations as he was determined to increase his own professionalism in the field. His master's thesis, *The Public Relations Problems faced by U.S. Petroleum Companies Operating in Canada*, paved the way for of a PR career in the energy sector.

However, two years later when John became the first Canadian to graduate with a master's degree of science in public relations, Calgary's oil patch had hit a slump. The oil industry simply wasn't hiring.

Instead of turning away from the industry, John was propelled to start his own home-based consultancy. His business started by doing annual reports for oil companies and within a year, J.D. Francis & Associates was firmly established with a downtown office and a staff of two.

Over the next six years, the company's expertise attracted a roster of blue ribbon clients in the fields of energy, engineering and real estate development, including the now famous Heritage Park tourist attraction. By 1965, John's company had offices in both Calgary and Edmonton.

In 1966, John purchased Nattall and Maloney, Calgary's second-ranked advertising agency to create Canada's first fully-integrated advertising and public relations company.

In 1967, the new company officially changed its name to Francis Williams and Johnson Ltd., (FWJ). The company's fully-integrated approach to marketing communications was a radical departure from established practice; no other agency was doing it and none was as proficient or effective.

It wasn't long before FWJ was winning acclaim for its imaginative campaigns, such as Travel Alberta's "Wish You Were Here", "Stamp Around Alberta" and "Take An Alberta Break". The public also fell in love with the Alberta Milk Producers' "Wear A Moustache" and "Butter is Better" in addition to the Calgary Stampede's "Quick, world! What word comes after Calgary?" This particular campaign gained not only worldwide attention but profitable international business.

John's team was called on to orchestrate public relations campaigns for major public and private developments including three hospitals, the Glenbow Museum and countless commercial projects. John created a research division which conducted a major public opinion study that led to the creation of the Alberta government's Fish Creek Park in Calgary, Canada's first provincial park within a city.

Major Achievements

- Award of Attainment, Canadian Public Relations Society (CPRS), 1986
- Advertising Award for Best Single Creative Product in Annual Competition, Calgary, 1981
- Advertising Industry Achievement Award, Calgary, 1996
- AIDS Calgary, for contribution of professional guidance for The Names Project, 1989
- Appreciation Award for Outstanding Service as CPRS national president, 1991
- College of Fellows, Canadian Public Relations Society
- Downtown Achievement Award, Lifetime of Service to Downtown Calgary, 1997
- Lamp of Service, Canadian Public Relations Society, 1991
- Lifetime Member, Canadian Public Relations Society
- Master of Marketing, Lifetime Achievement Award for Marketing Excellence, Calgary, 1996
- Merrett Award, in recognition of outstanding effort, The Calgary Philharmonic Society, 1971
- National President, Canadian Public Relations Society, 1989-90
- Professional and Community Service
- President, Board Member and Director, Calgary Philharmonic Society
- President and Board Member, Alberta Theatre Projects
- Supporter, XV Olympic Winter Games, 1988

JOHN'S REFLECTIONS ON CHANGES IN PRACTICE SINCE THE 1950s

Changes in Strategic Communications Planning

The masters program at Boston University was ahead of its time. They taught students to address all public audiences, to spell out objectives, to use research to find out what targeted audiences were thinking and to pay attention to the difference between opinions and attitudes.

I spent my career attempting to apply these and other fundamentals. I had to "run uphill" much of the time trying to persuade clients to take a strategic and principled approach to their communications. Too often, I found clients just wanted their name in the paper, to pull the wool over the eyes of the shareholders and financial markets, or to get their development approved by city hall.

Today's communication tools are much more sophisticated and well used; however, business goals are still too short-term and pragmatic and the goals of governments are still too connected to covering up bad news.

Changes in How Public Relations is Practised

Newspapers have changed radically but still lead the news cycle, so the first rule of media relations is to earn the trust of the editor or reporter. With fewer reporters to cover much larger beats, newspapers are more ready to accept handouts uncritically. Journalists are much better educated in their own profession and are usually specialized in at least one or two areas of study, such as education, community service or government. Reporters ask better questions and write more comprehensive stories, but newspapers tend to have less space nowadays so it is more difficult to get a story published.

Television news has become trivialized and except for the CBC, BBC and NPR, radio news has almost disappeared. Television and radio documentaries now offer various organizations more opportunities to tell their stories. A lot more news and public relations channels are also available – we have PR specialists in a heretofore unknown field planting stories on Google, on cable channels and on blogs.

Moreover, traditional communication tactics such as employee newsletters, bulletins and magazines are being published more frequently and in more interesting ways. It took a great deal of resourcefulness and management support in the 1950s to publish even a modest magazine and get it out quarterly. Management today has become more sophisticated. It listens better to employees, and it shares more information with them. The gradual disappearance of unions may be in part due to improved communications between management and labour.

In terms of shareholder and investor relations, the regulatory reporting requirements that companies must adhere to today are much more demanding than past procedures. These filings are available to the public through the System for Electronic Document Analysis and Retrieval (SEDAR), thus making the mailing of annual and quarterly reports much less important to sophisticated analysts.

While ordinary shareholders may feel reassured in receiving a colourful, persuasive annual report (and therefore less likely to sell their shares), real power players are brokerage investment analysts and mutual fund groups. They often delve far deeper into information than ordinary shareholders to get a better look at the whole picture. The most important task now of the corporate investor relations manager is to respond to questions from analysts and news media.

Favourite Public Relations Achievement

In the 1970s, the Alberta government established a committee to provide community guidance in shaping what became Fish Creek Park, Canada's first provincial park within a city. The committee retained FWJ, who developed a survey to determine the preferences of the people of Calgary. Instead of conducting a random sample survey, FWJ distributed the survey as a stuffer within the daily newspaper. The survey posed questions that would make people think about conflicting priorities facing planners in developing a major park. It was as much an information piece as it was a survey. FWJ received 35,000 replies at a time when Calgary had approximately 200,000 households.

Worst Moment in Public Relations

At the grand opening of Happy Valley (a public recreation area in Calgary), I had looked after every detail for my client – crowds, tours, guests, media. After everything was over however, the client was still reluctant to pay the bill. It turned out I had neglected to introduce the client to the mayor, who had been on the podium beside him. I had forgotten who he was working for at the event.

Advice to People Entering the Profession

- Get a public relations degree or at least a diploma
- Take a junior job to get practical experience before accepting an intermediate position
- Specialize in a sector, such as consumer products, financial, government, industrial or public service

Future of Public Relations

When I started many of the practitioners were ex-reporters who wrote news releases. They were not involved in policy. Public Relations is now established as part of senior management and government

with responsibilities that include helping to set and implement policy. This trend will continue because our educational base is so strong.

Ruth Hammond APR, CPRS Fellow

Toronto, Ontario

1920-2015

Career Highlights

Ruth Hammond began her career as a teacher of English and History in Ontario and in the Bahamas in the 1940s. Returning to Canada, she moved on to a journalism career and became a reporter with *The Toronto Star*, and served as Women's Editor from 1946-1950.

As a member of Canada's first newspaper Guild at The Toronto Star, Ruth was among the first women to speak out in the interests of achieving significant gains in terms of employee salaries, rights, and working conditions in the newsrooms of the day.

Ruth later formed her own public relations consulting company. Among her first clients was Kate Aitken, then one of Canada's foremost journalists. Ruth took over the public relations program for the Women's Division of the Canadian National Exhibition.

During the 1950s, charitable organizations were growing across Canada and many of them needed communications assistance. Ruth was invited by many of the leaders of these organizations to provide help in managing their communications and external relations programs including the Canadian Cancer Society, Ontario Heart & Stroke Foundation, The Lung Association, the YM/YWCA of Canada, Girl Guides of Canada, as well as the United Way. With extensive experience and her contacts in the media, Ruth was also a valuable resource for any fund-raising campaign.

In 1956, Ruth Hammond joined the Canadian Public Relations Society, one of the first women public relations consultants to participate in Society activities.

Her early work with Girl Guides of Canada involved making a film featuring an international camp conference and coordinating feature radio interviews with the international campers. Her corporate clients included, coincidentally, Christie Brown and Company Limited, which she tied in with her work for the Girl Guides. Hammond also provided communications consulting for such firms as Metropolitan Life Assurance Company and Xerox Canada and she managed the publicity for development of the Guild Inn in Scarborough.

Hammond was asked to work with Young and Rubicam when the company established a public relations bureau as part of its advertising agency with clients such as Metropolitan Life Assurance, Xerox Canada, Lipton, Procter and Gamble and other major international companies.

Her career also included a stint as Public Relations Director, North America, for Drake International Limited, Director of Public Relations and Alumni Affairs for the Ontario College of Art, and Vice-President and General Manager, Public Relations, for Vickers and Benson Advertising.

Committed to public relations education, Ruth Hammond established, with her colleagues, public relations courses at Ryerson Polytechnical Institute (now Ryerson University), York University, and the University of Toronto.

A director of the Canadian Public Relations Society (Toronto) from 1969-1974, she was a driving force behind the establishment of a professional accreditation process for The Society.

Major Achievements

- Valuable Service Award, Belmont House Foundation, 2002
- Canadian Public Relations Society College of Fellows, 2001
- Honorary Doctorate, Hum.Litt., Mount Saint Vincent University, 1998
- Philip A. Novikoff Memorial Award, Canadian Public Relations Society, 1995
- Life Member, Canadian Public Relations Society, 1989 to present
- Award of Excellence in Communications, Ontario Community Colleges, 1986
- Award of Excellence, Ontario College of Art, 1982
- YWCA, Woman of Distinction Award, 1985
- Certificate of Achievement, Public Relations and Education, Government of Ontario, 1985
- International Association of Business Communicators, Gold Quill of Excellence, 1980 for External Communications Programs, Ontario College of Art
- Award of Attainment, Canadian Public Relations Society, 1979
- First Woman Accredited, Canadian Public Relations Society, 1968
- Member, Canadian Public Relations Society, 1956 - 1989

Professional and Community Service

- Director, Belmont House Foundation, 1998-2002
- Director, Toronto Press Club, 1980-1994
- Director, Canadian Public Relations Society (Toronto), 1969-1974
- President, Canadian Women's Press Club, Toronto, 1966-1967

HAMMOND'S REFLECTIONS ON CHANGES IN PRACTICE SINCE 1950

Changes in Strategic Communications Planning

The practice of public relations is more strategic now. We are accumulating a body of knowledge. Everyone is more concerned with doing appropriate research and evaluation rather than focusing on tactics alone. The recognition of the Race Formula as a map to broaden and establish our work has been invaluable.

One area of significant change, however, is media relations. It seems as though nothing said in any kind of public forum is considered "off the record" any more. The trust between journalist and the public has been affected adversely. Public relations firms have to be even more careful about how they manage a news event or guide an executive who participates in a news conference. Conversely, better relationships and trust have resulted when both sides have matured and cooperate.

In my time as a journalist, you could not express anything that was simply your own. You wrote a news story with just the facts, as much as humanly possible, without any bias or slant. At the *Star*, I was the first woman permitted to work on the city desk. I would notice personal items in a news story and edit them out. I was taught to edit out what appeared to be personal opinions or 'slants' and research them if in doubt. With a byline, the writer stands behind his words. But now, more and more, you see news stories carrying a definite slant that is a 'no-no'. Then we had editors, veterans of news reporting, who reviewed the research, the copy and proofed it, over and over again. Now, it seems a story goes straight to the newsroom, is put on the electronic news highway, and published. There is less emphasis on accuracy and objectivity.

Changes in Reputation Management

Public relations has changed over time in the way in which firms accept outside consultants. In former days, large firms utilized their own staff to carry out activities that would be called '*public affairs*' in their organization. There is a much greater awareness today about the necessity of involving public relations professionals in assisting managers to meet their needs and the needs of the corporation.

There have been instances where public relations professionals having signed a contract, have been ordered by senior management to carry out assignments, even though they may not have been appropriate or ethical. Today, with a more enlightened and educated population, large firms are becoming more aware of best practices, how to work with public relations personnel, and how to serve the public interest when reviewing their portfolios and work programs.

Changes in How Public Relations is Practiced

When I entered the journalism field, public relations was called "*publicity*" or "*communications*" in a more informal sense. More often, men rather than women managed the public affairs of large firms and corporations. They knew men who were on the board of directors, they had the advantage of key contacts in the communities they served. Men continued to develop their public relations networking. To some extent, at least initially, women were at a disadvantage. They had not been allowed to penetrate the male-only networking system and perform case assignments as men did. Women had the skills and the determination to succeed but they needed to be allowed to practice in the profession. Thankfully, today this is far from being universal. Women are more adaptable and, I was assured by a male colleague, 'born negotiators'!

I started to develop my own key contacts and business associations as I advanced in the public relations field. I had experience in print media and I used my understanding of how media works to best advantage.

In part, I helped to advance the educational opportunities for both men and women in public relations, to develop course curricula at colleges and universities, and to persuade business and continuing education faculties that course content in public relations is a necessary and beneficial component of a well-rounded public relations education. I also helped faculty members change the way in which public relations is taught.

In the immediate post-war era, the subject was taught from American textbooks, with more emphasis on the theoretical than the practical. We persuaded the academics to see the value in teaching the profession with case studies that are recent and relevant to public relations. I enlisted the support of veteran practitioners to give guest lectures to students, and to give practical examples of case assignments they had managed. Students learned, first-hand, what approaches had succeeded and what ideas had failed.

We are more professional now no longer focusing only on media. When I started, we did not have Accreditation. It is important to gain that designation. I know that some practitioners do not see the value in the process, but they have to think beyond whether 'they know they are good'. In my early days, we fought hard to establish the Accreditation process in order to provide high standards in the field. Future generations must continue to support that kind of professionalism. If we are ever to be a real 'profession', we must have measurable standards.

Favourite Public Relations Achievement

In 1968, I had the good fortune of being the first woman accredited by the Canadian Public Relations Society. In former years, we never had a good Canadian book on public relations. Forbes LeClair and I wrote a book based on our Canadian experience, entitled *Public Relations for Small Business*, soon to be followed by several textbooks related to our Canadian as well as international references.

My favourite achievements are all related to advancing the profession in terms of education and professional development. In 1985, I received a certificate from Premier William Davis of the Government of Ontario that recognized my involvement in furthering the education of Ontario citizens. It reads, in part, as follows:

"...Ruth has given selflessly of her spare time to serve the cause of public relations education. For the past twenty years, generations of students have attended her stimulating evening classes at Ryerson, York University and the University of Toronto. [Ruth was] an indispensable element to the quality of public relations in Canada – today and tomorrow."

And, of course, the YWCA Women of Distinction Award, and the Honorary Doctorate from Mount Saint Vincent University were also important in recognizing the advancement of the profession.

Worst Moment in Public Relations

Once, I lost Hubert Humphrey, Vice-President of the United States. I could not find him anywhere. He was travelling from Boston, Massachusetts, and he had stopped briefly in Montreal and spoke there. He was scheduled to give a speech in Ottawa to the joint Members of Parliament. In Toronto, we had arranged a special media room for television and radio officials, with a separate room where everyone could have a special interview with him. The officials phoned Ottawa to say that they had phoned Montreal and received word that he had not arrived. He was to speak at two o'clock and they did not know where he was. They were frantic. I phoned all the United States contacts and even the American Embassy said they didn't know where he was. We finally discovered that Hubert Humphrey had been offered a limousine by one of the members of parliament. The limousine had become stuck in a snow bank and the driver and Vice-President were rescued by a truck driver. For five hours, the United States government and the Canadian government did not know where Hubert Humphrey was while he rattled through snow banks in a truck to Ottawa.

CPRS Involvement

When I began my association with CPRS in the 1950s, people were always contacting our members about getting jobs, and wanting to interview young people looking for jobs. I wondered whether we couldn't establish a service where we could help aspiring public relations professionals, a place where CPRS members could come to us for assistance. I started a separate entity for this purpose and I was helping all kinds of young professionals but was not receiving any remuneration for my efforts. It certainly took up a lot of my time.

With help from our members, we set-up such a service from my office. Large professional head-hunters soon used it freely, asking huge 'finders fees', but refusing to reimburse the public relations society a small fee to support our education fund.

Fortunately, Mel James, public relations director, Bell Canada, took on and supported the service – an invaluable one to help young people wanting to get a foothold in the profession.

Advice to People Who Enter the Profession

I do not think that anybody should take a business course of any kind without a component of public relations. Everyone in business needs to have a grounding in communications theory and practice. My advice would be to find a really good general course in public relations and take it. Do not specialize in any one thing.

You need to be a generalist – you have to know enough about politics, media, and strategic communications to do well in the profession. But it either works or it doesn't. Doing well in public relations takes a good deal of common sense. And, find yourself a great mentor.

I have shown my students that the press is mighty. You have to be very careful about what you say or do. If you let something out of the box, you cannot get it back in again. A perfect example of this has been United States President George Bush. Regarding foreign policy, the conflict in Iraq and the Middle East, Bush has had difficulty persuading the American people to think differently about what he has said and done. What he has let out of the box, he cannot suppress!

Future of Public Relations

I am very impressed with what has happened during the last few years in the public relations field. In the industry, there is a higher regard for Accreditation. Our APR designation must continue to reflect the high standards that have been carefully developed and nurtured. It must only be awarded to people who have truly earned it.

We have achieved a position in public relations where the industry is more respected. Generally speaking, public relations professionals are more sharing and generous with information than they used to be. However, we should continue to develop more trust in our relations with fellow professionals and the people we serve.

I have a concern about the impact of computer technology on our ability to do work. Today, people do not have the staff support that they used to have. They do not have back-up help. People are working harder and they are working longer hours than they used to.

Today, mentoring has become more challenging because we don't have the traditional support staff with us in our daily work. At times, we appear to be too busy to mentor and train others who are the future in our profession.

I keep up with public relations literature and I meet regularly with CPRS Fellows. The Canadian Public Relations Society and the field have a brilliant future, but in order to ensure that we achieve our goals and objectives, we should be pausing and looking back as well as forward. In this regard, I recall a quotation that reads, "Remember, every generation is carried forward in the arms of the generation before."

Melbourne V. James APR, CPRS Fellow

Guelph, Ontario

Deceased 2015

Career Highlights

Melbourne (Mel) James began his public relations career as a news writer for Canadian National Railways in Montreal, Quebec, from 1952 to 1955, writing human interest stories about passengers arriving by train and steamship, and new train developments.

After a two-year stint as manager of news services for the Bank of Montreal, he moved to Bell Canada in 1957 where he was promoted to supervisor of the news and information section in Toronto. Among numerous assignments, he crafted and edited news releases and speeches.

In 1964, Mel was promoted to manager, public relations, Toronto Region, where the position expanded to include responsibility for media relations, employee communications, information advertising, account inserts, directory introduction pages, covers, video productions, executive speeches, and special events. He became director of information for the Ontario Region in 1970. His career at Bell continued to develop as the profession moved into more strategic initiatives. In 1986, Mel James retired from Bell Canada, following a distinguished career in public relations.



Since his retirement, he has written a number of biographical sketches of outstanding Canadians for the Heirloom Publishing Company, and a new book, *Make the Wind Blow*, outlining Canada's role in the design and construction of wind tunnels around the world for the Aiolos Engineering Company of Toronto.

Major Achievements

- Honorary Member, College of Fellows, Canadian Public Relations Society, 2001
- Life Member, Canadian Public Relations Society, 1989 to present
- Chair, Communications and Public Relations Foundation, 1988-1991
- Lamp of Service, Canadian Public Relations Society, 1977
- Award of Merit, Public Relations Society of America, 1975
- National President, Canadian Public Relations Society, 1974–1975
- Accreditation, Canadian Public Relations Society, 1969
- President, Canadian Public Relations Society (Toronto), 1969–1970
- Member, Canadian Public Relations Society, 1964 - 1989

Professional and Community Service

- Vice-Chair, Public Relations Committee, Official Visit to Toronto, Pope John Paul II, 1984
- President, Couchiching Institute on Public Affairs, 1975-1977, 18 years of service

- Public Relations Chairman, Family Service Association
- Public Relations Advisor, Marketing Committee, Art Gallery of Ontario
- Vice-Chairman, University Avenue Decorating Committee, Centennial Celebrations, 1967
- Vice-Chairman, United Way of Greater Toronto
- Public Relations Chairman, Toronto Board of Trade
- Vice-Chairman, Public Relations, University of Toronto Sesquicentennial, 1977

MEL JAMES' REFLECTIONS ON CHANGES IN PRACTICE SINCE 1950

Changes in Strategic Communications Planning

Strategic communications planning wasn't a buzz word one heard in the early 1950s. It has grown out of the colleges and universities that now offer such courses that were not available then. In the early 1950s the major role of a public relations practitioner was dealing with the media and the media consisted of newspapers and radio, with the emphasis still on print journalism. Television came along later in that decade. Building relationships with editors and news directors by either seeing them in their off peak work periods, or over a lunch or at the local watering hole where media people congregated was the basic approach. Technology, security concerns, and many other social changes have complicated such relationships today, some of it good and some of it questionable.

For instance, the media today too often quote unidentified or anonymous sources giving such sources the liberty to say what they want or give a biased opinion without the threat of being exposed. With the advent of television, the 30-second clip reduces news to a headline that can't possibly reflect the total impact of an event, so a much more filtered flow of news now reaches the public. It is also obvious that reporters now indulge in more interpretation of events than earlier journalists who followed the traditional 5W approach.

There is also too much overheard or non-official comment now being dished up as news. A recent example was overhearing FranÁois Ducros, former Prime Minister Chretien's communications director say to a friend privately that she thought President Bush was a moron and a journalist decided it was news. If she said it as an official comment then of course it was news as was the case where an MP became news when she stamped on a doll of the same Mr. Bush for television.

With respect to corporations and CEOs, it seems to me that there has been a shift from concern for customer relations to a greater emphasis on the need to please shareholders and enhance the bottom line. As a consequence, personal concern for the public appears to have decreased.

Technology such as voice mail has certainly helped create an impersonal attitude in the business community and elsewhere. During my career one could in variably get a secretary if not the actual executive you wanted to speak to but today it is often difficult to even get an actual human being to take care of your inquiry or complaint. There may be financial savings to be gained by using such technology, but the public relations person should be asking, at what price in customer relations.

Changes in Reputation Management

Public relations people need to have honesty and integrity. They need to stand up for the truth in the way they conduct their affairs internally and with the public. They need to instill this as essential in communicating with both senior management and their own subordinates. There are always going to be

subordinates who feel their job is to please bosses by telling them what they want to hear but such an impulse should always be discouraged.

Public relations should involve reflecting long term objectives of a company, association or government and creating public awareness of problems and changes that must be faced. A simple example in my experience was the 1968 Bell Canada application for a rate increase that was going to increase local service by ten cents a month. Company officers believed that it must be kept a secret until announced to its regulator, the CRTC and as the company had a profitable year, the media and hence the public were highly critical of the application. The CRTC also for approving it. Years later when Bell decided to make a charge for information calls that required some 1600 operators to provide the service, when studies showed that roughly 90 percent of the calls were being made by 10 percent of the public, Charles Harris, APR (1970-71 National President of the Canadian Public Relations Society) who was Vice-President of Bell's public relations department launched a program pointing out these facts before the company initiated the change with a minimum of reaction from the media or criticism of the CRTC.

If the public relations person is to be the spokesperson, it is essential that he or she have all the facts at hand and not solely rely on what some other department head or executive says "tell them, etc. etc." Sometimes public relations people are trapped into making a statement based on the faulty perception of people trying to protect their own department or job, and end up not only being embarrassed personally but also gain the mistrust of the media.

This leads me to comment on the 'no comment' response. In my view, never use it because the public immediately assumes you are guilty. It can be used but with an explanation of why it is necessary. To call ten minutes afterwards is dumb, much better to provide the best answer you can give before the deadline so that the reporter can update your information, particularly if it is an ongoing story such as an industrial accident.

Changes in How Public Relations is Practiced

Many of today's public relations departments are reporting through marketing. Having public relations departments or agencies reporting to marketing is not ideal. There is an immediate bias to present only good or sales oriented news. The public relations department is most effective in its role when it is a stand alone department and not associated with marketing, or sales or legal, though the latter should be consulted as their input can be vital in many situations.

Since the 1950s there has also been a new emphasis on people being in the news; i.e. CEO profiles and their management skills or changes, etc., sports coverage of not only the play about the players; i.e. V.J. Singh's criticism of having a woman play in the PGA.

In short, any controversial comment, even if unimportant, is fodder for talk shows, morning radio interviews and journals such as People Magazine. Today, of course, email, the Internet and cell phones have also reduced reaction time for responses to minutes instead of hours in earlier times.

About the mid to late 1960s, Philip Leslie, a public relations consultant from Chicago, who was also associated with the Tisdall Clark public relations agency in Toronto, made, in my opinion, a key observation about a major shift on how influence on public attitudes was changing. He claimed the old practice of having information originate with leaders and flow or 'trickle down' to the public was being replaced by the 'grass roots' activists, who used protests, demonstrations, talks and campaigns of all

descriptions to register their particular concern, be it against seal hunting or tree cutting. This new public power also demanded change in public relations, such as holding meetings in a community before launching major projects.

Polls, of course, are another of the major changes. Prime Minister Diefenbaker's 'polls are for dogs' was a humorous comment but in the 1960s the power of polling was being felt. Today it has become the new guiding light in setting most government policy initiatives and for that matter, the basis of much of our news coverage and hence the shaping of public attitudes. Surveys and focus groups are now considered essential elements in everything from packaging to political campaigns.

Media relations, therefore, are still important but the public relations industry has evolved into many more specialized areas such as shareholder or stakeholder relations, government relations, community relations, to name a few. Public relations agencies have also developed skills in all these areas.

Favourite Public Relations Achievement

One of my favourite achievements was the Bell Canada introduction of fibre optics. Originally the company thought it might be advantageous to make the first installation in Brampton, Ontario, because the premier of the province lived there. When consulted we pointed out that the distance made it not conducive for visits to show off the new technology to visiting officials and other experts in the field. A second choice was Don Mills, Ontario, but it had much the same drawback. Engineers then suggested the Yorkville area in downtown Toronto and that was ideal. Thirty-two homes were equipped with the new technology and a studio to show how fibre optics would revolutionize telephone and television technology was established in rented quarters in Yorkville.

Worst Moment in Public Relations

My worst moment in public relations occurred north of Brampton, Ontario. Long after most people had the telephone service they wanted on demand, there were new suburban areas where the company could not meet the demand for service for a few months. When CTV heard about it, they called to ask that the Bell president be interviewed on their Sunday night public affairs show. He agreed and appeared at what he and I thought was a one-on-one interview. But CTV decided to round up a bus load of protestors from the area and bring them to the studio to pepper the president with questions. As the public relations person, obviously, I should have been aware of or anticipated such a happening. I apologized to the president as we left the building, but he dismissed my embarrassment with a wave of the hand and the comment – "Forget about it, these things happen".

CPRS Involvement

I joined the Canadian Public Relations Society in 1964 when I became manager of Toronto area public relations for Bell Canada. By 1966, I was CPRS (Toronto) treasurer, and I became Toronto president in 1969-1970.

In 1974-1975, I became CPRS national president. With the support of Bell, I was able to visit every member society in Canada and agreed to make myself available for interviews or talks to other groups if the local society wanted to arrange them. I felt strongly that the function of public relations needed to be better understood by the public.

It was also my good fortune to become involved with the Couchiching Institute of Public Affairs as a director in 1968, prompting an interest in planning conferences. Through a colleague there, I met Walter

Weisman, a former director of internal communications at NASA, who was a superb, entertaining, speaker as well as an expert in the field. We suggested to CPRS member societies that they book him for a day long seminar for a modest \$300 fee that allowed them to market the professional development session to benefit their own local communities. Weisman's tour was a great success.

One year at a national conference in Toronto, we decided to take delegates out of hotel meeting rooms to alternate venues. The Toronto Stock Exchange, for example, not only hosted a seminar on financial relations but participants were able to see the trading floor in action. The host companies also provided the refreshments that proved a significant saving in the usual coffee break expenses.

My association with both Couchiching Institute and CPRS also enabled me to organize several joint conferences under such diverse media and public relations concerns as "Polls, Politics and the Press", and "Arts and the Media".

As chairman of the job placement committee for the Toronto society, it was also my pleasure to help some 200 people find junior, intermediate and some senior positions in public relations.

[Advice to People Who Enter the Profession](#)

Membership in the Canadian Public Relations Society has been a rewarding experience, one of sharing expertise with any number of fellow practitioners from coast to coast that are far too numerous to mention here. But like any organization one joins, the real benefits only accrue to those who actively participate, whether it's CPRS, the Board of Trade or any community organization.

Read about a variety of issues. Be broadly educated in the political affairs of the community that you are managing, and the media. Have a broad-based education, including social studies and history. In my day, there were no formal journalism schools or college courses such as we have today.

Develop a social network and establish public relations contacts. The network factor was very important in the success of my career, the broadening of community contacts and friendships, and nurturing the working relationships of successful public relations professionals.

Don LaBelle APR, FCPRS, L.M.

Edmonton, Alberta and Ottawa, Ontario

Career Highlights

Fifty years in PR, 50 years with CPRS, 50 years of significant accomplishments – and he still only looks about 50. How has Don LaBelle done it? If you ask those who know him, they would say "with perseverance and passion." If you ask Don, you would get a shrug of the shoulders. But if you ask him why, you'll get an earful.

Born and raised in Ottawa, Don exhibited two traits during his school years: curiosity and strong communications skills, verbally and in writing. After completing high school, he entered the BA program (English) at Carleton University, but left one year later to join the Ottawa Citizen as a beat reporter. In 1953, he joined the RCAF and served at air force headquarters in Ottawa and then Europe where he had the responsibility for detachment PR in addition to his normal duties. Don entered full time public relations with the RCAF in 1960 and continued in that capacity until 1965, ending his military career while serving at the Namao, Alberta base.



What lured him away from the male-centric military world with its precise professional standards and opportunities for adventure? Two things: upheaval (uncertainty stemming from the amalgamation of the three branches of military) and opportunity (an offer to work as the first PR manager for the Alberta Association of Registered Nurses). After a dozen years in the military, he opted for the AARN: "Now it was 10,000 women and me – that's gotta be great," said Don.

And it was. Don's two best moments in PR came during his five years with AARN (see below) along with one of his worst (their backing down during labour negotiation - refusing to strike when they said they would). Whether it was that event or new opportunity, Don returned to Ottawa in 1972 and became the first director of public relations for the Canadian Telecommunications Association. It was not a good fit. "In the job interview, I was told I would report directly to the CEO which is the right reporting relationship for PR, but when I started, I was assigned to someone else whose only interest seemed to be making me speak French. I came home from that first day and said to my wife, 'Don't unpack; we won't be here long.' "

And they weren't. A CPRS colleague who knew Don wasn't happy approached him about a job in the federal public service. "We were about to purchase a house in Ottawa the day he talked to me – we let the house deal fall through." Good thing because it was soon back to Edmonton as PR manager for the Western Canada division of Public Works.

Though the job was enjoyable, Don was scooped up a few years later by another employer in – you guessed it –Ottawa. He was hired as the Director of Public Relations for the Canadian Automobile Association. He remained with the CAA for five years, before returning to the federal government in 1982 – working for Revenue Canada (Customs Border Services). He left Revenue Canada 15 years later

and moved back to Edmonton as Manager Corporate Communications with Western Economic Diversification (WD). After five years with WD, he spent his last two years with the federal government in a secondment to Justice Canada to work on the national gun registry. Don finished his long career in Spring 2003 and after a few more years of retirement in Edmonton (and plenty of golf in summer and curling in winter), he moved back to Ottawa in 2011.

The boomerang moves between Ottawa and Edmonton continued throughout Don's career. "I like both cities and have spent equal time between them," says Don. "Where is home? Both places."

But while home looks like it will remain Ottawa for Don and his wife Mary Ellen (his three sons, six grandchildren and five great-grandchildren all live there), his second "family" is spread across Canada. Who are they? The many CPRS colleagues that have become Don's friends over the years. For though Don's career in government and association PR has been exemplary, it is his dedicated service to CPRS that marks him as an outstanding leader in public relations.

CPRS Highlights

Don LaBelle could be called the godfather of CPRS. He has held so many executive and volunteer positions with CPRS locally and nationally that he could probably run the organization single-handedly. A member for more than 50 years (he joined as associate member in 1960, national member in 1963), Don was a founder and three-time president of the Edmonton society, vice-president of the Ottawa society two times, and in four national executive positions including President in 1982-83. He also served as National Awards Chair for five years, Chief Examiner of the CPRS Accreditation program for seven years and chair of the National Ethics Committee for four years. He has chaired four national conferences, two in Ottawa and two in Edmonton, and attended 45 conferences. Along the way, his contributions have been recognized with numerous CPRS designations and honours:

- CPRS Edmonton President's Medal (1967)
- CPRS Shield of Public Service (1967)
- Accreditation in Public Relations (1969)
- CPRS Lamp of Service (1993)
- Admission to the CPRS College of Fellows (2000)
- Life Member, CPRS Edmonton (2003)
- CPRS Outstanding Achievement Award (2005)
- CPRS Award of Attainment (2008)

Don sees his membership in CPRS as invaluable to both his personal and professional life. "I view the network it gave me as one, big happy family. Any time I had a problem, I could call a CPRS friend or two and ask whether they had faced the same issue and what advice they could give. And anywhere I go across Canada, I have someone to meet up with for coffee or a visit."

Community Service

In addition to his many contributions to CPRS, he found time over the years to work on public relations committees for the Red Cross; Cancer Society; The United Way of Greater Edmonton; Catholic Family Services; and as a School Trustee for five years in St. Albert, Alberta. Besides enjoying golf and curling, for twenty years he played and managed a senior men's softball team in Ottawa.

DON LABELLE'S REFLECTIONS

Crowning Achievement

Two events, Don organized and promoted for the Alberta Nursing Association stand out: the AARN bi-annual conference in Banff, which surpassed the attendance goal and was very well received, and through them, PR work for the World Congress of Nursing in Montreal in 1969. The world event had 20,000 delegates and four official languages (English, French, Spanish and German). There were 800 media reps and they wanted interviews with people from their country of origin in their official language. "I spent an entire month on nothing but this congress, and on the week it took place worked 18-19 hours a day. It was worth it – it was a very successful congress."

Worst Moment

Don's worst moment in practice came while with the Canadian air force in Sardinia in 1957. "It had taken our military many months of negotiation to get permission from Italian authorities to set up air weapons testing off Sardinia. "We were the first foreign military to be allowed into the country since World War II and they were nervous. The stipulations were stringent: no shooting within 50-60 miles of shore and no shooting on weekends. There were eight Canadian flight squadrons in Europe that came down one at a time for three-week training rotations. One unit from France were nicknamed the Red Indians; they wore Mohawk haircuts and were a lively bunch of guys. I was spending my day off at the beach one Sunday when the "Indians" were there, and idly watched them launch a Sabre jet. But instead of flying out to sea, they headed for the beach and buzzed us, not much more than 100 feet over our heads. This was their idea of a practical joke, but the Italian authorities were not amused. In consultation with our senior officers, we concocted a story about their instrument panel not working properly and apologized. They bought it, or pretended to, but it always bothered me. I think it's important for PR people to be honest and accurate; otherwise your credibility comes into question."

Biggest Challenge

Don found it a much harder sell when he was seconded to Justice Canada for two years to provide communications to Albertans about the national gun registry. "About 50% of people supported it and 50% opposed it, and they weren't only the rednecks - that division was everywhere including within the police forces and media. I think we could have done a better job communicating that one, particularly when the media started touting the \$2 million cost of the registry. Those figures were skewed as they included a one-time charge for changing over to new technology and the full salaries of RCMP personnel who had spent only 5-10% of their time on this initiative."

Changes in PR Practice

"When I joined CPRS in the early 1960s, it was an old boys' club: only men and managers, most of whom who had started their careers in media. People working in non-management positions were sent to what is now IABC. That changed in the 1970s when women came into the profession and formal education programs began. Today the dynamics is about 30% men and 70% women, and most of them have college or university education in PR. However, though these new grads are well versed in theory, many of them lack communications skills – the ability to get a story across through dialogue.

Today's PR practitioners need to know more than how to write a news release; they need to be well-rounded, to have some knowledge of law, finance, political science and other disciplines."

The second biggest change Don sees is in technology. "In the early 60s, we used typewriters – interviews were conducted in person and news releases were sent through the mail. Then in the 70s it was computers and in the 80s, internet and email. Today it is social media. Each new technology has speeded up the way we do PR – you need to be ready to respond instantly."

Internal communications has also changed. "It used to be that only senior managers knew everything that was going on and employees knew very little. Today, the better informed your staff are, the happier they are. PR people, in particular, need to know everything about an organization and where to get information they don't have. The PR director needs to not only sit at the board and management tables, they need to participate and offer advice. Good companies do this."

As for external communications: "If there was a public concern, it was left to PR to manage. Today we know that senior management need to demonstrate leadership by speaking up, and being open and honest, especially during crisis. Good CEOs know this and recognize the importance of reputation management; they play a much more active role now. Look at Maple Leaf: when they had their crisis over food contamination, the CEO and PR person worked closely on their strategy and messaging. They admitted something had gone wrong and rectified it. Their credibility was high and remains high, and they recovered their losses, their reputation and shareholder confidence. This has now become a textbook case of what to do right."

"The same principles apply to consultants. Whether you work for a big PR firm or are an individual working on your own, you need to know all you can about your clients and be involved in their decision making on matters of public concern."

Where is the PR profession heading?

"It's getting stronger, even CPRS membership has gone up in the past few years. It will continue to grow as long as people in the profession are getting something in return. You need good programming at the local level and opportunities to network and get involved. The contacts you make will be invaluable."

Advice to new practitioners

Start with a well-rounded education that includes a variety of subject areas as well as PR basics.

Hone your communications skills; PR is much more than theory. Good communications skills come with practice; they also come from listening.

Be willing to start at the bottom and work your way up – learn from the best and learn all you can about the organization you work for. Same thing when you're applying for a job – do your research on the organization before you enter the interview.

Bart Mindszenty APR, FCPRS LM,
Toronto, Ontario

In the June 2001 issue of PR Canada magazine, Bart Mindszenty was described as a “New Renaissance Man.” In the opening paragraph the author described him as “poet, philosopher, caregiver, composer, artist, parent, author, entrepreneur — oh, and specialist in crisis communication.” All these are true but since that time he has added a few more descriptors including educator, mentor, futurist and a darn good public relations practitioner.

Bart Mindszenty (pronounced “min-zen-tee”) is a dual citizen of the United States and Canada. He graduated in 1969 with a Bachelor of Philosophy from Monteith College, Wayne State University, Detroit, Michigan and a concurrent major in journalism. One year earlier (1968) he received his Certificate, Public Relations from the University of Michigan. In 1971 he received his Certificate, Advertising, from Ryerson Polytechnic Institute in Toronto.



The best way to get a sense of his 46-year career is to allow Bart to describe it himself.

Career Highlights:

While still earning my double majors in philosophy and journalism, I got a part time job with our local weekly newspaper chain, which at the time happened to be the largest in the United States. I started off doing, yes, obits. Moved into sports. Liked sports a lot as it gave huge range of reporting and style freedom. That led me to doing also some features. One Sunday, being the only reporter around, albeit still a cub, I was called to cover a murder story and I got to see the gore, the bodies, and get to the police station just in time to watch the alleged killer turn himself in. That rather fulfilled my journalistic cravings. Plus I started learning about PR and decided that making and shaping the news was a lot more interesting than reporting it.

My first PR job was with the Detroit Convention Bureau, and just weeks after starting, the infamous 1967 Detroit riots broke out. It was very tough promoting the city after that. A year later I joined the Detroit-Macomb Hospitals Association as editor of the internal monthly newsmagazine and also its “PR person.” We lost a body on the first day of my job, found it four days later: my second experience with crisis communications years before I discovered it would be my specialization.

Still in 1968 I co-founded MPI Communications in Detroit with two partners and we worked part time for not-for-profits, developing and delivering internal and external communications materials. We really didn't do strategy because we didn't know how. We did proposals and then built things. Fortunately, they by and large worked well.

In 1969 while on a vacation to Toronto, I cold-called PIR, at the time Canada's largest PR firm, ended up with a short-term freelance contract, then a longer one, then a full-time job offer that I accepted. Worked my way up to VP and shareholder, and left in 1983 to head up communications and related services at C-I-L Inc, at the time Canada's largest chemical company. I thoroughly enjoyed five wonderful

years there, growing in every professional way possible, but the itch for consulting got the best of me and I moved on to be Executive Vice President of what became a good-sized PR firm called The Beloff Group. That was a disaster. We all make some career mistakes. This was mine.

In 1990 I left and teamed up with Gail Harcourt-Roberts to create a niche firm specializing in crisis communications management, issues management, major change, and strategic communications planning and that is all we did from the start. Twenty-three years later we still do those things but much less so given the competitive marketplace and have instead focused on building and licensing strategically focused communications-based management skills building programs.

BART MINDSZENTHY'S REFLECTIONS

[What was public relations like when you first started and what it is like today?](#)

When I started, PR was seen as the “pay for play” field, the fun thing to do: wine and dine journalists and plant stories; trade on goodwill and good relationships to get good stories placed in print, on radio or TV and wire services, and in major magazines. That was our universe. For most, strategic communications planning in the deepest sense was not understood or used; our goal used to be to figure out what we should do to spend the budget we're asking for that looks most productive and helpful.

Today, it's much more sophisticated, quasi-professional and comprehensive. Flying by the seat of one's pants just doesn't work anymore, and there are few fast fixes. Plus, everyone anywhere today can be a photojournalist or a publisher. It's a totally different, high-pressure non-stop world.

[What is your definition of strategic planning, as you know it today?](#)

The process of determining where the organization is in terms of its work, environment and stakeholders and then building a plan with measurable objectives that determines what the organization will do, how, why, for whom, and how it can be exceptionally good at all that.

[How have you worked with the media during your career?](#)

Way back when my main job at PIR was handling accounts and lots of media relations in a very different, much more comfortable and cozy world. So the relationships I had then simply aren't relevant today. Suffice to say, I've always believed organizations are too media driven and reactive. Media is an important stakeholder, but shouldn't be seen as the driver in the relationship-building process organizations strive to achieve. Media is a conduit; it is not the end all and be all that many make it out to be. We can today reach all our stakeholders directly if we really want to, and that's a real deal changer.

[Memorable Projects:](#)

1. With (now) wife and business partner, Gail Harcourt-Roberts, helped manage the media frenzy around the Ben Johnson 1988 Olympic scandal. (that is how Gail and I met).
2. Working on behalf of the Government of Newfoundland to save the only economic engine of Labrador's imminent fiscal demise by talking on and defeating the Innu and about 100 plus engaged supporters they'd aligned over some years, from the major faiths to unions and foreign activist groups. This is about NATO military flight training out of Goose Bay and we had six months to make it all work. It did. What an experience all around.

3. Developing Pope John Paul II's crisis communication management plan... and getting to meet him.
4. Canadian Gypsum serious health and environmental issues in the community surrounding the Toronto gypsum wallboard plant: changing a confrontational situation into a mutually respectful environment over 18 months. One of my earliest heavy duty, learn-by-the-seat-of-my-pants experiences that's stayed with me always.
5. The Rolling Stones concert at Downsview Park with an audience of 500,000 for one day where we managed myriad flashpoints to ensure the event would be unflawed and help restore Toronto's reputation in a post-SARS environment.

A totally consuming but amazingly rewarding experience was serving as President of The Empire Club of Canada in 2004-05. Founded in 1903 and to this day Canada's speaker's forum of record, the Empire Club has become a slice of Canadian history and has had thousands of leading lights address it. My goal was to do something different and dramatic, and without going into the details, the major undertaking for me was to get all the premiers of Canada to come talk about their vision of the future of the country and to cap that with an address by the Prime Minister. And I did it, with the exception of the Premier of Quebec (we could just never sort out the political issues). I also had the youngest ever speaker, a nine-year-old from Winnipeg who heads up the Ladybug Foundation focused on helping the homeless, and 30 other speakers. Standing at the podium of the weekly Empire Club televised meetings, introducing a stellar series of speakers who all had strong credentials, is a memory that will be bright and strong for me as long as my memory holds true.

Worst Moments

My worst moment in terms of a sense of failure was when we'd been working intensely with the Board and senior staff of the Toronto Humane Society; the board had taken over from the "old guard" and tried to introduce good corporate governance, new management methods, more accountability, a sensitive but sound business practice. But what the nice Board members failed to do was stay close to the "membership" of the THS. The old guard did. And the old guard staged a brilliant assault on the new board by enlisting the members who had voting rights. We were hired to help build and guide a communications strategy so the new board could maintain its position at a called special meeting of voting members. Long and short, we developed what really was a winning strategy and built all the tools and procedures but needed total board commitment and engagement.

However, once the fighting got fierce, more and more new board members shied away from the fight, from active participation. That was understandable: who needs to be attacked, verbally abused or work daily shifts when they are a volunteer? So one by one the only people who could have made the strategy succeed started backing off, leaving us with just a few board members who stayed the course. And at the special meeting of the members, the old guard had in hand who could have made the strategy succeed started backing off and away, leaving us with just a few board members who stayed the course. At the special meeting of the members, the old guard had in hand so many absentee ballots nominating votes in their favour, that the new guard lost the vote, the right to govern, and the fight to do what was really most right for the THS. To that point, and since, Gail and I had/have never "lost" a crisis/issues battle/assignment. It's like being a lawyer with a lot of court experience losing a case for the first time. It was depressing. I took it way too personally. But even now, some years later, I don't know what else we could have done.

My worst moment in terms of sheer fear was when we were doing all the crisis/issues planning and on-site management of the Toronto SARS Rolling Stones Concert sponsored by Molson's and supported by all orders of government. It was, and to this day remains, the largest ever one-day concert in history, with about 500,000 attending. We were running the crisis centre back stage. The concert began at noon and at around 10 pm, not long before the Stones were to appear, there were a lot of stoned, drunk but happy people in the crowd -- the police spotted a guy who'd somehow managed to get atop a sound tower. The police mounted and were about to send into this through a dozen or so armed SWAT team members, all dressed to the nines like Darth Vader. We knew that this had the very real potential to cause a full-blown riot. The next 30 minutes could be a book or TV special about how we diffused the situation and got the SWAT team to step down. That was sheer fear for real.

My worst moment in terms of having no idea what to do was the first day on the job as Communications Coordinator at the Detroit-Macomb Hospitals Association in Detroit. I was 21 years old, still in university, and this was a part-time job. It was Friday afternoon and we had lost a patient who had died - literally. Could not find him anywhere. The shift changed, so did the next one; we got into Saturday and then Sunday before a strong smell led to a linen storeroom where someone had shoved the gurney with the body, presumably temporarily, when they didn't have time to go to the morgue. It became a media story, the family sued, and I had to figure out what to say and how to say it. I was sweating bullets and guessing all the way. I got it sort of right and in parts wrong, but lived to work another day. In retrospect, I think this just proved that common sense in our business is a very good attribute.

CPRS Highlights:

- Accreditation, 1973
- President, CPRS Toronto, 1987-88
- Chair, CPRS National PR for PR 1989-90
- Chair, CPRS National Committee on Professionalism, 1991-94
- Cross-Canada professional development workshops for CPRS with Gail Harcourt-Roberts, 1993
- Member and founding supporter of CPRS Toronto public relations reference collection, Metro Toronto Reference Library, 1998+
- Member, CPRS National Advisory Committee, on creation of College of Fellows, 1998
- Member, CPRS National Task Force, accreditation and professionalism, 2000-02
- Member, CPRS College of Fellows Management Committee, 2001-06
- Presiding Officer, CPRS College of Fellows, 2007-12
- Director, Communication & Public Relations Foundation, 1998-2009
- Judge, CPRS Toronto ACE awards program, 1997, 1999, 2000

You joined CPRS in the early 1970s. Why have you been so active in CPRS during your career?

CPRS for me has been the most relevant national body representing the business of public relations. More importantly, I think anyone in the business should by extension support the voice of the business, in this case CPRS. Is CPRS relevant? I think so, but mainly to its leadership and members. Should CPRS be more visible to other stakeholders and decision makers in all sectors? Yes, yes, yes.

What are the major changes you have seen in the profession?

We are not a profession and won't be until there is some form of licensing and accountability, which we don't yet have. Major change: emerging body of knowledge, better education, deeper thinking about communications strategy building and implementation.

Future of Public Relations

PR is said to be important, yet in too many organizations it reports to legal, marketing, HR, etc. There is lip service paid to PR but budgets are often under pressure.

Too many senior managers who are MBA bottom-line driven executives really don't understand PR. It's sadly, like training and some other functional services, seen as "soft" costs, thus open for push back and cutting.

PR will never be what it can and should be until there is certification, licensing, accountability, scheduled PD, and real sanctions against those who break the rules, conduct poor practices or aren't driven by defined elegant ethics.

Advice to new practitioners:

Network like mad. Get to know people who have five or more years of experience and are working in agencies or corporately. Ask for advice; ask for projects to help with. Volunteer PR time to some not for profits you believe in and use outcomes to build a portfolio. Attend CPRS and IABC functions and shamelessly hand out cards with not just your name and coordinates but some kind of cute catch thought or phrase as to why they may want to follow up -- and ask for cards and email notes. Contact PR firms of all sizes and ask for any assignments that can help those firms get their work done on time and on budget. Remember that just as in some other fields, word of mouth and personal recommendations are golden in PR. Plus, think about what you want to be. A generalist plus what? What one or two niches do you want to excel at and be known for, because that opens doors to opportunities.

Professional/community activities:

Professional Activities:

- Associate Faculty, Royal Roads University, Victoria, BC. MBA and Graduate Certificate programs in Public Relations and Communications Management. 2000+
- Member, Royal Roads University Faculty of Management Advisory Board 2002-2006
- Member, Advisory Board, MBA in Public Relations and Communications Management, Royal Roads University, 1997-2001
- Senior Associate and Lecturer, The Niagara Institute, 1988-1992
- Chair, Advisory Council, Seneca College Public Relations Program 1988-1991
- Judge, Southam Business Publications writing awards, 1983-1990
- Co-creator, The Manager is the Medium[®], a communications skills program for managers and supervisors developed in 1995-98
- Frequent speaker/co-speaker at conferences/conventions (i.e., CPRS national conferences, IABC international conferences, Young Presidents, Society of Association Executives, World Disaster Conference, State Fraternal Congress, etc.) and seminars and workshops at colleges and universities in Canada and the United States.

Volunteer Service:

- Director, One Change, 2012+
- Director, Psychology Foundation of Canada, 2006-2013; Member, Executive Committee, 2009-2013
- Director, 1988-2003 and President, 2004-2005, The Empire Club of Canada
- Member, Public Relations Society of America Counselors Academy, 1998+
- President, The Walter Frisby Society. 1972-74
- Chair, Metro Toronto Interfaith Immigration Committee, 1972-74
- Member, Omicron Delta Kappa leadership society, 1966+
- Ongoing involvement with various charitable organizations

Books/publications/online:

- Host, www.mycarejourney.com
- Featured on YouTube, <http://www.youtube.com/user/mycarejourney>
- Author:
 - The Family Eldercare Workbook & Planner, 2010, Lifeworks Books, Toronto
 - Aging Parents: 200+ Practical Support Tips from My Care Journey, 2010, Lifeworks Books, Toronto
- Co-author:
 - Parenting Your Parents: Support Strategies for Meeting the Challenge of Aging in the Family, 2002, Dundurn Press, Toronto; revised 2nd edition January 2011
 - Parenting Your Parents: Support Strategies for Meeting the Challenge of Aging in America. 2007, Dundurn Press, Toronto
 - Parenting Your Parents: Straight Talk About Aging in the Family. 2013, Dundurn Press, Toronto
- Leadership@Work: Be an Effective Team Leader Anywhere, Anytime, with Anyone. 2001 LifeWorks Books, Toronto; revised 2nd edition January 2011
- No Surprises: The Crisis Communications Management System, 1988, Bedford House, Toronto.

Contributor:

- Public Affairs Management in Canada (1986, Wiley Books, Toronto)
- Cost Effective Management for today's Public Affairs (1987, Washington, DC)
- Solutions magazine (2001-2011)
- www.hospitalnews.com
- Author/co-author of numerous journal and magazine articles (i.e., Business Quarterly, PR Reporter, Communication World, Insurance, Hospital Quarterly, Tactics, Strategic Communications Management, etc.).

Bart on Books

My ninth book is due in bookstores and electronically on this year. It will be the fourth in the Parenting Your Parents series, called *Parenting Your Parents: Straight Talk About Aging in the Family*, co-authored with Canada's leading geriatrician, Dr. Michael Gordon. Seven books have been co-authored and three have been national best sellers.

Leadership@Work: Be a Better Team Leader Anytime, Anywhere, with Anyone was in fact the fifth best-selling business book in Canada in 2001 and on the business book best sellers list for months. The new

revised second edition (2011) is still selling and now also is an iPad and iPhone app. I co-authored that with organizational psychologist Dr. Harvey Silver.

The 2005-second edition of *Parenting Your Parents: Support Strategies for Meeting the Challenge of Aging in the Family* also became a national bestseller.

No Surprises: The Crisis Communication Management System (1988) was co-authored with TAG Watson, APR, and Bill Koch, APR, FPRSA and became a North American best seller in its price category. It is, to this day, considered the seminal work in the creating the framework for the practice of crisis communications management.

I am currently working on my first serious attempt at fiction; the book is called *One Yard to Midnight*.

Awards/Acknowledgements

- Voted “Canadian Public Relations Executive of the Year” by readers of PR in Canada magazine 1988.
- Canadian Public Relations Society national awards:
 - Award of Recognition, 1988
 - Award of Excellence, 1985, 1986, 1987
 - President's Medal, 1991
- Canadian Public Relations Society Toronto awards:
 - Mentor Recognition Award, 1999
 - Honorary Life Member, 2007
- Selected as first group of seven CPRS College of Fellows, 2000
- Selected for the CPRS Phillip Novikoff Award, 2006
- Selected for CPRS Shield of Public Service, 2009
- International Association of Business Communicators awards:
 - Award of Merit, 1983, 1986
- Selected for listing in “Canadian Who's Who,” 1992 onwards
- Awarded Rakoczi Foundation Life Achievement Medal, 2011

To summarize Bart...

Bart Mindszenty's work in public relations in Canada and the United States has left an indelible mark on this profession. Not only has he practiced his craft but also he has taught and mentored many people both in educational and informal settings. His contributions to CPRS nationally and the Toronto Society has made for a stronger and more robust Society with a higher understanding and name recognition in all sectors.

His innovation and strategic thinking have gotten companies and organizations out of trouble and saved many corporate reputations and money.

His ongoing dedication to education at Royal Roads University ensures that Canada will continue to have an ongoing supply of well-trained and competent graduates who will continue to build Canadian Public Relations Society and the profession for the future.

Bart is not finished yet. He may be playing a little more tennis and golf but Gail and Bart continue to take on assignments and work with clients and volunteer in the community.

Bart Mindszenty is a fine example of the consummate public relations professional. He deserved to be one of the first seven inducted into the CPRS College of Fellows. Today, he leads by example and never wavers in his pursuit of practicing and improving public relations in Canada.

Last thoughts for readers

One of my university majors is in philosophy, the other journalism. It's a very strange but interesting combination. With one I learned how to think; with the other, I learned how to express myself. The two have served me well. I think our Mindszenty & Roberts business cards may demonstrate this best. The cards are fold out and opposite the contact coordinates it says: ***“What you think determines who you are. Who you are determines how you'll act.”*** Not only do I believe in those two lines, but I think they reflect what we in the business of communications must always think about and be guided by. After all, we're in the relationship business, and understanding what stakeholders think and how they may act has got to be at the bottom line of all we plan and do.

Fred H. Moonen, APR

1928-2009

Vancouver, British Columbia

Career Highlights

Fred Moonen is considered a public relations pioneer in British Columbia, having worked 15 years in the telecommunications industry and almost 30 more in the forestry sector.

In 1949, at just 20 years old and fresh out of studies at the University of British Columbia in B.C., Fred joined the British Columbia Telephone Company (later BC Tel and now Telus).

At BC Tel, Fred worked in advertising as well as in the library and archives. He participated in the production of Telephone Talk, a publication first distributed only to employees and later to external audiences. He also wrote news releases for the small B.C. weeklies that took an interest in telecommunication.

Fred was fortunate to find himself in a situation at BC Tel where he got his grounding in public relations principles and practices. At the time, it was one of few companies in the province to have a formal PR department. This was mainly because it was owned by an American parent company.

(Back then, some American companies were being attacked by anti-corporate forces – also known as “trust-busters” in the early 20th century – and responded in recognizing that public opinion was important to its success. This understanding was transferred to BC Tel’s Canadian affiliate, along with the appreciation that the company was technically a visitor in a foreign country and should act accordingly.)

In 1963, Fred joined the Council of Forest Industries of B.C. as vice-president, public relations. The council had been formed in the early 1960s by major forest companies who recognized the need for their voice to be heard in business, government and public affairs. Fred, who had studied political science in university, thrived in this environment.

By the mid-1970s, Fred became vice-president of government affairs at MacMillan Bloedel Ltd., the largest forest company in Canada. He retired in 1992.

Major Achievements

- Lifetime Member, Canadian Public Relations Society, Vancouver, 2002
- National President, Canadian Public Relations Society, 1967-68
- Shield of Public Service, Canadian Public Relations Society, 1982

Professional and Community Service

- Board Member, Family Services Agency of Greater Vancouver
- Board Member, Vancouver Board of Trade
- Chair, Ad and Sales Bureau, Vancouver Board of Trade
- Chair, Board of Governors, Simon Fraser University (10 years)
- Chair, Media Subcommittee, BC Centennial, 1971
- Chair, Public Relations, United Way of Vancouver, 1962
- Chair, Presidential Search Committees, Simon Fraser University

- Chair, School/Parish Finance Committee, West Vancouver
- Chair, Simon Fraser University Foundation (three years)
- Chair, various Grey Cup Festival committees
- Director, Cowichan Valley Forest Museum
- Director, Pacific National Exhibition
- Guest Lecturer, Political Science Department, University of British Columbia
- Marriage Preparation Lecturer, Vancouver Archdiocese
- Member, Archdiocesan Papal Visit Committee, 1985
- Member, B.C. & Yukon Region Duke of Edinburgh Awards
- Trustee, St. Paul's Hospital (seven years)

FRED'S REFLECTIONS ON CHANGES IN PRACTICE SINCE 1940

Changes in Strategic Communications Planning

Strategic planning became more sophisticated as management teams carefully surveyed the landscape before embarking on a new activity or venture. At one time, such plans were presented to an executive committee with forecasts of outside reaction – and often included cocktail party chatter (the first focus groups!).

The introduction of Direct Digit Dialling (DDD) by BC Tel in the early 60s was one outstanding example of new communications techniques in action. Opinion polling indicated the public needed to be prepared and educated to use the new system. Accustomed to placing all their calls through a long distance operator, DDD allowed customers to dial their own calls using 1+ dialing with area codes – a dramatic change in practice. As the result of advertising and PR programs throughout B.C. that targeted schools and families as well as the general public, use of DDD immediately after the cutover was 96 to 97 per cent compared with 80 per cent for companies that had installed the system in other parts of Canada.

The forest industry has always had unique public relations challenges. When I joined the forest industry in 1963, my experience included part-time work during summer vacations in paper mills and snag-falling stints in the bush in an era when chainsaws were not yet in widespread use.

The forest industry needed to improve its government relations and I was assigned the task of educating the CEO of the member companies of Council of Forest Industries (COFI).

For years, I commuted from my home in West Vancouver and resided in a hotel in Victoria. It was my job to attend public hearings, to open doors for COFI members and to report daily via a private newsletter to the COFI president.

I became a “creative loiterer” in the lobby of the provincial legislature and was one of the hosts of regular dinner meetings held with party caucuses of all parties. These dinners were never criticized by others in the 25 years they were held. In fact, people praised the dinners and enjoyed the fact that all political parties were invited.

My years with COFI covered a period of tremendous growth in the industry and growing concern on the part of U.S. lumber producers – a conflict that to this day is an active irritant.

In the 1960s, it was not easy to work with the B.C. legislature. The legislative compound was off limits to non-MLAs and legislature staff. Access was approved or denied on the Speaker's authority. Even the public gallery was controlled by the sergeant-at-arms.

Hansard, the official record of the debate which is produced by mid-morning of the day following the session in most legislatures, was not allowed in the B.C. legislature during the 1960s. The alternative was a slim volume called "Votes and Proceedings of The House."

I sat in the public gallery for three months while attending sessions in the legislature. I rented hotel office space in the Empress Hotel and proceeded to introduce myself to anyone who would listen to the glories of the forests and mills in B.C.

The only way I could keep up with the flow of information was to find a friendly reporter or MLA. Getting information was not nearly as difficult as getting it out of the building. I remember only three pay phones – it was forbidden to take notes while the House was in session.

My office was the public corridors inside the legislature. I did not have access to the MLA's restaurant, nor could I bring a lunch. Luckily, there were several public washrooms for emergency use.

Casual meetings could result in a wealth of information for me, which I would then convey to my readers – the CEOs representing about 90 per cent of forest production in B.C.

Things have changed in the B.C. legislature. Day-to-day access soon improved considerably to the point that key industry people were sitting down to discuss industry-wide concerns.

Media relations have changed dramatically because of the tremendous growth of communications technology. Gone are the days when news releases were delivered by messenger or in person. First fax, then e-mail and now websites have become responsible for distribution to news media and other audiences. These stakeholders also use the same technology to communicate with organizations. Yet, has the quality of reporting or news organizations improved as a result? No. More is not necessarily better.

Changes in How Public Relations is Practiced

In the late 1940s, public relations in British Columbia was largely a media relations function. Media relationships were often on a personal level and on more than one occasion when calling up a weekly newspaper editor, I sat down at the linotype machine and keyed in the information I had come to hand out. Another time I helped out the editor by working on "the stone" – a bench where metal type was arranged in lines and columns and then set up and locked in metal forms before being put on the press.

Back then, community service was considered part of the PR department's duties. It served as a means of entrée to a professional relationship during a fundraising campaign or a Grey Cup festival. Company people were encouraged to work with members of local services and clubs. The operative word was work. It was OK to have fun too, but under it all was solid urging from one's supervisors to make your employer proud.

During the late 1940s and early 1950s, the workforce faced the daunting need to catch up from the deprivations of the Second World War. The preoccupation with recovery and growth provided innumerable opportunities to public infrastructures, such as hospitals, schools and sports teams. BC Tel was able to provide money and volunteers to help develop this infrastructure.

One of the biggest changes in PR has been its gradual acceptance as a necessary function of modern organizations. In my early days, PR departments did not always report to the CEO. Though ours did (we were one of only a few), we still could not enter the CEO's office without being summoned. We had no standing unless in company of members of the executive because the PR function just wasn't widely accepted by managers as a legitimate management function back then.

It was the formation of powerful protest and public lobby groups that helped PR become more important to companies. As television grew, protest and lobby groups learned that news media – especially TV – could be used to connect with supporters, publicize favourite issues and influence public opinion. They could exert pressure on whatever organization they targeted, including government and business.

Targets of these groups, which included the news media, were forced to respond to their critics. This often caused management staff to frequently divert from what they considered their primary role and take a defensive and reactionary approach in dealing with public relations.

Then PR departments started to develop proactive strategies. Communications specialists – often former media members – were hired. Their task was not only to answer critics and media queries but also to pre-empt or head off charges in the court of public opinion based on lack of information or misconceptions. From there, PR evolved into more of a two-way communications function, to include proactive listening as well as talking.

This new emphasis on two-way communications assisted organizations to undertake decisions and activities using solicited feedback. Often these better-informed decisions were more in tune with the interests of stakeholders – not only customers but employees, suppliers, community groups, news media, governments and the public at large.

Feedback allowed organizations to become aware of the needs and preferences of the social, political and economic environment in which they operated. Because executives realized they were more likely to reach their business objectives in a friendly rather than hostile environment, they began using PR techniques to operate their organizations in harmony with their environment.

[Advice to People Who Enter the Profession](#)

Learn to spell!

[Future of Public Relations](#)

I think there will be more focus on government relations for specific audiences.

C. Edmund Murray APR, FCPRS(H)

Halifax, Nova Scotia

Career Highlights

Edmund Murray began his public relations career in the mid-1950s as an undergraduate at Saint Mary's University in Halifax. At school, he did publicity and promotional campaigns for amateur theatre productions. His part-time work for CBC as a studio guide gave him his first taste of media relations.

After doing graduate studies at Boston University's College of Communication in Boston in 1957-58, Edmund was hired on contract to handle the Halifax-Dartmouth United Appeal.

He moved to the CBC in 1958 where he handled media relations in the Maritimes for 10 years. His work included publicity for programming as well as the technical, administrative and corporate releases. Ironically, Edmund was working in radio and TV and doing media relations with print media.

In the late 1960s, Edmund joined the federal government and first worked for the Unemployment Service Commission in Moncton, N.B. Then in the early 1970s, Edmund became the first public relations manager for the Bedford Institute of Oceanography (BIO), located in Dartmouth, N.S.

At the time, the BIO was essentially operating like a (scientific) monastery – the work they did was off the media radar and that's what was preferred. To improve the BIO's public and media relations, Edmund developed a communications strategy and an awareness campaign (on a year-to-year basis using students and temporary contracts) that was accepted by senior management. As a result of the plan, journalists and members of the public began to visit.

The BIO's silence barrier breakthrough was a great accomplishment and it became part of Edmund's CPRS accreditation work sample.

Edmund left the BIO in the mid-1980s, moving on to Human Resources Development Canada.

Major Achievements

- Lamp of Service, Canadian Public Relations Society, 1986
- Lifetime Member, Canadian Public Relations Society, 1986
- Merit Award, Government of Canada
- National President, Canadian Public Relations Society, 1978-79 (the first national president to come from Nova Scotia, and from the public service)
- Past President's Medal, Canadian Public Relations Society
- President's Medal, Canadian Public Relations Society, Nova Scotia
- President and founding member, Atlantic Public Relations Society (the predecessor to CPRS-NS), late 50s and early 60s

EDMUND'S REFLECTIONS ON CHANGES IN PRACTICE SINCE THE 1960s

Changes in Strategic Communications Planning

In the early days, a lot of the work was done "flying by the seat of your pants." There was none of this planning work done on a week-to-week, month-to-month or even year-to-year basis with results.

Because a lot of public relations people came out of publicity mills or journalism, it was matter of media,

media, media ... other equally important elements to awareness or strategic campaigns were really ignored.

In today's PR practices, it seems the personal touch is gone, especially on a one-to-one and one-to-group basis because of the many electronic and technological advances. A lot of folks say, "It's in the computer and I push the button, (then) it's gone out electronically. That's all I have to do." There's more to it than just that.

Reputation management

I always defined public relations as reputation – it is integral to the practitioner, to his/her clients and to the people served. Good public relations is not something you can market, deceive people about or that you can advertise. It's something that you earn.

Changes in How Public Relations is Practiced

On media tours in the 1960s, I would spend weeks on the road visiting media reps in all the regions, dropping in to touch base with editors in TV and radio newsrooms. I was not doing so to peddle stories, but just to stop by and chat.

The personal touch is still valuable, but it is being put aside and ignored in this "rush rush" day of technology. There is still a need to put in the occasional phone call to people you are dealing with and to follow-up on media releases you are handling.

The media has also become monolithic. There are very few individual or independent parts of the media because it's all huge corporate areas on radio and television. You can't even find a newsroom in radio; it seems there is no such thing because everything is computerized, which is a concern.

The science editors that I dealt with in the scientific community knew their beat and kept on top of what was happening in the scientific community. Otherwise, they wouldn't have been properly prepared for related interviews and storylines. Today, the quality of editors and journalists is still there but some need to go back and learn the language.

Internal communications were still evolving in the 1960s and 70s. There was a great chasm between senior management and the unions, so basically labour relations had to have strength in that area. Since the early 1980s, management has been more cognizant of the importance of the employee and there have been great strides in that area. In the public sector, some departments are excellent at internal communications whereas others couldn't really care less.

I always hoped there would be some kind of communications training focus within the public service. I believe the Government of Canada should have a public relations and communications specialty, but it hasn't happened yet.

Public relations research is critical. In the 1960s at the CBC, I was able to gauge interest levels through phone calls and letters on a daily basis. Later, working with other government departments, I used more sophisticated methods, including focus group testing with ad agencies on some of the messages for the larger campaigns they worked on. Research is so important that even if you can't afford a huge survey, you can certainly get a question dropped in to a broader survey to find out what's happening.

There has been a misunderstanding about the terminology of public relations. In the early days, it was considered flackery – an evil and dishonest thing. When I was teaching public relations, students would

say, “I just think you are a professional liar.” So I used to respond by saying, “No way. If you lie, if you deceive, that’s it – you’re finished in your whole career.”

CPRS, with its educational programs, and the IABC and PRSA (which the CPRS has had great liaison with over the years), have reinforced the fact that professional development in public relations is an ongoing learning experience.

Favourite Public Relations Achievement

When I went to the Bedford Institute of Oceanography (BIO), it was Canada’s best kept secret. There was a terrible embargo regarding the public. It was like a monastery, only scientific. The staff felt they were cut off from the public but they didn’t seem to mind much about it because that was just the way it was.

Ultimately, I developed a communications strategy and had it accepted by senior management. I knew at that time I was on the right track and fortunately, was able to stick around long enough to see the strategy in practice, with large numbers of visitors arriving at the Institute and VIPs being treated to trips on research vessels.

Worst Moment in Public Relations

In the mid-1980s, a brilliant scientist was going public with information a little too often. Ultimately, he went national with some outrageous statements regarding military cold war situations involved with his research. I was able to quell rumours in Newfoundland where the scientist had made the statements before Canadian Press picked it up; however, he wasn’t quick enough to prevent everyone from getting wind of the story. It turned out a stringer for CBC’s “As It Happens” got the story and there was panic in trying to lessen the scientist’s and the scientific community’s embarrassment.

Advice to People who Enter the Profession

It’s an exciting field. You get out of it what you put into it. If you have a reputation and/or you are starting out in PR as a student, you can build up your reputation. Then as your career progresses and develops, you can take that reputation with you no matter where you go.

Future of Public Relations

I believe the field is still evolving and that as training, awareness and research evolve, the profession will ultimately arrive at some kind of licensing. Public relations people have been talking about that for 30 years and it’s been a thorny subject. Other professions, from chiropractors to social workers, have their bylaws and their code of ethics and their licenses. It’s bound to happen for public relations at some point too.

Barbara Sheffield APR, FCPRS, LM

Toronto, Ontario

Career Highlights

A distinguished career in the public relations field was almost a foregone conclusion for Barbara Sheffield. Her father was in the advertising/marketing business and her first job with the Travel Industry Association set the course for her career. Born in 1942, Barbara graduated from Wilfrid Laurier University with a BA in French language and literature, but found her interest in the social sciences, especially psychology and sociology, during her university studies.

"I remember going for the interview with the Travel Industry Association of Canada in 1965," said Barbara, "they were looking for an administrative assistant but the executive director looked at my CV and said we have a number of other areas that will be much more interesting for you and then outlined how I could manage two new projects - Keep Canada Beautiful and Explore Canada. He felt he could mentor me and thus began the first steps into what I soon learned was the public relations profession."

"He took the time to help me hone my skills in strategic thinking, problem solving, project management, writing, media relations, conference management, and government relations, among others. This was all around the time that community colleges and universities were establishing very early public relations training and education."

Barbara recognized, almost from the beginning, that there would be a need for education and training in the public relations field. "There were no degree programs available at that time," she said. "I have talked with many of my colleagues who entered the field around the same time and learning on the job was how we were able to enhance our skills."

She left the travel industry association in 1973 to return to Toronto to work for an arts and sports management consultant who handled the Festival Singers and the Canadian Brass, where she further honed her communication and public relations skills. It was during this time that she met Ruth Hammond, APR, FCPRS(H) who introduced her to Bart Mindszenty APR, FCPRS, and the rest is history.

Ruth was teaching public relations at York University and recruited Barbara to join the class, an important second step in entering this new profession. Now the puzzle pieces were coming together and she began to meet practitioners who were pioneers in this business like Charles Tisdall, Lou Cahill, Hilda Wilson and Jack Yocom. She began to hear about the Accreditation Program offered by the Canadian Public Relations Society (CPRS) and became a society member in 1975.

Bart Mindszenty recruited her to work on a special client project involving a national media relations tour for Weight Watchers International, and from that she moved on in 1975 to science and technology communication with the Ontario Research Foundation. In that role, she was responsible for marketing



communications, a 50th anniversary project and production of a film showcasing Canada's industrial strategy.

But, the folks at the Weight Watchers headquarters in New York City were so impressed with her work and human relations skills on the just completed national Weight Watchers media tour, that they asked her to handle a six-week media relations campaign to six countries in Europe. Barbara credited a very understanding Ontario Research CEO and Marketing Vice President, who allowed her to take time off from her new job to do the six-week European tour. Again, on the job training, working in a variety of languages, managing reputation and brand, problem solving, building media relationships - she was acquiring the knowledge and experience of what is now being formally taught in public relations education programs.

On returning to Canada, Barbara was now truly "hooked on PR" and following four years at Ontario Research, she moved on to manage the communications office at the Ontario Arts Council, where she developed a communications plan for the organization and established the office as an integral part of the overall organization with a reporting function to the CEO.

From there it was off to the Arthritis Society where she was appointed Vice President, National Communications, a position she held for seven years. It was there she was able to show the importance of public relations in the success of an organization. Among her many accomplishments with the Society were the implementation of a successful five year strategic national communications plan which increased public awareness of the Society and its services, reinforced fund-raising recognition and improved educational opportunities for patient/consumers and physicians. She was also responsible for the development and introduction of a national spokesperson program.

In 1986, Barbara moved on to the world of consulting and health care public education when she established a company in medical education communications for an American physician. Health Care Communications offered clinical trials and patient education and Barbara built the Canadian company, hiring and training staff as well as taking on the business management. In 1991, she moved back into public relations with an international public relations firm to manage its health care practice and from there took on a contract with the Ontario Ministry of Health, where she worked on communications around health care policy while handling portfolios such as Hospital Reports and Health System Performance reports among others.

BARBARA SHEFFIELD'S REFLECTIONS

Involvement with CPRS

Barbara's major focus and commitment within CPRS was public relations education and training. She served on CPRS Toronto's education committee in 1979 and began to explore opportunities to develop curriculum that would benefit the growing profession. She was CPRS Toronto's chair of professional development from 1980-81.

She became accredited in 1980 as a way to measure how far she had come in her chosen profession. From 1981-85, she chaired the CPRS National Education Committee to facilitate the early work in establishing Recommended Standards in Public Relations Education developed with the help of Elizabeth Hirst APR, FCPRS and Dr. Jon White of Mount Saint Vincent University.

By 1984-85, Barbara took the opportunity to teach part-time at Humber College's new Public Relations Diploma program. She was now instructing young people about the profession she loved so much from the experience she gained and from those who mentored her.

It was while she was with the Arthritis Society from 1986-1991, that she became the first woman to hold the CPRS National President position. According to Barbara, a few women had agreed to serve on the National Executive Committee, but none had ever made the commitment to serve as National President. "It was not an easy journey," Barbara said, "but with the support of Ruth Hammond and Charles Tisdall among others, it was an honour to be the first with the hope that other women, now coming into the profession with formal education, would soon take on this leadership role. I remember well, the group of women who came to Regina for my election, and to celebrate this historic moment for the Society."

It was in a speech she gave during her 1990-91 presidency that folks knew how much the public relations profession meant to her. Her address was titled "The Long Road to True Professionalism: Are We Willing to Meet the Challenge?" and in it, she pointed out that the challenge was indeed professionalism, but that was "Easy to say, a lot harder to accomplish." Part of that effort would be in the field of education and "we in CPRS have what I believe is an obligation to assist the educational process." -- something Barbara still feels is an important part of our Society.

She has always been concerned about maintaining professional competency and has encouraged the need for ongoing professional development. "This helps with understanding the world and the needs of our organization, and of our clients. It's recognizing the need to touch the heart and brain of the organization in order to understand its very soul. And this means spending time learning the business side of an organization. It means putting into proper context the role of communications."

Long before accepting the role as National President, Barbara had already established herself as a strong supporter of professionalism within CPRS. In addition to her role as Chair, of the National Education Committee from 1981-1985, she served as Chair, of the Mount Saint Vincent Program Advisory Committee in 1986. She followed up her national presidential term by serving as Presiding Officer, of the National Council on Accreditation, 1991-1997. She established task forces on Professionalism, Maintenance of Accreditation and the College of Fellows.

But it does not end there. Barbara became a member of the National Council on Education, 2009-2012 to work on the *Pathways to the Profession* document spearheaded by Colleen Killingsworth; she co-chaired the National Judicial and Ethics Committee, 2009-2011; and was Chair, of the Communications + Public Relations Foundation, 2001- 2010. Most recently, she served on the advisory committee to establish a four-year degree public relations program at Humber College. Today, she holds the position as part-time Executive Director, Communications + Public Relations Foundation, where she continues her commitment to public relations education and research.

A Life Member of the Toronto Society, Barbara was also recognized nationally in 2002 when she received the Philip A. Novikoff Award for advancing professionalism, and in the same year was admitted as a Fellow of the CPRS College of Fellows. In 2013, she was awarded the CPRS Lamp of Service.

Changing Practice

Barbara explained that she "was part of the transition years. Those before me mostly came from journalism backgrounds, while people like me had some post-secondary education but not in public

relations. We learned everything on the job and began to realize the importance of education and training in public relations, the role of research, how to apply the RACE formula, why accreditation was important, why we could not just be media people and had to acquire an expanded skill set. Ethics became important. So, did strategic thinking and planning."

"Media relations was key to practice during those early years and how you built those relationships made a difference to your success," she said. "But, gradually, there were more opportunities to specialize in sectors and the practice began to grow and change. We wrote and produced publications, newsletters, we gave advice, we managed crises, we managed special events, we needed to know a lot about consumers, government, health care, employee relations, investor relations, shareholders, stakeholders, among others."

"And then came the computer, the internet and social media, which has again changed the practice requiring an important focus in public relations education today. One could not imagine anyone practicing today who does not understand the role of social media in communications planning."

"Gone are the days of wining and dining media to get your story in the newspaper, and communications planning is front and centre in every successful practice," said Barbara.

Advice to those entering the profession

"The profession is very different today than when I began, but the principles of success do not change. Training and education are front and centre along with understanding the importance of professionalism and ethical practice. Networking and mentoring are keys to success. Joining a professional organization, volunteering and taking on leadership roles will make a difference to advancing in your career."

"I was blessed with knowing people like Ruth Hammond, Charles Tisdall, Lou Cahill, Mel James, Hilda Wilson, Luc Beauregard, Ed Murray and Jack Yocom who are all profiled in this Yocom Collection. Bart Mindszenty has been a long-time colleague, and mentor early in my career. It is important to connect with people who can guide you and be there for the tough times when you need counsel and advice. But, most important has been my membership in the Canadian Public Relations Society."

"If you want to be a professional, you need to belong to a professional society, to demonstrate your commitment and to lead the next generation."

Future of the Profession

Barbara's hope is that our profession will be recognized as integral to corporate and organizational decision-making and that we will not become consumed by social media. She sees social media as a public relations tool, but it will not replace our contribution to policy development at senior levels. "Perhaps, we might even live to see the day when all practitioners will have Master degrees or MBAs with a concentration in communication, and that original communications and public relations research will be part of every PR budget," she continued. "I would like to see financial gifts to the Communications + Public Relations Foundation by all CPRS members, PR firms, corporations and organizations to support public relations research by graduate students. If we truly want to be a profession, let's do it through increased education, training, professional membership, professional development, and support of original research and commitment to our Code of Professional Standards."

Major achievements

CPRS Toronto

- Became a member in 1975
- Member, Membership Committee, 1975-1977
- Service on three national conference committees, 1979, 1987, 1994
- Accredited, 1980
- Member, Education Committee, 1979-1985 (Chair, 1980-83)
- Chair, Professional Development Committee, 1981-1982
- Secretary, Vice-president and President, CPRS Toronto, 1980-84
- Immediate Past President, 1984-85
- Former Chair, Public Relations Advisory Committee, Humber College, Toronto
- Chair, Judicial and Ethics Committee, 2004-05
- Invigilated accreditation exams, 2007-09
- Appointed a Life Member, 2006
- Member, Bachelor of Public Relations Advisory Committee, Humber College, Toronto, 2010
- Continues to mentor students and young practitioners

CPRS National

- Chair, National Education Committee, 1981-1985
- Board member, Communications + Public Relations Foundation, 1980s
- Chair, Mount Saint Vincent Program Advisory Committee, 1986
- Member, National Board of Directors, 1983-1984
- National Secretary, national Vice-president and National President, 1990/91
- Presiding Officer, National Council on Accreditation, 1991-1997
- Established Task Force on Professionalism, 1991
- Established Task Force on Maintenance of Accreditation, 1995
- Established Task Force on College of Fellows, 1997
- Admitted as a Fellow of the CPRS College of Fellows, 2002 (later served on selection committees)
- Member, National Council on Education, 2009-2012
- Co-Chair, National Judicial and Ethics Committee, 2009-2011
- Chair, Communications + Public Relations Foundation, 2001- 2010, Executive Director, 2010-ongoing

Community Service

- Member, Eculinks Etobicoke, Toronto
- Member, Community Kitchen Advisory Committee, Stonegate Ministry, Toronto
- Former Co-Chair, Social Justice at Kingsway-Lambton United Church, Toronto
- Former Chair, ORIANA Women's Choir, Toronto
- Former President, Choirs Ontario, Toronto
- Former Chair, Arts Etobicoke
- Former Chair, Community Arts Ontario
- Former Vice-Chair, Etobicoke Centennial Choir, Toronto, and Canadian Centennial Choir, Ottawa

Awards

- CPRS National Award of Merit for Service to PR Education in Canada, 1985
- Philip A. Novikoff Award for advancing the public relations profession, 2002
- CPRS Lamp of Service, 2013.

Charles W. Tisdall APR, CPRS Fellow, PRSA Fellow

Toronto, Ontario

1919-2007

Career Highlights

Charles Tisdall began a lifetime career in public relations by working in advertising and motion picture development. From 1941 to 1946, he was the Associate Director of Industrial Information for the federal government, Canadian Information Services, Ottawa.

In 1952, he established Tisdall Clark with Joseph Clark, who had been Assistant Director of Public Relations with Massey-Ferguson. Tisdall Clark became one of the founding members of Canada NewsWire and the majority shareholder until 1986.

Charles Tisdall became a recognized leader in public relations in Canada and the United States. During 34 years at Tisdall Clark, he represented a variety of clients, large and small, including the Bakery Council of Canada (1952), Toronto Dominion Centre (1964), American Express Canada Inc. (1979), and London Life Insurance Company (1980).

He helped to establish accreditation programs for both the Public Relations Society of America and Canadian Public Relations Society. In 1979, he was the first non-American to be invited to the U.S. National Accreditation Board and, subsequently, he was named Chairman of the Canadian Board. He was founding Chairman of the International Accreditation Council. He was also a founder and Chairman (in 1982) of the Communications and Public Relations Foundation in Ottawa.

In 1984, Charles Tisdall was named one of the world's 40 outstanding public relations professionals by the New York-based *Public Relations News*, considered the bible of the industry. This award also reflected his firm's emphasis and strength on corporate affairs and issues management. In 1985, Tisdall Clark and Partners Ltd. merged with Continental Public Relations Ltd., also based in Toronto, to create a major national public relations company.

Throughout his career, Charles Tisdall recognized the importance of education in public relations, emphasizing goodwill in the community, an improved understanding of the profession, encouraging higher standards and accountability among its practitioners, and an increased awareness of the contribution of public relations. He lectured at Humber College, Ryerson University, the University of Western Ontario, and New York University. He was a participant on the Advisory Board for the public relations degree program at Mount Saint Vincent University, Halifax, Nova Scotia. He was a seminar leader and teacher for the American Management Association and the Financial Post conferences. He wrote articles about public relations for the University of Western Ontario quarterly.

- Member, Canadian Public Relations Society, 1950-1985
- Life Member, Canadian Public Relations Society, 1985 to present
- Canadian Public Relations Society Accreditation, 1971
- Public Relations Society of America, College of Fellows, 1990
- Canadian Public Relations Society College of Fellows, 2000
- National President, Canadian Public Relations Society, 1963-1964

- Canadian Public Relations Society Lamp of Service, 1965
- Recipient, Canada's Centennial Medal, 1967
- Chairman, Canadian Public Relations Society National Accreditation Board, 1969-1972
- Canadian Public Relations Society Award of Attainment, 1972
- Trustee, Foundation for Public Relations Research and Education, New York 1984 (award for public relations – New York)

Professional and Community Service

Charles Tisdall has been of steadfast support and generous of his time through leadership and participation in artistic, church, community, and charitable organizations. He was a trustee of *The Anglican*, a monthly Toronto diocese newspaper of the Anglican Church of Canada. In 1981-1982, he was a board member of the Toronto Theatre Alliance. He was a board member of the Performing Arts Development Fund of Toronto. He has been on the board of directors for Famous People Players, founded by Diane Dupuy. He has volunteered in public service with St. Paul's Anglican Church, St. John Ambulance, Canadian Red Cross, the Canadian Diabetes Association, and others. He established a Tisdall scholarship for mentoring at-risk children, known as the Prime Mentors of Canada, based at the Ontario Institute for Studies in Education, University of Toronto.

CHARLES TISDALL'S REFLECTIONS ON CHANGES IN PRACTICE SINCE 1950

Changes in Strategic Communications Planning

I started public relations, formally, in 1952 when I founded the firm of Tisdall, Clark, and Leslie (as it became known). Before that, I was with the Canadian Government, Information Services, but we didn't call it 'public relations'. Hence, the name "Information Services." Joe Clark had come from Massey-Ferguson as assistant director of public relations. Later, Philip Leslie of Chicago joined us. He had one of the top U.S. firms, and wanted a Canadian association.

Joe Clark had a distinguished career after leaving Tisdall Clark, to head up Canada NewsWire, which he did with great effectiveness. And Tisdall Clark was a part-owner of Canada Newswire for many years. It was also partly owned by Public and Industrial Relations. The U.S. NewsWire, which was the largest newswire in the United States, was a member, and the U.K. NewsWire was a member, too.

We also worked with Monty Berger in Montreal, a fine practitioner who still plays tennis every day at the age of 86. He had his firm, Monty Berger and Company, with offices in Montreal and Ottawa. That gave us those outlets. There was another firm in Vancouver that was an associate of ours. So we covered the whole country.

I don't see that many changes over the years in the overall definition of strategic planning. Everybody uses different words now to indicate what was, essentially, strategic planning. We always had strategic planning in developing programs. We're just using the same stuff and doing it quite effectively. For instance, people say, "I'm having a dialogue with somebody." Well, a dialogue means that you're having a conversation.

Changes in Reputation Management

In fifty years, reputation management has not changed very much. The problem is that an internal staff always has to please the boss, whereas if you are in a consulting capacity, as I was, I didn't have to please anybody. I had to have the guts to call it as it was, which I did, perhaps more than a lot of people.

I never found that a deterrent to success. If you try to play games, you're bound to be found out. No matter what kind of public relations is slathered on your particular piece of toast, it isn't going to mean anything.

Changes in How Public Relations is Practised

The practice is much more sophisticated than it was fifty years ago. We were pretty simple and did things "by the seat of our trousers," if we had trousers. Today, practitioners are very able and trained people who create well-developed strategies, look at news differently and disseminate it, indirectly, on behalf of various clients.

Practitioners today come from a variety of backgrounds – MBA programs, undergraduate courses of various kinds, and post-graduate studies like the University of Calgary or St. Francis Xavier, the University of Boston, and the University of Wisconsin. That's good. We have a much more sophisticated purveyor of the truth. If there had been community college, certificate, or diploma courses offered years ago, I would have profited from them.

In earlier days, media relations really took place because almost every person in public relations came from the media. They did not come from university training or other disciplines. Now, a lot of media people come from other disciplines. Therefore, I think they are a little more objective in looking at the material.

What we have today are many more means of media relations and getting at people. E-mail is one. The ascendancy of the newswire organizations is another. So we have more outlets for them in trying to reach the people we want to reach. The media has changed in the way in which it covers stories. I don't think reporters are as tough as they used to be because their interviewees are more sophisticated.

Companies became more aware of the importance of employee communications. When I started, the only tools that a company had were newsletters and notice boards. While that has continued, companies are using a variety of tools including videos, specialty powerpoint presentations, annual reports, and intranet communication.

Another improvement concerns the current approach to address the measurement of results. In the early days, public relations people had articles reproduced, measured them, and then compared them to how much the client would have had to pay for that space if they'd paid for it. This was a bit of a false way of measuring impact because placement in the paper was not taken into account. Was it on the front page? Was it at the top? Was it below the centre fold? I remember spending hours and hours measuring the length of stories for our clients. Mostly, it was a mix of newspaper coverage. Some stories on the front page, others on the back. My experience was that if you had an honest story, it was covered. If you were playing games, promoting stories that did not have news worthiness or that did not mean much to anyone, you had a hard time.

Now we have large multi-national public relations firms working alongside small niche firms. I think it is good to have a mix of large and small. Sometimes small firms are the result of a person not being able to make it in a larger firm. So he sets up his own small operation which can be successful. Small firms can provide more individual attention and personalized service than a larger firm that may lose contact with their clients. That's been my experience.

With Tisdall Clark, we could never work with second or third line management. It had to be the top personnel, preferably the chairman, president, and secretary of the company. That was important because if you work with second line people, they have to be convinced, then they take the proposal to the boss and they try to convince him/her. That is a waste of time. When you deal only with the top person, there is usually no misunderstanding.

Favourite Public Relations Achievement

We were a low key firm but we went into programs with great depth. The program that we had the most fun with, as a crowning achievement, involved a company – Halladay Homes – up in northern Ontario. We had to publicize the operation.

It was a large company but nobody knew about them. So we decided that we should have a bathtub race in Bath, Ontario, where there was a big hill. And the mayors of Toronto, Schenectady, and Rochester, New York came over and raced down the hill in bathtubs with wheels on them. It was wild. The event was covered by Life, Time and every major news outlet in the country. It wasn't long before public awareness of Halladay Homes increased significantly.

One campaign that was really outstanding was for American Express in 1980 when we arranged that one cent from every credit card purchase was put into a special pot, covering one month, let's say, for example, the month of May. Then, at the end of the month, the revenues were allocated to the National Theatre School, the National Youth Orchestra, the National Ballet School, and one or two other youth organizations. It gained a great amount of favourable publicity for the client and it demonstrated corporate social responsibility in funding the arts.

Worst Moment in Public Relations

The worst moment was in the 1960s when a Dominion Envelope company was opening a plant in Don Mills. We were invited to arrange open houses and media receptions. We put the wrong date on the invitation. And we had a terrible time.

It worked to our advantage because everybody came to the thing because they were so curious. We admitted that we were wrong, before the client saw that there was an error in the date, May 13th instead of May 14th. We told them that we made the mistake. It turned out that he was understanding and supportive; he was on our side. The public relations lesson is that if you make a mistake, admit it before someone else can catch you in it.

CPRS Involvement

I was involved with the predecessor of the CPRS, the Toronto society. There was a Montreal society, and then they joined forces in the late 1940s. I took a leadership role there because I thought it was a way of drawing attention to me as a practitioner, for people outside. I was active in helping to develop (with Gerry Brown from Toronto, and Ives Jasmin from Montreal), the accreditation program of the Canadian Public Relations Society.

When I started, the CPRS had only three societies, not chapters, but there were societies – one in Toronto, one in Montreal, and one in Ottawa. Initially, our conferences were held only in those cities. Then we gradually expanded. I was the first person to ensure that there was a national conference out west. I pushed for that.

I was active in the Public Relations Society of America, one of the few Canadians in that society. I headed their accreditation board and other national committees. I was also a member of the International Association of Business Communicators. I was better known in the United States than in Canada. I've always felt there's a value in professional association.

Advice to People Who Enter the Profession

For people entering the profession, the major thing, I believe, is accreditation, of course, because that's the benchmark of ability, or should be. The involvement in society affairs, I think, is important because you broaden your horizons. The people who say, "no, thank you," I think, are short-sighted.

As far as I'm concerned, the people who don't pay their dues, in terms of participating, are less than the best. They only can get out of CPRS what they put into it. And putting into it is networking – being involved in programs, going to lectures, meeting other people in the field, exchanging information, and building up the level of competency through these programs.

Future of Public Relations

I think it's more of the same – knowing your audience, knowing how to talk about things, and interpreting the situation clearly to your client. Whenever there are people involved and sensitivities of people, in a corporate or individual sense, you're going to have a need for arbitrators who are, essentially, public relations people. I don't mean in terms of making deals in salaries or negotiations, but people who interpret for the other guy if they can't do it themselves.

Pierre Tremblay O.C., ARP, Fellow CPRS/SCRP

Québec City, Québec

1929-2010

Career Highlights

Pierre Tremblay is one of the true pioneers of public relations in Quebec. He opened the first public relations consulting firm in Quebec City. He has been influential in a large number of social, political, business and environmental organizations in the province. In 2005, he sits on a dozen boards of directors, sharing his more than 40 years of experience and knowledge in public relations.

While Pierre Tremblay's career in public relations began officially in 1952, his aptitude showed itself as early as high school. In 1946, as a modern arts student at l'Académie de Québec, Pierre took every opportunity to mobilize his fellow students around countless activities, from the theatre group to the debating society. He was particularly interested in the politicization of student associations.

During his university years, Pierre rose rapidly to lead the student association (l'Association générale des étudiants de l'Université Laval, or A.G.E.L.). In 1947-1948, he was in charge of communications and external relations and his lobbying was instrumental in the election of Maurice Sauvé to the head of the National Federation of Canadian University Students in 1947 – the first francophone to hold the position. Pierre also participated that year in a major financial campaign to buy land for expansion of the campus, known as the Cité universitaire. In 1949, he became president of the A.G.E.L.

It was the beginning of a long and successful public relations career for the young Mr. Tremblay, and he has never lost his enthusiasm for it. He joined the Hudson's Bay Company and quickly learned the ropes in sales, marketing and advertising when he was posted to Winnipeg and Nelson, B.C.

Pierre's career accelerated when he helped to revive the Quebec Carnival in 1955. He had known success as a member of Laval University's centennial celebrations committee in 1951 and on the Conseil central des oeuvres (central council of charities) with the Red Feather Appeal (now Centraide) (1952-1957). He then decided to polish his communications expertise and became, in 1957, the first permanent employee of the Quebec Carnival.

He went on to manage sales and external relations for Eastern Quebec with Rothmans Pall Mall (1958-1963) and he was named consultant to the President of Rothmans and of Rock City Tobacco Ltd (1961-1962). He became President of the Quebec Carnival in 1962-63 before opening his own public relations firm.

In July 1963, capitalizing on his earlier successes and the vast network he had built up, Pierre founded Pierre Tremblay et Associés, which later became Pierre Tremblay Publicité inc. It was the first public relations consulting office in the provincial capital.

The agency concentrated on public relations campaigns but over the years it added advertising, graphic production and commercial photography to its services. With Pierre's masterful hand at the wheel, the firm won awards in Quebec, the rest of Canada and the United States.

The company flourished and Pierre sought strategic alliances in the largely untapped markets of Quebec City and Montreal. In 1982, Pierre Tremblay et Associés acquired the oldest francophone public relations

firm in Montreal, Publicité-Services, founded in 1946 by Placide Labelle, Marcel Paré, Nolin Trudeau and Jacques Girouard, true pioneers in the field.

In 1986, he sold the agency to the Marketel Publim McCann group while continuing to operate under the banner of Pierre Tremblay et Associés, where he devoted his energy to strategic consulting and promotion.

Pierre Tremblay et Associés inc. is still in existence after forty-two years.

PROFESSIONAL AND COMMUNITY SERVICE

Public Relations

- Canadian Public Relations Society (CPRS), National Vice Chair, Consultants' Section, 1985 and National Chair, 1986
- National Advertising Agency Network (NAAN), member executive committee 1975-1978. NAAN is headquartered in New York, with members in 47 American cities and 12 cities in Europe and Asia

Health

- Canadian Red Cross Society, Vice President, Quebec City regional subscription campaign, 1973
- The Arthritis Society, Quebec division, Vice President, 1975
- Maison Michel Sarrazin, communications and finance committees, 1985-1990
- Résidence Cardinal Vachon, Intensive Care Unit, head of communications for the 5 million dollar campaign, 1985-1990
- Alzheimer Society of Canada, communications committee, 1997-1998
- Société Alzheimer du Canada, comité des communications (1997-1998)
- Alzheimer Society of Canada, Quebec City, member of the Board of Directors, 1996-2000, First Vice President, 2000-2002, and President since 2002.

Arts and Culture

- Quebec Music Competition, organisation, 1974-1976
- Bibliothèque municipale de Québec, inauguration, 1983-1984
- Quebec Symphony Orchestra, chair, capital campaign, 1984
- Danse-Partout, board member, 1984
- Fédération interdisciplinaire de l'horticulture ornementale du Québec and the Association des services en horticulture ornementale du Québec, consulting manager, 1992
- Cirque du Soleil, benefit evening for a premiere, 1992

Education

- Université Laval, promoted Centennial, 1952
- Université Laval, participated in 25 million dollar financial campaign, 1985
- Université Laval, managed the Fonds Georges-Henri Lévesque, which awards research grants to master's-level graduate students, 1993-2004

Tourism and Recreation

- Quebec Carnival, board of directors, 1957-1978, its foundation, 1955-1956
- Ordre du Bonhomme Carnaval, founder and association, 1965 to 2005

- Exposition provinciale de Québec, head and collaboration, 1978-1988
- Floralies internationales de la ville de Québec, collaboration, 1976
- Pope's visit to Quebec, collaboration, 1984
- Quebec City Summer Festival, collaboration, 1989
- The Tall Ships, collaboration, 1989

Philanthropy

- Centraide (United Way), established Centraide offices in two cities in Quebec in 1954-56, and served as Vice President of public relations and advertising, Quebec Campaign, 1978-1979
- Conseil central des œuvres de Québec, Red Feather Campaign (now part of Centraide), responsible, external relations, 1952-1957

Politics

- Canadian Unity Council (CUC), chairman, provincial committee for Canada Week, 1975, Provincial chairman (Quebec), 1992, national vice president, 1987-88, and 1991, president, 1993-94, service on provincial referendum committee, 1995 and executive director, Quebec regional office, 2000
- Robert Bourassa Leadership Race, provided consulting services, 1969
- Quebec Liberal Party, designated advertising agency, 1970, 1973, 1976 elections

Industry and Commerce

- Chambre de commerce et de l'industrie du Québec métropolitain, president, 1974
- Quebec Chamber of Commerce, executive, 1975-1980, president, 1980-1981
- Council of the Canadian Chambers of Commerce, business representative, Canada Employment and Immigration Advisory Council, 1982-1985
- Lac Sergent Boating Association, project manager, 1967
- Chargex (now VISA), established system in 44 Quebec towns outside of Montreal, 1974
- Société inter-port de Québec, president, 1975-1976
- Fédération des chambres de commerce du Québec, President, Les Mercuriades, an annual competition, 1982
- National Bank of Canada, established regional advisory committees, 1986-1987
- Sommet de la francophonie, Quebec City, consultant to Republic of Togo, 1986
- Environment and Conservation
- Fédération québécoise pour le saumon atlantique, and Fondation François de Beaulieu-Gourdeau, service on Boards and Executives to promote and protect salmon resources, 1984; 1991-1992
- Fondation de la faune du Québec, Quebec, board member 1993-1997
- The Atlantic Salmon Federation (Canada), St. Andrews, N.B., Vice-Chair of the Canadian Board, board member, 1995, vice president, 1998-2004
- Fonds de recherche interuniversitaire sur le saumon atlantique (FRISA), vice president, 1997
- North Atlantic Salmon Conservation Organization (NASCO), Canadian representative and Chairman of its North American Commission, 2002-2004

Honours and Awards

- Canadian Public Relations Society, Accreditation, 1971

- Canadian Public Relations Society, Shield of Public Service, 1975
- Officers' Mess of the Quebec Citadel, Honorary Member, 1987-1988
- Fondation de Université Laval, Governor, 1990
- Les Diabétiques de Québec, Honorary Chairman, 1991-1992
- Commemorative medal for the 125th Anniversary of Confederation, 1992
- Canadian Unity Council, Governor, 1994
- Cercle de la garnison (Garrison Club), Emeritus member, 1996
- Officer of the Order of Canada, 1998
- Elected to l'Académie des Grands Québécois, 1999
- Canadian Public Relations Society, College of Fellows, 2001

PIERRE TREMBLAY'S REFLECTIONS ON CHANGES IN PRACTICE SINCE 1950

Changes in Strategic Communications Planning

The PR function has existed since time immemorial, says Pierre Tremblay. He admits that when he began practising, there were fewer technical ways to communicate, but emphasizes that it was not the increase in communication methods that gave rise to public relations practice. His experience has convinced him that it is human functions like analysis, reflection, and decision-making that are the essential elements of public relations, whatever the tools the practitioner has at hand.

Of course, new techniques have been developed and implemented over the years. But audit systems and all the processes that allow quality control of communication with clients, shareholders, employees and other publics are based on the same fundamental principles: analyze what is there; check whether it's working; change it, if necessary; and plan a strategy to give it the right direction.

As Tremblay says, "Companies, associations or government ministries will always need to send messages to target publics, and the channels for the distribution of these messages are continually evolving. Take the example of creative design in advertising. Whether it is drawn on paper or produced with the most sophisticated software, the message can be transmitted just as effectively by one means or another as long as we know what we want to say."

In short, says Pierre Tremblay, communications planning may be done very differently today, but it is essential for the development of public relations in any era and by any method.

Changes in Reputation Management

Managing the image or reputation of a company, or any type of organization, does not depend on modern communication techniques, but has always been a very important function of public relations. Pierre gives the example of the time he worked on Robert Bourassa's leadership race and electoral campaigns for the Quebec Liberals. The credibility of the subject determined the effectiveness of the message. Therefore, the strategy consisted of building a credible image of the future leader or political party in order to persuade publics to buy into their agenda and, thus, their message.

It goes without saying that reputation management is also managed through advertising, one of the fields on which Tremblay's firm specialized. Advertising can sell both the messenger and the message, whether the campaign is political, social, or commercial. An example is the current logo of la Société des alcools du Québec (the Quebec liquor board) (SAQ), which he and his team developed. In his view, that logo was an important method of convincing the public of the message the SAQ wanted to send. His

insistence on expressing the values of the corporation through its image has been proved right. No one can deny the important contribution of the logo in the modernization of the SAQ over the last 20 years.

These days, image campaigns are more elaborate and often more subtle, but we have always used some form of communication or another to persuade our publics.

"The reputation and image of individuals or corporations have become of prime importance now that we have so many communication channels that are so fast and complex," says Tremblay. "Very often, the quality of the reputation or the image influences our decisions on whether to buy or participate. So it's a very dynamic element of our community life in 2005."

Changes in How Public Relations is Practiced

Pierre Tremblay defines himself as a public relations practitioner. He emphasizes that whatever the specialty – advertising, media relations, internal communications, promotion, sales, fund-raising, lobbying, – the practitioner remains the champion of the idea and a participant in the communications strategy.

When asked whether the profession has undergone major upheavals in the last 40 years, he responds: "The profession has gone through huge changes in a number of areas. First of all, the number of students graduating every year is enormous compared to the past and to market needs. In addition, the profession has become almost exclusively female."

He explains that, in the old days, practitioners came mostly from the field of journalism (his case being an exception). They became public relations practitioners by the seat of their pants during their career development because university training did not exist.

The development of a structured training program has brought with it over the years a practice based on new themes. This training is now steeped in university vocabulary. But while people may not have talked about "communications orientations" in the old days, every project they undertook was based on the famous RACE formula. It's no less relevant today.

The way things were done 30 or 40 years ago was certainly less structured because the learning process was less structured. Networking was the starting point for social research and analysis, as well as for evaluation of projects. The actual communication actions have always depended on the methods at the disposal of the practitioner.

Pierre Tremblay points out the major upheaval caused by the advent of computers and the Internet. These important tools have facilitated research by providing access to a staggering amount of information and have allowed us to reach publics in a much faster and more selective way.

The methods may have a new look but the communications process has not changed as a result, according to Tremblay. Whether the issue is a crisis or a new product launch, the situation and the objectives remain fundamentally the same: research, inform, segment the markets, target, measure results... "We still need to know what people are thinking, to reflect on what we want to say, to prepare a plan. But we don't call a news conference the same way we used to, and the channels for sending our messages are in constant evolution at a tremendous speed."

New methods are opening up whole new dimensions of communication in both geographic and human terms, making it much more global in nature.

The specializations within communications are more numerous today and more integrated than ever before. The communicator's tool kit is larger and has more tools in it. In one situation, it may be marketing that is more important; in another, it may be advertising or public relations. Each case requires its own tools and success comes from knowing how to use each one judiciously.

Favourite Public Relations Achievement

The success that Pierre Tremblay had when he took over the reins of the Quebec Carnival in 1963 not only gave his professional reputation a boost; the experience also turned out to be a solid base for his public relations career.

It opened the doors of the profession to him. Task-oriented at the beginning, he became strategic quickly as he understood that the success of the event depended on good communications strategy. He showed his organizational abilities early on and he found an outlet for his talents in areas like developing networks, and persuading people. In short, he found his true passion.

Pierre was then able to capitalize on both his own strengths and the close relationships he developed with business people to establish his own thriving public relations firm.

Another significant event in his career was the secret filming, in the conference room of Pierre's firm, of the message from Premier Robert Bourassa that sparked the 1976 Quebec election. The original was sent to New York, where copies were made by local technicians unlikely to leak the content -- they could not understand what this unknown man was saying. A few days later, these copies were then distributed to Quebec media.

Worst Moment in Public Relations

The most difficult experience in Pierre Tremblay's career was undoubtedly the information campaign that he had to lead on the eve of the 1976 Montreal Olympic Games. The challenge was to convince the Quebec, Canadian and international publics that Montreal would be truly ready to host the Games. Entitled, *Nous serons prêts* ("We'll be ready") this huge television campaign was no easy task, as the messengers themselves first had to be convinced of the message they were preparing to deliver. Problems had arisen during the preparation of the Olympics and, with barely a year to go before the opening, people were asking whether the Games would take place. How to sell the confidence that the installations would be ready on time?

Tremblay recalls that he had to use an unusual strategy: a subterfuge. "In order to film a TV advertisement a few weeks before the opening of the Games, we had a small section of the Olympic Stadium completed while, in fact, they were still pouring the concrete on the floor below! We were right to go that route because, in the end, the Montreal Games began on schedule and the honour of Montreal and Canada was saved."

CPRS Involvement

Pierre Tremblay states that anyone who believes in the value of communication cannot neglect the organizations that promote it. They provide exceptional opportunities to gain knowledge and experience from our colleagues and to share ours with them. It was through the Canadian Public Relations Society (CPRS) – the annual conferences, the committees and the social activities – that, as a public relations pioneer, he established his peer network. (In Quebec the early days, there was no member society: the SRQ came later.) CPRS, like the National Advertising Agency Network (NAAN), was an important

reference point for acquiring knowledge and developing as a professional, says Pierre, and they are the best way to establish benchmarks in the practice.

Advice to People Entering the Profession

Pierre Tremblay says that, first of all, the public relations specialists of tomorrow will need the gift of good judgment. Skills can be acquired but judgment is a commodity that you either have or you don't have. "Everything you've learned, seen and heard is stored, to be absorbed, understood, weighed and used when you need it," he explains. "That's called judgment."

The future practitioner must have three main tools:

- good ears, to listen
- good eyes, to see what's going on everywhere; not just with a furtive glance, but really look, stop and question
- ability to analyze and judge.

University training is effective in developing the necessary abilities of excellent practitioners, says Tremblay, but learning is not limited to structured courses. Practitioners need to continue their studies once they are on the job market, too. Doors will only open according to the efforts they put into their profession.

In particular, he advises:

- Join groups, associations and organizations in a variety of fields.
- Do a lot of networking – get involved in different milieus, not only on a professional level, but also on a personal level, by supporting community causes, for example.
- Devote considerable time to practice and career development; you don't practice the communications profession by sitting behind a desk; you have to work in team situations.

The Future of Public Relations

Today's large cohort of graduates worries Tremblay. He wonders where they will all find a place in the profession. However, he is glad to see more small communications businesses. These provide wonderful learning opportunities for young practitioners because they demand great versatility.

While everyone has access to extremely rapid communication channels, public relations specialists will be called upon, increasingly, says Tremblay, and their participation will be essential for the vitality of corporations and other organizations. Even small groups, associations or companies will continue to need PR counsel. This is even truer for medium and large businesses that need to promote their interests and their *raison d'être*, as well as listen to what the public thinks of them, their products or services.

For Pierre Tremblay, the future of the profession seems assured as long as communication channels continue to multiply and become more sophisticated. "There's no doubt that our society in the third millennium will need more and better skilled public relations practitioners using tools better adapted to the challenges of our times."

Jean Valin BA, BA (Hons.) APR, FCPRS Chelsea, Quebec

Jean Valin is best-known in Canada for his contribution to global professionalism of public relations. It was Valin who promoted and took part in the initial establishment of the Global Alliance, a confederation of more than 70 major public relations associations around the world, and who was the first Canadian to chair this influential organization representing more than 160,000 members. That may seem strange for a man who spent most of his 30-year communications career as a senior federal civil servant, but it was Valin's commitment and service to his professional association, to CPRS, that provided the volunteer background to take the leadership role globally. In his own words: "I was passionate from the get-go on the formation of a Global Alliance and on us working together to raise global standards of the profession." Valin co-led the development of a global Code of Ethics which was adopted by Global Alliance in 2003, and helped write the official definition of public relations, adopted by CPRS in 2009.



Career Highlights

Jean Valin was born in Ottawa in 1955, and is fluently bilingual (French & English) with some additional proficiency in Spanish. He graduated from the University of Ottawa with a Bachelor of Arts (Concentration in Social Communication) in 1975 and a BA (Hons. Social Communication) in 1984. His early career included working as a researcher and interviewer at Radio Canada, a Music Director at CKCH-CIMF (an Ottawa area radio station), a teacher of English-as-a-second language at Algonquin College, a council assistant, a public information officer at the City of Ottawa (his first PR job), a public relations lecturer at the University of Ottawa, and then as the first information services manager for Gatineau Park, which began his storied career in federal public service and included an assignment as the Director of Public Information Office at the House of Commons.

During his long career as a government executive, he advised senior officials and ministers of the Government of Canada on communications matters, retiring in 2010 at the Director General level. He worked on several high profile national issues such as Canada's gun control program, anti-terrorism and organized crime legislation, same sex marriage legislation, and the launch of Service Canada's branding and first marketing campaign for Canada's one-stop for all government services, as well as transportation policy for air, road, and marine safety and security issues.

He was Director General Communications and Marketing at Transport Canada and Service Canada, Associate Director General Communications at Justice Canada, and Director of Communications for the Canadian Environmental Assessment Agency. He was a Director of Communications at the National Capital Commission and Assistant Vice President at the Farm Credit Corporation. With these roles, he

managed complex and sensitive issues with staff ranging from 10 to 110 people and budgets ranging from the \$100 thousand to \$11 million.

Since his retirement from the federal government, he has been a PR consultant, a mentor and an author. In 2015 he co-edited the first edition of public relations case studies from around the world, published by Peter Lang Publishing Group.

Professional Service

Valin combined his unique work career with concerted efforts to strengthen CPRS and advance the profession's credentials in society in Canada and internationally. Some of this is shown in both his leadership positions and his awards.

Leadership Positions:

- Project lead on the Global Body of Knowledge (GBOK), Global Alliance 2014
- Co-lead on the development of the Melbourne Mandate, Global Alliance 2012
- Co-lead on facilitating the establishment of global core competencies in accreditation programs, Global Alliance 2008
- Chair of Global Alliance for Public Relations & Communication Management 2004-05
- Lead facilitator in the development of global code of ethics, Global Alliance 2003
- Founding member of Global Alliance 2000-02, and Chair-Elect 2002-04
- National President of CPRS 1996-97
- CPRS-Ottawa President 1990-91

Awards & Benchmarks:

- 2014 Philip Novikoff award for lifetime achievements from CPRS (pictured above)
- 2013 CPRS Award of Attainment for the Melbourne Mandate (Global Alliance)
- 2013 PRSA David Ferguson award for advancing PR education in America
- 2012, co-author of an in-depth study on corporate excellence- 'Who has seen the future?' and co-ordinated the development of the 'Melbourne Mandate'- a call to action of new areas of value to public relations and communication management.
- 2010 Award of Achievement from CPRS
- 2008 President's medal from the Chartered Institute of Public Relations in the UK.
- 2008 co-author of the official definition of public relations adopted by the CPRS.
- 2004 CPRS Outstanding Achievement Award
- 2001 admitted to CPRS College of Fellows, the youngest member to achieve that status
- 1987 awarded accreditation (APR)

JEAN VALIN'S REFLECTIONS

How He Started in Public Relations

I graduated from the University of Ottawa in the social communications program in 1975 but took a few years and interesting jobs before deciding to complete my honours year of studies in 1983, and to find my way to the public relations field. I started at Radio Canada in broadcasting but lost my first jobs learning how difficult some work environments can be, and how a job can change when an organization radically changes direction in the area you're working in. Even though the organization miscalculated the effect of changing its music format, someone had to go after two bad ratings periods, and I was the

music director. This turned out to be a positive career adjustment. My first PR job was in 1979 for the City of Ottawa, where I was the communicator for a massive redevelopment of downtown east, and where I got to experiment in the more loosely framed municipal environment. The creative ideas kept coming, which were implemented, and got me noticed by CPRS. I have had two careers really, one as a volunteer leader in the PR environment, and one in federal government.

Greatest Job Achievement

I am very, very proud of the work I did as Director General Communications at Service Canada. We were in the process of creating a new entity, the front-facing part of government. In the old days, it was called the HRDC office where you went to apply for a pension or to apply for EI. It has had various names over the years, but viewing the experience from the users' viewpoint, we could see the delivery of services was never really designed with the customer in mind, nor was the back end engineered to serve the client, the citizens of the country, in an integrated fashion from a one-government-window perspective. The changes we were implementing meant users could make a one-stop call, click, or visit. That called for a re-branding and an advertising campaign. Today when I walk by a Service Canada service point, I see the branding I managed to get approved with great satisfaction, as obtaining that approval took perseverance and determination. Federal government types will understand what was involved in getting an exemption from the Federal Identity program to get this done.

I'm also very proud of the role I played in Justice files such as same-sex legislation and anti-terrorism legislation.

Greatest Volunteer Achievement

The formation of the Global Alliance, since I was there at conception, is right up there. Beyond the creation of the GA, the recent Melbourne Mandate is a crowning achievement because it was co-created by over 1000 people around the world, including my Canadian colleague Dan Tisch, and adopted by GA members. Earlier on, there was a milestone victory with the adoption of a global code of ethics by all associations who are members of the alliance; I led that work group with other Canadians such as Don Labelle. With Pierrette Leonard I facilitated the establishment of global core competencies in accreditation programs. And I wrote, with Terry Flynn and Fran Gregory, the official definition of public relations that CPRS adopted. I am fortunate to have been placed in these positions and to have been able to work on these things.

Work on the global scene always seems to follow me. Work on GBOK has the potential to serve both professionals and academics by establishing benchmarks for the knowledge, skills, abilities and behaviours or personal attributes one needs to practice public relations anywhere in the world.

Worst Moment

When we begin our life's work, and when we're engrossed in the pace and stress of completing tasks and projects, we can hardly anticipate the difficulties we will come up against, but we can learn from them. When I was head of communications for the National Capital Commission, we had a very popular event called Winterlude, a winter festival. And the plan for promoting it in the off-season that year was to promote it in the United States using a combination of paid employees, contract employees, and volunteers touring major venues in our target markets.

One of these venues was the Rose Bowl Parade, and so we sent a team of people down the road in vans with exhibits in the trailer and things like that. Well, there was a tragic road accident; many of our

people were killed, and some were crippled for life. I lost very dear friends and colleagues, and it was my responsibility to explain to the media why we had decided to go to the Rose Bowl parade. It sounded like a junket...and the media were quite hard on us because it had been explained to them that it was a combination of employees who were covered by employee benefits and insurance, contractors who had no standing (therefore, we couldn't help), and volunteers with whom we had no way of covering them. And, understandably, the media were quite hard on me when I was explaining we could not cover everyone the same way. That entire experience was very difficult because everyone affected deserved a thoughtful, honest explanation. However, maintaining a strong professional face at a time of deep personal loss is a skill leaders need to demonstrate.

A second difficult but instructive experience was a little more recent; in my career at the Department of Justice, I worked on the controversial gun registry and was the spokesperson for that program. Well, in my second year I think, I started receiving death threats which is not pleasant to deal with. However, most professions have challenges, and public relations practitioners can view hard times as part of the package when they move up in an organization.

Changes in How Public Relations is Practiced

The expectations on today's PR practitioners, the number of skills and competencies we need to acquire, keep piling on and nothing ever falls off. Again, if we take a long-term view, we can look around at professionals in other fields and see they are having the same experience. Of course, we still need to be good at media relations, the old-fashioned type of thing, but more than ever, now we need to be equally adept at social media and engagement. What I have seen throughout my career, is that 15 to 20 years ago when James Grunig was developing his excellence theory, he was talking about the ultimate model of communication, the two-way symmetrical communication model. I think now we are living it. Through my continued research, I have seen companies and organizations who behave in a two-way symmetrical communication with their stakeholders. It has new names now such as stakeholder engagement, concept, shared value, or corporate social responsibility. Various names have been assigned by management theory, but it is really about effective listening, engagement and conduct in a very ethical and authentic way, which are part of the pillars of the Melbourne Mandate. That is why I am so proud of the work I did with people from all over the world on the mandate.

Advice to People Entering the Profession

My first piece of advice is get involved in your chosen professional association so that you feel you belong to a professional family which will give you resources and build your network. I often tell students I am mentoring that when someone hands you a business card, within two weeks find a thoughtful question or comment to engage with this individual so that two weeks later you have connected with the individual. Then, do not be afraid to pick up the phone and ask someone who knows, who has more experience, what to do if you do not know what to do. Based on my experience, I can assure practitioners that they should get involved and stay involved because it comes back to you ten-fold. As a result of actively seeking out colleagues who had experience I could learn from, and offering my time to help, I have a rich international network now.

The Future of Public Relations

We are living now in a two-way symmetrical communication world where everyone walks around with publishing powers in their pockets. If we continue to move in the direction per the Melbourne Mandate, we will be doing a great service to society and, in effect, working in the public interest. Organizations

gets their licence to operate from the public, whether they realize it or not, and missteps cost them that licence or erode the trust that they have. So there is every reason to 'walk the talk' and not just say they are ethical in their practices, but to demonstrate it and to quickly correct and condemn poor judgement and poor choices that may happen in organizations from time to time.

I also see a trend towards professionalization of public relations. It starts with education (hopefully based on GBOK standards), a commitment to life-long learning, obtaining certification and ethical practice. Social media is fueling a move to increased transparency and openness. Organizations that engage authentically and have active listening infrastructure will outperform others. The International Integrated Reporting Council tells us that 70% of an organization's value is now reputational. That is our area of focus and our role.

Hilda E. Wilson APR, FCPRS(H)

Toronto, Ontario

1926-2009

Career Highlights

If every profession can be said to have its outstanding achievers, then the Canadian public relations profession looks upon Hilda E. Wilson as one of theirs.

In the early 1960s, Hilda was working as secretary for a construction company. With the company growing and new subdivisions opening, she was assigned to work in the new public relations department in 1963. This was her first taste of PR. Hilda learned how to handle analysts, deal with shareholders and get financial page publicity. She was also asked to coordinate the company's first public offering, something she had never done before.

In order to do a good job, Hilda passed the Canadian Securities Institute course, attended financial seminars and took the American Management Association's courses on investor relations in New York City.

When a top spot opened up unexpectedly in her department, Hilda applied. But even though she was qualified for the job, she was turned down and told by the president that the PR manager position was more of a "man's job." That experience ultimately led her to consider going at it in PR on her own.

To be sure she was making the right move, Hilda approached Charles Tisdall, the highly regarded co-founder of Tisdall-Clark (who was one of Toronto's promising new PR consulting firms at the time) and confided her new business idea to him. Tisdall proved to be very helpful to Hilda; he patiently guided her on how to start her own business and became both a mentor and lifelong friend in the process.

In 1965, Hilda opened Investor Relations Canada Ltd., (IRCL) in Toronto's financial district. Her former employer became her first client.

At IRCL, Hilda became a pioneer of financial and consumer education PR practices because of her innovative ideas for clients like ITL Industries Ltd., of Windsor, Ont. They became the first company to charter a plane full of invited analysts to visit the plant and meet with the CEO. This successful idea shortly became common practice for out-of-town junior industrials.

Then in 1967, new Loblaws president Leon Weinstein invited Hilda (at the suggestion of his advertising agency) to help him grow the supermarket's business. Subsequently, she became what is today considered an "outside" director of consumer affairs.

At the time, consumer backlash was at an all-time high and supermarkets, busy with their bottom lines, were largely ignoring it. To combat this attitude, Hilda started a regular consumer column in the weekly Loblaws ads. An innovative first in supermarket advertising, it soon caught on and was being read avidly. Her readers looked forward to each week's revelations the same way they looked forward to their favourite TV soap opera. Other supermarkets soon followed suit and started similar versions of Hilda's consumer education column.

It was in this role that Hilda also became comfortable being an outspoken consumer advocate. In a Stimulus Magazine feature article, the writer said: *"Hilda Wilson ... would probably resent the inference,*

but she is the grandmother of the consumer relations activities in food chains across Canada.” Before long she found support coming from the Consumers’ and Dieticians’ Associations, who recognized and embraced the trail she was blazing.

In 1968, Hilda welcomed one of the country’s most remarkable retail legends, Shoppers Drug Mart, into her family of clients. She never had to compete with other firms to retain the business of her most prominent client over the 30+ years she had the account. She also went from consultant to board member to advisor emeritus for the client before passing the baton on to her son Michael prior to her retirement.

Now in her 80s, Hilda keeps busy as both a grandparent and an active community member. In July 2008, she launched her third book with co-author Dea Cappelli Clark titled, *The Toronto Outdoor Art Exhibition*.

She also continues to be recognized for her exceptional influence in the world of business communications. In an August 2008 issue of *Marketing*, Hilda was proclaimed as one of the 10 most influential pioneers in Canadian marketing history. The introduction to her citation says it all: “At a time when PR was exclusively a male domain, she opened it up to women.”

Major Achievement

- Honorary Member, College of Fellows, Canadian Public Relations Society
- Lamp of Service, Canadian Public Relations Society, 1968
- Member (first Canadian woman), Public Relations Society of America, 1965-1980
- Outstanding Volunteer Award, North York Chamber of Commerce, 2002 Professional and Community Service
- Board Member and Fundraising Chair, Orchestra Toronto, 2000-present
- Chairwoman and Member, Montebello Conference on Canadian Information, 1975-1990
- Chairwoman, Pauline McGibbon Cultural Centre, 1966-1969
- Community Representative, Animal Care Committee, Sanofi Pasteur Inc., 1989-present
- President, Vice-President and Board Member, Toronto Philharmonia, 1988-1999
- Founder and Executive Director, German Wine Society in Canada, 1976-1990
- Founding Director and Board Member, Council on Drug Abuse, 1973-1990 and 1997-2004
- Founding Director, Honorary Director and Member (National Board of Governors), Canadian Council for Aboriginal Business, 1967-1970, 1970-present and 2001-present

HILDA WILSON’S REFLECTIONS ON CHANGES IN PRACTICE SINCE 1960

Changes in Strategic Communications Planning

In my early days, the emphasis was on writing press releases and getting publicity. Now the strategy goes all way from research and surveys, to evaluation and changes at the management level.

PR practitioners are also more creative because they are encouraged to think outside the box. When lawyers used to write press releases, it was very difficult to change legal jargon into something interesting, but that’s no longer the case.

Changes in How Public Relations is Practiced

Clearly technology has transformed not only the speed of response and the far wider reach, but also the skill set of today's practitioners. While in Israel in 1968 as Prime Minister Pearson's press attaché, I used the telephone in the middle of the night to call the Canadian media one at a time. In those days, I used an electric typewriter, carbon paper, lots of whiteout, stencils and a duplicating machine. They are probably now all exhibits in a museum somewhere.

Another big change is the fact that there are more women in the business and who are very qualified too. Back in my days, women were either teachers or nurses and that was it. Today, you can be a woman and do anything and it seems that women in PR are doing very well.

Younger PR professionals are also better educated. In the early days, you wanted to be in PR because you liked people. Today, you have communications courses, media and multimedia courses and journalism courses to choose from to prepare for a career in PR.

In regards to media relations, back then most PR people were former journalists. Their strengths were that they knew everyone in the media business in terms of getting placement of a story or an article. Today, that doesn't hold true. Media is open to all comers, especially if you have a track record of not bringing junk to the newsroom because people recognize that what you put out can be trusted.

There is not as much fact-checking today as there used to be. You could count on what you read in the news media as the truth before. The five Ws also used to be written into the first 26 words whereas now you have to get to paragraph five to find that. There's so much more human interest stuff crammed in before the 5Ws are explained and more entertainment before news. Print is emulating TV.

Today, investor relations are so complicated too. The Ontario Securities Commission (OSC) came out in 1965, which was another reason I went into business for myself. It was a brand new regulatory instrument copied by other provinces and I really knew it back to front. At the same time a lot of junior industrials were going public and the CEOs really didn't know what to do with the OSC act because they were busy making the widgets. I became counsel to many of them back then and it's even more complicated now. Whole departments are investor relations. Every day something new is coming out for investment – even investment dealers have specialists in certain aspects of the market now. Before, there was only ever retail and institutional. Now with so many more specialists, reaching them is very complicated.

The impact of change has also left its mark on the profession. As a result, it's close to impossible to be what was once described as a "generalist" in PR. The "specialist" now dominates and larger companies will have several communications specialists either on staff or as consultants.

Favourite Public Relations Achievement

There were several but the one that sticks out is Shoppers Drug Mart. I started with them in 1967 and kept them all the way to my retirement at a time when competition was pretty brisk and others wanted to get on the Shoppers Drug Mart bandwagon. Even though the company went through four different presidents, they stayed on with me for more than 30 years. When I retired in 1999, my son (who was in the business with me) carried on with the Shoppers account. It was a seamless passing of the torch.

CPRS Involvement

Throughout my career, I was closely involved with CPRS. I was one of the early guest lecturers of public relations classes taught as part of the then Ryerson Institute of Technology's continuing education program. Subsequently, I became an associate examiner of APR candidates in 1976 under Dr. Walter Herbert.

I participated regularly in chapter and national CPRS events over the years and was a section editor and contributor to *Public Relations in Canada – Some Perspectives*. In the 1970s, I was invited to become a Communications + Public Relations Foundation board member. I was also a longtime member of Public Relations Society of America's consultants' section in the U.S.

Advice to People Who Enter the Profession

1. Never stop learning. Never assume you know enough about your profession to last throughout your career.
2. Have an inquisitive mind. Think outside the box.
3. Never work on a project you don't believe in. You're not lawyers who are obliged to defend a person you believe to be in the wrong.
4. When you take on an assignment put both your mind and your heart into it. Detachment is for brain surgeons. If your heart isn't in it, you'll do a mediocre job.
5. Don't be word proud when others edit your writings. Some who have approval authority make changes for the sake of change; otherwise, they're not seen to be doing their jobs. Some changes actually improve the message.
6. Unless you're a one-man (or woman) show, don't care who gets credit for a successful outcome. The right people will know of your involvement.
7. Try not to be the company spokesperson. People are still leery of PR-speak. Train your CEO (or client) to speak from the horse's mouth.
8. Get involved in your professional association to keep abreast on current trends, swap ideas, network and get to know your peers (even though some may become your competitors).
9. Don't take yourself too seriously. Mistakes are good teachers. Self-esteem always precedes the respect others give to you.
10. Most importantly, behave in an ethical manner at all times and demonstrate fairness and integrity with staff, clients, colleagues and those you encounter in public situations while fulfilling your duties.

Future of Public Relations

I see PR expanding its horizons even more than today. There are so many more things that are "PR", such as public affairs, corporate affairs, etc. It's a huge industry now.

David G. Wood APR, FCPRS

Calgary, Alberta

1919 – 2003

Career Highlights

David G. Wood was a pioneer of public relations in Western Canada. A newspaper man, advertising executive, government public relations officer and radio broadcaster from Alberta, he was the first national president of the Canadian Public Relations Society from the West. A longtime student of Alberta politics and history, he authored a Canadian bestseller entitled *The Lougheed Legacy*. He received the first honorary doctorate degree in public relations presented by Calgary's Mount Royal College.

Born in 1919 in Raymond, Alta., his ability to handle difficult situations with exactly the right words and tone were evident in high school. In one anecdote from the 1930s, David was called on in English class to read his composition. He had not written one, so he picked up a blank sheet of paper and began to "wing it." The students behind him who could see what he was doing started laughing, but the teacher "shushed" them and told David to continue reading his "excellent" composition.

David attended the University of Alberta and upon graduation, worked as a publisher of a weekly newspaper called the *Picture Butte Progress*. He then moved to Calgary to work as a junior account advertising executive.

From 1945 to 1952, his career took him to Edmonton where he and a partner operated a struggling advertising agency. He also worked as a continuity editor for CFRN radio in Edmonton before finding his feet in public relations back in Calgary with the Mannix Group of Companies.

At the Mannix Group, David's job was to keep the company out of the media spotlight; otherwise, his pay would be docked as punishment. Before he left to become vicepresident for Western Co-operative Fertilizers Ltd., (WCFL) in 1965, David had risen to the position of public relations director for the Mannix Group of Companies. While at the Mannix Group, David met and befriended Peter E. Lougheed, a young lawyer with a bright political future. They became lifelong friends and political allies.

David was one of the architects of Lougheed's famous "Now!" campaign. He wrote Progressive Conservative campaign commercials and did voice-over work on the television and radio spots. When Lougheed was elected premier in 1971, he recruited David from the WCFL to establish the Alberta government's Bureau of Public Affairs.

David reorganized and improved the government's communications function. Lougheed said that he succeeded in bringing more openness to the government. "*Accessibility – that was the theme we brought into office,*" Lougheed said. "*And Wood was a key person in the success of the Alberta Progressive Conservative Party.*"

After retirement from the WCFL in 1983, David continued working as a communications consultant (often pro bono) and wrote Canadian bestseller *The Lougheed Legacy*.

Major Achievements

- Award of Attainment, Canadian Public Relations Society, 1973
- College of Fellows, Canadian Public Relations Society (first member from Calgary)
- Lifetime Member, Canadian Public Relations Society, Calgary (the first from the Calgary chapter)

- National President, Canadian Public Relations Society, 1969-70 (the first westerner to become a national president)
- Recipient of an honorary Bachelor of Applied Communications (Public Relations) degree from Mount Royal College, Calgary, 1999

Professional and Community Service

- Alberta Theatre Projects
- Calgary Foundation
- Ranchmen's Club and the Professional Club

REFLECTIONS ON DAVID WOOD

Loyal, witty and skillful are three words to describe David. He was a poet, storyteller, accomplished writer with a "radio voice" and a mentor to many. He is remembered as a true gentleman.

Said Peter Lougheed: *"(David Wood) had that wonderful mix of honour and brilliance that you don't often find. He had a brilliant creative ability and a great sense of humour that came to the fore."*

David was particularly pleased that so many women had chosen public relations as a profession for he believed women to be more logical and intuitive than men. However, he was a champion for all young practitioners and believed that they brought a new energy to the profession.

David and his predecessors had a good sense of history and believed in recognizing and showcasing achievement. He also had a strong respect for democracy and good government.

A generous man of his time and talents, David delighted in the surprise of his colleagues when he sported a European handbag in the 1980s and donned a beret. He also loved to save envelopes, turn them inside out and reuse them.

David and his beloved wife Maurine were married for 64 years at the time of his passing.